

Summary of Decisions 74th EMSA Administrative Board meeting 12 and 13 November 2025

1. Welcome from the Chairman and adoption of the agenda

New Board Members/alternates were welcomed, as listed below.

No conflicts of interest were declared. The agenda was *adopted*.

New Board Members

Malta: Ivan Tabone, Chief Officer and Registrar General of Shipping and Seamen (replacing Mr Bugeja)

European Commission: Frédéric Versini, Acting Director Shared Resources (replacing Ms Montagnon)

EFTA Surveillance Authority: Andreas Breivik, Legal Officer, Transport and Connectivity, ESA (replacing Ms Tsaroucha)

Portugal: Vice Admiral António Coelho Cândido, Director General, Director-General of the Directorate-General for Natural Resources (replacing Mr Simao)

Estonia: Edgar Peganov, Director, Maritime Division Estonian Maritime Administration (replacing Mr Truu, now alternate member (the formal nomination is still pending at this stage)).

New Alternate Members

European Commission: Andrei Mungiu-Patrascu, Deputy Head of Unit maritime safety DG MOVE (replacing Ms Sellier)

Proxies/absences

Austria, Italy and Hungary: No representation, no proxy

Romania: Proxy given to Bulgaria

Slovakia: Proxy given to Czech Republic

European Commission: Ms Hanna JAHNS, DG ECHO, to Ms Fotini Ioannidou, DG MOVE

2. Minutes of the last meeting

The Administrative Board *approved* the draft minutes of the last meeting, which took place in Lisbon on 16 and 17 June 2025.

3. Update on Agency's activities and budget implementation

The Administrative Board *took note* of the information provided by the Agency on:

3a General information on work programme and budget implementation

The Administrative Board took note of the expected high level of implementation of the work programme as well as the expected budget execution above the 95% threshold.

3b European cooperation on coast guard functions - 2025 Budget execution

The Administrative Board took note of budget execution expected for 2025, including the successful implementation of the remedial plans outlined in March 2025 to ensure operational continuity and budget execution following the unexpected bankruptcy of one of the Agency's contractors.

3c Relevant tenders and developments in the field of Anti-Pollution Measures

The Administrative Board took note of the relevant tenders and developments in the field of Anti-Pollution measures, including the outcome of the 4-lot vessel tender. The Atlantic North/Irish Sea and Northern Baltic Sea tenders were unsuccessful, due respectively to lack of interest and lack of suitable offers. The Bay of Biscay and the Canary Islands and Madeira tenders were successfully completed and contracts are about to be signed. In view of the risks in the region, the Agency relaunched the tender for the Northern Baltic Sea.

3d EMSA Academy exchange programme

The Administrative Board endorsed the plans for piloting an EMSA Academy exchange programme in 2026 and the need for volunteering Member States to host exchanges. A call to that effect would be launched in line with the timetable presented.

3e eCertification Seafarers Platform

The Administrative Board took note of progress to date on the voluntary platform for which 13 Member States had so far indicated their intention to use all or part of its modules. The Agency was requested to organise a dedicated workshop for Member State experts to further increase their awareness and support informed choice on how to use the platform.

3f ROV developments

The Administrative Board took note of developments and use cases of the service, which was not reserved for Accident Investigation bodies only but available to any Member States' competent authorities upon request.

4. Final Report on Making the PRS toolbox “future-proof” – possible way forward and budgetary scenarios

The Administrative Board **took note** of the Final Report on Making the PRS toolbox “future-proof” – possible way forward and budgetary implications.

At this stage, the Agency will proceed with the “Baseline scenario”, notably to maintain current services with necessary updates taking into consideration financial resources available under the current Multi-Annual Financial Framework (MFF 2021-2027), and expected budget foreseen under the next MFF (2028-2034), as well as with the feasibility study regarding a potential new service seeking to add some flexibility to the coverage of the vessel network.

Concerning the planned risk assessment for all European sea basins which shall serve as a basis for the locations of the Agency's oil and chemical pollution response vessels for supporting the Member States in marine environment pollution response activities, an update would be provided at the March 2026 meeting to report on progress and clarify the scope of the procurement for the implementation of this first exercise.

5. Draft Administrative Arrangements

The Administrative Board **took note** of main elements of the 2nd Contribution Agreement for signature between DGMARE and EMSA regarding CISE, enabling its entry into force on 1 July 2026.

Given that this Draft Contribution Agreement was circulated on the day of the meeting, the Administrative Board would consider it with the 4 weeks period foreseen by the EMSA Founding Regulation starting to count from that day.

If no objection will be registered by the end of the four weeks period, on 10 December 2025, the Executive Director will be able to proceed with the signature of the Contribution Agreement.

6. Follow up to the revision of the EMSA mandate

The Administrative Board **discussed** the following Rules and Decisions in view of their future adoption upon the entry into force of the revised Founding Regulation in the context of an extraordinary Board meeting to be held online:

6a Management Board Rules of Procedure

The Administrative Board considered the Management Board Rules of Procedure in view of their future adoption upon the entry into force of the revised Founding Regulation.

6b Revision of the mandate of the Administrative and Finance Committee

The Administrative Board considered the Draft Decision on establishing the Administrative and Finance Committee in view of its future adoption upon the entry into force of the revised Founding Regulation.

To facilitate the work of the AFC, the Agency will circulate the documents in the 1st set of documents circulated four weeks before the board meetings. Exceptionally, documents which are not available for distribution at that time shall be distributed in the second set, not later than one week before the AFC meeting.

6c Decision of the AB authorising the Executive Director to request COM agreement regarding the delegation of the powers of the appointing authority and of the authority empowered to conclude contracts of employment to the Executive Director

The Administrative Board considered the Draft Decision of the AB authorising the Executive Director to request COM agreement regarding the delegation of the powers of the appointing authority in view of its future adoption upon the entry into force of the revised Founding Regulation.

Member States were invited to provide any written comments on the Management Board Rules of Procedure or on the Decision on the revision of the mandate of the Administrative and Finance Committee by 27 November.

6bis Appointment of the members of the Administrative and Finance Committee

The Administrative Board **adopted** the Decision on the appointment of the members from the following Member States as members of the Administrative and Finance Committee for a period of three years: Belgium, Denmark, France, Germany, Poland, Spain and the European Commission with 2 representatives.

