

# 2025 Consolidated Annual Activity Report

# **2025 Consolidated Annual Activity Report of the European Union Agency for Asylum**

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- halfway values are rounded up;
- percentages are rounded to the nearest whole number.

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## List of abbreviations

Term	Definition
<b>ABAC</b>	Accrual-based accounting system
<b>CEAS</b>	Common European Asylum System
<b>CEPOL</b>	European Union Agency for Law Enforcement Training
<b>COI</b>	Country of origin information
<b>EASO</b>	European Asylum Support Office
<b>ECA</b>	European Court of Auditors
<b>EPPO</b>	European Public Prosecutor's Office
<b>ESG</b>	Standard and guidelines for quality assurance in the European higher education area
<b>EU</b>	European Union
<b>EUAA</b>	European Union Agency for Asylum
<b>EUDA</b>	European Union Drugs Agency
<b>EU+ countries</b>	Member States of the European Union and associated countries
<b>eu-LISA</b>	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
<b>Europol</b>	European Union Agency for Law Enforcement Cooperation
<b>Frontex</b>	European Border and Coast Guard Agency
<b>FTE</b>	Full-time equivalent
<b>ICT</b>	Information and communication technology
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>IT</b>	Information technology
<b>MedCOI</b>	Medical country of origin information
<b>NDICI-GE</b>	Neighbourhood, Development and International Cooperation Instrument–Global Europe
<b>OLAF</b>	European Anti-Fraud Office
<b>UNHCR</b>	United Nations High Commissioner for Refugees





# Management Board's analysis and assessment

The Management Board has analysed the 2025 consolidated annual activity report (CAAR) and makes the following observations.

The Management Board notes that:

- the report contains a comprehensive account of the activities carried out in 2025 by the European Union Agency for Asylum (EUAA, or the Agency) in the implementation of its mandate;
- the Agency achieved 83 % and nearly achieved 13 % of its 23 annual policy objectives, whereas 4 % were not achieved. Achieved objectives increased from 81 % to 83 % as compared to 2024;
- 90 % of the Agency's 43 annual targets were exceeded (67 %) or achieved (23 %), whereas two were nearly achieved (5 %) and two not achieved (5 %);
- the EUAA improved its performance with respect to its annual targets, although the results do not yet reach the 95 % threshold set in the EUAA's governance monitoring indicators <sup>(1)</sup>;
- out of 670 authorised staff posts, 581 (87 %) were filled by the end of 2025;
- almost 32 000 participations in the EUAA's training activities were recorded in 2025, corresponding to a 78 % increase compared to 2024, with more than 12 000 of those participations in Pact-related trainings;
- the EUAA took timely and appropriate measures to deliver a wide range of Pact-related outputs, providing considerable support to Member State in this regard;
- the Agency reduced the share of late payments to under 2 %;
- the EUAA launched an optimisation programme aimed at enhancing organisational efficiency and improving overall service delivery agency wide;
- the Agency made efforts to consistently improve its governance and internal control systems. No internal control critical or major deficiencies were in place, following the internal control self-assessment for 2025;
- the IAS closed the only outstanding recommendation concerning the Agency's resource needs and sourcing strategy from the 2020 audit report on human resource management and ethics;
- the European Parliament, with its decision of 22 October 2025, granted the Executive Director discharge in respect of the implementation of the Agency's budget for the financial year 2023;
- progress <sup>(2)</sup> has been made with regards to corrective actions included in the action plan agreed with the Management Board as a follow-up to the OLAF Recommendations in Case No OC/2022/0717/A1.

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<sup>(1)</sup> Indicator no 1.1 in Management Board Decision No 71 of 2021.

<sup>(2)</sup> Updated Version of the Action Plan as of 30 April 2026.





#### Commends the Agency:

- for achieving an execution of 99 % of commitment appropriations for the second year in a row, as well as an execution of 93 % of payment appropriations;
- for the inauguration of the EUAA Training Academy, the expansion of the European asylum curriculum and the EUAA's constant efforts to meet Member States' training needs, including supporting their preparations to transition to the new legal framework introduced by the Pact;
- for the extensive operational support it has provided to Member States in light of Member States' increasing need for support in preparation for the entry into application of the Pact and beyond, proving dedication to the harmonisation of asylum and reception systems in the EU+;
- for successfully carrying out the pilot monitoring exercises in Estonia and the Netherlands that pave the way for the full roll-out of the monitoring mechanism as of 2026;
- for the efforts invested in the prioritisation exercise which resulted in a substantial number of posts redeployed to priority areas;
- for emphasising staff well-being and thereby making further efforts to reduce the turnover rate to achieve a higher occupancy rate in the establishment plan.

#### Calls on the Agency:

- to improve its performance with respect to the achievement of the annual work programme's targets, which is still below the threshold defined by Management Board Decision No 71 of 2021;
- to continue to implement and strengthen processes and procedures linked to the protection of fundamental rights in all of the Agency's activities;
- to conclude the implementation of the delayed corrective actions stemming from the Internal Audit Service's audits on IT governance and project management (2021) and on Human Resources Management and Ethics (2024) and to follow closely any recommendations that may arise from the audit engagements scheduled for 2026 in the areas of procurement and contract management;
- to swiftly implement, monitor and report on the corrective actions agreed with the Agency's Management Board in line with the recommendations resulting from the follow-up report on the observations of the European Parliament from 21 November 2025, particularly the formation of the independent Management Board Secretariat;
- to work and cooperate closely with the Management Board in order to further improve reporting to the Board with the aim of fostering transparency and active involvement of the Board in governance matters. The Management Board calls on the Member States to actively contribute to this process.

The Management Board expresses its appreciation to the Executive Director and her staff for their commitment and achievements in 2025.

Based on the above observations, the Management Board requests that the 2025 CAAR be forwarded to the Commission, the Council, the European Court of Auditors and the European Parliament.





# Executive summary

## The Agency in brief

The European Union Agency for Asylum (the EUAA or the Agency) supports Member States in applying the set of European Union (EU) laws governing asylum, international protection and reception conditions, known as the Common European Asylum System (CEAS). It is mandated to improve the functioning of the CEAS and assist Member States by providing:

1. **operational support** through the deployment of its personnel and the delivery of infrastructure and/or services required, in particular when national asylum and reception systems are subject to disproportionate pressure;
2. **capacity-building** for national asylum and reception officials and instructors, through the development and delivery of a training curriculum covering specialised fields of EU asylum and reception law;
3. **technical support** through the collection, analysis and dissemination of a variety of asylum-related data and the development of operational standards, indicators, guidelines and best practices related to the implementation of the EU asylum law.

The EUAA is managed by its Executive Director, accountable to a Management Board composed of one representative per Member State and two representatives of the Commission. The Management Board also includes a representative of the United Nations High Commissioner for Refugees (UNHCR) as a non-voting member, as well as observers from the associated countries (Iceland, Liechtenstein, Norway and Switzerland).

## The year in brief

In 2025, approximately **822 000 applications for international protection were lodged in the EU+**, representing a 19 % decrease compared to 2024 <sup>(3)</sup>.

This decline occurred alongside an even **sharper reduction in detections of irregular border crossings**. However, it did not stem from a single cause. Rather, it reflected a structural reconfiguration of asylum dynamics, shaped by developments affecting different nationalities and by broader policy and geopolitical shifts.

The largest numerical change concerned **Syrian nationals**, whose applications dropped considerably (-72 % compared to 2024), following the regime change in Syria.

In parallel, a landmark judgment from the Court of Justice of the European Union triggered a **surge in repeated applications by Afghan women** and their families already present in the EU+. In light of the Taliban's systematic oppression, the Court recognised Afghan women and girls as 'a particular social group' facing a heightened risk of persecution. These developments built on the relevant EUAA country guidance, which had already emphasised

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<sup>(3)</sup> Source: EUAA early warning and preparedness system. See the EUAA *Latest Asylum Trends 2025* for detailed information and analyses.





that the systematic exclusion of women and girls from public life in Afghanistan could amount to persecution.

Applications by **Venezuelans** continued to increase. During the reporting year, 91 000 Venezuelan nationals applied for asylum in the EU+, representing the highest number ever recorded and a 23 % increase compared to 2024. Nearly all claims were lodged in Spain.

**Afghan, Venezuelan and Syrian** nationals were the three largest groups of applicants for international protection, accounting for 14 %, 11 % and 5 % of all claims lodged in 2025, respectively.

In addition to asylum applications, approximately **4.5 million individuals were benefitting from temporary protection** in the EU+ at the end of 2025. This form of protection, granted under the [Temporary Protection Directive](#), was activated for the first time in 2022 in response to Russia's large-scale invasion of Ukraine. While the number of beneficiaries has remained relatively stable since 2023, it continues to contribute significantly to the overall number of people with protection needs in the EU+.

Taken together, **these developments eased immediate pressure** on asylum systems in 2025. However, this situation appears to rest on contingent factors, rather than on a meaningful resolution of the drivers of displacement. A renewed escalation in conflict, regional destabilisation or systemic crisis could rapidly alter the trajectory of asylum applications in the EU+.

In November 2025, the Commission published the first **[European Annual Asylum and Migration Report](#)**, marking the launch of the annual migration management cycle established under the [Pact on Migration and Asylum](#) (the Pact). The report, which is based also on quantitative and qualitative data provided by the EUAA, serves as an 'early warning and awareness tool for the Union' <sup>(4)</sup>. It is **accompanied by an implementing decision** determining which Member States are under migratory pressure, at risk of migratory pressure or facing a significant migratory situation.

In December 2025, the European Parliament and the Council reached a political agreement on an EU-wide aligned use of the concepts of **[safe countries of origin and safe third countries](#)**. This reform aims to accelerate border and return procedures and reinforce the link between asylum and return policies.

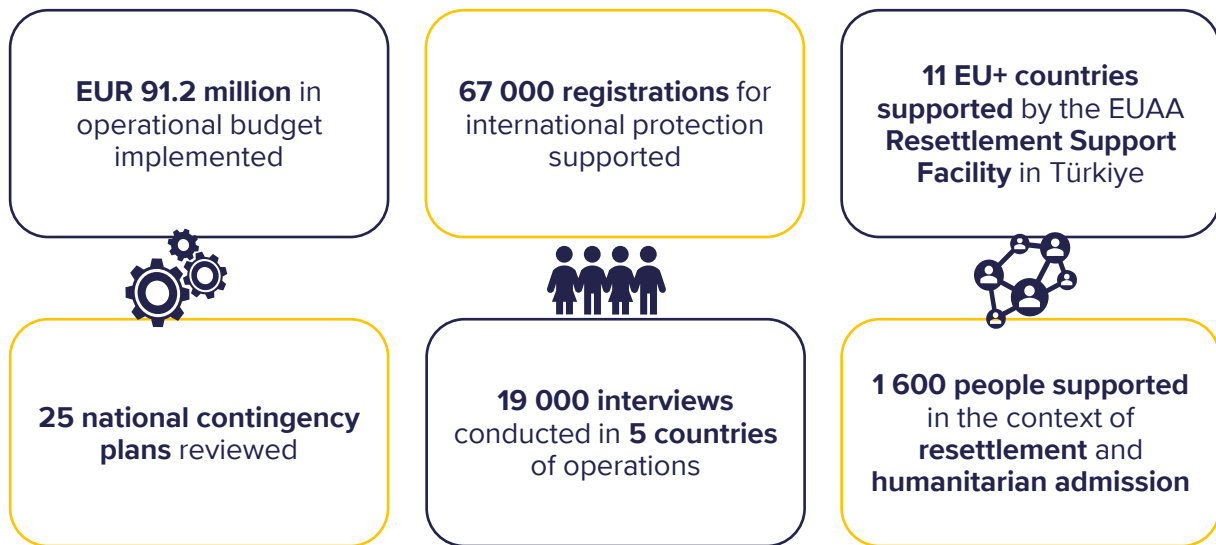
Against this backdrop, the EUAA continued to strengthen its role as a **key partner providing operational and technical support to Member States** in the implementation of the CEAS.

The Agency maintained a significant operational footprint during the reporting year. It signed new operational plans with [Ireland](#) and [Lithuania](#) and provided operational and technical assistance to 12 Member States through the deployment of close to 1 000 personnel, in addition to 450 interpreters.

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<sup>(4)</sup> Article 9(1) of the [Asylum and Migration Management Regulation](#).



**Figure 1.** The year in numbers – 1 of 3

Over the course of 2025, 11 Member States organised **22 resettlement missions** using the services provided by the EUAA’s Resettlement Support Facility in Istanbul. In total, 15 selection missions, 6 pre-departure orientation missions and 1 departure mission were completed. Moreover, 160 people received medical services as part of a mission organised by Denmark in March 2025.

The EUAA developed a **new operations framework**, encompassing guiding principles and a prioritisation methodology, which ensures alignment with the [annual migration management cycle](#) introduced by the Pact.

In this context, a major focus of the Agency’s activities was supporting Member States’ preparations for the entry into application of most Pact legislative instruments, in June 2026. The EUAA delivered a **wide range of Pact-related outputs**, including training, operational guidance, tools and analytical products. In cooperation with its partners, the Agency conducted two pilot exercises, in Romania and [Italy](#), to test the practical implementation of the **screening process at the external borders** introduced by the Pact <sup>(5)</sup>.

Thousands of national officials participated in **training activities**, reflecting the growing demand for the Agency’s support in preparing Member States’ administrations for the new legislative framework. The inauguration of the [EUAA Academy premises](#), in June 2025, marked a major institutional milestone, establishing a European centre of excellence for **specialised and accredited training** in asylum and reception. By awarding certificates, qualifications and degrees and by facilitating the official recognition of EUAA training outcomes across the EU and beyond, the Academy will further professionalise training for a wide range of roles in the field of asylum and reception.

In 2025, the Agency achieved **accreditation for an increasing number of modules** forming part of the European asylum curriculum. Among others, the core programme for case officers, as well as *Becoming an EUAA Trainer and Assessor*, which marks an important step in

<sup>(5)</sup> [Regulation \(EU\) 2024/1356 of the European Parliament and of the Council of 14 May 2024.](#)

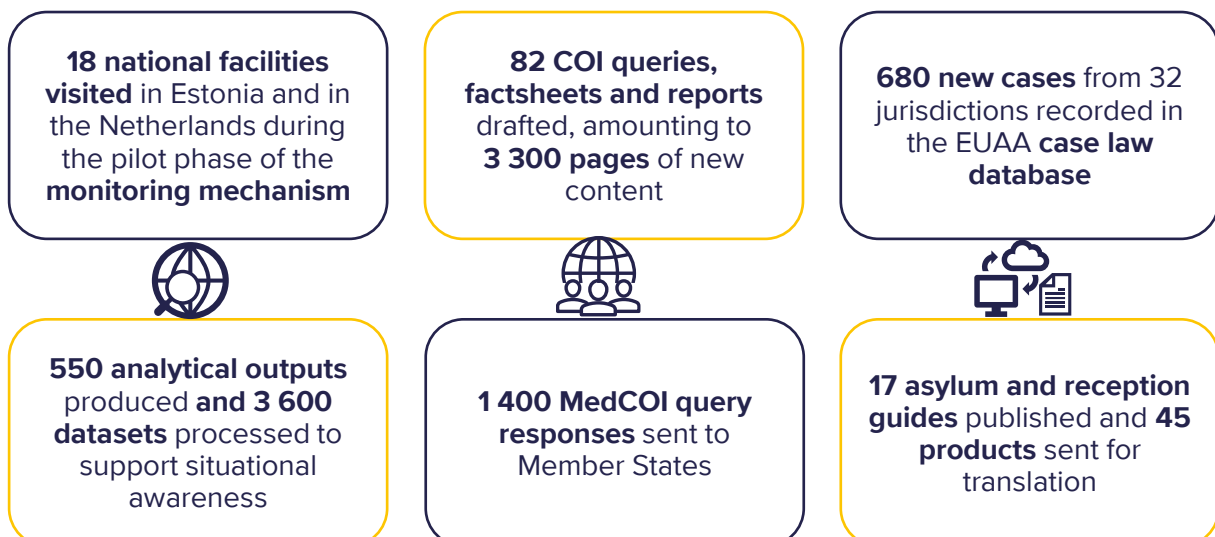
ensuring clear and recognised standards for the preparation of EUAA trainers across Member States.

**Figure 2.** The year in numbers - 2 of 3



In 2025, the EUAA **started monitoring the operational and technical application of the CEAS**, in accordance with the [methodology established in 2024](#). The monitoring mechanism, introduced by the EUAA Regulation in 2022, aims to ‘prevent or identify possible shortcomings in the asylum and reception systems of Member States and to assess their capacity and preparedness to manage situations of disproportionate pressure ...’ <sup>(6)</sup>.

**Figure 3.** The year in numbers - 3 of 3



<sup>(6)</sup> Article 14(1) of [Regulation \(EU\) 2021/2303](#) of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum.

In agreement with the relevant national authorities, the Agency conducted the pilot phase of the monitoring mechanism in Estonia and the Netherlands. The EUAA will continue monitoring other Member States in the next years, according to its multiannual monitoring programme covering the period 2026–2030.

The Agency also expanded its engagement with EU partners through the recruitment of eight **liaison officers in Member States**, who were deployed in their respective duty stations at the beginning of 2026. This marks the first time the Agency has established a permanent presence in Member States in its horizontal role, beyond operational deployments. By facilitating closer day-to-day engagement with national authorities and providing a central point of contact within the Agency for each Member State, the liaison officers are expected to strengthen information flows and support a more coherent and coordinated approach to the Agency’s work across different areas.

Moreover, in June 2025 the EUAA hosted its **first annual state of asylum conference**, which brought together around 1 000 online and in-person attendees to debate the evolving EU migration and asylum policy agenda.

In the **external dimension**, the EUAA celebrated the 10<sup>th</sup> anniversary of the EU-funded programme EU Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans, implemented in partnership with the European Border and Coast Guard Agency (Frontex), the International Organization for Migration and the UNHCR. Over the past decade, the programme has supported Western Balkan authorities in enhancing migration and asylum governance, in alignment with EU and international standards.

Finally, in 2025 the Agency initiated discussions on the development of capacity-building projects for **Moldova** and **Ukraine**, which are among the Agency’s top-priority third countries.

**Picture 1.** Detail of the entrance hall of the EUAA Academy in Malta





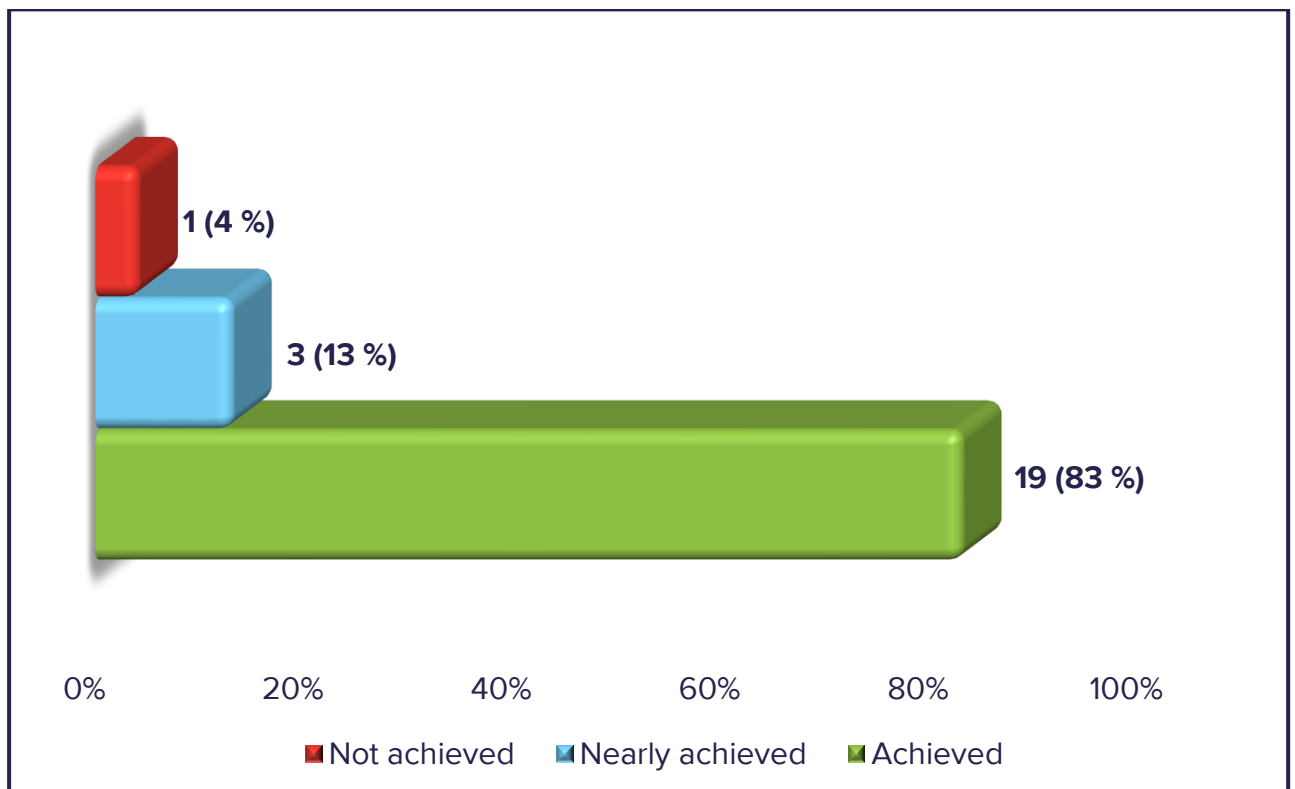
## Part I. Policy achievements of the year

This section summarises the Agency's achievements against its 2025 annual work programme, which was structured around 16 activity areas with **23 predefined objectives and 43 indicators**.

The status of the annual objectives at year-end is categorised according to the following criteria:

- **achieved** = all indicator targets were exceeded or achieved;
- **nearly achieved** = no more than half of the indicator targets were not achieved, while the remaining targets were nearly achieved <sup>(?)</sup>, exceeded and/or achieved;
- **not achieved** = more than half of the indicator targets were not achieved;
- **not measurable** = more than half of the indicators were not measurable or not applicable.

**Figure 4.** Distribution of annual objectives by status in 2025



<sup>(?)</sup> Targets are considered nearly achieved when year-end results are between 80 % and 99 % of the annual target.



**Table 1.** Status of annual objectives in 2025, by activity area

Activity areas	Status of annual objectives			
	Achieved	Nearly achieved	Not achieved	Not measurable
Operational support	3	0	0	0
Training and professional development	7	0	0	0
Asylum knowledge	7	0	0	0
Horizontal activities	2	3	1	0
<b>Total</b>	<b>19</b>	<b>3</b>	<b>1</b>	<b>0</b>
<b>Percentages</b>	83 %	13 %	4 %	0 %

Compared with 2024, the percentage of achieved objectives increased from 81 % to 83%. No variations were observed in the percentage of nearly achieved objectives (13 %), while the percentage of not achieved objectives increased from 3 % to 4 %. No objectives were categorised as not applicable (3 % in 2024).

## 1.1. Operational support

### 1.1.1. Operational and technical assistance

**Objective 1.** To provide timely and effective operational and technical assistance to Member States to respond to pressure on their asylum and reception systems and to implement their obligations under the CEAS.

In 2025 the EUAA maintained a broad operational footprint, providing operational and technical assistance to 12 Member States (Belgium, Bulgaria, Cyprus, Germany, Greece, Ireland, Italy, Lithuania, Malta, the Netherlands, Romania and Spain). The Agency supported **nearly 67 000 registrations** and conducted **over 19 000 asylum interviews** in Belgium, Cyprus, Greece, Italy and Romania. Interview support was provided for the first time in Belgium and Italy.

Beyond asylum procedures, the EUAA assistance covered **reception systems**, support to vulnerable applicants (in particular **unaccompanied children**) and activities related to **temporary protection** and **relocation**. This included support for the rapid identification and referral of applicants with special needs, psycho-social support sessions, thematic coordination meetings with managers of reception centres for unaccompanied children, peer exchanges, job shadowing, problem-solving sessions, thematic presentations and job coaching workshops.

The Agency also supported the **registration of applicants for temporary protection** and the collection of **biometric data**, including fingerprints, further reinforcing Member States' capacity to respond effectively to pressure in line with the requirements of the CEAS.



Indicator	Data source	Target 2025	Result	Status
Percentage of operational plans and specific project plans agreed and/or under implementation following approved requests from Member States.	Progress reports	100 %	100 %	Achieved

## 1.1.2. Resettlement and humanitarian admission

**Objective 1.** To support EU+ countries in resettlement, humanitarian admission and complementary pathways to international protection in the EU.

The EUAA organised targeted **coordination meetings and technical exchanges** involving 27 EU+ countries, enabling Member States to compare practices and identify operational solutions in priority areas.

Discussions focused in particular on the implementation of the [Union resettlement framework under the Pact](#), safe pathways for Afghans with a continued focus on challenges and potential solutions and ways to expand the operational support provided by the **EUAA Resettlement Support Facility** in Istanbul. During the reporting year, three meetings of the working group on community sponsorship, information provision and monitoring and evaluation were also held.

Beyond coordination activities, the EUAA provided direct operational assistance by facilitating **22 missions** to the Resettlement Support Facility in Istanbul at the request of 11 EU+ countries. As part of these missions, the EUAA supported resettlement from Türkiye by providing a wide range of services, including logistical arrangements, interpretation, security and information technology (IT) support, as well as pre-departure orientation and preparation.

Indicator	Data source	Target 2025	Result	Status
Number of EU+ countries participating in activities of resettlement, humanitarian admission and complementary pathways to international protection in the EU.	Operational/ administrative records; meeting reports.	12	27	Exceeded
Percentage of EU+ countries requesting and receiving operational support in resettlement, humanitarian admission and complementary pathways to international protection in the EU.	Operational/ administrative records.	80 %	100 %	Exceeded



### 1.1.3. Operational support framework

**Objective 1.** To further develop, maintain and continuously improve the preparedness, methodological, quality and deployment frameworks for planning, design and delivery of operational support.

During 2025, the EUAA enhanced the preparedness and readiness of Member States by supporting the development of their **national contingency plans**. The Agency reviewed 25 such plans and provided specific feedback to five Member States at their request.

The Agency consistently applied its **operational results-based methodology** in the design and implementation of operational activities in 12 Member States and developed an **overarching operations framework** defining the scope and strategic direction of the EUAA operations. In view of the adoption of this framework and following the entry into force of the Pact legislation, a review of the operational methodology was launched to ensure alignment.

In the area of **quality assurance**, the Agency provided substantial support in developing and enhancing operational tools and procedures across operations, both in asylum and reception. Finally, the EUAA successfully implemented the transition to a new call for remunerated external experts, meeting the annual target of **expert deployments** within the EUAA asylum support teams across operations.

