

Consolidated Annual Activity Report (CAAR) 2024



Table of Contents

Table of Contents	2
Management Board's Assessment	4
Foreword	5
Summary	6
The Agency in Brief	7
The Year in Brief	8
Part I — Achievements of the Year	11
1.1. Context & Overview	12
1.2. Activities	13
1.3. Strategic Initiatives & Programmes	48
Part II (a) — Management	71
2.1. Management Board	72
2.2. Major Developments	74
2.3. Budgetary & Financial Mgmt.	76
2.4. Delegation & Sub-Delegation	81
2.5. Human Resources (HR) Management	82
2.6. Strategy for Efficiency Gains	86
2.7. Assessment of Audit & Ex-Post Evaluation Results	88
2.8. Follow-up of Audits & Recommendations	90
2.9. Follow-up of Observations from the Discharge Authority	91
2.10. Environment Management	93
2.11. Assessment by Management	94
Part II (b) — External Evaluation	96
Article 124 – External Evaluation of the Agency	97
Part III — Assessment of the Effectiveness of Internal Control Systems	98
3.1. Effectiveness of Internal Control Systems	99
3.2. Conclusion of Assessment of Internal Control Systems	100
3.3. Statement of the Manager in Charge of Risk Management & Internal Control	101
Part IV — Management Assurance	102
4.1. Review of the Elements Supporting Assurance	103
4.2. Reservations	103
4.3. Overall Conclusions on Assurance	104
Part V — Declaration of Assurance	105
Declaration of Assurance of the ED	106
Annexes	107

I.	Core Business Statistics	108
II.	Statistics on Financial Management	130
III.	Organisational Chart	133
IV.	Establishment Plan & Additional Info on Human Resources Management	134
V.	Human & Financial Resources by Activity	139
VI.	Contribution, Grants & Service Level Agreements	141
VII.	Environment Management	147
VIII.	Final Annual Accounts	148
IX.	List of Acronyms	151

Management Board's Assessment

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

2024 was a year of transition, with the new Executive Director (ED), Florian Guillermet, taking up the post in April 2024. We strongly welcomed Florian's transparent and pragmatic approach, in particular focusing first on addressing the internal organisation and financial sustainability of the Agency.

The MB acknowledges the work EASA has done in 2024 to create clarity and actions on financial sustainability. But we are not there yet. In 2025, a critical step will be the successful consultation and adoption of the adjusted Fees & Charges regulation to secure balanced revenues for the coming years as well as discussions with the European Commission in preparation for the revised Multi-Annual Financial Framework (MFF) 2028-2034 on the evolution of EASA's EU contribution (Subsidy funding) and human resources.

On the other hand, EASA should reinforce the approach of "Manage by Capacity" as presented to the Board. As resources become scarcer it is even more important to ensure that Agency is selective in what it is doing, focussing on key priorities and outputs. For example, in support of EU industrial Competitiveness, EASA should continue to proactively facilitate the introduction of innovative and "green" technology (U-Space, Drones, eVTOL, Sustainable Fuels etc.), utilising stakeholder forums to see how and where to anticipate evolving needs. Likewise, rules simplification and streamlining of the regulatory framework is welcomed in particular by the Member States. Moreover, evolving to a risk-based system for rulemaking, oversight & standardisation would create efficiencies without compromising on safety.

The MB recognises the effort invested in building cooperations with other partners / stakeholders, in particular Eurocontrol, collaborating on points of common interest and clarifying overlaps to avoid duplications and foster further efficiencies.

2025 already looks to be an interesting and challenging year with many developments on the horizon. The MB will continue to enhance its role through dedicated MB advisory groups to allow for focused discussions related to the Agency's "Governance & Oversight" and "Strategy & Safety". Not only with such groups enable greater involvement of the member states and foster cooperation but will also facilitate the MB in performing the tasks attributed to them.

The MB and its members are looking forward to working with the new ED on delivering the 2025 work programme and aligning on future developments.

14 February 2025

Koen Millis

Chair of the EASA Management Board

Foreword

Message from the Executive Director (ED)



It is now exactly one year since I took over the leadership of EASA. I have immersed myself in the Agency's operations and had many discussions with staff as well as a wide range of external stakeholders. Even before I arrived, I was impressed with the volume and quality of EASA's activities and outputs. From within, I have built a far greater appreciation for the expertise, agility and dedication of the EASA staff.

In the past two decades EASA has become one of the leading aviation safety authorities in the world. It has adapted to the impact of global events and evolving sector priorities, including digitalisation, sustainable aviation and emerging technologies. 2024 was characterised by an increasing threat to operations from jamming and spoofing of navigation signals, as well as from cybersecurity threats. After the fatal accident at Haneda, Tokyo in January, we launched a task force to tackle this complex area of aviation safety which involves so many actors. We made strides forward with the Agency's new responsibilities with respect to monitoring and measuring the use of Sustainable Aviation Fuel. We reinforced our international partnerships. We invested in the future through key research and innovation projects including Artificial Intelligence, as well as reinforcing the regulatory framework in areas such as ground handling and ATM/ANS. And we certified new game-changing products such as the fuel-efficient and innovative A321-XLR.

EASA has responsibilities in almost every area that touches aviation safety, working together with entire European aviation safety network, including the National Aviation Authorities, to achieve its goals. With this expanded scope of work in place, it is vital to ensure that the Agency is adequately resourced to act as a leading authority in the long run.

The geopolitical situation and continued inflationary pressures are undoubtedly creating challenges that impact not only EASA but also our stakeholders. In the years to come, EASA will need to be smart and selective about its work programme and how it is investing its resources, with safety always as our top priority. Building internal resilience will be key. The Agency needs to be well equipped financially, digitally and organisationally so that it can continue to provide added value to its stakeholders. To this end, we presented to the Management Board a revised organisation together with a streamlined work program to better address the above challenges and refocus the activities of the Agency.

We began 2025 with a new organisational structure that is better aligned with our priorities. With my management team, I introduced a reinforced and re-focused strategy for the coming years. To safeguard the financial sustainability of the Agency's certification and oversight activities, we have launched a consultation with Member States and stakeholders in our advisory bodies to adjust the tariffs we charge, with the aim of introducing a revised Fees & Charged Regulation by January 2026.

Now a proud, fully-fledged member of the "EASA crew", I have embarked on another challenging but fascinating year. I count on your support and teamwork. Together, we can keep aviation safe.

30th April 2025

Florian Guillermet

EASA Executive Director

Executive Summary



The Agency in Brief



“Your safety is our mission”



Mission	Our mission is to provide safe air travel for EU citizens in Europe and worldwide.
Vision	Ever Safer & Greener Civil Aviation
Principal Tasks	 Approving safe market access: EASA certifies aviation products & approves organisations where it has exclusive competence (e.g. initial airworthiness, ATM/ANS systems & constituents). It also assesses the safety of third country operators intending to operate in the Single Market. This centralisation greatly simplifies the European aviation safety system for regulators & industry alike, ensuring efficiency and expertise.  Overseeing market safety: EASA ensures continuous monitoring of harmonised standards in the Member States and the coordination of RAMP inspections contribute further to safety and a level playing field in the Single Market.  Setting international standards: EASA develops the European Plan for Aviation Safety & drafts regulatory material setting a harmonised regulatory environment for aviation in Europe. Moreover, as safety & sustainability shouldn't stop at European borders, EASA cooperates with international partners to promote highest levels of safety & environmental protection for EU citizens globally.  Analysing and acting on (safety) data: The Agency has an obligation to collect and analyse data relevant to its safety mandate, notably occurrences, approvals issued by Member States and other operational data. Increasingly the Agency is also the source of authoritative aggregated data on progress towards environmental goals in aviation and the uptake of sustainable aviation fuels.  Foreseeing and shaping future opportunities: To develop core business and support industrial competitiveness, EASA invests in research and innovation actions and strategic programmes on selected topics, such as sustainable aviation, drones, and artificial intelligence, or enabling topics such as digitalisation and institutional partnerships. This allows it to advise competently on emerging risks and measures to mitigate them, and to respond with resilience to the challenges of future skies.
Values	Respect, Unity, Integrity, Transparency, Innovation
Legal Mandate	EASA is governed by Regulation (EU) No 2018/1139 (EASA BR)

The Year in Brief



In April 2024, Florian Guillermet took up his role as EASA's [new Executive Director](#) and immediately set to the task of reinforcing EASA's corporate strategy and clarifying the priorities for the coming years, including initiating resilience measures to equip the Agency for the next decade.

In line with this revised strategy, an **Agency wide re-organisation** was undertaken to enhance organisational effectiveness and adaptability. Following a comprehensive change management process involving staff, management and the social partners, the Management Board



endorsed the new organisational structure in December 2024 which entered into force on 01.01.2025.

Safety is our Core Business

The **top priority of the Agency has always been and will continue to be safety**. During 2024, EASA continued to invest in reinforcing its technical capacity to maintain a high level of core operations for both traditional and emerging domains.

Global political tensions and conflicts pose growing challenges, which EASA continues to closely monitor and act on through its **cybersecurity and conflict zone** activities and state, institutional and military partnerships. The increase of occurrences related to Global Navigation Satellite System (GNSS) jamming and spoofing across areas such as Eastern Europe, the Middle East and the Baltic Sea, required swift actions by the Agency to monitor and contain the issue. These included the issuance of an updated Safety Information Bulletin (SIB 2022-02 R3 **GNSS Outage and Alterations Leading to Communication / Navigation / Surveillance Degradation**), to inform and recommend mitigating actions, as well as [a targeted partnership with IATA](#). EASA's expertise was instrumental in supporting the development of the CNS (Communication, Navigation, and Surveillance) evolution plan and of the European ATM Masterplan.

Cybersecurity activities in 2024 were particularly focussed on supporting a harmonised and smooth implementation of the **Delegated and Implementing Regulations addressing information security risks with an impact on aviation safety ("Part-IS")**. Working together with Member States in the Part-IS Task Force, additional guidelines to apply specific Part-IS requirements were developed and published in July. Further work to define a harmonised ISMS oversight policy was launched in 2024 and was delivered in Q1-2025. Additionally, information sharing, research, competence building, and development of industry standards have been combined to promote awareness and support implementation in the Member States, industry and within the Agency, with the first Part-IS implementation workshop being held on 7th & 8th November 2024.

As part of the range of safety intelligence and performance activities, EASA coordinated on multiple major accident investigations (such as the Voepass Flight 2283 ATR 72-500 Brazil August 24, B737 Lithuania Nov 24, B737 South Korea Dec 24) and invested efforts on Confidential Safety Reporting (CSR) analysis facilitated through the increasing number of reports being received by EASA each year (700 in 2024). The increase is providing invaluable data and a strong acceptance from users to share voluntarily information.

In January 2024, EASA published the [first-ever proposal to regulate ground handling](#) across European Union airports, to increase the safety, cybersecurity and consistency of all the actions that happen on the ground before and after a flight, delivering benefits to passengers and their airlines.

In July 2024, EASA issued a Type Certificate to Airbus for the A321XLR which marked the end of a five-year certification process to ensure the safe entry into service of this product. *More details on this can be found on EASA's Website: [Airbus A321XLR: how we certified a design novelty](#) | [EASA](#)*

The General Aviation (GA) Flightpath 2030+ Programme has been successfully established and key priority themes received broad support from GA stakeholders such as the iConspicuity Roadmap which has been endorsed for implementation as one of the key safety objectives for EASA in 2025.

EASA's portfolio of organisation approvals (OA) continues to expand. Two additional Air Operator Certificates (AOC) and the first Aviation Training Organisation (ATO) were transferred to EASA in 2024. Moreover, thanks to several years of regulatory developments in the field of ATM/ANS, the first applications for **ATM/ANS equipment certification and approval of Design & Production Organisations** have been received. In order to meet the market demand for this new domain over the coming years the Agency will have to ensure a ramp-up of resources and a sustainable sourcing strategy, which represents a key challenge and priority for 2025.

Reinforcing Partnerships and Global Aviation Harmonisation

In April 2024, the European Commission published a set of [Standardised European Rules of the Air \(SERA\)](#) harmonising the EU and ICAO regulatory frameworks, to ensure a high uniform level of aviation safety in Europe and globally. The amending regulations, based on EASA's [Opinion No 02/2023](#), synchronise SERA with ICAO provisions, clarify, improve, and facilitate the implementation of SERA requirements, and bring operational and safety benefits also in the domains of [Air Traffic Management / Air Navigation Services \(ATM/ANS\)](#) and [Aerodromes \(ADR\)](#).

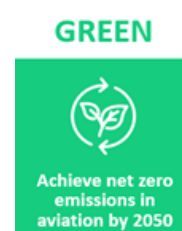


EASA reinforced its global presence and support to technical assistance projects in 2024 as well as joining major events across the globe. In March 2024 EASA organised the 8th International Cooperation Forum in Sri Lanka, which gathered global aviation leaders to exchange on how regional and technical cooperation can contribute to a safer and greener aviation worldwide. In December 2024, the Agency signed a [Declaration of Intent](#) with the Federal Aviation Administration (FAA) to foster and enrich the partnership in support of safe and secure civil aviation activities.

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

The journey towards net Zero-Emissions in Aviation

The signature of the [ReFuelEU Aviation Legislation](#) in 2023 marked a milestone in the EU's flagship initiative to ensure a level playing field for sustainable air transport and facilitate the uptake of **Sustainable Aviation Fuels (SAF)** within Europe. With this regulation, EASA's mandate in emissions reduction was been extended and in 2024 EASA published the first State of the [EU SAF Market Report](#), paving the way for the first report of the RefuelEU Aviation regulation in 2025.



The **Sustainability Portal**, the key reporting vehicle to implement the RefuelEU Aviation regulation, was successfully launched in July 2024 and several flanking projects continued, including the EU Fuel Standards Body project, SAF [Clearing House project](#) and Book & Claim project.



Another key milestone was the adoption by the European Commission of the Flight Emission Label (FEL) Implementing Regulation. As of 2025, when booking flights with participating airlines online passengers will be able to see standardised information on the “carbon footprint” and “carbon efficiency” of flights in the European Union, along with an explanation of the result.

Further information can be found in Section 1.3.1 – Environment as well as EASA's website under: [Environment EASA \(europa.eu\)](#)

Facilitating EU Industrial Competitiveness & Innovation

The Agency continued to implement actions to facilitate the acceptance of applications for innovative products by developing special conditions and means of compliance for the certification of electric vertical take-off and landing aircraft (eVTOL), drones, and hydrogen propulsion systems.

INNOVATIVE



In April 2024, the European Commission adopted a [package of secondary legislation on drones and vertical take-off and landing \(VTOL\) capable aircraft](#), which puts the final rules in place for the launch of Innovative Air Mobility (IAM), including air taxi services. This was followed in July by the third release of the [Innovative Air Mobility Hub](#), a unique digital platform that brings together all actors in the European system with the goal to facilitate the safe, secure, efficient, and sustainable implementation of IAM. The hub is a flagship action under the European Commission [Drones Strategy 2.0](#).

A significant milestone in EASA's [Artificial Intelligence \(AI\) Roadmap](#) was achieved in March 2024 with the **publication of Issue 2 of the Concept Paper on Artificial Intelligence (AI) and Machine Learning (ML)**, followed in May 2024 with the final report of the [research project MLEAP](#) (Machine Learning Application Approval) on the approval of Machine Learning technology for systems intended for use in safety-related applications. In July 2024 EASA hosted the high-level conference "EASA Artificial Intelligence Days".



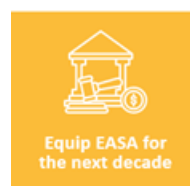
The Agency continued to invest in research and innovation activities under **Horizon Europe** and its engagement in **Clean Aviation and SESAR3 Programmes and the Alliance for Zero-Emission Aviation (AZE)**. EASA **Innovation Services** offered frameworks to support innovation at industry level, notably the Certification Readiness Level (CRL).

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

Equipping EASA for the next decade

A reinforced strategy for resilience was established in 2024 focussing on:

RESILIENT



- **Re-aligning the organisation** to strengthen internal control, digital growth, strengthen sustainable aviation activities, operationalise new innovative domains such as drones/innovative air mobility and ATM/ANS.
- **Reinforcing capacity and key competences** across both technical and corporate domains. A significant number of recruitments were managed in 2024. EASA subsequently welcomed 49 newcomers and filled 39 internal mobility opportunities. At the end of 2024, EASA's establishment plan was at 97.5% occupancy.
- Preparing to reset the digital agenda of the Agency through the recruitment of a dedicated CIO (Chief Information Officer) to shape the next phase of **EASA's digital transition**. EASA also established and started implementing an action plan to strengthen its information security processes and competences addressing recommendations from the internal audit service of the Commission.
- **Financial sustainability** through introducing efficiency measures to contain costs and review revenue streams, in proposed adjusted to the current Fees & Charges Regulation, which outlines the tariffs applied by the Agency for its certification and oversight services.
- In the second half of 2024, EASA invested efforts across a broad range of activities in preparation for the 2025 planned **ICAO audit** by International Civil Aviation Organization (ICAO) under its Universal Safety Oversight Audit Programme (USOAP).

Part I — Achievements of the Year



1.1. Context & Overview



The Annual Work Programme (AWP) is the last operational step to translate the Agency's strategy into concrete actions (targets/objectives). Structured around the Agency's key activities/areas of operation, the AWP outlines where, in addition to its core business, the Agency's efforts shall be focused in 2024 including performance indicators and planned level of resourcing.

EASA's core activities are focused around five principal functions (enabled through a variety of transversal and support activities) to fulfil its mandate as international regulator and competent authority:



Approving safe market access.

As competent authority the Agency certifies the airworthiness of products, parts, and appliances for access to the Single Market. It also performs conformity

assessments for ATM/ANS equipment. It complements the certification of products with the approval of the organisations responsible for the design, production, maintenance and repair of the products, and the organisations responsible for the competence of associated personnel. It also assesses the safety of third country operators intending to operate in the Single Market. This centralisation greatly simplifies the European aviation safety system for regulators and industry alike, ensuring efficiency and expertise.



Overseeing market safety.

Important for the persistent safety of the system are the continued airworthiness and organisational surveillance activities that ensure continuing industry compliance with prevailing standards. Continuous monitoring of harmonised standards in the Member States (MS) and the coordination of RAMP inspections contribute further to safety and a level playing field in the Single Market. As necessary the Agency is also called upon to participate in the EACCC and give technical opinions on certain Member State actions.



Setting international standards.

The Agency develops the European Plan for Aviation Safety (EPAS) and associated regulatory material and contributes to relevant industry standards. It also ensures a broad understanding and application of the standards through continuous monitoring, safety promotion and technical training. Internationally it supports the MS in adapting and transposing ICAO SARPs into the European framework, and the EC in setting technical standards under bilateral aviation safety agreements. As safety and sustainability shouldn't stop at European borders, EASA cooperates with its international partners in order to promote the highest levels of safety and environmental protection for EU citizens globally and to reduce any redundancy of safety oversight. It contributes to global interoperability through its working arrangements with third countries and supports EU policy as required by providing technical assistance to states worldwide.

Analysing and acting on (safety) data.

The Agency has an obligation to collect & analyse data relevant to its safety mandate, notably occurrences, approvals issued by MS and other operational data. Increasingly the Agency is also the source of authoritative aggregated data on progress towards environmental goals in aviation and the uptake of sustainable aviation fuels.



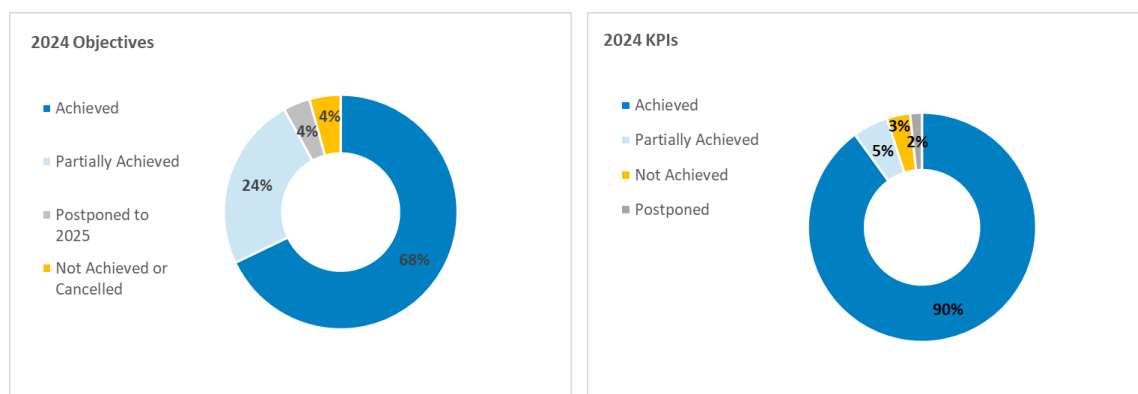
Foreseeing and shaping future opportunities.

To develop the core business and support industrial competitiveness, the Agency invests in research and innovation actions and strategic programmes on selected topics, such as sustainable aviation, drones, and artificial intelligence, or enabling topics such as digitalisation and institutional partnerships. This allows it to advise competently on emerging risks and measures to mitigate them, and to respond with resilience to the challenges of future skies.

1.2. Activities



The 2024 AWP set out 60 Key Performance Indicators to report on the performance of its core and support operations. In addition, the 2024 AWP targeted 162 business development objectives to improve its processes and further its strategic goals. Overall, EASA was able to address 92% of its 2024 AWP ambitions of which 68% were completed in full. In terms of performance, the Agency's KPIs report that activities managed to maintain a positive trend and high level of operation with 90% (comparable to 2023) of KPIs reported on-track.



Section 1.2 and 1.3 below provide further detail of the key achievements, outputs and results for 2024 in the different areas of operation of the Agency.

Activities				Objectives	KPIs
CORE & OPERATIONAL		Approving safe market access.	1.2.1. Certification		
			1.2.2. Organisation Approvals		
			1.2.3. Third Country Operators		
		Overseeing market safety.	1.2.4. Standardisation		
			1.2.5. EU Ramp Inspection Programme		
		Setting international standards.	1.2.6. International Cooperation		
			1.2.7. Rulemaking		
		Analysing and acting on (safety) data.	1.2.8. Safety Intelligence & Performance		
SUPPORT		Enabling core business.	1.2.9. Applicant & Partner Relations		
			1.2.10. Transversal Activities ^[1]		
DEVELOP		Foreseeing and shaping future opportunities	3. Strategic Initiatives & Programmes		

^[1] Legal, Procurement, Internal Audit, Quality, Planning, Strategy, Communications, HR, IT, Finance, Corporate Services

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

1.2.1. Certification



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

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

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

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

Key Achievements

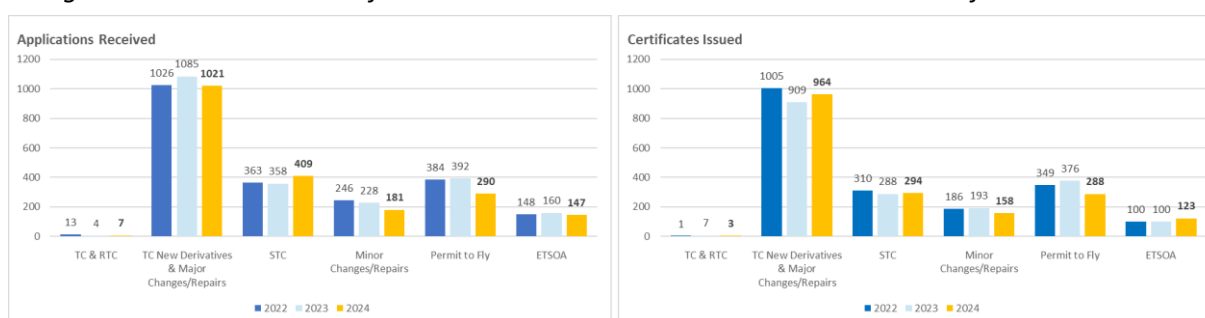
- In 2024, **EASA closed its Boeing 737 MAX lessons learned project** which has successfully incorporated a number of key results into EASA's processes. Notably, on 30th August 2024, EASA published Certification Memo CM-21 A-A-003, which focused on the analysis of occurrence reports and identifying potential unsafe conditions resulting from human performance issues on large aeroplanes. This was accompanied by the revision of Safety Information Bulletin SIB 2023-08 and a proposal to amend Air OPS Regulation (EU) 965/2012 to improve the reporting of occurrences involving human factors linked to design and procedures. Additionally, on 17th December 2024, EASA published Certification Memo CM-DASA-002, which highlighted developmental assurance considerations in product certification. Furthermore, EASA continued to actively harmonise activities with partner aviation authorities and standardisation development organisations, focusing on human factors considerations in safety assessments and developmental assurance considerations in product certification.
- The [General Aviation \(GA\) Flightpath 2030+ Programme](#), a continuum of the [GA Roadmap 2.0](#) (2018-2023), has been successfully established as a cross-agency initiative for the GA sector. The key priority themes have received broad support from GA stakeholders in 2024: Declared as Default, iConspicuity a Reality, Fly Direct and Greener Faster. As a result, the iConspicuity Roadmap has been consolidated and endorsed for implementation as one of the key safety objectives for EASA in 2025. Additionally, the technical alignment on the Aeroplanes Point-in-Space (PinS) concept has been agreed internally with its initial implementation to start in 2025. Finally, the GA project team organized EASA's successful participation in the 30th anniversary edition of AERO 2024, the largest GA exhibition in Europe, including the EASA GA Sustainability Conference as the main public event.
- In the framework of **international cooperation**, the Certification Management Team (CMT) composed by the certification authorities of US, Brazil, Canada and EASA, issued a completely revised version of their **Collaboration Strategy**. The new document provides a more focused approach to growing challenges with new regulatory requirements, **emerging technologies, and environmental sustainability**, bringing a set of strategic objectives to be pursued by the CMT for the next 5 years.

Furthermore, on the bilateral dimension, the Technical Implementation Procedure (TIP) in place with ANAC was also drastically amended with an update version, which is expected to provide more streamlined and efficient validation processes on both sides.

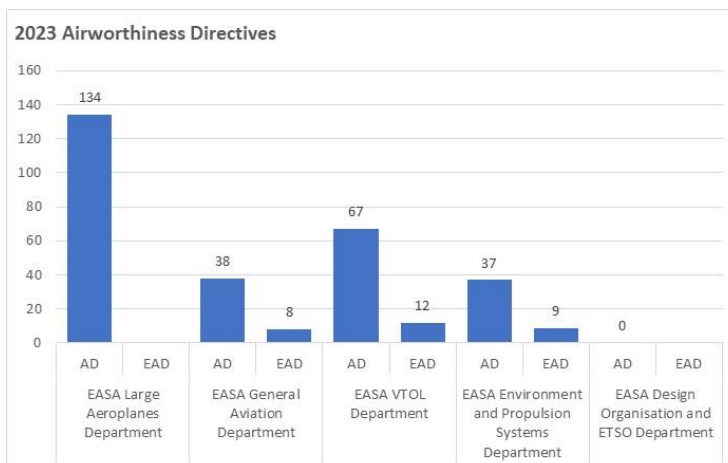
- A number of **events** were held in 2024 that generated strong interest and participation, such as the [EASA-FAA International Aviation Safety Conference](#), the Safety Management System Workshop for Design Organisations), and the [EASA 2024 Part 21 Workshop and Certification Conference \(Cologne\)](#), the EASA Rotorcraft and VTOL Safety Symposium (Amsterdam) and in December the EASA Certification Roadmap on H2 International Workshop.

Key Outputs

- More than 2000 IAW and operational suitability applications received, and 1830 certificates issued. *More information on notable Type Certificates (TCs) and significant and complex significant major changes issued in 2024 can be found in Annex I.8 – Core Business Statistics – Certification.*



- Seven new Pre-application Contracts (PACs), six new Technical Advisory Contracts (TACs) and Three new Innovation Partnership Contracts (IPCs) were received in 2024.
- 296 ADs (including revisions and corrections) and 20 Emergency ADs issued. A detailed list can be found on the [AD publication portal](#).
- 33 Safety Information Bulletins (SIBs) published relating to airworthiness and operational matters.
- 153 foreign ADs adopted, and 16 Foreign Safety Advisory Information (FSAI) publications uploaded onto the AD publication portal.
- More than 400 applications received for supporting the validation by foreign authorities of EU applicants' EASA design certificates (Certification Support for Validation).



Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Initial Airworthiness, Environmental Protection, Operational Suitability & CSV	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance	— Facilitate the acceptance of applications for innovative products by developing adequate special conditions for the development of the certification basis, and related means of compliance (MoC) (eVTOL, UAS, Zero Emissions).	●

	of certificates) and of technical elements of the certification process (e.g. communication and Level of Involvement). Support validation of the European products by third countries' authorities and provide technical support to the European industry in a timely manner.	– Evaluate impact of potential increase in CS23 and CS27 MTOW thresholds when more sustainable propulsion system is used.	
		– Provide guidance material to support UAS Certification and means of compliance to support UAS Design Verification.	
		– Initiate rulemaking activities to improve the ETSO system, by making it more proportionate to the certification risk.	
		– Deliver contributions required to achieve 2024 military strategy targets (State & Military Aviation Programme).	
		– Further implement the objectives as defined by the General Aviation Flightpath 2030+ and rotorcraft safety roadmap.	
		– Continued Implementation of the actions resulting from the B737 Max Lessons Learnt exercise, to support ongoing improvement of the Certification process.	
		– Continuous support to the validation of European products by third countries.	
Continuing Airworthiness (CAW) and Operational Suitability	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.	– Implementation of the Rotorcraft Safety Roadmap recommendations within the related timelines.	
		– Continued Implementation of the actions resulting from the B737 Max Lessons Learnt exercise, to support ongoing improvement of the Certification process.	
Strategy – Key Drivers		Safety [Contributes to Sustainability & Competitiveness]	
Principal Funding Source		F&C	

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	103%	85%	79%	95-105%	86%	
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	3.4%	2.4%	2.5%	≤5%	2.2%	
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	102%	86%	88%	≥90%	108%	
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	89%	109%	90%	≥90%	95%	
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' of incoming occurrences by technical staff. Technical acceptance = start of investigation	8 days	6 days	4 days	≤10 days	4.7 days	

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

1.2.2. Organisation Approvals



Within the territory of the Member States (MS), EASA is responsible for all design organisations of aircraft and related products and for all organisations involved in the design or production of air traffic management/air navigation services systems and constituents. EASA is also responsible for organisation approvals transferred from EU Member States to EASA under Article 64/65 and for certain other European organisations (pan-European Air Navigation Service providers, the Network Manager, production approval for Airbus/Airbus Helicopters).

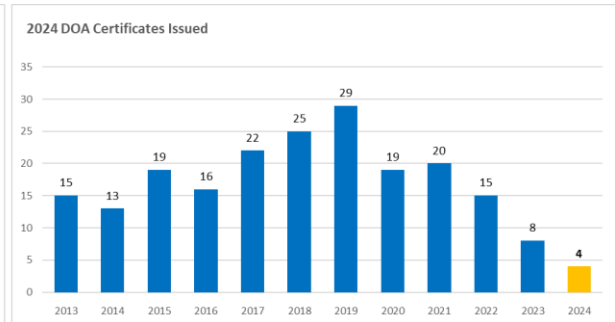
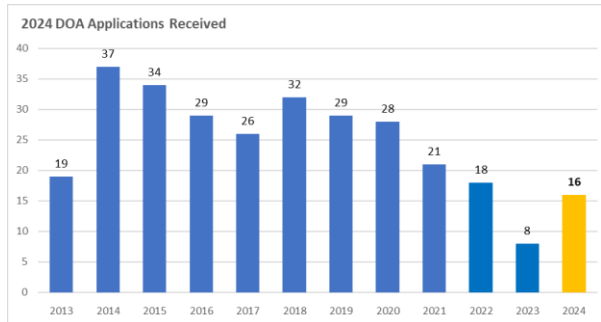
Outside the territory of Member States, EASA approves and oversees design, production, maintenance, continued airworthiness management, maintenance staff training, training devices and flight crew training organisations, Aero-medical centres, as well as ATM/ANS providers, Air Traffic Controller training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

Key Achievements

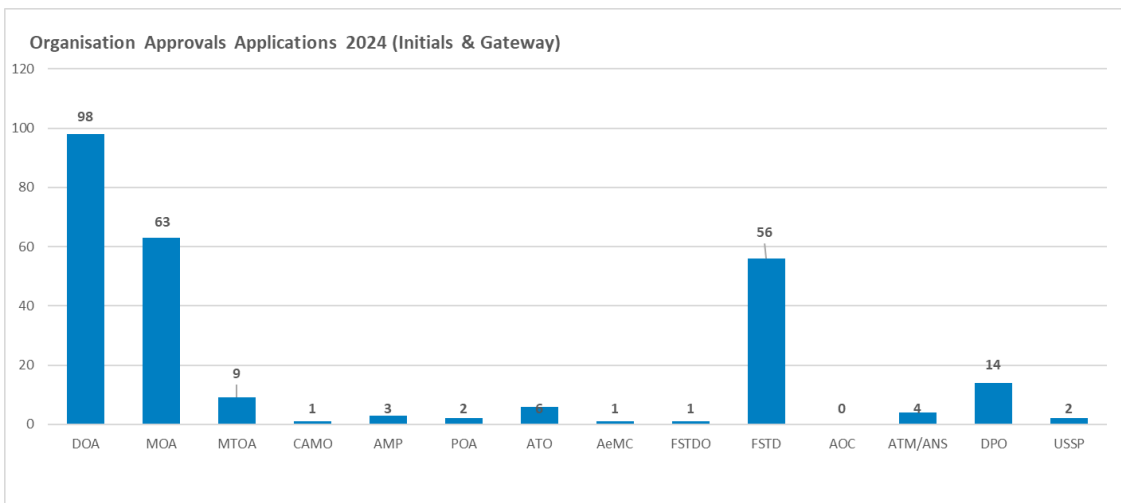
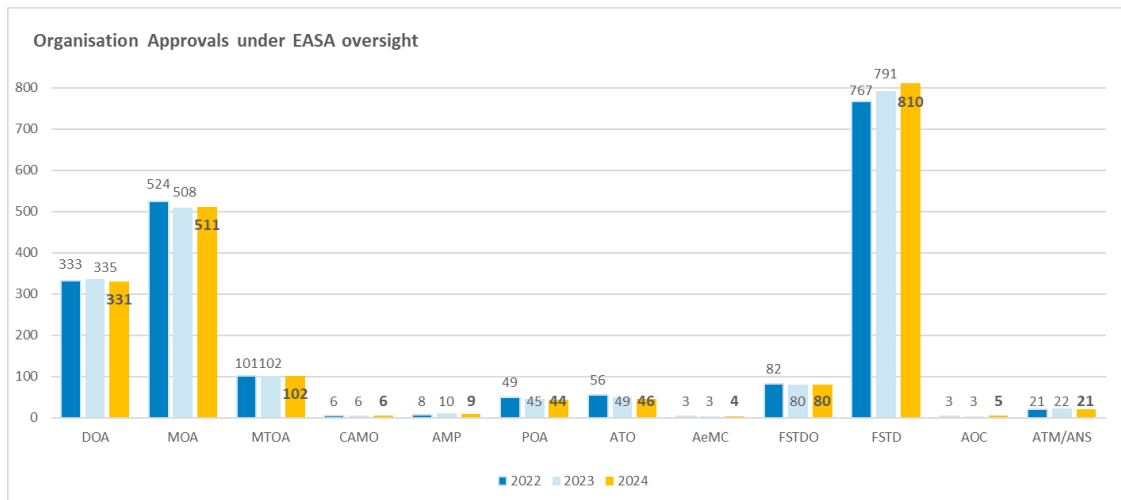
- The **demand for new European approvals from third country organisations** continued to be high in 2024, reflecting an increasing use and recognition of the European aviation system worldwide. Together with partnership authorities EASA is trying to accommodate new applications, which also supports directly European airlines, manufacturers, and leasing companies. Waiting time is occurring due to resource limitations in several domains which can lead to withdrawals or rejections.
- In addition to the continuously **high demand for new approvals** there is also an increase in scope and activity of existing approval holders. Especially the Airbus single POA has grown because of ramp up of production and integration of additional facilities (national approvals) into the Airbus single POA.
- In 2018 EASA received a new mandate under its revised BR in the field of **Design and Production of ATM/ANS equipment (DPO)**. Several regulatory developments have been made over the last years resulting in the publication of the Implementing and delegated act provisions in September 2023. Consequently, EASA is now competent authority for the certification of ground equipment and DPO. This new domain has been successfully added to EASA's OA portfolio in 2024 with the first applications of this type being received. In order to meet the market demand for this new domain over the next years the Agency will have to ensure a sufficient sourcing strategy and ramp-up of resources which represents a key challenge and priority for 2025.
- In 2024, EASA continued to see interest from industry in applying for a transfer of oversight to EASA under **Article 65 of EASA's (BR) Basic Regulation (EU) 2018/1139**.
- Two additional **AOCs** have been transferred 2024 and the first Aviation Training Organisation was transferred at the end of 2024. Other applications are processed in close coordination with the affected Member States.
- **Streamlining & Digitalising Organisation Approval Processes & Procedures:** Further onboarding of OA Domains to the new workflow tool (OA Tool) continued in 2024. At the end of the year AOA and DPO had been added to the group of users. The onboarding of the remaining domains (MOA, MTOA, DOA) will continue throughout 2025.

