



European Union Agency for the Space Programme **Single Programming Document**

2027- 2029

#EUSpace 



European Union Agency for the Space Programme
Single Programming Document
Years 2027-2029

Ref.: EUSPA-OED-SPR-RPT-A37565
Version 1.0

Adopted by the Administrative Board on 14 October 2026
AB Decision no: EUSPA-AB-22-26-10-03

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Foreword

The European Union Agency for the Space Programme (EUSPA) was established in 2021 to implement the EU Space Programme and its focus is to deliver secure, resilient and user-oriented services, maximising their value for citizens, businesses and public authorities across Europe. The Agency contributes to wider European priorities, including resilience and preparedness, the European Green Deal, and the digital transition, among others, by managing services, ensuring security, and supporting the development of a competitive downstream sector.

The Agency's mission is structured around three core pillars. The first concerns exploitation and satellite service provision, encompassing the operation of Galileo and EGNOS, the management of GOVSATCOM Hubs, the delivery of the Space Surveillance and Tracking (SST) Front Desk services, and preparations for IRIS²/Secure Connectivity. The second pillar is market development, communication, and user uptake, fostering innovation and entrepreneurship to accelerate the integration of EU space solutions across sectors. The third pillar is safety and security, both in relation to the protection of space assets and services, and in leveraging space-based data for the security of the European Union and its citizens.

In a geopolitical context of intensifying competition and emerging threats to space systems, the European Union is acting to protect its space assets, defend its interests, and strengthen strategic autonomy in space. Consistent with the *EU Space Strategy for Security and Defence (2023)*, EUSPA contributes to this objective by reinforcing operational security, hardening systems against interference and cyber threats, and ensuring coherent, coordinated responses to incidents across all programme components.

The period 2027–2029 will be marked by the continuity of provision of existing services, their evolution, and by the introduction of new services. Galileo services such as the Open Service, the Public Regulated Service, Open Service Navigation Message Authentication, the High Accuracy Service, the Search and Rescue services, the Commercial Authentication Service, and Emergency Warning Satellite Service will be provided.

EGNOS, the European Union Satellite-Based Augmentation System, strengthened its space segment and continues to expand its service offer. Following the dedicated service for maritime users introduced in 2024, a new service tailored to rail applications will be made available, reinforcing the role of EGNOS in safety-critical domains.

In the field of secure communications, the Agency, together with partners, will continue to manage GOVSATCOM Hubs and prepare entrusted activities under IRIS². Secure communications are vital for the Union's autonomy, and these developments place EUSPA at the centre of European Union efforts to ensure resilience and sovereignty in connectivity.

Operational security is also being reinforced. The Galileo Security Monitoring Centres (GSMC) in France and Spain will continue providing enhanced security with improved capacity. Since July 2023, the Agency has been responsible for the SST Front Desk, strengthening the European Union's ability to monitor and mitigate space hazards.

Beyond operations, the Agency remains committed to building a strong European space ecosystem. Through innovation competitions, the EU Space Academy, public procurement, Horizon Europe, and the CASSINI initiative, EUSPA promotes entrepreneurship and supports start-ups and SMEs. By encouraging the development of downstream applications across multiple market segments, the Agency is stimulating the growth of a space data economy and ensuring that EU space solutions are widely adopted. A one-stop-shop approach for navigation, connectivity, and Earth observation data is simplifying access for users, including those that may not be space experts, while enabling new opportunities across industries.

The Agency's expanding responsibilities require a highly skilled and motivated workforce. Efforts continue to attract, retain, and develop top talent in areas such as space engineering, cyber- and systems security, downstream market and administration. Diversity and inclusion remain central to this approach, ensuring that the Agency reflects the richness of the Union and benefits from a wide range of perspectives and expertise.

In line with the Commission's drive towards a *single market for space* and more robust systems, EUSPA will help reduce strategic dependencies, foster industrial competitiveness and stimulate innovation throughout the European space value chain. Guided by Commissioner Kubilius's implementation agenda on defence and space, the Agency will prioritise measurable results, transparency and close cooperation with all EU space actors.

With the evolving regulatory landscape, including the forthcoming EU Space Act and the next Multiannual Financial Framework (2028-2034), EUSPA will continue adapting with agility and resilience, maintaining robust management to ensure continuity of service provision. With the support of our Administrative Board members, the Agency will multiply the benefits of space for citizens, businesses and governments.

Looking ahead, the priorities for 2027–2029 are clear: to deliver new satellite navigation and associated services, to strengthen secure connectivity and deliver GOVSATCOM services, to contribute to a more resilient and performant observation of the Earth and surveillance of space, to promote user uptake and market growth across all activities of the EU in space and with particular attention to innovators and entrepreneurs, and to reinforce the resilience of Europe's space infrastructure on-ground and in space. By working closely with its Administrative Board, Member States, EU institutions, industry, and users, the Agency will continue to ensure that space is a strategic asset for Europe, delivering tangible benefits for citizens, businesses, and governments.

Through this mandate, EUSPA will consolidate Europe's global leadership in satellite navigation, contribute to secure and autonomous communications, and foster innovation across the space ecosystem. With a clear mission and a dedicated team, the Agency will ensure that the EU Space Programme continues to serve as a driver of resilience, growth, and security for the Union.

At EUSPA, we will continue to make the European Union Space Programme a reality.

List of Acronyms

Acronym	Definition
AACC	Authority Authorised to Conclude Contracts of Employment
AB	Administrative Board
AD	Administrator
AFS	Anti-Fraud Strategy
AI	Artificial Intelligence
ANSP	Air Navigation Service Providers
ARAIM	Advanced Receiver Autonomous Integrity Monitoring
ARB	Anomaly Review Board
AST	Assistant
ATM	Air Traffic Management
BCP	Business Continuity Plan
CA	Contract Agent
CBA	Cost-Benefit Analysis
CCB	Configuration Control Board
CD	Council Decision
CDR	Critical Design Review
CEOS	Conditions of Employment of Other Servants of the EU
CFSP	Common Foreign and Security Policy
CIP	Contribution to Ionosphere Prediction
CIS	Communication Information System
CMS	Common Minimum Standards
COMSEC	Communications Security
COMSO	Communications Security Officer
CPA	Competent PRS Authority
CSM	Cyber Security Manager
CZK	Czech Koruna
DAS	Data Access Service
DFMC	Dual-Frequency Multi-Constellation
DG DEFIS	Directorate-General for Defence Industry and Space
DG MOVE	Directorate-General for Mobility and Transport
DIAS	Data and Information Access Services
EASA	European Union Aviation Safety Agency
EC	European Commission
ED	Executive Director
EDAS	EGNOS Data Access Service
EEAS	European External Action Service
EFTA	European Free Trade Agreement

Acronym	Definition
EGNOS	European Geostationary Navigation Overlay Service
EGNSS	European GNSS
EMAS	Eco-Management and Audit Scheme
EO	Earth Observation
EOS	EGNOS Open Service
EP	European Parliament
ERJU	Europe's Rail Joint Undertaking
ES	Spain
ESA	European Space Agency
EU	European Union
EUAN	EU Agencies Network
EUCI	EU Classified Information
EUR	Euro
EUSP	EU Space Programme
EUSPA	European Union Agency for the Space Programme
EUSST	EU Space Surveillance and Tracking
EWS	Emergency Warning Service
EXCOM	Executive Committee
F-FK	Formation Flight Keys
F-PK	Formation PRS Keys
FE	Fundamental Elements
FFPA	Financial Framework Partnership Agreement
FFR	Framework Financial Regulation
FG	Function Group
FIN	Finance Department
FML	Facility Management and Logistics
FOC	Full Operational Capability
FR	France
G1G	First Generation of Galileo
G2G	Second Generation of Galileo
GAL	Galileo
GEO	Geostationary satellites
GNSS	Global Navigation Satellite System
GOVSATCOM	Governmental Satellite Communications
GPS	Global Positioning System
GRC	Galileo Research Centre
GRON	Galileo Robust Operational Network
GSA	European GNSS Agency
GSC	GNSS Service Centre

Acronym	Definition
GSF	Galileo Secure Facility
GSMC	Galileo Security Monitoring Centre
GSOP	Galileo Service Operator
H2020	Horizon 2020
HAS	High Accuracy Service
HE	Horizon Europe
HPC	High Performance Computing
HR	Human Resources
HRM	Human Resources Department
HVAC	Heating, Ventilation, and Air Conditioning
IAC	Internal Audit Capability
IAS	Internal Audit Service
IB	Inquiry Board
ICC	Internal Control Coordinator
ICF	Internal Control Framework
ICM	Internal Coordination Meeting
ICT	Information and Communications Technology
IGQ	Inspector General/ Corporate Quality
IMS	Integrated Management System
IOC	Initial Operational Capability
IOV	In Orbit Validation
IRC	Incident Response Coordination
ISO	International Standards Organisation
ITF	Information and Communication Technology & Facility Management and Logistics Department
KPI	Key Performance Indicator
LEG	Legal and Procurement Department
LFS	Legislative Financial Statement
LISO	Local Informatics Security Officer
LPV	Localiser Performance with Vertical guidance
MFF	Multiannual Financial Framework
MOD	Ministry of Defence
MS	Member State
NCR	Non-Conformance Report
NRB	Non-Conformance Review Board
OLAF	European Anti-Fraud Office
OPS	Operations
OS	Open Service
OSNMA	Open Service Navigation Message Authentication Service

Acronym	Definition
PA	Product Assurance
PBN	Performance Based Navigation
PI	Performance Indicator
PIMP	PRS Information Management Plan
PMQ	Project Management Office and Quality
PMP	PRS Management Plan
POCP	Point of Contact Platform
PRS	Public Regulated Service
QA	Quality Assurance
QIR	Quarterly Implementation Report
QM	Quality Management
QPM	Quarterly Programme/Project Management
QSPR	Quarterly Service Performance Review
RAMS	Reliability, Availability, Maintainability and Safety
RCO	Registry Control Officer
RNP	Recommended Navigation Performance
RSK	Risk
R-UE	RESTREINT UE/EU RESTRICTED
SAB	Security Accreditation Board
SAM	Site Accreditation Milestone
SAMS	Security Accreditation Milestones and Schedule
SAR	Search and Rescue
SAS	Security Accreditation Strategy
SATCEN	European Union Satellite Centre
SATO	Site Approval to Operate
SAU	Security Authority Department
SB	System Build
SBAS	Satellite-Based Augmentation System
SC	Secretaries/Clerks
SDD	Service Definition Document
SDG	Sustainable Development Goal
SECMON	Security Monitoring
SECOP	Security Operations
SEP	Service Evolution Plan
SER	Service Exploitation Review
SESAR	Single European Sky ATM Research
SGDSN	Secrétariat Général de la Défense et de la Sécurité Nationale
SIS	Signal in Space
SLA	Service Level Agreement

Acronym	Definition
SME	Small and Medium Enterprise
SMP	Security Management Plan
SMS	Security Monitoring Structure
SNE	Seconded National Expert
SOM	Security Operations and Monitoring
SPD	Single Programming Document
SSA	Space Situational Awareness
SSRS	System Specific Requirements for Security
SSSE	System, Service and Security Engineering
SST	Space Surveillance and Tracking
S-UE	SECRET UE/EU SECRET
TA	Temporary Agent
TS	Timing Service
UNOOSA	United Nations Office for Outer Space Affairs
WBS	Work Breakdown Structure

Mission Statement for the Agency

EUSPA is established through the European Union's Space Programme Regulation (EU) 2021/696. The mission of the Agency is to support the implementation of the EU Space Programme, and to act as the user-oriented operational agency of the EU Space Programme, facilitating the delivery of secure space-related data, information and services to maximise the socio-economic benefits provided to users in the EU and around the world, including governmental and downstream services.

To achieve its overall goals and aspirations, EUSPA's tasks spread across three main pillars:

- **Exploitation**, including the management, operation, maintenance, continuous improvement, and evolution of Galileo and EGNOS; the development of the GOVSATCOM Hub and IRIS² preparation; and the operation of the SST Front Desk.
- **Security**, including the operational security and security monitoring of Galileo and EGNOS; provision of secured governmental services; and the security accreditation for all components of the Space Programme and for IRIS² through its Security Accreditation Board.
- **Utilisation**, including the market development, user uptake, communication, and promotion activities; support to space innovators and entrepreneurs through CASSINI of services linked to Galileo, EGNOS, and of the data, information and services offered by Copernicus, GOVSATCOM, IRIS² and SSA/SST.

Across the above pillars, EUSPA delivers a series of core and delegated tasks¹, determined in Article 29 of the Regulation (EU) 2021/696 and summarised in its objectives:

- Ensuring the security accreditation for Galileo, EGNOS, Copernicus, GOVSATCOM and SSA/SST (core task, Art. 29.1(a));
- Ensuring the operational security of Galileo and EGNOS (core task, Art. 29.1(b));
- Ensuring the operation of the Galileo Security Monitoring Centre (core task, Art. 29.1(b));
- Performing the tasks related to the Public Regulated Service (PRS) of Galileo (core task, Art. 29.1(b));
- Ensuring the promotion, market development and communication of the services of Galileo, EGNOS and Copernicus (core task, Art. 29.1(c, d));
- Ensuring the delivery of the services of Galileo and EGNOS (delegated task, Art. 29.2(a));
- Ensuring the coordination of user-related aspects of GOVSATCOM (delegated task, Art. 29.2(b));
- Implementing research and development (R&D) activities in the context of Horizon Europe and Fundamental Elements (delegated task, Art. 29.2(c)); and
- Undertaking User Uptake activities in relation to GOVSATCOM and SSA/SST (delegated task, Art. 29.2(d)).

The Agency brings together stakeholders from across the European space ecosystem, fostering coordination and enabling synergies among the individual components of the Union Space Programme to deliver maximum benefits for European citizens, businesses and public authorities. Through this integrative role, EUSPA plays a leading role in the implementation of the EU Space Programme.

¹ Note: core tasks are directly assigned to the Agency, whereas delegated tasks are entrusted to the Agency by the European Commission.

Mission Statement for the Security Accreditation Board

As per Regulation (EU) 2021/696 and Regulation (EU) 2023/588, the Security Accreditation Board (SAB) established within the Agency, is the Security Accreditation Authority for all the components of the Union Space Programme and for the governmental infrastructure and governmental services of the Union Secure Connectivity Programme. It is established within the Agency as an autonomous body. The SAB Member States, acting objectively, take decisions on security accreditation in a strictly independent manner, including with regard to the Commission and the other bodies responsible for the implementation of the component concerned and for the provision of related services, and with regard to the Executive Director and the Administrative Board of the Agency. The security accreditation activities and decisions are undertaken in a context of collective responsibility for the security of the Union and of the Member States. The Security Accreditation Board shall perform its tasks without prejudice to the responsibilities of the Commission or those entrusted to the Agency's other bodies, in particular for matters relating to security, and without prejudice to the competencies of the Member States as regards security accreditation.

Security accreditation decisions adopted by the SAB entail inter alia the following²:

- Defining and approving security accreditation strategies;
- Approval of satellite launches;
- Authorisation to operate the systems set up under the components of the Programme or the elements of these components in their different configurations and for the various services they provide, up to and including the signal in space;
- Authorisation to operate the ground stations;
- As regards to the networks and the equipment connected to the Galileo PRS service or to any other secure service stemming from the components of the Programme, authorisation of bodies to develop or manufacture sensitive PRS technologies, PRS receivers or PRS security modules, or any other technology or equipment which has to be checked under the general security requirements referred to in Article 34(2) of Regulation (EU) 2021/696, taking into account the advice provided by national entities competent in security matters and the overall security risks.

The SAB provides recommendations as well to the Programme on the General Security Requirements.

The Agency provides the SAB and its subordinate bodies with all human and material resources required to perform their tasks independently. The Agency provides to the SAB any information useful for the performance of its tasks in the possession of the other bodies of the Agency.

The SAB chairperson manages security accreditation activities under the supervision of the Security Accreditation Board, represents the Agency for the accreditation activities and decisions, and exercises powers of appointing authority with regard to the Agency staff involved in the accreditation activities. This Agency staff, duly qualified, with an appropriate level of security clearance, performs independent security accreditation activities as defined in Title V, Chapter II, of Regulation (EU) 2021/696. They ensure the administrative secretariat and provide independent professional expertise to the SAB and its bodies, in order to provide security assurance to support the SAB in taking security accreditation decisions.

The SAB chairperson shall ensure that the Board carries out its security accreditation activities independently and the Agency staff under its supervision perform their work in a manner ensuring autonomy and independence in relation to the other activities of the Agency, in particular operational activities associated with the exploitation of the systems.

² For the SST sub-component, the participating Member States perform security accreditation in line with Article 58(5) of Regulation 2021/696.

1 GENERAL CONTEXT

1.1 Recent Developments in the EU Space Domain

Over the past few years, the European Union has further consolidated its position as a global space actor, recognising space as a strategic domain essential for security, resilience, competitiveness, digitalisation and sustainability. A series of key policy and legislative developments now frame the Union's approach to space for the coming decade and shape the ongoing and future work of the Agency.

The European Commission and the Council of the European Union have commissioned several reports to inform the strategic reflection on Europe's competitiveness, resilience, and technological sovereignty, to guide policy choices for the next decade and strengthen the Union's capacity to act in an increasingly contested global environment.

The *Report on the Future of European Competitiveness* (Draghi Report, September 2024) underscores space as a critical enabler of Europe's technological sovereignty and strategic autonomy. It recognises that, despite Europe's world-class programmes such as Galileo and Copernicus, the EU risks losing ground due to chronic underinvestment, industrial fragmentation, and a lack of coordinated demand. The report calls for a fundamental shift towards a "Single Market for Space," improved governance and investment mechanisms.

The Enrico Letta Report "*Much More Than a Market*" (April 2024) redefines the EU Single Market as a geopolitical and strategic instrument, central to ensuring Europe's economic security, technological sovereignty, and sustainable prosperity. Letta's report emphasises that space, alongside digital, energy, and defence, is a key enabler of strategic autonomy and competitiveness. Its call for a more unified approach to research, investment, and industrial policy reinforces the positioning of the EU Space Programme as a driver of innovation, dual-use technology development, and European resilience in a rapidly changing global order.

The Manuel Heitor Report on "*The Future of European Research, Technology and Innovation*" (October 2024) calls for a transformative agenda to strengthen Europe's competitiveness through alignment of research, innovation, and industrial policy. It highlights the need for a strengthened Research and Innovation Union, increased investment in transformative technologies, and the creation of synergies between industrial competitiveness, societal challenges, and technological infrastructures. Heitor's report endorses the integration of space activities within this framework, recognising the EU Space Programme as a strategic instrument for scientific excellence, industrial innovation, and dual-use technology development. Among its recommendations, the report calls for the enhancement of coordination between civil, security, and defence research.

The Saul Niinistö Report on "*Strengthening Europe's Civilian and Military Preparedness and Readiness*" (October 2024) underscores space-based infrastructure as a core enabler of the Union's crisis resilience and strategic autonomy. It highlights the importance of extending the EU's critical infrastructure resilience frameworks to include space, alongside digital, energy, and defence domains. The report recognises secure and interoperable communication systems, including the IRIS² constellation and EuroQCI, as essential to maintaining coordination between civilian and military actors during hybrid or cross-border crises.

These analyses converge on a shared recognition that space is a critical enabler of Europe's security, economic strength, and digital and green transitions. They frame the Union's ambition to build a more integrated, innovation-driven, and resilient industrial base, in which the EU Space Programme plays a central operational and technological role.

The 2024-2029 European Commission marks a significant evolution in the Union's institutional architecture in relation to space. Commissioner Andrius Kubilius's mission letter presents, for the first time, a unified European portfolio for Defence and Space, reflecting the Union's ambition to treat both as strategic pillars

of sovereignty, resilience, and competitiveness. The mandate covers the development, deployment and use of EU space assets, including the Earth Observation programme Copernicus, the global and regional satellite navigation systems Galileo and EGNOS, and the secure communications systems GOVSATCOM and IRIS². The Commissioner's mandate is to foster a strong and innovative European space industry, maintaining the Union's autonomous, reliable, and cost-effective access to space.

The European Commission also prepared a proposal for an EU Space Act, introducing common EU standards and rules for space activities and harmonised licensing requirements. Additionally, the EU Space Act tasks the Commissioner with ensuring the continuous implementation of the EU Space Strategy for Security and Defence, in close cooperation with the High Representative/Vice-President. In parallel, the 2025 Space Economy Strategy aims to fully unlock the potential of space-derived data, products, and technologies, fostering growth, innovation, and digital transformation across the Union.

The EU Space Act, proposed by the European Commission in June 2025 (*COM(2025) 335 final*)^{3,4}, establishes a comprehensive legal framework for the safety, resilience and sustainability of space activities in the European Union. By setting common standards for safety, security and environmental protection, the EU Space Act aims to ensure that all space actors operating in the European market comply with the requirements set out therein. It also introduces obligations on incident reporting, collision-avoidance measures and cybersecurity resilience. The proposal aims to create a Single Market for Space. The EU Space Act complements the EU Space Programme established by Regulation (EU) 2021/696 and the IRIS² Secure Connectivity Programme created by Regulation (EU) 2023/588.

The Communication "A Vision for the European Space Economy" (*COM(2025) 336 final*, 25 June 2025)⁵ sets out the European Commission's long-term approach to building a competitive, resilient and innovative European space ecosystem. It outlines measures to strengthen Europe's industrial capacity, stimulate private investment and create a genuine Single Market for Space, ensuring that the benefits of space-based data and services extend across the Union's economy and society. The Communication links space policy with the Union's broader digital, green and security agendas, emphasising the role of Galileo, EGNOS, Copernicus, GOVSATCOM and IRIS² as strategic infrastructures supporting autonomy and growth. It also launches several actions for the exploitation of space data, designed to enhance data accessibility, interoperability and commercial uptake, thereby fostering innovation and industrial scale-up in the downstream sector. Together, these initiatives frame a coherent vision in which EUSPA plays a central role in translating EU investments in space into tangible socio-economic, environmental and security benefits for citizens, businesses and public authorities.

Furthermore, the European Commission is establishing a "Space Team Europe", a high-level forum bringing together all European space ecosystem stakeholders, to federate European space-related excellence and capacities in a coherent and efficient manner. From 2025, the Commission will develop a dedicated methodology to monitor the Union's competitiveness in the space sector⁶.

In parallel, the European Commission's "Competitiveness Compass" (*Communication COM(2025) 30 final*, 29 January 2025)⁷ sets out a roadmap to enhance the Union's economic dynamism by focusing on three interlinked priorities: closing the innovation gap, decarbonising the economy and reducing dependencies, including strategic ones. The document explicitly identifies space technologies among the future-oriented sectors that Europe must cultivate for its global leadership and secure strategic autonomy. Through this initiative, the Commission intends to simplify rules, aggregate demand, reinforce the resilience of the space supply chain, scale investment and promote merit-based competition.

The defence dimension of the Union's strategic framework has gained renewed prominence in recent years, reflecting the need for greater collective preparedness, industrial competitiveness, and operational

³ https://eur-lex.europa.eu/resource.html?uri=cellar:c7906dd7-5283-11f0-a9d0-01aa75ed71a1.0001.02/DOC_1&format=PDF

⁴ https://eur-lex.europa.eu/resource.html?uri=cellar:c7906dd7-5283-11f0-a9d0-01aa75ed71a1.0001.02/DOC_2&format=PDF

⁵ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52025DC0336>

⁶ https://ec.europa.eu/commission/presscorner/detail/en/ip_25_1583

⁷ https://commission.europa.eu/document/download/10017eb1-4722-4333-add2-e0ed18105a34_en?filename=Communication_1.pdf

autonomy. The growing convergence between space and defence marks a strategic turning point for the Union, reflecting the understanding that security, resilience, and technological sovereignty are increasingly interconnected. This integrated vision is embodied in the mission letter of Commissioner Andrius Kubilius, as previously mentioned.