Indicator	Data source	Target 2025	Result	Status
Percentage of the Agency’s operations planned and implemented applying the Agency’s operational methodology and tools.	Operations records/project documentation.	100 %	100 %	Achieved
Personnel needs in country operations are met, including via completion of the asylum reserve pool/annual nominations.	Operational deployment system.	Minimum 80 %	84 %	Exceeded
Number of operational tools/procedures/workflows reviewed, developed or enhanced as well as information exchanges facilitated.	Operational records.	24	51	Exceeded



## 1.2. Training and professional development

### 1.2.1. Design and development of the European asylum curriculum

**Objective 1.** To strengthen the European asylum curriculum, ensuring its effectiveness and relevance to the training needs of asylum and reception officials as well as the EUAA's staff and asylum support teams deployed by the EUAA.

Significant progress was made to ensure the relevance and effectiveness of training for asylum and reception officials, EUAA staff and asylum support teams, in line with the Pact.

**Six tailor-made self-paced modules** on the Pact were produced and made available, covering key legislative and procedural developments. In addition, **19 modules were produced** or updated to reflect Pact-related changes and operational needs, including modules on screening, vulnerability, reception conditions, conflict management, inclusion and interviewing, resettlement and country of origin information. All modules were delivered in accordance with the EUAA 2025 training plans and developed under the [training quality assurance framework](#).

These outputs strengthened the coherence, legal accuracy and practical applicability of the European asylum curriculum, ensuring it remains a robust and up-to-date resource supporting EUAA operations and Member States' capacity building.

Indicator	Data source	Target 2025	Result	Status
Percentage of training materials designed, developed, reviewed, produced and made available for use according to the training plans.	Documentation and internal records.	90 %	100 %	Exceeded

### 1.2.2. Delivery of the EUAA's training

**Objective 1.** To plan for and deliver trainer and learner curricula, including professional development activities, based on identified needs and in line with established quality standards.

Through its annual training plans for 2025, the EUAA successfully delivered sessions on European asylum curriculum modules for both learners and trainers. The [EUAA Academy](#) launched its first ever accredited sessions, providing Member State officials with a unique opportunity to receive internationally recognised training in asylum and reception matters.

Support to Member States in the planning, programming and delivery of training as part of the EUAA's permanent and *ad hoc* assistance focused on integrating core components of the European asylum curriculum into national training systems. This support continued to expand in 2025, building on the positive trend observed in 2024. As a result, **a record 87 % of EU+ countries** (27 in total) made use of the European asylum curriculum in 2025, compared to 24 EU+ countries in the previous year.

Moreover, the opening of a **new training centre** in June 2025 marked a major milestone for the Agency and its Academy: this dedicated space will serve as a hub for training and professional development, allowing for more structured, high-quality and consistent learning opportunities.



Indicator	Data source	Target 2025	Result	Status
Overall satisfaction rate of participants.	e-Learning management system.	80 %	89 %	Exceeded

**Objective 2.** To plan for and deliver targeted training and professional development activities to Member States having an operational plan signed with the EUAA, including training for asylum support teams relevant to their duties and function.

Training remained a key component of operational plans agreed with Member States and was successfully delivered in a significant number of operations. In close cooperation with the Member States concerned, the EUAA developed **customised training plans** and delivered training and coaching sessions throughout the year, addressing the needs of both EUAA asylum support teams and national asylum and reception officials.

Member States’ requests for training continued to increase, compared to the already high levels registered in 2024, including tailor-made sessions on the Pact. As a result, a record number of **approximately 9 300 officials participated in EUAA operational training sessions** in 2025, with overall participations increasing by more than 50 % compared to 2024.

Induction, thematic and on-job-coaching sessions delivered by in-house trainers maintained consistently high satisfaction rates.

Indicator	Data source	Target 2025	Result	Status
Overall satisfaction rate of participants.	e-Learning management system.	80 %	90 %	Exceeded

**Objective 3.** To plan for and deliver training to third country national authorities within the framework of the EUAA’s cooperation engagements.

The EUAA continued to contribute to **capacity building in third countries** by providing training support through two main channels:

- a) facilitating the enrolment of national asylum and reception officials in sessions organised by the Agency, under the EUAA 2025 training plan;
- b) organising training sessions at national and regional level to address specific needs identified through regular coordination with third country national authorities. In 2025, this approach was applied in particular to the Prague Process countries, the Western Balkans and the countries participating in the regional pilot project with North Africa.

Overall, national asylum and reception officials from third countries attended a significant number of EUAA training sessions covering topics such as access to the asylum procedure, reception of vulnerable persons, inclusion, as well as other modules of the European asylum curriculum. This confirms the sustained interest already observed in 2024.

Indicator	Data source	Target 2025	Result	Status
Overall satisfaction rate of participants.	e-Learning management system.	80 %	94 %	Exceeded



### 1.2.3. Training quality assurance framework and training monitoring and evaluation

**Objective 1.** To further implement the EUAA’s training quality assurance framework and the ESG, to maintain the licence of the EUAA Academy as an accredited education provider of quality training for asylum and reception officials.

In 2025 the EUAA completed its first full year operating as an **accredited further and higher education provider**, authorised to award recognised qualifications to asylum and reception officials.

Following the implementation of the [training quality assurance framework](#), 30 modules of the European asylum curriculum had obtained accreditation from the Malta Further and Higher Education Authority by the end of 2025. In addition, the EUAA submitted for accreditation its **European master’s in asylum and reception management**. This programme marks a significant progress in the EUAA’s efforts to further professionalise asylum and reception management and promote convergence across Member States. The submission of the master’s programme for accreditation required the expansion of the training quality assurance framework, to ensure a solid framework that caters also for this level.

The EUAA also submitted its policy and procedures on the recognition of prior learning to the Malta Further and Higher Education Authority, ensuring that both formal and informal prior learning is appropriately taken into account when enrolling in EUAA training programmes.

Indicator	Data source	Target 2025	Result	Status
Annual training quality assurance report.	Documentation and internal records.	Satisfactory	Satisfactory	Achieved

**Objective 2.** To provide evidence-based support to continuously enhance training quality for asylum and reception officials, to contribute to convergence in the implementation of the common European asylum system.

Quarterly feedback and tracking reports were produced on time and in line with the annual target. During the year, a substantial number of data requests was managed, supporting an evidence-based approach to training quality. The annual training report was further strengthened with new features and expanded data analysis.

A procurement procedure was launched and a contractor selected to conduct an evaluation of the European asylum curriculum. In addition, work progressed on establishing a **training data governance system**, including the mapping of existing practices and the identification of challenges in the application of a data-driven and evidence-based approach. In parallel, technical requirements were defined for a training needs assessment platform, with steps underway towards the development of a prototype.

These efforts supported the key objective of providing evidence-based training quality improvements and fostering convergence in the implementation of the CEAS.

Indicator	Data source	Target 2025	Result	Status
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Data provision and analysis conducted.	Documentation and internal records	Quarterly insights into training progress and areas for improvement	Four quarterly insights prepared	Achieved
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### 1.2.4. Implementation of a user-centred learning technologies ecosystem

**Objective 1.** Enhance the implementation of the European asylum curriculum and the online user experience, by managing, innovating and expanding the learning technologies ecosystem and providing effective and efficient client relationship management throughout the training cycle.

In 2025, the learning technologies ecosystem was further strengthened and expanded. A major milestone was the investment in **more robust services, improved system performance** and a significantly **more secure learning environment**.

A redesigned registration and enrolment process for national training sessions was introduced, enhancing efficiency and user experience. In parallel, registration and enrolment for accredited modules were fully digitalised, streamlining the end-to-end training cycle for both learners and platform administrators.

Internally, key processes and tools were reviewed and optimised to increase operational efficiency and sustainability. These improvements were essential to effectively manage the rapid growth in training demand, while continuing to provide reliable, high-quality services and effective client relationship management throughout the entire training life cycle.

Indicator	Data source	Target 2025	Result	Status
User satisfaction rate of learning technologies ecosystem.	Feedback form integrated in the learning technologies ecosystem.	80 %	81 %	Exceeded
Percentage of helpdesk requests responded to within three working days.	Ticketing system	80 %	100 %	Exceeded



## 1.3. Asylum knowledge

### 1.3.1. Country information and guidance

**Objective 1.** To provide support to EU+ countries in making accurate, fair and convergent decisions on applications for international protection.

In 2025, the EUAA published **13 country of origin information (COI) reports**, namely on [Bangladesh](#), [Colombia](#), [Iraq](#), [Lebanon](#), Nigeria ([country focus](#) and [security situation](#)), [Russia](#), Somalia ([country focus](#) and [security situation](#)), Sudan ([country focus](#) and [security situation](#)) and Syria ([country focus](#) [March 2025](#) and [July 2025](#)). Additionally, the Agency published 50 COI queries, primarily in support of the EUAA operations. At the request of the Commission, the EUAA further produced 13 COI factsheets on potential safe countries of origin.

**Thirteen COI network meetings** were held and six outreach activities promoting the use of COI products were organised (for Bangladesh, Iraq, Lebanon, Nigeria, Somalia and Sudan), attracting a total of 900 participants. Among those who responded to the post-event survey, 83 % reported using COI products often or occasionally.

The Agency also published **five country guidance documents** on [Iran](#), [Somalia](#), [Sudan](#) and Syria ([interim report](#) and a [comprehensive guidance](#)) and the booklet [Country Guidance: Explained](#), which outlines the general guidance and methodological framework on which the EUAA country documents are based. In December 2025, the EUAA released its annual report on the state of convergence in EU asylum decisions.

**Eleven country guidance network meetings** were organised, including kick-off and final meetings for development and update processes, the country guidance network annual strategic meeting and an *ad hoc* review meeting on Iraq. Additionally, four launch events for newly issued country guidance documents were held in 2025, attracting 960 participants, almost twice as many as in 2024. Among survey respondents, 88 % reported using country guidance documents often or occasionally.

Indicator	Data source	Target 2025	Result	Status
Average satisfaction rate with COI and country guidance network meetings.	Surveys.	80 %	94 %	Exceeded
Increased use of EUAA COI products and country guidance by national competent authorities.	Surveys and meeting reports	80% of EU+ countries indicating using COI and/or country guidance.	86 %	Exceeded

**Objective 2.** To provide support to EU+ countries' authorities in reaching accurate and fair decisions in applications for international protection involving medical grounds.

User satisfaction with medical country of origin information (MedCOI) reports reached 92 % in 2025. This confirms the **operational value of MedCOI outputs** for national authorities, reflecting their reliability, clarity and practical relevance.



**Nearly 1 400 individual requests** were received in the reporting year, exceeding the expected 1 200 by over 15 %, with 99 % of requests addressed.

Network members highlighted the importance of MedCOI reports for ensuring medically sound and legally robust asylum decisions, noting that the timeliness and clarity of MedCOI products significantly support national authorities in managing applications for international protection involving medical grounds.

Information on MedCOI products, methodology and sources can be found on the [MedCOI portal](#).

Indicator	Data source	Target 2025	Result	Status
Percentage of participants in the MedCOI network who report satisfaction with their use of the EUAA’s MedCOI reports.	Annual survey.	80 %	92 %	Exceeded
Percentage of completed responses to individual requests regarding MedCOI.	Statistics from MedCOI database.	90 % (of an expected 1 200 requests per year)	99 %	Exceeded

### 1.3.2. Situational awareness

**Objective 1.** To support the Commission and Member States’ evidence-based decision-making in the implementation of the CEAS through a comprehensive situational picture in the field of asylum and reception.

In 2025, following comprehensive consultations with Member States and other stakeholders, the Agency reached a major milestone with the launch of the [database on international protection in Europe](#). Over 250 thematic sections validated by national authorities are now publicly available.

For the second consecutive year, the processing rate on the [EUAA query portal](#) reached 100 %. Both this result and the technical enhancements introduced to the platform were positively acknowledged by users.

The [EUAA case law database](#) remained a key reference point for asylum-related jurisprudence, with almost 680 cases registered during the year and several analytical reports issued on key topics. In 2025, the database was significantly expanded through the implementation of the **first grant ever awarded** by the EUAA, carried out by Comillas Pontifical University. Under this framework, 400 additional asylum-related judgments were incorporated into the database and two analytical reports on jurisprudence were produced:

1. *Military Service and International Protection in Europe*, published in November 2025;
2. *Jurisprudence on Asylum Pronounced by the European Court of Human Rights in 2024–2025*, finalised in December 2025 and published in January 2026.

The [Asylum Report 2025](#) was presented with streamlined sections adjusted to the main themes of the Pact. These were complemented by country overviews summarising developments in asylum during the reference year, including steps made towards the implementation of the Pact.



Indicator	Data source	Target 2025	Result	Status
Stakeholder satisfaction score on the relevance and usefulness of information and documentation system, query portal, caselaw database and asylum report.	Surveys.	80 %	84 %	Exceeded
Percentage of queries processed yearly in the query portal.	Query portal.	90 %	100 %	Exceeded
Percentage of situational analyses requests from external stakeholders fulfilled.	Record of drafted overviews.	90 %	100 %	Exceeded

**Objective 2.** To support the Commission and Member States' preparedness, policies and operational responses through the production of high-quality situational awareness.

The EUAA delivered a broad range of situational awareness products to address the preparedness needs of the Commission and Member States.

In 2025, the Commission published the first edition of the *European Annual Asylum and Migration Report*, a key deliverable under the Pact, which also draws on quantitative and qualitative data collected through the **EUAA's early warning and preparedness system** data exchange.

The completeness of the data exchange mechanism improved progressively over the course of 2025. This was reflected in the results of the annual survey submitted to the Early Warning and Preparedness System Network, which recorded a 94 % satisfaction rate for the Agency's situational awareness portfolio.

Indicator	Data source	Target 2025	Result	Status
Stakeholders' satisfaction score on the relevance and usefulness of selected situational awareness products.	Surveys and interviews with stakeholders.	80 %	94 %	Exceeded
Percentage of early warning and preparedness system datasets shared by network members.	Internal records.	80 %	93 %	Exceeded

### 1.3.3. Asylum and reception cooperation and guidance

**Objective 1.** To foster the exchange of information, good practices and expertise in the field of asylum and reception between EU+ countries and other stakeholders, to increase quality, efficiency and convergence.

To support the preparedness of EU+ countries' asylum and reception systems for the implementation of the Pact, the EUAA organised **47 thematic meetings, conferences, workshops, specialised webinars** and other collaborative initiatives with the relevant networks of reception authorities and experts in asylum processes, exclusion, Dublin, courts and tribunals



and vulnerability. These events brought together more than 3 000 participants from national authorities and relevant organisations, as well as 270 EUAA staff members.

**Judicial dialogue** on the reform of the CEAS was further strengthened through a series of targeted events, including workshops and webinars, with the active participation of over 800 members of courts and tribunals. A [high-level roundtable on judicial dialogue in the field of international protection](#) was co-organised by the EUAA on 15 and 16 May 2025 in Strasbourg, France, together with the European Court of Human Rights, the Court of Justice of the European Union, the International Association of Refugee and Migration Judges and the Association of European Administrative Judges. Participants emphasised the importance of bringing both European courts together on a regular basis and fostering dialogue with national judges and legal practitioners.

Indicator	Data source	Target 2025	Result	Status
Percentage of practical cooperation activities of the relevant networks (asylum processes, exclusion, Dublin units, reception authorities, vulnerability experts, courts and tribunals), resulting in meeting reports which contain best practices, proposed solutions and action points.	Administrative records/ quarterly.	90 % (total 46 activities)	98 %	Exceeded
Average attendance rate of the network members and representatives of EU+ countries in the networks' activities.	Attendance lists.	80 % of network members attended.	83 %	Exceeded
Average satisfaction rate regarding the expected outcomes among participants to the practical cooperation activities.	Surveys.	80 %	95 %	Exceeded

**Objective 2.** To enhance the quality and effectiveness of asylum procedures and reception systems in the EU+ countries through the implementation of the Agency's practical guides and tools.

In 2025 the Agency developed or updated **27 guidance documents and tools** to support Member State authorities in aligning their practices in key areas, including [registration and lodging of applications for international protection](#), [free legal counselling](#), [audio recording of personal interviews](#), [remote interviews](#), [reception centre management](#), [age assessment](#), family tracing ([part I](#) and [part II](#)) and [soft skills for international protection judges](#).

In addition, the [Operational Standards and Indicators on the Asylum Procedure](#) were updated, including indicators addressing vulnerability-related aspects of the procedure.

**Twenty-two launch events** took place to roll out and disseminate these tools. Their effective implementation was further supported through targeted judicial workshops, conferences and



network meetings, focusing on the application of EUAA guidance and tools in asylum adjudication.				
Indicator	Data source	Target 2025	Result	Status
Percentage of practical tools, guidance, operational standards and judicial analyses developed/updated and published as planned in consultation with the respective networks.	Products published on the website and/or network platform	90 %	90 %	Achieved
Percentage of outreach initiatives in support of the tools' dissemination implemented in Member States according to the target of 14.	Administrative records of planned and executed outreach initiatives.	90 %	100 %	Exceeded
Percentage of technical support and capacity building activities implemented in Member States where the EUAA has an agreed operational plan.	Administrative records.	90 %	100 %	Exceeded
Percentage of guidance, tools, standard operating procedures, workflows, templates and quality feedback reports on the core asylum processes developed, updated or reviewed as planned in consultation with the relevant networks.	Tools and reports made available to operations.	90 % of planned deliverables	100 %	Exceeded

### 1.3.4. Monitoring the operational and technical application of the CEAS

#### Objective 1. To fully roll out the implementation of the EUAA monitoring mandate

In accordance with its [multiannual monitoring programme for the period 2026–2030](#), the Agency conducted in 2025 its **first two pilot monitoring exercises**, in Estonia and the Netherlands.

The exercises covered the operational and technical application of all aspects of the CEAS, in accordance with Article 14 and Article 15(1)(a) of the EUAA Regulation <sup>(8)</sup>. They were launched on 13 January 2025 and included on-site visits by teams composed of EUAA, Commission and Member State experts, with the UNHCR participating as an observer, from 2 to 13 June in Estonia and from 16 to 27 June in the Netherlands.

The pilot exercises were concluded in October 2025 with the finalisation of the monitoring reports. The operationalisation of the monitoring mechanism in light of the Pact represents a crucial opportunity to address identified challenges and continue investing in robust and

<sup>(8)</sup> [Regulation \(EU\) 2021/2303](#) of the European Parliament and of the Council of 15 December 2021 on the European Agency for Asylum repealing Regulation (EU) No 439/2010.



resilient national asylum systems, while ensuring compliance with the requirements and procedural guarantees for applicants for international protection stemming from the EU *acquis*.

Indicator	Data source	Target 2025	Result	Status
Two pilot exercises in 2025 to be 100 % implemented	Internal documentation.	100 %	100 %	Achieved

## 1.4. Horizontal activities

### 1.4.1. Communication

**Objective 1.** The Agency is a primary reference for media reporting on asylum in the EU.

The EUAA continued to receive substantial media coverage in 2025, with reporting focused on asylum trends, country of origin information and country guidance publications. The Agency replied to close to 240 press enquiries and was referenced in over 7 400 articles, with a potential cumulative reach of almost 17 billion readers.

On 18 June 2025 the EUAA hosted its **first conference on the state of asylum**, further consolidating its role as a key reference point on international protection in the EU. Coordination and liaison with national communication counterparts were also strengthened through the [Communication Multipliers Network](#).

The entry into application of [Regulation \(EU\) 2024/900](#) on the transparency and targeting of political advertising introduced new restrictions on the promotion of social media content, which had a noticeable impact on the Agency’s social media reach. The EUAA is assessing mitigating measures in cooperation with the Commission.

Indicator	Data source	Target 2025	Result	Status
Monthly average social media reach.	Social media analytics.	6 million.	3.3 million	Not achieved
Reach of mentions of the Agency in the press.	Meltwater analytical tool.	14 billion.	16.7 billion	Exceeded

### 1.4.2. Organisational management and sustainability

**Objective 1.** To enable Agency alignment with sustainability principles by improving environmental performance and staff well-being, and building a resilient and cyber-secure ICT infrastructure.

The actions undertaken to improve the Agency's **environmental performance** are building solid foundations for further implementation. An environmental management policy and framework are expected to be in place by mid-2026, together with a plan of measures that could be undertaken in the medium to long term.

The staff engagement survey conducted in 2025 showed a remarkable **30 percentage point increase** in the score related to staff well-being, compared to 2023. While the results are not fully comparable due to a change in the structure of the survey, the upward trend suggests

positive perceptions of the well-being initiatives implemented by the Agency over the past two years.

In 2025 the Agency achieved significant progress in **complying with the requirements of the Cybersecurity Regulation** <sup>(9)</sup>. A cybersecurity maturity and risk assessment was carried out as per Article 7 of the regulation and the ICT and Cybersecurity Board adopted three key measures aimed at a) strengthening identity and access control, b) securing endpoints and field operations and c) reinforcing security governance and awareness across the organisation (Article 8).

In addition, a cybersecurity plan was approved by the Executive Director, in accordance with Article 9 of the regulation, and cybersecurity training activities were further deployed to increase staff awareness.

Indicator	Data source	Target 2025	Result	Status
The Agency has an environmental policy and a plan for emissions reduction in place.	Internal documents.	100 %	90 %	Nearly achieved
Percentage of staff trained on / made aware of cybersecurity.	Internal documents.	80 %	100 %	Achieved
Percentage improvement in staff satisfaction survey scores (focusing on well-being related questions) compared to previous survey.	Staff engagement survey.	Increase of 2 percentage points compared to the 2023 result (35 %)	65 %	Exceeded

### 1.4.3. Protection of fundamental rights

**Objective 1.** To set up appropriate mechanisms that reinforce the protection of fundamental rights in all of the Agency's activities.

Under the guidance of the Fundamental Rights Officer, the Agency established structured procedures for the **submission of observation reports and the implementation and monitoring of relevant follow-up actions**. These procedures are designed to ensure that fundamental rights-related risks and issues identified in operational contexts are addressed in a consistent and effective manner.

While some delays occurred in the follow-up of certain observation reports, this was partially linked to the novelty of the procedures and the need to operationalise them across the Agency. The approach put in place has nevertheless laid the foundations for a more systematic and sustainable reinforcement of fundamental rights protection in operational contexts.

Since the appointment of the Fundamental Rights Officer, in May 2023, the Agency has progressively strengthened its mechanisms to support the consistent integration of fundamental rights considerations across its activities. In 2025, further steps were taken to consolidate these mechanisms and embed fundamental rights more structurally within the Agency's areas of work.

<sup>(9)</sup> [Regulation \(EU, Euratom\) 2023/2841](#) of the European Parliament and of the Council of 13 December 2023 laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union.

Indicator	Data source	Target 2025	Result	Status
Percentage of observations to internal stakeholders acted upon/followed up.	Internal report.	100 %	50 %	Not achieved

### 1.4.4. European and international cooperation

**Objective 1.** To maintain and, where necessary, enhance relations with stakeholders ensuring coordination and cooperation.

The EUAA continued to strengthen relations with its stakeholders to raise awareness of its work and inform policy making across a broad range of areas. This engagement was reflected in a **high number of meetings held or attended with the Agency’s key stakeholders**, particularly with Member States, EU institutions, including the European Parliament, the Council and the Commission, justice and home affairs agencies, civil society organisations, international organisations and third countries.

Furthermore, the Agency was requested to contribute to various strategic documents, both in view of the implementation of the Pact and in support of broader policy making. These include discussion papers for key Council meetings and other strategic reports.

**Eight liaison officers** were onboarded, with hosting or administrative arrangements concluded as necessary. In addition, substantial progress was achieved in concluding new cooperation frameworks, including with Frontex, the Fundamental Rights Agency and Eurostat.

In 2025, the **Consultative Forum** continued its exchanges with the EUAA across multiple areas of work, including activity planning, fundamental rights, training, information and analysis, country of origin information, vulnerability, legal counselling, monitoring and Pact implementation. The Forum implemented 29 activities, ranging from meetings and consultations to the provision of advice and feedback to the Executive Director and the Management Board.

The **Third Country Cooperation Network** met three times in different configurations. Information exchanges and coordination within the network were facilitated by two Agency-operated tools: a database of asylum and reception-related projects implemented by different stakeholders in support of relevant third countries, and overviews of asylum and reception systems in partner third countries. In 2025, The Agency maintained its **bilateral roadmaps for cooperation** with eight partner third countries.

Indicator	Data source	Target 2025	Result	Status
Number of stakeholder requests received in which the Agency is invited to speak and/or contribute, e.g., to a seminar, conference, policy, technical or academic meeting.	Internal records (stakeholder contact management)	370	445	Exceeded
Number of knowledge management tools/techniques, including in support of the network, under development, in place or updated.	Operational/ administrative records, reports; business cases developed.	2	2	Achieved

Satisfaction of the members of the Consultative Forum and the Agency in relation to the dialogue and information exchange through the Forum.	Annual survey.	70 %	69 %	Nearly achieved
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**Objective 2.** To support further development of asylum and reception capacities in the Western Balkans, Türkiye, the Middle East and North Africa and Niger, as well as in other countries/regions as appropriate.

Under the Instrument for Pre-Accession Assistance, the EUAA continued supporting **Western Balkans' partners** in view of their EU accession path. Officials from the region were trained through 32 modules of the European asylum curriculum. Activities focused on strengthening capacities in the use of country of origin information, providing expert advice for the development of tools for asylum and reception procedures and supporting standards for persons with special reception needs. Together with Frontex, the Agency assisted **Albania** in developing its contingency plan for mixed migration flows, which was approved by its government in December 2025.

In **Türkiye**, despite delays in the approval of the new roadmap for cooperation, the EUAA implemented several bridging activities in the first half of 2025, including a workshop on conducting resettlement interviews and a thematic meeting on country of origin information. In June 2025, the new roadmap was endorsed by both the Agency and the Turkish authorities, allowing for the implementation of two additional activities during the year.

Under the 2024 bilateral roadmap for cooperation with **Egypt** and within the framework of the Neighbourhood, Development and International Cooperation Instrument-Global Europe, the Agency supported Egyptian authorities in strengthening their asylum system through six capacity-building activities.

Following the conclusion, in June 2025, of the regional pilot project for North Africa, the EUAA launched, in November 2025, the **regional protection project for the Southern Neighbourhood**, co-funded by Denmark. The project aims to ensure sustained support in the area of protection across the region, with 25 capacity-building activities on asylum and reception planned over the next five years. Algeria, Egypt, Libya, Morocco and Mauritania are participating in the project, along with 12 Member States providing technical expertise.

The Agency initiated the development of capacity-building projects for **Moldova** and **Ukraine**. These are expected to be implemented in 2026, subject to the conclusion of contribution agreements under the [Moldova Facility](#) and the [Ukraine Facility](#), respectively.