Key Outputs

- At the end of 2024, EASA oversaw 330 Design Organisation Approval (DOA) Holders – including six organisations whose Design Office Staff exceeds 1,000 FTEs (Full Time Equivalent) and 260 Holders of Alternative procedures to approved Design Organisations (ADOA) approvals.



- The overall number of Approvals under EASA oversight is slightly increasing however the number of Applications has seen a significant increase.



Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Design Organisation Approvals (DOA)	Conduct a risk-based oversight approach for the design organisation and implement Level of Involvement.	– Consolidate the implementation of Organisation oversight procedures and processes into the digital system.	
		– Continue implementation of the approach regarding the upcoming regulations aimed at identifying organisational risks (e.g. Safety Management Systems and Information Security Management Systems).	
		– For the risk-based oversight, take into account the possibilities of the new “Part-21 Light” requirements for applicable organisations.	
Other Organisation Approvals (OA)	Conduct a risk-based oversight and continuous monitoring approach for organisation approvals.	– Continue the implementation of the SMS oversight in approved organisations with the aim to be ready for the applicability date of each domain.	
		– Further develop the way to perform the oversight of cybersecurity aspects as part of the approved organisation.	
		– Strengthen the exchange of safety information and safety risks related to approved organisations as part of the Safety Risk Management processes.	
		– Process applications for transfer of EU organisations under Art. 64 & 65 of Regulation (EU) 2018/1139 (ATO, CAMO, AOC).	
		– Develop the approval and oversight of new types of organisations dealing with new products and technologies (e.g., drones, eVTOL, etc.) and group organisations	
		– Continue with the digitalisation of the Organisation Approval process through active contribution to the Agency Digitalisation Programme and roll out of remaining domains.	
Air traffic management/air navigation services systems and constituents	Certification and oversight of declarations of ATM/ANS systems and constituents that ensures the safe, secure, interoperable and efficient provision of ATM/ANS services.	– Implementation of the framework for the certification and oversight of declarations of ATM/ANS systems and constituents.	
		– Prepare (and initial implementation activities) for the approval of organisations involved in the design or production of air traffic management/air navigation services systems and constituents.	
Strategy – Key Drivers	Safety [Contributes to Resilience & Competitiveness]		
Principal Funding Source	F&C		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely approval of Design Organisation (DOA) continuation	Rate of 'end-of-surveillance-cycle-year' reports approved within 2 months after the due date	85%	83%	59%	≥80%	84%	
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	88%	91%	90%	≥90%	96%	
On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	84%	84%	86.8%	≥85%	90%	

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

1.2.3. Third Country Operators



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

Key Achievements

- **Coordination with non-EU Civil Aviation Authorities:** EASA continued throughout 2024 to have regular meetings with China (CAAC), USA (FAA), and UK (UK-CAA) to exchange information related to common issues identified across Third-Country operators, and most difficult or sensitive cases.
- **Ukrainian Conflict:** EASA continued its increased focus on Ukrainian TCOs with systematic remote technical meetings in case of new application and continuous monitoring activities. Regular meetings with the Ukrainian CAA to identify potential decrease or relaxation in the oversight performed. Also, the Pulse survey was continued in June and December to collect relevant information from the active Ukrainian operators holding a TCO authorisation.

Key Outputs (Facts & Figures)

- Overall TCO population has slightly increased reaching a total of 720 authorised operators at the end of 2024. The workload involved for each new application for a TCO authorisation was higher than the previous years with an increased number of findings and more difficult cases. A total of 48 authorisations were (re-)issued for a total of 58 (re-)applications received in 2024. 8 Organisations have surrendered their TCO authorisation and 5 TCO Authorisations were suspended for safety reasons, 21 TCO authorisation were invalidated in 2024.
- Significant decrease in the quality of the (re-)applications received was observed in 2023 and 2024. There was a need for a higher workload to perform the initial assessment of applicants as well as continuous monitoring activities.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Third-Country Operators Authorisation	Authorisation and Continuous Monitoring of all commercial Third Country Operators into, within, or out of EU territories, proportionate to the risk involved for EU citizens, in articulation with the EU Air Safety List (ASL).	— Subject to the Ukrainian crisis evolution, implement the new 2023-2026 focus areas campaign.	●
		— Support to the Commission ASL activities according to the needs, upon request.	●
Strategy – Key Drivers	Safety [Contributes to Resilience]		
Principal Funding Source	EU contribution		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	91.7%	90.5%	93.2%	≥90%	89%	●

Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	94.6%	94.6%	100%	≥80%	96%	
Timely closure of TCO findings of authorised operators according to agreed CAP implementation due date	For authorised operators not subject to enforcement measures, rate of the corrective actions closed within the agreed deadline (initial or revised)	88.9%	90.2%	95.6%	≥80%	92%	

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

1.2.4. Standardisation



The Agency's standardisation activities focus on the continuous monitoring of how Authorities apply the Basic Regulation and its Implementing Rules. Through Continuous Monitoring Activities (CMA) the Agency assesses the ability of Authorities to discharge their safety oversight obligations. CMA also inform the prioritisation, planning and scope of inspections.

Key Achievements

- **SYS phase II inspections:** EASA completed its phase II of the Systemic Enablers for Safety Management (SYS) to assess the SSP and EPAS implementation, the Quality Assurance for activities outsourced to Member States in the frame of the partnership agreement and the monitoring of occurrence reporting. Last inspection was shifted to February 2025 to accommodate one State under USOAP audit. 3 new SYS NCA Standardisation team members were qualified in 2024.
- **Enhanced Continuous Monitoring Approach (ECMA):** ECMA activities have now become part of the Standardisation toolbox with online surveys. In 2024, EASA launched ECMAs on U-Space, Language proficiency, SES implementation, Functional Use of Airspace, Flight Crew Licensing examiners, Aviation Medical Data, EPAS implementation and UAS legal framework application.
- **Development of State Monitoring Programme (SMP):** based on the experience in ECMA and the SYS Phase II maturity assessment, EASA has developed the SMP concept to adopt a State centric approach in Standardisation. It uses on-line surveys and a maturity model grading to credit mature States and move to a SMP with the perspective to reduce the volume and frequency of on-site activities and have more combined inspections. 3 combined inspections have been tested in 2024 and the first 3 SMPs have been planned in 2025 for mature States.
- In 2024, EASA developed the specifications (features and EPICs) required for the **digitalisation of Standardisation** inspections with more ECMA and its **Novel Standardisation Model**, which is a prerequisite for full SMP implementation. The IT developments in 2024 were delayed, this delay will impact the full SMP implementation.
- **Providing technical assistance:** EASA did not need to trigger technical assistance projects to Member States in 2024. However, it shared information of common interests, especially with regards to ICAO USOAP audits.
- **Supporting the Commission in escalation measures:** EASA issued 6 Supplementary Reports in 2024 supporting the European Commission on infringement procedures.
- **Growing standardisation scope:** the UAS Standardisation inspections continued to ramp-up in 2024 with 4 on-site visits. EASA enlarged the Standardisation's scope to U-Space, the European Risk Classification Scheme which will be monitored with a dashboard in 2025 and plan the onboarding of the coming management of information security risks.

Key Outputs

- The 2024 inspection programme led to a total of 1560 man-days of inspections. In total, 81 inspections were carried out of which 2 unplanned inspections had been added, while 5 inspections had to be postponed.
- In 2024 the Agency raised 574 findings of non-conformity, among which 381 class C findings mainly on standardisation concerns, 212 class D findings which if not timely corrected also raise safety concerns, and 1 class G finding that represents Immediate Safety Concerns (ISCs) and require the concerned NCA to take immediate corrective actions.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Standardisation & Implementation Support	Continuously monitor the competent authorities' ability to discharge their safety oversight responsibilities. Assure uniform implementation of the rules in all domains. Develop a process for providing support to EASA Member States in the implementation of European aviation safety Regulations.	– Achieve the SYS Phase 2 cycle.	
		– Launch the preparation of the standardisation towards cybersecurity across the technical domains.	
		– Include pro-active Standardisation with technical assistance programmes in the SIAP 2024.	
		– Test the novel Standardisation model to identify mature countries based on data-based decision making.	
		– Test combined inspections for mature countries in SIAP 2024	
		– Be ready for digitalisation of Standardisation inspections and novel CMA (features and EPICs issued and approved).	
Strategy – Key Drivers	Safety [Contributes to Resilience]		
Principal Funding Source	EU contribution		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	9.8%	12%	9.7%	≤20%	16.3%	
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	85%	96%	88.8%	≥90%	94.9%	

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

1.2.5. EU Ramp Inspection Programme



The EU Ramp Inspection Programme is a European programme regarding the performance of ramp inspections on aircraft used by Third Country Operators (Safety Assessment of Foreign Aircraft (SAFA) inspections) or used by operators under the regulatory oversight of another EU Member State (Safety Assessment of Community Aircraft (SACA) inspections). The Programme provides for the inspection of aircraft to identify possible infringements of the applicable EU requirements. Ramp inspections may be performed on any aircraft used by third country operators or used by operators under the regulatory oversight of another Member State when landed at aerodromes located in the territory subject to the provisions of the Treaty. The programme has since its induction in 1996 evolved into a risk-based programme that takes into account historical data, as well as safety risks.

Key Achievements

- **RAMP expansion:** to expand the global view on the safety performance of operators, EASA signed working arrangements (WA) with States on other continents to participate in the EU Ramp Inspection Programme. In 2024, Brazil successfully passed the standardisation inspection, thereby becoming the 50th full participating state in the EU RAMP Inspection Programme. In addition, the WA with Serbia, North Macedonia and Albania were amended so those states can now also participate in a centralised and EASA coordinated planning system of ramp inspections, to ensure that operators are not over- or under-inspected. The WA with Qatar was suspended as per 01.01.2024 due to a breach in the terms of the WA.
- **“The Future of RAMP” project (RAMP NextGen):** The project started at the end of 2022. The Task Force consisting of authority and industry representatives held two meetings in 2024. The project is experiencing delays and is now expected to deliver its first results in 2025 and expected to be finalised by 2026/2027, depending on the feasibility – availability of resources and the development of the much-needed IT infrastructure (that is envisaged to replace the existing outdated RAMP inspection tool).
- In 2024, the Agency organised two **RAMP Inspection Coordination and Standardisation (RICS) meetings**, one in Cologne and one co-hosted by ENAC in Rome. Both meetings were attended by over 50 participants from the 50 Participating States, the Commission and Eurocontrol.

Key Outputs

- In 2024 the Programme’s participating States uploaded 12.864 reports in the database, divided as per the table below:

Safety Assessment of Foreign Aircraft (SAFA)	Safety Assessment of Community Aircraft (SACA)	Stand-alone Alcohol Testing ¹	Safety reports ²	Safety Assessment of National Aircraft (SANA) ³
5535	5091	1633	36	569

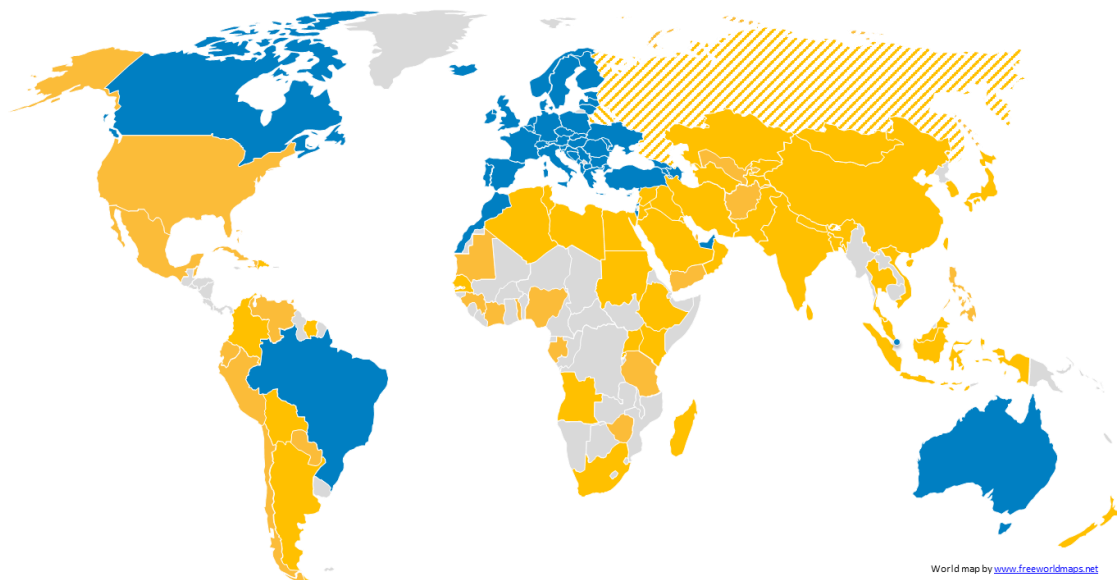
¹ The alcohol testing of flight and cabin crew members is only mandatory for the EASA member states, and optional for the other participating states. By the end of 2024, 29 of the 31 EASA member states as well as 2 non-EASA participating states were performing alcohol tests.

² Safety reports can be compared to confidential safety reporting between participating states in the context of ramp inspections. These reports will only be shared between the participating states and will not be made accessible to other stakeholders.

³ If Participating States apply the same process and procedures when performing ramp inspections on national aircraft they may choose to use the centralized database for that purpose, rather than developing a separate tool. However, those SANA inspections will not be included in the dataset for the analysis coordinated by the Agency.

- Taking only into consideration the SAFA and SACA inspections, 49⁴ Participating States (blue in below map) performed 10.626 inspection at 368 aerodromes, inspecting 6.694 individual aircraft (of 224 aircraft types) of 1.237 operators from 147 States (blue and yellow in below map).

RAMP inspection programme universe 2024



- In respect of the alcohol testing, as stated above 1633 stand-alone alcohol tests were uploaded. However, alcohol tests were also performed during regular ramp inspections. The overall 2024 results are listed in the table below.

	Alcohol test	Flight Crew Tested	Cabin Crew Tested	One or more positive returns during a test
AT	1633	3261	4927	7
SACA	641	1296	953	1
SAFA	666	1604	1574	1
SANA	80	161	84	
Total	3020	6322	7538	9

- In-Depth Expert Analysis (IDEA) meetings were held twice in 2024, where the Agency with the support of partnering states' experts, drafts a list of operators for the prioritisation of ramp inspections, as required by Commission Regulation (EU) 965/2012. The list is provided to the competent authorities after consulting DG MOVE and taking into account the results of the European Commission-led Air Safety Committee pursuant to Regulation (EC) No 2111/2005.
- Following discussions in the ICAO USOAP-IG Group A meetings, ICAO and EASA started exploring which data from the EU ramp inspection programme could be shared for use by ICAO to establish their priority index for the planning of USOAP inspections. In 2024, a first dataset containing deidentified 2023 data, aggregated at non-EASA member state level was shared with ICAO.

⁴ Due to the ongoing war in Ukraine, civil aviation came to a halt and the CAA of Ukraine (SAAU) was therefore unable to perform ramp inspections of visiting aircraft.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
EU Ramp Inspection Programme Coordination	Consolidate the EU ramp inspections programme for inspections on aircraft used by Third Country Operators (i.e. Safety Assessment of Foreign Aircraft inspections) or on aircraft used by operators under the regulatory oversight of another EU Member State (i.e. Safety Assessment of Community Aircraft inspections) as the leading programme in the world, through continuous improvement of the programme and steady expansion of its membership.	– One new SAFA Working Arrangement signed*.	
		– Continue the “RAMP NextGen” project, including preparing the business requirements for the revamp of the RAMP tool in view of RAMP Next Gen implementation (according to digitalisation priorities).	
Strategy – Key Drivers	Safety [Contributes to Resilience & Competitiveness]		
Principal Funding Source	EU contribution		

*During 2024 it was decided to cancel this objective for 2024 and re-assess the targets for 2025. Working arrangements are strongly dependant on the political agreement of the European Commission and states' as well as the availability of states that would be eligible to join the programme.

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar	100%	100%	75%	100%	100%	
Timely issuance of the system wide coordination targets to the Member States – twice a year	Timely issuance of the system wide coordination targets to the Member States at least twice per year in accordance with the defined calendar	100%	100%	100%	100%	100%	

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



1.2.6. International Cooperation

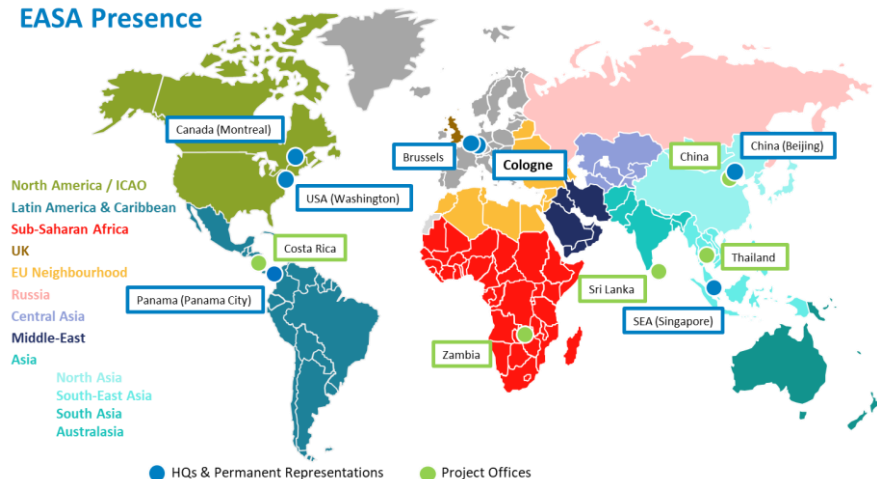
EASA works with third country aviation authorities and other international partners worldwide to promote **European aviation safety, security and environmental standards, policies, and technology**, to protect European citizens travelling worldwide and to remove market barriers for the EU aviation industry.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

In this context, EASA develops and implements **EU-funded civil aviation cooperation projects (technical assistance projects)** in the field of aviation safety and environmental protection, working closely with the European Commission (EC). The Agency's own technical expertise, together with the strong partnership with Member States' National Aviation Authorities, is vital for the successful implementation of these projects. The Agency has positioned itself as the leading implementing body of EU-funded technical cooperation programmes for aviation safety and environmental protection.

In terms of reinforcing Europe's global network of Aviation Partners, EASA supports the EC in the development of **international cooperation instruments** - Bilateral Aviation Safety Agreements (BASAs) at EU level and develops Working Arrangements (WAs) and Memoranda of Cooperation/Understanding (MOCs/MOUs) at EASA level - to organise efficiently and effectively the cooperation with international aviation partners and to support the European aviation industry. As of 2024, EASA has concluded 6 BASA, more than 40 WAs and more than 10 MoCs/MOUs across the globe. An [interactive map](#) is available on EASA's website which shows the range of agreements by country.

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

EASA Presence



Key Achievements

- EASA organised the 8th International Cooperation Forum in Sri Lanka in March 2024 that concluded with the collective endorsement of the South Asia Regional Initiative (SARI) and the signing of the 'Colombo Declaration' which signifies a collective commitment to advancing aviation cooperation, innovation, and sustainability in the region, with the continued support of both the South Asia Regional Initiative (SARI) and the EU - South Asia Aviation Partnership Project II (EU-SA APP II).

- EASA joined several major events such as EASA-FAA conference, ICAO Air Navigation Conference 14, APAC DGAC Conference, NACC DGCA meeting, AFI week, AFCAC 35 Ordinary Plenary and 25 YD Anniversary Celebration, International Civil Aviation Organization (ICAO) 80th Anniversary of Chicago Convention and the ICAO Global Implementation Support Symposium, reinforcing further international partnerships and global developments.
- On environmental activities:
 - The ACT-SAF workplan was approved during the first project steering committee in June 2024 and coordination with ICAO and other partners was established in 2024. The project contributes to ICAO's programme for Assistance, Capacity-building and Training for Sustainable Aviation Fuels (ICAO ACT-SAF). The first workshop took place in Mombasa (Kenya).
 - Under the EU-CORSIA (Carbon Offsetting and Reduction Scheme for International Aviation) Africa & Caribbean Project, two successful workshops took place in Ethiopia and in Jamaica. The number of States participating in CORSIA has grown from 21 in 2021 to 42 in 2024.
 - The EU-LAC APP II project in joint coordination with ICAO, organized the 1st SAF Regional workshop in Latin America.
- Technical Cooperation:
 - EASA started cooperation with the Aviation Administration of Kazakhstan (AAK) in collaboration with the Irish Aviation Authority (IAA). First activities focused on support in the domain of Aerodromes and the EASA regulatory framework.
 - The technical cooperation projects with South Asia, China, Korea and Japan were successfully concluded in 2024. The EC engaged EASA for a follow-up project that will start in 2025 to reinforce actions in North and South Asia.
 - The Africa PASTA-CO project was also officially closed in 2024.
 - EASA commenced the implementation of an EU-funded support project for beneficiary countries that are subject to proceedings under the EU Air Safety List mechanism (Regulation 2111/2005).
- ICAO Cooperation:
 - Official deployment on ICAO iPack Annex 13 started for the African continent:
 - An Annex on technical cooperation was added to the existing EU-ICAO Memorandum of Cooperation.
- In 2024 a secondment was placed in ICAO to support the RSOO unit and work with ICAO in better integrating the roles and responsibilities of RSOO into ICAO SARPS.
- A new EASA representative for North Asia was successfully recruited and deployed in Beijing in October 2024 which represents EASA's commitment to cooperate closely with China, South Korea and Japan.

Key Outputs

- Working arrangements were signed with Albania (update), North Macedonia (update) and Chile (new).
- A Memorandum of Understanding (MoU) on the Next Generation of Aviation Professionals (NGAP) was signed with South Africa.
- A declaration of Intent was signed with FAA at the ICAO 80th Anniversary of the Chicago Convention to support safety and secure civil aviation activities.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
International Co-operation Instruments & Resilience in Foreign System	Reduce administrative and technical barriers for access to foreign markets, while improving aviation safety, by concluding Working Arrangements (WA) and implementing Bilateral Aviation Safety Agreements (BASA) negotiated by the European Commission with EASA's proactive support.	– Support the implementation of the BASAs by implementing robust maintenance of confidence mechanisms and relevant update of implementation procedures, facilitating acceptance of products and oversight results while ensuring adequate safety levels.	●
		– Update existing WA/MOCs/MOUs and monitor their consistent implementation.	●
		– Support the preparations, negotiations and implementations of CATAs.	●
Technical Support	Safety, sustainability, support of EU industry and greater EU influence through recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this, EASA shall become the leading implementer of EU funded technical cooperation programmes and aviation partnerships for safety and environmental protection in the field of civil aviation, in partnership with Member States.	– Support the EC in developing regional projects in line with EU objectives and successfully launch and implement those projects.	●
		– Support the strengthening of RSOOs and implement the follow-up actions as result of the 2nd Global RSOO event.	●
		– Support the implementation of environmental protection including CORSIA and SAF prioritising those States where the implementation impact on the worldwide environment will be the most significant.	●
		– Support initiative in coordination with EC under the Global Gateway platform. Implement the European platform (contributors meeting) for the coordination of international technical cooperation activities and engage with an increasing number of European Stakeholders.	●
ICAO cooperation	Promote the European aviation system by effectively representing coordinated European positions on matters under EU/EASA competence and supporting Member States in fulfilling their ICAO obligations.	– Support the full ICAO USOAP audit of the Agency.	●
		– Timely delivery of EFOD compliance checklists and State Letter recommendations.	●
		– Continue discussions with ICAO ANB on better integration of EASA STD into USOAP	●
		– Build and strengthen EU/EASA's presence and visibility at ICAO panels and working groups in ATM, drone, UAM, cybersecurity, SAF and public health activities.	●
		– Sustain the cooperation with ICAO EUR/NAT office through dedicated platforms of exchanges and regular meetings (EUR/NAT PCG and EASPCG meetings).	●
		– Cooperate with ICAO to promote (e.g. through IPACKs) EU regulatory material, tools, initiatives and opinions in areas where global recognition is essential. This includes ECCAIRS2 and also environmental and sustainability measures against climate change impacts, such as long-term aspirational CO2 goals, SAF, and noise and air pollution prevention	●
		– Maintain and reinforce the network with ICAO Regional Offices and key States to increase	●

		understanding of the EU system and policies and support at ICAO level.	
		– Better synchronisation of EASA and ICAO rulemaking activities (SARPS) and their reflection in EPAS.	●
Strategy – Key Drivers	Competitiveness [Contributes to Sustainability & Safety]		
Principal Funding Source	EU contribution + Earmarked funds from the EU		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	85%	100%	80%	≥80%	80%	●
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	100%	100%	90%	≥90%	90%	●
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	88%	85%	79%	≥80%	81%	●
Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	6.4	6.5	6.43	≥5	6,38	●
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	% of State Letters recommendations provided on time	100%	100%	100%	≥90%	96%	●
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	100%	100%	100%	Updated compliance checklists for 2 ICAO Annexes per year	100%	●

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

1.2.7. Rulemaking



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

The EC's Better Regulation Agenda aims at delivering tangible benefits to European citizens and addressing the common challenges Europe faces. To meet this policy goal, EASA ensures that its **regulatory proposals deliver maximum safety and environmental benefits at minimum cost to citizens, businesses and workers** without creating unnecessary regulatory burdens for Member States and EASA itself. To that end, EASA designs regulatory proposals transparently, based on evidence, easily accessible, understandable by those who are affected, and backed by the views of stakeholders.

Rulemaking actions form an integral part of the [European Plan for Aviation Safety \(EPAS\)](#), being a tool to mitigate risks to the European aviation safety system. Rulemaking projects may be preceded, accompanied or followed by research projects, safety promotion or actions assigned to Member States, to support the roll out and implementation of regulatory changes.

Key Achievements

- The rulemaking process revised in 2022 continues to demonstrate its effectiveness and efficiency, with its emphasis on addressing issues with the greatest impact. The timeliness of the process is within the expected margins of a rulemaking task, for Decisions even significantly below the target of the year. At the same time process efficiency increased, now requiring less effort to deliver the rulemaking programme. Finally, the focus on strategic rulemaking needs increased substantially above the target for the year.
- The majority of the Opinions identified in Vol. II of the EPAS 2024 were issued as planned; the completion of 2 opinions required some more time than initially planned and they will be issued in early 2025.

Key Outputs

- EASA issued in 2024: 7 Opinions to the EC proposing new, or the amendment of, existing Regulations; **8 Decisions** of the EASA Executive Director issuing AMC/GM or CS/DS to support the application of the Regulations.
- EASA consulted stakeholders on 12 NPAs with proposed new, or amendments to existing, Regulations, AMC/GM or CS/DS.
- Key Opinions to the EC proposed: A new **regulatory framework for ground handling requirements**; requirements ensuring the **continuing airworthiness of electric- and hybrid propulsion** and other non-conventional aircraft; training requirements for the **next generation of ATCOs**, including setting performance standards for the initial training output based on the principles of CBTA; and with regard to sustainability, implementing the latest amendments to the ICAO standards in Annex 16.
- Key Decisions were issued to complete the material supporting the application of the **new conformity assessment requirements for ATM/ANS equipment**.
- Key consultations on possible future requirements concerned: The introduction of a regulatory framework for the operation of drones enabling innovative air mobility with manned VTOL capable aircraft, as well as enabling the initial airworthiness of UAS subject to certification, and the continuing airworthiness of those UAS operated in the specific category; and the introduction of a regulatory framework for the conformity assessment for safety related aerodrome equipment.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Rules Development and Better Regulation	Modern, proportionate rules that are fit to uphold high common standards for safety and environmental protection, and ensure the Competitiveness of the European industry	– Timely publication of opinions, as identified in the EPAS, to support and further the strategic priorities and ambitions as outlined in the EPAS.	
		– Upgrade rulemaking to a strategic standard setting process, driven by top priorities.	
Strategy – Key Drivers	Competitiveness [Contributes to Safety & Resilience]		
Principal Funding Source	EU contribution		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely answer to exemption requests (as defined by the Basic Regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels	95.7%	97.9%	91.8%	≥90%	94.4%	
Timeliness of the Rulemaking process	By 2027, 20% reduction of the lead time for the adoption of amending Regulations; baseline in 2020 = 6.5 years.	New KPI 2023+		4.56 years	6 Years	5.7 Years	
	By 2027, 20% reduction of the lead time for the adoption of soft rules CS/AMC/GM; baseline in 2020 = 5 years.	New KPI 2023+		4.6 years	4.6 Years	2.9 Years	
Rulemaking process performance	By 2027, 20% reduction of the overall working hours performed on all rulemaking deliverables; baseline in 2020 = 47000 hours.	New KPI 2023+		38K Hrs	43K Hrs	33.800 Hrs	
Rulemaking process effectiveness	By 2027, 80% of the overall published deliverables for regulatory material to be part of the strategic tasks identified in EPAS.	New KPI 2023+		74.5%	80%	86.3%	

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



1.2.8. Safety Intelligence & Performance

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

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

The main processes, activities and their aim, within Safety Intelligence and Performance are:

- **Safety Data Management:** Process all occurrences received by EASA in its role as a competent authority ensuring occurrences are accurately coded, distributed to technical owners for review and feedback, and then stored in the EASA SDM database and European Central Repository. Occurrences are also grouped to develop a sound understanding of the nature of the issue and the risks posed.
- **Safety Risk Management (SRM):** Identify safety risks, assess safety issues, define and program safety actions, implement and follow-up, measure Safety Performance. SRM capacity is being strengthened by investment in innovative technologies.
- **Accident Investigations & Safety Recommendations:** Participate in the investigation of serious incidents and accidents, to capitalise on the lessons learned and apply the relevant corrective actions in accordance with Article 8 of Reg (EU) 996/2010; this entails the Agency's obligations to assess and react on Safety Recommendations. In addition, EASA is an observer of the ENCASIA (European Network of Civil Aviation Safety Investigation Authorities), composed of the heads of the safety investigation authorities in each of the Member States, responsible for the task listed in the Article 7 of the Reg (EU) 996/2010. Finally, EASA continuously supports international and ICAO USOAP projects by providing expertise, thus consolidating the recognition of EU/EASA framework within non-EU Countries.
- **Confidential Safety Reporting:** Independent system set up by the Agency under Regulation (EU) 2018/1139 to facilitate the collection and exchange of aviation safety related information that is complementary to the standard filing and reporting lines of Regulation (EU) No 376/2014 and of the implementing rules to the Basic Regulation. It enables individuals to voluntarily report alleged malpractices and irregularities in the field of aviation safety, without having to fear that their action may have adverse consequences for their person.
- **Cybersecurity in Aviation & Emerging Risks:** Civil Aviation is an attractive target for cyber-attacks and EASA's role is to ensure that cyber risks are taken into account during aircrafts design, development and operation and then controlled in order to avoid adverse effects on citizens' safety. EASA strongly supports the development of a resilient and secure European Aviation System and is operating through promotion, regulatory activities as well as international cooperation. The European Centre for Cybersecurity in Aviation (ECCSA), which relies on the Cyber Threat Intelligence Platform, providing real time information about cyber threats to the aviation sector is continuing to expand its membership. EASA also supports the EU Conflict Zones Alerting Mechanism, where Member States exchange information and perform joint Risk Assessments under leadership of DG MOVE.
- **Safety Promotion:** Engage European and Global industry in positive conversations about safety, environment and interdependencies with security. This enables the aviation community to comply

with the necessary rules and reduce their risks to ensure safe and effective operations. Key topics and themes are aligned regularly outputs from the EPAS/SRM Process as well as collaboration with advisory bodies. Covering all operational domains and using a range of communication vehicles and platforms EASA's safety promotion activity is a key activity develop, sustain, and improve aviation safety through awareness raising and changing behaviours. to

Further information can be found on EASA's Website: [Safety Management & Promotion | EASA](#)

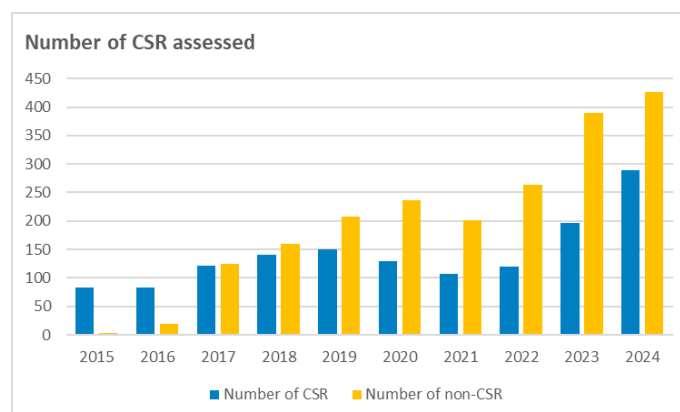
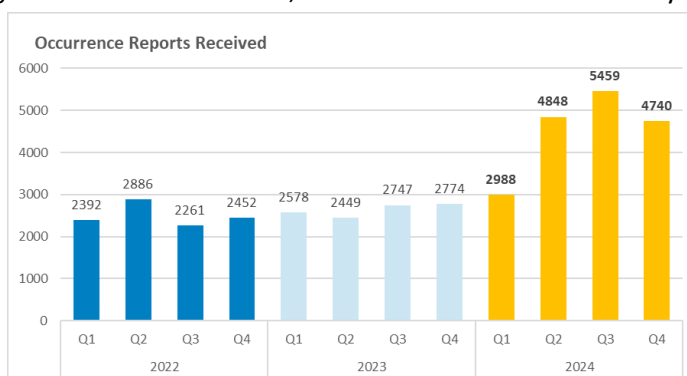
Key Achievements

- Safety issues determined as part of the **2024 Safety Risk Management (SRM)** cycle continue to address systemic/cross-domain risks, as well as operational risks. Safety issues are prioritised overall and within the domain they are belonging, to focus on the safety analysis resources needed to analyse and mitigate them onto the highest risk and emerging safety issues. The prioritised [Safety Risk Portfolio forms the EPAS Volume III](#). In 2024, exposure was reviewed for all safety issues and grouped by the nature of the safety issue (hazards in a context, contributing and systemic). The EPAS Vol III 2025 edition includes 211 safety issues grouped per domain safety risk portfolios and prioritised according to Safety Issue Priority Index, 6 new safety issues were introduced, and 15 safety issues have been removed from the portfolios. The top 20 safety issues were updated. The Volume III of EPAS also identifies safety issues that are affected by climate changes. In 2024 three safety issue assessments were completed.
- **Cybersecurity** efforts in 2024 were predominantly devoted to supporting a harmonised and smooth implementation of the Delegated and Implementing Regulation addressing Information Security risks with an impact on aviation safety, the so-called **Part-IS**. Working together with Member States in the Part-IS Task Force, additional guidelines to apply specific Part-IS requirements was developed and published in July. Further work to define a harmonised ISMS oversight policy was then launched, with a view of delivering by Q1-2025. Additionally, information sharing, research, competence building, and development of industry standards have been combined to promote awareness and facilitate implementations in the Member States, Industry and within the Agency. The first Part-IS Implementation workshop was held on 7th & 8th November 2024.
- During 2024, EASA ensured **continuous monitoring of conflict zones development**, acting as coordinating entity, initiating the drafting, consultation and publication of Conflict Zone Information Bulletins or EASA Information Notes. The geopolitical situation required heightened effort to the team to respond to rapidly changing situations, in most of the cases outside normal working hours. The Agency also continued to act as Administrator of the European Information Sharing and Cooperation Platform on Conflict Zones, which enables information sharing among Authorities, Air Operators and the Commission. The increasing incidence of Global Navigation Satellite System (GNSS) jamming and spoofing incidents threatening the integrity of Positioning, Navigation, and Timing (PNT) services across Eastern Europe and the Middle East required swift action by the Agency to monitor and contain the issue. This also resulted in the issuance of **SIB 2022-02 R3 to inform on Global Navigation Satellite System Outage and Alterations Leading to Communication / Navigation / Surveillance Degradation**, containing recommendations to address such degradation. Moreover, EASA's expertise was instrumental in supporting the development of the CNS (Communication, Navigation, and Surveillance) evolution plan and of the European ATM Masterplan.
- The [Safety in Aviation Forum for Europe \(SAFE\) 360°](#) was held in September 2024. SAFE 360° is a safety intelligence forum for safety managers in the different domains of commercial aeroplane operations to come together to discuss safety risks and common solutions. It also supports the Safety Risks Management Process by giving lots of useful safety intelligence form the airline and airport communities. The edition of 2024 focused on the key safety challenges from a 360° perspective. GNSS workshop co-organised with IATA on 25 January 2024.