7. Presentation on the phasing-in of the new tasks deriving from the Maritime Safety Package and the revision of the Founding Regulation & 8. Human Resources Efficiency Gains Toolbox

The Administrative Board **took note** of the presentation on the **Phasing-in of the new tasks deriving from the Maritime Safety Package and the revision of the Founding Regulation** and on the **Human Resources Efficiency Gains Toolbox**.

The Agency will provide an overview and update on the implementation of the new legislation and programming of new resources at the November 2026 Board meeting.

9. Draft EMSA Single Programming Document 2026 – 2028

The Administrative Board **examined and approved** the request for Technical Assistance from the Italian Coast Guard and the French Directorate of maritime affairs, fishery and aquaculture relating to the modernization of the Mandatory Ship Reporting System BONIFREP in the Bonifacio Strait.

The Administrative Board **adopted** the EMSA Single Programming Document 2026 – 2028, based on the draft submitted by the Executive Director and taking into the account:

1. the Commission's formal opinion of July 2025;
2. Technical assistance requested from the Italian Coast Guard and the French Directorate of maritime affairs, fishery and aquaculture relating to the modernization of the Mandatory Ship

Reporting System BONIFREP in the Bonifacio, examined and agreed at the start of this agenda item;

3. Discussions at the June 2025 Board meeting as well as proposals submitted subsequently in writing (the Agency received and reflected one proposal, from Poland, highlighting the challenges posed by the shadow fleet and signal jamming as well as the authenticity of insurance and civil liability certificates).

The Administrative Board **adopted** the associated 2026 Budget of € 116,955, 026 in both Commitment and Payment Appropriations and the 2026 Establishment plan which includes 238 statutory posts, as well as 41 Contract Agents and 18 Seconded National Experts to be financed by the EU contribution. The figures include 14 new establishment plan posts of which 1 AD6 and 3 AD5s and 1 AST3 related to the maritime safety package and 8 AD6s and 1 AD5 foreseen for the revision of the EMSA Founding Regulation, as well as 6 new CAs for the revision of the EMSA Founding Regulation, subject and without prejudice to the outcome of the annual budgetary procedure.

10. HR Matters - Adoption of the Decision of the Administrative Board on the exercise of the appointing authority powers concerning the occupational activities after leaving the service of the Executive Director of the European Maritime Safety Agency

The Administrative Board **adopted** the Decision of the Administrative Board on the exercise of the appointing authority powers concerning the occupational activities after leaving the service of the Executive Director of the European Maritime Safety Agency.

11. Adoption of the list of “A” items

The Administrative Board **approved/took note** of the following “A” items en bloc, following the report and positive recommendation of the Administrative and Finance Committee:

11a EMSA Financial Statement 2024

The Administrative Board took note of the final report of the European Court of Auditors with no observations and approved the final accounts for 2024.

11b 2025 Appropriations cashed

The Administrative Board took note of the appropriations cashed since the last Administrative Board meeting which amounted to EUR 8,888,545.00.

11c 2025 Budget Transfers

The Administrative Board took note of the budget transfers since 1 January 2025, amounting to a total of four.

11d Monitoring of findings and recommendations from internal & external audits & EMSA follow – up

The Administrative Board took note of the follow-up to audits. As regards the recommendations stemming from the different audits, all recommendations have been closed by EMSA (status "ready to review") except the IAS recommendation regarding the new staff satisfaction survey to be launched in January 2026.

12. Draft EMSA Single Programming Document 2027 – 2029

The Administrative Board **considered** the EMSA Single Programming Document 2027 – 2029, based on the draft submitted by the Executive Director after consulting the Commission, and the associated 2027 Draft Budget (€ 119,955,833 in both Commitment and Payment Appropriations) and the 2027 draft Establishment plan with 239 statutory staff (AD/AST), subject and without prejudice to the outcome of the

legislative process to revise the EMSA Founding Regulation as well as the outcome of the annual budgetary procedure.

The reference to military mobility will be removed from the document at this stage.

The Agency will make available a track changes version of the draft SDP2027-2029 showing changes compared to the SPD2026-2028.

The Administrative Board was invited to provide written comments by Thursday 27 November 2025, in time to be taken into account for the mid-December written procedure version.

13. Any Other Business

None tabled.

Detailed Minutes of the 74th EMSA Administrative Board meeting 12 and 13 November 2025**1. Welcome from the Chairman and adoption of the agenda**

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¹ All presentations provided at the Board meeting are available under this link: [74th Administrative Board meeting \[restricted\]](#)

3c Relevant tenders and developments in the field of Anti-Pollution Measures

The Administrative Board took note of the relevant tenders and developments in the field of Anti-Pollution measures, including the outcome of the 4-lot vessel tender. The Atlantic North/Irish Sea and Northern Baltic Sea tenders were unsuccessful, due respectively to lack of interest and lack of suitable offers. The Bay of Biscay and the Canary Islands and Madeira tenders were successfully completed and contracts are about to be signed. In view of the risks in the region, the Agency relaunched the tender for the Northern Baltic Sea.

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3f ROV developments

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4. Final Report on Making the PRS toolbox “future-proof” – possible way forward and budgetary scenarios

The Executive Director recalled the written consultation process, the workshop with the CTG MPPR experts, and the workshop with the Administrative Board in June 2025.

Key messages from the consultations were translated into various possible ways forward: topics discussed were categorised into areas of development, for which specific actions, based on 3 budgetary scenarios, were proposed by EMSA.

The first draft of the report, containing these ideas, was shared during the second meeting with CTG MPPR members for expert technical review. The final report consolidated the entire process and included specific actions, as well as the outcomes and technical input from the Member State experts during the CTG MPPR meeting.

The report is structured around a set of areas of development each of which with specific actions with annual outputs, and the estimated efforts in terms of resources needed with two budgetary scenarios:

The Baseline scenario is based on available budget under the current MFF (2026 and 2027), and expected budget foreseen under the next MFF (from 2028 – same level of resources compared to available budget under current MFF).

The Top-up scenario is based on the assumption that, as foreseen by the financial statement for the revision of the EMSA Founding Regulation, an additional amount of 3 MEUR/year from 2028 will be made available to the Agency.

Other avenues that are currently premature or without available budget are also advanced as possible areas to be explored.

Member States welcomed the proposed areas of development under the baseline scenario, in particular the adaptation of operational services to HNS and alternative fuels and the risk assessment (Denmark, Greece, Germany, Netherlands, Belgium, Estonia, Finland, Norway and Malta). Greece also highlighted the reduction of dispersant stock and elements of the top up scenario, notably the aerial transport of equipment.