Bilateral cooperation with **Niger** has been on hold following the *coup d'état* in 2023. Given the political developments, the EUAA-Niger roadmap, originally due to conclude in February 2024, has effectively lapsed and there is currently no active cooperation.

Indicator	Data source	Target 2025	Result	Status
Percentage of planned activities implemented in the Western Balkans, Türkiye, the Middle East and North Africa region and Niger.	Operational and administrative records; periodical activity reports and final project	80 %	100 %	Exceeded

	reports sent to the Commission (externally funded projects only).			
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### 1.4.5. Executive Director’s key performance indicators

<b>Objective 1.</b> To effectively implement the work programme with allocated human and financial resources.				
With an execution rate of 99 % of commitment appropriations in the reporting year, the Agency maintained, for the second consecutive year, its <b>highest recorded level of budget implementation</b> .				
The overall <b>post occupancy rate</b> , covering temporary agents, contract agents and seconded national experts, reached 90 %.				
Indicator	Data source	Target 2025	Result	Status
Budget implementation.	Quarterly reports.	≥ 95 %	99 %	Achieved
Recruitment plan implementation.	Quarterly monitoring reports.	≥ 80 %	90 %	Achieved

**Picture 2.** The EUAA Executive Director at the first EUAA state of asylum conference





## Part II. (a) Management

### 2.1. Management Board

The EUAA Management Board held four ordinary meetings in 2025: in March, June, September and November. Two extraordinary Management Board meetings were convened in February and March. The Executive Board met before each ordinary Management Board meeting (in February, May, September and October).

In 2025 the Management Board adopted or endorsed the following items, among others:

- *Practical Guide on Nationality*;
- EUAA 2025 communication plan;
- *EUAA Medical Country of Origin Information (MedCOI) Methodology*;
- Country guidance documents on Somalia, Sudan and Syria (interim report and comprehensive guidance);
- *Practical Guide on Exclusion for Acts of a Terrorist Nature*;
- *Asylum Report 2025*;
- annual programme 2026 for monitoring the operational and technical application of the Common European Asylum System (Management Board Decision No 183).

In the context of the implementation of the EUAA Pact programme, the Management Board adopted the following items:

- *Practical Guide on Family Tracing (Part I and Part II)*;
- *Guidance on Remote Interviews*;
- *Practical Guide on Membership of a Particular Social Group*;
- *Practical Guide on the Audio Recording of Personal Interviews*;
- *Practical Guide on Age Assessment*;
- *Practical Guide on Free Legal Counselling*;
- *Operational Standards and Indicators on the Asylum Procedure*;
- *Revised Early warning and Preparedness System (EPS) Technical Guide*;
- *Practical guide on the registration and lodging of applications for international protection*;
- *Practical Guide on Access to the Asylum Procedure*;
- *Practical Guide on the Management of a Reception Centre*.

The Management Board discussed the following **significant risk** and **control issues**:

- operational challenges related to the implementation of mechanisms for the **deployment of experts** and to the **use of interpretation services**;
- increasing number of **requests from Member State for technical equipment**, combined with the absence of a harmonised approach, clear safeguards and defined exit plans, which might lead to inefficient management of the Agency's assets and resources;



- the risk that the cybersecurity framework may not be implemented effectively or in a timely manner, thereby increasing **vulnerability to cyberattacks**, operational disruption, data-related threats and regulatory non-compliance, due to tight deadlines and low cybersecurity maturity;
- follow-up on the implementation of **delayed corrective actions** relating to important recommendations stemming from an Internal Audit Service audit report issued in 2021 (details provided in section 2.8. (a) 1.);
- follow-up on **ex post controls recommendations** and corrective actions (see Annex IX).

## 2.2. Major developments

The year was marked by the Agency's continued support to Member States and the Commission in **preparations for the Pact**. This resulted in a significant workload, including the development of around 40 products, the delivery of training, the organisation of workshops and the provision of operational support on the ground.

In 2025, the Agency operationalised important novelties introduced by the EUAA Regulation: **eight liaison officers to the Member States** were recruited and undertook extensive pre-deployment training. Once deployed in early 2026, they will be instrumental in facilitating two-way communication with Member States and contributing, among other tasks, to the promotion of the application of Union law on asylum. Moreover, it conducted the **first two pilot monitoring exercises**, in Estonia and the Netherlands.

The inauguration of the **EUAA Academy premises**, in June, represented another major development of 2025.

Finally, the EUAA gradually **phased out 20 of the remaining 60 short-term contract agents** allocated to the Agency as a temporary measure in response to Russia's war of aggression against Ukraine.

## 2.3. Budgetary and financial management

### 2.3.1. Information transmitted currently in the report on the budgetary and financial management (Art 103 FFR)

According to [revision 1 of the 2025–2027 single programming document](#), the EU subsidy included in the EUAA's 2025 budget amounted to EUR 239.7 million in commitment and payment appropriations.

With [amendment 2 to the 2025–2027 single programming document](#), adopted by the Management Board on 30 September 2025, the EU subsidy was reduced by EUR 48 million in commitment appropriations and by EUR 45 million in payment appropriations, with the corresponding amounts returned to the Commission. As a result, **the EU subsidy amounted to**



**EUR 191 737 310 in commitment appropriations and EUR 194 737 310 in payment appropriations.**

The following resources were also added to the EUAA's 2025 budget:

- annual contributions from Schengen-associated countries, amounting to EUR 9 591 617;
- the second instalment under the contribution agreement financed by the Neighbourhood, Development and International Cooperation Instrument–Global Europe (NDICI-GE), amounting to EUR 171 377;
- the fourth instalment under the contribution agreement financed by the Instrument for Pre-Accession Assistance (IPA) for the project EU Regional Support to Protection-sensitive migration management systems in the Western Balkans–Phase III, amounting to EUR 1 183 216.

The additional revenue deriving from contribution agreements (Title 4) was not fully quantifiable at the time of adopting the amendment and was therefore entered in the EUAA budget as a generic p.m. token <sup>(10)</sup>.

**Breakdown of 2025 revenue (including non-EU budget sources)**

In 2025, the Agency's revenue was composed as follows:

- subsidy from the EU budget and its accrued interests;
- contributions from Schengen-associated countries, namely Iceland, Liechtenstein, Norway and Switzerland, and their accrued interest;
- the second instalment under the NDICI-GE-funded contribution agreement;
- the fourth instalment under the IPA-funded contribution agreement for the implementation of the project EU regional support to protection-sensitive migration management systems in the Western Balkans-Phase III;
- the first instalment under the IPA-funded contribution agreement for the project EU regional support to protection-sensitive migration management systems in the Western Balkans-Phase IV;
- interest income accrued from contributions provided by Czechia and Denmark.

**Table 2.** Revenue per fund source, excluding amounts carried over from previous years (figures rounded to the next full number)

Budget title	Fund source	Description	Revenue in the budget (€)	Revenue after defining pm tokens (€)	Revenue received (€)	Remaining balance (€)
2	IC1	Subsidy from the EU budget	194 737 310	194 737 310	194 737 310	0

<sup>(10)</sup> P.m. stands for *pro memoria* and indicates that an amount may be assigned to the budget, even if it is not clear what that amount would be, or if it would exist at all.



Budget title	Fund source	Description	Revenue in the budget (€)	Revenue after defining pm tokens (€)	Revenue received (€)	Remaining balance (€)
3	IR1	Contributions from Schengen-associated countries	9 591 617	9 591 617	9 591 617	0
4	IR1	Other contributions (including accrued interest)	1 354 593	6 362 782	6 362 782	0
5	IC1/IC4/ IC41/ IR1	Other income/ recovery of expenses, interest income	0	1 175 636	1 158 705	16 931
<b>Total income (€)</b>			<b>205 683 520</b>	<b>211 867 345</b>	<b>211 850 414</b>	<b>16 931</b>

The revenue received from voluntary contributions in ‘other contributions’ include EUR 34 088 of accrued interests, collected in 2025 and generated by the corresponding funds deposited in the Agency’s bank account.

### Expenditure in 2025

In 2025 the Agency implemented **99 % of commitment appropriations and 93 % of payment appropriations stemming from the EU subsidy**, thereby exceeding and achieving the targets set in the relevant governance indicators (95 % and > 90 % respectively) <sup>(1)</sup>.

The following tables show the overall execution of commitment appropriations and payment appropriations in 2025, broken down by budget title and fund source <sup>(2)</sup>. This latter can correspond to different categories, as outlined below:

1. C1: funds from the EU subsidy;
2. C4: funds recovered in 2025;
3. C5: funds recovered in 2024;
4. C8: funds automatically carried over from previous years;
5. R0: external assigned revenue.

<sup>(1)</sup> Management Board Decision No 71 on governance monitoring indicators and quarterly reporting.

<sup>(2)</sup> The fund source defines the origin of the appropriation.



**Table 3.** Execution of commitment appropriations per budget title and fund source (figures rounded to the next full number)

Budget title	Fund source	Budgeted CA (€)	Executed CA (€)	Executed CA (%)
Title 1 - Staff expenditure	C1	64 467 669	63 800 359	99 %
	C4	29 507	-	0 %
	C5	39 077	39 077	100 %
	C8	971 210	898 332	92 %
	R0	1 978 324	1 274 130	64 %
Total Title 1 (€)		67 485 787	66 011 898	98 %
Title 2 – Infrastructure and operating expenditure	C1	24 492 392	22 724 159	93 %
	C4	1 875	-	0 %
	C5	145	145	100 %
	C8	5 105 613	4 747 251	93 %
	R0	3 878 682	1 438 292	37 %
Total Title 2 (€)		33 478 707	28 909 847	86 %
Title 3 – Operational expenditure	C1	102 777 249	102 720 483	100 %
	C4	3 591	-	0 %
	C5	8 977	8 977	100 %
	C8	28 941 480	27 698 226	96 %
	R0	59 019 804	14 095 076	24 %
Total Title 3 (€)		190 751 101	144 522 762	76 %
Title 4 – Other external projects	R0	11 292 551	5 605 495	50 %
Total Title 4 (€)		11 292 551	5 605 495	50 %
<b>Total CA (€)</b>		<b>303 008 146</b>	<b>245 050 002</b>	<b>81 %</b>

**Legend.** CA = commitment appropriations.

**Table 4.** Execution of payment appropriations per budget title and fund source (figures rounded to the next full number)

Budget title	Fund source	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1 - Staff expenditure	C1	64 467 669	62 171 637	96 %
	C4	29 507	-	0 %
	C5	39 077	39 077	100 %
	C8	971 210	898 332	92 %
	R0	1 978 324	161 847	8 %



Budget title	Fund source	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Total Title 1 (€)		67 485 787	63 270 893	94 %
Title 2 – Infrastructure and operating expenditure	C1	24 492 392	18 631 015	76 %
	C4	1 875	-	0 %
	C5	145	145	100 %
	C8	5 105 613	4 747 251	93 %
	R0	3 878 682	142 412	4 %
Total Title 2 (€)		33 478 707	23 520 823	70 %
Title 3 – Operational expenditure	C1	105 777 249	100 061 988	95 %
	C4	3 591	-	0 %
	C5	8 977	8 977	100 %
	C8	-	-	0 %
	R0	59 019 804	2 366 445	4 %
Total Title 3 (€)		164 809 621	102 437 410	62 %
Title 4 – Other external projects	R0	11 292 551	1 972 096	17 %
Total Title 4 (€)		11 292 551	1 972 096	17 %
<b>Total PA (€)</b>		<b>277 066 666</b>	<b>191 201 222</b>	<b>69 %</b>

**Legend.** PA = payment appropriations.

#### a) Execution of the EU subsidy

Commitment appropriations from the EU subsidy increased from EUR 164.68 million in 2024 to **EUR 191.74 million** in 2025 (+16 %), while the payment appropriations from the EU subsidy increased from EUR 171.68 million in 2024 to **EUR 194.74 million** in 2025 (+13 %) <sup>(13)</sup>.

**Table 5.** Summary of EU subsidy's execution (figures rounded to the next full number)

Budget title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	64 467 669	63 800 359	99 %	64 467 669	62 171 637	96 %
Title 2	24 492 392	22 724 159	93 %	24 492 392	18 631 015	76 %
Title 3	102 777 249	102 720 483	100 %	105 777 249	100 061 988	95 %
<b>Total (€)</b>	<b>191 737 310</b>	<b>189 245 001</b>	<b>99 %</b>	<b>194 737 310</b>	<b>180 864 640</b>	<b>93 %</b>

**Legend.** CA = commitment appropriations; PA = payment appropriations.

<sup>(13)</sup> Figures reflect amounts following the 2024 and 2025 budget amendments.



## b) Execution of external assigned revenue

External assigned revenue (R0 credits) is allocated to Titles 1, 2 and 3 and corresponds to funds received from Iceland, Liechtenstein, Norway and Switzerland provided in 2025 or carried over from 2024, together with their accrued interest.

The funds in Title 4 correspond to:

- the fourth instalment received in 2025, together with the instalments carried over from 2024, under the contribution agreement for the implementation of the action EU Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans-Phase III (2022–2026);
- the second instalment received in 2025, together with the instalments carried over from 2024, under the NDICI-GE-funded contribution agreement for the project Enhancing the Protection Space for Asylum Seekers and Refugees in Egypt (2023–2026);
- the first instalment received in 2025 under the contribution agreement for the implementation of the action EU regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans-Phase IV, whose implementation is expected to start on 1 January 2027;
- the instalments relating to voluntary contributions from Czechia and Denmark, including accrued interest carried over from 2024 and interest accrued in 2025.

**Table 6.** Execution of R0 credits in 2025 (figures rounded to whole numbers)

Budget title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	1 978 324	1 274 130	64 %	1 978 324	161 847	8 %
Title 2	3 878 682	1 438 292	37 %	3 878 682	142 412	4 %
Title 3	59 019 804	14 095 076	24 %	59 019 804	2 366 445	4 %
Title 4	11 292 551	5 605 495	50 %	11 292 551	1 972 096	17 %
<b>Total (€)</b>	<b>76 169 361</b>	<b>22 412 993</b>	<b>29 %</b>	<b>76 169 361</b>	<b>4 642 800</b>	<b>6 %</b>

**Legend.** CA = commitment appropriations; PA = payment appropriations.

### C1 credit commitments for actions extending for more than one financial year

Article 6(5) of the Agency's financial regulation provides that 'commitment appropriations shall cover the total cost of the legal commitments entered into during the financial year ...' <sup>(14)</sup>.

Appropriations are cancelled if not used by the end of the financial year for which they were entered, unless they are carried over to the following financial year in accordance with the relevant rules.

<sup>(14)</sup> EASO Financial Regulation, 14 August 2019, available [here](#).





### **Non-differentiated C1 appropriations carried over (C8) from 2025 to 2026**

Non-differentiated C1 appropriations (Title 1 and Title 2) corresponding to obligations duly contracted during the financial year are carried over automatically to the following financial year and become C8 appropriations, together with the respective payment appropriations <sup>(15)</sup>.

A total of **EUR 5 721 866** was carried over from 2025 to 2026 in Titles 1 and 2.

### **Differentiated C1 appropriations carried over (C8) from 2025 to 2026**

Differentiated C1 appropriations (Title 3) corresponding to obligations duly contracted during the financial year are carried over automatically to the following financial year and become C8 appropriations, without the corresponding payment appropriations <sup>(16)</sup>.

A total of **EUR 30 356 721** was carried over from 2025 to 2026 in Title 3, of which EUR 13 723 203 corresponds to a carry-over from 2024 to cover payments for ongoing multi-annual contracts/legal obligations.

### **Overview of non-differentiated and differentiated C1 appropriations carried over (C8) from 2025 to 2026**

Most of the funds automatically carried over from 2025 to 2026 concern staff training and temporary worker expenses in Title 1; building and information and communication technology-(ICT) related expenses in Title 2; expenditure related to temporary workers, deployed experts, events, interpretations, translations and various consultancy services in Title 3.

### **Budget transfers**

In 2025, the Executive Director adopted six decisions for transferring appropriations according to the provisions of Article 26 of the Agency's financial regulation. Of these, one was made within the same budget title (from one chapter to another and from one budget item to another) and five between budget titles (both within the threshold of 10 % of the appropriations for the year, shown on the line from which the transfer was made).

The Executive Director informed the Management Board, at its meetings, of all transfers made, in compliance with Article 26(4) of the Agency's financial regulation.

Details are provided in Annex II.

### **Payment performance and interest on late payments**

Most payments must be executed within 30 calendar days from receipt of the relevant invoice. Contractors may claim interest for late payments.

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<sup>(15)</sup> In non-differentiated appropriations, commitment and payment appropriations are equal and linked.

<sup>(16)</sup> In differentiated appropriations, commitment and payment appropriations are not equal and not linked.



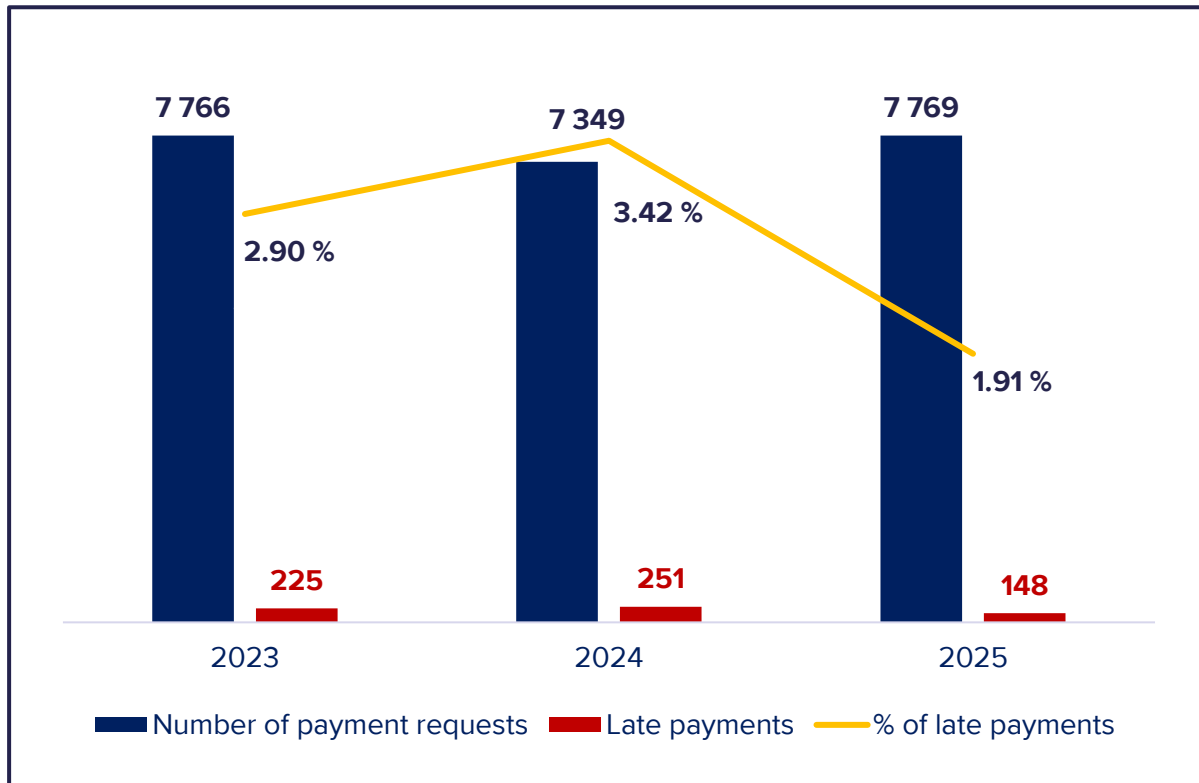


In 2025, the Agency executed 11 911 payments, of which 7 769 were eligible for calculating payment delays (i.e. payments including a due date).

Out of these 7 769 payments, 148 were late, corresponding to a 1.91 % late payment rate.

In 2025, the EUAA paid no interest for late payments.

**Figure 5.** Payment performance evolution between 2023 and 2025



**Table 7.** Procurement procedures in 2025

Types of procurement procedure	Numbers of units	Percentage out of total
Open procedures	20	39 %
Negotiated procedures for middle value contracts (at least five candidates invited)	6	12 %
Negotiated procedures for low value contracts (at least three candidates invited)	5	10 %
Negotiated procedures for very low value contracts (at least one candidate invited)	18	35 %



Types of procurement procedure	Numbers of units	Percentage out of total
Competitive procedures with negotiation (point 12 of Annex I to Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council)	0	0 %
Negotiated procedure without prior publication of a contract notice (point 11 of Annex I to the Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council)	2	4 %
<b>TOTAL</b>	<b>51</b>	<b>100 %</b>

### **EUAA grants awarded**

In 2025, the EUAA awarded its **first-ever grant**. With a value of EUR 50 000, it funded a 9-month project aimed at **expanding the EUAA case law database**.

On 18 December 2025, the Agency launched a call for proposals to fund **up to three projects**, with a total budget of EUR 300 000. The awarded grants will support EU+ countries in building the capacities of asylum and reception officials through the European asylum curriculum.

### **2.3.2. Information on grants, contribution agreements and service-level agreements**

The Agency's support to third countries continued to benefit from EU funding through contribution agreements and voluntary financial contributions from EU+ countries.

In December 2025, the Agency signed a new contribution agreement with the Commission's Directorate-General for Enlargement and Eastern Neighbourhood. The agreement secured EUR 5 million in co-financing under the Instrument for Pre-Accession Assistance for the **fourth phase of the project Regional Support to Protection-Sensitive Migration Management in the Western Balkans**, scheduled to start in 2027. Meanwhile, the third phase of the same project and its corresponding agreement was extended at no cost for the duration of 2026.

The Agency's **support to Egypt** was financed under the Neighbourhood, Development and International Cooperation Instrument through a contribution agreement with the Commission's Directorate-General for the Middle East, North Africa and the Gulf.

During 2025, the Agency concluded the implementation of the regional pilot project for North Africa and Niger, which included voluntary and earmarked contributions from Czechia and Denmark, and started implementing a **regional project for the Southern Neighbourhood**, co-financed by Denmark with an amount of EUR 3 million for a 5-year period (2024–2029).

Upon request of the EU Delegation to **Ukraine** and the EU Delegation to **Moldova**, and in coordination with the Commission, the Agency worked in 2025 on the development of capacity-building projects to support both countries. These projects are expected to start in



2026, subject to the finalisation of the corresponding contribution agreements providing co-funding under the Ukraine Facility and the Moldova Facility, respectively.

Details on contribution agreements and service-level agreements are provided in Annex VI.

### 2.3.3. Control results

The Agency's **internal control framework** is designed on the basis of the [2013 Internal Control-Integrated Framework](#) of the Committee of Sponsoring Organisations of the Treadway Commission (COSO). It provides reasonable assurance to the Executive Director that the following internal control objectives are achieved:

- a) effectiveness, efficiency and economy of operations;
- b) reliability of reporting;
- c) safeguard of assets and information;
- d) prevention, detection, correction and follow-up of fraud and irregularities;
- e) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes, as well as the nature of the payments concerned <sup>(17)</sup>.

The functioning of the internal control framework and the achievement of the above-mentioned objectives is gauged through **internal control self-assessment exercises**.

The 2025 internal control self-assessment exercise was conducted in the first quarter of 2026 using the same methodology applied in the previous reporting periods. It was mainly implemented through the review of the:

- results for internal control monitoring criteria;
- exceptions and non-compliances;
- financial *ex post* controls;
- reports from the European Court of Auditors and the Internal Audit Service;
- risk register and the Agency's antifraud activities.

Results include relevant developments in the Agency's internal control systems implemented in the first quarter of 2026. The internal control self-assessment identified **six new internal control deficiencies**, which are recorded in the Agency's register of deficiencies and corrective action plan (Annex IX).

At the time of writing this report, the register included 75 corrective actions: 29 are in progress and require further follow-up, while 46 were assessed as implemented by the first quarter of 2026. The Agency continues to follow up on the implementation of corrective actions in progress.

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<sup>(17)</sup> Article 30(2) of the [Commission Delegated Regulation \(EU\) 2019/715 on the framework financial regulation](#).



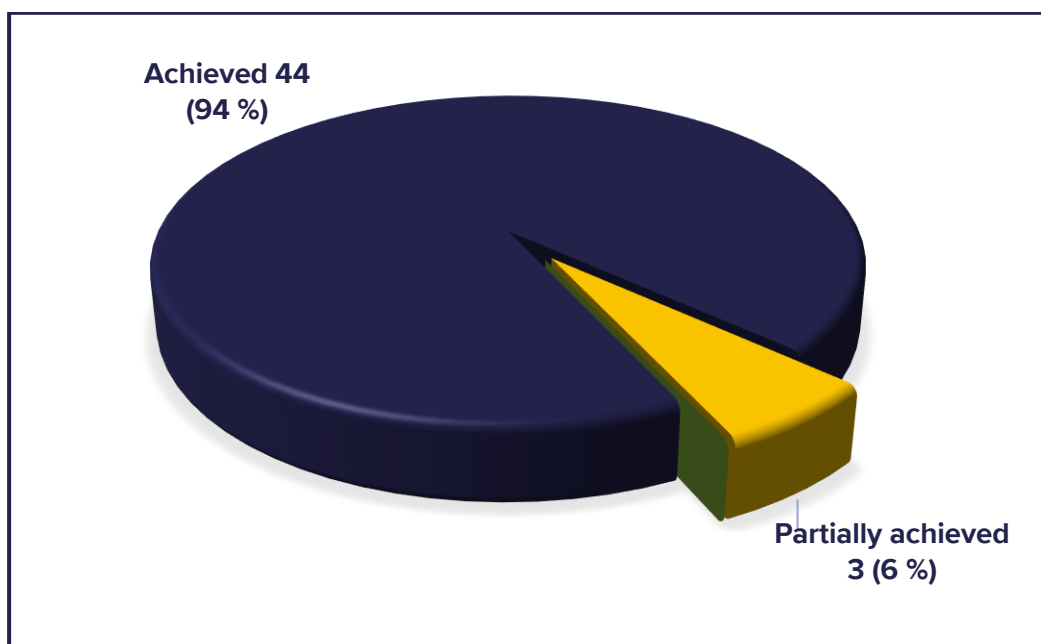
### (a) Results for internal control monitoring criteria

The Agency revised the internal control monitoring criteria as part of the 2025 internal control self-assessment exercise. The criteria are aligned with examples provided by the Commission's Directorate-General for Budget, as the most commonly used and recommended in the Commission's management plans.

In 2025 the Agency assessed 47 internal control monitoring criteria, 19 of which were based on the findings of the biennial staff engagement survey.

The assessment's results are shown in the figure below.

**Figure 6.** Status of internal control monitoring criteria in 2025



Partially achieved criteria relate to:

- staff perception of how changes are managed within the Agency;
- staff participation in decision-making;
- implementation of security controls in the EUAA's accrual-based accounting system (ABAC).

Regarding the first two criteria, the Agency is identifying corrective actions to be integrated into the action plan for the implementation of the human resource strategy.