The EU Space Strategy for Security and Defence (*COM(2023) 70 final*, March 2023)⁸ represents the Union's first comprehensive framework to address space as a strategic domain essential to Europe's security, defence, and resilience. Developed jointly by the European Commission and the High Representative/Vice-President, the Strategy sets out measures to enhance the security of EU space systems and strengthen the Union's capacity to act in a rapidly evolving threat environment. It identifies three interlinked priorities: protecting space assets, responding to space-based threats, and using space services to support security and defence policies. The Strategy calls for improved cooperation between civil, commercial, and defence actors. It also introduces initiatives such as the preparation of a classified annual space threat landscape analysis, a classified Space Situational Awareness network, the establishment of an EU Space Information Sharing and Analysis Centre (ISAC), and the EU Space Academy. EUSPA is referenced as one of the key operational actors supporting the implementation of the Strategy, particularly in ensuring the security and continuity of Galileo and EGNOS services, managing GOVSATCOM operations, and contributing to situational awareness, information sharing, and resilience within the Union Space Programme.

The European Preparedness Union Strategy (*JOIN(2025) 130 final*, 26 March 2025)⁹ establishes a comprehensive framework to strengthen the Union's collective capacity to anticipate, prepare for, and respond to crises across all domains. Developed jointly by the European Commission and the High Representative, it introduces an integrated "all-hazards" approach based on foresight, resilience, and solidarity, bridging civil and military preparedness. It foresees the establishment of an EU Earth Observation Governmental Service (EOGS) to provide secure, reliable, timely, persistent and targeted satellite sensing, reinforcing existing and planned capabilities and building on the long experience of using Copernicus in support of emergency management and security. EOGS will complement other EU space assets such as Galileo, EGNOS, and IRIS² and their services. By embedding dual-use by design and promoting the use of space-based data for crisis management, the Strategy positions the EU Space Programme as a critical enabler of Europe's preparedness, resilience, and strategic autonomy.

The Joint Communication "Preserving Peace – Defence Readiness Roadmap 2030" (*JOIN(2025) 27 final*, 16 October 2025)¹⁰ sets out a comprehensive plan to ensure that the European Union achieves full defence readiness by 2030. Developed jointly by the European Commission and the High Representative/Vice-President, the roadmap identified concrete actions to strengthen Europe's deterrence posture, accelerate industrial mobilisation, and reinforce cooperation among Member States. It outlines a coordinated approach to enhance Europe's defence posture through joint investment, industrial reinforcement, and capability development, structured around several European Readiness Flagships. These include initiatives such as the European Air Shield, the European Drone Defence Initiative, the Eastern Flank Watch, and the European Space Shield. The European Space Shield is considered key to enhancing the defence capabilities of Member States and ensuring the protection and resilience of space assets and services against growing threats. It will also help to achieve defence readiness by 2030 by building on national and commercial space assets with the support of the EU space systems.

The Commission presented on 16 July 2025 its proposal for the next Multiannual Financial Framework, which includes the European Competitiveness Fund (ECF). The next budget is designed to be simpler, more targeted, and more effective, with increased adaptability to address evolving challenges. The ECF merges 14 previous individual funding instruments, including the EU Space Programme, into a single framework. The space component of the ECF is grouped under the broader "Resilience and Security, Defence Industry and Space" policy window. Space is recognised as a strategic sector in the ECF's proposal, taking into account the unique needs of the space sector, including in terms of budget predictability, governance and security requirements, to serve the programmatic needs of the EU-owned space infrastructure. The eligible

⁸ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52023JC0009>

⁹ https://eur-lex.europa.eu/resource.html?uri=cellar:0c2f33c9-0b29-11f0-b1a3-01aa75ed71a1.0001.02/DOC_1&format=PDF

¹⁰ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52025JC0027>

actions proposed for the implementation of the EU Space Systems and Space Policy include maintaining the existing flagships Galileo, EGNOS, Copernicus, supporting the implementation of IRIS², GOVSATCOM and EU SST, and new activities such as EOGS and LEO-PNT, to increase synergies between space and defence. In addition, horizontal components will support the resilience and competitiveness of the EU space ecosystem: CASSINI and the Space Economy, Access to space and Technological sovereignty.

These developments provide the broader policy framework within which EUSPA operates. They define the Agency's evolving role as the operational and user-oriented arm of the Union Space Programme, responsible for ensuring service continuity, security and uptake across all programme components.

1.2 Role of the European Union Agency for the Space Programme

The Union Space Programme Regulation assigns through Art. 29 several tasks of the European Space Programme to EUSPA. These tasks are assigned either as core tasks, or as tasks entrusted to it by the European Commission, in particular through the EC-EUSPA-ESA FPPA and EC-EUSPA Contribution Agreement (and then in part sub-delegated for parts of Galileo and EGNOS through the EUSPA-ESA Contribution Agreement), concluded in June 2021.

EUSPA is responsible for the following core tasks:

- **Security accreditation:** Security accreditation activities are managed by the SAB, an independent body within the Agency. The SAB serves as the security accreditation authority for all the components of the Programme: Galileo, EGNOS, Copernicus, GOVSATCOM, SSA/SST and for the Union Secure Connectivity Programme.
- **Operational security for EGNSS:** As the entity responsible for the exploitation of Galileo and EGNOS, the Agency is responsible for their operational security and shall, to that end, carry out risk and threat analysis and all the necessary activities to ensure and monitor the security of that component, in particular setting of technical specifications and operational procedures and monitor their compliance with the general security requirements.
- **Operation of the Galileo Security Monitoring Centre:** EUSPA operates the Galileo Security Monitoring Centre (GSMC), delivering services related to Galileo security monitoring, PRS access, Council Decision 2021/698/CFSP, implementation of cyber-security operational activities as per implementation of the Article 34(5)(b) of the Space Programme Regulation, Commission Cyber Security requirements and provision of expertise. Due to the strategic nature of Galileo, the EU legislative framework was established to address threats to the Galileo infrastructure and signals, as well as to provide protection against unauthorised use of its navigation signals. This enables the EU to maintain full control of the system and its operation. The GSMC also provides the operational interface between the Galileo Control Centres and the Member States' Competent PRS Authorities (CPAs), the Council, and the High Representative of the Union for Foreign Affairs and Security Policy (acting under Council Decision 2021/698/CFSP). The primary missions of the GSMC, Security Monitoring Structure (SMS) for Galileo and EGNOS, are expected to be progressively extended to support the other components of the Union Space Programme.
- **Public Regulated Service (PRS):** The Agency carries out Galileo PRS activities entrusted to it by PRS Decision 1104/2011/EU and the EU Space Programme Regulation (Art. 34.5.c). The main core tasks related to PRS are: the implementation of the operational interface toward Competent PRS Authorities, the Council, and the High Representative of the Union for Foreign Affairs and Security Policy; the implementation of the Arrangement between the European Commission and the Agency pursuant to Art.14(c) of Decision 1104/2011 and, whenever requested pursuant to Decision 1104/2011/EU, the designation as competent PRS authority for EU Institutions and Agencies,

International Organisations as well as the provision of technical assistance to Competent PRS Authorities (CPAs).

- **Communication, Promotion and Market Development:** EUSPA undertakes communication, promotion and market development activities of the services offered by Galileo and EGNOS and of data, information and services offered by Copernicus, by establishing and maintaining contact with public, professional, institutional and governmental users, collecting information on user needs and analysing market trends. With respect to Copernicus, the Agency cooperates closely with the Entrusted Entities to ensure that there is no overlap with their activities, in coordination with the User Forum. Furthermore, the Agency focuses on Copernicus Other Users, for example commercial and private users, while ensuring a close coordination of the communications efforts with the European Commission. The Agency also complements the European Commission's initiatives for developing and adopting regulated applications. The Agency promotes the development of innovative EGNSS and Copernicus solutions while supporting user uptake through targeted communication and awareness activities. Additionally, the Agency provides expertise to the European Commission for the preparation of the downstream space-related research priorities.

As entrusted tasks, the Agency undertakes the following tasks:

- **EGNSS Exploitation Management:** Galileo is the EU's own GNSS, providing a highly accurate, guaranteed global timing and positioning service under civilian control 24/7. With several billion equipped receivers, the Galileo Open Service (OS) is Galileo's flagship service, identified as the primary worldwide service provided to the global public. EUSPA not only leads the operations of the Galileo system and its evolutions but is also in charge of managing the development of future generations, through delegation to ESA. In 2023, EUSPA became the System Prime of the System in Operations, specifically responsible for changes to the system in operation for the purpose of maintenance and short to mid-term improvements and for the deployment of ground and space assets (for Galileo starting with Launch 15) of the operational infrastructure. It is also noted that the Commission decided to assign the contracting authority for the contract implementation phase from the Commission to EUSPA, without in any way affecting interfaces with ESA already in place, from end of February 2023. In addition to the Galileo Open Service, the Agency also delivers the Public Regulated Service (PRS), the Galileo High Accuracy Service (HAS) and the Galileo Open Service Navigation Message Authentication Service (OSNMA). For PRS, the Agency is responsible for the end-to-end service provision, including the development of key technologies for the end-user segment. The Agency is also tasked with the future delivery of the Galileo Emergency Warning Satellite Service (EWSS), the Contribution to Ionosphere Prediction (CIP), the Signal Authentication Service (SAS) and the Timing Service (TS). Additionally, Galileo contributes to the search and rescue support service (SAR) of the COSPAS-SARSAT system, by detecting distress signals transmitted by beacons (Forward Link Service) and relaying messages to them via a 'return link' (Return Link Service).

The European Geostationary Navigation Overlay Service (EGNOS) is Europe's first GNSS success story and one where the Agency holds the responsibility for ensuring the continuous provision of services 24/7. In the exploitation phase since 2009, EGNOS provides to European citizens a certified Safety-Of-Life (SoL) service since 2011 enabling safety-critical GNSS applications across numerous sectors and in particular for Aviation. It accomplishes this by providing overlaying signals and data augmenting currently the GPS signals, and in the future the GPS and Galileo signals with the new EGNOS system generation (EGNOS V3). The Agency is in charge of managing the EGNOS exploitation programme since 2014 and is leading the transition to the next generation of the EGNOS infrastructure augmenting Galileo, with the implementation by ESA of the system development. The Agency is also developing evolutions of the two other EGNOS services (EOS – EGNOS Open Service – and EDAS – EGNOS Data Access Service) in answer to user needs and to support new applications, managing the development through sub-delegation and is supporting the European Commission in the extension of EGNOS beyond the EU.

Also, Commission Delegated Regulation (EU) 2023/1768 entrusts the Agency with the role of issuing the certificate of compliance for the equipment of the EGNOS system, based on the requirements set therein for the purpose of ensuring safe and interoperable air navigation. The Agency therefore acts as a Design and Production Organisation (DPO). As a key requirement of such a role, the Agency is making the necessary arrangements with the European Union Agency for Aviation Safety (EASA), ensuring that the EGNOS system is compliant to the requirements set out by the Regulation.

Both Galileo and EGNOS are subject to the established Quality Framework, which is assessed on a regular basis by the Oversight Function entrusted to the Agency.

- **GOVSATCOM:** Through the GOVSATCOM component of the Programme, satellite communication capacities and end-to-end services are combined into a common Union pool of national and EU capacities, to offer services to all EU Member States. The Agency has been entrusted tasks in support of the Commission, in relation to the coordination of the service portfolio and the sharing and prioritisation of services, the procurement of the secure operational ground segment (GOVSATCOM Hubs), the operation of GOVSATCOM Hubs, the SLAs, the GOVSATCOM related security tasks as defined in the EC-EUSPA Contribution Agreement (including the support to the definition of the security baseline) and the support to system and services evolution including security aspects. It is expected that an additional EC-EUSPA Contribution Agreement with associated budget concerning GOVSATCOM activities will be concluded in due course.
- **Space Situational Awareness (SSA):** The Agency supports the European Commission in project management, security and technical matters, in complementarity with the tasks performed by the SST Partnership. Additionally, EUSPA plans to undertake security monitoring duties (SECMON), developing and deploying the necessary security monitoring systems, including those required for the exchange of operational classified information, all in coordination with the SST Partnership. Furthermore, EUSPA operates the SST Front Desk, acting as the central interface between SST users and the national operation centres. The Front Desk manages the SST Portal — the primary platform for accessing SST services such as Collision Avoidance, Re-entry Analysis, and Fragmentation Analysis. Through this Portal and the associated Helpdesk, EUSPA provides comprehensive support to users, including spacecraft owners and operators (both within and outside the EU), EU institutions, and EU Member States, among others. The Front Desk is also responsible for monitoring service performance, collecting user feedback, coordinating critical event responses, and reporting on the quality and effectiveness of the SST services.
- **Research and Development activities:** The Agency implements activities related to the development of downstream applications based on the components of the Programme including Research and Development (R&D) activities, in the context of the Horizon Europe programme and Fundamental Elements based on the data and services provided by Galileo, EGNOS, GOVSATCOM and Copernicus. EUSPA develops the downstream market and fosters the service uptake by the user community as appropriate for the relevant Programme element.
- **User Uptake activities:** The Agency is tasked to undertake activities related to the user uptake of data, information and services in relation to Programme components other than Galileo and EGNOS (which are covered under core tasks), such as Copernicus (for the aspects not already covered by the core tasks, in coordination with other entrusted entities and in relation with the User Forum), GOVSATCOM and SSA/SST. The Agency is also ensuring the promotion of the Programme's Space Surveillance and Tracking (SST), including the Front Desk service. Finally, the Agency is supporting the user uptake of GOVSATCOM service, working closely with the EU Member States and their competent authorities. The Agency is continuing to foster entrepreneurship and complementary capacity building implementing different components of the CASSINI Space Entrepreneurship Initiative led by the European Commission, such as hackathons, prizes, business accelerator services and support to growth funding.
- **Copernicus Activities (Security):** As of 2024, the Agency has been entrusted by the Commission to provide support in the following areas related to security aspects of Copernicus:

- Contribute to the definition of the system security requirements, contribute to security risk and threats analyses and analyse, to the extent possible, the setup of an operational security monitoring structure;
- Support the management of security risks and the preparation of accreditation files, as necessary;
- Support the Commission for any other Copernicus system security activities, as necessary, to be agreed by the Parties.

2 MULTI-ANNUAL PROGRAMMING 2027-2029

2.1 Multi-annual Objectives

The medium-term strategic objectives of the Agency are based on the definition of tasks assigned to it as per Art. 29 of the EU Space Regulation.

	Strategic objective	Implementation
29.1 (a)	Ensure the security accreditation for Galileo, EGNOS, Copernicus, GOVSATCOM, SSA/SST and IRIS ² (core task)	The Agency shall ensure, through its Security Accreditation Board, the security accreditation of all the Programme's components in accordance with Regulation No 2021/696 Chapter II of Title V and of the Union Secure Connectivity Programme.
29.1 (b)	Ensure the operational security of Galileo and EGNOS (core task)	Adhesion to the standards and requirements referred to Title V (Security of the Programme) of Regulation No 2021/696.
29.1 (b)	Ensure the operation of the Galileo Security Monitoring Centre (core task)	Adhesion to Article 34(5)(b) of the Space Programme Regulation, Regulation No 2021/696 and Decision No 1104/2011/EU for the GSMC operations, and to instructions pursuant to Council Decision 2021/698/CFSP.
29.1 (b)	Perform the tasks related to the Public Regulated Service (PRS) of Galileo (core task)	Compliance with provisions Article 5 of Decision No 1104/2011/EU, in particular to support the European Commission as described in Article 8(6). The Agency will also comply with the provision of the arrangement concluded between the European Commission and the Agency pursuant to Article 14(c) of the Decision. ¹¹
29.1 (c, d)	Ensure the promotion, market development and communication of the services of Galileo, EGNOS and Copernicus (core task)	<p>Providing a bi-annual publication on market and technology trends, GNSS and EO market report on applications and services and a user technology report on the state of GNSS receiver technologies, extending to GOVSATCOM.</p> <p>Establishing close contacts with users and potential users with a view to collecting information on their needs for what concerns Copernicus, in close coordination with the Entrusted Entities and providing inputs to the Copernicus User Forum with special focus on other users and synergies with the other space components.</p>

¹¹ The core tasks of the Agency related to the PRS are set out in Art.34.5 of the EU Space Programme Regulation. In particular, under para c) of Art.34.5 the Agency "shall perform the tasks assigned to it under Decision No 1104/2011/EU". The core activities described in the relevant SPD section are therefore limited and related to the tasks performed by the Agency pursuant to Decision No 1104/2011/EU and in particular Art.14(c) thereof and the relevant arrangement signed between the Commission and the Agency.

	Strategic objective	Implementation
		<p>Monitoring developments in satellite navigation downstream markets and assess the potential new use of Copernicus in emerging downstream commercial markets / ecosystems, aiming at supporting European downstream industry, SMEs and start-ups competitiveness.</p> <p>Drawing up of an action plan for the uptake of services by the user community, and implementation of the actions identified therein.</p> <p>Contributing to a common communications plan with the different partners of the components of the EU Space Programme.</p>

Progress in achieving these strategic objectives is assessed through the overall performance of the contributing tasks. Such performances are defined in the multi-annual and annual programme below.

2.2 Multi-annual Programme

2.2.1 Core Tasks

2.2.1.1 Security Accreditation

In accordance with the EU Space Programme Regulation, the Security Accreditation Board (SAB) prepared section 2.2.1.1. It is incorporated into this programming document without any change.

The Security Accreditation Board (SAB) established within the Agency is the security accreditation authority for all the components of the EU Space Programme (Galileo, EGNOS, Copernicus, SSA, GOVSATCOM) and for the governmental infrastructure and related governmental services of the Union Secure Connectivity Programme (USC). Since it was established at the end of 2010, the SAB has conducted security accreditation activities for Galileo and EGNOS. As of 2021, the SAB is responsible for the security accreditation of the entire EU Space programme and its components. As of 2023, the SAB has also become the security accreditation authority for the governmental infrastructure and related governmental services of the USC Programme.

In accordance with those regulations the SAB provided from 2023 advice on the General Security Requirements (GSR) of the different EU Space Programme components and of the Union Secure Connectivity when provided by the Commission. The Commission, in line with SAB advice, amended then adopted the GSR GOVSATCOM, USC in 2023 and Copernicus in 2025. The SAB analyses on GSR related to Galileo, EGNOS and EU SST were provided in 2023 and 2024.

The SAB standardised its activities from 2022 to address in the same way the different EU Space Programme components and USC, support EU industry competitiveness and fast development, focusing in particular on the standardization of:

- the Security Accreditation Strategies;
- the accreditation conditions for the different accreditation milestones;
- the security checks, in particular for what concerns the cyber activity;
- the exploitation from 2025 of intelligence reports provided by European External Action Service.

The independent security checks such as audits and cyber penetration tests provide to the SAB independent access to the reality of the security measures in place. They are therefore mandatory for the SAB to take decisions on security accreditation in a strictly independent manner, including with regard to the Commission and the other bodies responsible for the implementation of the component concerned and for the provision of related services. When security deficiencies are identified, such as related to Galileo Open Service Navigation Message Authentication in 2024-25 or Galileo Security Monitoring Centre end 2023, the SAB cooperates with the Commission to define risk mitigation measures.

On Galileo, the SAB issued at the end of 2016 the authorisation for the Programme to declare initial services of the Open Service (OS) and Public Regulated Service (PRS). Since then, the accreditation activities have continued focusing on the security of the evolving Galileo services, coupled with its operation and infrastructure evolution, with particular attention to cyber posture. The SAB issued several authorizations for launch from Kourou and two launches from Cape Canaveral and authorised the entry into service of those satellites into the constellation. At the end of 2022, the SAB issued the authorisation for the Programme to declare initial services of the Galileo High Accuracy Service, and in 2025 to declare initial services of the Open Service Navigation Message Authentication.

The SAB has been involved in the Galileo Second Generation by participating to the Preliminary Design Review in 2023 and to the Critical Design Review in 2025, providing recommendations to the Programme Board.

On EGNOS, the SAB is preparing accreditation decisions on EGNOS v2 via reviews, audits and cyber penetration tests, and performs accreditation activities for EGNOS v3. The SAB and EASA have coordinated their certification and accreditation activities since the signature of their cooperation agreement beginning of 2024.

On GOVSATCOM, the SAB started the preparation of the decision of Initial Service accreditation.

On Copernicus and SST, the accreditation activities have progressively increased as of 2025. A cooperation agreement has been signed in 2025 between the SAB and the European Union Satellite Centre (SATCEN).

On USC, the Security Accreditation Strategy defined and approved by the SAB in 2024 has been used by the European Commission during the tendering process and made applicable to the contract notified to the consortium. The other accreditation activities started when the contract was signed.

The security accreditation activities managed by the SAB chairperson under the supervision of the SAB are supported by the Agency's Security Accreditation Department. This support includes:

- SAB secretariat: a secretariat of staff prepares and facilitates the meetings of the SAB, its subordinate bodies and its groups of experts. SAB meetings are planned to address the needed decisions for the various programme milestones, after due consultation of the SAB subordinate bodies. The SAB secretariat ensures the chairmanship of the subordinate bodies and provides professional expertise, for example, by drafting recommendations/decision notes and by performing data pack reviews. The SAB secretariat maintains and retains all security accreditation decisions made by the SAB and communicates them to the Commission.
- Management support: the SAB secretariat supports the SAB chairperson with the objective to ensure that all relevant resources needed by SAB, including managing and drafting the work programme, budget, human resource planning, estimate and request of any other needed resource are taken care of, and takes care of the day-to-day management of the security accreditation department resources in compliance with all policies and processes in force in the Agency.
- Security assurance activities: The Agency's Security Accreditation Department activities include:
 - Preparation of advice to the General Security Requirements
 - Preparation of security accreditation strategies for all EU programmes components as well as USC and continuous implementation and control of the appropriate implementation of those strategies
 - Participation on system, service and operation reviews: system reviews encompassing design, service and operation accreditation aspects, security assessments to verify that the system-specific security requirements and other applicable security requirements are met. For technical milestones of Programme components, the Security Accreditation Department is examining the security features of the system (according to the predefined scope of each milestone) to verify compliance to security requirements and that the service authorisation can be maintained. This includes monitoring the implementation of the cyber policy and cyber mitigation measures.
 - Undertaking and sponsoring independent security assessments and audits: the Security Accreditation Department undertakes or sponsors security assessments and audits to verify the security posture of the system and in particular the implementation status of the security measures, including cyber with cyber architecture audits, cyber configuration audits, organisational audits, vulnerability assessment and penetrations tests.
 - Ground sites level activities: the Security Accreditation Department conducts security audits and assessment of sites against security requirements, in collaboration with the Local Security Accreditation Authority of the site or in support of the SAB when the sites are in non-EU territories in accordance with the relevant accreditation strategy.

- Authorisations of bodies to develop or manufacture sensitive technology: the Security Accreditation Department provides administrative support to the process of SAB authorisation of bodies, such as – in the case of Galileo- for developing and manufacturing sensitive PRS technologies, PRS receivers or PRS security modules.

The Security Accreditation Department supports the maintenance by the SAB of a permanent and transparent monitoring process to ensure that the security risks for the components are known, that security measures are defined to reduce such risks to an acceptable level in view of the security needs of the Union and of its Member States and for continued service availability of the component, and that those measures are applied in accordance with the concept of defence in depth. With regards to launch campaigns, the Security Accreditation Department supports with its expertise the security assurance regarding satellite qualification and acceptance, launch readiness, and the launch campaign's steps up to the SAB Approval to Launch. In particular, staff from the Security Accreditation Department coordinate Member State experts performing security assurance activities during launch campaigns.