Several Member States expressed expectations concerning the scope of the risk assessment (Denmark, France, Norway, Belgium, Estonia, Finland) including geographical coverage (France – overseas territories). The Executive Director recalled the various constraints for the exercise including the budgetary allocation of EUR 500,000 in 2026 related to the new mandate and the focus on pollution from ships and on the location of the Agency's "oil and chemical pollution response vessels", in line with the wording of said new mandate.

Ms Ioannidou, Commission, welcomed the set of concrete actions proposed which struck the right balance between increasing threats, addressing the shadow fleet on the one hand and promoting research and development on alternative fuels on the other. She also reminded the Board that the next MFF proposal was currently under negotiation and that Member States should address budgetary needs at the Council level.

The Administrative Board **took note** of the Final Report on Making the PRS toolbox "future-proof" – possible way forward and budgetary implications.

At this stage, the Agency will proceed with the "Baseline scenario" notably to maintain current services with necessary updates taking into consideration financial resources available under the current Multi-Annual Financial Framework (MFF 2021-2027), and expected budget foreseen under the next MFF (2028-2034), as well as with the feasibility study regarding a potential new service with a flexible arrangement for an oil spill recovery vessel as suggested in the report.

Concerning the planned risk assessment for all European sea basins which shall serve as a basis for the locations of the Agency's oil and chemical pollution response vessels for supporting the Member States in marine environment pollution response activities, an update would be provided at the March 2026 meeting to report on progress and clarify the scope of the procurement for the implementation of this first exercise.

5. Draft Administrative Arrangements

No draft Administrative Arrangements were tabled for consideration by the Board at the meeting.

Nevertheless, the 2nd draft Contribution Agreement for CISE II had been circulated to the Board on the day of the meeting. The Agency presented the main elements of the draft agreement.

Building upon the achievements of the 1st Contribution Agreement, this second phase aims primarily to complete the implementation of the enablers for establishing the Classified Network (EU Restricted). In parallel, EMSA will continue to provide support to CISE stakeholders (e.g., EU and EEA Member State maritime authorities, EU institutions, and Agencies) to foster the operational use of the network.

The activities will include the further development and refinement of stakeholders' Information Sharing Plans (ISP), the maintenance and enhancement of technical and operational building blocks (such as the node, adaptors, cooperation agreement, and responsibility-to-share mechanisms), and the coordination and administration of the project.

The Agreement will cover the period from 1 July 2026 to 30 June 2028, with a total estimated budget of EUR 5,997,571.

In response to Mr Ringbom, representative from the professional sector, on the timing of the submission of the documents for the consideration by the Board of this draft Contribution Agreement, the Chairman

clarified that the Board's 4-week consideration period would start from the day of the meeting. The Board was invited to comment or ask for clarifications during this 4-week period as relevant.

The Administrative Board **took note** of the main elements of the 2nd Contribution Agreement for signature between DGMARE and EMSA.

Given that this Draft Contribution Agreement was circulated on the day of the meeting, the Administrative Board would consider it with the 4-week period foreseen by the EMSA Founding Regulation starting to count from that day.

If no objection will be registered by the end of the 4week period, on 10 December 2025, the Executive Director will be able to proceed with the signature of the Contribution Agreement.

6. Follow up to the revision of the EMSA mandate

The Executive Director recalled the provisional agreement on the new EMSA Founding Regulation (new FOR) that was reached by the co-legislators in May 2025. Formal approval by the European Parliament was planned at the end of November, after which the new mandate should be published in the Official Journal of the European Union for entry into force and applicability after 20 calendar days from publication.

While most Administrative Board decisions would remain valid as there is continuity of activities of the Agency, some governance decisions would have to be in place upon entry into force of the new FOR or shortly thereafter and others would need to be taken during the normal course of functioning of the Agency and the Management Board e.g. the decisions on lobbyists or on Sensitive Non-Classified documents.

The most urgent decisions to be taken under the new Founding Regulation concerned the future Management Board Rules of Procedure, the establishment of the Administrative and Finance Committee Advisory Group and the Decision on the delegation of the Appointing Authority to the Executive Director that ensures day to day management of the Agency.

The adoption of these Decisions was proposed to take place in the context of a brief extraordinary Management Board meeting to be held online in January 2026.

Member States were invited to provide any written comments on the Management Board Rules of Procedure or on the Decision on the revision of the mandate of the Administrative and Finance Committee **by 27 November**.

6a Management Board Rules of Procedure

This was the first and most important document that needed to be discussed and adopted to enable decision-making of the Management Board. It represented a few changes compared to the current situation:

(a) voting provisions: the default rule now requires an absolute majority, with exceptions with different thresholds explicitly listed in Art 8 of the draft Rules of Procedure of the Management Board: adoption of the SPD, annual budget and establishment plan, adoption of the CAAR, opinion on the annual accounts, appointment, guidance and monitoring of performance of the Executive Director, etc.

(b) provision relating to written procedures: in order to allow members to provide input and ensuring greater transparency and inclusiveness in decision-making, a preliminary commenting phase has been introduced prior to the launch of most written procedures. The Commission recommended that exceptions be limited to matters of urgency at the discretion of the Chair.

(c) categorisation of agenda items as “for decision”, “for discussion”, or “for information”, improving the structure and clarity of meeting proceedings.

(d) provision for setting-up advisory and working groups

(e) conflict of interest: this article is being reinforced to include the mandatory annual publication of Board members’ declarations on the Agency’s website in accordance with the updated legal framework and the Agency’s Conflict of Interest Policy, which will be prepared as a separate document rather than an annex to the Rules of Procedure².

(f) editorial refinement to improve clarity, coherence and alignment with the new Regulation.

In response to Cyprus and the possible need for the Board members to be reappointed, the Chairman clarified the transitional article of the new FOR that allows members of the Management Board, without prejudice to the right of each Member State to appoint a new representative, to remain appointed until the expiry date of their term of office.

The Administrative Board considered the Management Board Rules of Procedure in view of their future adoption upon the entry into force of the revised Founding Regulation. Additionally, EMSA would prepare a draft decision setting guidelines on the exercise by the MB of the HR processes for the accounting and data protection officers, including selection, and on the modalities of the complaints committee, in compliance with the draft Management Board AIPN delegation decision.