As for the third criterion, recent *ex post* control checks suggest that the full implementation of a new Executive Director decision on delegation of financial authority (see Section 2.4.) is expected to ensure compliance with ABAC security controls by the third quarter of 2026.

Detailed results are available in Annex X.



### (b) Exceptions and non-compliances

These events refer to deviations from procedures requiring individual follow-up. If approved before an action is taken (*ex ante*), such deviations are called ‘**exceptions.**’ If, on the contrary, they are detected after an action is taken (*ex post*), they are defined ‘**non-compliances.**’ Both events can be due to errors, flaws, internal control weaknesses or red flags of fraud.

The Agency’s control activities provide reasonable assurance that:

- I) all instances of overriding of or deviations from controls are documented in exception or non-compliance reports;
- II) all instances of overriding of or *ex ante* deviations from controls are approved by the Executive Director;
- III) approved events are recorded in the register of exceptions and non-compliances;
- IV) agreed corrective actions are implemented in a timely manner.

The Agency prepares monthly reports and trend analyses on the number and typology of exceptions and non-compliances, while the implementation of corrective actions is monitored on a quarterly basis.

A total of 27 exceptions and 4 non-compliances were documented and authorised by the Executive Director in 2025. They concern payments amounting to EUR 697 895.01, corresponding to 0.37 % of the payment appropriations executed by the Agency during the year.

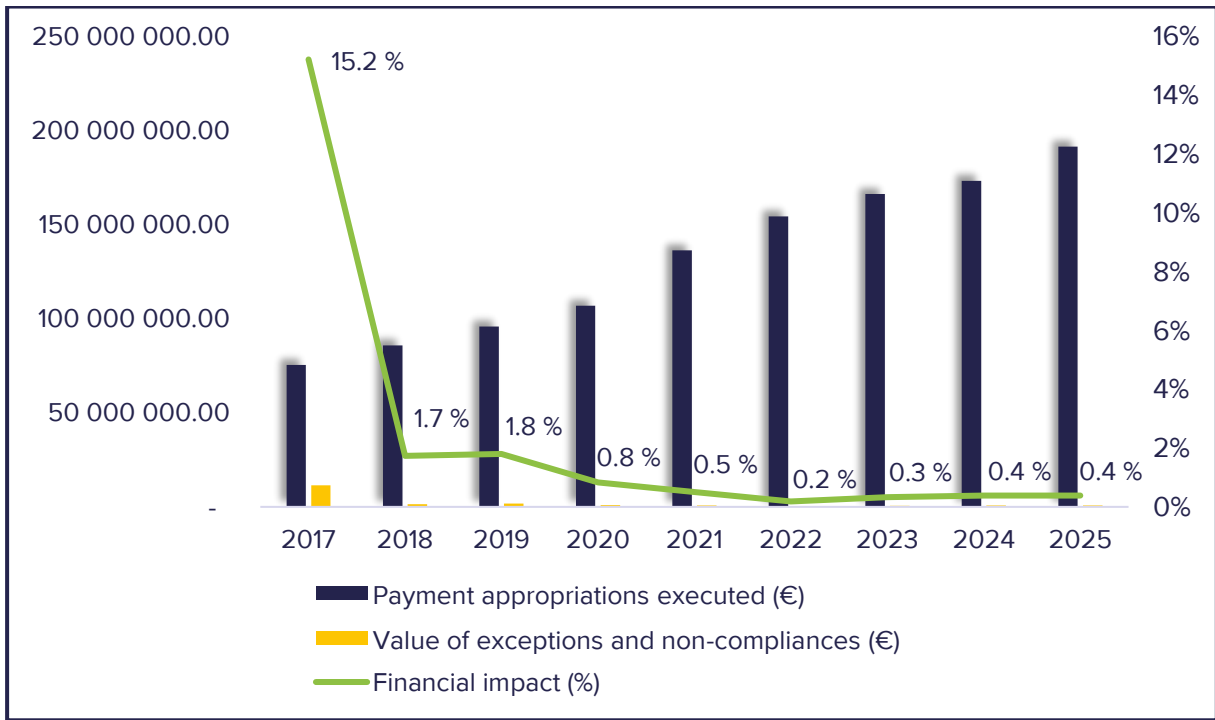
The financial impact of these deviations decreased slightly (from 0.38 % of executed payment appropriations in 2024 to 0.37 % in 2025) <sup>(18)</sup>, while their number increased, when compared to the 25 exceptions and 2 non-compliances documented in 2024.

The value of registered exceptions and non-compliances did not reach the quantitative materiality criterion of 2 % of executed payment appropriations. Therefore, the Executive Director did not issue any reservation for this consolidated annual activity report.

<sup>(18)</sup> The ratio is calculated by dividing the total value of exceptions and non-compliances by the payment appropriations executed in the particular financial year. In **2017**: EUR 11 458 803.95/EUR 75 390 655.13; in **2018**: EUR 1 481 220.07/EUR 85 666 273; in **2019**: EUR 1 721 998.44/EUR 95 740.025; in **2020**: EUR 890 167.16/EUR 106 751 137; in **2021**: EUR 685 237.27/EUR 136 213 596.76; in **2022**: EUR 284 149.56/EUR 154 247 726.91; in **2023**: EUR 554 884.72/EUR 166 115 711.12; in **2024**: EUR 657 078.52/EUR 173 090 645.94; in **2025**: EUR 697 895.01/ 191 201 221.46.



**Figure 7.** Financial impact of exception and non-compliance events in the Agency between 2017 and 2025



**(c) Financial ex post controls**

In 2025, a risk-based approach was applied to define a sample of transactions and procurement operations for financial *ex post* controls, covering the period up to mid-November 2025. A dedicated report on the financial *ex post* controls for the financial year 2025 was drafted and endorsed by senior management in March 2026.

The results of this exercise included **2 observations and 10 corrective actions**, newly identified as part of the 2025 *ex post* controls exercise, which are incorporated in the register of deficiencies and corrective actions plan, available in the Agency’s website (see Annex IX).

After reviewing the progress made in addressing the corrective actions issued in the previous financial *ex post* control report, the Agency’s considered 4 out of 16 pending corrective actions to have been implemented in 2025. Moreover, following a proposal from its Internal Control and Compliance Unit, the Agency decided to discontinue two pending corrective actions <sup>(19)</sup>. As a result, at the time of drafting this report only 10 corrective actions stemming from the previous financial *ex post* controls remain in progress. Of these, four required the postponement of their initial target completion dates.

<sup>(19)</sup> 1) Ensuring that information within the existing Legal Commitment Kernel feature is accurate and up to date and  
 2) Human Resources Unit to implement a structured process to monitor staff participation to training, record discrepancies, assess the financial impact.

**Table 8.** Observations and corrective actions resulting from 2025 financial *ex post* controls

No	Observation	Internal control principle affected	Severity of observation at draft report stage <sup>(20)</sup>	Number of open corrective actions <sup>(21)</sup>	Re-assessed severity at final report stage <sup>(22)</sup>
1	Use of unqualified electronic signatures in documents establishing legal commitments and related findings	11	Major	7	Moderate
2	Long-term mission management controls and recovery procedures	7	Major	3	Moderate
<b>Total new corrective actions</b>				<b>10</b>	

#### (d) Reports from the European Court of Auditors and the Internal Audit Service

Full audit results are presented in Sections 2.7. and 2.8. of this report. There are no irregular payments affecting the financial year 2025.

#### (e) Risk register and the Agency's antifraud activities

The Agency's **central risk register** action plan covering significant and critical risks is regularly monitored by the Management Board. By the end of 2025, **100 % of risk responses were implemented** in a timely manner.

The EUAA's **fraud risk register** action plan, annexed to the anti-fraud strategy, is regularly monitored and reported to the Management Board. It is also published on the [EUAA website](#). At the end of 2025, **88 % of risk responses had been effectively implemented**.

In 2025, the Agency made further efforts to enhance staff awareness of anti-fraud activities. As a result, by the end of the reporting year 95 % of extended management and 73 % of non-managerial staff had been trained on the internal control framework, including fraud prevention).

The assessment of internal control principles 1 and 8 presented in Section 3.2.1. provides information on the measures taken in the area of fraud prevention.

<sup>(20)</sup> Severity proposed by the Internal Control Coordinator at the time when the observation was issued (1. Minor/Desirable - 2. Moderate/Important - 3. Major/Very important - 4. Critical/Significant).

<sup>(21)</sup> As at the time of writing this consolidated annual activity report.

<sup>(22)</sup> Severity re-assessed by senior management based on the state of play of corrective actions and other controls in place mitigating the identified risks.

## 2.3.4. Costs and benefits of controls

### *Ex post* controls

The cost of *ex post* controls was measured by considering the relevant guidance from the Commission's Directorate-General for Budget <sup>(23)</sup>.

To this end the Agency determines the full-time equivalents (FTEs) allocated to *ex post* controls and, subsequently, calculates their cost in monetary terms. As per the above-mentioned guidance, the workload assessment is based on an estimate of the working time spent on *ex post* control activities and professional judgement.

The cost of *ex post* controls <sup>(24)</sup> in the reporting period was estimated at 2.5 FTEs, corresponding to EUR 248 159.025 <sup>(25)</sup>. This represents **approximately 0.26 % of the value of the 92 operations sampled** for financial *ex post* controls. The total amount of these operations was EUR 95 988 633.11.

The EUAA compared the total cost of *ex post* controls to:

- the coverage of the controls executed (for example number of financial operations, amounts etc);
- the workload complexity (by defining clusters and risks profiles to decide the expertise and intensity of controls needed);
- the financial *ex post* control results' benefits, measured in terms of corrective actions, their state of implementation and the estimated amounts receivables (if any);
- other similar controls (such as implementing an internal audit capability) to determine the added value of maintaining the present approach with an internal *ex post* control capability, or on the contrary identify other control needs.

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<sup>(23)</sup> Guidance on the estimation, assessment and reporting on the cost-effectiveness of controls, Directorate-General for Budget, updated edition, December 2021.

<sup>(24)</sup> Both general and financial *ex post* controls.

<sup>(25)</sup> This assessment is based on an average annual cost per staff member of EUR 99 263.61, multiplied by 2.5 FTEs.

**Table 9.** Summary of cost-effectiveness indicators of the overall *ex post* controls exercise on financial year 2025 and the first quarter of 2026

Overall cost-effectiveness indicator per <i>ex post</i> control area <sup>(26)</sup>	Estimated number of person-days	Cost (FTEs) <sup>(27)</sup>	Coverage of <i>ex post</i> controls <sup>(28)</sup>	Benefits in terms of open and/or implemented corrective actions
Financial <i>ex post</i> controls	347	1.335	92 operations/ EUR 95 988 633.11	11 open corrective actions
Follow up activities	65	0.309	16 <sup>(29)</sup>	4 implemented and 2 discontinued corrective actions
Internal control self-assessment exercises	178	0.85	17 internal controls principles	36 implemented, 4 discontinued and 22 in progress corrective actions, 4 new deficiencies for financial year 2025
Total	590	2.5	NA	

Senior management identified the following benefits of *ex post* controls at the EUAA:

- avoidance of reputational damage by reducing the number of audit findings. For example:
  - o since the introduction of *ex post* controls in 2020, the EUAA has significantly strengthened its governance and internal control systems, reflected in consecutive unqualified opinions from the European Court of Auditors (2020–2024) and the Internal Audit Service (2021–2024).
  - o observations from the European Court of Auditors have decreased significantly, with no new observations reported in 2025 for the 2024 financial year;
- several corrective actions arising from *ex post* controls result in efficiency gains that compensate for the cost of controls, such as recovery orders or the optimisation of processes and procedures;
- increased assurance regarding compliance and the reliability of reporting;
- further reduction of the risk of fraud;
- change management approach based on stakeholders' feedback;
- more targeted and proportionate control approach, resulting in reduced operational impact for auditees compared to broader external audit processes;

<sup>(26)</sup> Referring to *ex post* control results endorsed by senior management in the first quarter of 2026.

<sup>(27)</sup> 1 FTE = 210 days per year. If one staff member works on *ex post* control activities for 50 days in a year, the formula is  $50/210 = 0.24$  FTEs.

<sup>(28)</sup> Coverage is assessed in terms of workload and, when applicable, amounts managed.

<sup>(29)</sup> From the 2022 financial *ex post* controls, the 2021 and 2022 internal control self-assessments and the report on the validation of accounting systems.



- the possibility to involve *ex post* controllers in the execution of other control activities, including advice for developing *ex ante* controls, as well as in the implementation of corrective actions.

The analysis of the total cost compared to the benefits demonstrates the efficiency of *ex post* controls in identifying, monitoring and implementing corrective actions. Therefore, senior management concluded that the risk-based *ex post* controls strategy strikes the right balance between the principles of efficiency, effectiveness and economy.

### **Ex ante controls**

The Agency is in the process of further defining *ex ante* controls. Their cost effectiveness will be periodically assessed and reported on.





## 2.4. Delegation and sub-delegation of the powers of budget implementation to the Agency's staff

In accordance with Article 41 of the Agency's financial regulation, **the Executive Director, as the authorising officer, may delegate the powers of budget implementation** to Agency staff and set relevant limits.

The delegatee may, with the explicit agreement of the Executive Director, sub-delegate the powers received.

Delegations and sub-delegations maintain their validity until revoked or until the employment contract of a delegatee or sub-delegatee ends. Moreover, delegated and sub-delegated powers must be confirmed when organisational changes affect the reporting lines or if a delegatee or sub-delegatee changes assignment.

The **powers delegated by the Executive Director** to the Deputy Executive Director and to the heads of centre concern all budget titles and are limited only by the amounts available under those titles. By contrast, **sub-delegations** are restricted to specific budget items and thresholds, taking into account the role of the staff concerned.

All authorising officers by delegation and sub-delegation receive appropriate training, commit to act in accordance with the principles of legality, regularity, effectiveness, efficiency and economy and must report once a year to their respective delegating officer. The authorising officers by delegation and sub-delegation shall also report on potential problems encountered and the remedies proposed.

All instances of control overrides or deviations from established processes and procedures are logged in a central register and documented in dedicated reports.

The accountability of authorising officers by delegation and sub-delegation is also enhanced by financial *ex ante* and *ex post* controls, audits, external evaluations, periodic risk management exercises and by the availability of whistleblowing reporting channels.

In August 2025, **the Executive Director adopted a new decision** on the delegation of financial authority and nominations to carry out tasks related to budget implementation. The decision enhanced the efficiency and effectiveness of delegations, nominations and access rights to the Agency's accrual-based accounting system (ABAC).



## 2.5. Human resources management

### 2.5.1. Major human resources developments

In 2025, the Agency had a total of **670 staff posts available**, of which 581 <sup>(30)</sup> were filled by the end of the year.

**Twenty operational short-term contract agent posts** were gradually phased out in 2025 to align staffing levels with the posts authorised by the budgetary authority, as reflected in the relevant financing decision <sup>(31)</sup>.

**Figure 8.** Filled and available staff posts by category as at 31 December 2025

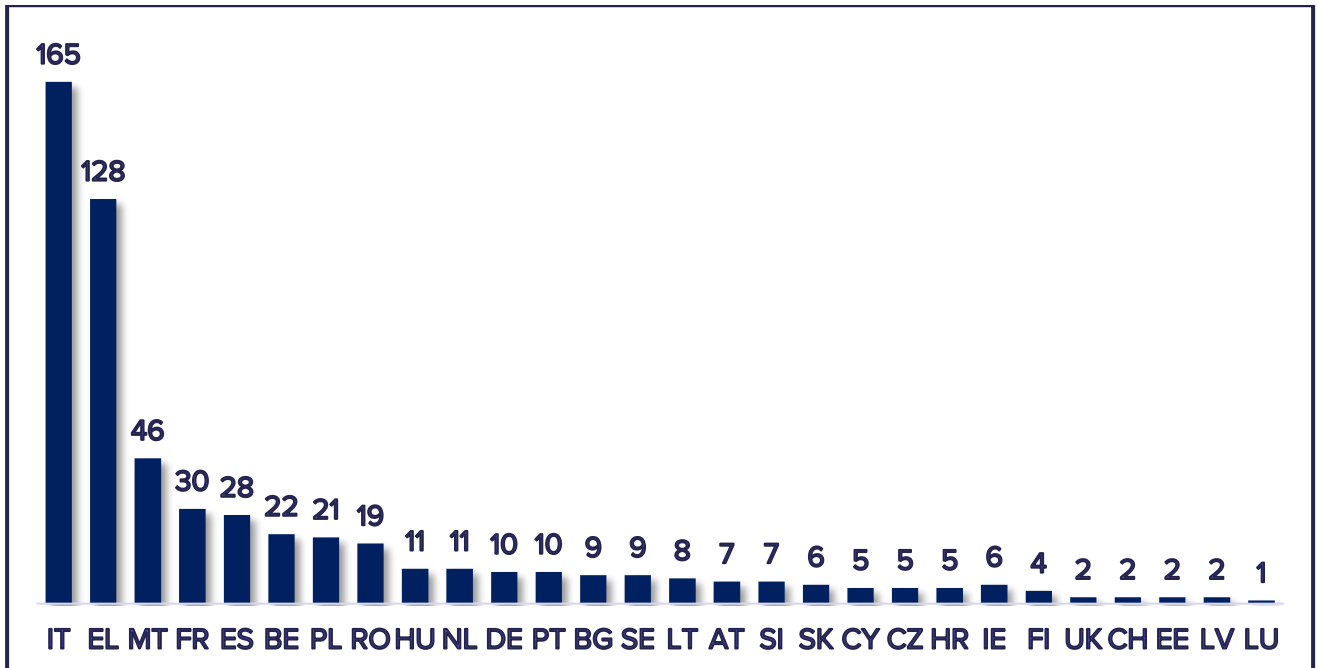


<sup>(30)</sup> This figure includes posts that, as at 31 December 2025, had been offered to the selected candidates and for which an employment contract had not been signed yet.

<sup>(31)</sup> See [EUAA 2025–2027 single programming document](#), Annex IV, Table 10(A).



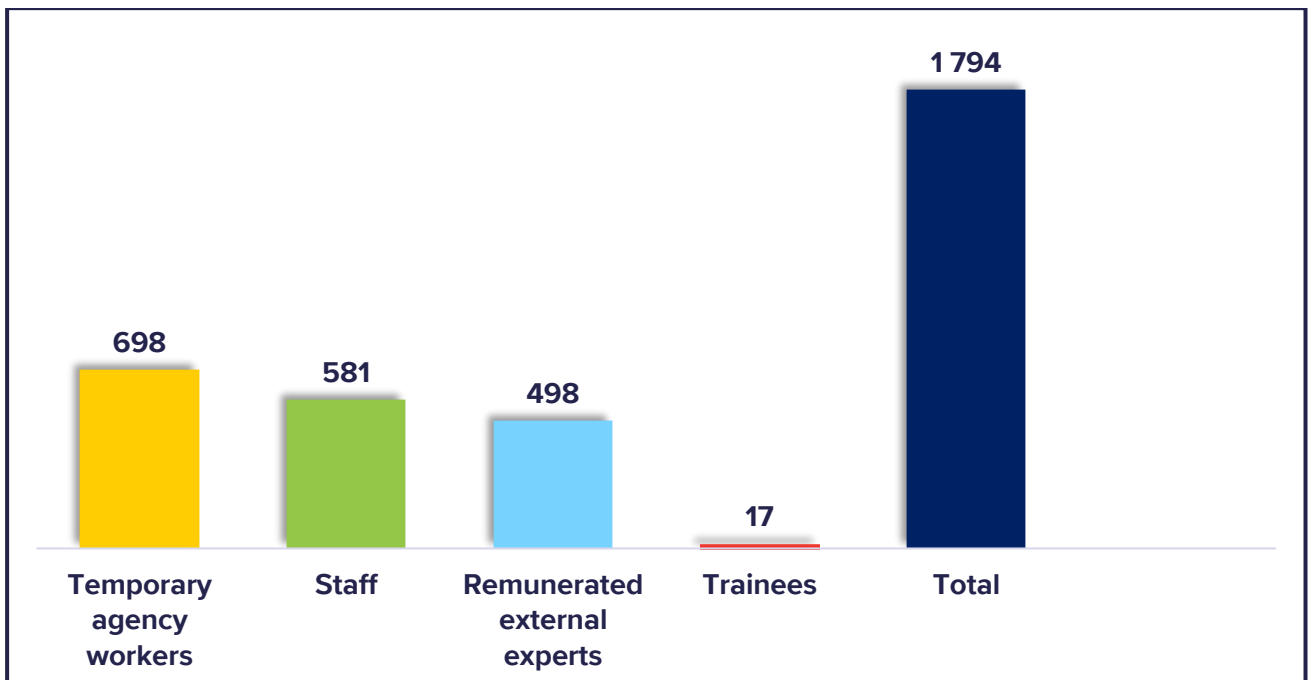
**Figure 9.** Breakdown of filled staff posts by nationality as at 31 December 2025



*Legend.* See Eurostat glossary for country codes.

In addition to its staff, the Agency relies on **remunerated external experts** and **temporary agency workers**. The latter are engaged via recruitment agencies and provide valuable assistance, especially in delivering timely and effective operational and technical assistance to Member States.

**Figure 10.** Headcount of EUAA personnel, including remunerated external experts, temporary agency workers and trainees, as at 31 December 2025



In 2025, the EUAA continued the implementation of its **multiannual human resource strategy** <sup>(32)</sup>, which revolves around three goals:

1. attracting the right talent;
2. managing, developing and supporting staff;
3. encouraging staff well-being and a positive work environment.

### **Attracting the right talent**

In 2025, the EUAA improved the **onboarding process** to ensure smooth administrative procedures and support swift and effective integration of new staff. Enhancements included more efficient communication with incoming personnel, the development of welcome guides for all EUAA locations, relocation support services, streamlined induction training and the introduction of supporting tools, such as digitalised materials and a user-friendly newcomer hub, designed to store and provide access to relevant information.

Additionally, the Agency started the drafting of guidelines to enhance internal mobility, with a view to retaining staff and fostering their professional development.

### **Managing, developing and supporting staff**

In 2025 the EUAA implemented numerous initiatives to streamline data management and human resources services. The Agency completed the **testing of all Sysper** <sup>(33)</sup> **modules** in view of their possible onboarding and deployed a Sysper-compatible application enabling the extraction of data, the production of statistics and the generation of reports. Moreover, it began implementing a module that will allow staff to access their electronic personnel file directly through Sysper.

In October 2025, a user-friendly **ticketing system** for staff was launched, enabling efficient and timely follow-up of individual requests.

The Agency continued to offer a wide range of learning and development opportunities, including internal and external training, managerial development programmes, coaching and tailored learning solutions responding to organisational and individual needs.

In 2025, a comprehensive **training catalogue** was published, providing staff with enhanced visibility of learning pathways, available training options and career development opportunities. The catalogue supports a more structured and transparent approach to skills development across the organisation. In addition, a **hybrid induction training model** was launched, combining in-person or online sessions with self-paced onboarding modules available on the EU Learn platform. The introduction of multimedia learning materials, including a series of videos, further modernised the training options, enhancing accessibility, flexibility and staff engagement.

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<sup>(32)</sup> Decision of the Executive Director No 86 of 4 December 2023.

<sup>(33)</sup> Sysper is the Commission's human resources management information system. It supports personnel administration and performance assessment.



Finally, the Agency continued the preparatory actions for the transition to the Commission's **human resources transformation programme**, planned for 2027. The programme provides a framework for aligning human resources strategies with operational execution, leveraging new technologies and building a more modern and streamlined human resources management system.

### Encouraging staff well-being and a positive work environment

Staff well-being is a cross-cutting organisational priority, supported through a variety of dedicated initiatives. The Agency offers a **broad learning portfolio**, including targeted programmes on stress management and conflict resolution, training on ethics, respect and dignity, diversity and inclusion, as well as sessions organised by the Joint Sickness Insurance Scheme and the Paymaster Office. Continuous awareness-raising activities are also delivered via the EU Learn platform.

Open dialogue at all levels is actively encouraged through targeted internal communication initiatives and information and awareness sessions.

In 2025, **medical services** provided at the headquarters in Malta included annual medical check-ups and access to an in-house doctor. In addition, psychological support services and three expert-led sessions on health and preventive care were made available to all staff. These initiatives promote early detection, encourage preventive practices and equip staff with practical knowledge to manage their overall wellbeing.

Furthermore, the Agency continued to promote healthy lifestyles and work-life balance by offering **financial contributions for physical activity** and **ergonomic home-office equipment**, along with flexible working arrangements that enable staff to integrate well-being into their daily routines. Taken together, these initiatives reflect the Agency's commitment to being a responsible employer, ensuring a safe, supportive and health-conscious working environment.

### Flexitime and compensatory leave scheme

In 2025, a total of **1 888 recuperation days** (15 100 hours) were authorised as part of the flexitime regime, which allows days of leave to be granted as compensation for accrued extra hours of work. The number of recuperated hours represents 12 % of the total accrued recoverable extra hours in 2025 (127 979 hours).

**Table 10.** Number of recuperation days authorised in 2025 <sup>(34)</sup>

Staff category/grade	Flexitime recuperation days in 2025
<b>Temporary agents - administrators</b>	
AD 15	0
AD 13	0
AD 12	0
AD 11	0

<sup>(34)</sup> Recuperation days taken by temporary agents in grade 9 and above refer to staff members not receiving managerial allowances, in compliance with rules in force.



Staff category/grade	Flexitime recuperation days in 2025
AD 10	7.5
AD 9	39
AD 8	287.5
AD 7	239.5
AD 6	191.5
AD 5	145.5
<b>Temporary agents - assistants</b>	
AST 6	20.5
AST 5	87
AST 4	156.5
AST 3	191.5
AST 2	15
AST 1	0
<b>Contract agents</b>	
FG IV 17	1.5
FG IV 16	54.5
FG IV 15	82
FG IV 14	119
FG IV 13	26.5
FG III 11	11
FG III 10	76.5
FG III 9	90.5
FG III 8	6.5
FG II 6	9.5
FG II 5	16
<b>Seconded national experts</b>	<b>13</b>
<b>Total number of recuperation days</b>	<b>1 887.5</b>

## 2.5.2. Implementing rules adopted in 2025

The following implementing rules were adopted:

- Management Board Decision No 173 of 22 January 2025 on the application by analogy of Commission Decision C(2022) 1715 of 24 March 2022 on home leave for officials, temporary staff and contract staff serving in a third country and repealing Commission Decision C(2013) 9035 final of 16 December 2013;
- Management Board Decision No 175 of 22 January 2025 on the application by analogy of Commission Decision C(2021) 8179 of 16 November 2021 laying down general implementing provisions regarding the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union;
- Management Board Decision No 180 of 16 May 2025 laying down general implementing provisions on the conduct of administrative inquiries and disciplinary proceedings.