2.2.1.1.1 Tasks until 2029

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹²	Link to legal basis and policies
1	Approvals of satellite launches	The Agency's Security Accreditation Department shall perform security assurance activities and administer corresponding accreditation decisions for satellite launches	<ul style="list-style-type: none"> • Accreditation statements for satellite launches issued. 	2027-2029	Space Programme Regulation (SPR): <ul style="list-style-type: none"> • Article 37 • Article 38 • Article 41 • Article 72.2 • Article 80 • Article 82 • Article 83 • Article 99
2	Authorisations to operate the systems set up under the components of the Programme or the elements of these components in their different configurations and for the various services they provide, up to and including the signal in space	The Agency's Security Accreditation Department shall perform system, operations, and services security assurance activities, establish a monitoring process of the security risk assessment and related security measures and administer corresponding accreditation decisions	<ul style="list-style-type: none"> • Accreditation statement for all system configurations/services operated issued. • Coordination or sponsoring of security assessments and audits. 	2027-2029	Union Secure Connectivity Regulation (USC): <ul style="list-style-type: none"> • Article 27.1 • Article 30.2 • Article 32 • Article 33 • Article 34 • Article 36
3	Authorisations to operate ground sites	The Agency's Security Accreditation Department shall perform site security assurance activities including site visits and administer corresponding accreditation decisions	<ul style="list-style-type: none"> • Accreditation statement for all sites issued, as needed. • Subordinate bodies' draft documents/recommendations issued on time for consultation/adoption. 	2027-2029	
4	Authorisation of bodies to develop or manufacture sensitive technology	The Agency's Security Accreditation Department shall administer security accreditation decisions on authorisation of bodies to develop or	<ul style="list-style-type: none"> • Authorisation statements issued for bodies involved. 	2027-2029	

¹² The year indicates when the Agency expects to perform that action. These dates are correct as of the time of writing and are based on the current plans.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹²	Link to legal basis and policies
		manufacture sensitive PRS technologies, PRS receivers or PRS security modules, or any other technology or equipment which has to be checked under the general security requirements referred to in Article 34(2), for PRS service in Galileo or any other secure service stemming from the components of the Programme	<ul style="list-style-type: none"> Decisions taken in accordance with the rules of procedure. 		
5	SAB secretariat	The Agency's Security Accreditation Department shall ensure the SAB secretariat and shall ensure support to the SAB chairperson as necessary	<ul style="list-style-type: none"> Support to SAB chairperson for the management of the SAB meetings and SAB decisions in accordance to the applicable rules of procedures. Preparation and maintenance of Security Accreditation Strategies. 	2027-2029	
6	SAB subordinate panel (and related groups of experts)	The Agency's Security Accreditation Department shall organise the panel as special subordinate body (Article 82(3)) acting on instruction of the SAB, comprised of Member State security experts in order to conduct security analysis reviews and tests and produce relevant risk reports and accreditation recommendations to the SAB to assist in its decision making. Expert groups may be set up and disbanded to contribute to the work of the Panel. The Agency's Security Accreditation Department provides chairmanship and independent	<ul style="list-style-type: none"> Management of the panel meetings and group of experts' meetings. Provide independent expertise in support to the Panel by preparing technical notes/presentations to the panel on specific topics. 	2027-2029	

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹²	Link to legal basis and policies
		technical expertise in support of the panel and of the expert groups			
7	Assurance for keys	The Agency's Security Accreditation Department shall organise a special subordinate body (Article 38(3)) under the supervision of the SAB representing the Member States to provide assurance in particular on the management of programme flight keys. It shall also conduct verification, monitoring and assessment of the establishment and enforcement of procedures for accounting, secure handling, storage, distribution and disposal of the PRS keys of Galileo	<ul style="list-style-type: none"> • Management of the related meetings. • Participation in security assurance role to each launch campaign. • Report to SAB chairperson on verification, monitoring and assessment of the establishment and enforcement of PRS keys procedures within Galileo. 	2027-2029	

2.2.1.2 Operational security of EGNSS components

The EU Space Programme Regulation 2021/696 (Art. 34) states that the entity responsible for the management of a component of the Programme shall be responsible for the operational security of that component and shall, to that end, carry out risk and threat analysis and all the necessary activities to ensure and monitor the security of that component, in particular setting of technical specifications and operational procedures, and monitor their compliance with the general security requirements of that component. For Galileo and EGNOS that entity shall be the Agency.

The following tasks are identified to fulfil the responsibility linked to operational security for the service provision:

- Provide to the European Commission the definition of security objectives for each service provision, as these are the main parameters leading to the threat and vulnerability analysis to be conducted. These security objectives and feared events, to be approved by the Commission, frame the “security relevance” around each of the services, associated primary and secondary assets. This activity is performed either when a new service is identified and the corresponding concept is analysed, including the corresponding security definitions, or upon request from the Commission for specific evolutions of the GNSS security context.
- Prepare and maintain the Galileo security plan, including the different phases (e.g. Galileo First – G1G – and Second Generations – G2G) and services in the entire development and implementation life cycle: specification, design, qualification and operations. It includes the security analysis for the following activities, subject to SAB authorisations:
 - The launch of new satellites.
 - The development, implementation and authorisation to operate of the ground infrastructure to support the operations of new satellites
 - The development of the G2G ground segment to support the provision of Galileo legacy services (G1G) and G2G In Orbit Validation (IOV) and early capabilities.
- Prepare and maintain the EGNOS V2 and V3 security plans including the security risk assessment and associated mitigations, also for the purpose of the identified security accreditation process.
- Monitor the implementation of general security requirements for Galileo and EGNOS.

The assignment of the responsibility for the operational security is interpreted as entrusting the Agency with the role of Information Assurance Operational Authority (IAOA) for each EU GNSS system, as defined in Council Decision 2013/488/EU. This role is related to both Galileo and EGNOS, therefore objectives are set up in order to undertake the relevant activities for both systems.

While continuing its current tasks, in 2027 the Agency will support the European Commission in the preparation and start of the next MFF and will take onboard the new tasks and responsibilities in 2028-2029.

2.2.1.2.1 Tasks until 2029

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹³	Link to legal basis and policies
1	Continuous threat and security risk assessment for each service and system accreditation milestone	Ensure the operational security of Galileo and EGNOS (core task)	<ul style="list-style-type: none"> • Security Objectives and feared events defined for each Galileo and EGNOS service expected declaration • Security Risk assessment for: <ul style="list-style-type: none"> - Service reviews (Concept, Design, Consolidation, Validation) - System milestones (preliminary Authorisation to operate, authorisation to operate) - Satellite launch milestones. - Specific site entry into operations. • Establishment of the security plans to implement the security measures according to the security risk assessment. • Regular updates of risk assessments or security plans as needed. • Statement of Compliance to General Security Requirements at each service and system milestone. 	2027-2029	Space Programme Regulation (SPR): <ul style="list-style-type: none"> • Article 29 • Article 34.2 • Article 34.3
		Ensure the operational security of Galileo and EGNOS (core task)	<ul style="list-style-type: none"> • Regular review of the status of operational conditions <ul style="list-style-type: none"> - Assess the security status of operations including compliance to the security requirements and maintenance of the security risk assessment and mitigation plan 	2027-2029	

¹³ The year indicates when the Agency expects to perform that action. These dates are correct as of the time of writing and are based on the current plans.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹³	Link to legal basis and policies
			<ul style="list-style-type: none"> - Identify and assess the required modifications in the System Security Plan and associated security mitigations. • Security sessions in the service exploitation reviews 		

2.2.1.3 Operation of the Galileo Security Monitoring Centre

The Agency operates the GSMC since 2016. During the 2027-2029 period, EUSPA will continuously improve the implementation of the Agency missions mentioned here, in line with the Programme objectives for and up to PRS FOC. More specifically, the missions are:

- Galileo security and system status monitoring: process system security raw events and security incidents from different stakeholders. By monitoring this information, the GSMC provides an overall view of Galileo's security status to the Member States, the Commission, the Council and the High Representative. At the GSMC sites, the Agency handles security incidents relating to Galileo operations and escalates those covered by Council Decision (CFSP)¹⁴ 2021/698 to the Council and the High Representative for information or action. The Agency also coordinates responses to specific security incidents with the relevant Member States as part of the Incident Response Coordination (IRC) structure.
- Management of PRS access: provide anonymised PRS Access to the PRS Participants in compliance with security requirements, agreements and regulatory framework set up by the European Commission. The Agency manages the lifecycle of access to the PRS following stakeholder requests to assure the service continuity, including service outage notification and service support for incident resolution and anomaly investigation. It also ensures PRS Participants that sensitive information related to their use of Galileo is adequately managed and protected.
- Implementation of Council Decision (CFSP) 2021/698 instructions: ensure the implementation of Council Decision (CFSP) 2021/698 instructions coming from the Council or the High Representative. The GSMC is the single-entry point at the Agency's level for the implementation of these instructions, which may be extended from Galileo to all the components of the Union Space Programme.
- Provide PRS and Galileo security expertise and analysis: provide advice to the Council of the EU (when invited to do so under that decision) and technical expertise to the European Commission under the provisions of Regulation 2021/696, as set out in Article 3(2) of Council Decision (CFSP) 2021/698. Also, in accordance with Article 5.9 of Decision 1104/2011/EU, the Agency may provide technical support to CPA's.
- Ensure cyber-defence of the system according to the approved baseline and the Commission's cyber policy: ensure the implementation of the Commission Cyber Security requirements for Galileo and flown down in the form of the Commission's cyber requirements for infrastructure acceptance, operations and maintenance supporting Cyber Incident Investigation and Cyber Detection activities. As Galileo Security Monitoring Structure, the GSMC will consolidate cyber-defence activities for both preventive and reactive measures, supporting cyber incident response, in coordination with other Cyber Security Managers (CSMs).

In addition to this, the Agency is also implementing the following tasks:

- Support to Operations: the Agency ensures continuous GSMC system availability, and asset management and configuration with regards to GSMC spares procurement and inventory management. The Agency ensures that GSMC Operators hold valid certificates to operate in Security Incident Handling and management of PRS Access. In this domain, the Agency coordinates with ESA as system design authority if needed.
- Cyber Threat Intelligence: EUSPA envisages a transversal solution for threat data analysis to improve the quality of cyber preventive controls for multiple space components.

Between 2027 and 2029, the main challenges for the Agency with respect to its GSMC operations task, beyond maintaining the current services and operations, will be to:

- Increase and improve the security monitoring and incident reaction capabilities with the extended SECMON tools coverage (extension of the perimeter in SB2.1 and with SECMON 4.0) and to

¹⁴ Council Decision (CFSP) 2021/698 is amended (not superseded) by Council Decision (CFSP) 2023/598 of 14 March 2023 to include the Union Secure Connectivity Programme,

increase cyber security operations, cyber-threat detection and cyber security capabilities (forensics and malware analysis platforms) to support cyber-security incident response and cyber disaster recovery.

- If so decided, extend the Security Monitoring and incident reaction, CD 698 implementation and Cyber security operations to other components of the Union Space Programme, after they are declared security sensitive.
- Improve the capacity and efficiency of PRS management services and PRS operations to sustain PRS IOC and PRS FOC programme milestones commitments and evolve to 24/7 real time operations for PRS.
- Sustain the PRS SIS Security Monitoring from the GSMC and support the ramp-up of Point of Contact Platform (POCP-S) operations when the infrastructure is deployed to Member States.

While continuing its current tasks, in 2027 the Agency will support the European Commission in the preparation and start of the next MFF and will take onboard the new tasks and responsibilities in 2028-2029.

2.2.1.3.1 Tasks until 2029

The activities implemented at the GSMC sites are structured in accordance with two types of processes, which reflect the roles and responsibilities of the GSMC as an operational centre:

- **Core Processes** represent the GSMC's core business and are based on its main missions of delivering services and operational readiness, and service upgrades.
- **Support Processes** to develop and maintain operational performance levels of GSMC main activities.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁵	Link to legal basis and policies
C1	Operations, expertise and analysis (Core Process)	Provision of expertise on PRS and Galileo security	<p>Participate and contribute to the relevant Commission-led working groups on PRS and Security.</p> <p>Support for the provision of PRS training and workshops for Member States for new System releases is provided upon request.</p> <p>Support the consolidation of PRS and SECMON operational baseline, and the definition of GSMC operational and service evolutions (including contribution to continuous improvement of operations).</p> <ul style="list-style-type: none"> • Provide expertise and lessons learned gained on PRS and Galileo to the other components of the Union Space Programme. 	2027-2029	<ul style="list-style-type: none"> • Regulation (EU) 2021/696, Art 34, Art. 35, Art. 45, • Decision No 1104/2011/EU, Art. 5, Art. 6, • Council decision (CFSP) 2021/698
C1	Operations, expertise and analysis (Core Process)	Security Monitoring and Incident Handling	<p>Galileo Security and System Status Monitoring - monitor the security and the health status of the system:</p> <ul style="list-style-type: none"> • Automatic collection and correlation of security related events • Processing of security events and incidents reports and notifications 	2027-2029	

¹⁵ The year indicates when the Agency expects to perform that action. These dates are correct as of the time of writing and are based on the current plans.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁵	Link to legal basis and policies
			<ul style="list-style-type: none"> Security incident handling: Investigation and acting on security incidents 		
C1	Operations, expertise and analysis (Core Process)	Cyber Security Operations	<p>Contribution to Galileo cyber security posture:</p> <ul style="list-style-type: none"> Establishing internal process and procedures to accomplish the Commission Cyber Requirements via Statement of Compliance. Monitor and report the vulnerability status of the Galileo system in operations Network map management of the system in operations Support Real Time operations with Digital Forensics and/or Malware analysis. Coordination of Cyber Review Boards within the Vulnerability management process. <p>Support Cyber Awareness activities and cyber exercises.</p> <ul style="list-style-type: none"> Provide Cyber expertise and lessons learned gained on Galileo to the other components of the Union Space Programme. 	2027-2029	
C1	Operations, expertise and analysis (Core Process)	Enable PRS access to authorised stakeholders, in compliance with PRS access rules.	<ul style="list-style-type: none"> PRS access management services as defined in the PRS Service Definition Document (SDD) classified Annex are managed and provided in compliance with the GSMC SLA (PRS SDD Classified annexes). Regular reporting for the Programme PRS Service Exploitation Review (SER), PRS Security message reports and GSMC Monthly reports are provided. 	2027-2029	
C1	Operations, expertise and analysis (Core Process)	Maintain the GSMC IT Operational Systems required to meet the GSMC's core missions in both GSMC sites.	<p>Systems status and availability monitored, including backup and restore. Level 1 preventive and corrective maintenance.</p> <ul style="list-style-type: none"> Support to Licensing and Manage Assets. 	2027-2029	
C2	Crisis management /	Be ready for specific operations in case of a crisis affecting the	Support provided to resolve crisis affecting the EU or the Galileo and EGNOS systems.	2027-2029	

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁵	Link to legal basis and policies
	Security management (Core Process)	Galileo system, including supporting the Council decision (CD 2021/698) process.	<ul style="list-style-type: none"> Internal procedures are established and implemented in case the European External Action Service (EEAS) triggers Council decision instructions for Galileo and EGNOS. 		

2.2.1.4 Public Regulated Service

The Agency will continue to carry out PRS activities entrusted to it by the PRS Decision 1104/2011/EU as well as those by the Union Space Programme Regulation 2021/696.

The PRS Decision No 1104/2011/EU specifies certain tasks for the Agency to carry out, in addition to those related to the SAB and the GSMC's PRS related operations, including:

- Designation as a Competent PRS Authority for the Council, the European Commission and the EEAS (Article 5(1)-b).
- Designation as a Competent PRS Authority for EU Agencies and international organisations (Article 5(1)-c).
- Being able to be requested to provide CPAs with the technical assistance needed to perform the task entrusted to it (Article 5(9)).
- Supporting the assurance process for the PRS Common Minimum Standards (CMS) compliance, including supporting the organisation and performance of the audit and inspections, and any other task required to assist the Commission in ensuring that CPAs comply with the CMS (Article 8(6)).

Although at the time of writing the Agency has not yet been asked to be designated as a CPA for other entities, it must be prepared to perform such tasks (i.e., organisation and tools) as requests from the European Commission, Member States, EU Agencies, and international organisations materialise. The cost of operating a CPA for an entity shall be borne by the entity who designates the Agency.

It is expected that requests for the provision of technical assistance to the CPAs will increase in the next years together with the evolution of the Galileo system and of the PRS service. The activities related to the technical assistance to the CPAs, as well as the relevant costs, shall be established in specific arrangements pursuant Article 5.9 of Decision 1104/2011/EU.

The need to support the Commission in organising and performing regular audits and inspections of CPAs occurred in 2024 and in 2025 and it is expected to increase in the next years.

It should be noted that these activities, when occurring more frequently will require additional staffing.

Additionally, access to PRS technology and ownership or use of PRS items, as needed by the Agency in accomplishing the task referred to in Article 29. 1(b) of the Space regulation and any other PRS related task that the Agency performs, is subject to compliance with the principles set out in Article 8 of Decision 1104/2011/EU and related PRS Common Minimum Standards. This shall comply with the conditions defined in the Specific Arrangement concluded between the Commission and the Agency pursuant to Article 14(c) of Decision 1104/2011/EU.

While continuing its current tasks, in 2027 the Agency will support the European Commission in the preparation and start of the next MFF and will take onboard the new tasks and responsibilities in 2028-2029.

2.2.1.4.1 Tasks until 2029

Some of the tasks described below are subject to a formal request from the Commission.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁶	Link to legal basis and policies
1	EUSPA Organisation for the management of PRS items and PRS information	Continuous improvement of the organisational structure supporting the Agency's management of PRS items and PRS information.	<ul style="list-style-type: none"> Continuous improvement through annual update of PRS management plans (PRS general management plan plus supporting documents) made available one month before the following year. 	2027 – 2029	<ul style="list-style-type: none"> Space Programme Regulation Art. 34.5(c) Decision 1104/2011/EU Specific Arrangement concluded between the Commission and the Agency pursuant to Article 14(c) of Decision 1104/2011/EU
2	PRS Article 14(c) implementation	Management of PRS information, PRS equipment and the associated cryptographic keys, and security breaches observed in relation to the Specific Arrangement concluded between the Commission and the Agency pursuant to Article 14(c) of Decision 1104/2011/EU.	<ul style="list-style-type: none"> Report sent to the Commission within one month after the end of the reporting quarter, every quarter. 	2027 – 2029	Specific Arrangement concluded between the Commission and the Agency pursuant to Article 14(c) of Decision 1104/2011/EU
3	Support to CPAs	Provide technical assistance to CPAs on the basis of specific arrangements.	<ul style="list-style-type: none"> Definition of specific arrangements with CPAs and performance of tasks specified (when requested). 	2027 – 2029	Decision 1104/2011/EU

¹⁶ The year indicates when the Agency expects to perform that action. These dates are correct as of the time of writing and are based on the current plans.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁶	Link to legal basis and policies
4	Designated PRS Authority implementation	Implementation of the designated PRS Authority in support of entities requesting the Agency to act as their CPA (Art.5 of Decision 1104/2011/EU).	<ul style="list-style-type: none"> • Organisation of the designated PRS Authority and performance of specific tasks identified in the arrangements defined with the requesting entities. 	2027 – 2029	Decision 1104/2011/EU
5	Support to the European Commission	Assist the European Commission in carrying out audits or Inspections of CPAs and reporting to the European Parliament and the Council on the compliance by the CPAs with the common minimum standards (CMS).	<ul style="list-style-type: none"> • On demand technical support to Commission for the performance of audit of CPAs 	2027 – 2029	Decision 1104/2011/EU

2.2.1.5 Communication, Promotion and Market Development of the Services

The Agency will actively continue working to engage stakeholders in the development and adoption of innovative satellite-based services for the market uptake of Galileo and EGNOS, GOVSATCOM and for the business utilisation of Copernicus, while preparing for IRIS². To provide an overall context of this area of activity, the general description hereafter mentions also some aspects that are entrusted but strictly interlinked with the core ones; this has the only goal of making the core tasks more understandable. The approval of this document by the EUSPA Administrative Board remains related only to core tasks.

Moreover, the Agency, acting as the interface to the users' community within the EU SST Front Desk activities, will also continue working on SST uptake, especially enhancing market and user knowledge.

In line with the EUSPA mandate and to foster synergies among the EU Space Programme components a market segmentation is being used: Agriculture, Forestry, Fisheries and Aquaculture, Urban Development and Cultural Heritage, Insurance and Finance, Infrastructures, Road and Automotive, Aviation and Drones, Rail, Maritime and Inland Waterways, Energy and Raw Materials, Climate, Environment and Biodiversity, Emergency Management and Humanitarian Aid, Consumer Solutions, Health and Tourism, Space and EU Border and Internal Security.

All market development and promotion activities during this period will focus on four key areas applicable to all these market segments:

- **Market and user knowledge:** by monitoring the EGNSS, Copernicus, GOVSATCOM and SSA/ SST (via the Front Desk) market and user technology and analysing user needs, requirements and satisfaction, EUSPA will be able to understand future market and technology trends to promote full EU space uptake.
- **Demand support:** by designing and implementing an adoption roadmap per market segment, EUSPA will be able to ensure market readiness for EU space adoption in all application areas. This will include cooperating with user devices manufacturers, system integrators, service and solution providers, application developers and end users.
- **Offer Creation:** implemented through the development of the downstream applications based on the Space components, including also Horizon Europe, Fundamental Elements and integrated applications, as well as adoption grants, as described in Sec. II.02.02.04.
- **Communications and outreach activities for stakeholders, industry, user and R&D communities, and awareness raising activities:** EUSPA will leverage the main communication tools and vehicles (websites, social media, established segment-specific conferences and exhibitions, stakeholder networks, etc.), as well as create unique, targeted tools (publications, videos, infographics, news, special campaigns, etc.) and initiatives (user fora, hackathons etc), to:
 - Raise awareness, understanding, appreciation and use of EGNOS, Galileo, Copernicus, GOVSATCOM and SSA/SST. This ensures that targeted stakeholders recognise the benefits of these components and the potential of their synergies, while also informing the users.
 - Increase participation in the Horizon Europe funding programme and build awareness of the results coming from its research and innovation activities. Advocate specific messages that encourage target audiences to support the achievements of the above aims and objectives.

The Agency will continue to review and further understand user needs, with the end objective of improving EGNOS and Galileo services adoption, promoting further Copernicus data and services, enhancing GOVSATCOM and its service catalogue, and improving SST and the interface with users. Moreover, the Agency will continue to prepare for IRIS² services. In that respect, EUSPA will continue to enhance existing applications, proposing improvement to the services offered and launching new emerging ones in all the market segments to reach their complete adoption boosting the synergies among EU space components.

As regards to the Secure Satellite Communication services, the Agency will support the European Commission and the relevant Competent GOVSATCOM Authorities in preparing and building the user base and promoting the use of GOVSATCOM services via its Hub, as well as developing resilient solutions

exploiting EU secure satellite connectivity in the concerned market segments, so as to ensure a timely and appropriate level of adoption of GOVSATCOM services, and to prepare for the Secure Connectivity services uptake as well.

Important priorities will be to continue fostering the use of Galileo differentiators such as the Open Service Navigation Message Authentication (OSNMA), High Accuracy Service (HAS) and Emergency Warning Satellite Service (EWSS) in all market segments. In particular with respect to EWSS, the Agency will continue its support to receivers manufacturers to implement EWSS in their products, as well as to increase awareness for manufacturers and final users. Lastly, the Agency will strengthen its cooperation with user groups in their respective fora such as, but not limited to, smartphones and automotive.

In addition, new services for long term markets such as the rail, maritime and timing monitoring services will be shaped with users to prepare for large scale market uptake.

The Market Development and Communication activities will continue to be performed also for Copernicus to increase the overall impact of the EU Space Programme and its benefits for the users. It complements the activities of the Entrusted Entities. Copernicus with its services (Land, Marine, Atmosphere, Climate Change, Emergency and Security) and data available to users via the Copernicus Data Space Ecosystem has an increasing strategic value and its investment needs to benefit the citizens in Europe and across the globe in the best possible way. Market development related activities will continue to be devoted to the development of innovative commercial/business applications making use of Copernicus data and services, fostering a more competitive Copernicus-boosted downstream sector in Europe.

With respect to the Earth Observation Governmental Service (EOGS), the Agency will support the Commission, as necessary, in ensuring a user-centric approach and leveraging on the EU market.