6b Revision of the mandate of the Administrative and Finance Committee

The new Decision did not represent any substantial changes compared to the one currently in place consisting mainly of adaptations to the notions used by the new Founding Regulation and adding a provision in respect of the scheduling of the AFC at least 5 days before the Management Board meeting.

The Administrative Board considered the Draft Decision on establishing the Administrative and Finance Committee in view of its future adoption upon the entry into force of the revised Founding Regulation.

To facilitate the work of the AFC, the Agency will circulate the documents in the 1st set of documents circulated four weeks before the board meetings. Exceptionally, documents which are not available for distribution at that time shall be distributed in the second set, not later than one week before the AFC meeting.

6c Decision of the AB authorising the Executive Director to request COM agreement regarding the delegation of the powers of the appointing authority and of the authority empowered to conclude contracts of employment to the Executive Director

Ms Lempicka-Fichter informed the Board that this was a standard provision under all new or amended founding regulations for decentralised Agencies, and in line with the Staff Regulations. The process involved 4 steps procedure of which the first two were completed:

1. Staff Committee consultation;
2. authorisation from the Administrative Board to the Executive Director to request DG HR agreement regarding the delegation of the powers of the appointing authority and of the authority empowered to conclude contracts of employment to the Executive Director (done by written procedure that ended on 29 October);
3. Commission agreement;

² A draft of the updated Conflict of Interest rules will be prepared for the March 2026 meeting.

4. Adoption by the Management Board of the Decision on the delegation of powers of the appointing authority and of the authority empowered to conclude contracts of employment.

As main elements of this Decision, Ms Lempicka-Fichter explained the following:

- the appointing authority powers were foreseen to lie in the first instance with the Management Board and to be delegated to the Executive Director as concerns the EMSA staff with the exception of the Accounting Officer and the Data Protection Officer.
- in order to efficiently manage complaints from staff, i.e. in respect of decisions taken by the Executive Director acting as the appointing authority, such complaints are handled by the Complaints Committee rather than Management Board 'in full'. The exact composition, functioning and mandate of the Complaints Committee will be defined in a separate Management Board decision.
- the Executive Director may sub-delegate to a member of staff; the Management Board will be informed.
- the Management Board may suspend temporarily the delegation of appointing authority powers to the Executive Director and those sub-delegated.

The Administrative Board considered the Draft Decision on the delegation of powers of the appointing authority and of the authority empowered to conclude contracts of employment in view of its future adoption upon the entry into force of the revised Founding Regulation.

6bis. Appointment of the members of the Administrative and Finance Committee

Mr Andrea Tassoni, Head of the Executive Office, recalled that, following the (re)appointment as members of the Administrative and Finance Committee for a 3-year period in November 2022, the Agency had enquired on the availability of the current members to be reappointed as well as the possible interest of any other Member States in being represented at the Administrative and Finance Committee.

One Member State (Sweden) signalled its intention to step down from the Administrative and Finance Committee.

Mr Banel reported on the discussions held at the Administrative and Finance Committee as an information point: Denmark and Greece had expressed their willingness to join the Committee, nevertheless, in the case of Greece, only if there were no other candidates.

The Board therefore accepted the candidacy of Denmark for this important task and thanked Greece for their interest.

The Administrative Board **adopted** the Decision on the (re)appointment of the members from the following Member States as members of the Administrative and Finance Committee for a period of three years: Belgium, Denmark, France, Germany, Poland, Spain and the European Commission with 2 representatives.

This appointment and mandate duration will be reconfirmed, together with the adoption of the future Decision of the Administrative and Finance Committee, at the extraordinary Board meeting to be held online in January 2026.

7. Presentation on the phasing-in of the new tasks deriving from the Maritime Safety Package and the revision of the Founding Regulation & 8. Human Resources Efficiency Gains Toolbox

Agenda items 7 and 8 were taken together. The Agency presented in detail the tasks stemming from both the maritime safety package and the Agency's revised mandate with the relevant timelines and the associated additional staff and financial resources.

The Agency also presented the challenges of absorbing new tasks, financial resources and operational staff, while ensuring continuity of high-level deliverables and addressing the increasing pressure on administrative support functions. Efficiency gains will have to continue to be achieved through a flexible and strategic approach to the allocation of human resources already applied in the past. In addition, an action plan for the optimisation of support services has been developed to deal specifically with growing tasks and activities in the context of zero growth in support services, following the recommendation of the IAS audit of 20 January 2025.

The Commission representative thanked the Agency for the “EMSA HR Efficiency gains toolbox” paper, a high-quality document that improved transparency in the context of the new mandate and the maritime safety package. An overview showing the timing of the injection of the different resource would be welcome. On the action plan for the synergies and optimisation of support services responding specifically to the IAS recommendation, more details and an annual update were requested.

Mr Banel as Chairman of the AFC highlighted the positive and yet challenging aspects of such an increase in budget and staff and the need for clear visibility concerning where these resources were allocated.

In response to Denmark on how the allocation of resources to the various new tasks had been decided, the Commission explained the study conducted prior to the legislative process with initially a much higher assessments of needs. Nevertheless, together with the consultants, DG MOVE and EMSA, a very constructive exercise was conducted where synergies and reasonable balance were sought.

The Commission representative also recalled that the outcome of the study, which had been made publicly available, was presented at the Shipping Working Party and the legislative proposal was amended throughout the negotiation process. The studies were also publicly available.

The Administrative Board **took note** of the presentation on the **Phasing-in of the new tasks deriving from the Maritime Safety Package and the revision of the Founding Regulation** and on the **Human Resources Efficiency Gains Toolbox**.

The Agency will provide an overview and update on the implementation of the new legislation and programming of new resources at the November 2026 Board meeting.

9. Draft EMSA Single Programming Document 2026 – 2028

The Chairman invited the relevant Member States to present the request for Technical Assistance.

Speaking also on behalf of Italy, Mr Banel (France) introduced the request for Technical Assistance from France and Italy that relates to the modernization of the Mandatory Ship Reporting System BONIFREP in the Bonifacio Strait building on the results achieved during the activities related to the modernisation of ADRIREP system. In addition, the amendment to the VTMIS Directive required the modification of the BONIFREP report to include the reporting of insurance certificates.

Mr Bal thanked France and Italy for the initiative, recalled the positive assessment of the Agency of the request which was similar in the approach with ADRIREP and the willingness of the Agency to assist these Member States despite a tight timetable.

The Administrative Board **examined and approved** the request for Technical Assistance from the Italian Coast Guard and the French Directorate of maritime affairs, fishery and aquaculture relating to the modernization of the Mandatory Ship Reporting System BONIFREP in the Bonifacio Strait.