- The **World Overflight Risk Conference (WORC 2024)** organised together with Osprey Flight Solutions and the University of Southampton in Warsaw on 2-4 July.

Key Outputs

- The 2024 edition of the **Annual Safety Review 2024 (ASR)** was issued during summer 2024. Amongst others, it was reported that in a context where aviation traffic in 2023 has reached 95% of 2019 levels. Across most domains, fatal accidents and fatalities were close to the minimum of the preceding decade and lower than in 2022. Exceptions include non-commercial aeroplane and helicopter operations.
- The 2024 edition of the **Annual Safety Recommendations Review 2024 (ASRR)** provides information on the activities carried out by the Agency in the field of accident and incident investigation and follow-up in 2023. The review highlights a range of safety issues and Agency safety improvement actions that will be of interest to the European aviation community and the wider public. This 17th edition includes general statistical data on the safety recommendations addressed by Safety Investigation Authorities to the Agency and information on the replies that the Agency has provided to safety recommendations in 2023. In addition, the ASRR 2024 lists the main safety issues that have been addressed and the actions taken. Starting from the ASRR 2024, also reference to the Safety Recommendations addressed to EASA from the military safety investigation authorities are included.
- 2024 saw a sharp rise in the number of occurrence reports received. As a result, the Safety Data Management team processed 35% more occurrence reports in 2024 than in 2023, and 50% more than in 2022 as a result of the transfer of AOCs to EASA.
- The number of reports recorded through the **Confidential Safety Reporting (CSR)** system has been consistently increasing over the last years. In 2024 EASA received ca. 700 reports through the CSR system. The increase is providing invaluable data and a strong acceptance from users to share voluntarily information.



Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Safety Intelligence and Performance	Ensure the Agency has a Safety Intelligence capability that integrates all relevant safety data sources with the aim to identify and prioritise the systemic safety issues along with recommendations of mitigation. This provides input to the European Plan for Aviation Safety.	— Development of Safety Domain Dashboards to better monitor and detect the safety trends and assess safety performance leveraging on the European Big Data Programme or Data4Safety (D4S).	

Safety Promotion	In partnership with other aviation authorities and the industry, improve aviation safety by providing interesting content that engages people in positive conversations on safety.	– Completion of planned EPAS Safety Promotion tasks in the domains of Air Ops (including ATM, Aerodrome and Continuing Airworthiness aspects), Rotorcraft, General Aviation, Drones, Environment, and interdependencies with Security. All as part of a connected and coordinated story that helps people to see how all the different aspects of safety are linked.	●
		– Coordination of key safety messages across EASA events and those of other organisations.	●
		– Continual monitoring of the reach and engagement of Safety Promotion activities and refine tactical approaches accordingly.	●
Cybersecurity in Aviation and Emerging Risks	Ensure that the entire aviation system is prepared to effectively address cybersecurity threats.	– Support the preparation of EASA oversight staff for implementation of part-IS.	●
		– Support the preparation of Member States for implementation of part-IS.	●
		– Support EASA establishment of an ISMS.	●
		– Continue analysis of aviation security events with impact on safety as reported in the ECR.	●
		– Support information exchange initiatives in Conflict Zones and Cybersecurity and operate the relevant platforms.	●
		– Implement a reporting mechanism for cybersecurity, based on the adaptation of existing safety tools.	●
		– Support the analysis of cybersecurity events with safety impact by the National Aviation Authorities.	●
Strategy – Key Drivers		Safety [Contributes to Competitiveness]	
Principal Funding Source		EU contribution	

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	45% 15.5 days	50% 28.8 days	75% 4 days	≥85% ≤4 days	55% 7.0 days	●
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	99.9%	100%	99.85%	≥95%	99.6%	●
Timeliness to answer safety recommendations	% of first replies provided within 90 days	97.6%	100%	100%	≥97.5%	100%	●
Productivity and Quality of Safety Analysis process and SRM Process	Number of Safety Issues Analysis or Outcomes of D45 directed Study or Ad-Hoc Safety Risk Portfolios documents presented and endorsed by the SRP.	6	4	3	≥4	3	●

	The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	Achieved	Achieved	Achieved	Published end Q2	Achieved	
	The EU Safety Risk Portfolios are updated and published in the EPAS Volume III in Q1 of each business year and in synchronisation with the other EPAS volumes.	New KPI 2024+			Published in Q4	Achieved	
Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	100%	≥90%	95%	

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

1.2.9. Applicant & Partner Relations



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

Partnership with States is one of the means to achieve a high and uniform level of civil aviation safety and one of EASA's strategic objectives; it is defined by **the Agency and a growing number of National Aviation Authorities working jointly – sharing certification and oversight expertise and acting as a single aviation safety system**. The Partnership Agreements between EASA and the national authorities make the overall system stronger (notably safer, more efficient, resilient and sustainable), since the total benefits from the coordinated efforts are greater than those from individual attempts. The sharing of work under the Partnership Agreement is a means to increase, standardise and harmonise the expertise within Europe leading to further cohesion and flexibility. Today, cooperation has extended to additional non-certification activities such as the European Central Question Bank (ECQB) and the reallocation of responsibilities upon request of organisations operating in more than one Member State under Art. 65 of the Basic Regulation.

Key Achievements

- **Reinforcing and promoting the EASA Portal:** The EASA Portal aims to enhance user experience acting as a single-entry point for stakeholders and is a trusted tool for EASA applicants ensuring safe and quick submission of applications and providing visibility on the further application progress. Thanks to the efficient and proactive communication with our external stakeholders the remaining major applicants were onboarded to the Portal. The EASA Portal usage rate reached by the end of 2024 close to 90%. This achievement paves the way for a phase out of traditional application forms in 2025, making the Portal the sole channel for application submittal for all Major/Minor Changes, STCs, ETSOA, AMOC and Validation Support activities. The upcoming widening of the scope of the Portal to all application types as well as the self-management of applicant data will further simplify and accelerate the access for stakeholders to EASA services.
- **Enhancing customer relationships:** Applicant relations were further strengthened thanks to an enhancement of account management activities, thus resulting in timely processing of applications and certificates and related fees & charges invoicing. Through proactive communication, problem-solving skills and timely responses, the customer journey was improved, and further mutual trust was built with our external stakeholders. With regard to open debt cases related to fees & charges invoicing, these were significantly reduced thanks to an efficient and timely follow-up as well as tactful customer contact ensuring the resolution of problematic cases and the collection of revenue.
- **Developing partnerships with NAAs:** To further strengthen the relationship several new annexes to the Partnership Agreements have been developed. They intend to strengthen the cooperation on the field of research and innovation as well as making best use of available human resources through a European pool of aviation experts (task in development within available resources). The Quality Assurance program was further implemented through technical and administrative ex post checks. A new Partnership Agreement contract was concluded with the German Federal Supervisory Authority for Air Navigation Services (BAF).
- **Engaging with MS:** The EASA outsourcing program is steadily growing. Both in traditional domains as well as new outsourcing ventures such as ATM/ANS Design and Production Organisations as well as the certification of ground equipment show an upwards trend. EASA can rely on its resilient Partnerships. A Delegated Act of the European Commission on the direct accreditation of Qualified Entities was adopted and a related accreditation program developed. Roll-out will be in 2025.

Key Outputs

- 6.278 applications registered. Including 2.131 online applications received via the EASA Portal.
- 5.611 technical closures carried out by the Agency on registered applications (projects confirmed as technically closed).
- 29 Partnership Agreements with NAAs and 1 framework contract with a Qualified Entity (QE), facilitating the outsourcing of ca. 72.000 hours for certification and oversight activities.
- 12.479 Invoices issued to applicants for (F&C) certification and oversight services provided by the Agency (131M€).

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Applicant Relations	Full-service EASA portal and dedicated applicant relations team that simplifies and accelerates certificate delivery, supports transparency on related F&C invoicing and enhances customer relationship management.	– Ensure that the Portal becomes the sole channel for submitting applications within its scope and support further development of the Portal to ensure all activities are included gradually in the Portal.	
		– Support the Portal's adapting to the continuously changing IT environment of external stakeholders by capturing the needs of Portal Users and highlighting these for development.	
		– Further strengthen customer relationships by engaging with applicant groups, ensuring transparency and accuracy of business relations. Further support the improvement of the queries management process.	
Partner Relations (National Aviation Authority (NAA) & Qualified Entity (QE))	Implement the EASA strategic priorities 2024-2027 including the further development of Partnership Agreements.	– Development of new annexes on EASA support for NAAs (including training and mentoring), as well as further assessment of new annexes on international cooperation and research.	
		– Closely cooperate with partners for further development and engage with NAAs to ensure long-term resource availability.	
		– Apply lessons learned from Quality Assurance process to further improve the process.	
Strategy – Key Drivers	Resilience		
Principal Funding Source	F&C		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Typical processing times met	Measures the percentage of applications and certificates for which the administrative processing times are completed within 2 working days.	New KPI 2023+		92%	≥90%	90.4%	
Actual outsourced hours committed compared to target (pledged hours)	Measures the percentage of the workload allocated to NAAs that is committed within the period compared to the partnership targets	93%	94%	87%	≥95%	114%	

Total applications received online	Measures the percentage of all applications (that can be submitted through the portal) submitted through the web portal	89%	75%	87%	≥85%	88.7%	
------------------------------------	---	-----	-----	-----	------	-------	---

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



1.2.10. Transversal Activities

In order to enable the implementation, as well as support the effective oversight, promotion and governance, of the operational and core activities of the Agency, a number of transversal (corporate and enabling) activities are conducted at EASA including:

— Corporate:

- Strategy development, business programming and stakeholder management.
- Legal Advice.
- Procurement & Contract Management.
- Quality Assurance.
- Audit Management.
- Risk & Internal Control Management.
- Corporate Communication (incl. Crisis / Emergency Management).

— Enabling:

- Human Resources Management: Employee Services and Learning & Development.
- Information Technology Services.
- Infrastructure and Logistics Management.
- Finance Management.
- European Central Question Bank (ECQB).

Key Achievements

- An **Agency wide re-organisation** was launched in 2024 to enhance effectiveness and adaptability. Following a comprehensive change management process involving staff, management and the social partners, EASA's MB endorsed the new organisational structure in December 2024. This reorganisation strengthens EASA's internal audit capabilities, IT and digital transformation, as well as quality, planning, and execution functions, reinforcing the Agency's principle: "We do what we say & we say what we do." Additionally, mature domains such as drones and ATM have been integrated into the Agency's operational Directorates, fostering greater internal and external synergies. Finally, EASA's technical expertise has been further reinforced and given greater visibility. The new organisational structure will enter into force on 01.01.2025.
- Continued high inflation rates, growing workload demand/complexity and the need to invest in digital growth, have increased the structural costs of the Agency to a level no longer sustainable under the current revenue and cost framework. To this end, the Agency initiated at the end of 2023, a **financial sustainability study group** in collaboration with the MB. One of the key outcomes was an in-depth assessment of the sustainability of the Agency's Fees & Charges (F&C) revenue stream and the existing F&C Regulation which outlines the tariffs applied by the Agency for its certification and oversight services. In November 2024 the Agency launched formal consultation process with the stakeholders' advisory bodies of the Agency to **adjust the current F&C regulation** (as of 01.01.2026).
- EASA's **human resources (HR)** services continued the revision and deployment of a modern and dynamic service model allowing for a better match between the Agency's capacity needs and the staff's skills and development. During 2024, investments focused on reinforcing Agency technical capabilities and on offering career opportunities with a renewed training policy.

- EASA's **learning & Development** team reinforced further EASA's training catalogue and staff training plans. In 2024 EASA's managers were supported through additional management training focussed on enhancing management capabilities to become catalysts for their team members career development. Furthermore, the Agency invested in enhancing wellbeing at the place by offering 2 wellbeing weeks with dedicated workshops and other related activities.
- The **information technology (IT)** service continued to enhance existing business solutions. Of note is the inclusion of the CAMO, ATM/ANC, AEMC, and FSTD0 business process support in the Organisation Approvals tool, and the delivery of the IAM Hub. 2024 had a major focus on preparatory actions for execution in 2025. Preparatory actions included hosting arrangements for migration from SAP ECC to SAP S/4HANA, SharePoint farm changes as an intermediate step for moving to SharePoint online, co-ordination and alignment for change in reporting technology, architecture and planning for the first release of the statutory Repository of Information solution, and a sustainable design of a key security surveillance solution. Furthermore, the Agency recruited a **Chief Digital and Information Officer (CDIO)** to **accelerate digitalisation and further leverage the Agency's digital core of technologies**.
- In the context of the **European Union Classified Information (EUCI) compliance**, Administrative Arrangements for exchanging R-UR/EU-R information have been concluded with EUSPA and OCCAR allowing core business activities with military relevance. The EUCI implementation project supports EASA's ambitions to further develop its activities in the field of aviation security, cybersecurity, conflict zones and military aircraft airworthiness.
- EASA continued to provide a **safe and secure work environment for its staff**. Future stability with regard to the Agency HQ in Cologne was established through EASA's agreement on a settlement with the landlord ending two court cases and resolving the associated legal disputes. A **new canteen & conference catering provider** was onboarded in summer 2024 ensuring a strong focus on regional & bio products while offering environmental-friendly packaging and recycling. Also, a new infrastructural facility management provider for security, reception, cleaning and mail was secured for the coming 6 years, ensuring continuous and reliable cost-efficient services.
- Further enhancement and **digitalisation of business travel management services** was made through the introduction of a new travel tool (SAP Concur). The tool was partly implemented in 2024 and is foreseen to be launched in Q4/2025.
- Finance team continued to offer **solid and reliable financial services** resulting in a strong year-end C1 budget implementation rate of 98.8% and a C8 cancellation rate of 1.4%. During 2024 and as continuation of the **process enhancement** work performed in 2023, finance processes were further improved in the areas of revenue (reduction in the average days for receipts), expenditure management (supplier payment processing times), and treasury (maximising bank interest). Further process developments and system enhancements will continue in the coming years with the upcoming ERP project.
- **Corporate communications accompanied the senior management transition**, supporting and managing the necessary internal and external communications. We continued to develop the EASA website to improve usability – we now have well over 100,000 subscribers who receive notifications when we publish content they are interested in. Content on EASA Light expanded steadily, with this section of the website now fully established in 24 languages. A new corporate video was produced which will form the basis for a public awareness campaign for EASA in 2025. Major developments were used to promote EASA's activities, a good example being the certification of the Airbus 321XLR which presented certification challenges due to its design novelties.

Key Outputs

- 49 external recruitments and 39 internal mobility opportunities successfully completed.

- 123 technical training courses offered with 97% of planned aviation technical training courses successfully delivered to staff.
- 19 high-value and middle-value (>60K€) and 125 low value (1-60K€) procurement procedures managed. 631 specific contracts (Implementation of framework contracts, CEIs & SLAs) and 41 expert contracts concluded.
- 27.300 financial transactions processed.
- 3850 Missions (business travel) executed.
- 22,000 visitors to the EASA premises in 2024 – including 230 in-house events hosted such as workshops, conferences, etc. as well as 9 off-site events (within the EU and events organised/led by EASA).

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Strategy and Monitoring	Make recommendations based on internal and external factors to achieve the Agency's vision and mission in line with the European Plan for Aviation Safety (EPAS) and the adopted Single Programming Document (SPD). Support development of the Agency's strategy and decision making on priorities and planning in line with anticipated risks and developments.	– Launch the annual review of the Agency's priorities in line with developments in the aviation industry and at Member States' level as well as the priorities identified by senior management.	
		– Develop strategic notes / roadmaps in domains as established by the annual strategic priority review in line with the objectives of the SPD and EPAS.	
		– Follow-up on the outcomes of the Commission Evaluation of the Agency, implementing changes and recommendations resulting from the exercise.	
Governance Activities, Legal & Procurement	Ensure the entity is operating in compliance with necessary legal regulations, internal and external guidelines and policies, and addressing stakeholder expectations. Support the Agency in achieving its strategic objectives and fulfilling its mandate in the most efficient manner while promoting sound financial management and proportionate administrative workload. Ensure the Agency purchases the best value for money available on the market and has contracts in place which enable the Agency to maintain its high performance.	– Complete the amendment of the Emergency Management procedure. Carry out an Agency crisis/emergency exercise on the basis of the amended procedure.	
Corporate Communication	EASA's communication is effective, transparent, targeted and timely. Corporate communication is utilised as a strategic tool to engage stakeholders, maintain EASA's reputation for excellence and ensure the contribution of EASA is recognised inside and outside the aviation industry.	– Ensure strategy of new senior management team is given correct exposure to gain support internally.	
		– Ensure reputation of EASA remains intact or is boosted through senior management transitions.	
		– Continue to raise profile of EASA to general public through expansion of EASA Light and extended social media activity.	

		– Produce new EASA corporate video.	●
HR Management	<u>Employee Services</u>: Reinforce a culture of innovation, adaptability, agility and collaboration, building on internal and external expertise and workforce that is able to anticipate and quickly change, and is willing to learn and develop. Following this objective is also a way to increase the attractiveness of the Agency, offering diverse prospects for potential recruits. <u>Learning & Development</u>: Reinforce holistic staff training system to maintain and develop critical competences anticipating business needs. Expand career and professional development opportunities for aviation experts in the EASA system to meet the changing competency needs of the sector and drive forward decisions on the governance for external training collaboration and delivery in EASA.	– Continuation of Strategic Workforce Planning	●
		– Continuation of Competence and Lifelong Learning Offer Priority Planning; including Long-term Work-life Balance policy.	●
		– Continuation of People Master Data and digitalisation of end-to-end processes.	●
IT Services & Digital Transformation	Actively drive digital innovation and delivery through collaborative partnership with internal and external stakeholders. Implement and operate a secure, up-to-date, agile, and scalable technology landscape under a cost sensitive regime. Promote a data driven culture that leverages quality data, data science, and artificial intelligence.	– Complete SharePoint upgrade.	●
		– Continue to support business digitalisation and enable the SAP S4 implementation.	●
		– Continue enhancing the Digital Core (DC), adapting to business needs.	●
		– Continue to deploy new business solutions according to Agency's digital business models and practices.	●
	Consolidate data and develop scalable solutions for the core business, to bring value and increase delivery velocity.	– Restructure internal streams and consolidate epics into a corporate portfolio to create an effective digitalisation capability (2024).	●
		– Deploy minimum viable product of the Air Mobility Hub.	●
Infrastructure and Logistics Management	Provide a safe, efficient and sustainable work environment to EASA staff and visitors. Ensure events run smooth. Offer a fast, reliable business travel management service.	– Support drafting the Environmental Policy as part of the roadmap for the certification of EMAS and ISO 14001 in the context of the overall decrease of EASA's CO2 footprint.	●
		– Stable network for the Disaster Recovery Plan as part of the Business Continuity Procedure established and regular exercises organised.	●
		– Implementation of the new Event Management Policy to enable an EASA-wide improvement of budget management and efficiency.	●
		– Draft strategy paper for Real Estate Management finalised for review. It includes the draft multi-	●

		annual Maintenance Strategy (incl. Investment Plan).	
Finance Management	Attain Financial Sustainability via the mechanisms of prudent cost management and the optimisation of the income streams.	– Provide data and recommendations to ensure that the agreed budget appropriations are used as planned, specifically that at least 95% of subsidy appropriations have been committed for agreed purposes.	
		– Provide data and analysis to support decision making on a long-term sustainable funding model for the Agency.	
Strategy – Key Drivers	Resilience [Contributes to Competitiveness]		
Principal Funding Source	Mix of EU contribution and F&C		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Audit							
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	60%	54%	54%	≥80%	100%	●
Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	0	0	0	0	0	●
Procurement							
Timely implementation of procurement plan	% of procedures started vs. overall procurement plan	New KPI 2022+	93%	93%	≥90%	100%	●
Effectiveness of procurement procedures	% of procedures receiving 2 or more offers.	New KPI 2022+	82%	85%	≥90%	94%	●
Implementation of purchasing strategy (maximise competition)	% of procedures using preferred purchasing solutions (i.e. framework contracts, calls for expression of interest, database of experts, list of vendors) from total number of procedures.	New KPI 2022+	90%	78%	≥80%	76%	●
HR Mgmt.							
Training days per staff member per year	Implementation of service targets as specified in the training plan	75%	71%	89%	≥80%	97%	●
Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4	4.4	4.4	≥3.8	4.2	●
Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	91.9%	93.1%	96%	≥98%	98%	●
Turnover rate	Numbers of statutory staff voluntary leaving the Agency, as	0.84%	0.1%	1.05%	≤5%	1.2%	●

	a percentage of total statutory staff (yearly reporting)						
Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	N/A	71%	N/A - Next survey in 2025		n/a	●
Sick leave (annually)	Annual average days of short-term sick leave per staff member (yearly reporting)	7.6 days	8.2 days	6.8 days	≤9 days	8.3 days	●
IT							
Operational cost of legacy services vs. total operational IT costs	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms (excl. investment into new services – expand)	96.6%	94%	99.6%	≤65%	75%	●
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	106%	98.9%	99.2%	≥90%	99%	●
Finance							
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	96.9%	97.1%	98.9%	≥95%	98.8%	●
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	1.55%	2.8%	2.2%	≤5%	1.4%	●
Infrastructure & Logistics Mgmt.							
Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Reaction time to health incidents is less than 5 minutes	1 min	2 mins	<5 mins	Max 5 min	<5 mins	●
Percentage of overall mission claims paid within 30 days	Mission claims are reimbursed within 30 days	93.1%	51.5%	45.3%	≥70%	71.7%	●
ECQB							
Number of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports	100%	100%	100%	≥90%	100%	●
Number of newly developed questions (compared to the contracted number)	Number of questions newly developed, compared to the number of planned questions to be newly developed, as defined in the work plan	99%	99%	94.4%	≥90%	100%	●

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

1.3. Strategic Initiatives & Programmes



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

During 2024, EASA managed the following key programmes/projects:

Activities				Objectives
DEVELOP		Foreseeing and shaping future opportunities.	1.3.1. EASA Sustainable Aviation Programme	●
			1.3.2. Innovative Air Mobility	●
			1.3.3. Future Connectivity	●
			1.3.4. Interrelated Safety Risk Mgmt.	●
			1.3.5. Support to Industrial Competitiveness	●
			1.3.6. State and Military Aviation Programme	●
			1.3.7. Enablers (Data4Safety, ECCAIRs, Digitalisation of Aviation)	●

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

1.3.1. Environment – EASA Sustainable Aviation Programme



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

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

With the entry into force of the ReFuelEU Aviation regulation in 2023, the EASA mandate in emissions reduction has been extended. The priorities are to deliver on commitments to the uptake of Sustainable Aviation Fuels (SAF), couple environmental protection with consistently high levels of safety.

The EASA activities are aligned with the Fit for 55 package to cut greenhouse gas emissions by at least 55% by 2030 and put Europe on a responsible path to becoming climate neutral by 2050.

Key Achievements

The programme progressed on multiple work streams and achieved a significant number of milestones/targets for 2024 as outlined in the table below. Some key developments were:

- Facilitating the uptake of **Sustainable Aviation Fuels (SAF)** within Europe: EASA published in 2024 the first State of the [EU SAF Market Report](#), paving the way the implementation of the RefuelEU Aviation legislation (first report of the RefuelEU Aviation regulation to be expected in 2025). The **Sustainability Portal**, the key reporting vehicle for the RefuelEU Aviation implementation and for the Flight Emissions Label, was successfully launched in July 2024. A number of key work streams were continued such as the EU Fuel Standards Body project, SAF Clearing House project, and launched such as the Book and Claim Project.
- Environmental Labelling for Aviation: The implementing regulation for a [Flight Emission Label \(FEL\)](#) was adopted in 2024. The EU Flight Emissions Label (FEL) will empower air travel passengers to make informed decisions by providing clear information about their carbon emissions. It relies on real data from past performance to label a comparable flight in the future. It aims to serve as a transparent tool that educates about the direct impacts of travel purchase decisions on global warming.
- Engaging with Member States and Industry: In 2024 EASA continued to chair a working group on regulations, certification, and standards in the **European Commission's Alliance for Zero Emission Aviation**, aiming to facilitate commercial deployment of hydrogen, electric and hybrid technologies (engines and aircraft). Additionally, in the context of the RefuelEU Aviation implementation, EASA has continued its engagement with the National Competent Authorities via its Member State Network to ensure smooth implementation of the Regulation, particularly in preparation of the first reporting exercise at the beginning of 2025.
- Development & oversight of environmental standards: 2024 was the final year of the ICAO Committee of Aviation Environmental Protection (CAEP) /13 cycle with key technical roles played by the Agency in all working groups (including co-rapporteur roles in the fuel task group and the CORSIA group) to support the CAEP work programme. The next cycle CAEP/14 will start in February 2025.

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

Key Outputs

- [European Aviation Environmental Report 2025](#) published in the early days of January 2025
- Establishment of the **Sustainability Portal** as the key reporting vehicle for ReFuelEU Aviation and Publication of the First EU SAF Market Report
- Adoption by the European Commission of the **Flight Emission Label Implementing Regulation** to be implemented by EASA.
- Signature of the Commission's Contribution Agreement for the preparatory action of "Environmental Labelling 2" project (to be launched in 2025).

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Sustainable Aviation Programme	A. Facilitate the decarbonisation of the aviation system through Agency initiatives.	– Sustainable Aviation Fuel (SAF): Continuation of supporting actions leading to a stronger European role in the SAF approval and facilitation process and prepare and implement tasks allocated to EASA under ReFuelEU Aviation legislation. Continuation of the EU Clearing House project work by setting up a new EU capability to provide SAF approval solutions. Commence implementing a new pilot project on a European body for jet fuel standards and safety certification.	●
		– New technologies: Electric, Hybrid and Hydrogen propulsion technologies: Continued development and implementation of Innovative Partnership projects with main industry players to enable the introduction of Electric, Hybrid and Hydrogen technologies in aviation.	●
		– Provide expertise and contribute to the strategic steering of EASA's research activities towards sustainable aviation (E.g. Contribute to Clean Aviation and SESAR3). Start research work with a new Non-CO ₂ project under the 3 rd Research Contribution Agreement.	●
		– Provide support to the European Commission's Alliance for Zero Emission Aviation (AZE) focusing on the regulatory framework necessary to adopt zero-emission technologies.	●
		– Assist the Commission in drafting the implementing act establishing an aviation labelling scheme as requested under the ReFuelEU Aviation basic act.	●
	B. Act towards sustainable aviation through environmental certification and standard setting.	– Continue developing environmental standards for UAS and eVTOLs.	●
		– EU environmental standard implementation.	●
		– Providing support to the European Commission as regards ICAO standard setting (CAEP).	●
		– Aircraft environmental certification: maintain a high level of product environmental compatibility and promote voluntary CO ₂ certification and maintain the CO ₂ certification database.	●

		– Continued implementation of the tasks allocated to EASA under the Balanced approach regulation, including management of the related noise databases.	
	C. Act towards sustainable aviation through effective transversal actions at European level (Art. 87 implementation).	– Development of EAER 2025.	
		– Continue further implementation of EAER 2022 recommendations applicable to EASA.	
		– Provide technical expertise on environmental and sustainability topics to the European Commission and Member States.	
		– Contribute to the implementation of actions related to environmental protection, CORSIA and SAF under the EU funded technical cooperation programmes.	
	D. Act towards sustainable aviation through flight standards and ATM environmental action plan.	– Continue implementation of actions towards sustainable aviation in the domains of maintenance and production, flight operations, flight crew licencing/training, aerodromes operations and ATM/ANS. Support the Commission with the identification of environmental performance indicators.	
Duration	2020-2024		
Strategy – Key Drivers	Sustainability [Contributes to Competitiveness]		
Principal Funding Source	EU contribution		

1.3.2. Innovative Air Mobility



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



Innovative Air Mobility Programme (former Drones Programme)

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

In 2022 the EC published the "[EU Drone Strategy 2.0](#) for a Smart and Sustainable Unmanned Aircraft Eco-System in Europe" to which EASA is a key contributor on a number of flagship actions.

The programme has already achieved some key milestones through publication of a first set of EU UAS and U-space regulations and the publication of the first EU Regulations for UAS in the certified category and manned VTOL capable aircraft operations to enable first IAM operations. The Agency has also started standardisation activities of Member States and has taking up its role as Authority for the certification of third country Common Information Service Providers (CISP) and U-space Service Providers (USSP), as well as a range of promotion and internal cooperation activities.

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

Key Achievements

- **UAS operations in the 'open' and 'specific' categories:** Publication of NPA 2024-107 for the adaptation of JARUS SORA 2.5 methodology to the European framework. Establishment of a series of dedicated task forces, under the UAS TeB, for the development of guidelines, proposed amendments to UAS regulations, Acceptable Means of Compliance (AMC) and Guidance Material (GM) in the fields of airworthiness, harmonization, establishment of geo-zones, training for remote pilots, light-UAS operator certificate and air risk assessment. Implementation of Standardisation Inspection Programme.
- **U-space:** EASA has continued to support the Member States and the industry on the U-space implementation, while also actively engaging in the certification of the first USSP and continuing to widely promote the EU U-space concept to international stakeholders.
- **'Certified' category:** Supporting the adoption of the regulatory framework for Innovative Air Mobility. Publication of the NPA 2024-01 proposing AMC and GM applicable to the operational regulations of VTOL-capable aircraft. Publication of the NPA 2024-06 proposing AMC and GM applicable to the initial airworthiness of UAS and to the continuing airworthiness of the UAS subject to certification.
- **Promotion and Innovation:** Throughout 2024, EASA has provided technical support under cooperation agreement with organisations and industry, thus consolidating partnership and spreading awareness of regulatory development in Europe but also staying abreast of technical development in the UAS domain. In addition, EASA has also continued its engagement within the ICAO Advanced Air Mobility Study Group, ensuring coordination with the European Members and promoting the adoption of EASA conceptual approach to IAM.



- **Innovative Air Mobility Hub.** The Agency delivered the 2nd and 3rd release of the [IAM Hub](#), the digital platform that brings together all actors in the European drones and IAM system including cities, regions, National authorities, the EU, operators and manufactures. The primary goal is to facilitate the safe, secure, efficient, and sustainable implementation of IAM practices. It is flagship action number 7 of the Drones Strategy 2.0. Key capabilities include a restricted area with a data base of drones operated in the EU, operational declarations and risk assessment tools. In the public area the Hub hosts key information for cities and citizens as regards safety, privacy, noise and sustainability. The public area also contains key geographical information (population density and geo zones). In October 2024 EASA and the Commission launched phase II of the programme, which will deliver 3 more releases by 2026 including eSORA, expanded population density data and tool for noise and environmental impacts.

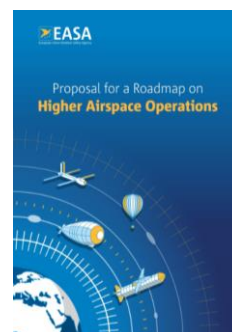


Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Innovative Air Mobility (Formerly EASA Drones Programme)	Implementation of the EU Drones Strategy 2.0 to establish harmonised rules for unmanned aircraft systems (UAS) operators and U-space service providers for equipment and performance of the UAS and for the services provided in the U-space in order to ensure the safety of operations in that airspace.	– <u>Implementation Support</u> : Provide implementation support and safety promotion activities to Member States on Regulations applicable to drones and u-space.	●
		– <u>Standardisation</u> : Continue the qualification of the initial cadre of standardisation inspectors competent on drones/UAS & Implement standardization inspections on Regulations applicable to drones, in accordance with the approved Standardisation Inspection Annual Programme (SIAP).	●
		– <u>Regulatory Development</u> : Develop, amend and release NPAs and guidance material in line with EPAS and rulemaking programme.	●
		– <u>Promotion & Innovation</u> : Engage in international outreach, research/innovation and promotional activities to support implementation and advancement of developments.	●
		– <u>Standards</u> : Support the development of internationally recognisable industry standards for UAS, U-space and manned eVTOL.	●
		– <u>EC</u> : Support the European Commission in the implementation of the EU Drones Strategy 2.0 and 2024 targets.	●
		– <u>IAM Hub</u> Delivery of the 'IAM Hub' digital platform, as per the project's roadmap and implementation support.	●
		– <u>Organisation Approval</u> : Consolidate the implementation of organisation approval procedures for the certification of Common Information Service Providers (CISP) and U-space Service Providers (USSP).	●
Strategy – Key Drivers	Competitiveness [Contributes to Safety & Sustainability]		
Principal Funding Source	Mix of EU contribution, F&C and Earmarked Funds		

Higher Airspace Operations

Following the publication of the [Roadmap on Higher Airspace Operations](#) in March 2023, the European Commission, recommended EASA to implement the proposed actions. In parallel, the European Parliament proposed a 2M€ preparatory action led by DG MOVE, in coordination with DG DEFIS, for the preparation of the EU regulatory framework for Higher Airspace Operations. To this end, EASA signed a contribution agreement with DG MOVE on 11th November 2024 to address the action over the next 3 years.



The Action will contribute to the following specific objectives:

- Enhance the EU institutions and public know-how on the future HAO
- Provide scientific data to support future decision-making
- Perform regulatory impact assessments and gap analysis, based on scientific and objective data
- Develop a relevant and proportionate regulatory framework to enable HAO in the EU airspace based on validated options.

The Contribution Agreement has also determined that the Action will not include:

- Support to specific/individual industrial developments which will be supported by EASA through other mechanisms.
- Support to ECHO 2 (except for 6+18 deliverables that will be paid by SESARJU)
- Ensure global and regional interoperability.
- Studies on civil-military coordination.
- Studies/activities on the impact of space operations on air traffic.

Key Achievements

Since the signature of the Contribution agreement the following milestones could be achieved by the end 2024:

- Kick-off meeting with the Commission on 5th December 2024.
- Preparation of two direct contracts with EUROCAE under an existing Memorandum of Cooperation to perform a literature analysis and a demand analysis.
- Adaptation and establishment of revised work programme.
- Review of 6 deliverables of ECHO 2 and submission of comments to the Commission.
- Launch of preparation of specifications for two tenders (aeromedical and legal studies).