EUSPA will leverage the EU SST front desk user engagement aspects as well as the experience with Space users to understand their needs, improve user satisfaction and increase the user base, building synergies with other EU Space Programme components.

The Agency will also support the European Commission in the implementation of the “Vision for the European Space Economy” with the aim of positioning the EU as a leader in space. Building on its competences and strength, the Agency will support, in particular, the actions related to enabling European competitiveness, space commercialisation and space services in different strategic domains.

While continuing its current tasks, in 2027 the Agency will support the European Commission in the preparation and start of the next MFF and will take onboard the new tasks and responsibilities in 2028-2029.

2.2.1.5.1 Tasks until 2029

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁷	Link to legal basis and policies
1	Market and technology monitoring, including cooperation with receiver manufacturers.	1.1 Be the source of competence in GNSS, secure SATCOM and Copernicus market and technological developments. Output of the objective is the publication of GNSS, secure SATCOM and Earth Observation market and technology report.	<ul style="list-style-type: none"> Timely delivery of market and technology Data – Bi-annual reports 	2027-2029	Space Programme Regulation <ul style="list-style-type: none"> Article 6, 1 (a) Article 29 1 (c, d, e) Article 44 (c, f) Article 49 (d)
		1.2 Support chipset and receiver manufacturers in implementing EGNSS. Output of the objective is the List of receiver manufacturers with Galileo and EGNOS capability.	<ul style="list-style-type: none"> Timely delivery of market and technology Data – Bi-annual reports 	2027-2029	
2	User scheme initiative.	2.1 Build user experience and satisfaction; implement user feedback in the evolution of EGNSS and provide elements related to other users for Copernicus. Actions to be undertaken are: <ul style="list-style-type: none"> Include user input in the evolution of the mission requirements document for EGNSS. Create EGNSS user support improvement plan based on 	<ul style="list-style-type: none"> Successful hand-over of user feedback in system/ service evolution (Cycle time of feedback/ requirements definition/ development and release) 	2027-2029	<ul style="list-style-type: none"> Article 6, 1 Article 29 1 (c, d, e) Article 44 (c, f) Article 49 (d)

¹⁷ The year indicates when the Agency expects to perform that action. These dates are correct as of the time of writing and are based on the current plans.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁷	Link to legal basis and policies
		<p>feedback from downstream user sectors and their value chains.</p> <ul style="list-style-type: none"> • Monitor user satisfaction of EGNSS services and performance. • Create Reports of User Needs and Requirements for different market segments, describing Copernicus other users' needs and provide relevant inputs to the EC. 			
3	Market development by market segment (Agriculture, Forestry, Fisheries and Aquaculture, Urban Development and Cultural Heritage, Insurance and Finance, Infrastructures, Road and Automotive, Aviation and Drones, Rail, Maritime and Inland Waterways, Energy and Raw Materials, Climate, Environment and Biodiversity, Emergency Management and Humanitarian Aid, Consumer Solutions, Health and Tourism,	<p>3.1. Identify needs and opportunities for services and applications. Actions to be undertaken are:</p> <ul style="list-style-type: none"> • Management of user consultation platforms on user needs per segment. • Support standardisation and certification activities. 	<ul style="list-style-type: none"> • Measure level of Year-on-Year market growth per market segment (e.g. Numbers of users, number of projects, etc). 	2027-2029	<ul style="list-style-type: none"> • Article 6, 1 • Article 29, 1 (c, d, e) • Article 49 (d)
		<p>3.2. Maximise market uptake of EGNSS and Copernicus by value chain and its availability to users designing and implementing market uptake synergies by segment.</p>	<ul style="list-style-type: none"> • Measure EGNSS and Copernicus implementation and their use in applications per market segment (e.g. the number of approach procedures in aviation). 		

	Activity	Strategic Objective	Performance Indicator (PI)	Year ¹⁷	Link to legal basis and policies
	Space, EU Border and Internal Security).				
4	Development and implementation of targeted communication initiatives.	<p>4.1 Management of effective and efficient communications strategy and initiatives, including the segments part Copernicus. Actions to be undertaken are:</p> <ul style="list-style-type: none"> • Participate in exhibitions and organise targeted events • Create and disseminate high quality, tailored content. • Manage active, internet-based communications via websites, social media, newsletters, etc. • Production and targeted distribution of informative, timely and relevant print, video and multi-media materials. • Seize opportunities for organising effective, tailored public, media and stakeholder relations activities. 	<ul style="list-style-type: none"> • % agreed increasing level of Year-on-Year awareness (Satisfaction/ feedback/ awareness surveys; media & electronically - articles, comments, shares, hits, tweets, likes etc...). 	2027-2029	<ul style="list-style-type: none"> • Article 29, 1 (c, d, e)

2.2.2 Entrusted Tasks

2.2.2.1 EGNSS Exploitation Programme Management

An extract of the annual working plan for EGNSS Exploitation Programme Management will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution Agreements.

2.2.2.2 Entrusted tasks for GOVSATCOM

An extract of the annual working plan for GOVSATCOM Programme Management will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution Agreements.

2.2.2.3 Space Situational Awareness Activities

An extract of the annual working plan for SSA/SST activities will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution and Grant Agreements.

2.2.2.4 Research & Innovation Activities

The Research & Innovation Activities will be published as part of the programme component annexes to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution and Grant Agreements.

2.2.2.5 User Uptake Activities

The User Uptake Activities will be published as part of the programme component annexes to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution and Grant Agreements.

2.2.2.6 Copernicus Activities (Security)

An extract of the annual working plans relevant to Copernicus activities (Security) will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution Agreements.

For all entrusted and future entrusted tasks, while continuing its current tasks, in 2027 the Agency will support the European Commission in the preparation and start of the next MFF and will take onboard the new tasks and responsibilities in 2028-2029.

2.3 Human and Financial Resources Outlook (2027-2029)

2.3.1 Overview of the past and current situation

The Agency regularly reviews the allocation of resources to its activities. It requires a critical assessment considering all parameters given the limited available resources, and the necessity for specific activities to be performed by staff only, without a possibility of outsourcing the activity to service providers.

2.3.2 Resource programming for the years (2027-2029)

2.3.2.1 Financial Resources

The overall commitment appropriations for the year 2027 are expected to be 90 666 538 EUR. This amount consists of the EU contribution in the amount 84 316 504 EUR, European Free Trade Agreement (EFTA) estimate for 2027: 2 182 546 EUR and Swiss contribution estimate in the amount of 4 167 488 EUR.

The maximum ceiling for the EU contribution in 2028 and 2029 is not yet known, as it is dependent upon the outcome of negotiations for the MFF 2028-2034 which may not be pre-empted. For the purposes of this document, the resource planning reflects the proposal for the Regulation on EUSPA (COM(2026)152) adopted by the Commission on 7 April 2026.

Salary assumptions are based on existing real costs per grade and staff. Current correction coefficients for the place of living have been applied to staff located in the Czech Republic, France, Spain, and the Netherlands (91,2%, 113,6%, 92,4%, and 113,2% respectively in force as of July 2025). Part of the staff costs are linked to the installation and one-off costs for all new staff, in accordance with the Staff Regulations.

Multilingual tuition costs for children are expected to increase in proportion to the increased number of staff and annual indexation of the school fees. In France, Saint-Germain-en-Laye, thanks to the cooperation with the Accredited European School in Paris, it may be expected that the tuition fees will decrease progressively or remain stable in the projected years.

Concerning the recruitment costs, thanks to the hybrid selection processes nature (combination of on-site and off-site interviews), savings continue on the travelling for the purpose of interviews on site. The Agency however continues to strengthen its efforts in employer branding and promotion of EUSPA visibility to ensure that the best set of diverse candidates apply to the positions open.

Mission costs will slightly grow in 2027. The videoconferencing, for both unclassified and increasingly for classified exchanges, will be used whenever appropriate and possible, also to reduce the environmental footprint of the Agency.

Training costs are planned to increase slightly in proportion to the increased staff and indexation of costs. The Agency has continuously sought effective and financially efficient training methods, such as group training sessions for staff where appropriate, the Commission's aggregated training opportunities and, wherever possible, taking advantage of "in-house" training to pass on knowledge between staff members.

The Agency pays 25% of the market rate for the current Agency HQ building. Facility management, reception, hosting services, and security services for all sites are indexed and thus will also increase in 2027. The Agency is continuing to cooperate closely with the Czech Republic which hosts the seat of the Agency and is leading activities to develop a new HQ facility for EUSPA, driven in particular by security and ICT needs. The Agency will keep the Board informed about the evolution and the budgetary impact of the plans for the development of new HQ in Prague and the Digital Transformation programme.

The fact that the Agency currently has different locations creates an unavoidable budget burden in terms of costs. The Agency has set up IT applications and videoconferencing capabilities to minimise increasing costs associated with missions. However, there is a particular impact on investments and their associated maintenance costs that is reflected in the Data Processing and the Telecommunications budgets.

The Title 3 operational core budget covers the Agency's core tasks.

Market development applications, contributions to the commercialisation and awareness of Galileo and EGNOS, and communication and promotional activities are, in total, expected to require a budget of approximately 2 770 800 EUR per year for this period.

The SAB budget of 1 600 000 EUR will be used for accreditation support contracts that are required to perform technical activities linked to the security accreditation process and, in particular, to the on-going preparation of the upcoming Galileo system accreditation milestones and also notably for the new core task of security accreditation of IRIS². These support contracts are essential to providing the expected level of support to the SAB, as stipulated by the EU Space Programme Regulation.

Operational security will require operational support contracts for an estimated amount of up to 11 082 257 EUR per year. These support contracts will be crucial to ensuring the activities supporting this new responsibility of the Agency.

Further, limited additional budgets will also be required for EUSPA's other core tasks during the period 2027, including for security accreditation of all components of the programme and Copernicus market development and communications.

While continuing its current tasks, in 2027 the Agency will support the European Commission in the preparation and start of the next MFF and will take onboard the new tasks and responsibilities in 2028-2029 in line with the financial resources made available to it.

2.3.2.2 Human Resources

The tasks and activities listed in this document require appropriate staffing, not only from a programme perspective but also from an associated corporate perspective.

EUSPA's staff comprises temporary agents (TA), contract agents (CA) and Seconded National Experts (SNE). Annex IV, Table 1 presents an overview of EUSPA establishment plan reflecting the legislative proposal as authorised in 2026 budget.

For the remaining time of the financial perspective 2021-2027, the Agency is foreseen to have limited staffing (Temporary and Contract Agents and Seconded National Experts) growth related to IRIS² tasks in particular focused on operation of the governmental infrastructure and provision of the governmental services, including corporate support functions. In terms of the establishment plan for 2025, the Agency concluded the year with 265 Temporary Agent posts filled (including 8 offered posts), which translates into 98,92% fulfilment of the establishment plan.

The Agency performs a regular comprehensive workforce management review exercise allowing for an efficient and effective use of available resources (staff and external workforce) in a matrix organisational setup. The reviews have proved to be a valuable exercise allowing for optimal planning of available resources and their re-prioritisation in case of need.

To respond to the importance of reflecting into the daily life of the Agency the EU fundamental values, in particular of equality, inclusion and non-discrimination, EUSPA continues to implement actions stemming from the adopted Diversity and Inclusion Strategy. New boosting projects in the area are planned for the years to come, as well as participation to various external initiatives and working groups e.g. DIVERIS).

While continuing its current tasks, in 2027 the Agency will support the European Commission in the preparation and start of the next MFF and will take onboard the new tasks and responsibilities in 2028-2029 in line with the human resources made available to it. For the purposes of this document, the resource

planning reflects the proposal for the Regulation on EUSPA (COM(2026)152) adopted by the Commission on 7 April 2026.

2.3.3 Strategy for Achieving Efficiency Gains

Efficiency gains are expected on a qualitative and quantitative level due to:

- Comprehensive operational workforce management identifying synergies and allowing optimal use of available resources.
- Critical assessment of balancing internal and external workforce, focusing staffing resources on critical and sensitive activities whereas outsourced workforce is dedicated to activities where outsourcing is possible and advisable (i.e. specific expertise required for a limited period of time) and for non-sensitive and non-expert clerical and administrative tasks.
- Compliance with applicable management standards, ISO 9001 requirements, and the European Commission's Internal Control Standards.
- Efficient mission management: videoconferencing and other collaboration tools is being utilised wherever appropriate and, when possible, missions are being booked in advance. In addition, selection interviews are conducted mostly remotely.
- Synergies with other EU agencies or use of the Commission's framework contracts, where possible in areas such as procurement to reduce costs through economies of scale and reduce the administrative burden.
- Efficiency gains through more automation e.g. implementation of an e-tool for recruitment and onboarding/offboarding/internal movements processes, e-HR tool (Sysper), paperless performance management tools, an IT/HR e-ticketing system, the introduction of a budget management tool to facilitate budgetary planning and execution, implementation of an Information Management System, and the use of a paperless financial validation tool. Investigate the introduction of enhanced AI tools on premise and in line with EDPR regulation. Further leverage the investments done in M365 and power automate to simplify and integrate processes.
- Introduction of energy saving measures across the Agency's sites as appropriate, without affecting operational tasks, including optimisation of electrical and lighting systems and heating and ventilations control system setups.

2.3.4 Negative priorities/Decrease of existing tasks

Overall, the Agency's tasks are being maintained or are increasing in some areas. This means the scope for finding savings from decreases within existing tasks is extremely limited. It should be noted, however, that the Agency does thoroughly review its priorities on a regular basis through the objective setting exercise and through workforce management exercise to best focus its effort, with regular status checks and a possible reprioritisation on a quarterly basis through regular review meetings chaired by the Executive Director. It is noted that, so far, it has not been possible to identify tasks that could be discontinued and that through own means, recourse to outsourcing, appropriate priority setting versus time, and creation of synergies across Programme elements the tasks demanded of the Agency could be performed.

The Agency notes that according to Art. 29(4), whenever activities are entrusted to the Agency, appropriate financial, human and administrative resources shall be ensured for their implementation. Accordingly, when it considers it is necessary to set priorities, it will consult the Commission and the Administrative Board as necessary and will in general prioritise its core activities ahead of its entrusted activities. It is noted that the big majority of the Agency's activities are indeed entrusted activities where the workload coming from the European Commission continues to increase, rather than decrease.

Redeployment of resources in view of budgetary constraints

The Agency analyses the allocation of posts to optimise the use of available resources, including their redeployments when required. It should be noted that the redeployment of resources is also the outcome of the workforce management review regular exercises, which provides the mapping of all tasks and available resources.

3 WORK PROGRAMME 2027

This section is the equivalent of a financing decision in accordance with Art. 68 of the Financial Regulation¹⁸. Further, Art. 32(3) specifies that this document should contain the following items:

- Description of all activities that require financing (in this section);
- Indication of the amount of financial and human resources allocated to each activity (included as a specific section for each activity listed in Section III.02); and
- Indication of any tasks that have been added, changed or deleted in comparison with the previous financial year (included in the tables for each objective linked to each activity).

3.1 Executive Summary

The Agency's 2027 core activities are a continuation of its activities from previous years.

In addition to its accreditation work, the Agency also intends to work on other security-related tasks. These will focus on the implementation of operational security and of the Agency's responsibilities regarding Competent PRS Authorities and the assistance it may provide to other CPAs should the adequate level of human resources be made available. The Agency will also ensure the continuity of GSMC operations in-line with the Service Level Agreement.

As in past years, the Agency will continue to stimulate demand for the European Union Space Programme components working on market uptake across user communities and engaging the entire value chain, fostering the competitiveness of EU industries, SMEs and start-ups. The Agency will foster synergies among the European Union Space Programme components, also including Copernicus, Secure SATCOM and SSA/SST.

A special focus will be on the uptake of the EGNOS Maritime Service and Galileo differentiators, such as HAS and OSNMA, and preparing the market for new services, such as the Emergency Warning Service, supporting the initial adoption by the user community, taking also into account the G2G evolution. The Agency will also continue to foster the market uptake of Copernicus and Secure Satellite Communication (SATCOM) in the different market segments.

In 2027, the Agency will continue the work of market development of Copernicus business and commercial users, focusing on downstream applications with high adoption potential.

The Agency is expected to be entrusted a set of tasks for the implementation of IRIS² in time for the exploitation phase of the programme (calendar subject to the conclusion of the IRIS² concession contract or to the needs of the EuroQCI initiative).

¹⁸ Ref: GSA-AB-WP-32

3.2 Core Activities

3.2.1 Security Accreditation

In accordance with the EU Space Programme Regulation, the Security Accreditation Board (SAB) prepared section 3.2.1. It is incorporated into this programming document without any change.

3.2.1.1 Overview of the Activity

The SAB, an independent body within the Agency, is the security accreditation authority for all the components of the Space Programme of the Union and for the governmental infrastructure and related governmental services of the Union Secure Connectivity Programme.

The security accreditation activities managed by the SAB chairperson under the supervision of the SAB are supported in particular by the Agency's Security Accreditation Department in the preparation of SAB informed decisions.

3.2.1.2 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1	Support SAB management and implement an effective SAB secretariat in support of the SAB and its Panel.		
Link to legal basis and policies	Space Programme Regulation (SPR): Article 37 (a-g) (i-k); Article 39; Article 38.2 (a) v; Article 38.2 (k); Article 38.2 (m); Article 41.1 and 41.4-5; Article 72.2; Article 80; Article 82.3; Article 83.1; Article 84.2; Article 99 Union Secure Connectivity Regulation (USC): Article 27.1; Article 33; Article 34.1; Article 34.2 (a-c); Article 36		
Implemented by	Secretariat to the SAB		
Expected Results	SAB management <ul style="list-style-type: none"> • Support to SAB relevant part of the annual work programme (including financial and human resources) adopted and provided to Administrative Board on time • Support to SAB relevant part of the annual activities report adopted and provided to Administrative Board on time • Maintenance of SAB risk register to report to stakeholders as per Article 38(2) k SAB and Panel secretariat activities <ul style="list-style-type: none"> • Organise meetings throughout the year as per annual meeting plan • Invitation and Agenda distributed as per body's Rules of Procedures • Establishment of minutes as per body's Rules of Procedures • Distribution of working papers in due time before each meeting • Administrate written procedures as necessary • Record and transmit all SAB decisions 		
Status	Objective continues from last financial year		
Indicators	Result 2025	Target 2027	Means & frequency of verification

SAB relevant part in Single Programming Document provided to SAB for approval by established deadline	yes	yes	SAB decision, within deadline set by EUSPA
SAB relevant part in the annual report (for previous year) provided to SAB for approval by established deadline	yes	yes	SAB decision, within deadline set by EUSPA
Successful organisation of SAB meetings in compliance to the SAB RoP	4	3	Report on leading deadlines as per SAB RoP, quarterly
Successful organisation of Panel meetings in compliance with the Panel ToR	4	3	Report to each SAB meeting
Updated Risk Register Art 38(2)(k)	yes	yes	At each SAB meeting

Outputs relating to the multi-annual work programme objectives:

- Proposal to SAB for chapters related to SAB in Single Programming Document
- Proposal to SAB for chapters related to SAB in Annual Report
- Up-to-date register of SAB actions and decisions
- Up-to-date register of Panel actions and recommendations
- SAB minutes of meeting
- Panel minutes of meeting
- Yearly SAB meeting plan
- Archive of Accreditation Statements
- Recommendations to SAB
- SAB risk register

Annual Objective 2	To provide all authorisation statements approved by SAB to the Commission.
Link to legal basis and policies	SPR: Article 38.2 c; Article 41.1 and 41.4-5 USC: Article 34.1, Article 36
Implemented by	<ul style="list-style-type: none"> • Security Accreditation Statements • User Segment Security Assurance
Expected Results	Statements on: <ul style="list-style-type: none"> • Approvals of satellite launches • Authorisations to operate the systems set up under the components of the Programme or the elements in their different configurations and for the various services they provide, up to and including the signal in space • Authorisations to operate the ground stations • Authorisations of bodies to develop and manufacture sensitive technologies • Security accreditation statements, amendments and re-accreditation statements

Status	Objective continues from last financial year		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Draft statement text provided to SAB for decision	100%	100%	SAB decision register; quarterly
All SAB statements provided to Commission within two weeks after decision	100%	100%	Record of lead time; quarterly
All requests for body authorisation submitted by Member States processed in accordance with SAB approved process	100%	100%	Record of process lead time; SAB meetings

Outputs relating to the multi-annual work programme objectives:

- Approval to launch
- Authorisations to operate the system in its different configurations and services
- Authorisation to operate the ground stations
- Authorisation of bodies as per Article 38(2)c to develop and manufacture sensitive technologies
- Various accreditation statements

Annual Objective 3	Ensure independent security assessments and monitor security risks		
Link to legal basis and policies	SPR Article 38 USC Article 34; Article 30.2		
Implemented by	Security Assurance		
Expected Results	<ul style="list-style-type: none"> • Carry out independent security assessments and audits, and report to subordinate body/SAB accordingly • Perform site accreditation activities as per applicable processes, in cooperation with national authorities • Participate in programme reviews as observers • Organise or sponsor audits • Monitor security risks and treatment plans and report to subordinate bodies and SAB • Draft security accreditation principles/security accreditation strategies and if requested by the SAB, review existing ones to ensure consistency with the regulations/programme and propose enhancements as appropriate 		

Status	Objective continues from last financial year		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Report(s) to Panel/SAB for each security assessment performed	100%	100%	Report at meetings of Panel and SAB
Each decision point for Panel has an accompanying recommendation note/slide by the SAB secretariat	100%	100%	Panel meetings
Each decision point for SAB has an accompanying decision note/slide	100%	100%	SAB meetings

Outputs relating to the multi-annual work programme objectives:

- Annual SAB Security Accreditation Roadmap
- Reports on each performed security assessment

- Recommendation notes to Panel
- Decision notes to SAB

Annual Objective 4	Assurance for Programme keys (flight keys and Galileo PRS)		
Link to legal basis and policies	SPR Article 38.3 (a-b) USC Article 34		
Implemented by	SAB Security Assurance on keys		
Expected Results	Supervise the management of the Programme flight keys <ul style="list-style-type: none"> • Participate to launch campaigns with security assurance role • Coordinate the activities of the Members of the Formation Flight Keys (F-FK) during launch campaigns to provide assurance on flight key security • Report to SAB after launch campaign Security Assurance on PRS keys of Galileo <ul style="list-style-type: none"> • Preparation for technical discussion in each meeting (slides, recommendation notes, plan/procedures proposals) in order for the body to agree on assurance process and audit plan • Support/perform assurance audit and report assessment outcome to SAB 		
Status	Objective continues from last financial year		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Readiness of the F-FK for a launch campaign	yes	yes	Report to SAB chair and SAB, SAB meetings
Outcomes of each meeting reported to each SAB	100%	100%	Report to SAB meeting, each SAB meeting
Timely execution of tasks related to flight key assurance per each launch campaign	100%	100%	Report to SAB chair during launch campaign, Report to SAB after each launch
Report(s) to SAB for each audit performed on PRS keys in Galileo	100%	100%	Report to SAB

Outputs relating to the multi-annual work programme objectives:

- Status reports to SAB
- MoM from meetings of special subordinate bodies F-FK and F-PK
- Reports to SAB chair by F-FK coordinator during launch campaign, final report to SAB
- Report to SAB on executed audits on PRS keys

3.2.2 Operational security of EGNSS components

3.2.2.1 Overview of the Activity

The Union Space Programme Regulation 2021/696 (Art. 34) establishes that the Agency is responsible for the operational security of Galileo and EGNOS.

The objectives below detail the activities described in section: Operational security of EGNSS components expected in 2027-2029.