The Chairman invited the Executive Director to present the SPD 2026-2029.

The Executive Director recalled that this was the final step of the multiannual programming cycle. She further recalled the usual adjustments since the first draft: Member States comments in November 2024, adjustments in relation to resources linked to the EFTA rate that were presented in June, the impact on the

document of the amendments to the SPD 2025 which postponed to 2026 the arrival of the first batch of new staff and new outputs under the revision of the Founding Regulation, as well as the Commission opinion in July. All these elements were reflected in the document.

Ms Markovčić Kostelac emphasised the continuous implementation of the maritime safety package since mid-2025 and the new Founding Regulation to be effective in 2026 with the recruitment of new staff and the launching of the relevant procurement procedures.

Ms Tomassini outlined **Sustainability** highlights. The Agency will assist the Commission and Member States in implementing the Maritime Safety Package, especially the Ship Source Pollution Directive. CleanSeaNet monitoring capabilities will expand to cover new pollutants such as sewage, garbage, and packaged substances, while improving detection of oil and chemical spills.

Following the revision to the Agency's Founding Regulation, new pollution-response tasks will include a risk assessment for all European sea basins to guide the strategic placement of oil-spill response assets.

A new study on ship-generated waste will examine current practices, volumes, and management pathways, with a focus on identifying gaps, environmental impacts, and opportunities for improved monitoring measures.

Ongoing work includes supporting the implementation of FuelEU Maritime Regulation and the extension of ETS to shipping, developing risk-based tools to prevent evasion, and exploring green-transition technologies with a study on waste-heat recovery systems and updating the study on electrical storage including the potential use of supercapacitors. The Agency will also continue upgrading its response toolbox, with a study on alternative-fuel behaviour, as well as work on underwater radiated noise and updates to NAVISON.

Mr Kirov presented the highlights in the area of **Safety & Security**. Under the Maritime Safety Package, EMSA will support the setting up of an expert forum for the Flag State Directive and develop related digital tools. It will also build tools to implement the revised Port State Control Directive, including a voluntary regime for fishing vessels, and expand underwater services supporting maritime authorities and Coast Guard functions.

Following the updated Agency mandate, several new safety studies will begin: safety of passenger ships built with light materials, application of RBAT risk-assessment to alternative fuels, navigation, communication and connectivity of Maritime Autonomous Surface Ships (MASS), and safe transport of electric vehicles on ships. EMSA will also enhance EU-level sharing and analysis of maritime cyber-attack information, with a dedicated conference planned for March.

Ongoing tasks include a study on evacuation of large passenger ships to support future guidance on oversized lifeboats, follow-up work on safety studies related to new ammonia, hydrogen and biofuels (with guidance to be presented in February), and continued visits supporting the Commission's report on passenger-ship legislation.

In surveillance, upgrades to CleanSeaNet will implement requirements from the revised Ship Source Pollution Directive, including improvements to the feedback system. For RPAS services, new 2026 assets will add high-seas and long-range extended coastal monitoring capabilities, light RPAS deployable on-board vessels, expanded RPAS use on pollution-response vessels, while a new emissions-monitoring service for port areas will be procured.

Lastly, EMSA is procuring new radar and optical Earth-observation services, maintaining access to ICEYE radar data across EMSA surveillance services, and will be advancing its Artificial Intelligence for Earth Observation efforts by defining a strategy to operationalise algorithms developed in the first AI-EO project.

Mr Bal outlined major **Digitalisation** activities. In 2026, EMSA will continue developing digital tools required by the Maritime Safety Package. Updates to THETIS-PSC will begin, incorporating new inspection rules, risk profiles, and environmental and safety parameters, with deployment planned for 2027. Work will also start on a module for fishing-vessel inspections. EMSA will support the Commission and Member

States in defining user requirements for new Flag State Directive tools, including a digital interoperable portal (2028), an e-reporting tool (2027), and a ship information database. The first phase of THETIS modernisation will also start without affecting current operations. New digital systems under the Ship-Source Pollution Directive will be delivered: the electronic reporting tool (2026), the whistle-blower portal (2027), and the pollution control and monitoring tools for identifying polluting ships (2027). Following the revised Founding Regulation, Maritime Support Services will evolve into the European Maritime Awareness Centre, starting in 2026, integrating the existing MSS and Analytics and Research functions, creating the required synergies to deliver according to the new mandate, and completing the necessary procedural and organizational arrangements by the end of 2026, to provide 24/7 maritime situational awareness and analytical data, including sanctions and shadow-fleet monitoring.

This will require the additional staff foreseen, new datasets, expanded data-fusion capabilities, and new analytical tools.

A portal for interactive analytical reports will also launch in 2026.

Ongoing work includes further development of THETIS-MRV to support FuelEU Maritime, completion of the new Earth Observation Data Centre (Q1 2026), and continued migration of maritime applications to the cloud according to budget availability, modernizing the EMSA ICT portfolio and enabling future AI capabilities.

In the area of **Simplification** and under the revised mandate, EMSA will take on new responsibilities for DIGIT-developed IT components of the EMSWe (RIM, URAM, CAS) under updated SLAs and continue to manage common databases. EMSA will also implement CISE obligations, establishing the first classified network in the maritime surveillance domain for exchanging EU-restricted information.

Finally, EMSA will continue work on reusing EMSWe data via SafeSeaNet, advancing toward technical solutions once the Commission finalises the relevant Implementing Acts.

Ms Tomassini presented the activities in the area of **Technical Assistance** with the design and the development of learning services to support the implementation of the revised Ship-Source Pollution Directive.

With respect to the revision of EMSA Founding Regulation, only 10 responses had been received to the questionnaire aiming to map the scope of statutory work performed by Recognised Organizations on behalf of flag States, and more are needed by end of November to assess the need for a learning service for Flag State Surveyors.

Ongoing work includes a new MARCOMPASS study examining competency needs of maritime authorities in the context of green and digital transitions.

If Member State interest is confirmed, EMSA will launch a Pilot Exchange Programme to support the Sulphur Inspectors' Curriculum through practical experience.

Regular visits and inspections will also continue, including ongoing cycles for Passenger Ship Safety and Port Reception Facilities.

Under the **European cooperation on coast guard functions**, Mr Tassoni highlighted enhanced inter-agency cooperation and support in multi-purpose operations contributing to stepping up cooperation on security in the EU.