### 2.5.3. Results of the screening/benchmarking exercise

The EUAA is committed to maintaining an optimal ratio between its operational and non-operational personnel.

The 2025 job screening exercise showed an increase in the proportion of operational job types when compared to 2024, maintaining a strong ratio of operational (80 %) to administrative personnel (13 %).

Annex IV provides details per category and sub-category of job types. The screening exercise was carried out according to the 2014 Commission methodology for agencies' job screening.

## 2.6. Strategy for efficiency gains

In 2025 the EUAA launched an **optimisation programme** with the objective of enhancing organisational efficiency and improving overall service delivery across the Agency. The programme, which includes several projects and fast-track actions, is expected to end by 31 December 2026.

The Agency also introduced **MiPS+ (mission processing system plus)**, a Commission platform supporting the administrative and financial workflows related to staff missions. The tool improved efficiency by transferring to the Paymaster Office several tasks that were previously carried out by the Agency. These include the review of mission claims, the issuance of payment requests and the provision of technical assistance to staff on mission.

The EUAA remained actively engaged in the **Justice and Home Affairs Agencies Network** and in the **EU Agencies Network**. Participation in various subnetworks, working groups, workshops and task forces enabled the Agency to exchange good practices and deepen its knowledge across a broad range of topics.

A good example of joint efforts enhancing efficiency and generating resource savings is the pilot project on **joint recruitment procedures**. This project aims at establishing common reserve lists of successful candidates among EU home affairs agencies: the EUAA, the European Border and Coast Guard Agency (Frontex), the European Union Drugs Agency (EUDA), the European Union Agency for Law Enforcement Cooperation (Europol), the European Union Agency for Law Enforcement Training (CEPOL), the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA).

In this context, the EUAA took the lead in a **joint selection procedure** to establish a shared reserve list for administrative assistants. The procedure will be conducted by the EUAA on behalf of the participating EU agencies, with the vacancy notice expected to be published in 2026.

Finally, the EUAA took part in the 3<sup>rd</sup> edition of the **staff visit programme** for justice and home affairs agencies: it hosted 16 staff members from other agencies and seconded 19 EUAA staff



to peer organisations. This initiative facilitated the exchange of experiences and enhanced mutual understanding of working methods across agencies, thereby contributing to achieve efficiency gains.

## 2.7. Assessment of audit results during the reporting year

### 2.7.1. Internal Audit Service and internal audit capability

The Internal Audit Service of the Commission is the internal auditor of the Agency. It assesses the accomplishment of the following objectives:

- a) promoting appropriate ethics and values within the organisation;
- b) ensuring effective organisational performance management and accountability;
- c) effectively communicating risk and control information to relevant organisational entities.

In 2025 the Internal Audit Service did not issue any new audit reports, but carried out a risk assessment leading to the revision of the strategic internal audit plan. An audit engagement is scheduled for 2026 to provide assurance to the Management Board and the Executive Director in the areas of procurement and contract management.

### 2.7.2. European Court of Auditors

The European Court of Auditors (the Court) is the external auditor of the Agency and focuses on financial reporting and the implementation of the EU budget and policies.

On 29 January 2026, following its audit mission conducted in the last quarter of 2025, the Court issued a clearing letter confirming that no preliminary findings had been identified. A second audit mission took place between 23 and 27 March 2026.

All quantifiable observations from previous audit cycles have been closed. In its report for the financial year 2024, the European Court of Auditors did not issue any new observations. The only outstanding issue is a non-quantifiable observation concerning the calculation of contributions from Schengen-associated countries to the EUAA budget. However, implementing the related corrective action requires agreement among those countries on the interpretation proposed by the Court.

The Court's final report on the Agency's annual accounts for the financial year 2025 is expected in October 2026.

## 2.8. (a) Follow up of recommendations and action plans for audits

In 2025 the EUAA followed up on important recommendations arising from three audit reports issued by the Internal Audit Service (IAS).



None of the recommendations were classified as very important or critical. Accordingly, the IAS concluded that the internal control systems in place in the areas assessed were adequately designed and effectively and efficiently implemented, in compliance with the applicable regulatory framework and guidelines for EU bodies.

The state of play of the important outstanding recommendations, as determined on the basis of the Agency's internal control self-assessment and, where available, the IAS assessments, is presented below.

### **Human resource management and ethics in EASO (2020)**

On 8 September 2025, the IAS issued a final note <sup>(35)</sup> confirming the closure of the only outstanding recommendation concerning resource needs and sourcing strategy from the 2020 audit report on human resource management and ethics <sup>(36)</sup>.

The auditors concluded that the '... EUAA has established a comprehensive competence framework, aligning required skills with available human resources. The Agency has also developed a sourcing strategy, factoring in cost-efficiency, availability and legal compliance. Job descriptions of staff and technical profiles of interim workers and experts are maintained and updated ...'.

### **IT governance and IT project management in EASO (2021)**

The report contained five important recommendations, including one relating to project risk management, for which the Agency has already implemented the corresponding corrective actions.

Based on the assessment implemented in the first quarter of 2026, the corrective actions related to the other four important recommendations <sup>(37)</sup> are significantly delayed, with completion expected by the end of 2026.

The EUAA took into account the IAS note to the Management Board and the Executive Director, which requested the Agency to consider the impact of unmitigated residual risks associated with outstanding recommendations <sup>(38)</sup>.

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<sup>(35)</sup> IAS note of 8 September 2025 Follow-up of an outstanding recommendation from the audit on human resources management and ethics in the European Asylum Support Office (EASO) Note on audit conclusions (Ares(2025) 7402727).

<sup>(36)</sup> Ref. Ares (2020) 7244708 of 1 December 2020.

<sup>(37)</sup> 1. The Agency should reinforce its IT governance framework; 2. The Agency should improve the value delivery of IT; 4. The Agency should strengthen the governance of its IT projects; 5. The Agency should improve the management of its projects.

<sup>(38)</sup> IAS note of 25 February 2026 on Internal Audit Service (IAS) contribution to the 2025 Consolidated Annual Activity Report process of the EUAA Ref Ares ((2026) 2113819).



**Table 11.** Status of outstanding recommendations from the Internal Audit Service’s 2021 audit on IT governance and IT project management in EASO

Recommendation	Status	New expected date of implementation
1. The Agency should reinforce its IT governance framework	In progress	Last quarter of 2026
2. The Agency should improve the value delivery of IT	In progress	Last quarter of 2026
4. The Agency should strengthen the governance of its IT projects	In progress	Last quarter of 2026
5. The Agency should improve the management of its projects	In progress	Last quarter of 2026

The EUAA has been operating in a continuously evolving environment and, since 2021, has faced multiple competing priorities combined with limited resources. These include, *inter alia*, newly mandated activities, such as the establishment and implementation of a monitoring mechanism, the appointment of liaison officers in Member States and of a fundamental rights officer, as well as the need to respond to emergencies and prepare for the implementation of the Pact.

Significant progress has nevertheless been made in addressing the above-referred recommendations through a project for the establishment of an **Agency-wide framework for portfolio, programme and project management**. This project has delivered a new project management methodology and proposed specific measures, such as the establishment of a centralised project management office and of a project governance board, to strengthen the overall project and programme governance structure at organisational level, extending beyond information technology (IT).

However, the effective operationalisation of such measures requires additional resources. Taking into account the Agency’s competing priorities and the auditors’ conclusion that the Agency ‘has adequately designed and overall efficiently and effectively implemented IT governance and project management controls to ensure an optimal use of ICT resources while meeting business expectations’, the residual risk associated with postponing the full implementation of the corrective actions relating to these recommendations, while not yet fully mitigated, has been assessed as moderate.

Resources initially allocated to complete the follow-up on the above recommendations have been reprioritised towards more critical activities, notably those supporting Member States in view of the implementation of the Pact.

The closure of these recommendations has therefore been postponed until the end of 2026.



## Human resources management and ethics in the EUAA (2024)

On 23 September 2024 the Internal Audit Service issued a final audit report on human resources management and ethics <sup>(39)</sup> in the EUAA.

The audit aimed to assess the adequacy of the design and the effectiveness and efficiency of the processes related to the management of human resources and ethics at the Agency. It also aimed to ensure that the Agency's human resource-related decisions and procedures comply with the regulatory framework and guidelines for EU bodies.

The audit report recognises the EUAA's efforts in promoting social dialogue and active participation and commitment of the staff committee, the preparedness of the onboarding process for newly recruited personnel and the integration of the legal team into key human resource processes, such as appraisal or ethical matters.

The **auditors did not issue any very important or critical recommendations**. Overall, they concluded that the existing internal control systems for human resources management and ethics are adequately designed and effectively and efficiently implemented, in compliance with the regulatory framework and guidelines for EU bodies.

**Table 12.** Status of outstanding recommendations from the Internal Audit Service's 2024 audit on human resources management and ethics in the EUAA

Recommendation	Internal status assessment of corrective actions addressing the recommendation	New expected date of implementation
1. Staff support function and joint committees.	Implemented	NA
2. Monitoring of the recruitment process.	Implemented	NA
3. Implementation of and reporting on the human resource strategy.	Implemented	NA
4. Mission management.	In progress	Third quarter of 2026

The statuses presented in the table above reflect the EUAA's senior management assessment in the context of the 2025 internal control self-assessment (conducted in first quarter of 2026).

In 2026 the Agency will provide the IAS with the information required for its follow-up assessment of the above recommendations. At the time of drafting this report, the auditors had not yet issued a conclusion on the Agency's internal assessment.

<sup>(39)</sup> IAS.A2-2023-EUAA-001.



## 2.8. (b) Follow up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)

In November 2024, OLAF concluded an investigation that had been opened following anonymous allegations brought to its attention in September 2022. OLAF shared the outcome of the investigation, including relevant findings and recommendations, with the EUAA Management Board for follow up. After examination of all relevant information at their disposal, the EUAA Management Board decided not to initiate board proceedings. It however followed up by way of recommendations to ensure further increased efficiencies and strengthening of the overall human resource administration. With that the case was formally closed.

## 2.9. Follow-up of observations from the Discharge Authority

On 22 October 2025, [the European Parliament granted discharge](#) to the Agency's Executive Director in respect of the implementation of the Agency's budget for the financial year 2023, following the postponement on 7 May 2025.

With the [follow-up report](#) of 21 November 2025, the EUAA addressed the observations contained in the resolution of 22 October 2025 forming part of the discharge decision.

The Agency continues updating regularly the European Parliament's Committee on Budgetary Control on progress made in the implementation of observations and corrective actions agreed with its Management Board.

## 2.10. Environment management

In 2025, the Agency's senior management approved the launch of a project to lay the foundations of an **environmental management framework**. The project will establish mechanisms and practices to support the Agency's efforts to reduce greenhouse gas emissions and promote environmental sustainability of its activities.

Details of achievements are provided in Annex VII.

## 2.11. Assessment by senior management

With reference to the information provided in the previous sub-sections, senior management welcomes:



- the Agency's sustained efforts to support Member States in **preparing for the entry into applications of the Pact's legislative instruments**, resulting in the development of around 40 products, the delivery of specialised training and the provision of operational support on the ground;
- the recruitment of **eight liaison officers to Member States**, which will foster cooperation and dialogue between the Agency and the national authorities responsible for asylum and immigration, in accordance with the EUAA Regulation <sup>(40)</sup>;
- the successful implementation of the **first two country monitoring exercises**;
- the launch of the **EUAA Academy**;
- the **implementation of 99 % of commitment appropriations** for the second consecutive year and **the execution of 93 % of payment appropriations**;
- the adoption of an **Executive Director Decision on the delegation of financial authority** and nominations to carry out one or more specific tasks in preparation for or ancillary to budget implementation;
- the progress in **implementing the multiannual human resource strategy** and the ongoing efforts to support staff development and wellbeing;
- the initiatives aimed at enhancing organisational efficiency and improving overall service delivery across the Agency, such as the **optimisation programme** and the engagement in **joint recruitment procedures** along with other EU home affairs agencies;
- the **results of the internal control self-assessment**, with 100 % of indicators (internal control monitoring criteria) assessed as achieved (94 %) or partially achieved (6 %);
- the **steady progress in implementing corrective measures** from *ex post* control findings;
- the **high implementation rate of mitigating actions** in the fraud risk register (88 %) and risk register (100 %);
- the **absence of any open major or critical observations** from control bodies (Internal Audit Service and European Court of Auditors);
- the issuance, in 2025, of an **unqualified ('clean') audit opinion from the European Court of Auditors for the fifth consecutive year (2020–2024)**. The Court did not issue any new observations for the 2024 financial year.

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<sup>(40)</sup> Article 7 of Regulation (EU) 2021/2303.





## Part II. (b) Evaluations

The EUAA conducts internal or external mid-term and *ex post* evaluations of programmes and activities that entail significant spending.

Following an analysis of each evaluation report, the Agency's management agrees on an action plan addressing the evaluators' recommendations through improvement actions to be implemented by specific deadlines.

In 2025, the EUAA completed five evaluations.

A detailed report on the status of implementation of the action plans in response to evaluation findings is available on the Agency's [website](#).





## Part III. Assessment of the effectiveness of the internal control systems

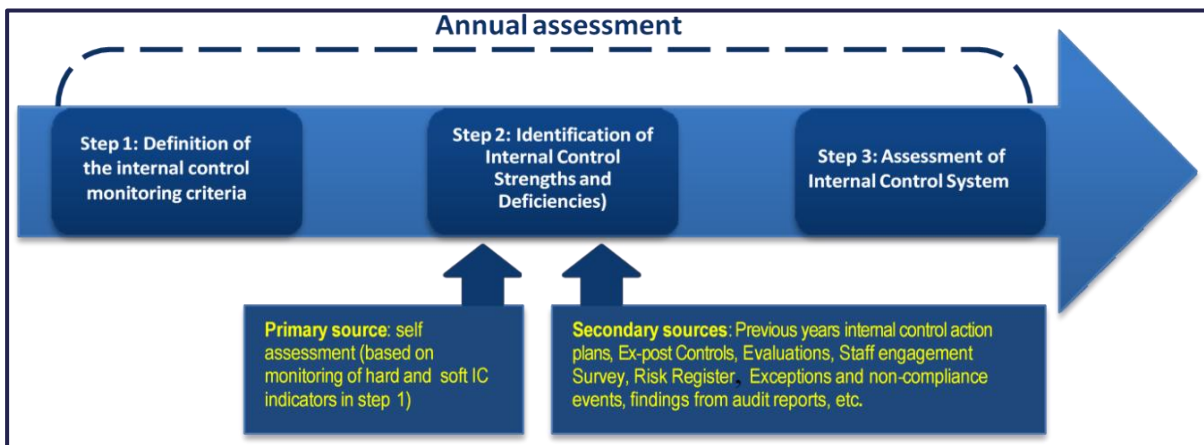
### 3.1. Effectiveness of internal control systems

#### 3.1.1. Methodology applied for the assessment of the effectiveness of the internal control systems

The Agency's internal control framework is defined in a decision of the Management Board <sup>(41)</sup>.

As authorising officer, the Executive Director is responsible for the implementation and assessment of the Agency's internal control systems and is supported by the Agency's senior management and by the manager responsible for risk management and internal control. The overall presence and functioning of internal controls and their results are assessed in the first quarter of each year in line with the methodology summarised in the figure below. Moreover, quarterly reviews are conducted during the year to assess the efficiency and effectiveness of internal control systems.

**Figure 11.** Main steps in the implementation of the internal control annual assessment



After an assessment by senior management and in line with the EUAA's general *ex post* control strategy and methodology <sup>(42)</sup>, the Executive Director classifies the severity of internal control deficiencies as follows:

- minor deficiency - the deficiency has a minor impact on the presence and/or functioning of an internal control principle. Minor improvements are needed to ensure that the principle is observed in practice;

<sup>(41)</sup> [Management Board Decision No 160](#) of 14 March 2024.

<sup>(42)</sup> Such methodology is based on the implementation guide on the internal control framework of the Commission, 2018 edition, as transposed in a guidance document issued by the Internal Control Working Group within the Performance Development Network that operates within the European Union Agencies Network.



- moderate deficiency (important) – the deficiency has a moderate impact on the presence and/or functioning of an internal control principle;
- major deficiency (very important) – the deficiency has a significant impact on the presence and/or functioning of an internal control principle, which is thereby only partially observed;
- critical deficiency – the deficiency has a fundamental impact on the presence and/or functioning of an internal control principle, which is thereby considered as not observed.

The severity of deficiencies is in some cases re-assessed and documented, in accordance with the EUAA's internal control methodology. In particular, the residual risk is calculated after identifying and putting in place suitable controls and corrective actions that reduce the initial risk (inherent risk) to a more acceptable level.

Following the re-assessment of deficiencies and in view of their final severity, the internal control principles are classified as follows:

- category 1 'fully effective' - the principle is effective, present and functioning well, with minor improvements needed; only minor deficiencies remain;
- category 2 'effective' - the principle is effective, present and functioning, but some improvements are needed; only moderate deficiencies remain, that do not reduce the likelihood that the Agency can achieve its objectives;
- category 3 'partially effective' - the principle is not effective; it is partially present and functioning, but major improvements are needed; there are no more than one major deficiency or a combination of several moderate deficiencies that reduce the likelihood that the Agency can achieve its objectives;
- category 4 'not effective' - the principle is not present and functioning; there are several major deficiencies or at least one critical deficiency.

The assessment of the internal control systems requires professional judgement and must be carried out at three levels, in the following order:

- at the level of principles <sup>(43)</sup>, based on an analysis of detected strengths and deficiencies;
- at the level of components, based on an analysis of results at the principle level;
- at the level of the internal control system as a whole, based on an analysis of results at component level.

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<sup>(43)</sup> In accordance with the COSO 2013 internal control-integrated framework, the Agency's internal control framework consists of five internal control components (control environment, risk assessment, control activities, information and communication and monitoring of activities) built on 17 principles, which are further developed in a number of characteristics.



### 3.1.2. Implementation of the internal control principles

The Agency selects, develops and performs ongoing and/or separate assessments to ascertain whether the principles and components of internal control are present and functioning.

The results of these assessments are published on [the EUAA website](#) <sup>(44)</sup>.

### 3.1.3. Information on the principles with which the Agency does not comply yet

The Agency has assessed the **internal control principles as either effective or fully effective**. Following senior management's reassessment, in the first quarter of 2026, only moderate or minor deficiencies remain, all the principles are present and functioning and some improvements are needed.

The moderate and minor deficiencies, together with the corrective actions agreed by the Agency, are summarised in Annex IX.

### 3.1.4. Prevention, detection and correction of fraud

The EUAA anti-fraud strategy and 2024–2026 framework was adopted by the Management Board on [31 July 2024](#), following an in-depth fraud risk assessment and consultations with the European Anti-Fraud Office and the Commission's Directorate-General for Migration and Home Affairs.

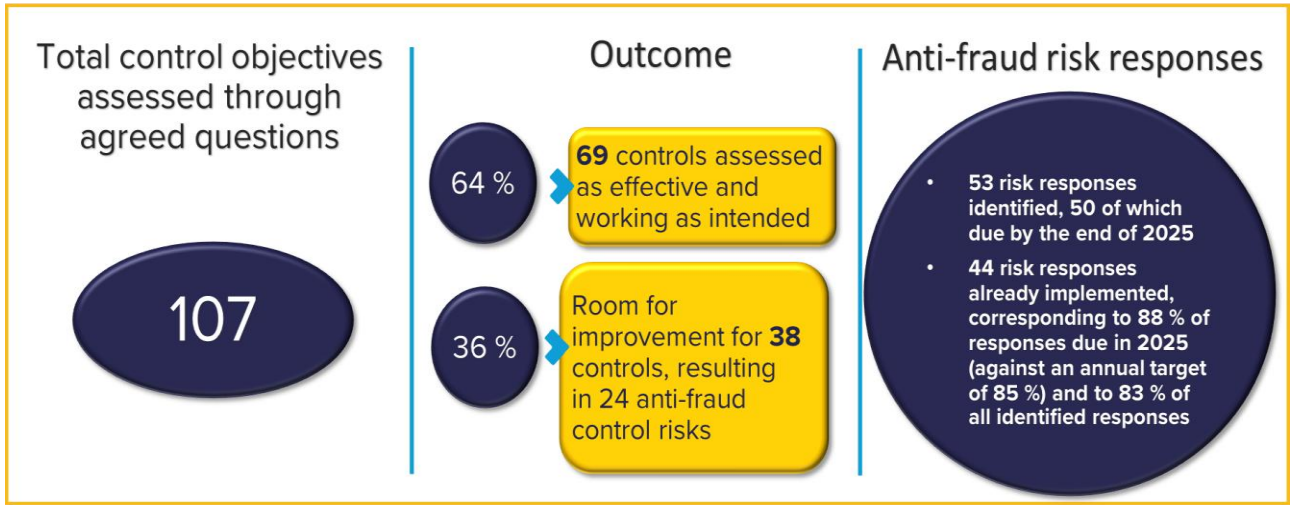
The strategy and corresponding annexes, which are published on the [Agency's website](#), are embedded in the EUAA's internal control systems and define anti-fraud objectives and priority measures per internal control component. Measurable monitoring criteria and indicators are in place to assess the progress of the Agency's internal control systems, including with regard to anti-fraud objectives and activities.

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<sup>(44)</sup> The document available at this link constitutes an integral part of the EUAA's 2025 consolidated annual activity report and was extensively discussed by senior management on 27 March 2026. Its content was taken into consideration by the Executive Director in issuing the declaration of assurance in Part V.



**Figure 12.** Analysis of the assessed control objectives and anti-fraud control risk (with status as at the end of 2025)



Following the adoption of an Executive Director decision on fraud prevention roles and escalation mechanisms <sup>(45)</sup>, the Agency continues to further strengthen the anti-fraud culture within the Agency by encouraging active participation of staff to dedicated training.

More information on the measures taken by the Agency in the area of fraud prevention can be found in Part 3.1.2., under the assessment of internal control principles 1 and 8.

### 3.2. Conclusions of assessment of internal control systems

The assessment of the internal control systems was carried out by senior management with the support of the Internal Control and Compliance Unit.

At the level of internal control principles it was concluded, after senior management’s reassessment in the first quarter of 2026, that **eight principles are fully effective and nine are effective.**

Based on the analysis of results at the internal control principle level, it was concluded that **four components are effective and one is fully effective.** They are working as intended, whilst improvements are needed to address either moderate or minor deficiencies.

<sup>(45)</sup> Executive Director Decision No 52/2024.

**Table 13.** Status of internal control systems in 2025, following senior management's reassessment in the first quarter of 2026

Components	Principles	Assessment and category per principle	Assessment and category per component
Control environment	1. Demonstrates commitment to integrity and ethical values	Category 2. 'Effective'	Category 2. 'Effective'
	2. Exercises oversight responsibility	Category 1. 'Fully Effective'	
	3. Establishes structure, authority and responsibility	Category 1. 'Fully Effective'	
	4. Demonstrates commitment to competence	Category 2. 'Effective'	
	5. Enforces accountability	Category 1. 'Fully Effective'	
Risk assessment	6. Specifies suitable objectives	Category 2. 'Effective'	Category 2. 'Effective'
	7. Identifies and analyses risk	Category 2. 'Effective'	
	8. Assesses fraud risk	Category 1. 'Fully Effective'	
	9. Identifies and analyses significant change	Category 1. 'Fully Effective'	
Control activities	10. Selects and develops control activities	Category 2. 'Effective'	Category 2. 'Effective'
	11. Selects and develops general control over technology	Category 2. 'Effective'	
	12. Deploys through policies and procedures	Category 2. 'Effective'	
Information and Communication	13. Uses relevant information	Category 1. 'Fully Effective'	Category 1. 'Fully Effective'
	14. Communicates internally	Category 1. 'Fully Effective'	
	15. Communicates externally	Category 1. 'Fully Effective'	
Monitoring activities	16. Conducting ongoing and/or separate assessments	Category 2. 'Effective'	Category 2. 'Effective'
	17. Assessing and communicating internal control deficiencies	Category 2. 'Effective'	



### 3.3 Statement of the manager in charge of risk management and internal control <sup>(46)</sup>

I, the undersigned,

in my capacity as manager in charge of risk management and internal control, declare that in accordance with the 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 Parts II, III and IV of the present consolidated annual activity report and in its annexes is, to the best of my knowledge, accurate and complete.

Valletta Harbour, 22 June 2026

(Original signed electronically)

**Gerardo Knouse Ramirez**

Head of Internal Control and Compliance Unit

Manager in charge of risk management and internal control

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<sup>(46)</sup> This declaration is also supported by the declarations of the authorising officers by delegation and sub-delegation submitted as a contribution to the CAAR in order to further increase the assurance provided to the Executive Director by the manager responsible for risk management and internal control as well as reinforcing accountability and reporting obligations of the responsible authorising officers to the Executive Director. In particular the declarations of the heads of centre and Deputy Executive Director certify that the information provided in part I of the CAAR and in its annexes is, to the best of their knowledge, accurate and complete.





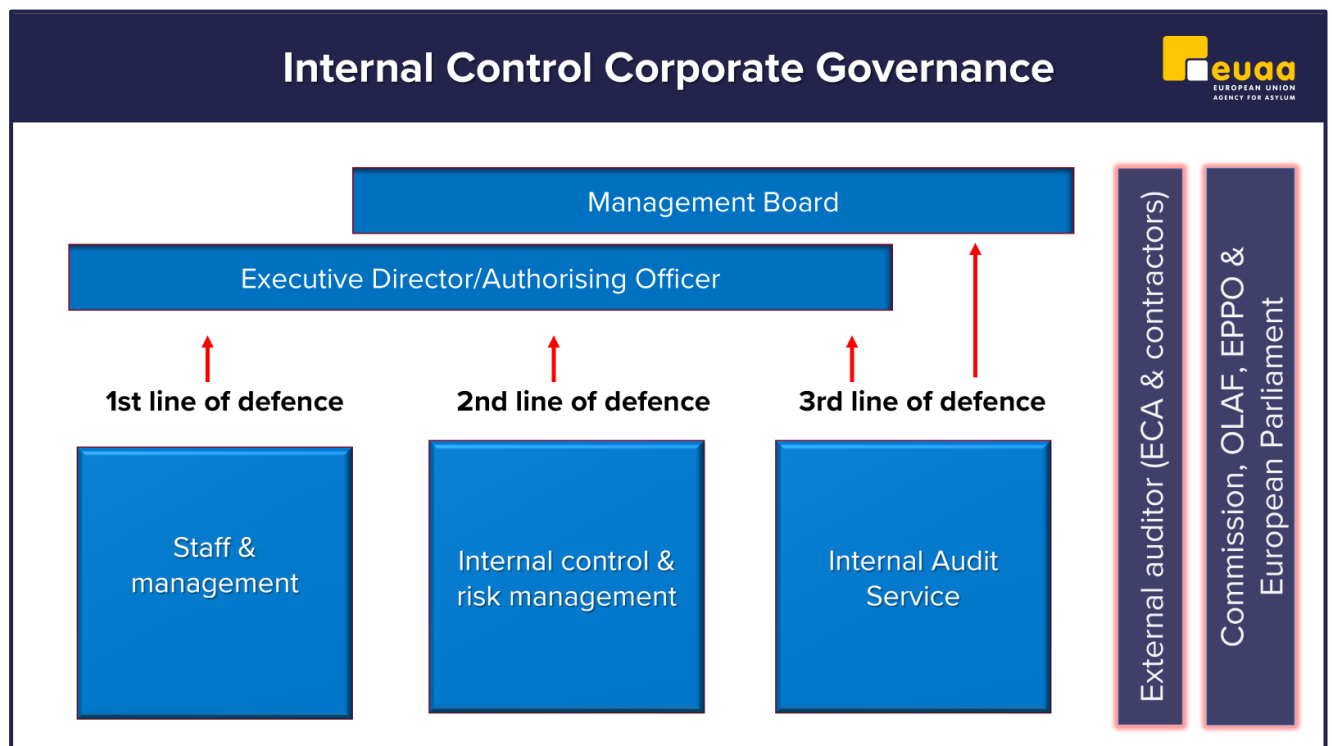
## Part IV. Management assurance

### 4.1. Review of the elements supporting assurance

#### 4.1.1. Brief description of the building blocks of assurance

The Agency's corporate governance framework, through which reliable information and assurance are provided to the Management Board to enable effective oversight of the activities implemented by the Executive Director towards the achievement of the Agency's objectives, relies on the three main lines of defence, as shown below.