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Higher Airspace Operations (HAO) Project	Preparatory work towards a possible regulatory proposal on HAO.	– Consultative/groups mechanisms established and functioning.	●
		– A least 4 meetings with Member States and 1 meeting with stakeholders.	●
		– Launch of at least three outsourced studies (legal, weather, health).	●
		– Review of ECHO 1 results and participation to ECHO2 project.	●
		– 2 meetings of the steering group.	●
Strategy – Key Drivers	Competitiveness [Contributes to Safety & Sustainability]		
Principal Funding Source	Earmarked Funds (Contribution Agreement MOVE/E3/CA/2024-450/SI2.926112)		

*Project was signed in November 2024, later than initially expected, as a result some of the planned 2024 objectives have been postponed to 2025 accordingly.



1.3.3. Future Connectivity

On 9 November 2022, EASA, the FAA, Airbus and Boeing (EU/US Task Force - TF) published a White Paper on Future Connectivity for Aviation, followed by two identical public webinars on 19 January and 1 February 2023. The initiative aimed at rethinking aviation connectivity and defining a blueprint for the modernisation and harmonisation of the aviation data communication landscape by 2035.

Aviation connectivity supports the various air-ground data exchanges that are becoming increasingly essential to support safe, sustainable and efficient ATM and the air operations of tomorrow. It is currently supported by a set of technologies that rely to a large extent on VHF datalink and on first generation aviation SATCOM connectivity. While these technologies have served the aviation community well for decades, they are in need for upgrade and for more harmonisation.

The jointly proposed vision for the future aviation connectivity landscape is based on the combination of aviation specific solutions (VHF datalink and higher performance L-band SATCOM) – that will offer guaranteed safety and performance – with commercial, non-aviation specific solutions (hyperconnected ATM) – that are expected to provide for high capacity and economic efficiency.

In order to achieve this long-term harmonised connectivity landscape, a transition roadmap has been defined, described through 8 ‘long-term objectives’:

1. Move towards Full B2 (ATM communications, applications level).
2. Enable advanced B2 services (D-RNP and A-IM) for operations in the US airspace.
3. Ensure sufficient Safety link(s) availability, performance, and capacity.
4. Establish a fully interoperable secure connectivity framework.
5. Move towards IPS (ATM communications, network level).
6. Offload the Safety links from Airline Operations communications that do not require protected spectrum and promote enough non-safety connectivity for Airline Operations communications (maximum Airline Operations traffic via non-safety link(s) for new aircraft).
7. Enable the use of Non-safety Link as one possible link for ATM communications.
Note: under development in SESAR currently, ‘Hyperconnected ATM’.
8. Enable the use of C-Band for C2 link.

Key Achievements

- Achieved the inclusion of the FCAV White Paper objectives in the ATM MP 2025 as a key part of Strategic Deployment Objective 7 (Transition towards high performance of air-ground connectivity), in particular of deployment action 7.3: “Implement VDL-M2 successor (e.g. LDCAS, datalink for ATM and AOC operations over commercial communication systems (Hyperconnected ATM) and satellite communications for both continental and remote/oceanic regions.”
- Delivered a comprehensive Working Paper 62 (Future Air-Ground Connectivity) and debated it in the ICAO Air Navigation Conference 14. The paper advocated, among others, the identification of potential opportunities and development of guidance and Standards in coordination with SDOs (Standard Development Organisations) for sending DL for ATM and AOC operations over commercial communication systems (“Hyperconnected ATM”), without adversely impacting the existence and use of the protected aviation safety spectrum”. This represented a significant achievement given the concerted effort of all partners and the fact that such a major change can only be implemented on a progressive basis.

- Engaged in monitoring emerging trends and the development of Hyperconnected ATM technology, in particular by finalising EASA participation as third-party in SESAR 3 project FCDI - Future Connectivity and Digital Infrastructure, led by Leonardo.
- With a view to drive and facilitate the development and maintenance of relevant DLS technical standards, the Agency acted in close coordination with Standard Development Organisations and key partners S3JU, Eurocontrol and SDM for achieving their consolidation, prerequisite for successful implementation of the FCAV roadmap, participating, among others, to EUROCAE Datalink Leadership Workshop.
- Led and coordinated with partners (S3JU and ECTRL/NM) in the update of the SDM DLS capacity study of 2019, including factors that were not considered or have evolved since the study was published (e.g., pandemic effects, VDL M2 allotment, SATCOM IRIS, various optimisations). The new study is called FACT - perFormance And Capacity sTudy and its final version is planned for release in March 2025. This will support the identification, nature and extent of the risks for the achievement of the DLS policies and to manage them effectively.
- Hyperconnected ATM may have to rely on the use of spectrum which is not necessarily allocated to aviation use. We have coordinated with DG-MOVE and Eurocontrol on spectrum related aspects with the objective to arrive at a common, more differentiated strategy on spectrum for aviation use for the EU.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Future Connectivity	Implement the transition roadmap as defined in the Future Connectivity for Aviation (FCAV) White Paper, published by the EU/US Task Force (EASA, FAA, Airbus, Boeing) on 09.11.2022	– Continue the implementation of the transition roadmap.	●
		– Promotion of the FCAV report, in particular the hyperconnected ATM concept, at the European ATM Master Plan update campaign.	●
		– In the context of the revision of the European ATM Master Plan, support SESAR 3 JU in formulating a vision of future connectivity for Europe, incorporating the recommendations contained in the Future Connectivity for Aviation White Paper by mid-2024.	●
		– Take a steering role to achieve consolidation of standards, prerequisite for successful implementation of the FCAV roadmap.	●
Strategy – Key Drivers	Safety and Sustainability		
Principal Funding Source	EU contribution		

1.3.4. Interrelated Safety Risk Management



Innovative products, new entrants and unfamiliar threats increasingly generate novel risks for the European civil aviation system. Tried and tested methods and technologies are nearing the limits of their effectiveness. Aviation as a system of systems is becoming increasingly complex to manage, requiring comprehensive rethinking of architectures, interconnections and dependencies. The emerging challenges of novel technologies such as innovative air mobility, digital platforms and AI are blurring traditional boundaries, meaning that a holistic approach to risk management is needed to at least maintain current safety levels and support industry competitiveness, also enabling sustainable development of the aviation sector.

The European safety risk management (SRM) process closely involves the Member States and other stakeholders in its different phases, from the identification of potential safety hazards to the identification of risks and formulation of mitigating actions. Building on this strong SRM process, EASA intends to develop a more integrated approach to risk management (ISRM), factoring in elements that might impact safety such as sustainability, security, cybersecurity, emerging risks and public health.

To achieve this, it is essential to combine data collection, information sharing, research, competence building and experts' exchanges, scenarios design techniques and strong cooperation mechanisms with all actors involved in the risk management process. In this context, EASA undertakes actions, including research projects, to address interdependencies between safety and security, as well as investigating emerging risks related to new technologies, systems, approaches. Methodologies to examine integrated risks are being explored.

Key Achievements

- Issuance of SIB 2022-02 R3 to inform on Global Navigation Satellite System Outage and Alterations Leading to Communication / Navigation / Surveillance Degradation, containing recommendations to address such degradation.
- Development of WP/56 “Methodologies and Approaches to Managing Interacting Aviation Risks” presented at the 14th ICAO Air Navigation Conference, where it received strong support and interest (it was considered the most successful among the European WPs).

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Integrated Risk Management	To develop a more integrated approach to risk management (ISRM), factoring in elements that might have impact on sustainability, security, cybersecurity, emerging hazards and public health dimensions.	— Setting the basis to develop a European plan for sustainability in aviation to assess risks associated with net zero goals & identify mitigating measures, including actions to be taken by MS in their State Action Plans.	●
		— Start the work to develop a methodology/approach for gathering and assessing risks relating to safety, sustainability, new technologies, health, and social considerations (including participating to new standards development on health certification).	●
		— Work on methodology to prioritise mitigating measures.	●
		— Promote an ISRM process.	●
Strategy – Key Drivers	Safety [Contributes to Competitiveness & Resilience]		
Principal Funding Source	EU Contribution		

*Several objectives for 2024 were deprioritised in light of limited availability of resources and other priorities. IRM has been assessed in the full scope of the SRM processes and integrated accordingly - revised targets and milestones for the coming year in this regard are defined in the annual work programme of EASA's SPD 2025-2027.

1.3.5. Support to Industrial Competitiveness



EASA supports the competitiveness of the aviation industry by ensuring that regulations are proportionate to risks, by removing barriers to innovation, closing gaps in the regulatory system and by ensuring a level playing field across the system.



Research & Innovation

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

Key Achievements

In 2024, various **research and innovation activities and projects** were launched to support the implementation of EASA's strategy and address common priorities for the Agency stakeholders:

- EASA receives delegated (earmarked) funds from the EC to invest in a number of research and innovation activities. EASA is implementing 1st, 2nd and 3rd generation **Horizon Europe Contribution Agreements**.
- In 2024 EASA managed a total of **25 contribution agreement research projects** with a total budget of ca. 20.4M addressing aviation authority research needs in the fields of: Aviation safety (e.g. lessons learned from recent accidents, introducing new technologies, runway safety); Standards supporting the digital transformation of aviation; Aviation health (aeromedical standards); Environment (noise and emissions reductions); Security with impact on safety.
- Of the 25, this included the launch of **7 new research projects**, with a total budget of 8.5M€, covering the domains of pilot training, big data, cyber security, medical/health aspects of pilots and air traffic controllers, as well as non-CO2 emissions.
- Moreover, EASA successfully **completed 16 projects**, which transitioned to the mid-term benefit generating phase. To this end business implementation plans have been adopted for:
 - (1) PED - Fire risks caused by portable electronic devices on board aircraft.
 - (2) Noise - Assessment of environmental impacts - rotorcraft noise.
 - (3) MGB - Integrity improvement of rotorcraft main gear boxes.
 - (4) MbM – Market-based Measures.
 - (5) LithiumBAT - Detection of lithium batteries using airport security screening equipment.
 - (6) Triple One - Implementation of the “triple one” concept at aerodromes.
 - (7) MODEL-SI - Digital Transformation – Case studies for Aviation Safety Standards – Modelling and Simulation.
 - (8) LITUB - Monitoring of flight control laws.
 - (9) VRS - Helicopter vortex ring state experimental research.
 - (10) HUE2 - Helicopter underwater escape 2.
 - (11) MLEAP - Machine learning application approval.
 - (12) i-conspicuity - Interoperability of electronic conspicuity systems for General Aviation.
 - (13) SHEPHERD - New standards for drones and U-Space.
 - (14) VIRTUA - Digital Transformation – Case Studies for Aviation Safety Standards – Virtualisation.



- (15) DATAPP - Digital Transformation – Case Studies for Aviation Safety Standards – Data Science Applications.
 - (16) MESAFE - Mental Health of Pilots and ATCOs – assessment methods for aviation use.
- The Agency continued its engagement in the **Clean Aviation Partnership Programme** to enable regular exchanges of knowledge and time-to-market reduction of future new products and solutions. A CRL (Certification Readiness Level) scale, comparable to TRL (Technology readiness Level) but at product level has been developed with Clean Aviation JU and started to be used for measuring industry readiness level to design and production. A similar approach is followed for the involvement of the Agency in **SESAR 3 industrial research and exploratory research projects**, for which 10 service contracts have been signed in 2024.
 
 - Progress was achieved in the implementation of the **Artificial Intelligence (AI) Roadmap** with the **publication of Issue 2 of the Concept Paper**. Moreover, the research project MLEAP on the approval of Machine Learning (ML) technology for systems intended for use in safety-related applications was successfully completed in 2024. EASA also hosted a high-level conference “EASA Artificial Intelligence Days” in July 2024. Further information can be found on EASA’s website: [AI Roadmap | EASA \(europa.eu\)](https://www.easa.europa.eu/en/ai-roadmap).
 
 - In 2024, the Agency further engaged with the Member States to adopt **common Aviation Authorities’ Research Agendas** (in May for 2024, in December for 2025) as input for future EU Research Programmes. The proposed research topics aim to support the aviation authorities’ core activities (rulemaking, certification, approvals, oversight), while preparing the Agency and Authorities’ staff for future challenges. [Aviation Authorities’ Research Agenda 2024 | EASA](https://www.easa.europa.eu/en/aviation-authorities-research-agenda-2024);
 - EASA further extended the **cooperation with stakeholders** and in particular industry and academia. EASA continued to be represented in AZEA at steering committee and working group levels. Cooperation continued with research centres with a limited scope of activity. The highly valued work of the EASA Scientific Committee in the domains of AI & Automation, Impact of Climate change on Aviation continued as well throughout 2024 and the development of an Academia networking concept was completed and an initiative to establish a partnership with SESAR Joint Undertaking in the context of the ENGAGE programme was launched.
 - To support the **EPAS strategic priority** to manage the impact of climate change, **EASA’s Scientific Committee** has delivered for the third year a detailed review of research works on **the effects of climate change on weather hazards**, to be published as part of EASA’s Scientific Committee Annual Report 2024 (EPAS Action RES.0059). The European Network on Impact of Climate Change on Aviation (EN-ICCA) launched in 2024 continued its activities based on the established work programme.

Key Outputs

- 25 research projects (funded by Horizon Europe) managed including completion of **16 research projects**, addressing aviation authority needs, which transitioned to the mid-term benefit generating phase.
- 10 **SESAR 3 industrial research and exploratory research projects** were implemented through service contract.
- Support to Industry was provided through **5 Pre-Application Services Contracts, 3 Innovation Partnership Contracts** as well as **5 Technical Advice Contracts**.

See also Annex I.3 – Core Business Statistics – for further details of research projects and studies conducted in 2024.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Research & Innovation	Ensure that new technologies and market developments are efficiently integrated and effectively overseen without compromising on safety, sustainability, and cybersecurity.	– Continue implementing 2 nd , 3 rd (and, if agreed, 4 th) Research Contribution Agreements with the European Commission.	
		– Consolidate Industry partnerships on innovation and deliver EASA contributions to the Clean Aviation and SESAR3 JUs.	
		– Further extend the cooperation with stakeholders and in particular industry, academia, research centres.	
		– Start channelling research & innovation in disruptive technologies into the certification of products and operating models.	
		– Develop procedures for operations-centric certification and oversight.	
		– Establish synergies between Scientific, Research and Innovation Activities at EU level.	
		– Further extend and deliver EASA contributions to European public funded research projects.	
		– Develop a technology monitor and foresight function to contribute to strategic decision making and the strategic competency development.	
		– Contribute to competency management through active involvement in R&I projects, dissemination of results, monitoring of expected benefits and delivery of knowledge sharing actions.	
		– Ensure the successful implementation of AI Roadmap.	
		– Develop a portfolio management approach to manage EASA involvement in several RI projects and initiatives with a focus on benefit generation for the Agency and the overall EASA system.	
Strategy – Key Drivers	Competitiveness [Contributes to Safety and Sustainability]		
Principal Funding Source	Mix of EU contribution, F&C and Contribution Agreements		

Performance Indicators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
R&I process responsiveness	Percentage of industry requests for collaboration resulting in successful contracts signed	New KPI 2023+		84.4%	≥80%	44%	
Implementation of EASA Research Agenda	Percentage of research actions (as included in the Annual Research Agenda) addressed / covered by a contribution agreement / project / study (with MS or other stakeholders).	New KPI 2023+		71.8%	≥80%	Postponed	
R&I Performance Rate	Actual time (working hours) spent on R&I activities compared to plan	New KPI 2023+		72.3%	≥80%	59%	

	Percentage of research contribution agreement funds allocated to projects effectively consumed	New KPI 2024+	≥70%	72.3%	
	Percentage of accepted applications for Innovation Partnership Contracts (IPC) and Pre-Application Contracts (PAC) leading to Special Conditions or Means of Compliance available to industry to support future acceptance of new concepts of operations and certificate applications	New KPI 2024+	≥70%	75%	

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



Regulatory Review, Enablement & Acceleration

To ensure a future-proof regulatory framework, support sustainable products and business models and take into consideration consumer patterns and societal expectations, the regulatory framework needs to be adapted, including also the way products and organisations are approved, and performance is overseen and adjusted as required. The EASA priorities on the need to enable a safe and sustainable integration of new technologies and concepts are shown in the Chapter 3.4 of the [EPAS Volume I](#). In addition, the focus in the period 2024/2025 is on:

- Facilitate the testing of innovative solutions in a safe environment (sandboxes, virtual test-beds), using existing flexibility provisions such as Art. 71 exemptions for enabling operations and the flexibility offered by certification specifications, special conditions, acceptable means of compliance and guidance materials rather than implementing rules and delegated acts.
- Increasing awareness of stakeholders and authorities on the benefits of moving more and more towards objective and performance-based regulation to support industrial competitiveness.
- Familiarise new entrants with the EASA regulatory framework as a mean to guide their development of new disruptive technologies.

Key Achievements

- The Agency MB discussed in 2024 the option to establish a Strategy and Safety Advisory Group (AG) which would give more in-depth guidance on matters relating to corporate and safety strategy. The AG is under discussion and is expected to be established via written procedure with the MB in 2025. In addition, the Agency Advisory Bodies have decided to set up a joint Review Board to propose regulatory interventions that would simplify or optimise the existing regulatory framework. The Agency continued to utilise the MAB and SAB forums to engage with key stakeholders and integrate their feedback into its strategies. To this end, under the umbrella of the rulemaking activity, key results and milestones for the coming years have been reinforced in the Agency's SPD 2025-2027 addressing regulatory framework simplification, EPAS priorities and integration of new technologies.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Regulatory review, enablement and acceleration	Remove unnecessary requirements and ensure that regulations: a) are proportionate to the risks associated with different types of traditional and new aviation activities; and b) take into consideration changing consumer patterns and societal expectations.	– Provide common guidance on how to apply the existing framework (incl. use of exemptions) to support innovation.	
		– Work with Member States, Industry and the Commission on a better legal framework to cope with innovation (including a common approach to regulatory sandboxes in aviation and planning the move towards more objective and performance-based rules).	
		– Launch work on identifying obsolete requirements from the existing regulatory framework in all domains and define a plan to address gaps in the framework to enable the rapid uptake of innovative approaches.	
		– Plan the work to develop appropriate objective and performance-based regulatory standards and promote their contribution to supporting industrial competitiveness.	
Strategy – Key Drivers	Competitiveness [Contributes to Safety and Sustainability]		
Principal Funding Source	Mix of EU contribution and F&C		

1.3.6. State, Institutional and Military partnerships



Partnerships with States and civil, State or military institutions enhance cooperation based on shared objectives and are instrumental in structuring future alignment and developments in the aerospace and defence sector. Increasingly, partnerships will extend downwards to regional and municipal actors due to the impact of sustainable methods of propulsion on short haul flights, drones and eVTOL.

Nurturing partnerships is part of the Agency's added value. Priority areas for further cooperation include:

- Further development of the EASA Partnerships with Member States – via new areas of cooperation and increased outsourcing.
- Developing civil-military cooperation and alignment on dual-use or derivative products, shared airspace, research & innovation, and occurrence reporting.
- Sharing workload and expertise on international cooperation, rulemaking, safety intelligence, and research under Member State partnership agreements as a means to enable a “distributed Agency”.
- Using our framework of international agreements, relationships, and organisation approvals to promote global standards.
- Capitalising on the maturing oversight capabilities in the Member States to achieve a more risk-based continuous monitoring system.

Key Achievements

- With strong EASA support, EDA and NATO have decided to propose their MS adopt a **military UAS regulatory framework** similar that of EASA. This harmonisation will open the door to dual-use demonstration of safety for the military as recommended in the EC Drones strategy 2.0. EASA has also supported EDA and NATO by promoting EASA's standardisation process (Mutual recognition of National Military Aviation Authority - NMAA) and the flexibility provisions (Airworthiness in war time). As another step towards harmonisation, EASA supported EDA in commenting their Military ATCO training and licensing syllabus.
- EASA supported a group of MS lead by NO (DK, ES, EL, AT, PL) in developing guidelines for **military equipment on civil aerodromes** like arresting systems of ground tactical radars, to facilitate the deployment of the military as close as possible to the conflict zones, while ensuring the same level of safety for civil commercial air transport.
- EASA has started the development of a generic policy to clarify the necessary conditions to authorize this pooling and sharing (of parts) while maintaining the same level of safety.
- Learning on past experiences, implementing arrangements between EASA and NMAA were developed aiming to clarify respective perimeters of responsibility of each authority in design and production, and define the principles of working together. Three of these arrangements are expected to be signed in 2025.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result*
State and Military	Facilitate the shared use of airspace for civil and military aircraft and	— Support the issue of work plans implementing the new CMC strategy.	

Aviation Programme	Harmonise airworthiness requirements through the joint certification of civil, State, and military aircraft, and structure the exchange of information on civil and military solutions for a safer, more secure, sustainable, and innovative global aviation system.	– Issue a model of agreement between EASA and NMAA in order to clearly define their respective commitments and responsibilities for military and State operated aircraft.	
		– Harmonise airworthiness requirements by promoting the joint certification of civil, State, and military aircraft.	
		– Supplement continuing airworthiness GM to clarify the conditions for return to the civilian airworthiness condition of aircraft, products (other than aircraft), parts and equipment previously operated in a State or military airworthiness environment.	
		– Develop safety requirements for military equipment on civil aerodromes.	
		– Develop an internal process for civil military projects, building on existing EASA processes.	
		– Develop awareness of the benefits of civil military activities both inside EASA, and externally e.g. through a civil-military conference on higher airspace operations.	
		– Adapt the existing processes for States to opt into airworthiness, aircrew, air operations or unmanned aircraft systems requirements, or to apply articles 64 and 71 of the Basic Regulation.	
		– Find and/or develop the complementary technical expertise needed for State & military projects.	
		– Develop the share of revenue from State & military projects by formulating financial objectives, forecasting workload, allocating effort and tracking State & military projects.	
		– Support international cooperation by promoting the EASA model in the domain of civil military cooperation	
Strategy – Key Drivers		Safety	
Principal Funding Source		Mix of EU contribution and F&C	

*Several objectives for 2024 were deprioritised in light of limited availability of resources and other priorities. Revised targets and milestones for the coming year in regard the Agency's military strategy are defined in the annual work programme of EASA's SPD 2025-2027.

1.3.7. Enablers



Data4Safety (D4S)

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

D4S is currently a voluntary partnership programme that aims to identify systemic risks at EU level as well as their mitigations. The programme's ambition is to significantly increase the safety intelligence capacity in Europe. This is achieved by a massive collection of aviation data and, equally importantly, by organising the analytical capacity amongst all European aviation safety partners. It enables the EU Member States and Industry to join forces and team up to work together for safety on a scale not so far seen in European aviation.

The D4S project began with a feasibility study in 2015 and undertook a proof-of-concept phase from 2017 to 2022 before moving into the Development Phase in September 2022. The first full General Assembly took place in Cologne on 19th October 2023 followed on 25th September 2024 by the second General Assembly that saw the Programme membership expand to an increasing number of participating Organisations: 24 EASA Member States National Aviation Authorities and 34 Industry Organisation in addition to EASA for a total of 59 D4S Members.

Further information can be found on EASA's website: [DATA4SAFETY / EASA \(europa.eu\)](https://data4safety.europa.eu/)

Key Achievements

- New D4S digital platforms infrastructure established with the entry into service for EASA, the EASA Members States and the Industry D4S Members performed by mid-2024 as planned as part of the D4S development phase. The new D4S digital platforms infrastructure includes a structural link with ECCAIRS2 that enables the automatic transfer, consolidation, analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).
- Continuation of the membership expansion with the on-boarding of 18 new Members Organisations (under the expansion wave n°2 formally on-boarded at the occasion of the 2nd D4S General Assembly held in Cologne in Sept 2024) resulting in a total of 60+ D4S Members by the end of 2024.
- Implementation on the D4S Platforms of the 1st Use Cases agreed by the D4S Members - in alignment with safety priorities of the EASA Safety Risk Management process - initiated over end of 2024 (development of risk monitoring and detection capabilities based on both Members States and Industry data shared by the D4S Members on the new D4S platforms).
- Co-contribution modelling study in preparation of the Data4Safety operational phase conducted over 2024 with final results delivered to EASA by end of 2024 – including the definition of an operational model and of an institutional vehicle adapted to enable operationalization of the endeavour.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Data4Safety Programme (D4S)	Development Phase: Building on the outcomes of its Proof-of-Concept phase (2016-2022), Data4Safety aims to establish a sustainable Big	— Integrate the Programme into the existing aviation safety landscape and processes of the European Union to serve operational aviation safety and sustainability objectives and purposes.	●

	Data Platform and Analysis capability at European scale and level, including a structural link with ECCAIRS2 that enables analytics and insights from the European Central Repository safety data (ECR as per Regulation (EU) 376/2014).	– Definition of an operational model and an adapted institutional vehicle to establish an operational version of the Programme by 2025/2026.	
		– Continue the progressive enlargement of scope in terms of safety domains and expansion in terms of the number of members.	
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Safety]</i>		
<i>Principal Funding Source</i>	<i>Mix of EU contribution and F&C accumulated reserve and Earmarked Funds</i>		

ECCAIRS 2 ECCAIRS 2 (E2)

The E2 programme was launched in 2016 following a strategic decision by the EU to transfer the hosting, maintenance, and development of the legacy ECCAIRS system from the Joint Research Centre (JRC) to EASA. Development commenced in 2018, and the first operational version was delivered in 2020—concurrent with the cessation of legacy system support by the JRC. Since then, the system has been fully operational, with ongoing enhancements to introduce remaining features. Strong coordination exists between the E2 and Data4Safety (D4S) programmes to boost data quality and ultimately provide a more accurate picture of aviation safety across Europe.

ECCAIRS 2 (E2) is a digital platform, stemming from the E2 programme designed to support aviation safety by enabling aviation authorities to collect, share, and analyse safety occurrences. The system enforces the implementation of both Regulation (EU) 376/2014 and Regulation (EU) 996/2010, and it integrates the ADREP taxonomy to standardize accident and incident reporting.

The platform is now rolled out in all EASA Member States and is widely used by European aviation stakeholders, who report occurrences to their competent authorities either through its online reporting portal or via technical interfaces (APIs). These reports are processed within ECCAIRS 2 and then shared in the European Common Repository (ECR), facilitating coordinated aviation safety analysis at the European level. Additionally, a working arrangement with ICAO has been established to facilitate its global rollout to non-EASA Member States.

Further information can be found on ECCAIRS's website: [ECCAIRS 2](#)

Key Achievements

- Continuous integration of new features and security updates on ECCAIRS 2, including a comprehensive overhaul of the indexation process, the revision of the automated update processing for reports and the resolution of critical security vulnerabilities identified during the annual penetration testing by CERT-EU.
- Introduction of a more integrated operational governance by the ECCAIRS Steering Board (ESB), which implemented a new voting system to define development priorities from the evolving backlog of functionalities and inside the EASA's budget envelope.
- The adoption of ECCAIRS 2 by the United Kingdom, marking a significant milestone as the first instance of the system's expansion beyond EASA Member States, under the new working arrangement with ICAO established in 2023.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
ECCAIRS 2 (E2)	Develop, maintain and operate a software solution suite in coordination with the EASA Member States to support the implementation of the Occurrence Reporting Processing procedures of Industry & Members States as per Regulations (EU) 376/2014. Further develop ECCAIRS E2 solution features	— Establish the Development Priorities for 2024 in agreement with the Governance bodies.	
		— Further develop the agreed requested features of E2 as per the Development Priorities for 2024 as agreed by the Governance bodies and deploy these via regular "sprint versions" in E2 Production.	
		— Enable, deploy and support E2 solutions for ICAO States implementing the 2023 Working Arrangement between EU/EASA and ICAO for ECCAIRS2.	

	as requested by the Industry/MS at the inception of the ECCAIRS 2 programme. Ensure global deployment, operations and support for ICAO States under the 2023 EU/EASA Working Arrangement on ECCAIRS 2	– Continue supporting ICAO to have the E2 platform supporting ICAO's own processes such as Annex 13 and IBIS report requirements automation for any ICAO State globally.	●
		– Continue to operate and support the in-place E2 Production solution as it incrementally evolves over time.	●
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Safety]</i>		
<i>Principal Funding Source</i>	<i>Mix of EU contribution and F&C accumulated reserve</i>		

010011010
101110100
001010001
110100110
000110100

Digitalisation of Aviation

The Agency's activities with regard to digitalisation of aviation (DofA) aim at promoting, facilitating and supporting a safe and secure digitalisation of the EU aviation industry as a key enabler for the safest, greenest and most efficient aviation system.

As a safety regulator, EASA shall monitor and accompany the aviation industry in its digital transformation journey, to ensure it has a positive net effect on safety. This, in turn, entails a need to adapt the regulatory and oversight frameworks to this new reality, as well as the mindset of inspectors.

As an EU Agency, EASA shall support the EU industry's competitiveness and create favourable conditions for innovation. In order to do so, besides addressing the EU regulatory and oversight frameworks, it works together with leading authorities and industry associations at international level to promote the interoperability and mutual acceptance of digital solutions, as an enabler for investments in digitalisation.

This means that besides investing resources to enable its own digitalisation, the Agency shall facilitate and support the on-going digitalisation of the EU aviation industry. The project aims to focus on the following key areas: Regulatory framework; Approval and oversight; Certification & Governance.

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

Key Achievements

- The rulemaking task RMT.0737, established to introduce Electronic Personnel Licences (EPL) in the EU regulatory framework, has defined the framework of an interoperable solution, based on international standards, that will address the needs of three technical domains: maintenance licences, flight crew licences and ATCO licences. The related NPA (2024-08) has been published in December 2024.
- The Digitalisation Task Team established with the MMT Authorities (FAA, Transport Canada and ANAC Brazil) has continued its activities aiming at supporting interoperability and mutual recognition of digital solutions (documents and records in digital format, electronic signatures, paperless cockpit systems) among the four Authorities. The latest progress report has been endorsed by the MMT Steering Board in November 2024.
- In May 2024, an Aviation Digitalisation Network has been established within the MAB advisory board with two objectives: identify and remove obstacles to digitalisation in the context of Authorities' approval and oversight activities and identify and disseminate "best digital practices" for approval and oversight. The network started its activities in September 2024, and the initial analyses are ongoing.
- EASA has actively supported the ICAO electronic documents and certificates (EDC) task force, which has drafted revisions to the relevant provisions of several ICAO Annexes to enable the introduction of electronic documents and certificates on board aircraft.

Annual Work Programme Objectives

Activity	Objective	2024 Target / Output	2024 Result
Digitalisation of Aviation	Develop and coordinate the implementation of a Programme establishing the role of EASA in promoting,	— Deployment of Programme and roadmap.	
		— Project implementation in accordance with the roadmap.	

	facilitating and supporting the digitalisation of EU aviation	– Initial deliverables from work streams.	
<i>Strategy – Key Drivers</i>	<i>Competitiveness [Contributes to Safety & Resilience]</i>		
<i>Principal Funding Source</i>	F&C		

Part II (a) — Management



2.1. Management Board



EASA's activities are supervised by its Management Board (MB), composed of representatives from the Member States and European Commission.

The MB plays a key role in monitoring the Agency's operations, steering the work and priorities of the Agency, establishing EASA's annual budget, and ensuring that EASA is working to the highest standards.

Members

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



- European Commission (2 members & 2 votes)



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



Observers

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

- EASA Stakeholder Advisory Body (SAB)



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

The MB deliberates and adopts its decisions in the **plenary meetings** which normally take place in June and December. In addition, dedicated discussions on the Agency's work programme, financial performance and staffing (budget, annual accounts, audit plan, implementing rules (staff or financial related), single programming document, annual activity report) take place in the **Programming and Resources Advisory Group (PAR AG)**.

In 2024 the MB decided to establish two further advisory groups, which are expected to become operational in 2025, to allow for focused discussions related to the Agency's **Governance & Oversight** and **Strategy & Safety**.

The MB is supported by dedicated advisory bodies which allow a medium for more in-depth discussions, stakeholder feedback and provision of advice/opinions:

- **Member States' Advisory Body (MAB) and Technical Bodies (TeBs):** The MAB and the TeBs offer a forum to discuss and exchange on strategic and horizontal issues. They are contributing to support the implementation of actions and decisions and the drafting of regulatory material, while offering also the opportunity to share feedback on implementation and standardisation issues. The MAB and the TeBs are composed of representatives of the EASA Members States and the European Commission. Selected third countries with working arrangements, or specific agreements with the Agency to adopt and apply the Basic Regulation and its implementing rules, are invited as observers, as well as specific organisations, such as the European Defence Agency (EDA) and EUROCONTROL.
- **Stakeholder Advisory Body (SAB):** The SAB, its Communities (COMMs), and agile Activity Groups (AGs) offer a consultation framework between the Agency and the Industry on both strategic priorities, regulatory aspects as well as a tool for Industry to provide feedback on implementation of regulations and related policies. The SAB, COMMs, and related AGs are composed of representatives nominated by the associations in the sectors of commercial operators, aviation personnel, manufacturers, general and non-commercial operators, Air Traffic Management/Air Navigation Services (ATM/ANS), airports, training industry, air sports, maintenance industry, and aerospace medicine. The non-EU industry is also represented. EASA experts and Member States representatives are involved as needed.

In 2024, the **MB had two meetings** with a focus on the following main topics:

- Appointment a new Management Board Chairperson and a new Deputy Chairperson.
- Development of Pool of European Aviation Inspectors.

- ATCO Fatigue Study Final Report.
- Data4Safety development.
- Anti-fraud and Anti-corruption policies.
- Activities and measures taken in relation to the Agency's financial sustainability.
- Development of new EPAS.
- Rules simplification.
- ICAO audit.
- Results of IAS Audit on confidentiality, availability and integrity of data in EASA.
- Establishment of new Management Board Advisory Groups.

The following **key MB decisions** were taken during 2024 and where relevant endorsed also by the PAR:

- 01-2024: Derogation from EC rules on preventing harassment.
- 02-2024: Appointing the Chairperson of the Management Board.
- 03-2024: Appointing the Deputy Chairperson of the Management Board.
- 04-2024: Adoption of the 2023 Consolidated Annual Activity Report.
- 05-2024: Opinion on 2023 Annual Accounts.
- 06-2024: Implementing provisions on the transfer of pension rights.
- 07-2024: Additional outsourcing budget.
- 08-2024: Adoption of the First Amending Budget.
- 09-2024: New organisational structure of EASA.
- 10-2024: Adoption of Single Programming Document (SPD) 2025-2027 (including 2025 Budget and Establishment plan).
- 11-2024: Adoption of Draft Single Programming Document (SPD) 2026-2028.
- 12-2024: Setting out rules on the prevention and management of Conflict of Interest for EASA Staff Members.
- 13-2024: Adoption of the European Plan for Aviation Safety (EPAS) Vol. II and III 2025.
- 14-2024: Establishing new SAB composition.

2.2. Major Developments



Global Trends

Global trends in politics, the economy, societal norms, technology, regulation, and environmental protection are combining to produce major challenges on the aerospace and defence sector.

Nevertheless, aviation is a resilient and dynamic sector. In spite of unprecedented setbacks over the last four years, and the historically high cost of aviation fuels, current forecasts see a return to 2019 traffic levels in the ECAC Member States by 2026 ([Eurocontrol 7-year Forecast for Europe 2024-2030 \(spring 2024\)](#)) and moderate growth to 2030.

In the global context, the growth of the aviation sector outside Europe is an important long-term trend. The EASA representation offices in Beijing and Singapore are important bases for Agency operations in the fast-growing Asia Pacific region. As connectivity in this and other regions develops, authorisations of third country operators and approvals of foreign maintenance, repair and other organisations are important measures to preserve the high safety standards in Europe. European leasing and finance companies own a significant proportion of this growing fleet and routinely require operators to hold EASA certificates.

A second long-term trend is the acceleration in use of digital technologies as well as advanced information technologies such as artificial intelligence (AI). The safe integration of these technologies into the existing system remains a key challenge for the Agency that will continue to take shape as the technologies mature and reach readiness for certification and operation.

In the design and production domain, aircraft efficiency, faster development cycles, new entrants, the security of the supply chain, and automation are key risk factors to be addressed. In the operations domain, important priorities are the ambitious measures being taken to achieve a 90% reduction in emissions by 2040, including the uptake of sustainable aviation fuels (SAF), but also workforce shortages, risks to infrastructure of spoofing, jamming and conflict zones, and airspace congestion. In the end-of-life domain, rapid fleet renewal highlights the need for a circular economy, as storage, decommissioning and recycling become increasingly important.