From mid-2025 to mid-2026 EMSA will hold the rotating chairmanship of the tripartite working arrangement with EFCA and Frontex, coordinating the implementation of the Annual Strategic Plan as detailed in the SPD, including the tasks envisaged within the European Maritime Security Strategy (EUMSS).

Based on the experience of the last three years, EMSA will again lead an MMO in 2026 in the English Channel and southern North Sea, working with France, Belgium, the Netherlands, EFCA, and Frontex., with an emphasis on the coast guard functions falling under its remit.

Additionally, EMSA will contribute to MMOs led by EFCA in the Adriatic and by Frontex in the Baltic and Black Seas, alongside relevant Member States.

Within the MMO framework, the Agency will explore how to support Member States' authorities with monitoring critical maritime infrastructure (CMI) exploiting the full potential of its existing services, including the operational use of CISE to exchange maritime surveillance information to boost resilience and protect CMI.

The Chairman invited the Chairman of the Administrative and Finance Committee to debrief the Board on the discussions held at the Committee on the resource related aspects of the SPD 2026-2028. Mr Banel reported the positive view of the Committee.

Poland thanked the Agency for a good and comprehensive document and the high standard of services, but also for including its comments provided in writing after the June Board meeting regarding attention to specific risks related to the shadow fleet and GPS disruptions and affecting also CMI. The Commission thanked the Agency for the timely consultation on the document and for taking on board comments received and expressed in the Commission's formal Opinion.

The Chairman confirmed the adoption of the SPD 2026-2028 and the associated budget and establishment plan, with a minor adjustment following the intervention of Finland on the reference to GNSS signal and without prejudice to the outcome of the annual budgetary procedure.

The Administrative Board **adopted** the EMSA Single Programming Document 2026 – 2028, which takes into account the Commission's formal opinion of July 2025, and the associated 2026 Budget (€ 116,955, 026 in both Commitment and Payment Appropriations) and the 2026 Establishment plan (238 statutory posts, as well as 41 Contract Agents and 18 Seconded National Experts to be financed by the EU contribution). The figures include 14 new establishment plan posts of which 1 AD6 and 3 AD5s and 1 AST3 related to the maritime safety package and 8 AD6s and 1 AD5 foreseen for the revision of the EMSA Founding Regulation, as well as 6 new CAs for the revision of the EMSA Founding Regulation, subject and without prejudice to the outcome of the annual budgetary procedure.

10. HR Matters - Adoption of the Decision of the Administrative Board on the exercise of the appointing authority powers concerning the occupational activities after leaving the service of the Executive Director of the European Maritime Safety Agency

Ms Lempicka-Fichter recalled that under Article 16, second paragraph of the Staff Regulations, all staff members, including former staff members, must inform the Appointing Authority beforehand of their intention to engage in an occupational activity, whether gainful or not. This obligation applies for two years after leaving the service. If that activity is related to the work carried out by the staff member during the last three years of service and could lead to a conflict of interest with the legitimate interests of the institution, the Appointing Authority may, having regard to the interests of the service, either forbid him or her to undertake it or give its approval subject to any conditions it thinks fit. This decision must be taken within 30 working days of being informed of the request and after consulting the Joint Committee.

In the case of former senior officials, the appointing authority shall, in principle, prohibit them, during the 12 months after leaving the service, from engaging in lobbying or advocacy vis-à-vis staff of their former institution for their business, clients or employers on matters for which they were responsible during the last three years in the service.

As Appointing Authority for the Executive Director, the Administrative Board is responsible for the assessment of and the decision on the Executive Director's request of occupational activities after leaving the service.

Ms Lempicka-Fichter also explained that, following the Internal Audit Service audit in 2024 at EMSA on human resources and ethics, one point under the resulting action plan was that a decision should be taken by the Administrative Board to have the task related to the implementation of the Article 16 of the Staff Regulations with regard to the Executive Director exercised by the Chair of the Administrative Board or by a limited number of Board members to shorten the time needed to process requests and to meet the tight regulatory deadline. She further informed the Board that the Agency had been working on the draft Decision together with the Commission services, DG HR and DG MOVE.

Similarly to what is done for the appraisal exercise, it was proposed that the Chairperson of the Administrative Board, Vice-Chairperson of the Administrative Board and the Commission representative at Director General level should perform this function on behalf of the Board.

Mr Banel as Chairman of the Administrative and Finance Committee and the Commission expressed support in relation to this Decision and praised the pioneering role of EMSA in this matter.

The Administrative Board **adopted** the Decision on the exercise of the appointing authority powers concerning the occupational activities after leaving the service of the Executive Director of the European Maritime Safety Agency.

11. Adoption of the list of “A” items

The Administrative Board **approved/took note** of the following “A” items en bloc, following the report and positive recommendation of the Administrative and Finance Committee:

Mr Eric Banel, Chairman of the Administrative and Finance, reported that the necessary quorum for the meeting had been in place with the participation in the meeting of the representatives from Belgium, France, Poland, Sweden, Germany, Spain and the Commission. Relevant EMSA staff members and management were also present. The Committee had reviewed all the “A” points and could recommend that the Administrative Board approve or take note of them as appropriate, “en bloc”.

11a EMSA Financial Statement 2024 – **took note of the final report of the European Court of Auditors and approved the final accounts for 2024.**

The Committee was informed by the Agency’s Accountant that the final report by the Court of Auditors was received on 30 October and did not contain any observations, confirming the positive opinion on the reliability of the accounts as well as on the legality and regularity of revenue and payments underlying the accounts in all material respects.

11b 2025 Appropriations cashed – **took note of the 2025 appropriations cashed.**

Andrea Tassoni, Head of the Executive Office, informed the Administrative and Finance Committee on the 2025 Appropriations cashed for a total of € 8,888,545.00 that had been received since June.

The final amounts will be recorded and adopted by the Administrative Board through the final budget amendment after 31st December.

11c 2025 Budget Transfers – **took note of the 2025 budget transfers.**

This standing agenda item at November meetings, stemming from the Financial Regulation, was presented to the Administrative and Finance Committee by the Head of the Executive Office. None of the total of four transfers made needed approval by the Board.

After the year end, a note will be sent to the Board informing of possible additional transfers that may occur until the end of the year.

11d Monitoring of findings and recommendations from internal & external audits & EMSA follow – up – *took note of the information provided on the findings and recommendations from internal and external audits and EMSA follow up.*

The Administrative and Finance Committee was presented as usual with a summary table by the Agency's Internal Control Coordinator, outlining the recommendations and findings and the EMSA actions planned or undertaken.