**Figure 13.** The EUAA internal control corporate governance <sup>(47)</sup>



The staff and the management, as the **first line of defence**, are responsible for the implementation of internal controls.

Internal control and risk management represent the **second line of defence**. They ascertain the effectiveness of internal control systems in building business processes adapted to the EUAA's changing conditions, increasing assurance and identifying recommendations and corrective actions for senior management and the Executive Director. *Ex post* controls, risk assessment exercises and evaluations play a key role as part of the second line of defence.

<sup>(47)</sup> See as a reference *Internal control framework of the Commission- Implementation Guide '2018 edition'*.





The assurance received from the Internal Audit Service, as the **third line of defence**, is explained in section 2.7.1.

The **European Court of Auditors (ECA)** provides an additional level of assurance by conducting exhaustive audits on the functioning of the Agency's internal control systems, as described in section 2.7.2. In addition, the Agency is regularly audited by other external auditors (**contractors**), for example to provide assurance and/or validate the accounting system or specific aspects of the annual accounts clearance.

The **Commission** plays a key role in the Agency's internal control corporate governance, which extends beyond its representation on the EUAA Management Board. It ensures regulatory oversight, accountability, consistency and compliance with EU rules and best practices, while also providing horizontal services through several of its directorate-generals, such as the Directorate-General for Budget, the Directorate-General for Human Resources, the Directorate-General for Digital Services, as well as through the Paymaster Office.

Further assurance to the Executive Director and the Management Board may be provided by investigative bodies such as the European Public Prosecutor Office (**EPPO**) and the European Anti-Fraud Office (**OLAF**), if needed.

The role of the **European Parliament** as budgetary authority is addressed in section 2.9.

#### **4.1.2. Summary analysis of any significant weaknesses reported in Part II and Part III and assessment of their impact on the declaration of assurance**

All internal control deficiencies identified during the 2025 internal control self-assessment, as well as those remaining from previous internal control self-assessment exercises, are detailed in Part II and Part III of this report:

The initial severity of the new identified deficiencies was reassessed based on the acceptance of newly planned corrective actions, as well as of actions already in progress or implemented. As a result, the severity of the only two 'major' deficiencies was downgraded to '**moderate**'.

All deficiencies remaining from previous years were also re-assessed as '**moderate**', based on the identified corrective actions.

Considering the residual risk associated with all open internal control deficiencies that are not major (i.e. neither very important nor critical), it was concluded that **all lines of defence, as well as the overall internal control system, are effective**, although further improvements are still needed.

In order to address the main internal control deficiencies outlined in Part II and Part III of this report, the Agency is committed to take the following actions:

- enhance the use of qualified electronic signatures;
- implement long-term mission recovery orders in a timely manner;





- develop a risk-based *ex ante* control strategy;
- define risk-based financial circuits for all financial operations;
- revise procurement procedures to clarify the applicability of Commission's internal rules;
- improve project governance structures and strengthen cybersecurity.

## 4.2. Reservations

Internal control weaknesses and non-compliances that are likely to lead to a reservation within the scope of the declaration of assurance may relate to the reasonable assurance on the use of resources, sound financial management and the legality and regularity of operations.

Determining whether weaknesses and non-compliances are material involves a judgement in qualitative and quantitative terms.

From a qualitative point of view, the significance of a weakness is judged on the basis of:

- its nature and scope;
- its duration;
- the existence of satisfactory compensatory measures (mitigating controls);
- the existence of provably effective corrective actions (action plans);
- its repetitive nature.

From a quantitative perspective, weaknesses and non-compliances are considered material if they involve irregular payments with a financial impact <sup>(48)</sup> greater than 2 % of the authorised payment appropriations for the financial year. In the case of financial irregularities <sup>(49)</sup>, the financial impact might be offset by the timely implementation of recovery orders.

Based on the information provided in Parts 4.1.1. and 4.1.2., the Executive Director has decided not to introduce any reservations in her declaration of assurance, as the control procedures put in place during 2025 provide the necessary guarantees concerning the legality and regularity of the underlying transactions for this period, due to the presence of an overall effective and efficient internal control system.

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<sup>(48)</sup> Based on the monetary value of the identified issue, measured by the amounts considered erroneous and the amounts considered at risk.

<sup>(49)</sup> Any infringement of a provision of a contract or regulation resulting from an act or omission which causes, or might cause, a loss to the EU budget.





## Part V. Declaration of assurance

I, the undersigned, Executive Director of the EUAA,

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 principles 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 self-assessment, *ex post* controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

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

Valletta Harbour, 23 June 2026

(original signed electronically)

**Nina Gregori**

Executive Director





# Annexes

## Annex I. Core business statistics

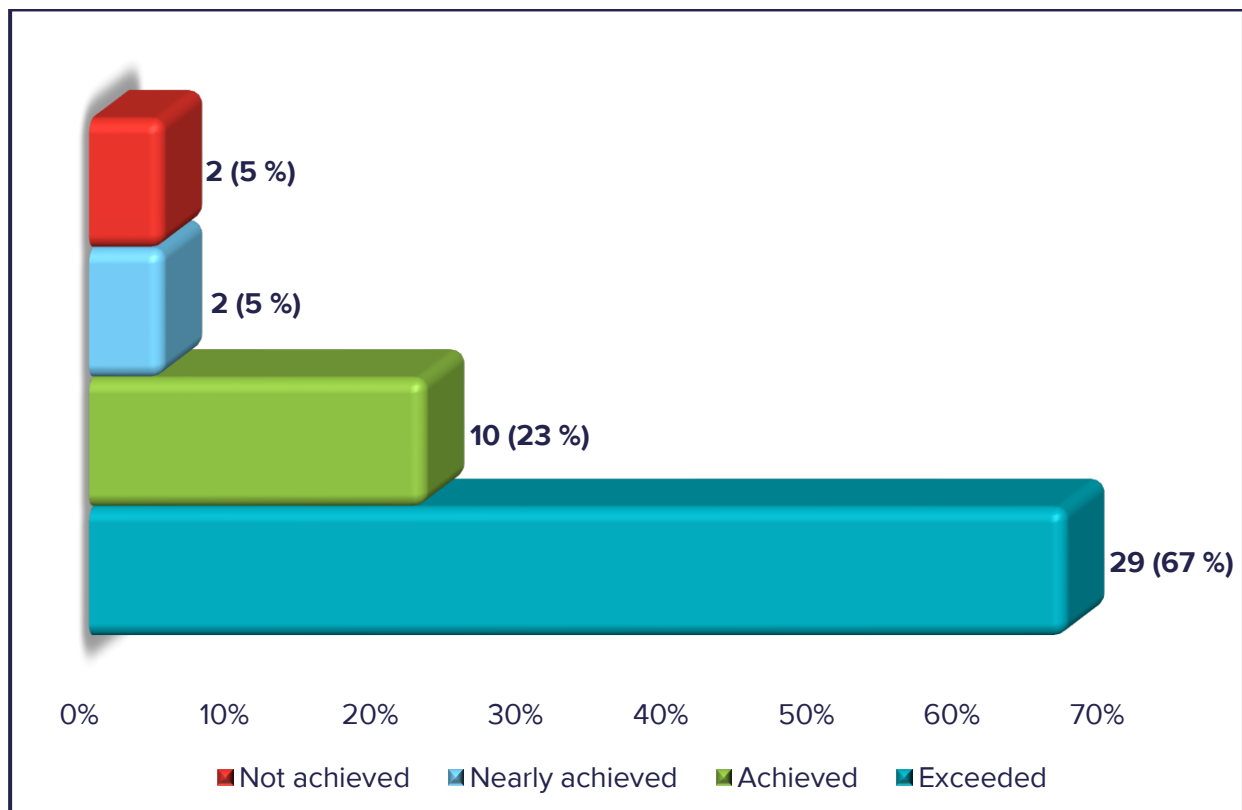
The EUAA's 2025 annual work programme is set out in the 2025–2027 single programming document, which also defines the Agency's multi-annual framework of activities.

The EUAA's performance in 2025 was assessed against **43 annual and 12 multiannual indicators**, measuring progress towards 23 and 7 objectives, respectively.

The status of annual targets for the 55 indicators is categorised as follows:

- **exceeded** = performance beyond the target;
- **achieved** = performance in line with the target;
- **nearly achieved** = performance between 80 % and 99 % of the target;
- **not achieved** = performance below 80 % of the target;
- **not applicable (NA)** = performance not measurable.

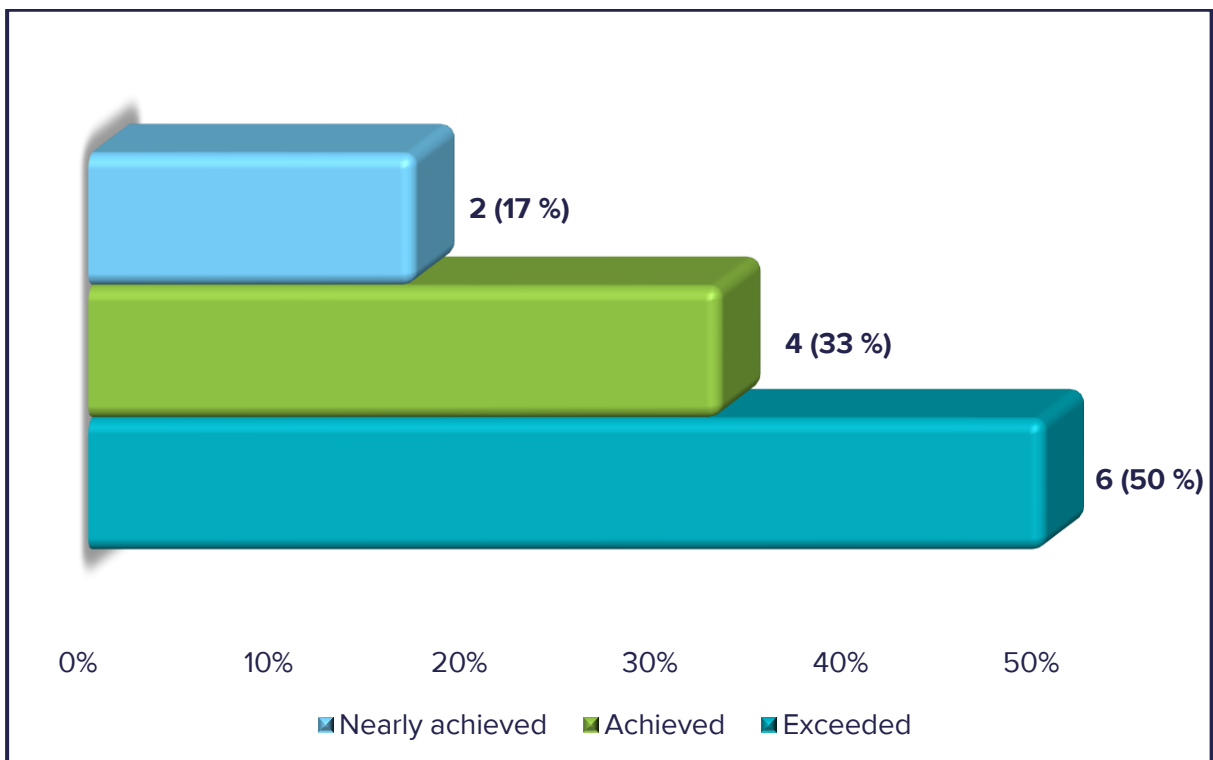
**Figure 14.** Distribution of annual targets by status as at 31 December 2025



**Table 14.** Status of annual targets by activity area as at 31 December 2025

Activity area	Exceeded	Achieved	Nearly achieved	Not achieved	NA	Total
2.1. Operational support	4	2	0	0	0	6
2.2. Training and professional development	6	2	0	0	0	8
2.3. Asylum knowledge	15	2	0	0	0	17
2.4. Horizontal activities	4	4	2	2	0	12
<b>TOTAL</b>	<b>29</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>43</b>

**Figure 15.** Distribution of multiannual targets by status as at 31 December 2025



**Table 15.** Status of multiannual targets by activity area as at 31 December 2025

Activity area	Exceeded	Achieved	Nearly achieved	Not achieved	NA	Total
1.1. Operational support	1	1	0	0	0	2
1.2. Training and professional development	3	0	0	0	0	3
1.3. Asylum knowledge	1	1	0	0	0	2
1.4. Horizontal activities	1	2	2	0	0	5
<b>TOTAL</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>12</b>



## Annex II. Statistics on financial management

**Table 16.** Calculation of budget outturn

Budget outturn	2023 (€)	2024 (€)	2025 (€)
Reserve from the previous years' surplus (+)	-	-	-
Revenue actually received (+)	187 587 232	185 480 820	211 850 414
Payments made (-)	-161 180 229	-166 889 787	-185 555 639
Carryover of appropriations (-)	-56 518 034	-65 345 771	-77 283 399
Cancellation of appropriations carried over (+)	858 339	644 680	431 241
Adjustment for carryover of assigned revenue appropriations from previous year (+)	34 832 969	49 672 496	59 268 948
Exchange rate differences (+/-)	6 277	-57 773	-3 417
Adjustment for negative balance from previous year (-)	-	-	-
<b>TOTAL</b>	<b>5 586 554</b>	<b>3 504 665</b>	<b>8 708 148</b>

### a) Appropriations carried forward from 2024 to 2025

Commitments are entered in the accounts on the basis of the legal commitments contracted up to 31 December, while payments are entered in the accounts based on the payments executed by the Accounting Officer by 31 December, at the latest. The Agency has non-differentiated appropriations for Titles 1 and 2, where commitment appropriations and payment appropriations are equal and linked, and differentiated appropriations for Titles 3 and 4.

The automatic carry-over of commitment appropriations is intended to cover expenditure for the goods/services delivered and not yet paid at the end of the same year (due to delays in the delivery of invoices and debit notes from contractors and EU institutions/agencies) or for goods/services to be delivered during the following year, as per contract conditions.

Non-differentiated C1 appropriations (Title 1 and Title 2) corresponding to obligations duly contracted by the end of the financial year are carried over automatically to the following financial year only, together with the payment appropriations.

Differentiated C8 appropriations (Title 3) from previous years are carried over automatically to the following financial years, under C8 appropriations, without the corresponding payment appropriations.

The total amount carried forward from 2024 to 2025 was **EUR 35.02 million in commitment appropriations** and **EUR 6.08 million in payment appropriations**.



In Title 1 and Title 2, out of EUR 6.08 million carried over, EUR 5.65 million was paid (93 %). The cancellation of carried-over payment appropriations in 2025 amounted to EUR 0.43 million (7 %). These were mainly due to:

- cancelled/postponed training activities;
- de-prioritisation and partial cancellation of planned maintenance works to the EUAA premises;
- provision of fewer services than contracted (e.g. unpaid absences of temporary workers or the provision of ICT consultancy services for fewer hours than specified in the contract).

In Title 3, out of EUR 28.94 million of carried-over commitment appropriations, EUR 13.98 million was paid (with C1 payment appropriation credits). De-commitments on C8 reached 4.30 %, with a total amount of EUR 1.24 million decommitted and EUR 13.72 million carried over to 2026.

Similarly, cancellation of carried-over appropriations in Title 3 were mainly caused by:

- fewer than contracted/expected services and payments;
- temporary workers' absenteeism and earlier resignations.

**Table 17.** Execution of C8 appropriations carried forward from 2024 to 2025

Budget Title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	971 210	898 332	93 %	971 210	898 332	93 %
Title 2	5 105 613	4 747 251	93 %	5 105 613	4 747 251	93 %
Title 3	28 941 480	27 698 226	96 %	0	0	-
<b>Total (€)</b>	<b>35 018 303</b>	<b>33 343 809</b>	<b>95 %</b>	<b>6 076 823</b>	<b>5 645 583</b>	<b>93 %</b>

*Legend.* CA= commitment appropriations; PA= payment appropriations.

## b) Detailed budget execution per fund source and budget item

### Funds from the EU general budget (C1)

**Table 18.** Detailed budget execution per budget item: funds from Title 1

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1101	38 264 098	38 018 758	99 %	38 264 098	38 018 758	99 %	0
A-1102	11 325 947	11 150 973	98 %	11 325 947	11 150 973	98 %	0
A-1103	510 644	460 418	90 %	510 644	460 418	90 %	0
A-1104	365 320	363 914	100 %	365 320	363 914	100 %	0
<b>Total</b>	<b>50 466 009</b>	<b>49 994 063</b>	<b>99 %</b>	<b>50 466 009</b>	<b>49 994 063</b>	<b>99 %</b>	<b>0</b>





Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1201	174 433	135 938	78 %	174 433	126 704	73 %	9 234
<b>Total</b>	<b>174 433</b>	<b>135 938</b>	<b>78 %</b>	<b>174 433</b>	<b>126,704</b>	<b>73 %</b>	<b>9 234</b>
A-1301	2 650 000	2 650 000	100 %	2 650 000	2 095 267	79 %	554 733
<b>Total</b>	<b>2 650 000</b>	<b>2 650 000</b>	<b>100 %</b>	<b>2 650 000</b>	<b>2 095 267</b>	<b>79 %</b>	<b>554 733</b>
A-1401	131 254	105 534	80 %	131 254	105 161	80 %	373
A-1402	225 242	166 798	74 %	225 242	166 798	74 %	0
A-1403	4 606 000	4 591 021	100 %	4 606 000	4 544 466	99 %	46 555
<b>Total</b>	<b>4 962 496</b>	<b>4 863 353</b>	<b>98 %</b>	<b>4 962 496</b>	<b>4 816 425</b>	<b>97 %</b>	<b>46 928</b>
A-1501	1 115 000	1 072 062	96 %	1 115 000	797 814	72 %	274 248
<b>Total</b>	<b>1 115 000</b>	<b>1 072 062</b>	<b>96 %</b>	<b>1 115 000</b>	<b>797 814</b>	<b>72 %</b>	<b>274 248</b>
A-1601	4 639 925	4 639 489	100 %	4 639 925	3 922 236	85 %	717 253
A-1602	396 021	392 970	99 %	396 021	392 970	99 %	0
A-1603	60 969	50 169	82 %	60 969	23 843	39 %	26 326
<b>Total</b>	<b>5 096 915</b>	<b>5 082 628</b>	<b>100 %</b>	<b>5 096 915</b>	<b>4 339 049</b>	<b>85 %</b>	<b>743 579</b>
A-1701	2 816	2 315	82 %	2 816	2 315	82 %	0
<b>Total</b>	<b>2 816</b>	<b>2 315</b>	<b>82 %</b>	<b>2 816</b>	<b>2 315</b>	<b>82 %</b>	<b>0</b>
<b>Total Title 1</b>	<b>64 467 669</b>	<b>63 800 359</b>	<b>99 %</b>	<b>64 467 669</b>	<b>62 171 637</b>	<b>96 %</b>	<b>1 628 722</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 19.** Detailed budget execution per budget item: funds from Title 2

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2101	7 001 305	6 581 747	94 %	7 001 305	5 933 807	85 %	647 940
A-2102	1 880 000	1 760 585	94 %	1 880 000	1 415 027	75 %	345 558
A-2103	1 310 000	960 850	73 %	1 310 000	590 279	45 %	370 571
A-2104	458 240	250 316	55 %	458 240	241 173	53 %	9 143
<b>Total</b>	<b>10 649 545</b>	<b>9 553 498</b>	<b>90 %</b>	<b>10 649 545</b>	<b>8 180 286</b>	<b>77 %</b>	<b>1 373 212</b>
A-2201	1 826 000	1 711 763	94 %	1 826 000	1 429 336	78 %	282 427
A-2202	3 822 000	3 821 973	100 %	3 822 000	3 809 862	100 %	12 111
A-2203	5 050 399	4 985 602	99 %	5 050 399	3 189 657	63 %	1 795 945
A-2204	632 000	510 943	81 %	632 000	351 994	56 %	158 949
<b>Total</b>	<b>11 330 399</b>	<b>11 030 281</b>	<b>97 %</b>	<b>11 330 399</b>	<b>8 780 849</b>	<b>77 %</b>	<b>2 249 432</b>
A-2301	154 000	107 452	70 %	154 000	83 751	54 %	23 701
A-2302	8 000	2 500	31 %	8 000	100	1 %	2 400
A-2303	41 000	25 437	62 %	41 000	11 887	29 %	13 550
A-2304	407 000	333 670	82 %	407 000	313 958	77 %	19 712
A-2305	320 800	320 800	100 %	320 800	308 542	96 %	12 258
A-2306	559 400	393 828	70 %	559 400	257 355	46 %	136 473
A-2307	145 000	130 000	90 %	145 000	99 137	68 %	30 863
A-2308	29 000	6 157	21 %	29 000	3 542	12 %	2 615





Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2309	646 000	644 910	100 %	646 000	435 514	67 %	209 396
A-2310	40 000	37 047	93 %	40 000	37 047	93 %	0
A-2311	82 800	61 805	75 %	82 800	44 828	54 %	16 977
A-2312	79 448	76 774	97 %	79 448	74 219	93 %	2 555
<b>Total</b>	<b>2 512 448</b>	<b>2 140 380</b>	<b>85 %</b>	<b>2 512 448</b>	<b>1 669 880</b>	<b>66 %</b>	<b>470 500</b>
<b>Total Title 2</b>	<b>24 492 392</b>	<b>22 724 159</b>	<b>93 %</b>	<b>24 492 392</b>	<b>18 631 015</b>	<b>76 %</b>	<b>4 093 144</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 20.** Detailed budget execution per budget item: funds from Title 3 <sup>(50)</sup>

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-101	611 822	611 821	100 %	610 000	475 150	78 %	210 046
B3-102	410 000	403 445	98 %	460 000	425 850	93 %	42 951
B3-103	1 583 000	1 564 909	99 %	2 024 000	1 481 229	73 %	531 504
<b>Total</b>	<b>2 604 822</b>	<b>2 580 175</b>	<b>99 %</b>	<b>3 094 000</b>	<b>2 382 229</b>	<b>77 %</b>	<b>784 501</b>
B3-201	3 489 490	3 487 252	100 %	3 965 000	3 687 404	93 %	1 176 218
B3-202	5 635 330	5 627 135	100 %	5 464 400	5 047 295	92 %	2 011 510
B3-203	2 354 100	2 346 828	100 %	3 123 600	2 452 397	79 %	342 056
<b>Total</b>	<b>11 478 920</b>	<b>11 461 215</b>	<b>100 %</b>	<b>12 553 000</b>	<b>11 187 096</b>	<b>89 %</b>	<b>3 529 784</b>
B3-301	88 358 993	88 344 579	100 %	89 591 249	86 215 489	96 %	12 228 381
<b>Total</b>	<b>88 358 993</b>	<b>88 344 579</b>	<b>100 %</b>	<b>89 591 249</b>	<b>86 215 489</b>	<b>96 %</b>	<b>12 228 381</b>
B3-401	85 768	85 768	100 %	160 000	91 274	57 %	0
B3-402	49 688	49 688	100 %	115 000	42 082	37 %	13 519
<b>Total</b>	<b>135 456</b>	<b>135 456</b>	<b>100 %</b>	<b>275 000</b>	<b>133 356</b>	<b>48 %</b>	<b>13 519</b>
B3-501	140 523	140 523	100 %	204 000	112 867	55 %	49 748
<b>Total</b>	<b>140 523</b>	<b>140 523</b>	<b>100 %</b>	<b>204 000</b>	<b>112 867</b>	<b>55 %</b>	<b>49 748</b>
B3-701	8 940	8 940	100 %	30 200	1 194	4 %	7 746
<b>Total</b>	<b>8 940</b>	<b>8 940</b>	<b>100 %</b>	<b>30 200</b>	<b>1 194</b>	<b>4 %</b>	<b>7 746</b>
B3-801	49 595	49 595	100 %	29 800	29 757	100 %	19 838
<b>Total</b>	<b>49 595</b>	<b>49 595</b>	<b>100 %</b>	<b>29 800</b>	<b>29 757</b>	<b>100 %</b>	<b>19 838</b>
<b>Total Title 3</b>	<b>102 777 249</b>	<b>102 720 483</b>	<b>100 %</b>	<b>105 777 249</b>	<b>100 061 988</b>	<b>95 %</b>	<b>16 633 517</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

<sup>(50)</sup> In Title 3 the EUAA uses differentiated appropriations. Unlike Titles 1 and 2 (which use non-differentiated appropriations), outstanding commitments (*reste à liquider*, i.e. RAL) in Title 3 do not correspond to the difference between total commitments and payments, as C1 payment appropriations may be used to cover both C8 and C1 commitments.