3.2.2.2 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1	Continuous Galileo Threat and Risk analysis		
Link to legal basis and policies	Space Programme Regulation Art.29, Art.34.2, Art.34.3		
Implemented by	Security Authority, Galileo, Engineering, Project Management Office and Quality		
Expected Results	Galileo Service and System Security Plan regular updates and for each service and system milestone.		
Status	This objective is continuously assessed. Regular updates of the security risks are to be communicated to the Commission as security risk owner (as from Art 33 FFPA) and presented to the SAB.		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Number of Galileo Services and System Security Plan updates / number of required updates	100%	100%	Quarterly and for each SAB meeting as required
Compliance to the high-level Security requirements, or documented derogations, for the Galileo as operated	N/A ¹⁹	100%	Statement of Compliance (SoC) to the high-level Security requirements (with documented derogations) for each accreditation decision
Galileo Site Security Accreditation	100%	100%	Obtaining SAR, SAM and SATO certificates from the authorities for the Galileo sites
Number of Galileo Security Accreditation Milestones and Schedule updates / number of required updates	100%	100%	Delivery, if required, before each SAB meeting
Outputs relating to the multi-annual work programme objectives:			
<ul style="list-style-type: none"> • The Galileo Services and System Security Plan • The Galileo Statement of Compliance to the high-level Security requirements • The Galileo Sites accreditation certificates (SAR, SAM and SATO) in accordance with the Galileo Site Authorisation to Operate process defined by the SAB • The Galileo Security Accreditation Milestones and Schedule 			

¹⁹ GSR not adopted, SoC to security baseline documentation maintained.

Annual Objective 2	Galileo Operations Security		
Link to legal basis and policies	Space Programme Regulation: Article 29.b; Article 34.3; Article 44 (a), (b), (f)		
Implemented by	Security Authority, Galileo, Engineering, Project Management Office and Quality		
Expected Results	<p>Monitor the status of implementation of the applicable high-level security requirements, ensuring the compliance of:</p> <ul style="list-style-type: none"> • Infrastructure in operations and under development (including ESA contribution and other infrastructures to be connected to the operational system, e.g. GNSS Service Centre) • Hosting/Site security conditions for the system in operations and future sites • Compliance to security operational requirements from the different operational entities (e.g. GSOp, GSMC, SGDSN...). <p>Monitor and track the implementation of the identified treatment plans for the system in operations.</p> <p>Ensure security oversight of Galileo operators.</p>		
Status	This objective is continuously assessed. Detected problems in the implementation of security measures shall be analysed in terms of security risks and are to be communicated to the Commission as security risk owner and presented to the SAB.		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Number of Service Exploitation Reviews – security sessions	1	1	Review held annually with the European Commission
Number of QSPR on GSOp – review of implementation reports	4	4	Quarterly
Outputs relating to the multi-annual work programme objectives:			

Service Exploitation Reviews – security sessions: report on implementation status of requirements and upcoming treatment plans and security risk mitigations for the system in operations.

Annual Objective 3	Continuous EGNOS Threat & Risk analysis		
Link to legal basis and policies	Space Programme Regulation Art.29.b, Art.34.2, Art.34.3		
Implemented by	Security Authority, EGNOS, Engineering, Project Management Office and Quality		
Expected Results	<p>Maintain the EGNOS Services, System and Sites Security Plan registering for the system and service milestones.</p> <p>Establish and maintain the security accreditation of EGNOS and its sites.</p>		
Status	This objective is continuously assessed. Regular updates of the security risks are to be communicated to the Commission as security risk owner and presented to the SAB.		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Number of EGNOS Services and System Security Plan updates / number of required updates	100%	100%	Quarterly or for each SAB meeting as required

EGNOS V3 Statement of Compliance to the High-level Security requirements	N/A ²⁰	100%	Delivery for each accreditation decision
Number of EGNOS Security Accreditation Milestones and Schedule (SAMS) updates / number of required updates	100%	100%	Delivery, if required, before each SAB meeting
EGNOS V3 Sites Accreditation	100%	100%	Obtaining SAR, SAM and SATO certificates from the authorities for the EGNOS sites

Outputs relating to the multi-annual work programme objectives:

- EGNOS Service Evolution Plan – SEP
- EGNOS V2 and V3 Services and System Security Plan
- EGNOS V2 & V3 Statement of Compliance to the High-level Security requirements
- EGNOS V3 Sites Security Accreditation Certificates in accordance with the EGNOS SAS
- EGNOS V2 & V3 Security Accreditation Milestones and Schedule

Annual Objective 4	EGNOS Operations Security
Link to legal basis and policies	Space Programme Regulation: Art. 29.b; Art. 34.3; Art. 44 (a), (b), (f);
Implemented by	Security Authority, EGNOS, Engineering, Project Management Office and Quality
Expected Results	<p>Ensure implementation and follow up of the EGNOS SMP at programme and Service Provision contracts level.</p> <p>Ensure security oversight of the GEO and EGNOS Service Providers contracts activities in the field of security.</p> <p>Ensure management of security incidents raised by the Services Providers for the part concerning the Agency (impacts on the programme, report to the Commission).</p>
Status	This objective is continuously assessed. Detected problems on the implementation of security measures shall be analysed in terms of security risks and are to be communicated to the EC as security risk owner and presented to the SAB.

Indicators	Result 2025	Target 2027	Means & frequency of verification
Number of Service Exploitation Reviews – security sessions (Commission/Agency QPM)	4	4	The reviews are held quarterly, together with the European Commission.
Number of EGNOS Service Provider Reviews – security sessions	12	12	Monthly Meeting + one Annual Meeting
Number of EGNOS GEO Service Providers Reviews – security sessions	2	2	2 per year

Outputs relating to the multi-annual work programme objectives:

- Service Reviews – security sessions (report on modification of SoC to requirements, security incidents)
- Service Provision Reviews – security sessions (report on modification of SoC to requirements, security incidents)

²⁰ GSR not adopted, SoC to security baseline documentation maintained.

3.2.3 Operation of the Galileo Security Monitoring Centre

3.2.3.1 Overview of the Activity

In 2027, the Agency will ensure the continuity of GSMC operations in-line with the Service Level Agreement. The Agency will operate the GSMC service capability associated with the GSF 3.1.1 and the SECMON 4.0 and the Galileo Robust Operational Network (GRON) v2 programme delivery and will prepare the upgrade to System Build 2.1 programme delivery.

3.2.3.2 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1	Ensure that Galileo and EGNOS services and operations are secure		
Link to legal basis and policies	EU Space regulation: Art. 29, Art. 34-4/34-5, Art. 44 SSRS 3.9 Council Decision (CFSP) 2021/698 Decision 1104/2011/EU		
Implemented by	Operations		
Expected Results	Operations, expertise and analysis: <ul style="list-style-type: none"> <u>Security and system status Monitoring</u>: monitor system security and health, detecting, containing, investigating and reacting to security incidents (System Incident Management) <u>PRS access management</u>: enable access to PRS to authorised stakeholders, in compliance with PRS access rules (including the Common Minimum Standards) within the limit of the system design. Manage the lifecycle of PRS access to assure service continuity, including through service support and secure communication interfaces. Preparation, maintenance and rehearsal of plans for PRS contingency operations. <u>Cyber Security Management</u>: Galileo vulnerabilities management by consolidating the cyber vulnerabilities present in the Galileo operational systems, linking them to the current threat landscape (i.e. threat intelligence) and monitoring their lifecycle until their effective correction <u>Crisis management</u>: specific activities and configuration of the GSMC to respond to the needs and requirements of a crisis affecting the Galileo system, including supporting any Council Decisions (CD 2021/698). This will be activated only under specific conditions. <u>IT OPS Sysadmin support</u>: Ensure on-going L1 maintenance of the IT operational and validation systems in both GSMC sites. Support to configuration and asset management, escalation to Level 2, and liaison with Supporting ICT systems. 		
Status	This objective is continuously assessed.		
Indicators	Results 2025	Target 2027	Means & frequency of verification
Incident handling/defined SLA	Classified	Classified	GSMC monthly report
PRS access service within agreed response time	Classified	Classified	GSMC monthly report PRS Service Exploitation Review PRS Security message monthly report

PRS operations contingency plans rehearsal	Classified	Classified	Yearly
GSMC availability	Classified	Classified	GSMC monthly report

Outputs relating to the multi-annual work programme objectives:

- System status and security monitoring: incident handled, escalation of Member States or to CD 2021/698, resolution of security incident, assessment of vulnerabilities and recommendations, security reports, anomalies and requests for change/deviation/waiver, Service Level Agreement chart.
- PRS access management: availability of PRS access, workarounds, PRS security reports (including security message reports), Notification to Galileo Users, anomalies and requests for change/deviation/waiver, Service Level Agreement chart, PRS contingency plans.
- Crisis management: Council Decision instructions implementation report, Notification, Council Decision assessment report, Acknowledgement of the cancellation of a Council Decision.
- Security Expertise and Analysis.
- Operations: service validation campaigns execution and reports, IT OPS systems availability, local operations procedures development and implementation.
- GSMC supports the EGNOS service provider for the security of operations as security monitoring structure.
- GSMC will be designated to support the security of the EU SST component operations as security monitoring structure, without prejudice to Member States' national security prerogatives.

3.2.4 Public Regulated Service (PRS) Activities

3.2.4.1 Overview of the Activity

The activities of the Agency by the Union Space Programme Regulation 2021/696 (Art.34.5) include:

- Implementing the specific arrangement concluded between the European Commission and the Agency pursuant to Art. 14(c) of Decision 1104/2011/EU. This includes the implementation and maintenance of all tasks the Agency is required to perform²¹ (e.g. handling of PRS information and PRS items, security risk analysis, internal auditing, etc.) to ensure compliance with the PRS framework.
- The set-up of relevant arrangements when (and if) designated as CPA for other entities by virtue of Art. 5 of the PRS decision 1104/2011/EU²².
- Support PRS Common Minimum Standards' (CMS) compliance reporting including gathering and analysing the relevant inputs from the CPAs, preparing the associated reports to be sent to the Commission and assisting the Commission in the preparation of the report to the Council and the Parliament on the CPA compliance to the CMS (article 5 (11) of PRS decision 1104/2011/EU).
- Support PRS CMS compliance assurance including supporting the organisation and performance of the audit and inspections, and any other task required to assist the Commission in ensuring that CPAs comply with the CMS (article 8(6) of the PRS decision 1104/2011/EU).

3.2.4.2 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1	Implement the arrangement defining the conditions under which, pursuant to Art. 14(c) of Decision No 1104/2011/EU, the Agency is authorised to have access to PRS technology and to own or use PRS receivers
Link to legal basis and policies	Space Programme Regulation Art. 34.5(c) Decision 1104/2011/EU Art.14(c)
Implemented by	Security Authority
Expected Results	<p>Maintaining the PRS management plans (Access to PRS General Management Plan, PRS Management Plan (PMP) and the related PRS information management plan (PIMP) and PRS datasets management plan) defining the organisational structure and processes for the management of PRS items, PRS technology and PRS information within the Agency.</p> <p>Ensuring that those activities requiring the handling of PRS items and PRS information are performed in compliance with Article 14(c) arrangement.</p> <p>Reviewing the Art. 14(c) arrangement (if required).</p> <p>Preparing Art. 14(c) quarterly implementation reports (summarising also movements, requests and security breaches associated with the PRS items/PRS information under the responsibility of the Agency) and delivering them to the European Commission.</p>
Status	<p>This objective continues from the previous years.</p> <p>A new and updated set of PRS management plans (and related processes) has been prepared and adopted. Quarterly reports to the Commission are regularly issued.</p>

²¹ The provisions set out in the Arrangement concluded between the Commission and the Agency pursuant to article 14(c) of Decision 104/2011/EU shall be enforced for both core operations (e.g. Accreditation, GSMC) and any delegated activity related to the PRS.

²² The cost of functioning is not part of the Agency's expenses.

Indicators	Result 2025	Target 2027	Means & frequency of verification
Timely review of PRS management plans	1/year	1/year	Up-to-date PRS management plans made available annually; Agency quarterly review
Level of compliance to Article 14	C: 96% PC: 4% NC: 0%	C:96% PC ²³ :4% NC:0%	Audit reports; Agency quarterly review

Outputs relating to the multi-annual work programme objectives:

- Quarterly Art. 14 implementation report sent to the Commission

Annual Objective 2	CMS audit and inspection		
Link to legal basis and policies	Decision 1104/2011/EU Art.14(c)		
Implemented by	Security Authority		
Expected Results	This objective includes activities related to the provision of support to the Commission on the performance of audits to ensure that the CPAs comply with the PRS CMS.		
Status	In 2024 the EUSPA Security Authority supported the Commission in preparing an organisation note for establishing a regular auditing scheme for the compliance of the CPAs to the implementation of the SAB authorisation criteria. Between the end of 2024 and the early months of 2025, EUSPA participated to the execution of the audit to a first CPA. This activity is expected to become a recurrent task with increasing scope (gradually extended to monitor the full compliance to the PRS Common Minimum Standards).		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Audit and inspections implementation	Audits and inspections as per organisation note issued by Commission (1 CPA)	Audits and inspections as per organisation note issued by Commission	Agency quarterly reviews

Outputs relating to the multi-annual work programme objectives:

- Contribution to the audit report(s) issued by the Commission

²³ The residual partial compliance is mainly due to dependencies from actors external to the Agency.

3.2.5 Communication, Promotion and Market Development of the Services

3.2.5.1 Overview of the Activity

As in past years, the Agency will continue to stimulate demand for the European Union Space Programme components working on market uptake across user communities and engaging the entire value chain, fostering the competitiveness of EU industries, SMEs and start-ups. The Agency will foster the synergies among the European Union Space Programme components, also including Copernicus, Secure SATCOM and SSA/SST.

A special focus will be on the uptake of the EGNSS differentiators, such as HAS and OSNMA, as well as new EGNOS services, and preparing for the upcoming ones such as the Emergency Warning Service, taking also into account the G2G evolution and assessing the potential for LEO PNT. The Agency will continue to foster the market uptake of Copernicus and Secure Satellite Communication (SATCOM, preparing for IRIS²) in the different market segments.

In 2027, the Agency will continue the work of market development of Copernicus business and commercial users, focusing on downstream applications with high adoption potential.

In 2027, the work of the Agency shall leverage upon the deployment of the GOVSATCOM Hub and its service catalogue tailored around the user needs, assisting the Competent GOVSATCOM Authorities and their end-users in the effective use of the GOVSATCOM Hub services, while preparing for the advent of IRIS² services. The activities will leverage the GOVSATCOM operational services and prepare the ground for the Secure Connectivity.

Moreover, the Agency, acting as interface to users community within the Front Desk activities will also continue working on SST uptake, especially engaging new users, enhancing market and user knowledge and assessing their needs and requirements.

The Agency will continue supporting Member States to develop space market in their areas, by providing awareness of engagement of their industry in space activities, dedicated capacity building and support.

The main activities are:

- In every vertical market segment and across all the concerned Programme components:
 - Engage key actors in the value chain and users in priority markets to ensure continuous increase in adoption and use of the Union Space Programme components;
 - Support the European Commission with on-going related regulatory activities and new policy initiatives such as the EU Space Act, the Space Strategy for Security and Defence and the communication “A Vision for the European Space Economy”. The Agency will also support the European Commission in the implementation of selected actions of the Space Strategy for Security and Defence and the communication “A Vision for the European Space Economy”.
- Transversal to the market segments:
 - Continue to provide market and technology monitoring, including socio-economic benefits and cost-benefit analysis, as the main tools for making strategic decisions;
 - In cooperation with the European Commission, manage the User Consultation Platform transversal to different Space Programme components and market specific user consultation groups;
 - Monitor user satisfaction with the EU Space Programme components such as EGNOS and Galileo;

- Continue to translate user needs into requirements and inputs for new services development and new data usage via careful monitoring of user communities and emerging trends in complementary and substitute technologies;
- Leverage the GSC, which is managed through delegated budget, as a key every-day user interface;
- Provide education and training activities, if justified to support the market uptake activities. In this frame, the Agency will also continue enlarging the EU Space Academy Learning Platform and leveraging it to foster more entrepreneurs and innovators in the space business.
- Provide services to support entrepreneurs, SMEs and start-ups to uptake EU Space Programme data to build business around it.

Communications will continue to support market development through both vertical (segment-specific) and horizontal activities. This includes awareness-raising and outreach efforts targeting stakeholders such as the European Commission, the European Parliament, the Committee of the Regions, the European Economic and Social Committee, industry and SMEs, and the R&D community. These include:

- Creating editorial content (PR, stories, social media posts, and ad hoc content)
- Developing visual and multimedia content (graphics, photos, animations, videos)
- Managing and maintaining websites and overseeing social media platforms
- Coordinating various events
- Engaging in press activities to ensure effective dissemination of information.

3.2.5.2 Objectives, Indicators, Expected Outcomes and Outputs

The objectives that are in common for all market segments are listed in the table below:

Transversal Annual Objective 1	Increase adoption in all market segments by building on user needs and providing feedback for improvement of services, with special attention on fostering the uptake of Copernicus data		
Link to legal basis and policies	Space Programme Regulation: <ul style="list-style-type: none"> • Article 6, 1 • Article 29 1 (c, d, e) • Article 44 (c, f) • Article 49 (d) 		
Expected Results	1) GNSS, Earth Observation (EO) and secure SATCOM market and user technology understood and fully analysed 2) EGNOS, Galileo and GOVSATCOM user satisfaction survey completed 3) Update of commercial receiver models implementing Galileo differentiators 4) Update of start-ups and SMEs supporting business and market development		
Indicators	Result 2025	Target 2027	Means & frequency of verification
1) Publication of GNSS and EO market and technology analyses by main stakeholders	1	1	Market and technology monitoring process; yearly review
2) Positive annual EGNOS, Galileo, SST Front Desk and GOVSATCOM User Satisfaction survey outcome. For GOVSATCOM in coordination with CGAs	>50% of respondents "satisfied" or "very satisfied"	> 80% global satisfaction score on Galileo ²⁴ >80% of global	Annual report on survey; yearly review

²⁴ KPI definition changed with respect to 2025 and aligned with the calculation as reported in the EGNOS and GALILEO public user satisfaction reports.

		satisfaction score with EGNOS	
		Survey results on SST Frontdesk satisfaction available	
3)	Number of receiver models of implementing Galileo differentiators in receivers e.g. HAS and OSNMA and Return Link	N/A	50
4)	Number of start-ups and SMEs supported in business and market development	N/A	500

Outputs relating to the multi-annual work programme objectives:

- 1) EU Space Market Report published in 2026
- 2) Results of EGNOS, Galileo, SST Front Desk and GOVSATCOM User Satisfaction surveys
- 3) List of commercial receiver models implementing Galileo differentiators updated
- 4) List of start-up and SMEs supported in business and market development published on DEALRoom

The other objectives, more specific, are related to the three macro sectors composed by different market segments as listed below:

1) Mobility

- Aviation & Drones
- Maritime & Inland waterways
- Rail, Public Transport
- Road & Automotive
- Space Users

2) Environment and Consumer

- Consumer Solution, Health and Tourism
- Insurance & Finance
- Agriculture
- Forestry
- Fishery & Aquaculture
- Urban Development and Cultural Heritage
- Climate, Environment and Biodiversity
- Energy & Raw materials

3) Governmental

- Emergency Management & Humanitarian Aid
- EU Border and Internal Security Infrastructures

Annual Objective 2	Increase adoption in the Mobility sector by building on user needs and providing feedback for improvement of services, fostering the uptake of all EU Space Programme components.
Link to legal basis and policies	Space Programme Regulation: <ul style="list-style-type: none"> • Article 6, 1

	<ul style="list-style-type: none"> Article 29 1 (c, d, e) Article 44 (c, f) Article 49 (d) 		
Implemented by	Market, Downstream and Innovation		
Expected Results	1) Penetration of EGNOS/Galileo in receiver models in Mobility sector ²⁵ including technical support, and CBA to airports/heliports, Air Navigation Service Providers (ANSP), airspace users and other stakeholders on implementing EGNOS based procedures, such as LPV/LPV 200/PinS/RNP 0.3, on future use of DFMC incl. Galileo and use of Copernicus for specific operations 2) Applications exploring EO user requirements in Mobility analysed 3) Value added of Copernicus data demonstrated in new use cases in Mobility		
Status	This objective continues from the previous year		
Indicators	Result 2025	Target 2027	Means & frequency of verification
1) Penetration of EGNOS and Galileo in Mobility sector ²⁶	N/A	30-35% EU aircraft & helicopter fleet equipped with EGNOS/LPV avionics	Technology monitoring process; yearly review
	39% for maritime (GAL)	50-55% of maritime receiver models with Galileo	
	N/A	2 prototypes of maritime user terminal model implementing ESMAS	
	N/A	78-85% of receiver models support Galileo in Drones	
	30% of Rail vehicles equipped with EGNSS enabled receivers	35-40% of Rail vehicles equipped with EGNSS enabled receivers for non-safety critical applications	
2) Number of new EO and Secure Satcom applications exploring emerging user requirements	N/A	18	Regular monitoring; yearly review

²⁵ Analysis based on internal Agency Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.

²⁶ Analysis provided for relevant components.

3) Number of new use cases for which Copernicus value added was analysed and demonstrated	3	4	Regular monitoring; quarterly review
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Outputs relating to the multi-annual work programme objectives:

- 1) Report on EGNOS and Galileo penetration in mobility
- 2) Report on user needs and requirements in mobility
- 3) Value added of Copernicus demonstrated in new use cases in mobility

Annual Objective 3	Increase adoption in Environment and Consumer sector by building on user needs and providing feedback for improvement to services, fostering the uptake of all EU Space Programme components.
Link to legal basis and policies	Space Programme Regulation: <ul style="list-style-type: none"> • Article 6, 1 • Article 29 1 (c, d, e) • Article 44 (c, f) • Article 49 (d)
Implemented by	Market, Downstream and Innovation
Expected Results	<ol style="list-style-type: none"> 1) Penetration of Galileo in receiver models for Environment and Consumer²⁷ 2) Applications exploring the EO user requirements in Environment and Consumer analysed 3) Value added of Copernicus and Secure Satcom demonstrated in new use cases in Environment and Consumer
Status	This objective continues from the previous year.

Indicators	Result 2025	Target 2027	Means & frequency of verification
	76% of Galileo penetration in Consumer solutions	78% of receiver models support Galileo in Consumer solutions	
1) Penetration of Galileo in Environment and Consumer ²⁸	N/A	20% of receiver models support Galileo Dual Frequency in Consumer Solution	Technology monitoring process; yearly review
	N/A	15% of receiver models support	

²⁷ Analysis based on internal Agency Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.

²⁸ Analysis provided for relevant component.

	85% GAL for Urban Development	Galileo HAS for Agriculture	
2) Number of new EO and Secure Satcom applications exploring emerging user requirements	N/A	25	Regular monitoring; yearly review
3) Number of new use cases for which Copernicus and Secure Satcom value added was analysed and demonstrated	N/A	35	Regular monitoring; yearly review

Outputs relating to the multi-annual work programme objectives:

- 1) Report on Galileo penetration in Environment and Consumer solutions receivers
- 2) Report on user needs and requirements
- 3) Value added of Copernicus and Secure Satcom demonstrated in new use cases in Environment and Consumer solutions

Annual Objective 4	Increase adoption in Governmental sector by building on user needs and providing feedback for service improvements, fostering the uptake of all EU Space Programme components.		
Link to legal basis and policies	Space Programme Regulation: <ul style="list-style-type: none"> • Article 6, 1 • Article 29 1 (c, d, e) • Article 44 (c, f) • Article 49 (d) 		
Implemented by	Market, Downstream and Innovation		
Expected Results	<ol style="list-style-type: none"> 1) Penetration of Galileo (non-PRS) in receiver models in Governmental²⁹ 2) Applications exploring the EU Space user requirements in Governmental 3) Value added of Copernicus, GNSS and Secure Satcom demonstrated in new use cases in Governmental 		
Status	This objective continues from the previous year		
Indicators	Result 2025	Target 2027	Means & frequency of verification
1) Penetration of EGNOS and Galileo in Governmental	Infrastructure: Galileo 53% EGNOS 42% Emergency: Galileo 25%	40-45% of EGNOS receiver models in Infrastructure 55-65% of Galileo receiver models in Infrastructure	Technology monitoring process; yearly review

²⁹ Analysis based on internal Agency Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.