Evolving Priorities & Mandate

Since its inception in 2002, the Agency's mandate and tasks have evolved to meet the needs of the industry, the aviation sector, Member States and political priorities. Most recently EASA has taken up new tasks in the field of SAF (Delegated to the Agency in virtue of the ReFuelEU Aviation Regulation⁵, which also delegates the implementation of the Flight Emissions Label) and is preparing to process applications under the new ATM/ANS equipment conformity assessment framework (Delegated to the Agency in virtue of Article 80 of the EASA Basic Regulation (BR), delegated⁶ and implementing⁷ acts).

A key driver for the EC and EASA over the last five years has been to support the European aviation industry to keep the pace with innovation and maintain its competitiveness globally. The Agency, as a regulator, has a central role to play in setting safety standards and providing oversight to enable these developments, providing a framework within which the European industry can enhance its environmental credentials, digitalise, innovate safely and quickly, and profit from new market opportunities. Regulatory and standards developments continue to tackle critical safety priorities as well as pave the way for entrance of new technologies, Drones/U-Space and ATM/ANS.

⁵ Reg (EU) 2023/2405 of the European Parliament and council of 18 October 2023 on ensuring a level playing field for sustainable air transport

⁶ (Reg (EU) 2023/1768) Delegated act on the rules for conformity assessment of ATM/ANS equipment introducing a regime with certification and declaration

⁷ (Reg (EU) 2023/1769) Implementing act on approval of design or production organisations concerning obligations and privileges of such organisations

Moreover, EASA will continue to leverage its research and innovation activities, and key roles in the Horizon Europe, Clean Aviation and SESAR3 programmes to advance the deployment of innovative and clean solutions in various domains.

Resilience

International political tensions and major conflicts, such as the Russian military invasion of Ukraine and the Gaza crisis, continue to create instability and uncertainty. High fuel prices and inflationary pressures are still being felt by not only in aviation but across many sectors.

EASA continues to respond by contributing its expertise to EU actions, notably in support of sanctions and the recovery of the aviation sector in the Ukraine. Moreover, EASA invest in activities on cybersecurity and conflict zones (for more information see Part I – Section 1.2.8 – Safety intelligence & performance) as well as reinforcing state, institutional and military partnerships.

The Agency is central to the hub-and-spoke architecture of the European regional safety oversight system. It must remain resilient to both normal and abnormal operating conditions. Ensuring the Agency's readiness for the future is a key theme of the Agency's strategy for the coming years, including ensuring the financial sustainability of its operations.

Reinforced Strategy & Work Programme

In 2024 EASA made a comprehensive review of the global trends of the aviation sector and priorities of its stakeholders. In the Single Programming Document (SPD) for the period 2025-2027 EASA proposed a reinforced corporate strategy for the period to:

- Build on the progress already made in delivering on EASA's core mandate and tasks – **maintaining the highest level of safety** and EASA's reputation for excellence.
- Safeguard the **financial sustainability** and the **human capital** of the Agency and operational readiness for future challenges.
- Reinforce and evolve EASA's strategy to meet the emerging needs of its stakeholders for a **safe, smart and sustainable future**.



2.3. Budgetary & Financial Mgmt.



2.3.1. Summary on Budgetary & Financial Management

Implementation of Appropriations

In December 2023, the MB adopted EASA's initial 2024 budget for with the authorised appropriations totalled 238.823M€. Transfers and an amending budget (adopted on 27th November 2024) were executed to align appropriations with latest forecasts on staff costs, mission expenditure, outsourcing costs and to adjust F&C result:

Expenditure	Initial budget 2024	Amending Budget	Transfers 2024	Final budget	Executed budget 2024
T1 Staff	115,807,973	4,418,027	95,500	120,321,500	120,087,722
T2 Buildings & Equipment	30,933,684	-	1,560,000	29,373,684	28,665,629
T3 Operational	47,948,632	-	2,468,327	46,784,805	45,100,095
T4 Special Programmes	-	-	-	73,586,642	53,471,660
T5 Accumulated Surplus	44,133,111	3,880,806	-	46,613,917	-
Total Expenditure excl. internal assigned	238,823,400	4,270,506	-	316,680,548	247,325,107

Budget Implementation

As a result of comprehensive in-year budget monitoring, the final budget implementation rate for 2024 current-year appropriations (C1) was 98.8% (compared to 98.9% in 2023 and 97.1% in 2022) and within the European Commission's target of 95%.

The cancelled appropriations relating to commitments carried over from 2023 to 2024 (C8) was 1.39% (compared to 2.06% in 2023 and 2.82% in 2022) below the European Commission's target of <5%.

Waivers of Recoveries

In accordance with Art. 66 of the EASA Financial Regulation and Art. 101(6) of Regulation (EU) 2018/1046, the Agency is required to report on waivers of established amounts receivable granted during the year. The waivers processed during 2024 was negligible and totalled 4K€ (compared to 1,108K€ in 2023).

Late Payment Interest

Interest charged by suppliers through late payments in 2024 amounted to a total of 0.019M€ (compared to 0,012M€ in 2023 and 0,005M€ in 2022).

Budget Result

In 2024, revenue generated from Fees & Charges (F&C) services provided to Industry (Fee income) was 135M€ (compared to 121M€ in 2023 and 109M€ in 2022) representing an increase mainly as the effect of inflation rate applied to all prices and increase in travel costs revenue but also in part to growing new innovative activities.

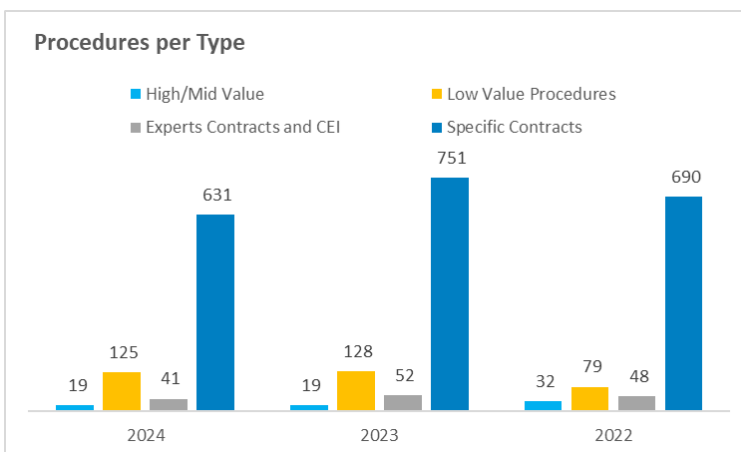
EASA's contribution (Balancing Commission subsidy) from the EU was 46.6M€ for 2024 including an additional EU subsidy received of 0.36M€ to cover salary expenditure increase.

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

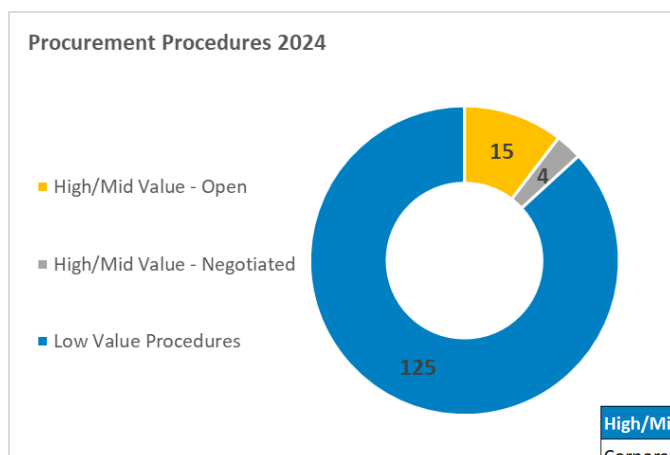
Procurement & Contract Management

In 2024, the Agency managed a comparable number of procedures as in previous years. A reduction in the number of framework contracts representing the Agency's efforts to streamline procedures and contract management.

Of the 19 high-value and middle-value (>60K€) procedures managed during 2024, 11 contracts were successfully concluded including approx. 5M€ of EU funds leveraged for research projects on key topics such as cybersecurity and health as well as a 4-year framework contract to provide Environmental Consultancy Support on Technical Issues Associated with Aircraft Noise.



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



In addition, 125 low value (1-60K€) procurement procedures were concluded, as well as approximately 631 specific contracts (Implementation of framework contracts, CEIs & SLAs) and 41 expert contracts.

High/Mid Value Procedures	2024	2023	2022
Corporate and IT Services	6	7	6
Research	6	8	17
Pilot and Technical Training	0	0	3
Operational Activities	5	4	6
Internal/Administration Services	1		
Communications	1		
	19	19	32

2.3.2. Grant, Contribution & Service Level Agreements

The Agency manages a large portfolio of projects on behalf of the European Commission (and occasionally other bodies), for which it receives specific funding (often handled as "earmarked funds"), in the field of predominantly international technical cooperation, but also safety intelligence, research, environmental protection, as well as collaboration with other Joint Undertakings (JUs) such as SESAR.

During 2024 the Agency managed 47 such projects, with a total (maximum agreement) value of approximately 109M€ over 3-5 years, resulting in financial commitments of around 26M€ (compared to 15M€ in 2023 and 30M€ in 2022). The Agency deployed approximately 31 FTEs of internal resources (compared to 25 FTEs in 2023 and 21 FTEs in 2022), internal expertise or contract staff (project managers/assistants), making use of the broad spectrum of (transversal) in-house competence, to ensure the successful execution of these projects.

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

Agreements (by kind)	Total Amount ^[1]	Nr of Agreements	FTE = CA, SNE & TA ^[2]	€ ^[3]
a. Grant Agreements	€ 1,242,937	1	0.50	€ 169,000
b. Contribution Agreements	€ 93,407,500	25	26.50	€ 24,251,000
c. Delegation Agreements	€ 14,300,000	3	1.60	€ 993,000
d. Collaboration Agreements	€ 515,000	17	0.20	€ 34,000
e. Service Level Agreements	€ 400,000	1	1.80	€ 316,000
Total	€ 109,865,437	47	31	€ 25,763,000

2.3.3. Control Results

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

		2023		2024
#	Functions & Activities	Key Control Functions	Indicators	Indicators
1.a	Financial Management including Budget & Accounting	Ex-Ante Financial Verification	28.200 (3.500 by FVAs & 24.700 by AOs)	27.300 (3.500 by FVA & 23.800 by AOs)
		Ex-Post Controls	52 Ex-Post Control Exercises	52 Ex-Post Control Exercises
		Budget Monitoring Exercises (BME)	3 (BMEs)	3 (BMEs)
1.b	F&C Revenue & Services Management	Outsourcing (to NCAs & QEs) Management	67428 Working Hours Outsourced (22M€)	82989 Working Hours Outsourced (24.5M€)
		F&C Invoicing	12.194 Invoices issued (124M€)	12.479 Invoices issued (131M€)
1.c	Earmarked Revenue Management	Earmarked Financial Coordination	50 Earmarked Agreements (109M€ max. agreement volume) - 25 FTE EASA staff invested and 15.4M€ in commitments	47 Earmarked Agreements (110M€ max. agreement volume) - 31 FTE EASA staff invested and 25.7M€ in commitments
2	Procurement Management	Centralised Procurement Team	19 HVPs & MVPs (>60K€)	19 HVPs & MVPs (>60K€)
			128 LVPs & 52 Experts Contracts (<60K€)	125 LVPs & 41 Experts Contracts (<60K€)
			751 Specific Contracts	631 Specific Contracts
3	Strategic Programming & Planning, Internal Control, Assurance and Quality Management	Single Programming Document (SPD)	1 SPD + 1 Draft SPD	1 SPD + 1 Draft SPD
		Annual Activity Report (CAAR)	1 CAAR	1 CAAR
		Quarterly Mgmt. Reporting (QR)	4 QRs	4 QRs
		Annual Assessment of the EASA Mgmt Standards	1 p.a.	1 p.a.
		Exceptions Registered	34 exceptions [1.2M€] (15 Ex-Ante and 19 Ex-Post). No significant financial exceptions.	25 exceptions [739K€] (10 Ex-Ante and 15 Ex-Post). NO significant financial exceptions.
		Annual Review of Exceptions registered reported to the EASA Mgmt Review	1 p.a.	1 p.a.
4	Internal and External audit including ISO Certification plus Anti-Fraud	Annual internal audit programme implementation	5 engagements incl. Internal audit review of budget planning & monitoring	5 engagements
		External Audit Activities	ECA Annual Audit on Reliability of Accounts	1 IAS Audit (Confidentiality, Availability & Integrity of Data) + ECA Annual Audit on Reliability of Accounts
		Integrated Management System	ISO 9001 Certification maintained.	ISO 9001 Certification maintained.
5	ICT	Chief Information Officer	Regular meetings and feedback to senior management maintained	Dedicated CIO recruited and holistic review of Agency Digitisation & IT strategy initiated.

2.3.4. Cost & Benefits of Controls

In comparison to the total human and financial resources of the Agency, the balance between effectiveness (including benefits), efficiency and economy of controls is around 3.2%.

Of the 782 FTE⁸ deployed by EASA in 2024 around 5% were dedicated to the control functions listed above.

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

#	Functions & Activities	i. Effectiveness ^[5]	ii. Efficiency			iii. Economy	
		Controls	Hours ^[1]	FTE ^[2]	Staff Cost ^[3] (€)	Other Cost (€)	TOTAL COST (€)
1.a	Financial Management including Budget & Accounting	Finance Department - Accountants/Controllers, Payment Controllers, BME, Managers, FVAs	23684.0	14.8	€2,273,139	€56,889	€2,330,029
1.b	F&C Revenue & Services Management	F&C Outsourcing Team & F&C Invoicing Team	13355.1	8.3	€1,281,792	€131,880	€1,413,672
1.c	Earmarked Revenue Management	Earmarked Funds/Projects Financial Coordination	3626.7	2.3	€348,085	€0	€348,085
2	Procurement Management	Procurement Section	10407.3	6.5	€998,868	€95,200	€1,094,068
3	Strategic Programming & Planning, Internal Control, Assurance and Quality Management	Business Programming Team & Quality Assurance Team	6470.6	4.0	€621,033	€119,548	€740,581
4	Internal and External audit including ISO Certification plus Anti-Fraud	Audit Team	2058.1	1.3	€197,529	€4,700	€202,229
5	ICT	Chief Information Officer	615.4	0.4	€59,062	€ -	€59,062
Total (Controls)			60,217	37.6	€5,779,508	€408,218	€6,187,726
Total (All EASA) ^[4]			1,251,667	782	€120,087,722	€73,765,724	€193,853,447
% Cost of Controls 2024					4.8%	0.6%	3.2%
% Cost of Controls 2023							3.5%
% Cost of Controls 2022							4.5%
% Cost of Controls 2021							5.1%
% Cost of Controls 2020							4.2%

^[1] 2024 Working Hrs recorded in CATS (EASA Time

^[2] Working Hrs / 1600

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

^[4] Excl. Earmarked & Reserve

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

For further details please see table in Annex I.5. which provides a more detailed description of the controls as well as the comparison to previous years.

⁸ FTE: Value represents the actual working time (Hours) recorded by staff members (TA, CA & SNE), in EASA's time booking tool, for each activity / 1600 i.e. Transformed into FTE (Full Time Equivalent). This does not represent the number of staff recruited (posts).

2.4. Delegation & Sub-Delegation



In accordance with the EASA Financial Regulation, the Executive Director (ED), as Authorising Officer, delegates to Agency staff certain powers of budget implementation that are covered by the Staff Regulations. The ED has delegated budget implementation tasks to 13 delegated Authorising Officers who have, in turn and with the explicit agreement of the ED, subdelegated budget implementation tasks to 48 sub-delegated Authorising Officers.

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

Checks are conducted regularly to identify leavers, transfers, etc. in accordance with transfers/leavers/newcomers.

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

2.5. Human Resources (HR) Management



Staffing & Recruitment

The ability to maintain and renew key competencies based on succession planning together with the ability to assess investment needs for the future by creating talent pools is critical to ensure an adaptable and agile workforce.

The demographic trend towards an ageing staff population means the Agency has already experienced a number of leavers and foresees an increasing number of retirements in the coming years. A revised resource allocation process was introduced in 2024, giving more visibility and decision-making capacity at director(ate) level in order to facilitate succession planning and workforce management as well as create efficiencies.

Directors are supported closely by Business Partners in the HR Unit, to assess needs and sourcing solutions not only through external recruitment but also internal mobility and development opportunities to Agency staff and/or temporary sharing of resources between units, enhancing therefore the availability, knowledge sharing, diversity and engagement of EASA teams.

During 2024, EASA reinforced key competences across both technical and corporate domains required for traditional tasks and emerging domains to support Agency's core mandate and key priorities. 49 newcomers were successfully onboarded throughout 2024. Moreover, 39 internal mobility opportunities successfully completed allowing internal professional career opportunities and fostering staff development.

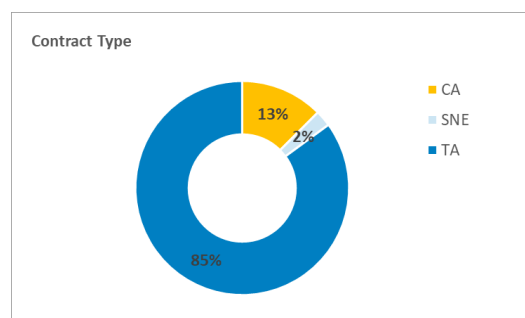
Establishment Plan & Types of Post

EASA's Establishment Plan (EP) allowed for the recruitment of staff up to 683 Temporary Agent (TA) posts as well as 106 Contract Agent (CA) posts and 24 Seconded National Experts (SNE). EASA's EP has evolved over the last years to accommodate a shift of TA posts from Subsidy funded to Fees & Charges funded facilitating the investments needed to replenish and build on the pool of technical expertise as well as allocating an additional 5 posts (3 AD and 2 AST) from 2023-2025 to facilitate the implementation of additionally mandated tasks under the ReFuelEU Aviation legislation adopted in October 2023.

	Category	2023	2024		2025	2024 Occupancy Rate
		Actually filled as of 31.12.2023	Authorised under the EU Budget	Actually filled as of 31.12.2024	Authorised under the EU Budget	
Establishment Plan Posts	AD	558	582	572	583	98.3%
	AST	96	99	94	100	94.9%
	AST /SC	0	2	0	2	
	Temporary Agents	654	683	666	685	97.5%
External Staff	Contract Agents	92	106	98	106	92.5%
	SNE	19	24	19	24	79.2%
EASA Total		765	813	783	815	96.3%

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

- **Temporary Agents (TAs):** TAs are engaged to ensure the Agency carries out its mandate on all technical, administrative, and managerial levels of the organisation through either administrator (AD) or assistant (AST) function groups. Identified as posts with long-term duration/perspective whereby the foreseen tasks are of a permanent nature. These tasks are derived from the Agency's strategic workforce planning, which is cascaded down to the multi-annual



recruitment plan, which is in line with the Agency's key objectives and serves the need for continuous expertise in specific areas. In addition, selection procedures are designed to foster internal mobility, complemented by external recruitment for specific profiles. The Agency ended 2024 with 666 TA posts filled, out of 683 Establishment Plan Posts Allocated (compared to 654 posts filled in 2023 and 639 in 2022) representing an occupancy rate of 97.5% and growth of 2% on 2022.

- **Contract Agents (CAs):** The Agency employs short-term and long-term contract agent (CA) staff to support TA staff in performing specific projects, tasks, and carry out administrative work with a long-term duration. The Agency ended 2024 with 98 CA posts filled, out of 106 Posts Allocated (compared to 96 posts filled in 2023 and 97 in 2022). CA staff, which accounted for 13% of Agency staff in 2024 and play an essential role in many of the Agency's core activities and processes and in implementation of assignments for which it receives specific funding ("Earmarked" funds).
- **Seconded National Experts (SNEs):** SNEs are deployed to fulfil a specific technical need on a mid-term basis (2 years, renewable for another 2 years). In general, their assigned tasks require in-depth expert knowledge and extensive work experience in a specific field of aviation. In 2024 the Agency deployed 19 SNEs (comparable to 2023), in particular to support ambitions in relation to ATM/ANS regulatory development.
- **Interims:** Interims are used on a short-term basis, contracted through an external service provider to fill gaps in normally administrative capacity. The Agency's staff were complemented with 14 interims in 2024.

Full details on the establishment plan and staffing levels deployed in 2024 can be found in Annex IV.4 - Establishment Plan & Additional Information on Human Resources Management.

Benchmarking Exercise

Following the Network of Agencies' methodology, which is based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for a tenth year in a row. Compared to previous years, the result in 2024 shows an increase in Operational Statutory staff reflecting the Agency effort to reinforce key competences across the core technical domains. Administrative Support and Coordination is relatively stable across the last years, with a slight increase, reflecting the recuperation of certain administrative domains such as IT to support digital growth.

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

Implementing Rules

In 2024 the following Implementing Rules were submitted to the Agency Management Board for adoption:

- 01-2024: Derogation from EC rules on preventing harassment.
- 06-2024: Implementing provisions on the transfer of pension rights.
- 12-2024: Setting out rules on the prevention and management of Conflict of Interest for EASA Staff Members.

Diversity & Inclusion

EASA is committed to promoting equal opportunities, diversity and inclusion (EDI) within its workplace, amongst its workforce and across Aviation industry stakeholders globally. EDI is a pivotal source of innovation, which enables the continuation of a sustainable and civil aviation industry. This commitment is reflected in EASA's first Gender Equality Plan (GEP), a cross-cutting set of commitments and actions aiming to promote equal opportunities and diversity in general. As a keen promoter of EDI, in 2023, EASA has also endorsed the

EU Agencies' Charter on Diversity and Inclusion. With the formal adoption of the first GEP, EASA dedicates resources and expertise to:

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

Moreover, EASA continues to invest in:

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

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

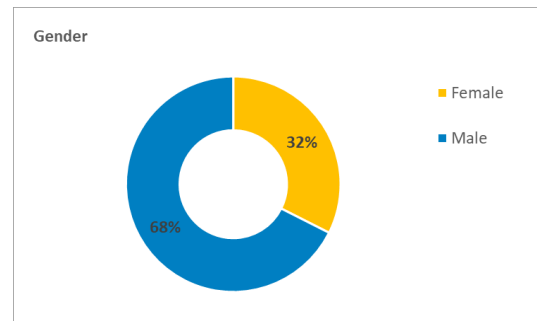
— Supporting Change:

- EASA regularly participates in the meetings of the [Women in Transport Platform](#) set up by the Commission in 2017. This online platform contains a wide range of information material and activities on D&I developed by EU institutions, industry and transport stakeholders, with specific focus on women's employment and equal opportunities for women and men in the transport sector. EASA is a signatory to the EC 'Women in Transport' declaration and has recently endorsed the EUAN Charter on Diversity & Inclusion, as mentioned in the Gender Equality Plan. Both documents promote promotes, among other aspects, involvement of women at all levels including representation, management and decision-taking. It calls upon all actors to address equality issues and opportunities for all through appropriate measures.
- EASA is also a sponsor for the UN Initiative "[HeforShe](#)" a global solidarity movement for gender equality.
- EASA maintains links and builds cooperation with the Women in Transport and other international networks like the international gender balance network and EUAN (EU Agencies Network), to learn from each other's experience and contribute with its own experience in the promotion of D&I values within the Agency.



- **Promoting Change in EASA:** In 2018 to promote and more actively address the ambitions for the declaration, the Agency appointed a **gender balance “advocate”** to identify best practices and propose actions to promote gender equality with the intention to attract more women and ensure true inclusion of all staff. This role has since evolved to a wider promotion of **“Diversity and Inclusion”** with the nomination of a Diversity & Inclusion Ambassador in 2022, who together with a small supporting team organises awareness campaigns and international communications within the Agency promoting not only gender balance, but also recalling the principles of respect and non-discrimination based on sexual identity, ethnicity, nationality, age and neurodiversity, in accordance with a detailed Working Programme published in the intranet of the Agency and accessible to all staff members. In the same line of awareness campaigns and promotion of a sense of belonging and of community, a mission statement for Diversity & Inclusion was also published and is available in the intranet to all staff members. At the same time, the induction training for newcomers included for the first time in 2023 a specific module on Diversity & Inclusion, as a tool to better facilitate the integration of newcomers.

- **Attracting the very best people:** Gender balance and diversity of backgrounds and skills are taken into account as far as possible during selection procedures. EASA is systematically monitoring the demographics, gender and diversity distribution among applicants. While the data confirms that the specific technical labour market in which the Agency operates is dominated by male candidates, EASA actively reaches out for female candidates, by publishing the positions in the right forums, explicitly encouraging applications from female candidates, and drafting positions with precise information as it may affect work-life balance. In addition, and to the extent possible, selection panels include members from both genders.
- **Raising Awareness:** EASA pursues to raise awareness of unconscious bias and counter it with female role models examples. This is achieved through regular Communications campaigns and events, and training.
- **Creating the favourable working conditions:** Various options are in place to enable staff to achieve an appropriate work-life-balance such as maternity and parental leave, part-time working regimes, special arrangements for breast feeding, flexi-leave and teleworking.
- **Monitoring & Gender Balance Evolution:** To ensure a factual basis and to measure effectiveness of actions, there is continuous monitoring of gender disaggregated statistics and the perception of inclusion. Since 2018 the representation of women in managerial positions has increased from 18% in 2018 to 25% in 2024. As of End 2024, out of the 5 Directors in the Agency (including the Executive Director), 2 are female.



2.6. Strategy for Efficiency Gains



From 2020-2022 the Agency ran a corporate transformation programme, “Destination: Future-proof” (DFP) consolidating existing efficiency and digitalisation initiatives with a view to reducing its costs and improving efficiency. The programme implemented for a number of key processes a range of simplifications, improvements and automations.

Further to the above, the Agency currently applies the following key levers to continuously strive to generate and leverage efficiency gains:

Digitalisation & Automation

010011010
101110100
001010001
110100110
000110100

Process digitalisation remains a key strategy for efficiency gains at EASA, led by a recently hired, executive-level Chief Information Officer. A new platform to manage organisation approvals (currently MOA, MTOA, ATO, FSTD) harmonises procedures and improves data quality. Collaboration sites for the Member States Advisory Body (MAB) and Stakeholder Advisory Body (SAB), and their technical subgroups, structure the process of consultation between EASA and its stakeholders and provide a resource for topic-based exploration and alignment. Planned upgrades to core technologies (Enterprise Resource Planning, document management) will extend the benefits of cloud-based software in terms of simplified maintenance. In the medium-term there is a need to improve data exchange between agency and applicant to support model-based simulation and certification. A dedicated subgroup of the industry-led SAB is working closely with EASA to specify the future requirements for a digital certification platform. The potential efficiency gains generated through the use of such a platform are significant.

It must be noted that the development of the digital platforms required both internally and to serve the needs of the aviation community is subject to the implementation of a very stringent action plan to address the many findings of the Internal Audit Services (IAS) in relation to Confidentiality, availability and integrity of data.

Process Improvements



The benefits of the recently streamlined rulemaking process are beginning to emerge. Further smart adjustments to the organisational structure and process responsibilities will optimise synergy between existing processes and minimise inefficient handoffs.

At system level, EASA has a role to play in supporting the harmonised implementation of the European regulatory framework, thereby generating efficiency gains for its stakeholders. The standardisation process will in future be based on a maturity model that takes into account differing risk levels across the system. This allows interventions to be tailored to need rather than applying a standard approach across the board. The first release of the [Innovative Air Mobility Hub \(IAM Hub\)](#) is seen as a milestone in enabling safe and efficient drone operations across Europe in support of the European Drones Strategy2.0.

Shared Resources



In terms of ensuring the most effective and efficient use of resources the Agency engages in the shared services, both internally (i.e. shared resources between teams) and externally (i.e. with other EU Agencies).

Internal – Transversal Teams & Centralised Support

The sharing of resources internally between teams is an integral practice at EASA, allowing for sharing of knowledge and expertise as well as providing temporary capacity to fill resource bottlenecks and/or peak work times to make the best use of available internal resources. Cross-unit teams are regularly established to manage development programmes or initiatives as well as for core activities such as rulemaking, certification

etc. to ensure the right capacity and competency of teams to deliver on the objective of the tasks. Moreover, centralised teams are used to execute certain administrative/support tasks (e.g. procurement, travel management, events management, etc.), whereby the expertise is fostered and grown in dedicated teams, who can then more rapidly and effectively execute the related tasks, providing a service to the core business and elevating the support capacity needed within the technical units.

External Shared Services & Partnerships



In the context of shared (external) services the Agency is sharing resources on overlapping tasks and competences with other Agencies, including notably the European Medicines Agency, the European Securities Market Authority; the European Food Safety Authority and the European Public Prosecutor's Office in the areas of human resources advisory services, digitalisation and tools, e-learning and surveys. The Agency is also collaborating closely with the European Environmental Agency for the elaboration of reports such as the European Aviation Environmental Report.

The Agency maintains strong relationships with related Agencies/Institutions where close links on tasks/mandates exist and where beneficial develop common working groups, projects, etc. such as SESAR JU. Moreover, the European Commission engages EASA on a number of earmarked projects to utilise EASA experts and advance on common goals in the fields of international cooperation (technical assistance), environment, research, ATM/ANS etc.

The Agency also actively engages in broader cooperation with all of the Union Agencies for example in the participation of inter-institutional and inter-agency calls for tender covering various services for staff matters, including staff selection procedures, learning services, management coaching and organisational development.

NAA Partnerships & Outsourcing

One key potential with regard to shared expertise exists between EASA and the National Aviation Authorities (NAAs), for which the Agency has, from the outset of its mandate/activities, created a framework with the NAAs to be able to make use of their available competence and expertise ("Outsourcing").

EASA & EUROCONTROL Cooperation



EUROCONTROL and EASA have formed a strong and longstanding cooperation on many areas of mutual interest from safety to innovation, and from efficiency to sustainability, with the overall goal of ensuring that the European aviation safety system operates as effectively as possible. This cooperation has enhanced the synergies between the two organisations' respective technical and scientific teams through regular exchange of information, knowledge, and data.

The EASA-EUROCONTROL Joint Work Programme and the EASA-EUROCONTROL Technical & Coordination Office (TeCO) are two pivotal instruments that have facilitated this fruitful collaboration, including activities in Aviation Sustainability; European Air Traffic Management / Air Navigation Services (ATM/ANS) Rules, Specifications, and Standards at Global Level; Support to Stakeholders; and Production and Analysis of ATM/ANS Safety Intelligence. This cooperation was further cemented in April 2024 through the signature of a revised Memorandum of Cooperation (MoC) to reinforce their respective organisations' shared commitment to building the highest possible levels of safety, efficiency, and sustainability in the European civil aviation sector.

2.7. Assessment of Audit & Ex-Post Evaluation Results



2.7.1. Internal Audit Services (IAS)

In 2024, the IAS carried out the audit on Confidentiality, availability & integrity of data. The objective of the audit was to assess the design, and the effectiveness and efficiency of the internal control processes put in place by EASA to ensure the confidentiality, integrity and availability of data treated in its information systems on premises (legacy services) or in the public cloud.

Furthermore, the IAS conducted preliminary survey work for the audit on HR Management & Ethics, which will be carried out in 2025. Recommendations, if any, will be raised as a result of the audit in 2025.

2.7.2. Internal Audit Capability (IAC)

The initially approved 2024 audit programme consisted of 5 engagements (2 assurance audits, 1 consulting engagement, 1 audit performed by IAS and 1 follow-up audit). During the 2024 implementation, the following changes to the audit programme were implemented:

- (New) Ad hoc consulting engagement: IT Planning Budget Review was performed in May and finalised with issuing the results in June of 2024.
- (Cancelled) The assurance engagement 2024-04 Crisis Management was formally cancelled. The audit was not delivered in 2024 with an agreement to include the topic as a consulting engagement in 2025.

Engagement Type	Title
Assurance	Social Committee (SC) Accounts
Consulting	ISO 27001 compliance and maturity assessment
Follow up	OA Oversight
Assurance	Crisis Management (Cancelled)
Assurance	IAS Audit (Confidentiality, availability and integrity of data)
Consulting	IT Planning Budget Review (New)

The final reports for the performed audits were delivered in line with initial planning and the 2024 audit programme was finalised as of 1st October 2024.

Furthermore, with regard to the Compliance Monitoring Function (CMF) activities: the final reports of the CAMO and OPS audits were delivered in 2024.

2.7.3. European Court of Auditors (ECA)

The European Court of Auditors (ECA) published its Annual Report on the EU Agencies on 24 October 2024 (<https://www.eca.europa.eu/en/publications/SAR-AGENCIES-2023>). With regard to the audit of the 2023 annual accounts, the Court opined that “the accounts of the Agency for the year ended 31 December 2023 present fairly, in all material respects, the financial position of the Agency at 31 December 2023, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission’s accounting officer. These are based on internationally accepted accounting standards for the public sector “. On revenues, the Court noted

that the revenue underlying the accounts for the year ended 31 December 2023 is legal and regular in all material respects. And on payments, that the payments underlying the accounts for the year ended 31 December 2023 are legal and regular in all material respects.

2.8. Follow-up of Audits & Recommendations



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

Internal Audit Services (IAS)

In 2024, the Internal Audit Service (IAS) of the European Commission completed the audit on Confidentiality, Integrity and Availability of Data in EASA, which commenced in 2023. The final audit report was issued in July 2024 with 8 recommendations raised by the IAS. In order to address these recommendations and underlying risks, an Action Plan was set up by EASA and accepted by the IAS.

The outcomes of the audit were presented by the IAS at the EASA Management Board in December 2024, complemented by presentation by EASA IAC on the comprehensive Action Plan.

Regarding the previous audit work of the IAS, two recommendations from the audit on Standardisation in EASA carried out in 2022 are being addressed by EASA in accordance with the revised Action Plan schedule.

Internal Audit Capability (IAC)

During the 2024 assurance audit (Social Committee accounts), 3 recommendations were raised, categorised as marginally insignificant, with implementation date in 2025. The 2024 follow up audit on OA oversight resulted in assessing 3 recommendations ((2 marginally significant and 1 marginally insignificant) as partially implemented, with a revised implementation date set for 2025, and one new recommendation (marginally insignificant) was raised with an implementation target date in 2025. Close monitoring of the implementation of actions from the 2024 as well as previous years' audits will continue in 2025 with enhanced reporting to EASA management on the progress made.

European Court of Auditors (ECA)

The European Court of Auditors (ECA) published its Annual Report on the EU Agencies on 24 October 2024 (<https://www.eca.europa.eu/en/publications/SAR-AGENCIES-2023>). The report includes a follow up of five previous years' observations. Based on the Court's review of actions put in place by EASA, two observations were closed and the actions on the remaining three will be subject to review during the Court's audit of the 2024 annual accounts. The report includes the ECA observation including the status and correction action taken by EASA.

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

In 2024, EASA did not have any open OLAF recommendations from previous years or received any new ones in 2024, therefore no follow-up action was required.

2.9. Follow-up of Observations from the Discharge Authority



On 11^h April 2024, the European Parliament (EP) granted its **discharge to the Agency in respect of the implementation of the budget for the financial year 2022** (European Parliament Decision Nr: [2023/2145\(DEC\)](#)) and approved the formal closure of the Agency's 2022 annual accounts.

At the time of writing the process for the 2023 Discharge⁹ was still ongoing and therefore the follow-up on recommendations shall be reported on in the CAAR 2025 accordingly.