**Table 21.** Amounts recovered in 2025 (C4)

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1403	21 150	0	0 %	21 150	0	0 %	0
A-1603	8 357	0	0 %	8 357	0	0 %	0
A-2101	1 875	0	0 %	1 875	0	0 %	0
B3-301	3 591	0	0 %	3 591	0	0 %	0
<b>Total</b>	<b>34 973</b>	<b>0</b>	<b>0 %</b>	<b>34 973</b>	<b>0</b>	<b>0 %</b>	<b>0</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 22.** Amounts recovered in previous years (C5)

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1101	545	545	100 %	545	545	100 %	0
A-1103	3 653	3 653	100 %	3 653	3 653	100 %	0
A-1301	2 626	2 626	100 %	2 626	2 626	100 %	0
A-1403	28 122	28 122	100 %	28 122	28 122	100 %	0
A-1501	170	170	100 %	170	170	100 %	0
A-1603	3 961	3 961	100 %	3 961	3 961	100 %	0
A-2204	145	145	100 %	145	145	100 %	0
B3-301	8 977	8 977	100 %	8 977	8 977	100 %	0
<b>Total</b>	<b>48 199</b>	<b>48 199</b>	<b>100 %</b>	<b>48 199</b>	<b>48 199</b>	<b>100 %</b>	<b>0</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 23.** Automatic carry-overs from previous year or years (C8) in Title 1

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1201	15 568	11 763	76 %	15 568	11 763	76 %	0
<b>Total</b>	<b>15 568</b>	<b>11 763</b>	<b>76 %</b>	<b>15 568</b>	<b>11 763</b>	<b>76 %</b>	<b>0</b>
A-1301	307 419	307 419	100 %	307 419	307 419	100 %	0
<b>Total</b>	<b>307 419</b>	<b>307 419</b>	<b>100 %</b>	<b>307 419</b>	<b>307 419</b>	<b>100 %</b>	<b>0</b>
A-1401	12 054	6 203	51 %	12 054	6 203	51 %	0
A-1403	43 891	39 690	90 %	43 891	39 690	90 %	0
<b>Total</b>	<b>55 945</b>	<b>45 893</b>	<b>82 %</b>	<b>55 945</b>	<b>45 893</b>	<b>82 %</b>	<b>0</b>
A-1501	114 093	88 633	78 %	114 093	88 633	78 %	0
<b>Total</b>	<b>114 093</b>	<b>88 633</b>	<b>78 %</b>	<b>114 093</b>	<b>88 633</b>	<b>78 %</b>	<b>0</b>
A-1601	472 435	441 034	93 %	472 435	441 034	93 %	0
A-1603	5 750	3 590	62 %	5 750	3 590	62 %	0
<b>Total</b>	<b>478 185</b>	<b>444 624</b>	<b>93 %</b>	<b>478 185</b>	<b>444 624</b>	<b>93 %</b>	<b>0</b>



Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
<b>Total Title1</b>	<b>971 210</b>	<b>898 332</b>	<b>92 %</b>	<b>971 210</b>	<b>898 332</b>	<b>92 %</b>	<b>0</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 24.** Automatic carry-overs from previous year or years (C8) in Title 2

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2101	1 031 995	888 869	86 %	1 031 995	888 869	86 %	0
A-2102	282 165	252 901	90 %	282 165	252 901	90 %	0
A-2103	245 959	202 406	82 %	245 959	202 406	82 %	0
A-2104	117 635	108 421	92 %	117 635	108 421	92 %	0
<b>Total</b>	<b>1 677 754</b>	<b>1 452 597</b>	<b>87 %</b>	<b>1 677 754</b>	<b>1 452 597</b>	<b>87 %</b>	<b>0</b>
A-2201	562 455	562 455	100 %	562 455	562 455	100 %	0
A-2202	132 710	128 017	96 %	132 710	128 017	96 %	0
A-2203	1 866 518	1 835 585	98 %	1 866 518	1 835 585	98 %	0
A-2204	189 246	186 307	98 %	189 246	186 307	98 %	0
<b>Total</b>	<b>2 750 929</b>	<b>2 712 364</b>	<b>99 %</b>	<b>2 750 929</b>	<b>2 712 364</b>	<b>99 %</b>	<b>0</b>
A-2301	11 275	4 301	38 %	11 275	4 301	38 %	0
A-2302	2 595	1 548	60 %	2 595	1 548	60 %	0
A-2303	12 020	0	0 %	12 020	0	0 %	0
A-2304	114 240	92 036	81 %	114 240	92 036	81 %	0
A-2305	21 484	18 027	84 %	21 484	18 027	84 %	0
A-2306	137 444	137 444	100 %	137 444	137 444	100 %	0
A-2307	7 551	0	0 %	7 551	0	0 %	0
A-2308	52 904	39 701	75 %	52 904	39 701	75 %	0
A-2309	301 588	277 571	92 %	301 588	277 571	92 %	0
<b>Total</b>	<b>661 101</b>	<b>570 628</b>	<b>86 %</b>	<b>661 101</b>	<b>570 628</b>	<b>86 %</b>	<b>0</b>
A-2311	15 829	11 662	74 %	15 829	11 662	74 %	0
<b>Total</b>	<b>15 829</b>	<b>11 662</b>	<b>74 %</b>	<b>15 829</b>	<b>11 662</b>	<b>74 %</b>	<b>0</b>
<b>Total Title 2</b>	<b>5 105 613</b>	<b>4 747 251</b>	<b>93 %</b>	<b>5 105 613</b>	<b>4 747 251</b>	<b>93 %</b>	<b>0</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 25.** Automatic carry-overs from previous year or years (C8) in Title 3

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-101	74 002	73 375	99 %	0	0	0 %	0
B3-102	69 797	65 356	94 %	0	0	0 %	0
B3-103	804 231	650 978	81 %	0	0	0 %	203 155
<b>Total</b>	<b>948 030</b>	<b>789 709</b>	<b>83 %</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>203 155</b>
B3-201	1 463 134	1 417 331	97 %	0	0	0 %	40 962



Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-202	1 940 821	1 742 507	90 %	0	0	0 %	310 838
B3-203	577 684	447 625	77 %	0	0	0 %	0
<b>Total</b>	<b>3 981 639</b>	<b>3 607 463</b>	<b>91 %</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>351 800</b>
B3-301	23 959 442	23 267 543	97 %	0	0	0 %	13 168 249
<b>Total</b>	<b>23 959 442</b>	<b>23 267 543</b>	<b>97 %</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>13 168 249</b>
B3-401	12 315	5 506	45 %	0	0	0 %	0
B3-402	17 962	5 913	33 %	0	0	0 %	0
<b>Total</b>	<b>30 277</b>	<b>11 419</b>	<b>38 %</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>0</b>
B3-501	22 092	22 092	100 %	0	0	0 %	0
<b>Total</b>	<b>22 092</b>	<b>22 092</b>	<b>100 %</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>0</b>
<b>Total Title 3</b>	<b>28 941 480</b>	<b>27 698 226</b>	<b>96 %</b>	<b>0</b>	<b>0</b>	<b>0 %</b>	<b>13 723 204</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

### Funds from associated countries' contributions and external projects (R0)

**Table 26.** Schengen-associated countries' contributions and external projects (R0) in Title 1

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1301	520 000	437 995	84 %	520 000	37 995	7 %	400 000
<b>Total</b>	<b>520 000</b>	<b>437 995</b>	<b>84 %</b>	<b>520 000</b>	<b>37 995</b>	<b>7 %</b>	<b>400 000</b>
A-1401	20 000	15 098	75 %	20 000	2 247	11 %	12 851
A-1402	69 640	55 557	80 %	69 640	360	1 %	55 197
A-1403	478 684	134 902	28 %	478 684	60 169	13 %	74 733
<b>Total</b>	<b>568 324</b>	<b>205 557</b>	<b>36 %</b>	<b>568 324</b>	<b>62 776</b>	<b>11 %</b>	<b>142 781</b>
A-1501	270 000	160 442	59 %	270 000	57 576	21 %	102 866
<b>Total</b>	<b>270 000</b>	<b>160 442</b>	<b>59 %</b>	<b>270 000</b>	<b>57 576</b>	<b>21 %</b>	<b>102 866</b>
A-1601	585 000	466 636	80 %	585 000	0	0 %	466 636
A-1603	35 000	3 500	10 %	35 000	3 500	10 %	0
<b>Total</b>	<b>620 000</b>	<b>470 136</b>	<b>76 %</b>	<b>620 000</b>	<b>3 500</b>	<b>1 %</b>	<b>466 636</b>
<b>Total Title 1</b>	<b>1 978 324</b>	<b>1 274 130</b>	<b>64 %</b>	<b>1 978 324</b>	<b>161 847</b>	<b>8 %</b>	<b>1 112 283</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 27.** Associated countries' contributions and external projects (R0) in Title 2

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2101	465 787	385 518	83 %	465 787	12 610	3 %	372 908
A-2102	30 000	13 000	43 %	30 000	0	0 %	13 000
A-2103	446 856	423 240	95 %	446 856	108 331	24 %	314 909
A-2104	20 000	0	0 %	20 000	0	0 %	0

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
<b>Total</b>	<b>962 643</b>	<b>821 758</b>	<b>85 %</b>	<b>962 643</b>	<b>120 941</b>	<b>13 %</b>	<b>700 817</b>
A-2201	150 000	0	0 %	150 000	0	0 %	0
A-2202	835 000	48 458	6 %	835 000	0	0 %	48 458
A-2203	1 365 000	340 510	25 %	1 365 000	0	0 %	340 510
A-2204	26 039	22 836	88 %	26 039	1 042	4 %	21 794
<b>Total</b>	<b>2 376 039</b>	<b>411 804</b>	<b>17 %</b>	<b>2 376 039</b>	<b>1 042</b>	<b>0 %</b>	<b>410 762</b>
A-2304	100 000	78 407	78 %	100 000	4 198	4 %	74 209
A-2305	210 000	103 190	49 %	210 000	15 098	7 %	88 092
A-2306	190 000	0	0 %	190 000	0	0 %	0
A-2309	20 000	3 133	16 %	20 000	1 133	6 %	2 000
<b>Total</b>	<b>520 000</b>	<b>184 730</b>	<b>36 %</b>	<b>520 000</b>	<b>20 429</b>	<b>4 %</b>	<b>164 301</b>
A-2311	20 000	20 000	100 %	20 000	0	0 %	20 000
<b>Total</b>	<b>20 000</b>	<b>20 000</b>	<b>100 %</b>	<b>20 000</b>	<b>0</b>	<b>0 %</b>	<b>20 000</b>
<b>Total Title 2</b>	<b>3 878 682</b>	<b>1 438 292</b>	<b>37 %</b>	<b>3 878 682</b>	<b>142 412</b>	<b>4 %</b>	<b>1 295 880</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 28.** Associated countries' contributions and external projects (R0) in Title 3

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-101	150 000	10 456	7 %	150 000	0	0 %	10 456
B3-102	120 000	101 395	84 %	120 000	8 044	7 %	93 351
B3-103	475 000	146 719	31 %	475 000	0	0 %	146 719
<b>Total</b>	<b>745 000</b>	<b>258 570</b>	<b>35 %</b>	<b>745 000</b>	<b>8 044</b>	<b>1 %</b>	<b>250 526</b>
B3-201	625 000	129 000	21 %	625 000	5	0 %	128 995
B3-202	1 135 000	269 725	24 %	1 135 000	38 594	3 %	231 131
B3-203	750 000	204 655	27 %	750 000	15 478	2 %	189 177
<b>Total</b>	<b>2 510 000</b>	<b>603 380</b>	<b>24 %</b>	<b>2 510 000</b>	<b>54 077</b>	<b>2 %</b>	<b>549 303</b>
B3-301	19 832 893	13 219 595	67 %	19 832 893	2 301 949	12 %	10 883 635
<b>Total</b>	<b>19 832 893</b>	<b>13 219 595</b>	<b>67 %</b>	<b>19 832 893</b>	<b>2 301 949</b>	<b>12 %</b>	<b>10 883 635</b>
B3-401	20 000	13 531	68 %	20 000	2 375	12 %	11 156
B3-402	20 000	0	0 %	20 000	0	0 %	0
<b>Total</b>	<b>40 000</b>	<b>13 531</b>	<b>34 %</b>	<b>40 000</b>	<b>2 375</b>	<b>6 %</b>	<b>11 156</b>
B3-601	35 891 911	0	0 %	35 891 911	0	0 %	0
<b>Total</b>	<b>35 891 911</b>	<b>0</b>	<b>0 %</b>	<b>35 891 911</b>	<b>0</b>	<b>0 %</b>	<b>0</b>
<b>Total title 3</b>	<b>59 019 804</b>	<b>14 095 076</b>	<b>24 %</b>	<b>59 019 804</b>	<b>2 366 445</b>	<b>4 %</b>	<b>11 694 620</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

**Table 29.** Associated countries' contributions and external projects (R0) in Title 4

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B4-101	3 199 231	2 625 765	82 %	3 199 231	565 154	18 %	2 060 611
B4-102	8 093 320	2 979 730	37 %	8 093 320	1 406 942	17 %	1 572 788
<b>Total</b>	<b>11 292 551</b>	<b>5 605 495</b>	<b>50 %</b>	<b>11 292 551</b>	<b>1 972 096</b>	<b>17 %</b>	<b>3 633 399</b>

**Legend.** CA= commitment appropriations; PA= payment appropriations; RAL= reste à liquider.

### c) List of budget transfers per quarter

**Table 30.** List of budget transfers in the first quarter of 2025

Date	Budget line	Fund source	CA (€)	PA (€)
28/2/25	A01104	C1	100 000	100 000
	A01403	C1	30 000	30 000
	A01601	C1	2 700 000	2 700 000
	A02203	C1	2 208 399	2 208 399
	B03301	C1	-5 038 399	-5 038 399

**Legend.** CA= commitment appropriations; PA= payment appropriations.

**Table 31.** List of budget transfers in the second quarter of 2025

Date	Budget line	Fund source	CA (€)	PA (€)
22/5/25	A01102	C1	-620 000	-620 000
	A01103	C1	-60 000	-60 000
	A01401	C1	5 000	5 000
	A01403	C1	75 000	75 000
	A01501	C1	200 000	200 000
	A01602	C1	100 000	100 000
	A02101	C1	-127 240	-127 240
	A02103	C1	-680 000	-680 000
	A02104	C1	-32 760	-32 760
	A02202	C1	550 000	550 000
	A02203	C1	440 000	440 000
	A02309	C1	150 000	150 000

**Legend.** CA= commitment appropriations; PA= payment appropriations.

**Table 32.** List of budget transfers in the third quarter of 2025

Date	Budget line	Fund source	CA (€)	PA (€)
09/7/25	A01301	R0	100 000	100 000
	A01401	R0	10 000	10 000
	A01402	R0	50 000	50 000



Date	Budget line	Fund source	CA (€)	PA (€)
	A01501	R0	100 000	100 000
	A02101	R0	300 000	300 000
	A02102	R0	20 000	20 000
	A02103	R0	200 000	200 000
	A02202	R0	235 000	235 000
	A02203	R0	765 000	765 000
	A02304	R0	100 000	100 000
	A02305	R0	190 000	190 000
	A02306	R0	190 000	190 000
	A02309	R0	20 000	20 000
	B03101	R0	100 000	100 000
	B03102	R0	100 000	100 000
	B03103	R0	400 000	400 000
	B03201	R0	600 000	600 000
	B03202	R0	1 000 000	1 000 000
	B03203	R0	500 000	500 000
	B03301	R0	2 700 000	2 700 000
	B03601	R0	-7 680 000	-7 680 000
	A01101	C1	2 884 614	2 884 614
	A01102	C1	-3 020 000	-3 020 000
	A01103	C1	-20 356	-20 356
	A01104	C1	37 320	37 320
	A01201	C1	-25 567	-25 567
	A01401	C1	-5 546	-5 546
	A01402	C1	-49 758	-49 758
	A01403	C1	151 000	151 000
	A01601	C1	180 000	180 000
	A01602	C1	-102 676	-102 676
	A01603	C1	-29 031	-29 031
	A02104	C1	-44 000	-44 000
	A02201	C1	-302 000	-302 000
	A02202	C1	302 000	302 000
	A02203	C1	58 000	58 000
	A02204	C1	-58 000	-58 000
	A02301	C1	-46 000	-46 000
	A02302	C1	-2 000	-2 000
	A02303	C1	-29 000	-29 000
	A02304	C1	82 000	82 000
	A02305	C1	50 000	50 000
	A02308	C1	-1 000	-1 000
	A02309	C1	32 000	32 000
	A02311	C1	-42 000	-42 000
	B03402	C1	50 000	45 000
	B03501	C1	-19 595	0
	B03701	C1	-30 000	-24 800

09/7/25



Date	Budget line	Fund source	CA (€)	PA (€)
	B03801	C1	-405	-20 200

**Legend.** CA= commitment appropriations; PA= payment appropriations.

**Table 33.** List of budget transfers in the fourth quarter of 2025

Date	Budget line	Fund source	CA (€)	PA (€)
15/10/25	A01102	C1	-1 352 000	-1 352 000
	A01103	C1	-48 000	-48 000
	A01104	C1	-15 000	-15 000
	A01201	C1	-18 000	-18 000
	A01301	C1	-250 000	-250 000
	A01401	C1	-5 000	-5 000
	A01402	C1	-25 000	-25 000
	A01403	C1	724 000	724 000
	A01501	C1	100 000	100 000
	A01601	C1	-603 000	-603 000
	A01602	C1	-1 303	-1 303
	A01603	C1	10 000	10 000
	A01701	C1	-1 700	-1 700
	A02101	C1	-137 000	-137 000
	A02102	C1	10 000	10 000
	A02104	C1	35 000	35 000
	A02304	C1	65 000	65 000
	A02306	C1	-62 000	-62 000
	A02307	C1	-5 000	-5 000
	A02309	C1	-16 000	-16 000
	A02312	C1	10 000	10 000
	B03102	C1	0	35 000
	B03103	C1	-194 000	264 000
	B03201	C1	177 006	326 200
	B03202	C1	-140 470	326 000
	B03203	C1	0	173 500
	B03301	C1	1 788 001	460 303
	B03401	C1	-16 000	0
	B03402	C1	-12 000	0
	B03501	C1	-15 033	0
B03701	C1	-2 500	0	
B03801	C1	-1	0	
15/10/25	A01301	R0	300 000	300 000
	A01403	R0	200 000	200 000
	A01501	R0	100 000	100 000
	B03601	R0	-600 000	-600 000
19/11/25	A01101	C1	1 253 484	1 253 484
	A01102	C1	-852 000	-852 000



Date	Budget line	Fund source	CA (€)	PA (€)
	A01103	C1	37 000	37 000
	A01104	C1	-7 000	-7 000
	A01201	C1	-16 000	-16 000
	A01301	C1	400 000	400 000
	A01601	C1	-800 000	-800 000
	A01701	C1	-15 484	-15 484
	A02103	C1	10 000	10 000
	A02312	C1	-10 000	-10 000
19/11/25	A02202	R0	500 000	500 000
	A02203	R0	500 000	500 000
	B03401	R0	20 000	20 000
	B03402	R0	20 000	20 000
	B03601	R0	-1 040 000	-1 040 000
16/12/25	A01101	C1	-323 000	-323 000
	A01403	C1	320 000	320 000
	A01601	C1	3 000	3 000
	A02201	C1	-100 000	-100 000
	A02202	C1	70 000	70 000
	A02305	C1	30 000	30 000
	B03101	C1	-108 178	0
	B03102	C1	25 000	0
	B03103	C1	-163 000	0
	B03201	C1	13 084	0
	B03202	C1	558 000	0
	B03203	C1	-366 000	0
	B03301	C1	240 047	0
	B03401	C1	-58 232	0
	B03402	C1	-58 312	0
	B03501	C1	-68 849	0
B03701	C1	-13 560	0	

**Legend.** CA= commitment appropriations; PA= payment appropriations.

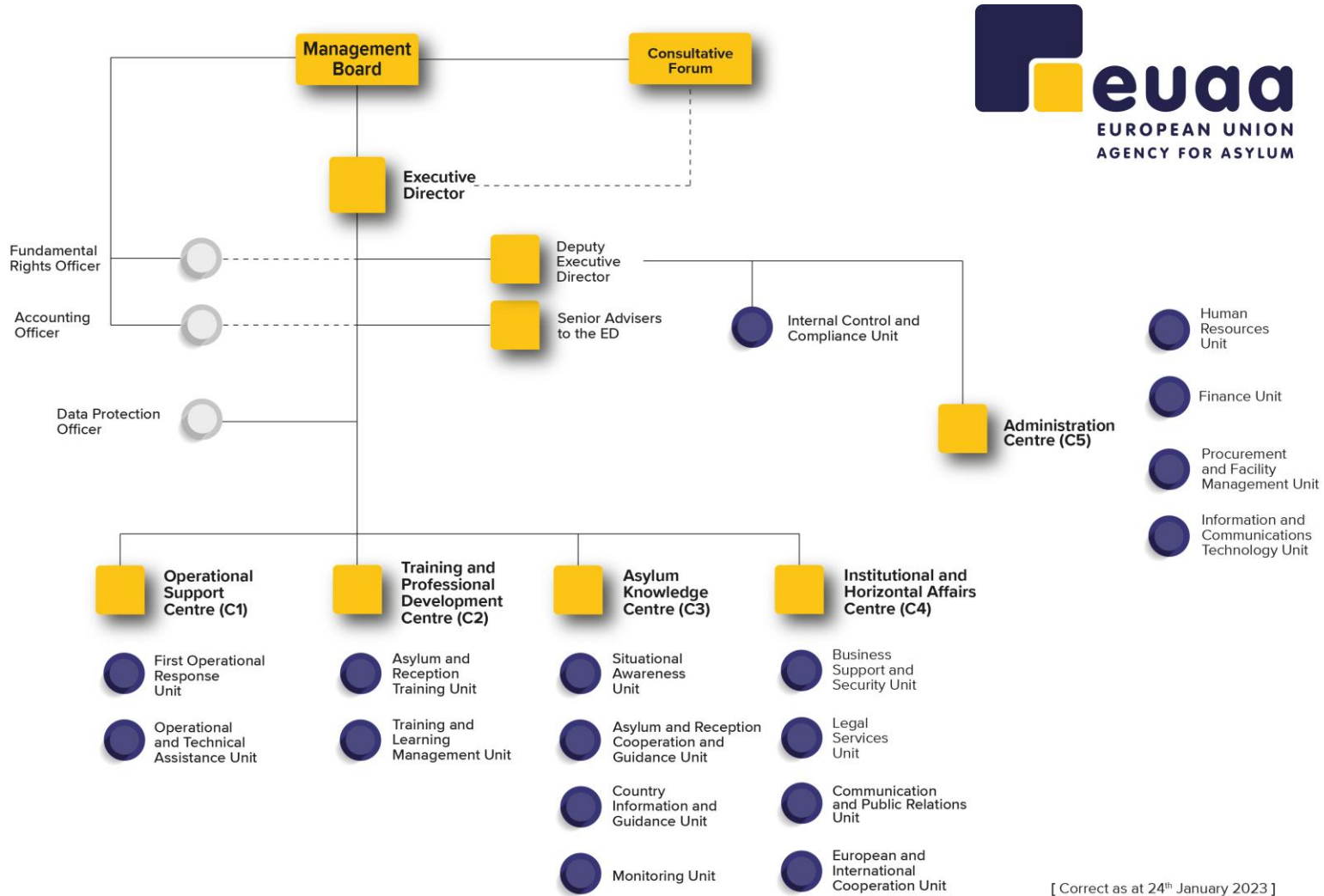
#### d) Interest paid by the EUAA for late payments to suppliers in 2025

In 2025, the EUAA recorded 148 late payments, none of which gave rise to interest payable to suppliers.





# Annex III. Organisational chart



[ Correct as at 24<sup>th</sup> January 2023 ]



## Annex IV. Establishment plan and additional information on human resources management

**Table 34.** Information on recruitment grade/function group for each type of post

Key functions	Type of contract	Grade of recruitment	General role*
Executive Director– level 1	TA	AD 14	Operational
Deputy Executive Director–level 2	TA	AD 13	Operational
Senior advisor to the Executive Director	TA	AD 12	Operational
Head of centre– level 3	TA	AD 12	Operational
Fundamental Rights Officer	TA	AD 10	Operational
Head of unit–level 4	TA	AD 10	Operational/administrative & coordination/neutral
Head of sector– level 5	TA	AD 8	Operational/administrative & coordination/neutral
Liaison officer	TA	AD 8	Operational
Data protection officer	TA	AD 8	Administrative & coordination
Accounting officer	TA	AD 8	Neutral
Senior officer	TA	AD 7	Operational/administrative & coordination/neutral
Officer	TA/CA	AD 5–AD 6/ FG IV	Operational/administrative & coordination/neutral
Senior assistant	TA	AST 5	Operational/administrative & coordination/neutral
Assistant	TA/CA	AST 1-AST 4/ FG II-FG III	Operational/administrative & coordination/neutral

**Legend.** TA= temporary agent; AD= administrator function group; AST= assistant function group; CA= contract agent; FG= function group.



\*With reference to the three screening types (administrative support and coordination, operational, neutral) referred to in the Commission's methodology for agencies' job screening (2014).