		30-40% of Galileo receiver models in Emergency management	
2) Number of new EO, GNSS and/or Secure Satcom applications exploring emerging user requirements (cumulative)	18	25-30	Regular monitoring; yearly review
3) Number of new use cases for which EO, GNSS and/or Secure Satcom value added was analysed and demonstrated (cumulative)	2	3-7	Regular monitoring; yearly review

Outputs relating to the multi-annual work programme objectives:

- 1) Report on Galileo penetration in Governmental receivers
- 2) Report on user needs and requirements
- 3) Value added of EU Space analysed and demonstrated in Governmental use cases

Annual Objective 5	Communication of Union Space Programme services, applications and R&D outcomes.		
Link to legal basis and policies	Space Programme Regulation: <ul style="list-style-type: none"> Article 29 1 (c, d, e) 		
Implemented by	Services, applications and R&D communications		
Expected Results	<p>Communication activities to increase awareness related to EGNOS and Galileo services, Copernicus data, GOVSATCOM, SSA/SST and applications for research and development comprised of the following items:</p> <ul style="list-style-type: none"> EGNOS and Galileo, their high performance and many benefits, and of the potential of Copernicus data for other users, including synergies among the various components, Amongst user networks (including innovative enterprises) and communities for EGNOS, Galileo, Copernicus, GOVSATCOM and SSA/SST services, with a focus on SMEs, who can benefit from leveraging the components of the EU Space Programme in their applications, products or services or who can increase the functionality within existing applications by enabling it with EU Space Programme components technologies. 		
Status	This objective evolves from the previous year to fit the communication KPIs.		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Year on Year increase of followers in LinkedIn EUSPA accounts.	53000	+5%	Means: aggregated increase of followers based on statistics for LinkedIn Frequency: quarterly
Production and distribution of news, success stories and social media campaigns related to services,	80	80	Means: aggregated traffic volume and statistics Frequency: quarterly

applications and R&D communications on Galileo, EGNOS, Copernicus, GOVSATCOM and SSA/SST			
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Outputs relating to the multi-annual work programme objectives:

- Annual communications plan
- Website development and management
- Social media campaigns; publications
- Video and multi-media production and distribution
- Event creation, participation and management
- Media, public relations and stakeholder initiatives
- Newsletter production and distribution
- Feedback surveys and studies

3.2.6 Agency Management

As the Agency finances support services out of Title 1 or Title 2 of the Agency's budget, they do not need a separate financing decision as they are covered by administrative autonomy. This part of Section 3 is not part of the Agency's financing decision.

3.2.6.1 Overview of the Activity

This horizontal activity supports the Agency's core and entrusted activities by providing state-of-the-art services to all operations in the areas of legal, procurement, grants, prizes, contracts, finance and budget, human resources management, IT, facility management and logistics, internal control, communication, accounting and internal audit. This enables the Agency to achieve a higher level of strategic and multiannual objectives.

All objectives listed below are recurring and continue from year-to-year. This section refers only to transversal support.

3.2.6.2 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1	Implement efficient management of all legal arrangements for the EUSPA, in-line with the service delivery needs
Link to legal basis and policies	<ul style="list-style-type: none"> Financial Regulation; Commission Decision (EU, Euratom) 2015/444 of 13 March 2015 on the security rules for protecting EU classified information and Commission Decision (EU, Euratom) 2015/443 of 13 March 2015 on Security in the Commission
Implemented by	Procurement planning instrument Procurement Manual implementation Legal and procurement quality processes

Indicators	Result 2025	Target 2027	Means & frequency of verification
Timely support provided by the Legal and Procurement Department (LEG) to ensure compliance with the iPlan timeline for each procurement procedure and contract management action, subject to Operational Departments (OPS) respecting deadlines as per Grant/Procurement Concept Meeting/ iPlan	100%	95%	ED quarterly review. Weekly coordination meeting between LEG, FIN and PMQ

Outputs:

- Formal documentation (decisions, letters, guidelines)
- Policies
- Documents relating to court decisions
- Institutional agreements (delegation agreements, working arrangements, regulatory documents)
- Acquisition documentation (tenders, calls for proposal)
- Legal commitments (contracts, grant agreements, non-disclosure agreements, licenses, etc.)
- Reporting (on procurement, grants, prizes, contracts on core and entrusted tasks)

Annual Objective 2	Identifying, developing and implementing activities leading to a workforce capable of delivering EUSPA's business needs		
Link to legal basis and policies	SPR: Article 29.4; Article 79.1, l, m, n; Article 88; Article 89; Article 90; Article 91		
Implemented by	HRM Department		
Expected Results	<ul style="list-style-type: none"> Strategic management of EUSPA staff workforce and external administrative support in support of all EUSPA activities. Implement the EUSPA Corporate Strategic Objectives on what concerns people management. Manage and develop effectively the Agency's human resources, through efficient and agile HR operations, talent acquisition and development. Promote and measure staff engagement and satisfaction by identifying related needs, proposing adequate actions and developing measures to promote well-being at work. Promote equality of treatment, diversity, inclusion and ethical and respectful behaviour in line with EUSPA values. 		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Establishment plan (% execution)	98.9	95	Regular recording and monitoring; EUSPA quarterly review
Turnover rate	4.8%	<10%	Regular recording and calculation; EUSPA annual review
Average rating of quality of training	8.64	>6.5	Regular recording and calculation; EUSPA quarterly review
Outputs:			
<ul style="list-style-type: none"> HR policies, procedures, instruction AB related documentation (decisions etc.) AACC related documentation (decisions etc.) Employment related documents HR working documents, manuals 			

Annual Objective 3	Plan, manage and report on the EUSPA budget and process all financial transactions		
Link to legal basis and policies	SPR: Article 79.1 i; Article 84; Article 85; Article 86		
Implemented by	FIN Department		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Commitment rate and rate of payment within prescribed time limits	100% commitment rate; 97,9% payments within time limits	95%	End of year financial results; EUSPA quarterly review
Outputs:			
<ul style="list-style-type: none"> Monthly financial reporting Draft budget document Official budget documents and amendments for publication in the Official Journal Annual Budget Implementation Report VAT exemption certificates and reimbursement claims Quarterly and annual financial reports for entrusted budget 			

Annual Objective 4	Maintain full operational capability of all the EUSPA premises ensuring the availability of a secure and digital working environment at the enterprise level.		
Link to legal basis and policies	SPR: Article 79.1 h		
Implemented by	ITF Department: Information and Communication Technology (ICT) & Facility Management and Logistics (FML)		
Expected Results	<ul style="list-style-type: none"> Corporate Systems and infrastructure management: ensure that all systems are reliable and available to Agency users as required by business User management: provision of technical assistance and support Project management of ITF projects ICT security: ensure the confidentiality, integrity and availability of EUSPA systems Facility management and logistical (FML) support to internal customers and collaboration with external authorities within the scope of assigned responsibilities Accurate core asset and inventory management Progress in development of new HQ by Czech Authorities Address obsolescence and renewals making the building at GSMC FR building 123 ready and resilient to support programme system components and personnel. 		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Corporate IT Systems availability	Q1: 99.95% Q2: 99.67% Q3: 99.94% Q4: 99.98% 2025: 99.88%	99,8 % IT systems availability (planned unavailability of corporate IT systems is not considered as IS unavailability)	Regular recording and monitoring; EUSPA quarterly review
Projects with budget, scope, schedule respected	Q1: 50% Q2: 100% Q3: 100% Q4: 67% 2025: 79%	Projects finished within budget, on schedule and delivering at least 80% of requirements: at least 60% of closed projects	Regular recording and monitoring; EUSPA quarterly review
Availability of facilities in HQ, GSMC FR and ES supporting the components of the Space Programme (% in days)	(Until November so far and expected) FR: 100% (one power chain at least) (except B123 during planned yearly electrical maintenance in Q4) ES: 100%	PR HQ: 99% FR: 99% ES: 99%	Regular recording and monitoring; EUSPA quarterly review
Progress in development of new HQ ready by Czech authorities	N/A	TBC	Regular recording and monitoring; EUSPA quarterly review
Renewal of GSMC-FR building 123	FR Building 123 Security system renewal, RFQ from FR MOD with SPIE ongoing (as of	Other renewals (Electricity/HVAC,	Regular recording and monitoring; EUSPA quarterly review

Q3, expecting offer in Q4). Renovation Study RFQ issued to SPIE facilities.	Fire/Faraday, etc, following the study ³⁰
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Outputs:

- Execution and control of core ITF projects (following a formal project management methodology)
- Regular ICT Security reports
- Availability of corporate IT systems and its services as defined by business
- Annual ICT overview report on the infrastructure, budget and HRs dedicated to ICT domain
- Execution and reporting on facility services, building maintenance, escalation procedures, records of solutions found, or information provided to internal customers, procurement officers or contract managers (tickets solution), inventory checks, asset review procedures

Annual Objective 5	Successfully ensure corporate governance			
Link to legal basis and policies	SPR: Article 70.3; Article 78.1,2; Article 79.1 a; Article 29,1 e; Article 34.5 d; Article 79.1 b, c; Article 79.1 h; Article 79.1 d, e, f, g, r; Article 100; Article 101.			
Implemented by	Inspector General/ Corporate Quality (IGQ) and Internal Control Coordination (ICC)			
Expected Results	Compliance with the ISO 9001:2015 standard; Continuous management of corporate risks and opportunities; Compliance with statutory EU internal audit and control obligations. Maintenance of EMAS registration across all EUSPA sites; Regular carbon footprint assessment and GHG emissions reporting in line with FFPA Art. 30.			
Indicators	Result 2025	Target 2027	Means & frequency of verification	
Successful ISO9001:2015 certification renewal	Successful	Successful	External Quality Audit (Annual)	
Statutory audits and control compliance monitoring	95%	95%	Required audits executed and recommendations implemented (yearly).	
Periodic reassessment of risks and opportunities	4 annually	4 annually	Quarterly, by holding the Corporate Risk Management Board meeting	
EMAS registration across all EUSPA sites	Successful	Successful	Annual EMAS verification and registration renewal; publication of Environmental Statements	
Annual carbon footprint assessment and GHG emissions reporting (FFPA Art. 30)	Successful	Successful	Annual submission of GHG data for the EU Space Programme to the European Commission	

Outputs:

- Annual Internal Quality Audit Final Reports for 2027
- External Quality Audit Report 2027
- EU internal audit reports released (IAS, IAC, external auditors (CA-FFPA))
- Internal Control Framework (Standards) Report
- Anti-Fraud Strategy Implementation Report
- Up to date Corporate Risk and Opportunities Register
- Verified EMAS registration and annual Environmental Statements
- Annual GHG inventory and FFPA Article 30 environmental data submitted to the European Commission

³⁰ It is assumed that part of the renewal will be part of core task (e.g. offices, building management) and part as part of Entrusted Tasks (i.e. delegated budget) e.g. for Space Programme IT and operational rooms, and supporting assets (electrical / HVAC Resilience).

Annual Objective 6	Develop Corporate and stakeholders Communications for EUSPA		
Link to legal basis and policies	SPR: Article 79.1 k		
Implemented by	Communications		
Expected Results	<ol style="list-style-type: none"> 1. Increase the awareness on the Agency achievements, its mission and its role within EUSPA. 2. Consolidate and strengthen relationships with key European players in the space sector, key GNSS user communities, Copernicus, GOVSATCOM and SSA/SST user communities and also institutional partners (European Commission staff in the different DGs, members of the EUSPA Administrative Board and other key contacts from the EU Member States and relevant members and committees in the European Parliament). 3. Build/ strengthen Strategic partnerships aimed at fulfilling mutually shared goals. Maintain and improve stakeholder liaison and reach out to stakeholders who can act as multipliers and further share key information and actively participate in the Agency's work and success. 4. Established EUSPA crisis communications procedures. 		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Year on Year increase of followers in LinkedIn EUSPA accounts	53000	+5%	Means: aggregated increase of followers based on statistics for LinkedIn Frequency: quarterly
Production and distribution of news, success stories and social media campaigns related to services, applications and R&D communications on EUSPA	80	80	Means: aggregated statistics from the website Frequency: quarterly
Outputs:			
<ul style="list-style-type: none"> • Communication plan • Website development and management • Social media campaigns; publications • Video and multi-media production and distribution • Event creation, participation and management • Media, public relations and stakeholder initiatives • Newsletter production and distribution 			
Annual Objective 7	Ensure implementation of Security Rules		
Link to legal basis and policies	Space Programme Regulation: Article 96		
Implemented by	Security Authority		
Expected Results	<ul style="list-style-type: none"> • Ensure compliance with EUSPA Security Rules (equivalent to the Commission Decision 2015/444 and the Commission Decision 2015/443), especially for the handling and protection of EUCI in all Agency sites • Provide SPIDER Service to agency staff (SPIDER COMSEC Controlling Authority) for the offline exchange of R-UE/EU-R information • Contribute to communication security (COMSEC), enforcing appropriate use of cryptography in the agency (Crypto Approval Authority, COMSO) and compliance with TEMPEST regulation (TEMPEST Authority) 		
Indicators	Result 2025	Target 2027	Means & frequency of verification

Number of recorded major security breaches of EUSPA Security Rules (equivalent to Commission Decisions 2015/444 and 2015/443)	N/A ³¹	0	Regular auditing of registries (CDR, COMSEC), checks and audits of existing procedures Annual ad-hoc external inspections and audits reports; EUSPA quarterly review Security incidents reports
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Outputs:

- Formal accountability documents (COMSEC Authorisations, Transportations plans, COMSEC Items reports, handover documents, logbooks, audit, inspection and incident reports)
- Key material for different agency crypto systems
- Up-to-date and properly audited classified documents registry
- Security incidents reports
- Security accreditation statements
- Authorisations to access EUCI
- Delivery of EUCI documents
- COMSEC transfers and transportations

Annual Objective 8	Issuance of the Annual Accounts of the EUSPA		
Link to legal basis and policies	FR 2024: Article 251 and 252		
Implemented by	Accounting Officer		
Expected Results	<ol style="list-style-type: none"> 1. Preparation of the provisional accounts of the Agency by 1 March of the year, including: making any necessary adjusting entries to the annual accounts, collecting and reporting on relevant disclosures, preparing the budget implementation reports, collecting information on Agency accrued expenses and making necessary bookings, reconciliation of booked entries with the European Commission for the consolidated financial statements. 2. Secured External Audit services for the audit of the Annual Accounts and facilitating the auditors' review. 3. Compliance with all requests and recommendations from the European Court of Auditors concerning the accounts of the Agency. 4. Issue the Final Annual Accounts together with the Management Representation Letter for approval by the EUSPA Administrative Board by 1 June, including: resolution of any findings by auditors on the provisional accounts, integrating any further necessary adjusting entries or disclosures, reporting on subsequent events, integrating any further instructions from the EC for the purpose of consolidation with EC accounts. 		
Indicators	Result 2025	Target 2027	Means & frequency of verification
Provision of Provisional Annual Accounts by 1 March	Full Compliance	Full Compliance	Means: Reporting to the EC and ECA upon signature of the accounts
Provision of Final Annual Accounts by 1 June	Full Compliance	Full Compliance	Means: Approval by AB and publication of the Annual Accounts on the EUSPA website

³¹ For 2025 a different indicator was set: "% of compliance with EUSPA Security Rules (equivalent to Commission Decisions 2015/444 and 2015/443)" with reached target of 100%.

Absence of findings or qualified
remarks on the Annual Accounts

Full
Compliance

Full
Compliance

Means: ECA Annual Agencies
Report

Outputs:

- Provisional Annual Accounts 2026 and 2027
- Final Annual Accounts 2026 and 2027

3.3 Entrusted Activities

3.3.1 EGNSS Exploitation Programme Management

An extract of the annual working plan for EGNSS Exploitation Programme Management will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution Agreements.

3.3.2 Entrusted tasks for GOVSATCOM

An extract of the annual working plan for GOVSATCOM Programme Management will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution Agreements.

3.3.3 Space Situational Awareness Activities

An extract of the annual working plan for Space Situational Awareness, in particular concerning SST Front Desk, will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution Agreements.

3.3.4 Research & Innovation Activities

The Research & Innovation Activities will be published as part of the programme component annexes to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution and Grant Agreements.

3.3.5 User Uptake Activities

The User Uptake Activities will be published as part of the programme component annexes to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution and Grant Agreements.

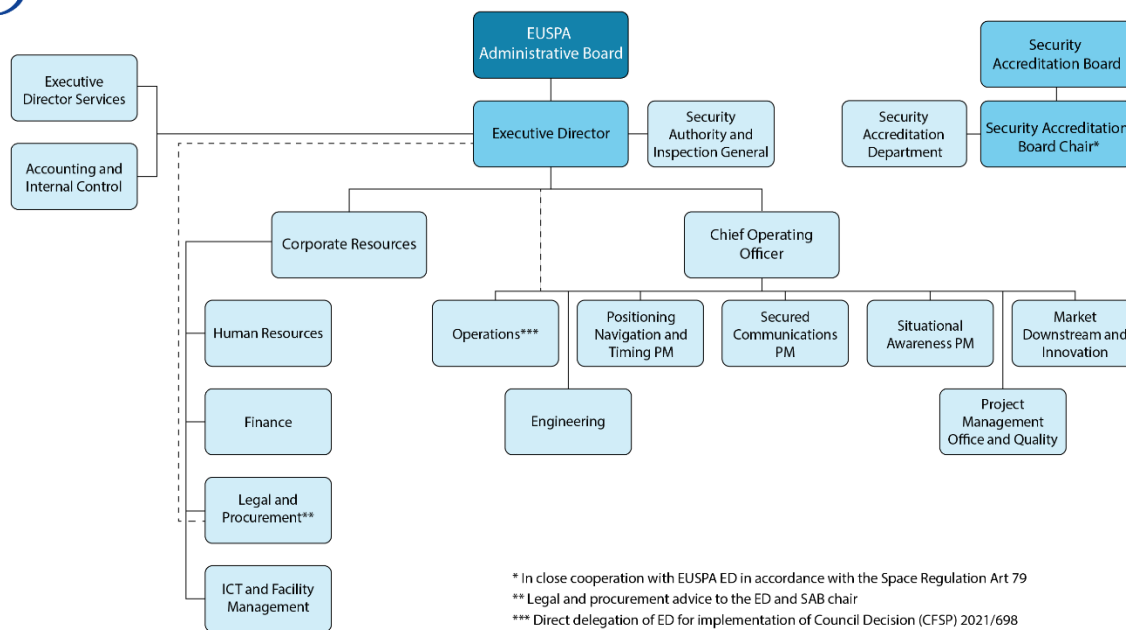
3.3.6 Copernicus Activities (Security)

An extract of the annual working plans relevant to Copernicus activities (Security) will be published as annex to the SPD when approved by the European Commission as per the process defined in the Financial Framework Partnership Agreement and corresponding Contribution Agreements.

ANNEXES

Annex I Organisation Chart 2026

The Agency organisation, presented below, is currently in place as decided by the Admin Board in June 2026.



	Department	CA	TA	SNE
Corporate & Transversal Services	Executive Director & other		8	2
	Communications		5	1
	Office of Executive Director		2	
	Corporate Quality and Inspection General		3	1
	Security Authority	14	17	
Operations	SST		6	
	EGNOS Exploitation PM		11	
	Engineering		46	
	Galileo Exploitation PM		25	
	Market Downstream and Innovation		23	2
	Project Management Office and Quality	3	19	
	Secured Communications PM		6	
	Security Operations and Monitoring	20	23	1
Administration	Human Resources	1	11	2
	ICT & FML	4	17	1
	Legal & Procurement		16	
	Finance	1	13	
	Security Accreditation	1	16	1
	Total	44	267	11

Annex II Resource Allocation Per Activity (2027 – 2029)³²

Activity	2027	2028	2029
EGNSS Exploitation			
TA	106	106	106
CA, SNE	1.5	1.5	1.5
Total	107.5	107.5	107.5
EGNSS core operational security			
TA	14.8	14.8	14.8
CA, SNE	0.5	0.5	0.5
Total	15.3	15.3	15.3
GOVSATCOM			
TA	10.3	10.3	10.3
CA, SNE	1	1	1
Total	11.3	11.3	11.3
SST Front Desk			
TA	11	11	11
CA, SNE	0	0	0
Total	11	11	11
Secure Connectivity (resources to be dispatched between Security Accreditation and the rest of the Agency)			
TA	15	15	15
CA, SNE	15	15	15
Total	30	30	30
Security Accreditation tasks ³³ *			
TA	15.2	15.2	15.2
CA, SNE	11.4	11.4	11.4
Total	26.6	26.6	26.6
PRS core activities			
TA	2.7	2.7	2.7
CA, SNE	0.4	0.4	0.4
Total	3.1	3.1	3.1
GSMC Operations & preparation			

³² The Agency notes that through the presentation provided to the Administrative Board in January 2024 it is seeking a revised approach to engineering support services which has been partially implemented through budget 2024 and budget 2025 and is planned to be partially implemented through draft budget 2027. The Agency plans to provide regular updates to the Administrative Board on the status of the revised approach and to reflect the conclusions of the budgetary authorities in the final SPD 2027-2029 before adoption foreseen in October 2026.

* Consistently with other activities of the Agency, the allocation for SAB tasks also includes contributions from administration functions within the Agency (e.g. legal and procurement and finance).

TA	28.8	28.8	28.8
CA, SNE	25.7	25.7	25.7
Total	50.5	50.5	50.5
Research & Development activities			
TA	15.9	15.9	15.9
CA, SNE	0.4	0.4	0.4
Total	16.3	16.3	16.3
Communication, promotion and marketing of the services			
TA	19.1	19.1	19.1
CA, SNE	1	1	1
Total	20.1	20.1	20.1
Agency management			
TA	44.2	44.2	44.2
CA, SNE	12.1	12.1	12.1
Total	56.3	56.3	56.3
Tasks stemming from the new EUSPA regulation³⁴			
TA	n/a	21	40
CA, SNE	n/a	18	30
Total	n/a	39	70
Total TA	283	304	323
Total CA, SNE	69	87	99
Total	352	391	422

³⁴ These figures represent the estimated extra human resources proposed for the Agency overall in the Commission's proposal for the EUSPA founding Regulation (COM(2026)152) adopted by the Commission on 7 April 2026; their allocation to various activities will be determined once the new Regulation is approved.

Annex III Financial Resources 2027 – 2029³⁵

All figures in this section are in EUR. Please note that figures for 2028 are only tentative as MFF 2028-2034 is not yet available. 2028 and 2029 amounts are based on 2027 figures including expected inflation.

Table 1 – EXPENDITURE

	2026		2027	
	Commitment Appropriations	Payment Appropriations	Commitment Appropriations	Payment Appropriations
Title 1	52 756 707	52 756 707	54 389 679	54 389 679
Title 2	19 801 010	19 801 010	20 823 802	20 823 802
Title 3	17 474 621	17 474 621	15 453 057	15 453 057
Total	90 032 338	90 032 338	90 666 538	90 666 538

Commitment Appropriations

	Executed Budget 2025	Budget 2026	Draft Budget 2027 (Agency Request)	Draft Budget 2027 (Budget Forecast)	VAR 2027/2026	Envisaged in 2028	Envisaged in 2029
Title 1 – Staff Expenditure							
11 - Salaries and Allowances	45 282 855	49 588 122	51 081 094		3%	55 543 000	62 167 000
Of which establishment plan posts							

³⁵ The Agency notes that through the presentation provided to the Administrative Board in January 2024 it is seeking a revised approach to engineering support services which has been partially implemented through budget 2024 and budget 2025 and is planned to be partially implemented through draft budget 2027. The Agency plans to provide regular updates to the Administrative Board on the status of the revised approach and to reflect the conclusions of the budgetary authorities in the final SPD 2027-2029 before adoption foreseen in October 2026.