In its resolution, the EP acknowledged EASA's overall performance and financial results and made observations around the following key themes:

- **Budget and financial management:** The EP noted that, according to the report of the ECA, the Agency collects fees and charges for the provision of certification services but does not document the checks it performs to ensure that this revenue is correctly collected, therefore not complying with the Articles 74(5) and 75 of the Financial Regulation. In response the Agency has since reinforced the control on the checks that it performs together with enhancement of the EASA Portal (Applicant Management) to further facilitate the checks.
- **Performance:** The EP noted the Agency's progress in emerging areas linked to green solutions and digitalisation as well as the actions taken in response to Russia's war of aggression against the Ukraine.
- **Efficiency gains:** The EP commended the Agency for sharing resources over a number of domains/competences and welcomes that the Agency has established partnerships with other Union bodies to improve efficiency, coherence and competency. It also noted the efforts from the Agency's corporate transformation programme as well as actions taken by the Agency to monitor/mange environmental footprint in areas related to its building, utilities, supplies in particular energy and water consumption, switch to 100% renewable electrical energy and Green Public Procurement.
- **Staff policy:** The EP notes Agency's investments in reinforcing technical capabilities in 2022 and also the deployment of the Junior Qualification Programme (JQP). The EP observes however the lack of gender balance within the Agency's senior/middle management and MB but takes note of the Agency's actions to this respect and the Agency's maintained focus on gender balance, geographical balance and diversity and the importance of a long-term HR policy on work-life balance, teleworking, recruitment and integration of people with disabilities. *See Part II(a) - Section 2.5 – HR Management for details on the "Diversity and Inclusion" measures and activities implemented by EASA.*
- **Procurement:** The EP took note of some of the observations from the ECA and called for the Agency to take necessary actions to align its internal procurement processes. Since such time the Agency's centralised procurement team has aligned and continues to align its processes and working methods in line with the recommendations.
- **Prevention and management of conflicts of interest and transparency:** The EP notes the Agency's system and procedures for prevention and mitigation of conflict of interests including the publication of CV's and Declaration of Interests by the MB members, middle/senior management on EASA's website. It notes that the Agency is open to the possibility of an internal anticorruption strategy for the future, but considers at this moment that, there is minimal threat in this regard; nevertheless, calls on the Agency to re-evaluate its position and take steps towards setting up an internal anticorruption strategy. The Agency has since, in the context of an update of the Anti-Fraud strategy in June 2023,

⁹ On 7th May 2025 EASA was informed of the positive final vote of the European Parliament on the 2023 discharge (for which the Council made a positive recommendation on 5th February 2025).

drafted and presented for endorsement a dedicated anti-corruption strategy (SPD 2025-2027) and transparency register to its MB in December 2024.

- **Internal Control:** The EP notes the scope of the 2022 Audit Programmes as well as the IAS audit on standardisation activities and calls for the Agency to ensure the proper follow-up and closure of all actions.

2.10. Environment Management



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

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


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


- **Supplies:** We implemented the Green Public Procurement (GPP) tool for the selection of contractors such as those for Canteen and Conference Catering services (see below). Furthermore, we have measures in place to reduce paper and office supplies consumption, save paper/toner/resources with the centralized copy/printing machines with intelligent print management, collect used batteries for recycling, provide paper towels made of recycled paper and install soap and towel dispensers with sensors all over the building to save cleaning products and resources (water, energy).


- **Services:** We included energy management as a service in the tender specifications of the technical facility management services to ensure optimized operation of EASA equipment. The same service is included in the contract of the landlord's facility management service provider.
- **Canteen & Conference Catering:** The new Canteen & Conference catering provider has a strong focus on fresh/on-demand cooking, with an emphasis on regional & bio products, reusing packaging, avoiding single-use plastics, and recycling leftover food into biogas.
- **Transportation:** EASA encourages cycling and the use of public transport by providing a reduced transport ticket ("Deutschlandticket") and offer flexible working time as well as teleworking.
- **Travel:** EASA travel policy encourages use of public transport as much as possible, for both long distance (use train instead of rental or private car) and short trips (use local transport instead of taxi or car to go to the airport). In general, for trips up to 800km, where feasible, train travel is the preferred means of transport. EASA is participant in Deutsche Bahn business customers programme, which ensures that all energy used for business travel have been powered only by electricity from renewable sources.


- **Remote working:** The Agency has also invested and continues to invest in videoconference facilities as an incentive to reduce business travel. To facilitate this, since end of 2018 all staff have WebEx licences and in 2021, additional videoconferencing equipment was installed to facilitate organization of online meetings. For telework, IT equipment & ergonomic chairs are offered to staff.
- **Events & Conferences:** EASA acquired a multifunctional, modular, and reusable circular stand that is used for EASA internal and external events and fairs (virtual, hybrid and face-to-face). The stand is made of durable materials that, together with the modular approach, facilitates the reduction of EASA's environmental footprint. An external provider will support its usage and storage optimisation.



2.11. Assessment by Management



EASA continued in 2024 to implement effective management, monitoring and control procedures to ensure the performance of its processes, achievement of its annual work programme objectives and efficient deployment of its human and financial resources. EASA systematically reviews results of controls, audits, and checks to further develop and enhance its processes and internal control procedures.

Further to activities and outputs detailed in the sections above:

Legality & Regularity

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

Ex-ante verifications were performed on each of the 27.300 financial transactions processed by the Agency in 2024: approximately 3.500 by financial verifying agents and 23.800 by reporting Authorising Officers (for recovery orders, mission expenditure reimbursements, and 'low-risk transactions').

Additionally, in accordance with the Ex-post Control Annual Programme for 2024, 52 ex-post control exercises were performed on financial transactions. The report concluded that the sampled transactions were considered legal and regular in all material aspects, and overall, there is reasonable assurance that, for the verified areas, suitable controls are in place and working as intended, risks are appropriately monitored and mitigated, with necessary improvements being implemented.

Registration of Exceptions

The Agency has an exception process in place to document deviations from established processes and procedures. Deviations from the rules and/or procedures are documented in an exception request and recorded in a dedicated exception register. For each request, corrective/preventive actions and level of risk is identified prior to approval by the relevant director. In 2024, a total of 25 exceptions were registered:

Type	Nr. Non-Financial	Nr. Financial	Value
Ex-Ante	5	5	358K€
Ex-Post	9	6	381K€
Total	14	11	739K€

The Agency's 'Quality, Business Planning and Execution Department' reviewed the exception requests submitted in 2024. The results of this review were reported to the directors during the Management Review. There were no significant financial exceptions registered in 2024.

Audit Results & Recommendations

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

Data Protection Activities

In 2024, the Data Protection Officer (DPO) work focused on the preparedness for launching the new Repository of Information under Article 74 of Regulation (EU) 2018/1139 (REPIF). The REPIF will be launched in phases.

The DPO has supported and collaborated with the REPIF Project team in particular in performing the Data Protection Impact Assessment (DPIA) and assessing contractors and sub-processors.

The focus of the EASA on digitalisation and the use of some new technologies required the DPO to also analyse the impact of new technologies deployed by EASA on data protection. The DPO is member of EASA Artificial Intelligence (AI) Task Force and provided guidance on how to apply data protection principles to the AI project. The DPO will act as EASA AI correspondent (together with the EASA AI Programme Manager) to the European Data Protection Supervisor (EDPS) under the recent approved AI Act.

Furthermore, following the EDPS Decision of 8 March 2024 following the investigation into European Commission's use of Microsoft 365, the DPO provided advice and support to EASA IT department in its exchanges with Microsoft staff to assess compliance of Microsoft products with Regulation (EU) 2018/1725¹⁰.

In addition, after receiving EDPS final audit report concerning remote inspections conducted on the EASA website (easa.europa.eu) from 16-26 October 2018 and 1-3 December 2020, the DPO advised and supported the EASA Communication department on the preparation of an action plan to address the findings of that audit. The action plan is due by the end of January 2025. Related also with audits, the DPO provided its advice to the Chief Audit Executive and to the ICAO audit team on the preparedness of EASA for the next IAS and ICAO audits, both coming in the first half of 2025.

Finally, the DPO provided advice on the drafting of tender specifications related to data protection matters, reviewing of contracts, drafting of records and privacy statements, and contributed to rulemakings tasks, among other daily activities.

¹⁰ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC

Part II (b) – External Evaluation



Article 124 – External Evaluation of the Agency



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

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

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

The next evaluation should be launched in 2027.

Part III – Assessment of the Effectiveness of Internal Control Systems



3.1. Effectiveness of Internal Control Systems



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

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

The Integrated Management System of the Agency was recertified with the ISO 9001:2015 standard in 2022. In 2023 and 2024, a surveillance audit was performed, during which the auditors identified no nonconformity.

The Agency directors reviewed the effectiveness of the management system during the 'Management Review' meeting. On that occasion, the results of the IMS were presented, and improvement actions were submitted for approval. Based on all these activities, it was concluded that the internal control system fully complies with the Agency's management standards.

Further information on EASA's Strategy for the Organisational Management and Internal Control can be found in Annex X to the latest [Single programming document \(SPD\) 2025-2027](#) published on EASA's Website.

3.1.1. Risk Assessment

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

A summary of the critical risks identified in the SPD 2024-2026 including the reported status and actions taken during 2024 is provided in Annex I.7 – Critical Risks & Mitigating Actions.

3.1.2. Agency Actions to Prevent Fraud & Corruption

Anti-Fraud Strategy

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

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

Last updated in 2024, the Agency's Anti-Fraud Strategy outlines 3 key objectives and actions to address the following:

- Awareness: Maintain & enhance anti-fraud culture underpinned by high levels of awareness, integrity, impartiality, and transparency within the organisation through regular communications and compulsory e-learning training.
- Reporting: Maintain an efficient system for internal reporting of suspected fraud or irregularities through dedicated anti-fraud tools/registers.
- Detection: Strengthen measures for detection of suspicious behaviours and deterrence through risk assessment, self-assessments, internal controls etc.

Anti-Corruption Strategy

The Agency has developed a dedicated anti-corruption strategy in line with the Commission's anti-corruption initiatives. As per the methodology and guidance of the European Anti-Fraud Office (OLAF), the anti-corruption strategy, is based on an internal risk assessment exercise covering the whole anti-corruption life cycle (i.e. awareness & prevention, reporting and detection) and is built on strategic objectives and an action plan tailored to the Agency's environment. The means for anti-corruption includes the development of a transparency register.

The Management Board (MB) endorsed the Agency's Anti-Fraud Strategy in 2024. During this session, the MB requested to draft a dedicated anti-corruption strategy including an EASA transparency register. The IAS team started an HR and ethics audit in 2024, including the areas of code of conduct, ethics, and fraud.

3.2. Conclusion of Assessment of Internal Control Systems



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

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



I, the undersigned, Jean-Christophe NICAISE, Acting Chief Quality, Business Planning and Execution Officer within the European Union Aviation Safety Agency (EASA),

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

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

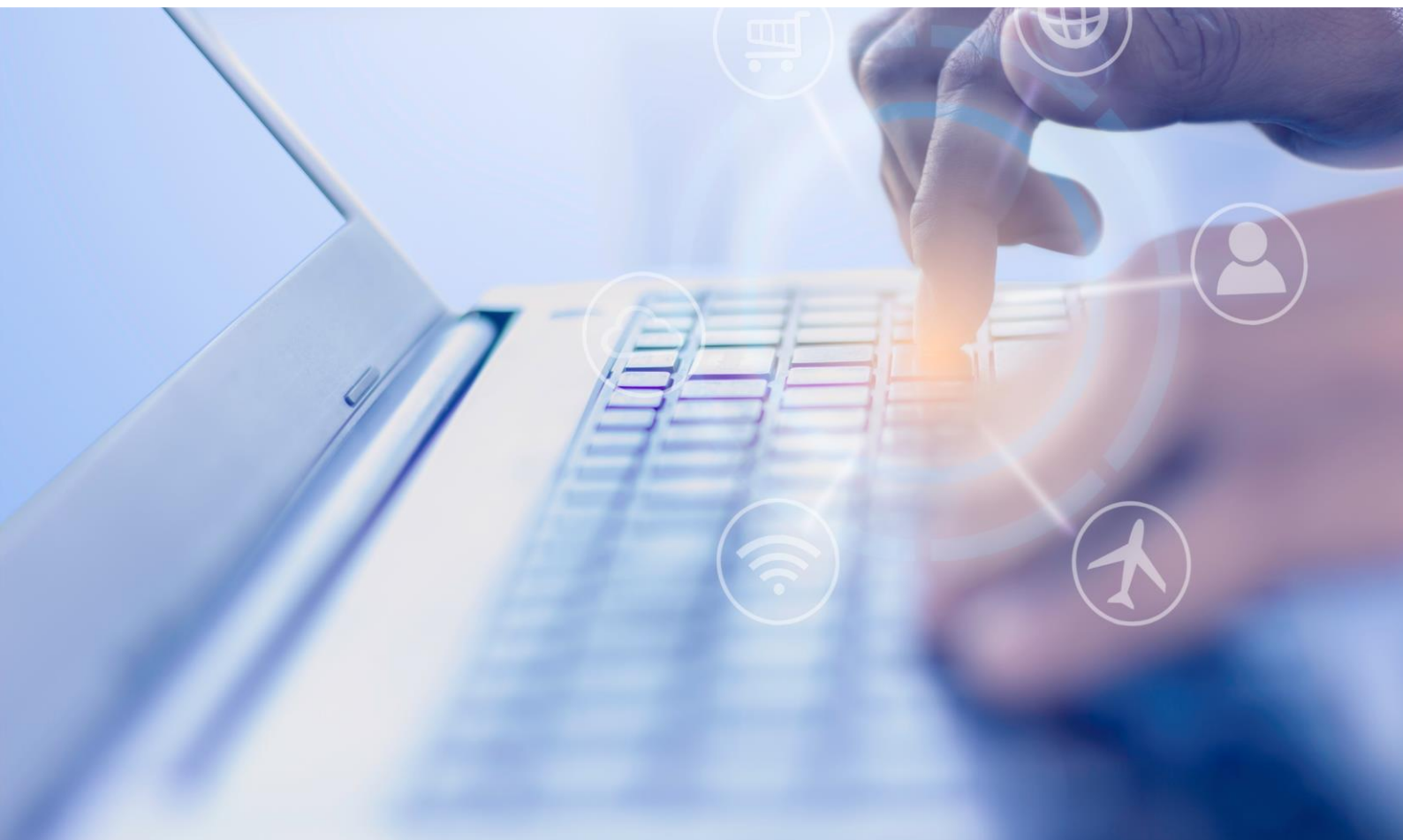
Digitally signed through ARES [Document Mgmt. System]

Cologne, 28.04.2025

Jean-Christophe NICAISE

Acting Chief Quality, Business Planning and Execution Officer / Acting Head of Department - Quality, Business Planning and Execution

Part IV – Management Assurance



4.1. Review of the Elements Supporting Assurance



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

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

In 2024, controls were exercised through:

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

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

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

4.2. Reservations



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

4.3. Overall Conclusions on Assurance



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

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

Part V – Declaration of Assurance



Declaration of Assurance of the ED



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

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

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

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

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

Digitally signed through ARES [Document Mgmt. System]
Cologne, 30.04.2025

Florian Guillermet
Executive Director of the European Union Aviation Safety Agency

Annexes



I. Core Business Statistics



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

Sub-Annex	Content
I.1. Key Performance Indicators (KPIs)	Result and evolution of EASA KPI trend.
I.2. Rulemaking Decisions, Opinions & NPAs	List of published rulemaking Decisions, Opinions & NPAs.
I.3. Studies & Research Projects	List of research projects completed, continued, or initiated by EASA.
I.4. Procurement Procedures	List of procurement procedures that were either launched and/or finalised.
I.5. Report on Cost & Benefit of Controls	Further to Section 2.3.4 summary table of the key controls in place at the Agency, summarising their i) Effectiveness (purpose, overall benefits, and volume of controls), ii) Efficiency (volume of human resources dedicated to the control) and iii) Economy (cost of the controls).
I.6. Access to Documents	Report on requests for access to documents received by the Agency pursuant to Article 119(1) of EASA's Basic Regulation.
I.7. Critical Risks & Mitigating Actions	Summary of the critical risks including the reported status and actions taken.
I.8. Certification – Notable Projects	Detailed overview of notable certification projects (TCs & Major Changes issued)

I.1. Key Performance Indicators (KPIs)

Legend	Performance Indicator	Result 2020	Result 2021	Result 2022	Result 2023	Result 2024
	On-Track	63%	75%	77%	85%	90%
	Delayed	20%	15%	17%	7%	5%
	Attention Required	5%	5%	5%	8%	3%
	Postponed	12%	5%	1%	N/A	2%

Summary Table

Activity				Result 2020	Result 2021	Result 2022	Result 2023	Result 2024
CORE & OPERATIONAL		Approving safe market access.	I.2.1. Product Certification					
			I.2.2. Organisation Approvals					
			I.2.3. Third Country Operators					
		Overseeing market safety.	I.2.4. Standardisation					
			I.2.5. EU Ramp Inspection Programme					
		Setting international standards.	I.2.6. International Cooperation					
			I.2.7. Rulemaking					
		Analysing and acting on (safety) data.	I.2.8. Safety Intelligence & Performance					
SUPPORT		Enabling core business.	I.2.9. Applicant Services					
			I.2.10. Corporate Processes					
			I.2.11. Transversal Activities					
STRATEGY		Foreseeing and shaping future opportunities.	I.3. Strategic Initiatives & Programmes	N/A	N/A	N/A		

2024 KPI Results

Product Certification

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Initial Airworthiness (IAW) performance rate	Actual time (hours) spent per main project category as % of the planned hours	103%	85%	79%	95-105%	86%	
Airworthiness Directives deficiency rate	% of Airworthiness Directives (AD) issued that require non-substantive corrections	3.4%	2.4%	2.5%	≤5%	2.2%	
Continuing Airworthiness (CAW) predictability time	Technical working hours performed on CAW compared to planned CAW hours (in the reporting period)	102%	86%	88%	≥90%	108%	
Occurrences backlog monitoring rate	Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	89%	109%	90%	≥90%	95%	
Technical acceptance of occurrences timeliness	Time until 'technical acceptance' (start of investigation) of incoming occurrences by technical staff.	8 days	6 days	4 days	≤10 days	4.7 days	

Organisation Approvals

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely approval of Design Organisation (DOA) continuation	Rate of 'end-of-surveillance-cycle-year' reports approved within 2 months after the due date	85%	83%	59%	≥80%	84%	
Timely approval of Organisation continuation	Rate of continuation recommendations issued within 2 months after the due date	88%	91%	90%	≥90%	96%	
On time closure of Organisation Approvals (OA) findings	Ensure OA compliance with target dates: % of findings closed within the applicable deadlines. Deadlines are defined by the regulations and vary according to the findings	84%	84%	86.8%	≥85%	90%	

Third Country Operators

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Review authorised TCOs as planned	Rate of authorised TCOs due for periodic review actually processed	91.7%	90.5%	93.2%	≥90%	89%	
Timely validation/completion of TCO applications	Rate of Initial Applications not requiring further assessment authorised within 30 days	94.6%	94.6%	100%	≥80%	96%	
Timely closure of TCO findings of authorised operators according to agreed CAP implementation due date	For authorised operators not subject to enforcement measures, rate of the corrective actions closed within the agreed deadline (initial or revised)	88.9%	90.2%	95.6%	≥80%	92%	

Standardisation

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Control of overdue Standardisation findings	Maximum 20% of findings without supplementary reports after 6 months from the date they became overdue	9.8%	12%	9.7%	≤20%	16.3%	
Timely issuance of due Standardisation reports	90% of standardisations report due shall be issued 10 weeks after the standardisation visit	85%	96%	88.8%	≥90%	94.9%	

EU Ramp Inspection Programme

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely issuance of data analyses to Participating States	Timely preparation and issuance of periodic analyses of ramp inspection data to all Participating States at least twice per year in accordance with the defined calendar	100%	100%	75%	100%	100%	
Timely issuance of the system wide coordination targets to the Member States – twice a year	Timely issuance of the system wide coordination targets to the Member States at least twice per year in accordance with the defined calendar	100%	100%	100%	100%	100%	

International Cooperation

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely progression on Working Arrangements	% of WAs concluded/amended compared to annual planning	85%	100%	80%	≥80%	80%	
Timely progression on Bilateral Agreements	% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	100%	100%	90%	≥90%	90%	
Timely implementation of technical support to 3rd countries	Implementation rate of the specific activities of the Work Plan	88%	85%	79%	≥80%	81%	
Quality of delivered projects based on stakeholder feedback	Average score of all completed feedback forms, on scale from 0 to 7, where 7 is the best score possible	6.4	6.5	6.43	≥5	6,38	
Timely provision of recommendations on ICAO State Letters for use by Member States (MS)	% of State Letters recommendations provided on time	100%	100%	100%	≥90%	96%	
Timely delivery of compliance checklists for use by MS	Timely delivery of Compliance Checklists	100%	100%	100%	Updated compliance checklists for 2 ICAO Annexes per year	100%	

Rulemaking

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely answer to exemption requests (as defined by the Basic Regulation)	Exemptions and derogations notifications are processed in a timely manner and subsequent safety recommendations ensure business continuity at appropriate safety levels	95.7%	97.9%	91.8%	≥90%	94.4%	
Timeliness of the Rulemaking process	By 2027, 20% reduction of the lead time for the adoption of amending Regulations; baseline in 2020 = 6.5 years.	New KPI 2023+		4.56 years	6 Years	5.7 Years	
	By 2027, 20% reduction of the lead time for the adoption of soft rules CS/AMC/GM; baseline in 2020 = 5 years.	New KPI 2023+		4.6 years	4.6 Years	2.9 Years	
Rulemaking process performance	By 2027, 20% reduction of the overall working hours performed on all rulemaking deliverables; baseline in 2020 = 47000 hours.	New KPI 2023+		38K Hrs	43K Hrs	33.800 Hrs	
Rulemaking process effectiveness	By 2027, 80% of the overall published deliverables for regulatory material to be part of the strategic tasks identified in EPAS.	New KPI 2023+		74.5%	80%	86.3%	

Safety Intelligence & Performance

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Timely processing of occurrence reports	Percentage of occurrence reports processed within five working days, whereas the average processing time is equal to or below 4	45% 15.5 days	50% 28.8 days	75% 4 days	≥85% ≤4 days	55% 7.0 days*	
Accuracy of technical owner allocation	Accurate allocation of occurrence report to technical owner, at first attempt	99.9%	100%	99.85%	≥95%	99.6%	
Timeliness to answer safety recommendations	% of first replies provided within 90 days	97.6%	100%	100%	≥97.5%	100%	
Productivity and Quality of Safety Analysis process and SRM Process	Number of Safety Issues Analysis or Outcomes of D4S directed Study or Ad-Hoc Safety Risk Portfolios documents presented and endorsed by the SRP.	6	4	3	≥4	3	
	The 'Annual Safety Review' endorsed by the ED office and published in the first half of the year.	Achieved	Achieved	Achieved	Published end Q2	Achieved	
	The EU Safety Risk Portfolios are updated and published in the EPAS Volume III in Q1 of each business year and in synchronisation with the other EPAS volumes.	New KPI 2024+			Published in Q4	Achieved	

Safety Promotion	Implementation Safety Promotion Programme: % of completion and execution of the Annual Domain safety promotion plans (deliverables and publication)	100%	100%	100%	≥90%	95%	
------------------	---	------	------	------	------	-----	--

**Timely processing of occurrence reports: Steep increase in number of incoming reports, 60% increase in 2024 vs. 2023 due to impact of Article 65 Transfer of new AOCs. EASA is working hard to manage the backlog and find a sustainable strategy for managing the process.*

Applicant Services

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Typical processing times met	Measures the percentage of applications and certificates for which the administrative processing times are completed within 2 working days.	New KPI 2023+		92%	≥90%	90.4%	
Actual outsourced hours committed compared to target (pledged hours)	Measures the percentage of the workload allocated to NAAs that is committed within the period compared to the partnership targets	93%	94%	87%	≥95%	114%	
Total applications received online	Measures the percentage of all applications (that can be submitted through the portal) submitted through the web portal	89%	75%	87%	≥85%	88.7%	

Transversal Activities

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
Audit							
Corrective action closure rate of Audit findings	% of critical and very important audit recommendations implemented within 6 months from the original implementation date defined	60%	54%	54%	≥80%	100%	
Number of non-conformity against the ISO standards	Captures the number of non-conformities documented by external ISO auditors and/or internal auditors	0	0	0	0	0	
Procurement							
Timely implementation of procurement plan	% of procedures started vs. overall procurement plan	New KPI 2022+	93%	93%	≥90%	100%	
Effectiveness of procurement procedures	% of procedures receiving 2 or more offers.	New KPI 2022+	82%	85%	≥90%	94%	
Implementation of purchasing strategy (maximise competition)	% of procedures using preferred purchasing solutions (i.e. framework contracts, calls for expression of interest, database of experts, list of vendors) from total number of procedures.	New KPI 2022+	90%	78%	≥80%	76%	
HR Mgmt.							
Training days per staff member per year	Implementation of service targets as specified in the training plan	75%	71%	89%	≥80%	97%	

Trainee satisfaction	Level of satisfaction with provided training services (measured on a scale from 1 to 5, 5 = excellent)	4	4.4	4.4	≥3.8	4.2	●
Occupancy rate	Fulfilment of the establishment plan at end year. Ensure usage of Statutory Temporary Agent posts in line with ED directive	91.9%	93.1%	96%	≥98%	98%	●
Turnover rate	Numbers of statutory staff voluntarily leaving the Agency, as a percentage of total statutory staff (yearly reporting)	0.84%	0.1%	1.05%	≤5%	1.2%	●
Staff Engagement Survey	Staff Engagement survey (triennial) employee engagement score	N/A	71%	N/A - Next survey in 2025		n/a	●
Sick leave (annually)	Annual average days of short-term sick leave per staff member (yearly reporting)	7.6 days	8.2 days	6.8 days	≤9 days	8.3 days	●
IT							
Operational cost of legacy services vs. total operational IT costs	Share of operational costs devoted to legacy systems should be progressively reduced in favour of the new digital platforms (excl. investment into new services – expand)	96.6%	94%	99.6%	≤65%	75%	●
IT achievement of Service Level Agreement (SLA)	Level of completion (%) of IT targets/services as per SLAs.	106%	98.9%	99.2%	≥90%	99%	●
Finance							
Budget committed	% of budget committed at budget closure. Calculated exclusively on C1 appropriations. EC Target >95%	96.9%	97.1%	98.9%	≥95%	98.8%	●
Carried over commitments	% of carried over commitments (C8) not paid by budget closure. EC Target not more than 5%	1.55%	2.8%	2.2%	≤5%	1.4%	●
Infrastructure & Logistics Mgmt.							
Reaction time to health incidents reported to EASA security/LSO from time of report of incident until first reaction (e.g. arrival of internal paramedic on site)	Reaction time to health incidents is less than 5 minutes	1 min	2 mins	<5 mins	Max 5 min	<5 mins	●
Percentage of overall mission claims paid within 30 days	Mission claims are reimbursed within 30 days	93.1%	51.5%	45.3%	≥70%	71.7%	●
ECQB							
Number of amendment reports issued to NAAs regarding reviewed existing questions per year	Number of amendment reports actually issued compared to the number of planned amendment reports	100%	100%	100%	≥90%	100%	●
Number of newly developed questions (compared to the contracted number)	Number of questions newly developed, compared to the number of planned questions to be newly developed, as defined in the work plan	99%	99%	94.4%	≥90%	100%	●

Strategic Initiatives & Programmes

Indicator	Description	Result 2021	Result 2022	Result 2023	Target 2024	Result 2024	
R&I process responsiveness	Percentage of industry requests for collaboration resulting in successful contracts signed	New KPI 2023+		84.4%	≥80%	44%*	
Implementation of EASA Research Agenda	Percentage of research actions (as included in the Annual Research Agenda) addressed / covered by a contribution agreement / project / study (with MS or other stakeholders).	New KPI 2023+		71.8%	≥80%	Postponed*	
R&I Performance Rate	Actual time (working hours) spent on R&I activities compared to plan	New KPI 2023+		72.3%	≥80%	59%	
	Percentage of research contribution agreement funds allocated to projects effectively consumed	New KPI 2024+			≥70%	72.3%	
	Percentage of accepted applications for Innovation Partnership Contracts (IPC) and Pre-Application Contracts (PAC) leading to Special Conditions or Means of Compliance available to industry to support future acceptance of new concepts of operations and certificate applications	New KPI 2024+			≥70%	75%	

*R&I process responsiveness: During the course of 2024 it was found that this was not a meaningful indicator of quality or efficiency of the R&I Process and has been as of 2025 (SPD 2025-2027) discontinued.

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

a) Executive Director Decisions (EDD)

Reference	Task Nr.	Title
2024/001/R	RMT.0161-3	Conformity assessment of ATM/ANS equipment
2024/002/R	RMT.0161-3	Design or production organisations of ATM/ANS equipment
2024/003/R	RMT.0524-1	CS-ACNS in support of the automatic dependent surveillance-contract extended projected profile (ADS-C EPP) capability - CS-ACNS Issue 5
2024/004/R	RMT.0591-3	Regular update of the aerodrome rules: Aerodrome safety and change of aerodrome operator Occurrence reporting
2024/006/R	RMT.0476-1, RMT.0476-2	Regular update of the standardised European rules of the air — AMC and GM to Implementing Regulations (EU) 2024/403 and (EU) 2024/404, and to Delegated Regulation (EU) 2024/405
2024/007/R	RMT.0476-1, RMT.0476-2	Regular update of the standardised European rules of the air — AMC and GM to Implementing Regulations (EU) 2024/403 and (EU) 2024/404, and to Delegated Regulation (EU) 2024/405
2024/008/R	RMT.0476-1, RMT.0476-2	Regular update of the standardised European rules of the air — AMC and GM to Implementing Regulations (EU) 2024/403 and (EU) 2024/404, and to Delegated Regulation (EU) 2024/405
2024/009/R	RMT.0711	Reduction in accidents caused by failures of critical rotor and rotor drive components through improved vibration health monitoring systems
2024/010/R	RMT.0710-1, RMT.0740-1	Helicopter crash-resistant fuel systems' and 'Information on cargo compartment fire protection capabilities
2024/010/R	RMT.0710-1, RMT.0740-1	Helicopter crash-resistant fuel systems' and 'Information on cargo compartment fire protection capabilities
2024/011/R	RMT.0726-2	Rotorcraft occupant safety in the event of a bird strike

b) Opinions

Reference	Task Nr.	Title
Opinion No 01/2024	RMT.0728	Ground handling requirements
Opinion No 02/2024	RMT.0514-2	Implementation of the latest CAEP amendments to ICAO Annex 16 Volumes I, II and III
Opinion No 03/2024	RMT.0682-1	Implementation of the regulatory needs in support of the SESAR deployment Introduction of ACAS Xa for operations and PBN specifications for oceanic operations in the single European sky (SES)
Opinion No 04/2024	RMT.0731-1, RMT.0731-2	New air mobility — Continuing airworthiness rules for electric- and hybrid-propulsion aircraft and other non-conventional aircraft Gyroplanes: flight crew licensing for private pilot licences and non-commercial operations conducted in visual flight rules by day and by night
Opinion No 05/2024	RMT.0710-1, RMT.0740-1	Helicopter crash-resistant fuel systems Information on cargo compartment fire protection capabilities Runway overrun awareness and alerting systems Conversion of Class D compartments
Opinion No 06/2024	RMT.0668-3, RMT.0668-3	Training the next generation of ATCOs: Setting performance standards for the initial training output based on the principles of CBTA, enabling the virtualisation of training and the acceptance of ATCO licences issued by third countries
Opinion No 07/2024	RMT.0749-1	Regular update of Implementing Regulation (EU) 2023/2117: Repository of civil-aviation-related information - List of information objects

Opinion No 08/2024	RMT.0278, RMT.0521	Airworthiness review process / Import of aircraft from other regulatory systems, and Part 21 Subpart H review / Alignment of the IRs of the EASA Basic Regulation with Regulation (EU) No 376/2014
--------------------	-----------------------	--

c) NPAs: Public consultation

Reference	Task Nr.	Title
NPA 2024-01	RMT.0230-C3	Introduction of a regulatory framework for the operation of drones — Enabling innovative air mobility with manned VTOL-capable aircraft
NPA 2024-02	RMT.0392-1e	Regular update of the air operations rules - Enhanced implementation of FDM programmes and miscellaneous amendments
NPA 2024-03	RMT.0457-2	Regular update of CS-ETSO
NPA 2024-04	RMT.0031-3	Regular update of Commission Regulation (EU) No 748/2012 and the associated acceptable means of compliance and guidance material
NPA 2024-05	RMT.0161-4	Conformity assessment - Establishment of a European certification/declaration system for safety-related aerodrome equipment
NPA 2024-06	RMT.0230-C4	Introduction of a regulatory framework for the operation of drones — Enabling the initial airworthiness of UAS subject to certification, and the continuing airworthiness of those UAS operated in the 'specific' category
NPA 2024-07	RMT.0499-2	Regular update of CS-MMEL and CS-GEN-MMEL
NPA 2024-08	RMT.0737	Enabling electronic personnel licensing in Europe

d) NPAs: Focused consultation

Reference	Task Nr.	Title
NPA 2023-104	RMT.0587-3	Regular update of regulations regarding pilot training, testing and checking, and the related oversight
NPA 2023-106	RMT.0728	Ground handling requirements
NPA 2024-103	RMT.0749-1	Regular update of Regulation (EU) 2023/2117 (Repository of information)
NPA 2024-104	RMT.0587-3	Regular update of Regulations (EU) Nos 1178/2011 and 965/2012 regarding pilot training, testing and checking, and related oversight
NPA 2024-105	RMT.0392-1f	Regular update of the air ops rules - ICAO Alignment
NPA 2024-106	RMT.0492-1, RMT.0493	Flight time limitations for CAT with aeroplanes used in emergency medical services, air taxi and single pilot operations
NPA 2024-107	RMT.0730-3	Regular update of the AMC & GM to Commission Implementing Regulation (EU) 2019/947 - Operation of drones in the 'open' and 'specific' category. AMC & GM to Regulation (EU) 2019/947 - Issue 1, Amendment 3
NPA 2024-108	RMT.0492-1	Update of the flight simulation training device requirements

I.3. Studies & Research Projects

The following table provides the list of research projects completed, continued, or initiated by end of 2024 (sorted according to the contract end date):

RES-CA.	Project	Project title	Contract start	Project duration	Contract end	Elapsed duration
1	FRD	Quick Recovery of Flight Recorder Data	02/03/2021	24 months	01/03/2023	100.0%
2	RAT	Risk assessment tool technical specifications	11/05/2022	12 months	10/05/2023	100.0%
1	DS	Vulnerability of manned aircraft to drone strikes	03/06/2020	40 months	02/10/2023	100.0%
1	FS	Flotation Systems	25/06/2020	42 months	24/12/2023	100.0%
1	MGB	Integrity improvement of rotorcraft main gear boxes (MGBs)	16/06/2020	45 months	15/03/2024	100.0%
1	MbM	Market-based Measures	27/05/2020	46 months	26/03/2024	100.0%
2	HUE2	Helicopter underwater escape 2	27/04/2022	24 months	26/04/2024	100.0%
2	MLEAP	Machine learning application approval	03/05/2022	24 months	02/05/2024	100.0%
2	SHEPHERD	New standards for drones and U-Space	06/05/2022	24 months	05/05/2024	100.0%
2	MESAFE	Mental Health of Pilots and ATCOs – assessment methods for aviation use	06/05/2022	24 months	05/05/2024	100.0%
1	Noise	Assessment of environmental impacts - rotorcraft noise	27/05/2020	48 months	26/05/2024	100.0%
2	VIRTUA	Digital Transformation – Case Studies for Aviation Safety Standards – Virtualisation)	09/12/2022	20 months	08/08/2024	100.0%
2	DATAPP	Digital Transformation – Case Studies for Aviation Safety Standards – Data Science Applications	12/12/2022	20 months	11/08/2024	100.0%
2	i-conspicuity	iConspicuity - Interoperability of electronic conspicuity systems for General Aviation	12/12/2022	21 months	11/09/2024	100.0%
2	LITUB	Monitoring of flight control laws	04/10/2022	24 months	03/10/2024	100.0%
2	LithiumBAT	Detection of lithium batteries using airport security screening equipment	22/12/2022	22 months	21/10/2024	100.0%
2	Triple One	Implementation of the “triple one” concept at aerodromes (or one runway, one frequency, one language)	25/10/2022	24 months	24/10/2024	100.0%
2	VRS	Helicopter vortex ring state experimental research	02/11/2022	24 months	01/11/2024	100.0%
1	PED	Fire risks caused by portable electronic devices in checked baggage (AirPED)	12/07/2021	40 months	11/11/2024	100.0%
2	MODEL-SI	Digital Transformation – Case studies for Aviation Safety Standards – Modelling and Simulation	12/12/2022	23 months	11/11/2024	100.0%