**Table 35.** Job screening/benchmarking against previous year's results\*\*

Job type (sub) category	2024	2025
<b>Administrative support and coordination</b>	<b>17 %</b>	<b>13 %</b>
Administrative support	16 %	11 %
Coordination	1 %	2 %
<b>Operational</b>	<b>75 %</b>	<b>80 %</b>
Top level operational coordination	2 %	2 %
Programme management and implementation	67 %	73 %
Evaluation and impact assessment	0 %	0 %
General operational	6 %	5 %
<b>Neutral</b>	<b>8 %</b>	<b>7 %</b>
Finance/control	8 %	7 %
Linguistics	0 %	0 %

\*\* Table compiled according to the Commission methodology for agencies' job screening (2014)



## Annex V. Human and financial resources by activity

**Table 36.** Human and financial resources in 2025

EUAA area of activity (single programming document's reference number)	Human resources 2025					Financial resources (C1) In €
	AD	AST	CA	SNE	Total	
<b>2.1. Operational support</b>	<b>33</b>	<b>18</b>	<b>81</b>	<b>3</b>	<b>135</b>	<b>90 326 802</b>
2.1.1. Operational and technical assistance	19	12	57	0	88	82 007 765
2.1.2. Resettlement and humanitarian admission	2	0	2	3	7	1 982 223
2.1.3. Operational support framework	12	6	22	0	40	6 336 814
<b>2.2. Training and professional development</b>	<b>32</b>	<b>13</b>	<b>13</b>	<b>1</b>	<b>59</b>	<b>3 487 252</b>
2.2.1. Design and development of the European asylum curriculum	14	7	4	1	26	2 531 515
2.2.2. Delivery of the EUAA's training	11	5	2	0	18	275 205
2.2.3. Training quality assurance framework and training monitoring and evaluation	5	1	2	0	8	321 470
2.2.4. Implementation of a user-centred learning technologies ecosystem	2	0	5	0	7	359 062
<b>2.3. Asylum knowledge</b>	<b>64</b>	<b>31</b>	<b>25</b>	<b>3</b>	<b>123</b>	<b>8 347 834</b>
2.3.1. Country information and guidance	17	10	9	1	37	1 564 910
2.3.2. Situational awareness	15	12	4	0	31	1 015 266
2.3.3. Asylum and reception cooperation and guidance	26	7	7	0	40	5 627 135
2.3.4. Monitoring the operational and technical application of the CEAS	6	2	5	2	15	140 523
<b>2.4. Horizontal activities</b>	<b>34</b>	<b>13</b>	<b>21</b>	<b>0</b>	<b>68</b>	<b>509 001</b>
2.4.1 Communication	4	4	8	0	16	0
2.4.2. Organisational management and sustainability	5	5	9	0	19	0
2.4.3. Protection of fundamental rights	2	1	1	0	4	8 940





EUAA area of activity (single programming document's reference number)	Human resources 2025					Financial resources (C1) In €
	AD	AST	CA	SNE	Total	
2.4.4. European and international cooperation	22	3	3	0	28	500 061
2.4.5. Executive Director's key performance indicators	1	0	0	0	1	0
<b>EUAA Grants</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49 594</b>
<b>TOTAL operational (title 3)</b>	<b>163</b>	<b>75</b>	<b>140</b>	<b>7</b>	<b>385</b>	<b>102 720 483</b>
Resources allocated to administrative and other governance and horizontal activities (title 1 and title 2)	56	46	46	0	148	86 524 518
<b>TOTAL EU subsidy (titles 1, 2, 3)</b>	<b>219</b>	<b>121</b>	<b>186</b>	<b>7</b>	<b>533</b>	<b>189 245 001</b>
Ad hoc grants – (R0) external assigned revenue (title 4)	0	0	18	0	18	5 605 496
<b>GRAND TOTAL</b>	<b>219</b>	<b>121</b>	<b>204</b>	<b>7</b>	<b>551</b>	<b>194 850 497</b>





## Annex VI. Contribution, grant and service-level agreements

**Table 37.** Contribution agreements implemented in 2025

Title of the agreement	General information					Financial and human resource impacts				
	Date of signature	Amount (€)	Duration	Counterpart	Short description	Resources	2024		2025	
<b>Voluntary financial contributions from Member States</b>										
Voluntary and earmarked contributions to the roadmap for cooperation with Egypt	18 December 2020	282 316	36 months + no cost extension till January 2024	Denmark	Roadmap for cooperation between the EUAA and Egypt	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							38 437	38 437	0	0
						No of contract agents	1		0	
						No of SNEs	0		0	
Voluntary and earmarked contribution to the EUAA regional pilot project for North Africa and Niger	3 September 2020	550 000	36 months + 3 months reporting period, extended until 30 June 2025	Czechia	Regional pilot capacity building project for North Africa and Niger	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							509 407	236 970	223 965	121 893
	16 December 2020	551 216		Denmark		No of contract agents	4		2 <sup>(51)</sup>	
						No of SNEs	0		0	
Agreement between the EUAA and the MFA of Denmark on the EUAA Regional Protection Project for the Southern Neighbourhood	27 November 2024	3 015 465 (22.5 million Danish Krone)	60 months	Denmark	Regional Protection Project for the Southern Neighbourhood	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	1 749 550	215 936
						No of contract agents	0		5 <sup>(52)</sup>	
						No of SNEs	0		0	

<sup>(51)</sup> The figure reflects an average of the annual full-time equivalent of staff allocated to this project.

<sup>(52)</sup> See previous footnote.





Title of the agreement	General information					Financial and human resource impacts					
	Date of signature	Amount (€)	Duration	Counterpart	Short description	Resources	2024		2025		
<b>Contribution agreements</b>											
Implementing the EUAA-Egypt cooperation	23 November 2023	1 500 000	36 months	European Commission, DG MENA	Enhancing the protection space for asylum seekers and refugees in Egypt	Amount	CA (€)	PA (€)	CA (€)	PA (€)	
							670 215	153 470	652 249	227 325	
						No of contract agents	0		3		
						No of SNEs	0		0		
EU Regional Support to the Western Balkans - Phase III	24 June 2022	6 000 000	59 months, implementation started in February 2022 under a limited ex-ante regime only	European Commission, DG ENEST	Support to protection-sensitive migration management in the Western Balkans	Amount	CA (€)	PA (€)	CA (€)	PA (€)	
							2 671 997	1 294 057	2 979 731	1 406 943	
						No of contract agents	8		8		
						No of SNEs	0		0		
EU Regional Support to the Western Balkans - Phase IV	16 December 2025	5 000 000	48 months (starting from 1 January 2027)	European Commission, DG ENEST	Support to protection-sensitive migration management in the Western Balkans	Amount	CA (€)	PA (€)	CA (€)	PA (€)	
							NA	NA	NA	NA	
						No of contract agents	NA		NA		
						No of SNEs	NA		NA		
<b>Total (voluntary contributions from Member States + contribution agreements)</b>						Amount	CA (€)	PA (€)	CA (€)	PA (€)	
							<b>3 890 056</b>	<b>1 722 934</b>	<b>5 605 495</b>	<b>1 972 097</b>	
						No of contract agents		<b>13</b>		<b>18</b>	
						No of SNEs		<b>0</b>		<b>0</b>	

**Legend.** CA = commitment appropriations; PA = payment appropriations; SNE = seconded national experts.



**Table 38.** Service-level agreements in 2025

Title of the agreement	General information					Financial and human resource impacts <sup>(53)</sup>				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2024		2025	
<b>Service-level agreements</b>										
Administrative assistance for the recruitment of trainees	28 September 2021; amended on 22 November 2022	NA	Indefinite	Directorate-General Education, Youth, Sport and Culture	Administrative assistance (including financial)	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							139 870	139 870	59 564	59 564
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Provision of conference interpretation services for meetings	15 September 2022	NA	Automatically renewed on annual basis	Directorate-General Interpretation	Provision of conference interpretation services for meetings	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	0	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Publications Office services	6 August 2018	NA	Indefinite	Publications Office of the European Union	Use of services by the Publications Office of the European Union	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							358 032	177 457	702 290	630 759
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Staff selection services	18 June 2010	NA	Automatically renewed on annual basis	European Personnel Selection Office (EPSO)	Staff selection service support	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	0	0
						No of contract agents	NA		NA	

<sup>(53)</sup> Amounts do not include external assigned revenue.



Title of the agreement	General information					Financial and human resource impacts <sup>(53)</sup>				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2024		2025	
<b>Service-level agreements</b>										
						No of SNEs	NA		NA	
Translation services	10 February 2012; amended on 30 November 2016	NA	Automatically renewed on annual basis	Translation Centre	Translation and other language services	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							2 760 967	1 482 682	5 981 797	3 232 730
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Service-level agreement between Directorate-General Human Resources and EASO for different services	22 December 2017; latest amendment on 19 January 2023	NA	Automatically renewed on annual basis	Directorate-General for Human Resources	Sysper; learning and development, medical services, social support service for pensioners and disability matters; security clearance, access badges and parking permits; complaints/ inquiries/ IDOC Helpdesk	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							308 493	288 493	324 583	324 583
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Service-level agreement between	6 March 2020	NA	Expired on 31/12/2025	Directorate-General for		Amount	CA (€)	PA (€)	CA (€)	PA (€)
							20 000	0	30 000	0





Title of the agreement	General information					Financial and human resource impacts <sup>(53)</sup>				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2024		2025	
<b>Service-level agreements</b>										
Directorate-General Human Resources and EASO				Human Resources	Production of EU <i>laissez passer</i>	No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Catalogue of services-DG Budget	14 January 2020.	NA	Automatically renewed on annual basis	Directorate-General for Budget	Directorate-General for Budget's catalogue of services related to the ABAC system (ABAC maintenance)	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							215 000	215 000	250 000	250 000
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Organisation of courses	11 February 2011	NA	Indefinite	European Administrative School (EuSA)	Offer and organisation of courses	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							22 410	22 410	22 476	22 476
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Shared support office of the EU Agencies Network	6 March 2018	NA	Automatically renewed on annual basis	European Food Safety Authority	Costs of the shared support office of the EU Agencies Network	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							20 566	20 566	37 047	37 047
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Entitlements for employees	28 January 2019;	NA		Paymaster Office	Paymaster Office services regarding	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							297 262	297 262	342 523	342 523





Title of the agreement	General information					Financial and human resource impacts <sup>(53)</sup>				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2024		2025	
<b>Service-level agreements</b>										
	amended on 7 October 2023				entitlements of employees	No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Global service-level agreement	21 March 2019; latest amendments on 11 August 2025 and 22 October 2025		Automatically renewed on annual basis	Directorate-General for Informatics	ICT services (ICT Procurement, E-Procurement, Cloud Brokering, IT hosting of ABAC, ABAC Assets services, EU-Sign, EU-Login, CERT-EU Services)	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							793 042	793 042	1 454 632	1 396 507
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
eGrants	30 July 2024		Automatically renewed on annual basis	Directorate-General for Informatics and Directorate General for Research and Innovation	eGrants Suite	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							22 400	22 400	9 954	9 954
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Service-level agreement between the EUAA and the EIT	19 December 2024	NA	The maximum duration of this SLA is 9 years, from	European Institute of Innovation and	Provision of Brussels Liaison Office	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	160 886	132 233
						No of contract agents	NA		NA	





Title of the agreement	General information					Financial and human resource impacts <sup>(53)</sup>				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2024		2025	
<b>Service-level agreements</b>										
			1/1/2025 until 31/12/2033	Technology (EIT)		No of SNEs	NA		NA	
Service-level agreement between the EUAA and European Research Agency	5 March 2025		Automatically renewed on annual basis	European Research Agency	Provision of EU central validation services	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	8 663	8 663
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
<b>Total service-level agreements</b>						Amount	CA (€)	PA (€)	CA (€)	PA (€)
							<b>4 958 042</b>	<b>3 459 182</b>	<b>9 384 415</b>	<b>6 447 039</b>
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	

**Legend.** CA = commitment appropriations; PA = payment appropriations; SNE = seconded national experts.



## Annex VII. Environment management

In 2025, the Agency embarked on an environmental management project that sought to establish the building blocks for the next stages of its environmental journey.

As set out in the 2025–2027 single programming document, the EUAA undertook specific tasks and delivered the following results:

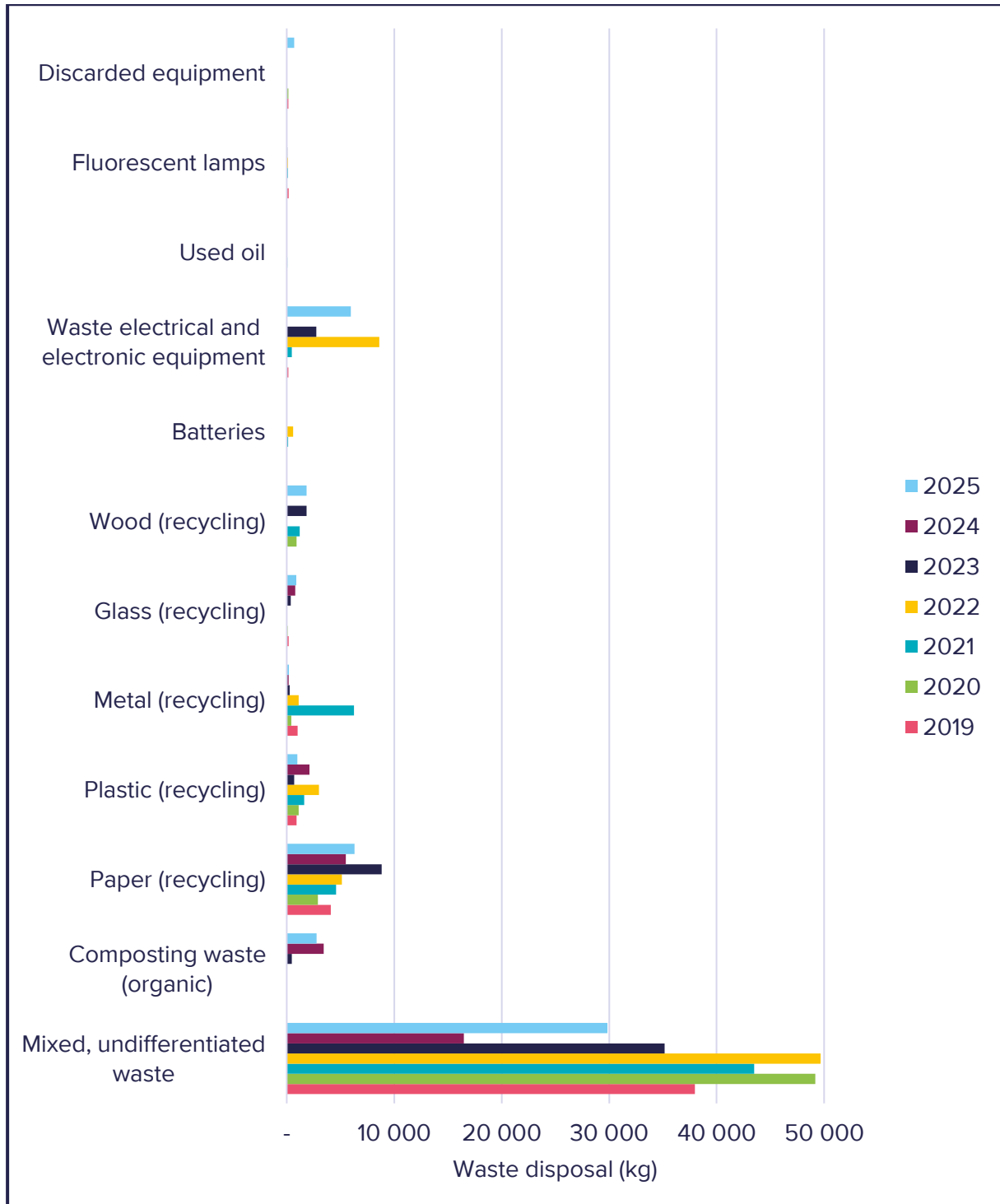
- **a new environmental policy and new management framework were developed.** Their adoption as an Executive Director Decision is expected in 2026.
- **A methodology for greenhouse gas emissions calculation and reduction was adopted.** Based on reputable standards, it will be used to calculate the Agency's greenhouse gas emissions. The first calculations were attempted and will be further refined based on the methodology.
- **A set of initiatives and measures was elaborated** with the objective of reducing the EUAA's carbon footprint and improving the Agency's environmental sustainability.
- **Environmental data collection was further refined** with the introduction of evidence-based validation processes and identification of missing datasets.
- The **environmental legal register was updated** and an **independent compliance check** for the Agency's headquarters and annex was carried out by external consultants. No major non-conformities were identified and both premises were found to be generally compliant.

### Managing waste

There was a marked increase in total waste disposal at the EUAA headquarters in 2025 (49 431 kg) compared with 2024 (28 504 kg), although the figure remained below the 2023 level.



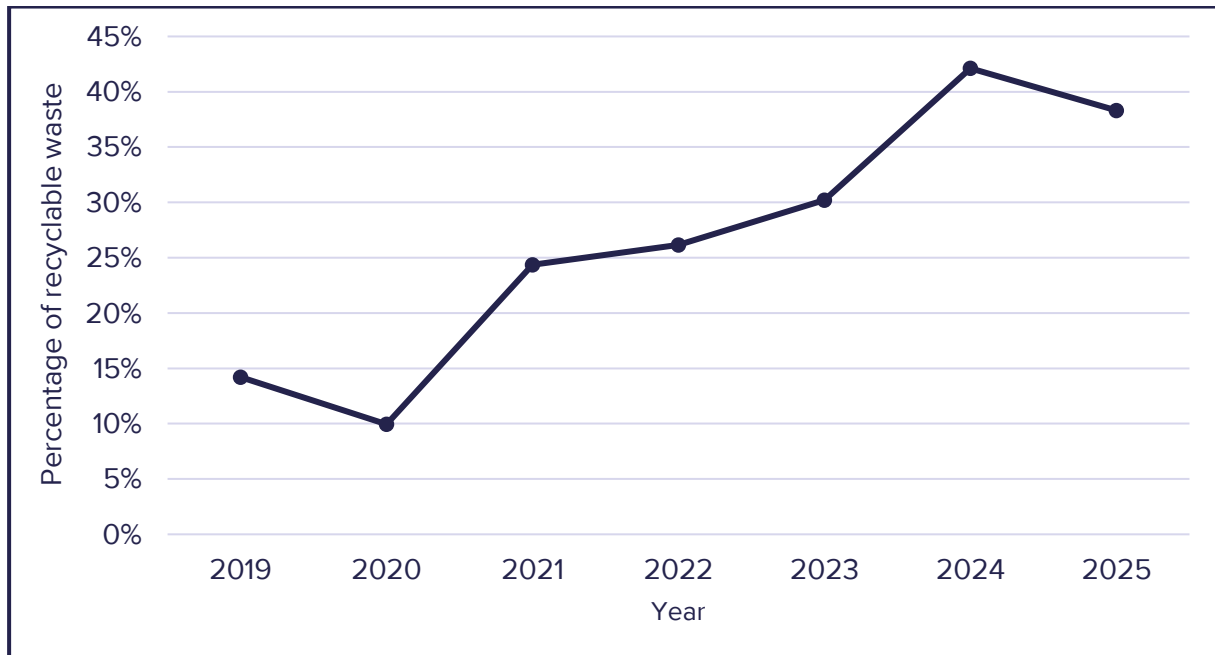
**Figure 16.** Annual waste disposal (in kg) at the EUAA headquarters from 2019 to 2025



The proportion of recyclable waste sorted at the EUAA headquarters reached 40 % on average over the last two years, representing a significant increase on the levels below 15 % in the first years of environmental data collection. Recyclable waste includes organic waste, waste electrical and electronic equipment and other recyclable materials.



**Figure 17.** Percentage of recyclable waste sorted at the EUAA headquarters from 2019 to 2025



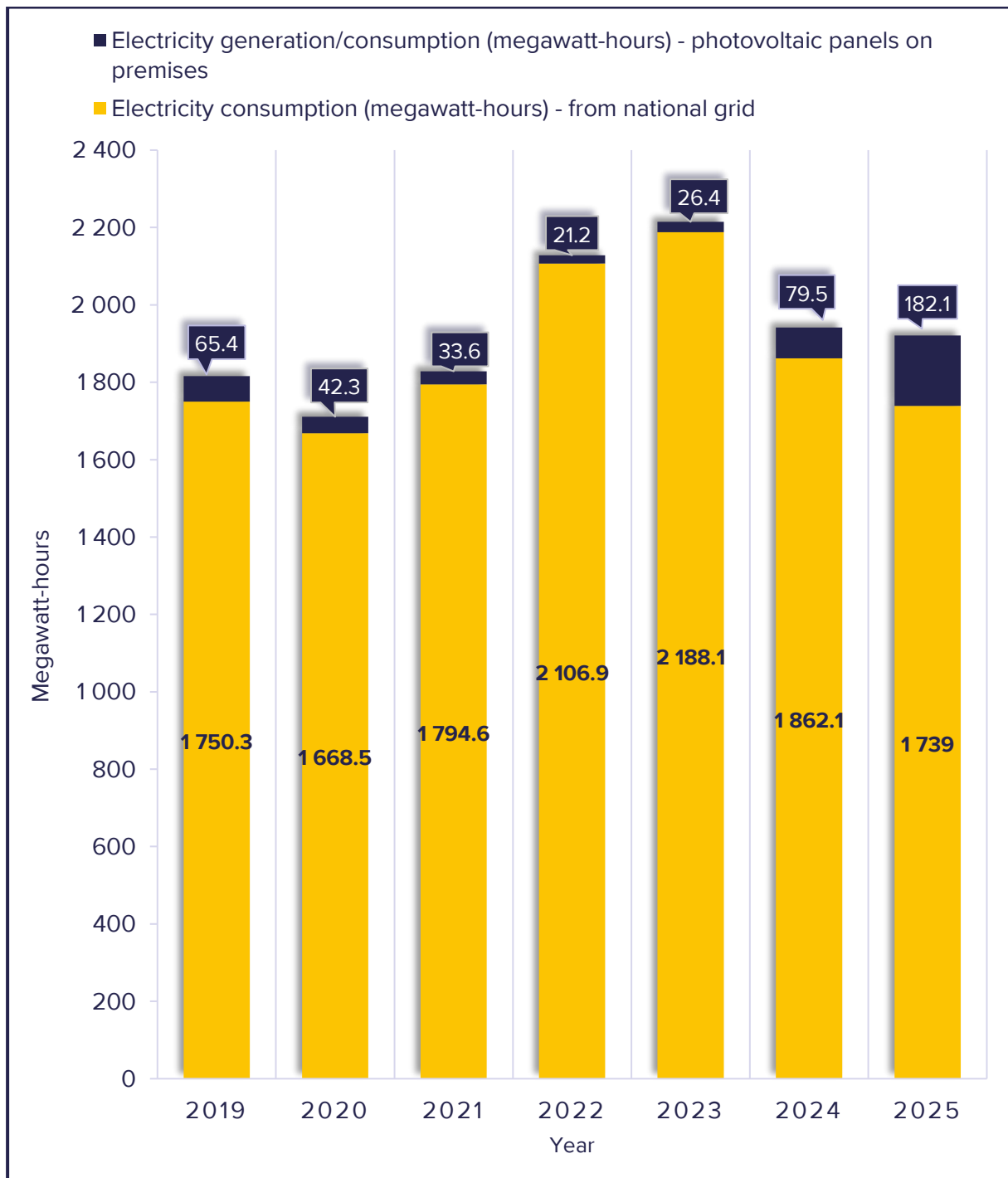
### Energy use

In 2025, the Agency further improved its energy data collection at the headquarters by extracting and validating data on clean electricity generated on premises by photovoltaic panels installed on the office buildings.

The results show a marked increase in clean energy generated and consumed in 2025 (182.1 megawatt-hours, up by 129 % compared with 2024). The total electricity consumption in 2025, from both the national grid and photovoltaic panels, reached 1 921 megawatt-hours (-1 % compared with 2024).



**Figure 18.** Annual electricity consumption (in megawatt-hours) at the EUAA headquarters between 2019 and 2025



### Moving towards green procurement

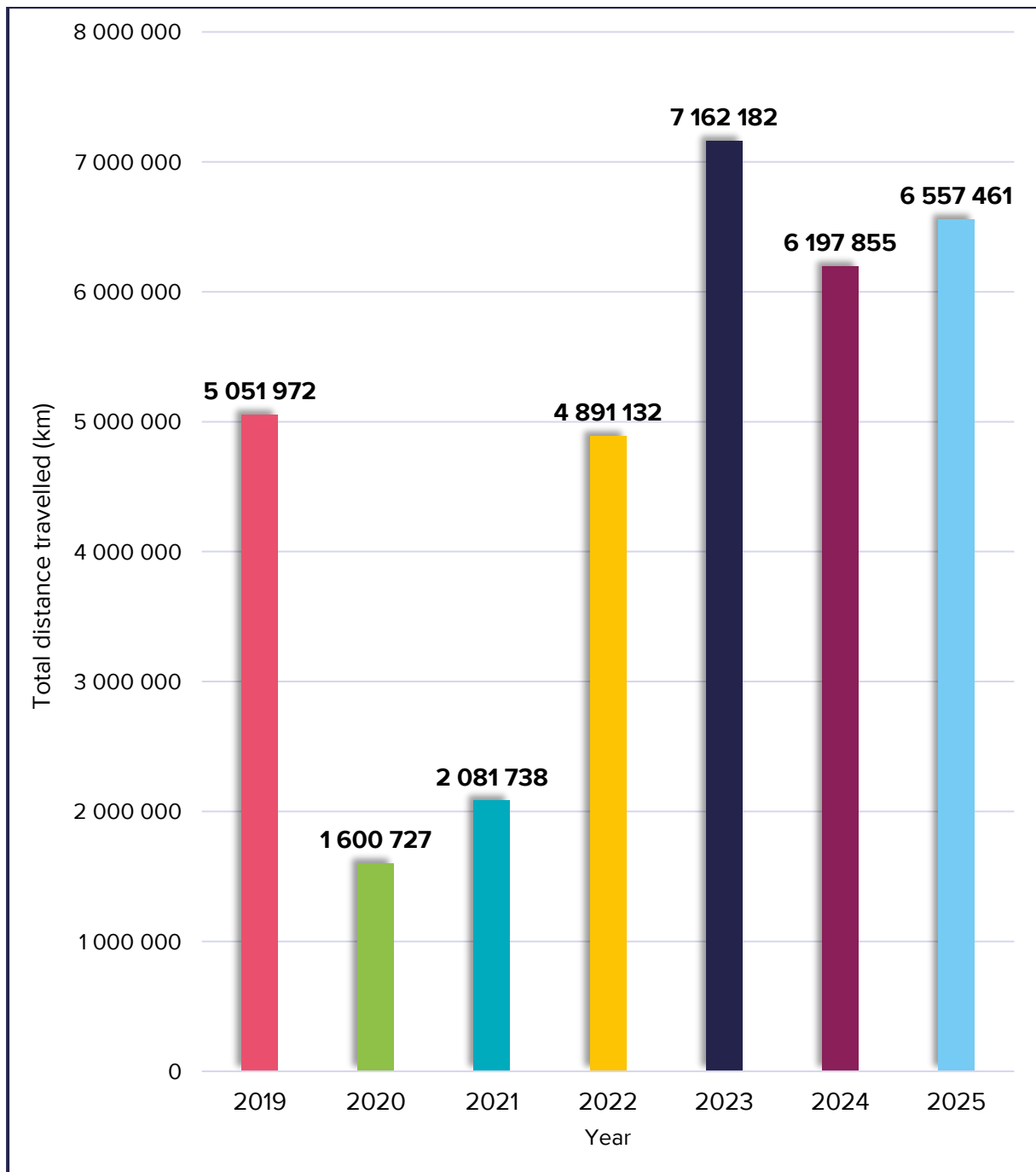
In 2025, the Agency launched a total of 51 procurement procedures, with 16 % of them including green criteria in the technical specifications. This represents a 100 % increase in green public procurement compared with 2024.



### Mission travel

In 2025, the total distance travelled by the Agency’s staff and temporary agency workers on missions increased compared with 2024 (+5.8 %). This can be attributed to sustained operational support to Member States and further implementation of the EUAA’s mandate, including the first pilot exercises for the monitoring of the operational and technical application of the CEAS.

**Figure 19.** Annual distance travelled (in km) in staff and temporary agency workers’ missions between 2019 and 2025





## Annex VIII. (Draft/final) annual accounts

The Agency's final annual accounts for the year 2025 are available, following their approval by the Management Board, on the [governance and internal control page](#) of the EUAA website.





## Annex IX. Register of deficiencies and corrective action plan (as at the first quarter of 2026)

The Agency's register of deficiencies and corrective action plan is available on the EUAA's website at this [link](#).





## Annex X. Internal control monitoring criteria results for the reporting year

The Agency's internal control monitoring criteria results for 2025 (released in the first quarter of 2026) are available on the EUAA's website at this [link](#).