	Executed Budget 2025	Budget 2026	Draft Budget 2027 (Agency Request)	Draft Budget 2027 (Budget Forecast)	VAR 2027/2026	Envisaged in 2028	Envisaged in 2029
Of which external personnel							
12 Expenditure relating to Staff Recruitment	137 400,00	110 000	110 000		0%	120 000	120 000
1210 Medical Expenses	67 542,21	129 685	129 685		0%	110 000	115 000
1300 Missions	1 610 426,20	1 600 000	1 450 000		-9%	1 200 000	1 200 000
14 Training	931 131,50	770 000	850 000		10%	800 000	870 000
1500 Social Welfare	537 783,14	168 400	368 400		119%	450 000	500 000
16 External Services	384 573,80	390 000	400 000		3%	575 000	575 000
17 Receptions and events	64,65	500	500		0%	2 000	3 000
Title 2 – Infrastructure and operating expenditure							
20 Rental of buildings and associated costs	4 344 047,34	5 905 025	8 142 500		38%	15 425 000	15 950 000
21 Information and communication technology	10 995 294,42	7 925 000	8 347 443		5%	9 950 000	9 400 000
22 Movable property and associated costs	305 315,97	955 000	150 000		-84%	660 000	660 000
23 Current administrative expenditure	2 802 629,12	4 435 985	3 403 859		-23%	3 950 000	4 370 000
24 Postage / Telecommunications	110 622,60	135 000	135 000		0%	140 000	145 000
25 Meeting Expenses	64 549,18	90 000	90 000		0%	75 000	75 000

	Executed Budget 2025	Budget 2026	Draft Budget 2027 (Agency Request)	Draft Budget 2027 (Budget Forecast)	VAR 2027/2026	Envisaged in 2028	Envisaged in 2029
26 Running costs in connection with operational activities	305 513	355 000	555 000		56%	450 000	800 000
27 Information and publishing							
28 Studies							
Title 3 – Operational Expenditure							
Operational Expenditure							
3100 Expenditure on Studies	13 228 247,32	15 974 621	13 853 057		-13%	23 250 000	27 050 000
3300 SAB expenditure	1 496 029,88	1 500 000	1 600 000		7%	1 800 000	2 000 000
Total Expenditure	82 604 025	90 032 338	90 666 538		1%	114 500 000	126 000 000

Payment Appropriations

	Executed Budget 2025	Budget 2026	Draft Budget 2027 (Agency Request)	Draft Budget 2028 (Budget Forecast)	VAR 2027/2026	Envisaged in 2028	Envisaged in 2029
Title 1 – Staff Expenditure							
11 - Salaries and Allowances	45 282 855	49 588 122	51 081 094		3%	55 543 000	62 167 000
Of which establishment plan posts							
Of which external personnel							

	Executed Budget 2025	Budget 2026	Draft Budget 2027 (Agency Request)	Draft Budget 2028 (Budget Forecast)	VAR 2027/2026	Envisaged in 2028	Envisaged in 2029
12 Expenditure relating to Staff Recruitment	137 400,00	110 000	110 000		0%	120 000	120 000
121 Medical Expenses	67 542,21	129 685	129 685		0%	110 000	115 000
13 Missions	1 610 426,20	1 600 000	1 450 000		-9%	1 200 000	1 200 000
14 Training	931 131,50	770 000	850 000		10%	800 000	870 000
15 Social Measures	537 783,14	168 400	368 400		119%	450 000	500 000
16 External Services	384 573,80	390 000	400 000		3%	575 000	575 000
17 Receptions and events	64,65	500	500		0%	2 000	3 000
Title 2 – Infrastructure and operating expenditure							
20 Rental of buildings and associated costs	4 344 047,34	5 905 025	8 142 500		38%	15 425 000	15 950 000
21 Information and communication technology	10 995 294,42	7 925 000	8 347 443		5%	9 950 000	9 400 000
22 Movable property and associated costs	305 315,97	955 000	150 000		-84%	660 000	660 000
23 Current administrative expenditure	2 802 629,12	4 435 985	3 403 859		-23%	3 950 000	4 370 000
24 Postage / Telecommunications	110 622,60	135 000	135 000		0%	140 000	145 000
25 Meeting Expenses	64 549,18	90 000	90 000		0%	75 000	75 000
26 Running costs in connection with operational activities	305 513,08	355 000	555 000		56%	450 000	800 000

	Executed Budget 2025	Budget 2026	Draft Budget 2027 (Agency Request)	Draft Budget 2028 (Budget Forecast)	VAR 2027/2026	Envisaged in 2028	Envisaged in 2029
27 Information and publishing							
28 Studies							
Title 3 – Operational Expenditure							
Operational Expenditure							
3100 Expenditure on studies	13 228 247,32	15 974 621	13 853 057		-13%	23 250 000	27 050 000
3300 SAB expenditure	1 496 029,88	1 500 000	1 600 000		7%	1 800 000	2 000 000
Total Expenditure	82 604 025	90 032 338	90 666 538		1%	114 500 000	126 000 000

Table 2 – REVENUE

Revenues	2026	2027
	Revenues estimated by the agency	Budget Forecast
EU contribution	83 766 967	84 316 504
Other revenue	6 265 371	6 350 034
Total revenue	90 032 338	90 666 538

Revenues	2025 Executed Budget	2026 Revenues estimated by the agency	2027 Budget as requested by the agency	2028 Budget Forecast	VAR 2027 /2026	Envisaged 2028	Envisaged 2029
1 Revenue from Fees and Charges							
2. EU Contribution	80 408 748	83 766 967	84 316 504		1%	114 500 000	116 790 000
Of Which Administrative (Title 1 And Title 2)	67 879 748	72 557 717	75 213 481		4%	89 450 000	96 950 000
Of Which Operational (Title 3)	11 948 501	10 798 298	9 103 023		-16%	25 050 000	19 840 000
f Which Assigned Revenues Deriving from Previous Years' Surpluses	580 499	410 952					
3 Third Countries Contribution (Incl. EFTA and Candidate Countries)	2 195 277	6 265 371	6 350 034		1%	TBC	TBC
Of Which EFTA	2 195 277	6 265 371	6 350 034		1%	TBC	TBC
Of Which Candidate Countries							
4 Other Contributions	1 101 460 677	1 909 005 752	1 459 294 250		-24%	920 414 839	938 823 136
Additional EU funding stemming from Grants (FFR Art.7)							
Additional EU funding stemming from Contribution agreements (FFR Art.7)	1 101 460 677	1 909 005 752	1 459 294 250		-24%	920 414 839	938 823 136
Additional EU funding stemming from Service							

Level Agreements (FFR Art. 43.2)							
5 Administrative Operations							
6 Revenues from Services Rendered Against Payment							
7 Correction of Budgetary Imbalances							
Total Revenues	1 184 064 702	1 999 038 090	1 549 960 788		-22%	1 034 914 839	1 055 613 136

Table 3 – Budget outturn and cancellation of appropriations

Budget Outturn	2024	2025	2026
Revenue actually received	1 341 793 645,89	1 164 456 544,77	Not yet available
Payments made	- 956 479 633,28	- 1 167 425 709,77	Not yet available
Carry-over of appropriations	- 1 201 871 687,50	- 1 180 582 752,06	Not yet available
Cancellation of appropriations carried over	190 323,02	352 855,44	Not yet available
Adjustment for carry-over of assigned revenue appropriations from previous year	816 557 674,89	1 183 551 916,92	Not yet available
Exchange rate differences	220 629,46	19 574,54	Not yet available
Adjustment for negative balance from previous year			Not yet available
Total:	410 952,48	372 429,84	Not yet available

Annex IV Human Resources – Quantitative³⁶

The figures in the following tables reflect the Agency's allocation of resources to carry out the activities currently assigned to its responsibility.

³⁶ The Agency notes that through the presentation provided to the Administrative Board in January 2024 it is seeking a revised approach to engineering support services which has been partially implemented through budget 2024 and budget 2025 and is planned to be partially implemented through draft budget 2027. The Agency plans to provide regular updates to the Administrative Board on the status of the revised approach and to reflect the conclusions of the budgetary authorities in the final SPD 2027-2029 before adoption foreseen in October 2026.

Table 1 – Staff population and its evolution; Overview of all categories of staff

Statutory staff and SNE

Human Resources	2025			2026	2027	2028	2029
	Authorised Budget	Actually filled as of 31/12/2025	Occupancy Rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	268	265	98.9	273	273	294	313
Assistants (AST)	10	10	100	10	10	10	10
Assistants/Secretaries (AST/SC)							
ESTABLISHMENT PLAN POSTS	278	275	98.9	283	283	304	323
Contract Agents (CA)	45	44	97.8	50	50	66	77
Seconded National Experts (SNE)	18	11	61.1	19	19	21	22
TOTAL STAFF	341	330	96.8	352	352	391	422

Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2026	2027	2028	2029
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
Contract Agents (CA)				
Seconded National Experts (SNE)				
TOTAL				

Other Staff

- Structural service providers

	Actually filled as of 31/12/2025
Security	99
IT	89
GNSS programmes	170
Corporate services	12

- Interim workers

	Actually filled as of 31/12/2025
Number	

Table 2 – Multi-annual staff policy plan (2027 – 2029)

Function group and grade	2025				2026		2027		2028		2029	
	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm Posts	Temp posts	Perm. posts	Temp. posts
AD 16												
AD 15										1		1
AD 14		1		1		1		1		3		3
AD 13		3		2		5		7		9		10
AD 12		8		4		11		12		14		17
AD 11		16		10		21		27		33		40
AD 10		43		16		40		43		47		52
AD 9		48		41		54		60		65		69
AD 8		73		70		73		71		70		69
AD 7		57		55		50		38		36		36
AD 6		11		55		11		10		11		12
AD 5		8		11		7		4		5		4
AD TOTAL		268		265		273		273		294		313
AST 11												
AST 10								1		1		1
AST 9		1				1		1		1		1
AST 8		1				1		1		1		1
AST 7		2		2		2		2		2		2
AST 6		2				2		2		2		2
AST 5		2		4		2		2		2		2
AST 4		2		4		2		1		1		1
AST 3												
AST 2												
AST 1												
AST TOTAL		10		10		10		10		10		10
AST/SC 6												
AST/SC 5												
AST/SC 4												

Function group and grade	2025				2026		2027		2028		2029	
	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm Posts	Temp posts	Perm. posts	Temp. posts
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC TOTAL												
TOTAL		278		275		283		283		304		323
GRAND TOTAL	278		275		283		283		304		323	

Note: For envisaged staff policy plan and number of posts the Article 6 of SR was considered.

- **External personnel**

Contract Agents

Contract agents	Authorised 2025	Recruited as of 31/12/2025	Authorised 2026	Estimate 2027
Function Group IV	34	38	37	40
Function Group III	10	6	10	10
Function Group II	1		1	
Function Group I				
TOTAL	45	44	48	50

Seconded National Experts

Seconded National Experts	Authorised 2025	Recruited as of 31/12/2025	Authorised 2026	Estimate 2027
TOTAL	18	11	19	19

Table 3 - Recruitment forecasts for 2027 following retirement/Mobility or new requested posts (Information on the entry level for each type of posts: Indicative table)

Job title in the Agency	Type of contract		TA/Official	CA
	(Official, TA or CA)		Function group/grade of recruitment	Recruitment Function Group (I, II, III or IV)
(cf examples below)	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (Brackets) and external (single grade) foreseen for publication*	
Security/programme profiles	1		AD5-8	
Security Operations Officer		2		FGIV

Annex V Human Resources - Qualitative

A. Recruitment Policy

EUSPA employs temporary agents (TAs), contract agents (CAs) and Seconded National Experts. The Agency does not employ officials.

The establishment plan of EUSPA focusses on the long-term perspective. It anticipates recruitment and reclassification possibilities with the overall growth and evolution of the Agency. The Agency assigns available staff posts to activities requiring specialised expertise relevant to the mandate. Structural service providers are being assigned to activities where outsourcing is possible and advisable (i.e. specific expertise required for a limited period) and external services are carrying out non-sensitive and non-expert clerical and administrative tasks.

EUSPA is fully committed to the efficient use of its resources and re-assesses their allocation to ensure that staff are assigned to priority areas.

Employment and selection procedures for Temporary Agents and Contract Agents are governed by the Staff Regulations/CEOS and the respective implementing rules. Seconded National Experts are seconded to EUSPA and remain in the employment of their seconding organisation while working at EUSPA.

Recruitment procedures for temporary and contract agents include the following steps:

- Vacancy notices are drawn up stating the eligibility/selection criteria as well as the type and duration of contract and recruitment grade. Those Vacancy Notices are published on EUSPA website via the EUSPA e-Recruitment tool and disseminated further (i.e. internally, social media, all other EU Institutions/Agencies, EUSPA Administrative Board members) to attract quality candidates from the relevant sector;
- Selection Boards are set up which include a member each from the recruiting area, an additional department, the administration and staff committee. The selection boards are proposed on a diverse basis (i.e. gender, nationality etc). Potential conflict of interests of the board members and confidentiality aspects of each selection procedure is rigorously assessed. For highly specialised posts, EUSPA might request the assistance of external members;
- Pre-selection of candidates is based on the application forms submitted online via the e-Recruitment tool. Video interviewing can be utilised for a second screening to allow validation of candidates' technical knowledge and expertise thus enlarging the possible talent pool;
- Selected candidates are invited to a written test and interview which cover the specific competences, behavioural competences and language abilities as indicated in the vacancy notice;
- The selection board prepares a final report with a proposed shortlist of successful candidates which is sent to the authority authorised to conclude contracts of employment (AACC). A reserve list or list of suitable candidates is established by the AACC;
- For TAs, certain CAs and key positions, additional interview(s) with the AACC might be scheduled. In case of middle management positions, an additional assessment of management capacities by external HR consultants is required;
- The final decision on the appointment of successful candidate to the post is signed by the AACC.

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	√		
Engagement of TA	Model Decision C(2015)1509	√		
Middle management	Model decision C(2018)2542	√		
Type of posts	Model Decision C(2018)8800	√		

Temporary Agents

The established recruitment grades (internal, inter-agencies and external selection procedures) for the key functions of temporary agents are listed in the table below, which is based on the Agency Decision of 28 June 2019 on types of post and post titles in the EU Agency for the Space Programme:

Type of post	Function group / Grade	Post title
Head of Unit or equivalent	AD 9 – AD 11 (exceptionally AD 12)	Head of Unit Head of Department Head of Task Force
Administrator	AD 5 – AD 8	Post titles established in the Agency to perform administrator functions: e.g. Engineer, Senior Engineer, Officer
Assistant	AST 1 – AST 4	Assistant, Project Assistant
Secretary/Clerk	SC 1 – SC 2	Secretary/Clerk

Although the Agency carefully evaluates all options so as not to recruit at excessive grade levels, in some cases, the recruitment of senior technical and specialised experts might be set above the lowest entry grades due to the labour market restrictions.

In fact, to fill some crucial positions, the Agency must recruit senior specialised experts with a minimum of nine years work experience. As profiles with specific competencies are quantitatively scarce in the labour market, the Agency must compete as an employer with the attractive employment conditions offered by both the private space industry and national space authorities. Experts are requested to deal with industry and institution specialists at the same level of expertise.

The Agency also employs technically qualified staff in support functions within the corporate services departments. It is of the utmost importance to meet the Agency's objectives to recruit staff with broad knowledge and experience in their respective fields of work.

In any case, the Agency ensures that recruitments at grade AD9 – 12 to remain within the limits of 20% of all recruitments per year (averaged over five years) as stipulated in Article 53 CEOS.

Temporary agents are typically offered a contract of maximum five years, renewable for another five years. Second renewal is for an indefinite duration. All renewals of contract are subject to thorough examination of the performance of the staff member and depend on EUSPA's work programme, priorities, and available budgetary provisions.

Contract Agents

Contract agents are typically offered time-limited contracts of five years. Contracts are renewable once for another time-limited period of not more than five years consistent with EUSPA's needs, priorities and available budget. If a second renewal is granted, it will be for an indefinite period.

The contract agent positions are assigned with priority to the GSMC operator roles and security related functions.

Seconded National Experts

In 2025, 11 Seconded National Experts have been employed at the Agency within operational and other areas; i.e. Engineering, Security Accreditation, Galileo Exploitation, Human Resources, Corporate Services, Market Downstream and Innovation etc., in line with the rules on secondment to the Agency adopted by the Administrative Board.³⁷

The Agency highly values the expertise of the Seconded National Experts. Efforts have been made to promote this opportunity with Member States.

Structural Service Providers³⁸

Outsourcing has been thoroughly considered by the Agency and implemented whenever necessary and allowed by the budget. Structural service providers are contracted through open tender procedures and subsequent framework contracts. The Agency has several external consultants working in various areas, in operational, administrative and corporate fields. The Agency makes recourse to outsourcing when the nature of tasks and for punctual/specific expertise is required and where internalisation is not possible.

³⁷ Decision GSA-WP-24, rules on the secondment to the Agency of national experts and national experts in professional training.

³⁸ The Agency notes that through the presentation provided to the Administrative Board in January 2024 it is seeking a revised approach to engineering support services which has been partially implemented through budget 2024 and budget 2025 and is planned to be partially implemented through draft budget 2027. The Agency plans to provide regular updates to the Administrative Board on the status of the revised approach and to reflect the conclusions of the budgetary authorities in the final SPD 2027-2029 before adoption foreseen in October 2026.

B. Appraisal of Performance and Reclassification/Promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Grades	Average seniority in the grade among reclassified staff						
	Year N-4 2022	Year N-3 2023	Year N-2 2024	Year N-1 2025	Year N 2026	Actual average over 5 years (Value in brackets refer to 2026 - see explanations below the table)	Average over 5 years (Annex IB SR)
AD05	2.271	2.250	2.1	2.4		2.47	2,8
AD06	2.542	3.969	2.214	3.0		2.71	2,8
AD07	3.446	4.300	2.974	3.8		2.71	2,8
AD08	4.653	4.556	4.829	3.8		3.09	3
AD09	3.500		7.903	2.9		3.85	4
AD10	8.042		7.5	5.0		4.83	4
AD11			5.194			5.90	4
AD12						2.19	6.7
AD13						7.46	6.7
AST1							
AST2							
AST3							
AST4				2.2		3.35	3

AST5						4
AST6		3.0				4
AST7						4
AST8						
AST9						
AST10 (Senior assistant)						
AST/SC1						
AST/SC2						
AST/SC3						
AST/SC4						
AST/SC5						

Explanations:

- 1) Data available for the 5-years period at the moment-to be updated next year, following 2025 annual reclassification exercise

Other remarks:

- 1) *Average should be calculated over 5 years period (2022 - 2026).*
- 2) *The Agency respects the Annex IB SR covering the temporary agents.*
- 3) *The Agency carefully monitors the average indicative duration of a career, per type of post and grade, as follows from the respective implementing rules on reclassification.*

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2026	How many staff members were reclassified in Year 2025	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to decision C(2015)9561
CA IV	17	2			
	16	9	1	4.0	between 5 and 7
	15	7			
	14	19			
	13	3	1	2.8	between 3 and 5
CA III	12	2			
	11				
	10	2			
	9	2	2	4.7	between 4 and 6
	8				
CA II	6				
	5				
	4				
CA I	2				
	1				

Other remarks:

Annual performance appraisal and reclassification assessments are performed in accordance with Articles 15 and 87 of the Conditions of Employment of Other Servants of the EU (CEOS) and the respective implementing rules. All staff members are assigned individual and specific annual objectives, aligned with the Agency's high-level objectives, including expected results indicators for each objective. Staff members are subsequently appraised on the basis of these objectives and indicators the following year. The process also includes a proposal for further professional development.

C. Mobility Policy

Mobility within the Agency

As the Agency continues to grow, it looks to attract the best-qualified applicants from various backgrounds. To do this, it predominantly publishes vacancy notices externally. However, the internal publication of vacancies or reassignments are also used as instruments for re-deploying staff internally and for career development purposes.

Mobility among agencies

The Agency has filled three posts by means of mobility between EU agencies and continues to strengthen the promotion of the inter-agency mobility in the future. 6 staff members who left the Agency in 2025 went on to new employment opportunities in other EU Agencies or institutions.

D. Gender and Geographical Balance

The Agency is making a continuous effort in increasing the diversity, gender and geographical balance of staff as well as managers. In 2025, the Agency participated in various job/career fairs to increase the diversity (e.g. Top Women Tech Berlin, Global Careers Diversity Fair 2024). Although the selections of staff are primarily based on merit, each selection board is made aware of the current status of the hiring department in terms of gender and geographical balance. The AACC when awarding a post are carefully evaluating all possible elements, including merit, gender, geographical elements etc. EUSPA orientation guidelines for diverse and inclusive recruitment were issued in 2025 to provide for specific actions for the selection boards, hiring managers as well as the HR department.

In addition, Leadership development is a key Learning & Development priority at EUSPA. In 2025, another set of leadership programmes were launched for various management and leadership levels at the Agency including aspiring managers, newly appointed and experienced team leaders with a strong focus on women leaders. These new programmes were launched to ensure all leaders at EUSPA and staff with leadership aspirations have the possibility and the right tools and resources to develop.

The figures shown in this section reflect the situation in December 2025.

Gender Balance

Table 1 - Data on 31/12/2025

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	N/A	N/A	64	20.1%	11	3.4%	75	23.5%
	Assistant level (AST & AST/SC)	N/A	N/A	7	2.2%	5	1.6%	12	3.8%

	Total			71	22.3%	16	5%	87	27.3%
Male	Administrator level	N/A	N/A	201	63%	27	8.5%	228	71.5%
	Assistant level (AST & AST/SC)	N/A	N/A	3	0.9%	1	0.3%	4	1.3%
	Total			204	63.9%	28	8.8%	232	72.7%
Grand Total		N/A	N/A	275	86.2%	44	13.8%	319	100%

Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management

	2021		2025	
	Number	%	Number	%
Female Managers	5	38%	4	27%
Male Managers	8	62%	11	73%
	13	100%	15	100%

Geographical Balance

Table 1- Data on 31/12/2025

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of Total Staff members in AD and FG IV categories	Number	% of Total Staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Belgian	7	2%	3	18.75%	10	3.13%
Bulgarian	5	2%			5	1.57%
Croatian	1	0.3%			1	0.31%
Czech	37	12.2%	8	50%	45	14.11%
Danish	1	0.3%			1	0.31%
Dutch	6	2%			6	1.88%
Estonian	1	0.3%			1	0.31%
Finnish	1	0.3%			1	0.31%
French	52	17.2%	2	12.50%	54	16.93%
German	11	3.6%			11	3.45%
Greek	25	8.3%	2	12.50%	27	8.46%
Hungarian	4	1.3%			4	1.25%
Irish	2	0.7%			2	0.63%
Italian	50	16.5%			50	15.67%

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Lithuanian	2	0.7%			2	0.63%
Maltese	1	0.3%			1	0.31%
Polish	7	2.3%			7	2.19%
Portuguese	6	2%			6	1.88%
Romanian	19	6.3%	1	6.25%	20	6.27%
Slovak	9	3%			9	2.82%
Slovenian	1	0.3%			1	0.31%
Spanish	54	17.8%			54	16.93%
Swedish	1	0.3%			1	0.31%
TOTAL	303	100%	16	100%	319	100%

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2020		2025	
	Number	%	Number	%
French	32	15.61%	55	16.67%
Spanish	34	16.59%	55	16.67%
Italian	31	15.12%	52	15.76%

E. Schooling

Agreement in place with the European School(s): n/a

Contribution agreements signed with the EC on type I European schools			No	
Contribution agreements signed with the EC on type II European schools	Yes	2		
Number of service contracts in place with international schools:				

Description of any other solutions or actions in place:

(see below)

Prague does not currently benefit from an accredited European School, which is why the Administrative Board adopted a social measure supporting multilingual tuition for staff. A similar situation applies to staff located in Spain, Madrid (GSMC, incl. the GNSS Service Centre). To date, the Agency has concluded more than 40 direct agreements with international schools in Prague (Czech Republic), Paris (France) and Madrid (Spain).