RES-CA.	Project	Project title	Contract start	Project duration	Contract end	Elapsed duration
1	Emissions	Assessment of environmental impacts engine emissions	17/03/2021	48 months	15/03/2025	94.9%
1	CAQ	Cabin Air Quality	29/11/2021	41 months	28/04/2025	90.5%
2	eMCO/SIPO	Extended Minimum Crew Operations and Single Pilot Operations – Safety risk assessment framework	30/08/2022	32 months	29/04/2025	87.8%
1	FTL	Flight Time Limitations	01/12/2021	42 months	31/05/2025	88.2%
2	RWYMT	Practical use and validation of high-resolution surface laser scanners for assessing runway micro texture	20/06/2022	36 months	19/06/2025	84.5%
2	LOKI-PED	PED fire/smoke risks in aircraft cabin	20/07/2022	36 months	19/07/2025	81.7%
2	SECIMPACT	Impact of security measures on safety	05/10/2022	36 months	04/10/2025	74.7%
2	DM	New treatments and diagnostic measures for diabetes mellitus	28/10/2022	36 months	27/10/2025	72.6%
2	CaVD-PACE	New treatments and diagnostic measures for cardiovascular diseases	17/11/2022	36 months	16/11/2025	70.8%
2	NADIR	Enhanced fault detection and diagnosis solutions for air data systems	15/11/2022	39 months	14/02/2026	65.5%
3	CYBER	Aviation Resilience - Cybersecurity Threat Landscape	29/07/2024	26 months	28/09/2026	19.6%
3	BIGDATA	New intelligence solutions exploiting big data technologies and data science	09/12/2024	22 months	30/09/2026	3.3%
3	VISION	Colour vision requirements in the new full glass cockpit environment and modern ATCO consoles	30/09/2024	30 months	29/03/2027	10.1%
3	HEALTH	New health safety measures in aircraft	02/09/2024	36 months	01/09/2027	11.0%
3	ANCEN/NONCO2	Aviation Non -CO2 Network/Non-CO2 emission impact assessment and policy options evaluation	25/04/2024	41 months	24/09/2027	20.0%
3	DESIGN	Evolutions of airworthiness standards for new aircraft structure designs	19/12/2024	36 months	18/12/2027	1.1%
3	TRAIN	Training media allocation: Simulator vs. actual flying	02/09/2024	40 months	01/01/2028	9.9%

I.4. Procurement Procedures

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

Type of Contract abbreviations refer to:

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

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

Contracts Initiated in 2024 (Tenders launched but not signed in 2024):

AREA	TYPE OF PROCEDURE	REF. OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME
Corporate Services and IT	HVP - OP	EASA/2025/OP/0001	Eventmanagement und Medientechnik	FWC - EASA	4	€ 6,300,500
Operational Activities	MVP - NP	EASA/2024/LVP/0011	ADS-B Data	DC	1	€ 50,000
Corporate Services and IT	HVP - OP	EASA/2024/OP/0001	Infrastructural Facility Management Services	FWC - EASA	5	€ 13,000,000
Internal/Administration Services	MVP - NP	EASA.2024.MVP.01	Employee Assistance Programme	FWC - EASA	4	€ 142,000
Operational Activities	HVP - OP	EASA_2024_OP_0006 (EASA.2023.HVP.12)	Cross Agency Business Consultancy contract	FWC - EASA	4	€ 4,000,000
Operational Activities	HVP - OP	EASA.2024.OP.0008	Event management, promotion and logistics support to EASA international cooperation activities (LOT 2)	FWC - EASA	4	€ 18,400,000
Operational Activities	HVP - OP	EASA.2024.OP.0008	Aviation related consultancy for EASA International Cooperation (LOT 1)	FWC - EASA	4	€ 30,000,000
Communications	HVP - OP	EASA.2024.HVP.03	Digital Comms Services - repetition similar services	FWC - EASA	4	€ 2,000,000
Corporate Services and IT	HVP - OP	EASA/2024/OP/0005 (i)	IT Services (ITREX II)	FWC - EASA	4	€ 52,500,000

Contracts Signed in 2024:

AREA	TYPE OF PROCEDURE	REF. OF PROCEDURE	DESCRIPTION OF CONTRACT	TYPE OF CONTRACT	DURATION (YEARS)	CONTRACT VOLUME	CONTRACTOR	DATE OF SIGNATURE	DATE OF EXPIRY
Operational Activities	HVP-NP	EASA.2023.HVP.27	Subscription services to databases services related to aviation	FWC - EASA	4	€ 199,343.28	LNRS Data Services Limited trading as CIRIUM	03/01/2024	31/12/2027
Corporate and IT Services	HVP-NP	EASA.2023.HVP.22	IT Security Surveillance Services (SSS)	FWC - EASA	2.3	€ 710,000	CANCOM Managed Services GmbH	23/02/2024	22/05/2026
Corporate and IT Services	HVP - OP	EASA.2023.OP.0008 (ii)	Gastronomische Bewirtschaftung – Betriebsrestaurant, Coffee points und Catering Services	FWC - EASA	4.3	€ 3,220,000	Bistro EssART GmbH & Co. KG	17/04/2024	30/06/2028
Corporate and IT Services	HVP - OP	EASA.2023.OP.0008 (i)	Gastronomische Bewirtschaftung– Betriebsrestaurant, Coffee points und Catering Services	FWC - EASA	4	€ 3,220,000	L&D GmbH	01/07/2024	30/06/2028
Research	HVP - OP	EASA/2023/OP/0006	Environmental Consultancy Support on Technical Issues Associated with Aircraft Noise	FWC - EASA	4	€ 4,000,000	Stichting Koninklijk Nederlands Lucht- en Ruimtevaartcentrum (NLR) also known as Royal Netherlands Aerospace Centre (consortium leader) Anotec Engineering S.L.	22/07/2024	21/07/2028
Research	HVP - OP	EASA/2023/OP/0002	HORIZON EUROPE PROJECT CYBER – AVIATION RESILIENCE – CYBERSECURITY THREAT LANDSCAPE	DC	2.2	€ 1,300,000	DEEP BLUE SRL (consortium leader) AIRBUS PROTECT GMBH	29/07/2024	28/09/2026
Research	HVP - OP	EASA/2023/OP/0003	Horizon Europe Project: HEALTH – New health safety measures in aircraft	DC	3	€ 1,099,706.18	Deutsches Zentrum für Luft- und Raumfahrt e.V. (DLR)	02/09/2024	01/09/2027

Research	HVP - OP	EASA/2023/OP/0007	Horizon Europe Project: TRAIN – Training media allocation – simulator vs. actual flying	DC	3.4	€ 950,000	Training Media Allocation Consortium: Leader - Stichting Koninklijk Nederlands Lucht- en Ruimtevaartcentrum (NLR) Members: CAE Aviation training B.V., Rotorsky GmbH Harms Aviation GmbH, FFL Fachschule für Luftfahrzeugführer GmbH	02/09/2024	01/01/2028
Research	HVP - OP	EASA/2023/OP/0004	DIRECT SERVICE CONTRACT FOR HORIZON EUROPE PROJECT VISION – COLOUR VISION REQUIREMENTS IN THE NEW FULL GLASS COCKPIT ENVIRONMENT AND MODERN ATCO CONSOLES	DC	2.5	€ 710,000	Training Media Allocation Consortium: Leader - Stichting Koninklijk Nederlands Lucht- en Ruimtevaartcentrum (NLR) Member: University of South-Eastern Norway	30/09/2024	31/03/2027
Research	HVP - OP	EASA/2024/OP/0009	Horizon Europe Project: DESIGN - Evolutions of airworthiness standards for new aircraft structure design using materials, processes, and advanced manufacturing methods"	DC	3	€ 1,090,000	Consortium - Danmarks Tekniske Universitet (leader), Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V., NSE Composites B.V., Università degli Studi di Genova	19/12/2024	18/12/2027
Corporate and IT Services	HVP - OP	EASA/2024/OP/0003	Travel Agency and related services for the European Union Aviation Safety Agency (EASA) in Cologne	FWC - EASA	6	€ 2,800,000	Top Service International Reisebüro GmbH	12/12/2024	11/12/2030

I.5. Controls

Benefits & Effectiveness of Controls

			2020	2021	2022	2023	2024
#	Functions & Activities	Description, Characteristics & Benefits of Controls	Key Control Functions	Indicators	Indicators	Indicators	Indicators
1.a	Financial Management including Budget & Accounting	EASA has implemented robust processes, tools and control steps/financial circuits in order to ensure the sound financial management of Agency funds, legality and regularity of financial transactions, compliance with the key principles of expenditure and revenue management as well as the rules and guidelines prescribed by the financial regulation and European Commission. Financial Mgmt. is supported at EASA through dedicated SAP tool and overseen by a Central corporate budget & accounting services (Finance Dept.).	Ex-Ante Financial Verification	21.500 (4.900 by FVAs & 16.600 AOs)	22.300 (6.500 by FVAs & 15.800 by AOs)	22.300 (6.500 by FVAs & 15.800 by AOs)	28.200 (3.500 by FVAs & 24.700 by AOs)
			Ex-Post Controls	33 Ex-Post Control cycles	31 Ex-Post Control cycles	31 Ex-Post Control cycles	52 Ex-Post Control Exercises
			Budget Monitoring Exercises (BME)	3 (BMEs)	3 (BMEs)	3 (BMEs)	3 (BMEs)
1.b	F&C Revenue & Services Management	EASA's main revenue source is from Fees & Charges Services provided to Industry ("F&C Revenue") - certification and oversight tasks, and other related services, performed by the Agency for the aviation industry. In order to execute these services EASA utilises dedicated partnership agreements with National Competent Authorities (NCAs) (and Qualified Entities (QEs)) to "outsource" certain technical certification and oversight tasks. Dedicated processes and team are in place, to complement the financial and procurement processes, to add sufficient controls and management of these activities.	Outsourcing (to NCAs & QEs) Management	51519 Working Hours Outsourced (14M€)	55390 Working Hours Outsourced (15M€)	64783 Working Hours Outsourced (21M€)	67428 Working Hours Outsourced (22M€)
			F&C Invoicing	13.331 Invoices issued (110M€)	12.883 Invoices issued (109M€)	12.638 Invoices issued (109M€)	12.194 Invoices issued (124M€)
1.c	Earmarked Revenue Management	EASA is also recipient of "Earmarked Funds" which refers to specific EU funded projects, mainly through grants and delegation agreements and mostly in the field of international and technical cooperation, research and environment. EASA manages EC delegated funds to implement the projects including recuperating a portion of the Agency staff and overheads costs invested in the project delivery (Earmarked Income). Given the additional financial and reporting requirements related to earmarked funds management as well as the growing portfolio of managed funds/projects - complementary control functions/tasks have been established.	Earmarked Financial Coordination	23 Earmarked Agreements (90M€ max. agreement volume) - 14.3 FTE EASA staff invested and 14.4M€ in commitments	30 Earmarked Agreements (113M€ max. agreement volume) - 15 FTE EASA staff invested and 27M€ in commitments	51 Earmarked Agreements (116M€ max. agreement volume) - 21 FTE EASA staff invested and 29.7M€ in commitments	50 Earmarked Agreements (109M€ max. agreement volume) - 25 FTE EASA staff invested and 15.4M€ in commitments
2	Procurement Management	The Agency has in place a centralised procurement team to coordinate, lead/plan and oversee the procurement activities of the Agency to most notably: ensure a standardised and professional approach, safeguard the legality and regularity of procedures, leverage specific procurement and legal expertise to improve the quality of tenders, evaluations and contract design, support contract/project managers in reaching optimal contract designs for their needs and roadmaps for supplier performance.	Centralised Procurement Team	21 HVPs & MVPs (>60K€)	33 HVPs & MVPs (>60K€)	33 HVPs & MVPs (>60K€)	19 HVPs & MVPs (>60K€)
				90 LVPs & Experts Contracts (<60K€)	90 LVPs & 48 Experts Contracts (<60K€)	90 LVPs & 48 Experts Contracts (<60K€)	128 LVPs & 52 Experts Contracts (<60K€)
				400 Specific Contracts	600 Specific Contracts	600 Specific Contracts	751 Specific Contracts
3	Strategic Programming & Planning, Internal Control, Assurance and Quality Management	The Agency has put dedicated teams in place to manage i) Strategic Planning, ii) Business Programming & Reporting and iii) internal control and quality management which coordinate the preparation and follow-up of Single Programming Document (SPD), Annual Activity Reports, monitoring of progress of objectives/strategy and key performance indicators, regular quality reviews of business processes and measurement of performance of internal controls through, amongst others, exception management process and annual assessment of EASA Management Standards.	Single Programming Document (SPD)	1 SPD + 1 Draft SPD	1 SPD + 1 Draft SPD	1 SPD + 1 Draft SPD	1 SPD + 1 Draft SPD
			Annual Activity Report (CAAR)	1 CAAR	1 CAAR	1 CAAR	1 CAAR
			Quarterly Mgmt. Reporting (QR)	4 QRs	4 QRs	4 QRs	4 QRs
			Annual Assessment of the EASA Mgmt Standards	1 p.a.	1 p.a.	1 p.a.	1 p.a.
			Exceptions Registered	17 exceptions [2.2M€], (7 Ex-Ante and 10 Ex-Post). No significant financial exceptions.	8 exceptions [302K€] (3 Ex-Ante and 5 Ex-Post). No significant financial exceptions.	14 exceptions [673K€] (6 Ex-Ante and 8 Ex-Post). No significant financial exceptions.	34 exceptions [1.2M€] (15 Ex-Ante and 19 Ex-Post). No significant financial exceptions.
			Annual Review of Exceptions registered reported to the EASA Mgmt Review	1 p.a.	1 p.a.	1 p.a.	1 p.a.
4	Internal and External audit including ISO Certification plus Anti-Fraud	Central internal audit team prepare annual internal audit programme, validated by Executive Director. Audit team supports external audits and/or consulting engagements, including monitoring and reporting the implementation of audit (internal or external) actions to senior management. Actions/plan prepared with a view to give senior mgmt. assurance on: implementation of sound management system, with procedures to support the monitoring of the effectiveness and efficiency; prevention of conflict of interest, risk mitigation measures for the detection and prevention of fraud to protect the EU's financial interest and avoid potential reputational damage.	Annual internal audit programme implementation	8 engagements	8 engagements + Consulting engagement with external contractor for recommendations to further optimise financial planning, monitoring & reporting practices at EASA.	8 engagements	5 engagements incl. Internal audit review of budget implementation
			External Audit Activities	1 IAS Audit (Certification & Organisations Level of Intent) + ECA Annual Audit on Reliability of Accounts	ECA Annual Audit on Reliability of Accounts	1 IAS Audit (Standardisation Activities) + ECA Annual Audit on Reliability of Accounts	ECA Annual Audit on Reliability of Accounts
			Integrated Management System	ISO 9001 Certification maintained.	ISO 9001 Certification maintained.	ISO 9001 Certification maintained.	ISO 9001 Certification maintained.
5	ICT	EASA's IT and Digitalisation strategy, governance, architecture and expenditure planning is overseen and managed by a dedicated "CIO" (Chief Information Officer) acting as a key control to ensure that the IT strategy is aligned with the Agency's key priorities, safeguards the Agency's assets and information, makes effective use of the funds allocated to IT activities and ensures that the needs of the key stakeholders are met.	Chief Information Officer	Regular meetings and feedback to senior management maintained	Regular meetings and feedback to senior management maintained	Regular meetings and feedback to senior management maintained	Dedicated CIO recruited and holistic review of Agency Digitisation & IT strategy initiated.

I.6. Access to Documents

Background

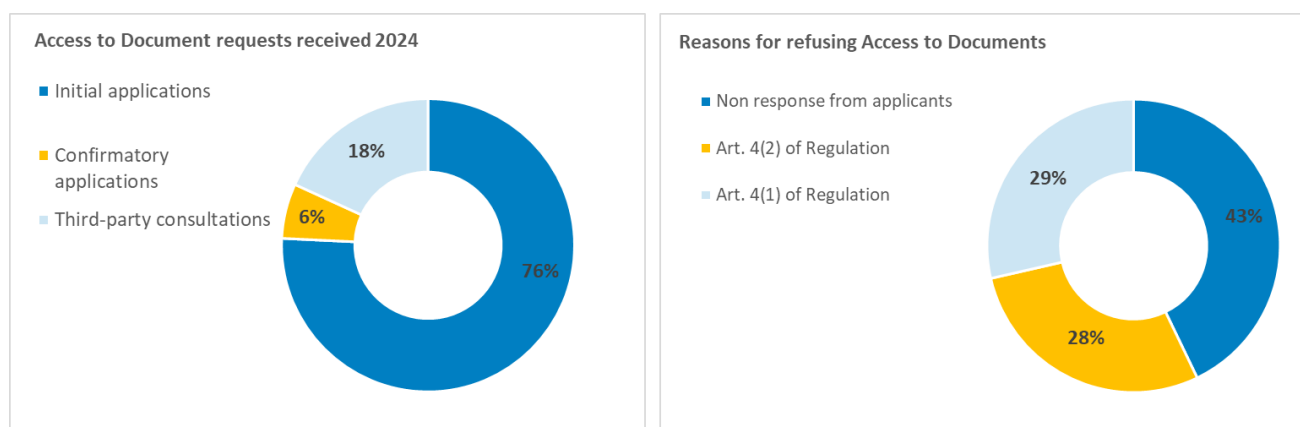
The principle of transparency and the rights of individuals to access documents of EU bodies are laid down in both Article 15 of the TFEU and Article 42 of the Charter of Fundamental Rights of the EU and implemented through Regulation (EC) No 1049/2001¹¹ that is applicable to documents held by the European Union Aviation Safety Agency (EASA) under Art. 119(1) of Regulation (EU) No 2018/1139¹².

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

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

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

2024 Requests



In 2024, EASA has received a total of 33 requests related to access to documents (which represents a decrease of 36,50% compared with the previous year). Most applicants use the EAS web-based tool implemented in 2022 that allows applicants to request access to documents. This is a specific tool that allows applicants to address easier their requests and at the same time allows EASA to reduce the time of response to applicants. Still applicants use this web-based tool as a portal for not necessarily only asking for access to documents but also access to information or asking questions about other aspects of EASA activities. Out of these 33 requests, 25 were “initial applications” in accordance with Article 7 of Regulation (EC) 1049/2001, 2 were a “confirmatory application (Article 8 of the Regulation), and 6 were “third-party consultations” (Article 5 of Regulation (EC) 1049/2001).

¹¹ Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents. [EUR-Lex - 32001R1049 - EN - EUR-Lex \(europa.eu\)](#)

¹² Regulation (EU) 2018/1139 of the European Parliament and of the Council of 4 July 2018 on common rules in the field of civil aviation and establishing a European Union Aviation Safety Agency, and amending Regulations (EC) No 2111/2005, (EC) No 1008/2008, (EU) No 996/2010, (EU) No 376/2014 and Directives 2014/30/EU and 2014/53/EU of the European Parliament and of the Council, and repealing Regulations (EC) No 552/2004 and (EC) No 216/2008 of the European Parliament and of the Council and Council Regulation (EEC) No 3922/91. [EUR-Lex - 32018R1139 - EN - EUR-Lex \(europa.eu\)](#)

Overall, **EASA has refused access to documents in 9 cases (11 less than in 2023)**. Only in 1 reply out of 9, EASA refused to disclose documents based on Article 4(1)(b) of Regulation (EC) 1049/2001 (*to protect the privacy and the integrity of the individual, in particular in accordance with Community legislation regarding the protection of personal data*), and also 1 out of 9, EASA refused access based on Article 4(1)(a) (*to protect the public interest as regards defence and military matters*) of Regulation (EC) 1049/2001. Additionally, the reasoning to refuse the disclosure of another 2 application was the third indent of Article 4(2) of Regulation (EC) 1049/2001 (*to protect the purpose of inspections, investigations and audits*).

Finally, in 2 out of the 9 refusals, EASA did not hold the documents requested; and in 3 out of the 9 refusals, EASA could not proceed with the application since there was not response from the applicants when EASA requested further clarifications to identify the documents requested.

I.7. Critical Risks & Mitigating Actions

Below is a summary of the critical risks identified in the SPD 2024-2026, including the reported status and actions taken during 2024:

Description	Controls	Actions	Status
CR01 Information Security Description: Partial protection of information managed by the Agency, including third party information, to an adequate level of security.	- CTRL01: Chief Information Security Officer nominated. - CTRL02: Information Security Cell chaired by the Chief Information Security Officer. - CTRL03: Protection of privacy data established as per EDPS rules. - CTRL04: IT Security Strategy.	- ACT01: Develop an agreed EASA Cybersecurity strategy and roadmap. - ACT02: Update IT security strategy based on agreed digitalisation & IT strategies and the EASA Cybersecurity roadmap. - ACT03: IT Security Officer runs EC based SaaS risk assessments and helps draft DPO records. - ACT04: IT actively participates in Information Security Cell. - ACT05: IT aided information management on info security markings work, to be reflected in the epics and features. - ACT06: IT involved in ad-hoc security (phishing) & training offered to all staff via the Information Security Cell.	Managed & Stable.
CR02 Emergency Management Description: Lack of / or inappropriate response to an emergency/crisis.	- CTRL01: Emergency Management preparation. - CTRL02: Emergency/Crisis Cell. - CTRL03: Participation in the European Aviation Crisis Control Cell (EACCC).	- ACT01: Revised emergency management procedure (incorporating also lessons learned from COVID-19 pandemic) established in 2021. - ACT02: Following experiences gained in 2020 and 2021, and further to internal discussions on crisis management, also considering EASA interfaces with the EACCC crisis cell of ECTL and with the ICAO regional office. - ACT03: Further refine and implement emergency management procedure.	Managed & Stable.
CR03 Legal Liability Description: The Agency or its staff is found guilty and/or civil/criminal liability is engaged.	- CTRL01: Compliance with the EASA Integrated Management System, especially state-of-the-art technical working procedures. - CTRL02: Involvement of Legal Department. - CTRL03: Separation of duties. - CTRL04: Policy on sensitive functions. - CTRL05: European Commission liability coverage. - CTRL06: Recruitment of highly qualified staff - CTRL07: Internal Occurrence Reporting System CSR. - CTRL08: Chief Experts / PCMs and Senior Experts / PCMs matrix in place. - CTRL09: Product Safety Boards for Continuing Airworthiness issues.	- ACT01: Create a certification monitoring process, also covering outsourced tasks. - ACT02: Update list of training needs. - ACT03: Set up competency matrix. - ACT04: Set up of knowledge management database. - ACT05: Continuous streamline of the certification processes. - ACT06: Implement the resulting actions stemming from the B737 Max Lessons Learnt exercise to enhance the overall Certification process.	Managed & Stable.

Description	Controls	Actions	Status
CR04 Security incidents impacting accessibility of business-critical applications Description: Security in the info tech environment is of crucial importance for running business critical apps.	CTRL01: the monitoring of security threats is an on-going activity, but it is taking resources from other activities, especially when the number of security breach attempts is high.	- ACT01: Maintain the staffing levels in IT security team and avoid fluctuation of resources as much as possible to sustain current level of service. - ACT02: Develop central monitoring capacity for all EASA services.	Managed and Actions Pending.
CR05 Safety Investigations Description: Failure to support safety investigations led by SIAs of MS as per the requirements of Reg (EU) 996/2010 & duly manage responses to Safety Recommendations, as well as monitor the progression of the mitigating actions associated to them.	- CTRL01: Strategic workforce planning (SWP) Programme and quarterly staffing review exercise to regularly review and address resource needs. - CTRL02: Quarterly Reporting to ExCom to highlight any key issues, delays (KPI/Objectives) and set-up mitigating measures as needed.	ACT01: Continue to manage outputs and review/ implement sustainable staffing measures for the activity to mitigate risk.	Managed and Actions Pending.
CR06 Safety Data Management Description: Failure to timely process incoming Safety Reports submitted to EASA as Competent Authority per Reg (EU) 376/2014 & duly manage the FS & CT investigations and follow up actions initiated by the Agency.	- CTRL01: Strategic workforce planning (SWP) Programme and quarterly staffing review exercise to regularly review and address resource needs. - CTRL02: Quarterly Reporting to ExCom to highlight any key issues, delays (KPI/Objectives) and set-up mitigating measures as needed.	ACT01: Continue to manage outputs and review/ implement sustainable staffing measures for the activity to mitigate risk.	Managed and Actions Pending.
CR07 ECCAIRS 2 Description: Failure to deliver global ECCAIRS 2 prog. Development of agreed stakeholder scope to move to Operational phase as of 2025.	CTRL01: SM.0 and the CIOB/IT (for IT Infrastructure) to ensure to get the required human and budgetary resources secured.	- ACT01: Alignment with programming & Budget team to ensure financial sustainability. - ACT02: Continuous stakeholder management.	Managed & Stable.
CR08: Cash Flow and Balanced Budget Description: Insufficient income to cover the Agency's expenditure.	- CTRL01: Regular alignment with European Commission (annual programming exercise or ad-hoc) and reporting of issues/shortfalls. - CTRL02: Quarterly budget monitoring exercise with financial actors – results and recommended mitigating actions reported to ExCom. - CTRL03: Regular detailed follow-up on cash flow evolution. - CTRL04: Production of the annual accounts reported to the Management Board, including income, expenditure and profitability, and impact of the F&C Regulation.	- ACT01: Pro-active engagement with industry to ensure payments. - ACT02: Regular communication with the Commission to provide timely information in case granting of the balancing budget from the subsidy is necessary. - ACT03: High cash generation, in line with budget assumptions. - ACT04: Regular alignment with financial actors and senior management.	Managed but caution exercised and regularly monitored.

Description	Controls	Actions	Status
CR09: Air Operators Certificate Description: Failure to discharge the EASA's certification and oversight obligations of EU air operators resulting from the transfer of such responsibilities from MS based on Art. 65 arrangements leading to a degraded safety performance of those operators.	- CTRL01: Independent CMF audit. - CTRL02: Manpower plan and activity sheets. - CTRL03: Redundancies in outsourcing strategy. - CTRL04: Establishment of AOC panels for collegial approach to safety decisions. - CTRL05: adequate IT tools rolled out to AOC. - CTRL06: Retainment and establishment of core technical competences at EASA level (e.g., qualification of FOI).	- ACT01: IT tools tolled out. - ACT02: First CMF cycle completed. Next cycle planned for Q1-Q2 2024 (including also NAA experts). - ACT03: 1 FOI (A320) qualified in 2023.	Managed & Stable. 
CR10: Cybersecurity in Aviation and Emerging Risks Description: Inability to receive a complete set of information on conflict zones.	CTRL01: Accredite EASA as a trusted partner to receive classified information from Member States and INTCEN.	ACT01: Ensure EASA Senior Management involvement in Cybersecurity in Aviation and Emerging Risks.	Managed and Actions Pending. 
CR11: Document/Data Management Description: The Agency or its staff is found guilty and/or civil/criminal liability is engaged.	- CTRL01: Compliance with the EASA Integrated Management System, especially state-of-the art technical working procedures. - CTRL02: Extension of contract in place with a reliable external stakeholder. - CTRL03: Decisional processes taken at ExCom. - CTRL02: Involvement of Legal Department. - CTRL03: Involvement of CIO Board. - CTRL04: European Commission liability coverage. - CTRL06: Recruitment of highly qualified staff.	- ACT01: Establishment of an internal WG under the leadership of CT. - ACT02: Migration plan to a Cloud environment. - ACT03: Acquisition of competence for the maintenance and the development in-house of the system.	Managed & Stable. 

I.8. Certification - Notable Projects (TCs & Major Changes issued 2024)

Large Aeroplanes	— The award to Airbus of a Type Certificate for the A321XLR marks the end of a certification process for the EASA that lasted more than five years. Airbus's aim for the new model was to offer a narrowbody aircraft which has additional fuel capacity and so is suited to long-haul flights. Airbus proposed to build in a new fuel tank, known as the Rear Central Tank or RCT. The proposal was classified as a major significant change, based on the closest derivative aircraft, the A321Neo. The RCT represented a novel unusual design, that was not fully covered by the existing CS-25 certification specifications, the main technical requirements that have to be complied with in the certification of large commercial aircraft. — Major change approved in July 2024 for Airbus S.A.S. Title: Type Certification of the A321Neo XLR equipped with CFM LEAP engine. Description: The A321Neo XLR allows an increase of range operations, compared to the A321Neo ACF, thanks to an enhanced fuel system. The A321Neo XLR is defined as a new model from the Airbus Single Aisle family with the denomination A321-253NY. It is equipped with the LEAP 1A33X engine. — Major change approved in November 2024 for Embraer S.a (ERJ 190-100 - Aircraft Conversion from Pax to Full Cargo).
General Aviation	— After more than 8 years of certification activities, EASA has issued in March the Type Certificate (EASA.A.628) for HPH first model 304TS "Twinshark". HPH 304TS is a twin seater 20 m flapped powered sailplane (capable of self-launching) of 20 m FAI class, constructed from fibre reinforced plastics (FRP), featuring camber-changing flaps and a T-tail (with fixed horizontal stabilizer and elevator) produced by HPH spol. s r.o. in the Czech Republic. While previous HPH single seaters were derived from a design developed by other organisations, the Twinshark is it the first sailplane fully developed by HPH. — EASA announced in May that it has granted Type Certificate of GVIII-G700. In May 2017, Gulfstream Aerospace Corporation applied to EASA for the validation of this large cabin transoceanic corporate jet that embodies a twin turbofan engine Rolls Royce BR700-730B2-14 mounted on the aft fuselage, with a low, swept wing, winglets, T-tail, and conventional retractable tricycle landing gear. The airplane is a derivative from the Model GVI. This project is also the first in which EASA has applied with Gulfstream the Bilateral Agreement among US and EU, per Technical Implementing Procedures Revision 6, known as TIP Rev 6, what has yielded positive results in terms of level of involvement reduction. This accomplishment has been achieved thanks to the EASA certification Team, FAA and Gulfstream that went above and beyond keeping always a professional approach and a productive collaboration. — EASA issued in October the approval for the validation of the new issue of the Type Certificate (TC) for the Piper PA-46, to include the new model PA-46-701TP, also called "M700 Fury". The validation exercise was smooth, lasted less than one year, demonstrating a good level of relationship and cooperation between FAA, EASA and Piper as applicant. — Type Certificate for Aura Aero approved in December 2024 model Integral L, Integral sintegral R Two seat, side by side configuration, aerobatic airplane, low wing, with fixed main gear in tail-wheel configuration, structure made of wood reinforced with carbon, single reciprocating engine and tractor propeller. — On 18th December 2024, EASA issued a new Type Certificate (EASA.A.661) for the Integral R aircraft, manufactured by the French company Aura Aero. The aircraft is a 2 seater aerobatic aircraft with wood/composite structure. The aircraft certification has been a joint effort between EASA and DGAC-F both on the DOA and the Product Certification teams. This is also a significant milestone for the company and a first step towards further developments.
Propulsion	— Type Certificate for Hoffmann propeller GmbH approved in April 2024 Model V723 HO-V722 & HO-V723. The propeller type HO-V723 is a three bladed propeller. The propeller can be operated as ground adjustable propeller or in combination with a standard propeller governor as constant speed propeller. The hub is made of forged aluminum alloy. The blades have a wood composite structure and are covered by a composite fibre laminate. The blades are equipped with a leading-edge protection device. The Certificate was handed over at AERO 2024. — EASA granted on the 10th July the Type Certification approval for the CFM LEAP-1A engine models to power the Airbus A321XLR aircraft. This achievement is a crucial milestone, necessary to support the aircraft certification. The LEAP-1A engine is an ultra-high bypass, dual-rotor, axial-flow turbofan, capable to deliver up to 35000 pounds of thrust, designed for the Airbus Single Aisle neo aircraft family. At maximum climb power, the bypass ratio of the engine is 10:1 with an overall pressure ratio of 45:1.