Compared to the table presented in June 2025 the final outcome of the ECA Audit on the Accounts for 2024 has been received. No observations were issued. The ECA officially closed the observation that was issued in 2024.

The implementation of the other recommendations, more in particular the ones related to the IAS audit on HR management and Ethics, are all going according to plan. No delays in the implementation are expected. All recommendations have been closed by EMSA (status "ready to review") except the IAS recommendation regarding the new staff satisfaction survey to be launched in January 2026 (due date is December 2026).

12. Draft EMSA Single Programming Document 2027 – 2029

The Executive Director introduced the document and recalled that in line with the current Founding Regulation, the Commission had been consulted and their comments had already been addressed.

She further recalled that from 2026 onwards, the Agency's multi-annual strategy was no longer in a separate document but embedded in the SPD, in line with the existing Financial Regulation and with the relevant provisions in the revised mandate.

The draft takes into account the new maritime safety package as well as the revision of the EMSA mandate. Written comments were to be provided by Thursday 27 November 2025. The technical annexes, which provide the human and financial resource planning in detail, will also be included in the document ahead of the written procedure in December, where the Board will be asked to endorse the SPD 2027-2028 before it is forwarded to the Commission by 31 January as the Agency's input to the annual budgetary procedure for 2027.

In the area of **Sustainability**, Ms Tomassini informed the Board of the completion of the implementation cycle both for ETS and FuelEU Maritime, with fine-tuning of tools to assist the end-users and the competent authorities.

Work will continue on studies on alternative sources of power for ships and on complementary measures or technologies, to fill knowledge gaps and accompany the green transition of shipping, as well as the development of possible guidance, taking into consideration the FuelEU Maritime and work streams under the ESSF or IMO discussion.

The underwater radiated noise maps were scheduled to be updated regularly and the study on waste from ships to be launched in 2026 would be completed.

The Agency also planned to launch in 2027 a study on the use of remote sensing for monitoring ship emissions, to assess current monitoring practices, data availability, and measurement approaches and focusing on identifying gaps, evaluating platform and sensor maturity, and exploring opportunities for enhanced observation and reporting. Alternative sources of power from the perspective of "preparedness and response" will also be continued as well as efforts in upgrading the Pollution Response Services toolbox, following the discussions and the action plan to be agreed.

In the area of **Safety** in 2027, Mr Kirov highlighted projects to address new safety challenges that will be brought by decarbonisation and digitalisation, especially linked to alternative fuels, electrification and

enhanced automation. The Agency will continue to monitor risks of current fleet to identify vulnerabilities through enhanced risk assessment methodologies using cross-fertilisation of databases.

2027 will also be a key year in the implementation of the new maritime safety package, including new tools to support the Accident Investigation bodies and digital tools for the Flag State and PSC Directives. Support to the STCW review and revision exercise in IMO, in respect of which EMSA is providing pivotal technical support to the Commission and Member States, will continue to be ensured.

A study on maritime careers will be launched, with delivery planned in 2028.

In the area of **Security**, protection of CMI was a key EU topic and EMSA will be ready to assist on request with the new underwater service and to provide support to Ports with the risk methodology for drone threats.

On cybersecurity, the information sharing system would progress to the second phase of implementation.

In the area of **Surveillance**, the RPAS regional strategy for multipurpose operations would be strengthened, establishing multi-year deployments and providing new operational RPAS capabilities for emissions monitoring in ports.

RPAS surveillance operations to support Member States in following up CleanSeaNet pollution detections will also be reinforced.

CleanSeaNet service improvements to support the new SSP Directive will continue and a new Contribution Agreement will be put in place for continued Copernicus Maritime Surveillance Services for 2028 – 2034. Moreover, new satellite-based technologies to better support Member States maritime surveillance activities will be explored.

In the area of **Simplification**, Mr Bal highlighted the full implementation of the EU Seafarers' eCertification Platform as well as progress in the EMSWe implementation with the reuse of data by SSN.

Concerning CISE, by 2027 there will be an accreditation process in place for Member States that want to join the Classified Network, with the support from EMSA.

Under the **Digitalisation** heading, work will continue on building tools for the revised FS and PSC Directives as well as the modernisation of THETIS. Work on core SSP Directive digital solutions will be completed as well as enhancements of the EODC elements catering for the SSP Directive. Enhancements of DONA and other digital services (SSN, IMS in cloud) will continue and most maritime applications will be hosted in the cloud and EMAC will be reaching maturity offering a higher level of support to Member States in the field of maritime situational awareness, analytics and identification of related trends.

In the area of **Technical assistance**, Ms Tomassini highlighted the learning services that will be delivered through the EMSA Academy aligned with the Member States' needs, and a workshop on the outcome of the MARCOMPASS Study following its conclusion at the end of 2026.

The exchange Programme in support of at least one Curriculum will be offered. Subject to interest from the Member States, development of modules for Flag States Surveyors will kick-off. The programme of visits and inspections will also continue.

In the area of **Partnerships and international dimension**, the Agency will continue to assist beneficiary countries under projects entrusted to the Agency and to provide tools to Memoranda of Understanding for Port State Control around the world.

The Executive Director presented also the Draft Budget for 2027 (€ 119,955,833 in both Commitment and Payment Appropriations) and the 2027 draft Establishment plan with 239 statutory staff (AD/AST), which represented one additional staff member planned for new tasks stemming from the EMSA mandate in 2027. The remaining 6 additional posts foreseen under the revised mandate and the new safety package from 2028 were expected to enter the establishment plan in 2028. This was subject and without prejudice

to the outcome of the legislative process to revise the EMSA Founding Regulation as well as the outcome of the annual budgetary procedure and the conclusion of the negotiations on the next multiannual financial framework.

Ms Markovčić Kostelac also recalled that the budget was aligned with the current MFF 2021-2027 incorporating additional resources for salary expenditure, reflecting the impact of high inflation, resources allocated under the FuelEU Maritime Regulation and funding linked to the revision of the EMSA mandate and other components of the maritime package.

In response to the Commission on the relation between the UWS and the protection of critical maritime infrastructure, Mr Kirov explained that these services, enhanced with new tools and better capabilities for longer missions and broader coverage, could be used for monitoring CMI.