II. Statistics on Financial Management



II.1. Budget Implementation

2024 Budget Implementation - All fund sources (thousands of euros)

C1 - Current year appropriations							
Title	Final Budget (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2025 (2)-(3)
Total Title 1 - STAFF	107,020	106,793	100%	227	106,625	100%	167
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	29,361	28,663	98%	697	22,938	78%	5,725
Total Title 3 - OPERATIONAL EXPENDITURE	16,193	15,324	95%	870	9,836	61%	5,488
Grand Total	152,574	150,780	99%	1,794	139,399	91%	11,380
<i>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.</i>							

R0 - External Assigned Revenue Current year appropriations							
Title	Final Budget (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2025 (2)-(3)
Total Title 1 - STAFF	13,302	13,295	100%	6	13,295	100%	0
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	13	2	17%	11	1	7%	1
Total Title 3 - OPERATIONAL EXPENDITURE	30,592	29,777	97%	815	18,740	61%	11,036
Total Title 4 - SPECIAL OPERATION PROGRAMMES	73,587	53,472	73%	20,115	25,843	35%	27,629
Grand Total	117,493	96,545	82%	20,947	57,879	49%	38,667
<i>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).</i>							

C4 - Internal Assigned Revenue Current year appropriations							
Title	Amounts received 2024_C4 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Carried Over Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)	Carried over to 2025 (2)-(3)
Total Title 1 - STAFF	173	98	57%	75	94	55%	4
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	2	-	0%	2	-	0%	-
Total Title 3 - OPERATIONAL EXPENDITURE	361	91	25%	270	8	2%	83
Grand Total	536	189	35%	347	102	19%	87
<i>C4 internal assigned revenue relates mainly to income received from participants to EASA organised events.</i>							

C5 - Internal Assigned Revenue carried over appropriations						
Title	Amounts received 2023_C5 (1)	Executed Commitment Amount (2)	% Committed (2)/(1)	Cancelled Appropriations (1)-(2)	Executed Payment Amount (3)	% Paid (3)/(1)
Total Title 1 - STAFF	105	105	100%	-	105	100%
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	5	-	0%	5	-	0%
Total Title 3 - OPERATIONAL EXPENDITURE	208	204	98%	3	204	98%
Grand Total	318	310	97%	8	310	97%
<i>C5 internal assigned revenue relates mainly to income received from participants to EASA organised events carried over from the previous year.</i>						

C8 - Carried over from previous year						
Title	Carried over Commitment Amount (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Cancelled Appropriations (1)-(2)	Cancelled Appropriations %	Carried over to 2025
Total Title 1 - STAFF	267	264	99%	3	1%	-
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	7,273	5,458	75%	53	1%	1,761
Total Title 3 - OPERATIONAL EXPENDITURE	5,987	5,856	98%	131	2%	-
Grand Total	13,527	11,578	86%	188	1%	1,761
<i>EU subsidy and mixed funded appropriations carried over from the previous year.</i>						

R8 - External assigned revenue carried over from previous year				
Title	Carried over amount (1)	Executed Payment Amount (2)	% Paid (2)/(1)	Cancelled Appropriations
Total Title 1 - STAFF	12	12	100%	-
Total Title 2 - BUILDING, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	0	0	100%	-
Total Title 3 - OPERATIONAL EXPENDITURE	13,998	11,601	83%	2,398
Grand Total	14,010	11,613	83%	2,398
<i>The R8 fund source is used for external assigned revenues related purely to fees & charges activities carried over from the previous year.</i>				

II.2. Budget Result

Budget Result Account for Financial Year 2024 (thousands of euros)

		2024	2023	Variance
REVENUE				
	Fee income (Fees & Charges)	134,961	121,309	10%
	European Union Subsidy	44,984	44,329	1%
	Third Countries Contribution (EU)	1,589	1,267	20%
	Third Countries Contribution (Switzerland)	1,956	1,943	1%
	Delegation agreements & Grants	28,491	17,337	39%
	Financial interests (Fees & Charges)	3,976	2,263	43%
	Financial interests (Subsidy)	0	284	
	Parking and others (Fees & Charges)	308	276	10%
	Parking and others (Subsidy)	112	156	-39%
	Services rendered against payment (Fees & Charges)	88	21	76%
	Services rendered against payment (Subsidy)	105	377	-260%
	Internal Assigned Revenue	536	432	19%
TOTAL REVENUE (a)		217,106	189,994	12%
EXPENDITURE				
	<i>Title I: Staff</i>			
	Payments	- 120,131	111,500	7%
	Appropriations carried over	- 246	384	-56%
		0	0	
	<i>Title II: Administrative Expenses</i>	0	0	
	Payments	- 22,940	20,244	12%
	Appropriations carried over	- 7,490	7,278	3%
		0	0	
	<i>Title III: Operating Expenditure</i>	0	0	
	Payments	- 40,389	30,648	24%
	Appropriations carried over	- 16,877	20,193	-20%
		0	0	
	<i>Title IV: Earmarked projects</i>	0	0	
	Payments	- 25,843	21,502	17%
	Appropriations carried over	- 2,648	-4,165	257%
TOTAL EXPENDITURE (b)		236,565	207,585	12%
	Result before carry over not used	-19,459	-17,590	10%
	Cancellation of unused payment appropriations carried over from previous year	+ 188	308	-64%
	Carry over C8	- 1,761	1,761	0%
	Adjustment of Assigned Revenue carried over	+ 14,328	11,448	20%
	Exchange differences for the year (gain +/- loss -)	+/- -35	20	158%
Result of the year		-3,216	-4,053	-26%
Related to Subsidy Activities		472	104	78%
Related to Fees and Charges Activities		-3,688	-4,157	-13%
Total		-3,216	-4,053	-26%
Accumulated surplus on Fees and Charges Activities				
	Accumulated surplus from previous year	+ 59,787	63,944	-7%
	Adjustment of accumulated provision	+/- -3,688	-4,157	-13%
Accumulated Surplus		56,099	59,787	-7%

II.3. Budget Transfers & Amending Budgets

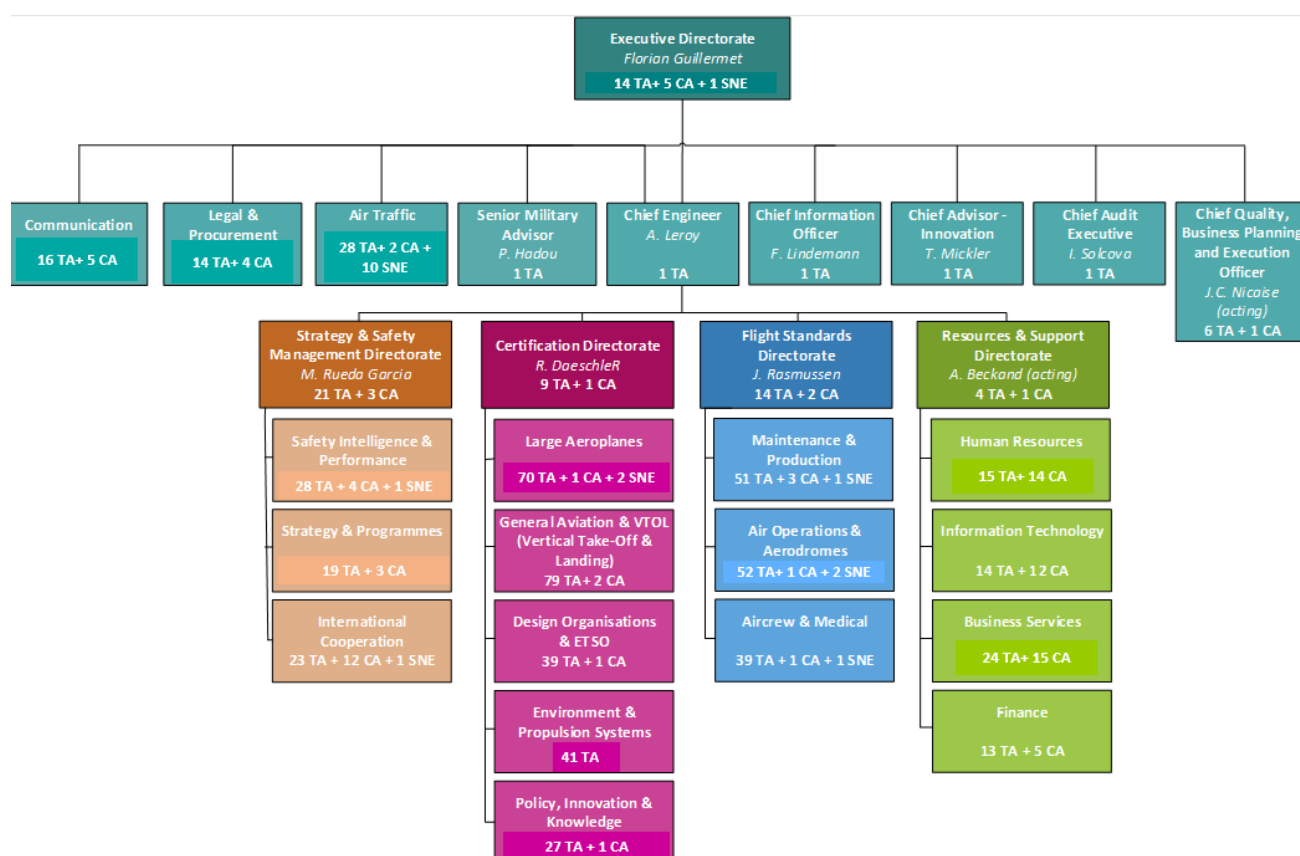
24 transfers, totalling 4.9M€, were carried out during 2024. The most significant transfers were:

- Budget reallocations to cover:
 - Additional needs for interim services.
 - Additional needs for outsourcing budget.
- Local transfers to cover annual travel expenses, to cover migration and recurring costs of the digital communications channels, to pay travel agency services, to complement the amounts needed for the changes of the rental agreement of EASA headquarters, to pay a compensation allowance according to art. 14 of the CEOS and to cover the over consumption of the SAP Concur contract.
- 2024 Amending Budget: Management Board adopted one amending budget which included:
 - Revenue:
 - Increase of subsidy by 1.7% of the salary expenditure linked to salaries amounting to an increase of 0.36M€ funded from EU subsidies.
 - Decrease of EFTA contribution by 3K€ and increase in Switzerland's contribution by EUR 10K to reflect the actual amounts received.
 - Increase of the F&C Reserve by 3,9M€, to reflect the actual result realised on F&C revenue in year 2023.
 - Expenditure:
 - The amount of 1.4M€ transferred from the F&C reserve to BL 3000 to cover NAA outsourcing activities as approved by MB Decision 07/2024.
 - Various internal and external transfers to salaries budget lines of 4M€ to cover the increase on staff expenditure driven by the salary indexation
 - The amount of 3,9K€ to adjust expenditure F&C budget result.

II.4. Late-Payment Interest

Late-payment interest paid in 2024 amounted to a total of 0.019M€ (compared to 0,012M€ in 2023).

III. Organisational Chart



*Organisational Chart as of 31.12.2024 (2024 actual staffing figures before reorganisation).

IV. Establishment Plan & Additional Info on Human Resources Management



IV.1. Statutory Staff & SNEs

Establishment Plan

Temporary Agents	2024		2025
Function group and grade	Authorised under the EU Budget	Actually filled as of 31.12.2024	Authorised under the EU Budget
	Temporary posts	Temporary posts	Temporary posts
AD 16	0	0	0
AD 15	1	0	1
AD 14	4	2	4
AD 13	6	3	6
AD 12	30	31	32
AD 11	73	68	72
AD 10	93	109	93
AD 9	134	119	133
AD 8	108	65	98
AD 7	45	57	56
AD 6	46	45	55
AD 5	42	73	33
AD TOTAL	582	572	583
AST 11	0	0	0
AST 10	0	0	0
AST 9	0	0	1
AST 8	3	1	4
AST 7	12	14	13
AST 6	32	36	33
AST 5	35	25	33
AST 4	10	14	10
AST 3	6	3	6
AST 2	1	1	0
AST 1	0	0	0
AST TOTAL	99	94	100
AST / SC 6	0	0	0
AST / SC 5	0	0	0
AST / SC 4	0	0	0
AST / SC 3	1	0	0
AST / SC 2	1	0	1
AST / SC 1	0	0	1
AST TOTAL	2	0	2
TOTAL	683	666	685

External Personnel – Contract Agents

Contract Agents	2024		2025
Function group and grade	Authorised under the EU Budget	Actually filled as of 31.12.2024	Authorised under the EU Budget
Function Group IV	36	34	36
Function Group III	68	64	68
Function Group II	2	0	2
Function Group I	0	0	0
TOTAL	106	98	106

External Personnel – Seconded National Experts

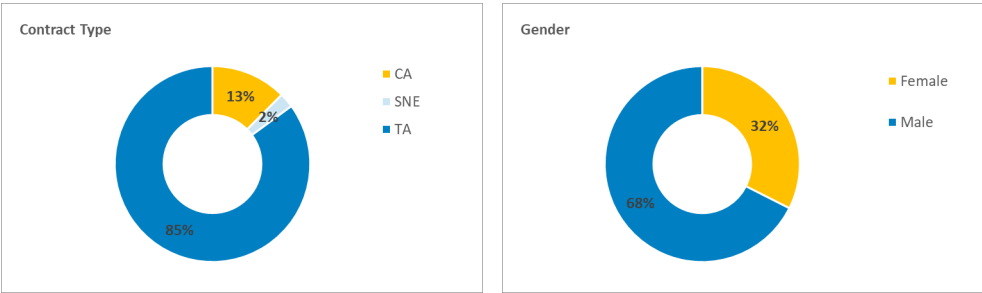
Seconded National Experts	2024		2025
	Authorised under the EU Budget	Actually filled as of 31.12.2024	Authorised under the EU Budget
SNE	24	19	24
TOTAL	24	19	24

IV.2. Key Functions

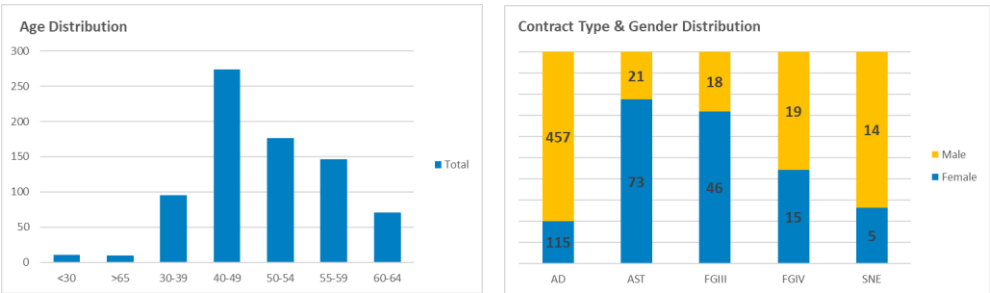
Key Functions (examples)	Type of Contract (official, temporary agent (TA) or contract agent (CA))	Function Group, Grade of Recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration, support, or policy (operational)
CORE FUNCTIONS	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

IV.3. Key Statistics

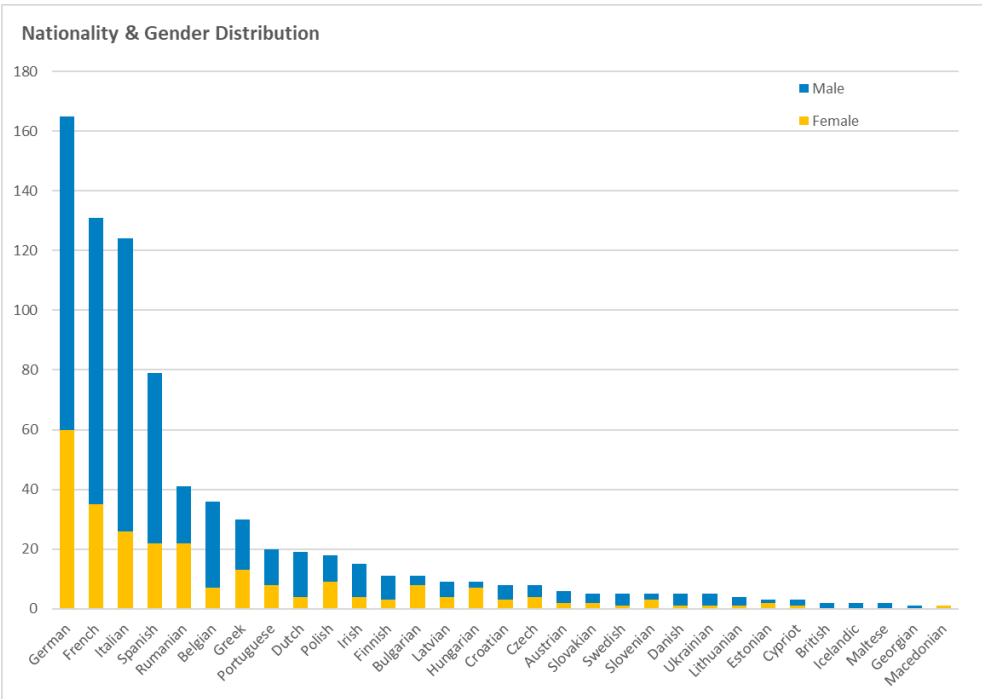
Headcount by Contract Type & Gender:



Age Distribution and Staff distribution by Contact Type including Gender:



Staff distribution by Gender and Country of Nationality:



IV.4. Benchmarking Exercise

Total^[1]

Job Type (subcategory)	Aggregated 2022	Aggregated 2023	Aggregated 2024
Administrative Support and Coordination	18.32%	17.32%	19.02%
Administrative Support	16.75%	15.63%	16.93%
Coordination	1.57%	1.70%	2.09%
Operational	76.93%	78.32%	76.07%
Top Level Operational Coordination	1.33%	1.18%	1.37%
Programme Management & Implementation	45.29%	46.80%	44.85%
Evaluation & Impact Assessment	16.36%	17.22%	18.24%
General Operational	13.96%	13.13%	11.61%
Neutral	4.75%	4.36%	4.91%
Finance/Control	4.28%	4.00%	4.57%
Linguistics	0.47%	0.35%	0.34%

Statutory Staff Only^[1]

Job Type (subcategory)	Aggregated 2022	Aggregated 2023	Aggregated 2024
Administrative Support and Coordination	8.56%	9.66%	9.55%
Administrative Support	6.79%	7.78%	7.34%
Coordination	1.77%	1.88%	2.21%
Operational	86.33%	85.65%	85.10%
Top Level Operational Coordination	1.51%	1.18%	1.53%
Programme Management & Implementation	51.21%	51.10%	50.13%
Evaluation & Impact Assessment	18.49%	19.08%	20.43%
General Operational	15.13%	14.29%	13.00%
Neutral	5.11%	4.69%	5.34%
Finance/Control	4.58%	4.29%	4.96%
Linguistics	0.53%	0.39%	0.38%

^[1]Trend: Following the Network of Agencies' methodology, which is based on the one applied by the Commission, EASA continued to perform the screening and benchmarking of posts for a tenth year in a row. Compared to previous years, the result in 2024 shows an increase in Operational Statutory staff reflecting the Agency effort to reinforce key competences across the core technical domains. Administrative Support and Coordination is relatively stable across the last years, with a slight increase, reflecting the recuperation of certain administrative domains such as IT to support digital growth.

V. Human & Financial Resources by Activity



V.1. Financial Resources - Funds by Activity

Values in thousands of euros			2024	2023
Fees & Charges	Product Certification	Revenue ^[1]	68.164	61.635
		Title 1	-57.580	-52.605
		Title 2	-12.395	-10.978
		Title 3 NAA/QE	-6.159	-3.655
		Title 3	-8.946	-9.542
		Title 4	p.m.	p.m.
	Total		-16.916	-15.146
	Organisation Approvals	Revenue ^[1]	71.168	62.235
		Title 1	-30.508	-26.499
		Title 2	-6.899	-5.749
		Title 3 NAA/QE	-15.99	-14.821
		Title 3	-4.544	-4.177
		Title 4	p.m.	p.m.
	Total		13.227	10.989
	Total Fees & Charges		-3.688	-4.157

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

Subsidy and other contributions	EU Contribution	EU subsidy	44.984	44.329
		Third-country contribution	3.544	3.209
		Other income	0.217	0.817
	Total		48.746	48.355
	Third-country operators	Title 1	-1.901	-2.076
		Title 2	-499	-541
		Title 3	-80	-200
		Title 4	p.m.	p.m.
	Total		-2.480	-2.817
	Standardisation	Title 1	-8.471	-9.259
		Title 2	-2.111	-2.176
		Title 3	-750	-906
		Title 4	p.m.	p.m.
	Total		-11.332	-12.340
	SAFA	Title 1	-452	-357
		Title 2	-149	-92
		Title 3	-38	-34
		Title 4	p.m.	p.m.
	Total		-0.638	-0.484
	Rulemaking	Title 1	-8.955	-9.461
		Title 2	-2.561	-2.525
		Title 3	-0.506	-1.344
		Title 4	p.m.	p.m.
	Total		-12.021	-13.329
	International cooperation	Title 1	-4.593	-3.848
		Title 2	-1.797	-1.566
		Title 3	-360	-668
		Title 4	p.m.	p.m.
	Total		-6.750	-6.082
	Safety Intelligence & Performance	Title 1	-7.625	-7.597
		Title 2	-2231	-1980
		Title 3	-5.196	-3.622
		Title 4	p.m.	p.m.
	Total		-15.052	-13.200
	Total EU Contribution		0.472	0.104
Grand Total			-3.216	-4.053

V.2. Human Resources - Time spent by Activity

Activity	2024 ^[1]	2023 ^[1]
Product certification	252	231
Organisation approvals	122	103
Third-country operators	9	11
Standardisation	45	48
EU ramp inspection programme	3	4
Rulemaking	56	62
International cooperation	24	20
Safety Intelligence & Performance	43	42
Applicant Services	28	22
Transversal	170	185
Earmarked	31	24
Total	782	753

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

VI. Contribution, Grants & Service Level Agreements



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

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

The table below provides details of the ongoing projects/ assignments in 2024:

Agreements (by kind)	Total Amount ^[1]	Nr of Agreements	FTE = CA, SNE & TA ^[2]	€ ^[3]
a. Grant Agreements	€ 1,242,937	1	0.50	€ 169,000
b. Contribution Agreements	€ 93,407,500	25	26.50	€ 24,251,000
c. Delegation Agreements	€ 14,300,000	3	1.60	€ 993,000
d. Collaboration Agreements	€ 515,000	17	0.20	€ 34,000
e. Service Level Agreements	€ 400,000	1	1.80	€ 316,000
Total	€ 109,865,437	47	31	€ 25,763,000

2024 Earmarked projects implementation

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

^[2] FTE represents the number of hours charged to the projects in 2024/1600, including a deduction of 0.05 FTE representing rejected hours related to the implementation of the Service Level Agreement between EASA and SESAR Joint Undertaking for

^[3] € represents the value of the 2024 commitments (2024 total committed minus de-commitments of 2023 carried-over

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
a. Grant Agreements						FTE = CA, SNE & TA	€
PASTA-CO ECCAS (Project d'Appui au Transport Aerien en Afrique Centrale et Occidental (ECCAS) (Economic Community of Central African States))	Apr-18	€ 1,242,937	2018-2024	EEAC (Afrique Centrale)	The overall objective of the project is to mainly provide the following training: Familiarisation training to the community regulation, Inspector training (PEL, OPS, AIR and AGA)	0.5	€ 169,000
a. Total Grant Agreements		€ 1,242,937			1	0.5	€ 169,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
b. Contribution Agreements						FTE = CA, SNE & TA	€
1. EU-SEA CCCA CORSIA: EU-South East Asia Cooperation on mitigating Aviation Environmental and Climate Change Impacts)	Aug-19	4M€	2019-2023	FPI - Delegation of the EU to Thailand	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in South East Asia in the areas of civil aviation environment and climate change.	0.3	-€ 154,000
2. CORSIA Africa & the Caribbean: Capacity building for CO2 mitigation from aviation	Dec-19	5M€	2019-2025	DG INTPA	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and partner countries in Africa in the areas of civil aviation environment and climate change. This will be a follow-up of a previous project finance by DG INTPA and implemented by ICAO.	0.9	€ 1,543,000
3. EUROMED 2: Euro Med Transport Aviation Project (ETAP)	Dec-19	3M€	2020-2026	DG NEAR	In line with the European Neighbourhood Policy (ENP) and the Aviation Strategy for Europe, this project will develop and support the Euro Mediterranean Southern neighbourhood countries, by strengthening institutional links, promoting regulatory harmonization, addressing capacity limitations and supporting environmental protection and climate change action. It will promote harmonized policy, standards and best practice in order to support the development of a wider Common Aviation Area (CAA).	1.0	€ 635,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
b. Contribution Agreements						FTE = CA, SNE & TA	€
4. EC-EASA Contribution Agreement Research	Mar-20	13M€	2020-2027	DG MOVE	The purpose of this Agreement is to provide a contribution by the Contracting Authority for the implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation (the entrusted tasks'). Notably, tasks identified under the 2018-Programme 2020 Work programme (Commission Implementing Decision C(2019)4575) implementing the Horizon 2020 Specific Programme: Actions relating to aviation safety research to prepare future regulation within the specific objective "Other Actions" of Part 11 "Smart, green and integrated transport".	0.0	€ 170,000
5. EU-South Asia APP II	Jun-21	5.5M€	2021-2024	FPI	Enhancing the partnership between the EU and South Asian countries in the domain of civil aviation	2.1	€ 1,166,000
6. SAATM - Operationalisation of the Single African Air Transport Market (SAATM) – Support to the African Civil Aviation Commission (AFCAC)	Jul-21	5M€	2021-2025	DG INTPA	Support the implementation of the Single African Air Transport Market 1. Assist AFCAC as SAATM implementing agency 2. Assist African States committed to SAATM 3. Help other African States to commit to SAATM	1.7	€ 1,525,000
7. EU-North Asia APP - EU-North Asia Aviation Partnership	Mar-21	7M€	2021-2024	FPI	Enhancing the partnership between the EU and North Asian countries in the domain of civil aviation	3.9	€ 1,461,000
8. Armenia	Nov-21	1M€	2021-2023	EU Delegation to Armenia	Capacity building of the state of safety oversight system	0.1	-€ 12,000
9. EU-LAC (Latin America Cooperation on Civil Aviation) APP II	Dec-21	4M€	2022-2025	FPI	Enhance political, economic and environmental partnership between the EU and LAC region in the domain of civil aviation.	1.7	€ 1,142,000
10. Sustainable Innovative Air Mobility Hub (IAM Hub)	Nov-22	€ 1,590,500	2022-2024	DG MOVE	Comprehensive digital handbook for building local Innovative Air Mobility (IAM) ecosystem in Europe - IAM Hub.	0.0	€ 415,000
11. Horizon Europe 2nd Contribution Agreement Research	Feb-22	14.2M€	2022-2029	DG MOVE	Implementation of the Entrusted Tasks identified under the European Framework for Research and Innovation.	1.0	€ 8,539,000
12. EU Clearing House for Sustainable Aviation Fuels (SAF)	Sep-22	2M€	2022-2025	DG MOVE	Development and evaluation of a proposal to set up an EU Clearing House demonstrator to guide, facilitate and support EU SAF technology developers through the applicable SAF qualification process which is to be enhanced by a stronger EU network of testing facilities.	0.3	€ 767,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
b. Contribution Agreements						FTE = CA, SNE & TA	€
13. PAGIRN: Support Programme for the Management of Regional and National Infrastructures	Apr-22	1.7M€	2022-2025	Ministry of Economy, Plan, Development and International Cooperation, Chad	Capacity building of the state and regional safety oversight systems.	0.4	€ 407,000
14. Eastern Partnership	Dec-22	4.5M€	2022-2026	DG NEAR	Strengthening interconnectivity through of Common Aviation Area Agreements and Improved civil aviation safety.	1.4	€ 983,000
15. EASA-SAAU Airworthiness Convergence (Ukraine II)	Jul-23	€ 1,073,000	2023-2026	DG NEAR	Further support the implementation of the joint arrangement on convergence of certification systems in aviation.	5.8	€ 469,000
16. 2nd Technical assistance to the Commission with respect to SESAR	Dec-23	€ 1,200,000	2023-2026	DG MOVE	Technical assistance to the Commission with respect to SESAR.	0.8	€ 222,000
17. Fuel Standards	Nov-23	€ 1,990,000	2023-2027	DG MOVE	Technical assistance for assessing the feasibility and associated requirements for an EU body with the capacity for specification, standardization, and approval of aviation fuel.	0.6	€ 494,000
18. ACT-SAF Africa-India II	Dec-23	€ 2,400,000	2023-2027	DG INTPA	The project is part of the ICAO ACT-SAF programme and will aim to support selected African States and India to develop and deploy SAF production by assisting in their readiness and necessary capacity building along the whole SAF value chain.	1.0	€ 635,000
19. IPA 6 (EASA / IPA III / 1)	Dec-23	€ 904,000	2024-2026	DG NEAR	The overall objective of the action is to support convergence and the sustainable development of national aviation systems.	0.5	€ 214,000
20. Air Safety List (ASL)	Dec-23	€ 200,000	2023-2025	DG MOVE	The purpose of this Contribution Agreement is to organise and implement the support for the European Commission in providing expertise and technical assistance to the safety oversight authorities of states affected by, or potentially affected by, the ASL.	0.0	€ 137,000
21. EU-ASEAN Sustainable Connectivity Package (SCOPE) - Aviation Partnership Project (APP)	Dec-23	7M€	2024-2027	DG INTPA	To enhance transport connectivity and technical cooperation between the EU and ASEAN as well as within ASEAN, with a focus on safety, digital solutions where relevant, and on social and environmental sustainability.	2.6	€ 2,945,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
b. Contribution Agreements						FTE = CA, SNE & TA	€
22. EU Taxonomy	Mar-24	€ 150,000	2024-2025	DG MOVE	Technical assistance for a Study on the support for implementing the EU Taxonomy for aviation activities.	0.3	€ 137,000
23. Sustainable Innovative Air Mobility (IAM) Hub II	Oct-24	2M€	2024-2026	DG MOVE	The PP has created a comprehensive platform for the entire European Urban Air Mobility ecosystem providing guidance, a space for collaboration and transparency. Municipalities, operators and other key stakeholders are highly engaged and are calling for a robust and future-proof organisation of the IAM Hub. A follow-up PA allows to scale up the platform to a pre-operational level targeting all potential users, improve the functionalities in line with stakeholder feedback. The PA will allow to set the foundations for a legal reference that will allow for a future-proof system.	0.1	€ 394,000
24. Book & Claim	Nov-24	3M€	2024-2027	DG MOVE	The EU SAF market is still at an early stage of development (estimated 0.05% of SAFs in total jet fuel demand in 2020). RefuelEU Aviation proposal provides for a SAF blending mandate at EU level to ramp up the EU SAF market and to stimulate decarbonisation of the hard to abate sector. Book and claim system would establish digital market for sustainable aviation fuels, resistant to fraud and double counting, providing for a cost-effective distribution and use of SAF in the EU by separating the purchase of SAF from its physical delivery and use.	0.0	€ 16,000
25. EU Future Regulatory Framework for Higher Airspace Operations	Nov-24	2M€	2024-2027	DG MOVE	To support the safe and sustainable integration of Higher Airspace Operations (HAO) into the EU aviation system. It focuses on developing a proportionate regulatory framework through scientific studies, data collection, and early demonstrators, while fostering expertise and co-learning in the aviation community. Key objectives are to build EU expertise on HAO, to provide data for informed decisions, to conduct impact assessments and gap analyses, and finally to develop a validated regulatory framework.	0.0	€ 1,000
Total Contribution Agreements		€ 93,407,500			25	26.5	€ 24,251,000

General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
c. Delegation Agreements						FTE = CA, SNE & TA	€
1. Zambia – Aviation Sector Support Programme II	Aug-17	€ 1,800,000	2017-2023	DG INTPA	To develop a reliable and effective aviation sector capable of contributing to economic growth in Zambia. Improve compliance with international aviation standards, especially in terms of both air safety and security oversight.	0.1	€ 7,000
2. EU South East Asia Aviation Partnership Project	Jan-18	€ 7,500,000	2018-2023	FPI	Enhance political, economic and environmental partnership between the EU and South East Asia in the domain of civil aviation. Align EU and South East Asia policy in the field of civil aviation, facilitate market access for EU aviation industry and minimise the impact of aviation on the environment and climate change. Areas of intervention will include regulatory convergence, and preparation and support for implementing the EU-ASEAN comprehensive air transport agreement and a Global Market Based Measure (GMBM) for carbon neutral growth. The project will also raise the profile and visibility of the EU as a centre of aviation excellence when engaging in this partnership.	0.1	-€ 125,000
3. EU-Africa Safety in Aviation (EU-ASA)	Dec-18	€ 5,000,000	2019-2025	DG INTPA	"The overall objective is to improve aviation safety in Africa.	1.4	€ 1,111,000
c. Total Delegation Agreements		€ 14,300,000			3	1.6	€ 993,000
General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
d. Collaboration agreements						FTE = CA, SNE & TA	€
Research Collaboration Agreements	Various	€ 515,000	Various	Various	Research projects in different domains (<i>see also Annex I.3 - for Research Projects</i>)	0.2	€ 34,000
d. Total Collaboration Agreements		€ 515,000			17	0.2	€ 34,000
General Information							
Agreements (by kind)	Date of Sig	Total Amount ^[1]	Duration	Counterpart	Short description	2024	
e. Service Level Agreements (SLAs)						FTE = CA, SNE & TA	€
Service Level Agreement SESAR JU	26/03/2021	€ 400,000	Automatic renewal provision (yearly basis)	Sesar JU	Service Level Agreement between EASA and SESAR Joint Undertaking for the provision of services related to SESAR and the ATM Master Plan	1.8	€ 316,000
e. Total Service Level Agreements		€ 400,000			1	1.8	€ 316,000

VII. Environment Management



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

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


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


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


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


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



VIII. Final Annual Accounts¹³



VIII.1. Balance Sheet

Final Annual Accounts (thousands of euro)

ASSETS	31/12/2024	31/12/2023
NON-CURRENT ASSETS		
<i>Intangible fixed assets</i>		
Computer Software	275	1,046
Intangible under construction	777	-
<i>Tangible fixed assets</i>		
Computer Hardware	552	879
Furniture	4,511	5,061
Other fixture and fittings	26	43
Tangible assets under construction	-	-
Total	6,141	7,029
CURRENT ASSETS		
Current receivables	8,315	12,779
Accrued revenues	4,036	2,412
Prepaid expenses	5,213	4,190
EU entities receivables	-	111
Cash and equivalents	121,242	124,536
Total	138,805	144,028
TOTAL ASSETS	144,946	151,057
LIABILITIES		
NON-CURRENT LIABILITIES		
Non current pre-financing EU entities	18,661	10,406
Total	18,661	10,406
CURRENT LIABILITIES		
Current payables	3,552	2,430
Deferred revenues	48,268	46,575
EU entities short-term	16,893	17,133
Non-EU entities	12	339
Accrued charges	23,907	30,378
Total	92,631	96,856
TOTAL LIABILITIES	111,293	107,262
NET ASSETS		
Surplus (deficit) forwarded from previous years	43,795	50,437
Net surplus(deficit) for the period	-10,142	-6,642
TOTAL NET ASSETS	33,653	43,795

¹³ Subject to validation by the ECA and adoption by the MB during its meeting in June 2024

VIII.2. Statement of Financial Performance (SFP)

Final Annual Accounts (thousands of euro)

	2024	2023
OPERATING REVENUE		
Fees and Charges	131,155	118,959
Contribution from EU entities	66,951	71,129
Contribution from non- EU entities	327	167
Other revenues	955	866
Contribution from EFTA ^[1] countries	1,956	1,943
TOTAL OPERATING REVENUE	201,343	193,063
OPERATING EXPENSES		
Staff expenses	-121,867	-112,854
Buildings and related expenses	-12,678	-8,603
IT & administrative expenses	-16,152	-16,525
Other expenses	-695	-1,007
Depreciation and write offs	-2,033	-3,873
Outsourcing and contracting activities	-61,966	-59,374
TOTAL OPERATING EXPENSES	-215,391	-202,236
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	-14,047	-9,173
NON-OPERATING REVENUES (EXPENSES)		
Interests received from third parties	3,972	2,574
Interests & charges paid to third parties	-66	-44
SURPLUS/ (DEFICIT) FROM NON-OPERATING ACTIVITIES	3,906	2,530
SURPLUS/ (DEFICIT) FROM ORDINARY ACTIVITIES	-10,142	-6,642
SURPLUS/ (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS/ (DEFICIT) FOR THE PERIOD	(10,142)	(6,642)

^[1] EFTA: European Free Trade Association

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

Final Annual Accounts (thousands of euro)

	2024 SFP FINAL				2023 SFP FINAL				2023 VS 2024 DELTA					
	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA	F&C	SUBS	EARM	EASA		
OPERATING REVENUE														
Fees and Charges	131,155	0	-	131,155	118,957	2	-	118,959	12,198	(2)	-	12,196		
Contribution from EU entities	88	46,035	20,828	66,951	-	45,968	25,161	71,129	88	67	(4,333)	4,178		
Other revenues	579	375	-	955	554	311	-	865	25	64	-	90		
Other contributions non EU	-	-	327	327	-	60	107	167	-	60	220	160		
Contribution from EFTA countries	-	1,956	-	1,956	-	1,943	-	1,943	-	13	-	13		
TOTAL OPERATING REVENUE	131,823	48,366	21,155	201,343	119,511	48,284	25,268	193,063	12,312	82	-	8,280		
OPERATING EXPENSES														
Staff expenses	(87,133)	(31,616)	(3,118)	(121,867)	(77,675)	(32,355)	(2,824)	(112,854)	(9,459)	739	(294)	9,014		
Buildings and related expenses	(8,538)	(4,140)	-	(12,678)	(5,804)	(2,799)	-	(8,603)	(2,734)	(1,341)	-	4,074		
IT & administrative expenses	(10,679)	(5,002)	(471)	(16,152)	(10,879)	(5,482)	(164)	(16,525)	200	480	(307)	373		
Other expenses	(331)	(364)	-	(695)	(566)	(441)	-	(1,007)	235	77	-	312		
Depreciation and write offs	(1,348)	(685)	-	(2,033)	(2,919)	(954)	-	(3,873)	1,571	270	-	1,840		
Outsourcing and contracting activities	(37,016)	(7,383)	(17,566)	(61,966)	(31,637)	(5,456)	(22,280)	(59,374)	(5,379)	(1,927)	4,714	2,592		
TOTAL OPERATING EXPENSES	(145,046)	(49,189)	(21,155)	(215,391)	(129,480)	(47,488)	(25,268)	(202,236)	-	15,566	-	1,702	-	13,155
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	(13,224)	(824)	-	(14,047)	(9,969)	796	(0)	(9,173)	(3,254)	(1,620)	0	(4,874)		
NON OPERATING REVENUES (EXPENSES)														
Interests received from third parties	3,972	0	-	3,972	2,291	284	-	2,574	1,681	(284)	-	1,397		
Interests & charges paid to third parties	(45)	(21)	-	(66)	(27)	(17)	-	(44)	(18)	(4)	-	22		
	-	-	-	-	-	-	-	-						
SURPLUS (DEFICIT) FROM NON OPERATING ACTIVITIES	3,927	(21)	-	3,906	2,263	267	-	2,530	1,663	-	288	-	1,375	
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES	(9,297)	(845)	0	(10,142)	(7,706)	1,063	(0)	(6,643)	(1,591)	(1,908)	0	(3,499)		
SURPLUS (DEFICIT) FROM EXTRAORDINARY ITEMS														
NET SURPLUS FOR THE PERIOD	(9,297)	(845)	0	(10,142)	(7,706)	1,063	(0)	(6,643)	(1,591)	(1,908)	0	(3,499)		

IX. List of Acronyms



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

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

Your safety is our mission.

easa.europa.eu/connect



An Agency of the European Union 