In relation to the IMO Net-zero Framework, Cyprus drew the attention to references on pages 10 and 40 that may need to be reworded in the light of the process at some later stage.

Also in response to Cyprus in reference to building tools for the implementation of the revised Flag State and Port State Control Directives, the Agency explained that training activities for flag State inspectors and flag State surveyors would be delivered subject to the interest of the Member States.

Responding to Denmark and the Commission on cybersecurity, Mr Kirov explained that, in addition to the new Founding Regulation now covering this topic, two dedicated workshops had been held where regulatory gaps have been identified as only ports were covered, not ships. The Agency intends to gather and process information from different sources to analyse cybersecurity threats to ships and processes on board ships in particular.

Addressing concerns from the Commission and several Member States (Denmark, Germany), references to military mobility will be removed from the document at this stage.

In response to the comment from the representative from the professional sector, Mr Ringbom, who questioned the fact that the strategic orientation for the activities of the Agency is now integrated in the planning document, the Executive Director explained that the template of the document is common for all the EU Agencies. In addition, the new Founding Regulation also foresees that the strategic programming for 3 years to come is embedded in the planning document.

Responding to requests from several representatives (professional sector, Denmark, Germany), on the difficulties to trace changes in activities across years, and in order to allow an easier analysis of the document, the Agency would make available a track changes version of the draft SDP 2027-2029 showing changes compared to the SPD 2026-2028.

Mr Banel, as Chairman of the Administrative and Finance Committee, reported a positive opinion on the resource-related aspects of the document. He also reiterated the importance of making available to the Board which tasks are covered by new staff for each year.

The Administrative Board **considered** the EMSA Single Programming Document 2027 – 2029, and the associated 2027 Draft Budget (€ 119,955,833 in both Commitment and Payment Appropriations) and the 2027 draft Establishment plan with 239 statutory staff (AD/AST), subject and without prejudice to the outcome of the legislative process to revise the EMSA Founding Regulation as well as the outcome of the annual budgetary procedure.

The Administrative Board was invited to provide written comments **by Thursday 27 November 2025**, in time to be taken into account for the mid-December written procedure version.

13. Any Other Business

None tabled.

Dates of meetings in 2026:

January 2026: online extraordinary meeting, date to be confirmed.

March 2026

Administrative and Finance Committee: to be agreed

Administrative Board: week 16 - 20 March (online meeting)

June 2026

Administrative and Finance Committee: to be agreed

Administrative Board: week 22 - 26 June (in the Azores, back-to-back to the Annual Coast Guard event)

November 2026

Administrative and Finance Committee: to be agreed

Administrative Board: week 9 - 13 November (subject to availability of the calendar of the Cyprus EU Presidency)

Signed:



Wojciech Zdanowicz

Chairman of the EMSA Management Board

Done at Lisbon, 19 January 2026.

List of participants

74th Meeting of the Administrative Board, Lisbon, 12 and 13 November 2025

MEMBER STATES	
BELGIUM	
Peter Clayessens	Board Member
BULGARIA	
Ventsislav Ivanov	Board Member
CROATIA	
Siniša Orlić	Board Member
CYPRUS	
Ioannis Efstratiou	Board Member
CZECH REPUBLIC	
Evzen Vydra	Board Member
DENMARK	
Rikke W. Olufsen	Board Member
ESTONIA	
Edgar Peganov	Board Member
Kristjan Truu	Alternate Member
FINLAND	
Sanna Sonninen	Board Member
Mikko Hirvi	Expert
FRANCE	
Eric Banel	Board Member – Chairman of the Administrative and Finance Committee
Pauline Hermand	Expert
GERMANY	
Martina Kohlhaas	Board Member
GREECE	
Nikolaos Matoulas	Alternate Member

HUNGARY	
Csaba Bellyei	Board Member
IRELAND	
Eamonn Kelly	Board Member
Noelle Waldron	Alternate Member
LATVIA	
Jānis Krastiņš	Board Member
LITHUANIA	
Linas Kasparavičius	Board Member
LUXEMBOURG	
Marc Siuda	Alternate Member
MALTA	
Ivan Tabone	Board Member
NETHERLANDS	
Paul van Gorp	Board Member
POLAND	
Wojciech Zdanowicz	Board Member - Chairman of the EMSA Administrative Board
Sonia Knobloch-Sieradzkaa	Alternate Member
PORTUGAL	
António Coelho Cândido	Board Member
Paolo Pamplona	Alternate Member
SLOVENIA	
Aleš Rotar	Alternate Member
SPAIN	
Ana Núñez Velasco	Board Member
Javier Fernandez Abad	Alternate Member
SWEDEN	
Pernilla Wallin	Board Member

EUROPEAN COMMISSION	
Fotini Ioannidou	Board Member
Andrei Mungiu	Alternate Member
Cristina Cuadra Garcia	Alternate Member
Anne-Cécile Swinnen	Expert
Isabel Baez Lechuga	Expert
EFTA STATES	
ICELAND	
Jon Gunnar Jonsson	Board Member
NORWAY	
Alf Tore Sørheim	Board Member
PROFESSIONAL SECTOR	
Henrik Ringbom	Board Member
EMSA	
Maja Markovčić Kostelac	Executive Director
Manuela Tomassini	Head of Department 1, Sustainability & Technical Assistance
Peter Kirov	Head of Department 2, Safety, Security & Surveillance
Leendert Bal	Head of Department 3, Digital Services & Simplification
Dominika Łempicka-Fichter	Head of Department 4, Corporate Services
Andrea Tassoni	Head of Unit Executive Office, Board Secretariat
Frédéric Hébert	Head of Unit 1.1
Mario Mifsud	Head of Unit 1.2
Georgios Christofi	Head of Unit 1.3
Santiago Encabo	Head of Unit 2.1
Pedro Lourenço	Head of Unit 2.2
Lazaros Aichmalotidis	Head of Unit 3.1
Lukša Čičovački	Head of Unit 3.2
Ivo Kupsky	Head of Unit 3.3

Cristina Romay-Lopez	Head of Unit 4.1
Andrea Iber	Head of Unit 4.2
Simone Balboni	Staff Committee
Michael Risley	Staff Committee
Tom Van Hees	Internal Control Coordinator
Katalin Duarte	Accountant
Marco Ingrosso	Budget and Finance Specialist – Planning and Monitoring
Soraya Obura	Senior Assistant for Planning and Reporting – Planning and Monitoring
Selena Matic	Senior Administrative Assistant – Planning and Monitoring