The Agency also signed a Mandate Service Level agreement with the European Commission for use of one accredited European School in - Paris La-Défense as well as in proximity to Noordwijk, the Rijnlands Lyceum.

In total, during the 2024-2025 scholastic year, more than 100 EUSPA staff members benefited from the social measure, with EUSPA covering the educational costs of more than 200 children.

Annex VI Environment Management

1. Background

In accordance with Article 30 of the Financial Framework Partnership Agreement (FFPA), EUSPA is required to implement an environmental policy referencing the Eco-Management and Audit Scheme (EMAS), to adopt EMAS and to contribute to the climate neutrality objectives of the European Union.

To prepare for this obligation, and in parallel with the preparation of its Environmental Management System (EMS), EUSPA contributed to a preliminary carbon footprint study coordinated by DG DEFIS. The study assessed the 2019 reference year and was finalised in 2023. It provided the first coordinated baseline of emissions from activities under the FFPA and highlighted business travel and electricity consumption as the main sources of emissions.

EUSPA subsequently adopted its EMS at the end of 2023, fulfilling its FFPA obligation to adopt EMAS. In this context, the Agency published its first Environmental Statement in 2024³⁹.

During the period 2024–2025, EUSPA participated in a greenhouse gas (GHG) “dry run” for the 2022 reporting period, coordinated by DG DEFIS. The dry run report was finalised in August 2025, and its results will be used to further strengthen the Agency’s environmental management practices.

EUSPA has also prepared its updated Environmental Statement for 2025, which is expected to be verified and published before the end of 2025.

2. Environmental Policy and Principles

EUSPA’s environmental policy was adopted in December 2022. It reflects the Agency’s mission to support the EU Space Programme while contributing to sustainable growth, security and safety in Europe. In line with Article 30 of the FFPA, EUSPA is committed to:

- Reducing its environmental impact and carbon footprint,
- Optimising resource use across its Headquarters and operational sites,
- Integrating environmental objectives into daily operations and procurement,
- Contributing to the EU’s 2050 climate neutrality objective.

This policy is supported by the implementation of an EMAS-compliant EMS and its continuous improvement, including awareness-raising initiatives for staff.

3. Implementation and Progress

EUSPA’s EMS has been operational since 2023. The Agency published its first Environmental Statement in 2024 and has already prepared the updated Statement for 2025, which will be published before the end of the year.

In its Environmental Statements, EUSPA has set the following goals:

- Contribute to the EU’s overall climate neutrality target by developing a roadmap with benchmarks.
- Adopt a phased, strategic approach to significantly reducing energy consumption and carbon footprint, starting with a comprehensive resource consumption audit. The audit’s results provide the basis for measurable targets from 2025 onwards.
- Conduct audits covering waste, transport and other resource streams, in line with relevant best practices, to establish baseline metrics and annual objectives.

³⁹ https://www.euspa.europa.eu/sites/default/files/euspa_environmental_policy.pdf

- Revise its travel policy, in line with the European Commission's framework, to promote sustainable mobility and reduce emissions.

Separately from the Environmental Statement goals, the 2022 dry run identified the main sources of EUSPA's emissions, which provide valuable input for refining its monitoring and reduction measures:

- Purchased goods and services (Scope 3.1): the largest share of EUSPA's footprint, mainly related to operations of space programmes.
- Electricity consumption (Scope 2): significant due to reliance on residual mix electricity in several sites.
- Direct fuel use (Scope 1): dominated by propane, accounting for most of EUSPA's direct emissions.
- Business travel (Scope 3.6): primarily air travel, representing almost all travel-related emissions.
- These results complement the formal EMAS framework and are being integrated into EUSPA's internal monitoring practices to guide future action.

4. Perspective

Since 2023, EUSPA has been implementing its environmental objectives on an annual basis and monitoring progress through EMAS reporting, audits and performance indicators. Continuous improvement is ensured by:

- Annual measurement and verification of GHG emissions,
- Regular updates of efficiency targets,
- Stronger integration of environmental criteria into procurement and contractor requirements,
- Awareness-raising and training activities for staff across all EUSPA sites.

The implementation of the EMS, EMAS registration, and annual GHG reporting under FFPA Article 30 are also integrated into the Agency's corporate governance framework and form part of Annual Objective 5 (Agency Management). This ensures that environmental obligations are consistently managed alongside quality, risk and audit requirements.

Through these actions, EUSPA is progressively embedding environmental management into all aspects of its activities, ensuring full compliance with Article 30 of the FFPA and making a tangible contribution to the EU's climate neutrality objectives.

Annex VII Buildings

	Prague	Comments
Surface area (in square metres)	14 176.68	
of which office space	6 114	The estimated occupancy of the office space in Prague at the end of 2025 shall exceed 135%, the sharing and hotdesking principles were introduced in 2022.
of which non-office space	4 592.77	This is the area currently used by the Agency – meeting rooms, social rooms, storage, technical areas, corridors and open areas.
Technical areas (HVAC technologies)	3 469.91	This is under the responsibility of the building owner.
Annual rent (EUR)	303 127.86 EUR in 2025	The estimated yearly rent between 2026 and 2028 shall be approx. 330 000 EUR p.a. From Q/2027 the Agency should relocate to a new premise; rental fee shall remain on 25% of the commercial rent. The estimate amount remains unknown at the moment.
Type and duration of rental contract	Lease agreement between EUSPA and Czech government Indefinite	Presumable termination of the current contract as of Q3/2027 subject to the readiness of the new premises.
Host country grant or support		The Agency pays 25% of commercial rent and pays 100% of its utilities consumption.

	Prague – Building 2	Comments
Surface area (in square metres)	Unknown yet	
of which office space		SUBJECT TO DESIGN – WORK TO START IN Q4/2025 (not confirmed)
of which non-office space		

Technical areas (HVAC technologies)		
Annual rent (EUR)	Unknown yet	Rental fee to be paid from date TBC
Type and duration of rental contract	Indefinite	
Host country grant or support		The Agency will pay 25% of commercial rent and will pay 100% of its utilities consumption.

	Prague – Datacentre	Comments
Surface area (in square metres)	147.26	Data hall + office + storage. The data hall surface area reduced more than 50% in Q3 2024.
of which office space	42.09	Office
of which non-office space	21.32	Storage
Technical areas (data hall + HVAC technologies)	83.85	Data hall (the core part of the facility) reduced to 60m2 in October 2024.
Annual rent (EUR)	113,077.17 EUR in 2025	The estimated yearly rent between 2026 and 2028 shall be approx. 125,000 EUR p.a.
Type and duration of rental contract	Sublease agreement between EUSPA and Czech government Indefinite	Sublease signed in March 2023, and payment started as of April 2023 and reduced in October 2024.
Host country grant or support		The Agency pays 25% of commercial rent and directly associated services and pays 100% of its utilities consumption.

	France (Toulouse)	Comments
Surface area (in square metres)	345	
of which office space	345	
of which non-office space	-	
Annual rent (EUR)	136 166,00 €	From Oct. 2024
Type and duration of rental contract	Up to 30/09/2025	The contract is renewed yearly

	France (Saint-Germain-en-Laye) B123	Comments
Surface area (in square metres)	813	
of which office space	282	Estimated occupancy of the office space is around 133% ⁴⁰ (221 + 61 in Faraday Cage)
of which non-office space	383	103 of equipment room
Technical areas (HVAC technologies)	192	
Annual rent (EUR)	N/A	
Type and duration of rental contract	<p>Hosting Agreement (amended 2022) between France, the European Commission and EUSPA until Dec 2050 with automatic renewal for another 20 years.</p> <p>Site Convention between EUSPA and FR MOD, addresses mainly general military camp services, utilities supply and maintenance services.</p>	

	France (Saint-Germain-en-Laye) B132	Comments
Surface area (in square metres)	4914	
of which office space	1169.97	<p>Office R+1 = 638.93m²</p> <p>Meeting rooms R+1 = 328.79m²</p> <p>Secret office R+0 = 98.96m²</p> <p>Secret meeting rooms = 59.44m²</p> <p>Visitor meeting room = 23.61m²</p> <p>Repro = 20.24m²</p>
of which non-office space	2750.84	<p>OPE R-UE/EU-R = 99m²</p> <p>OPE R-UE/EU-R office = 72m²</p> <p>OPE S-UE/EU-S = 201m²</p> <p>OPE S-UE/EU-S office = 232m²</p> <p>VAL R-UE/EU-R = 98m²</p> <p>VAL R-UE/EU-R office = 69m²</p> <p>VAL S-UE/EU-S = 192m²</p>

⁴⁰ Offices designed for 3 persons for air occupied by 4.

		VAL S-UE/EU-S office = 167m ² Crypto = 57m ² Network room 1 = 49m ² Network room 2 = 49m ² Admin lan room = 44m ² Other = 1421.84m ²
Technical areas	993.19	
Annual rent (EUR)		
Type and duration of rental contract	Same as for building 123 stated above	

	Spain (La Marañosa) E2	Comments
Surface area (in square metres)	1923	
of which office space	669	140 m ² refurbished in 2018 following GSMC-Backup Early Configuration requirements, 529 as additional office space included inside the building.
of which non-office space	958	HVAC, Electricity, Fire, Security systems, Sanitary & corridors.
Annual rent (EUR)	964 000 EUR	In-kind contribution by Spain until Nov 2022. Agreement with Hosting Entity signed with effect in 2024. Cost is for usage of the E2 building, with all services included (same as provided for E6 under Hosting Agreement – Including Security Service).
Type and duration of rental contract	Hosting Agreement between Spain, the European Commission and EUSPA in force for 20 years after signature with automatic renewal for another 20 years	Continued use of E2 building under Implementation Agreement with Hosting Entity, with same duration as the Hosting Agreement.

	Spain (La Marañosa) E6	Comments
Surface area (in square metres)	2737	Building only, excluding technical infrastructure located around (Diesel G. HVAC machines, High

		Voltage eqp.) Total area within fenced perimeter = 7412 m2
of which office space	250	2 Offices (R-UE/EU-R and S-UE/EU-S) + 2 Meeting Rooms (R-UE/EU-R + S-UE/EU-S)
of which non-office space	2487	1617 m ² OPE OPS/EQT, VAL OPS/EQT, storage 387 m ² HVAC, Electricity, Fire, Security systems, etc. 483 m ² Sanitary & corridors
Annual rent (EUR)	N/A	In-kind contribution by Spain
Type and duration of rental contract	Hosting Agreement between Spain, the European Commission and EUSPA in force for 20 years after signature with automatic renewal for another 20 years.	Delivered security accredited on 24-May-2022

	Belgium (Brussels)	Comments
Surface area (in square metres)	21	
Of which office space	21	
Of which non-office space		
Annual rent (EUR)	23,000	2024
Type and duration of rental contract	Indefinite	The contract is renewed yearly

Annex VIII Privileges and Immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities/diplomatic status	Education / day care
All privileges and immunities provided for in Protocol 7, such as exemption from all direct taxes (Article 3), exemption from custom duties, prohibitions and restrictions on imports and exports (Article 4), secret of communication and correspondence (Article 5).	All privileges and immunities provided for in Protocol 7, such as: laissez-passer (Article 6), direct tax exemption, currency exchange redemptions, import/export redemptions for furniture and vehicles, exemption from immigration restrictions (Article 11).	
In addition, in the Czech Republic, the Agency enjoys VAT exemption for: local purchases higher than 4 000 CZK; for intra-Union purchases as per Directive 2006/112/EC and or intra-Union consignments of goods as per 2008/118/EC (Hosting Agreement with the Czech Republic, Article 9).	<p>The Executive Director enjoys, irrespective of nationality, the privileges, immunities, exemptions and facilities necessary to perform all duties and functions of his/her office.</p> <p>The Director shall be treated as a diplomatic agent of comparable rank, in accordance with the norms of international law. Any members of the Director's family shall enjoy the same privileges, immunities, exemptions and facilities.</p>	
Exemption from contributions to social security schemes and compulsory insurance (Hosting Agreement with the Czech Republic, Article 11). Hosting agreement with France, Article 13 bis, Hosting agreement with Spain, Article 18).	In addition, exemption from social security scheme contribution in France (Hosting Agreement with France Article13 bis), in Spain (Hosting Agreement with France Article18), Czech Republic (Hosting Agreement with Czech Republic Article13c).	
Further, the Agency enjoys immunities from national criminal, administrative, civil jurisdiction (Hosting Agreement with Czech Republic, Article 8. Hosting agreement with France, Articles 7 and 8, and Hosting agreement with Spain, Articles 7 and 8).	Further, in Czech Republic the Agency Staff enjoys VAT exemption: up to 100 000 CZK for local purchases higher than 4 000 CZK; for vehicle acquisition every three years (Hosting Agreement with Czech Republic (Articles 5 and 7).	
	Also, Agency Staff enjoys immunity from jurisdiction in France (Article 17), in Spain (Article 14) and the Czech Republic (Article13).	

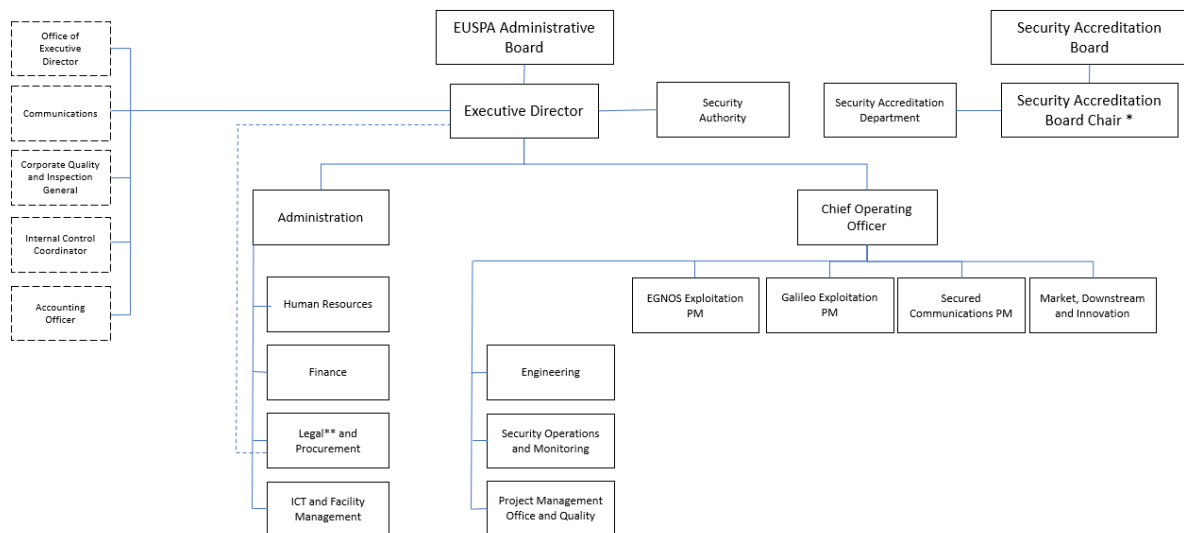
Annex IX Evaluations

An evaluation of the Programme and of the Agency has been undertaken in 2024 by the Commission in line with Art. 102 of the EU Space Programme Regulation. In particular with respect to the Agency, the Commission has assessed the Agency's performance in relation to its objectives, mandate and tasks on the basis of a cost-benefit analysis. The evaluation also addressed the Agency's policy on conflicts of interest and the independence and autonomy of the Security Accreditation Board. The Commission has submitted the report on the evaluation of the Space Programme and the evaluation of EUSPA to the European Parliament, the Council, the Administrative Board and the Security Accreditation Board.

It is noted that the Agency contributed to the Commission evaluation process, as it was invited to do so by the Commission. It is recalled that the Agency does not carry out formal evaluations of its own performance beyond the development of its Consolidated Annual Activity Report for adoption by the Administrative Board.

Annex X Strategy for the Organisational Management and Internal Control Systems

At the EUSPA Administrative Board 3 in October 2021, the EUSPA organisation chart was approved. The EUSPA organisation is built with four major components: Corporate, Operational, and Administrative functions, and the Security Accreditation Department. Whereas the first three report to the Executive Director, the Security Accreditation Department is independent and reports to the SAB Chair. The evolution of EUSPA's organisation as decided by the Admin Board in October 2021 and amended in March 2023 is depicted in the chart below.



* In close cooperation with EUSPA ED in accordance with the Space Regulation Art 79

** Legal and procurement advise to the ED

It is recalled that the EUSPA organisation is built according to the following guidelines:

- Guarantee the continuity of services and security of EUSPA operations in line with the upcoming programme milestones;
- Strengthen GOVSATCOM and enable a potential contribution to Secure Connectivity including EuroQCI (Quantum Connectivity Initiative), and others if so decided;
- Establish EUSPA contribution to Entrepreneurship and Innovation;
- Create synergies within competencies and across Programme components for market uptake;
- Strengthen the corporate level agency oversight functions;
- Improve internal coordination, notably concerning facility management, security office, documentation and information management;
- Ensure a direct link between management of Programme components and Contribution Agreements.

EUSPA developed in 2020 a tailored Internal Control Framework (ICF) on the basis of the EC Internal Control Framework⁴¹.

The Agency ICF is a comprehensive compilation of all the key control elements to be considered by any properly functioning organisation. ICF is formed by control **Principles**, its corresponding **Characteristics** (or definitions, including background).

In June 2024, the Agency also approved the ICF Indicators. Anticipating it, the Agency launched a first formal review of compliance with its ICF Indicators for 2023 and a more recent one in 2024 already. The corresponding both ICF Compliance reports have been shared with AB.

An important backbone component of the Agency controls is its Anti-Fraud Strategy (AFS). In 2022 as required by EU Space Programme Regulation Art. 77(2)(l) the Administrative Board approved the EUSPA proposal for an upgraded AFS developed in line with EU new AFS Methodology delivered by the European Anti-Fraud Office in 2021.

The present strategy accounts for the priorities set by the Commission on EU decentralised agencies, especially:

- Ensuring proper handling of conflicts of interests;
- Developing anti-fraud activities especially through prevention, detection, awareness raising and closer cooperation with OLAF.

Ethics and transparency are key issues in the EU institutions and bodies. EUSPA commits to ensuring that these principles are properly applied.

The AFS, to be implemented in the period 2022-25, comprises an assessment of the EUSPA fraud risks, its corresponding anti-fraud objectives and, within each objective, the correlated set of actions. In some cases, the actions listed imply the participation of various departments or even the involvements of external stakeholders.

In 2024, the Agency started issuing specific reports on the degree of implementation of the multiple actions included in the comprehensive AFS, covering its different building blocks.

In 2026, the Agency intends to initiate the execution of an assessment of its upcoming AFS for the period 2026-2029.

⁴¹ Internal Control Framework of the Commission, Ref. Ares (2017) 3293999 – 30/06/2017.

Annex XI Plan for Grant, Contribution and Service-level Agreements

	General information					Financial and HR impact ⁴²				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2025	2026	2027	2028
Grant agreement ⁴³										
1. GOVSATCOM ENTRUSTED	August 2020	€3M (Maximum grant amount)	30 months	Commission (REA)	GOVSATCOM ENTRUSTED Grant coordination activities	Amount	0	0	0	0
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
Total grant agreements						Amount	0	0	0	0
						Number of CA	0	0	0	0

⁴² The staffing of the Agency is fully funded by the Agency's core budget, independently of any contribution agreements concerning delegated tasks.

⁴³ Only those grant agreements where EUSPA is the beneficiary are indicated.

General information						Financial and HR impact ⁴²				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2025	2026	2027	2028
						Number of SNEs	0	0	0	0
Delegation/Contribution agreements ⁴⁴										
1.EU SST Implementing Arrangement ⁽⁴⁵⁾	July 2023	€0	54 months	EU SST Partnership	Space Surveillance and Tracking (SST) Cooperation	Amount	no budget associated to this line			
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
2.Commission - EUSPA FFPA Contribution Agreement	June 2021 as amended on 17 December 2024 (amd.4)	€9.35249B	31 December 2032	Commission (DG DEFIS)	Activities for Galileo, EGNOS, GOVSATCOM, Space Situation Awareness, Horizon Europe, Downstream, Copernicus security and additional budget for SSA/SST activities	Amount	€ 1.053.44 4.350	€ 1.830.0 88.098	€ 1.255.95 1.486	€ 1.010.5 17.118
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
3.IRIS ² Contribution Agreement	TBC	TBC	TBC	Commission (DG DEFIS)	Activities for Secure Connectivity	Amount	-	TBC	TBC	TBC

⁴⁴ Only those Delegation/Contribution agreements from current and previous financial perspectives with operational budget still remaining to commit are indicated.

⁴⁵ Included for transparency although not a Delegation/Contribution agreement and with no transfer of funds.

	General information					Financial and HR impact ⁴²				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2025	2026	2027	2028
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
4.Galileo Green Lane Contribution Agreement	December 2021	€500k	38.5 months (amd. 2)	Commission (DG MOVE)	Activities for Galileo Green Lane	Amount	0	0	0	0
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
5.GOVSAATCOM preparation Contribution Agreement	April 2020	€4.5M	57 months (January 2025) (amd. 4)	Commission (DG DEFIS)	Activities for the of preparation GOVSAATCOM	Amount	0	0	0	0
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
6.H2020	April 2014	173.25M	156 months (April 2027)	Commission	The implementation of calls of Horizon 2020 - framework programme for research and innovation	Amount	€ 702.624	0	0	0
						Number of CA	0	0	0	0

	General information					Financial and HR impact ⁴²				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2025	2026	2027	2028
			(5 th call)			Number of SNEs	0	0	0	0
Service-level agreements										
1.	NONE					Amount				
						Number of CA				
						Number of SNEs				

Annex XII Cooperation with Third Countries and/or International Organisations

EUSPA's strategic actions for fostering international cooperation with third countries and international organisations during the 2027-2029 programmatic period are outlined below. They align with the Agency's goals, as set out in the EU Space Programme Regulation, and aim to enhance the EU Space Programme's global influence, support market uptake, strengthen security, and contribute to EU external policies, within the remit of EUSPA mission and activities.

The main objectives of the strategy for cooperation with third countries and international organisations, stem from EUSPA mission on three pillars:

- **Exploitation**, including the management, operation, maintenance, continuous improvement, and evolution of Galileo and EGNOS; the development and operations of the GOVSATCOM Hub; and the operation of the SST Front Desk;
- **Security**, including the operational security and security monitoring of Galileo and EGNOS, GOVSATCOM and the security accreditation for all components of the Space Programme and for IRIS² through its Security Accreditation Board; and
- **Utilisation**, including the communication, market development and promotion activities of services linked to Galileo, EGNOS, and of the data, information and services offered by Copernicus, GOVSATCOM and SSA/SST.

EUSPA will continue to facilitate participation in the work of the Agency, including participation in initiatives undertaken by the Agency, financial contributions and staff, of third countries and international organisations, where the participation is provided by an agreement between the Union and those third countries or international organisations, in accordance with Article 218 of the Treaty of the Functioning of the European Union.

To promote the market uptake of EU space services, EUSPA, in agreement with the European Commission, may engage with non-EU stakeholders through joint activities and initiatives, aiming to stimulate the adoption of EU space-based services such as Galileo, EGNOS, Copernicus and soon IRIS². This may include organising global outreach and awareness-building campaigns to highlight the benefits and diverse applications of EUSPA services across both governmental and commercial sectors. Additionally, EUSPA may participate or organise/co-organise knowledge sharing events like workshops, training sessions, forums, seminars, etc., outside the EU to introduce EU Space solutions, focusing on regions with high market potential in place such as North America, Asia, and Africa. The expected outcome of these actions is an increased international market presence and demand for EU Space Programme services, driving growth and innovation across diverse sectors.

EUSPA may participate as part of the EU delegation and provide technical experts within its competence, upon the request of the European Commission and External Action Service (EEAS), on the works of the United Nations Committee on the Peaceful Uses of Outer Space (UNCOPUOS). EUSPA, in agreement with the European Commission, cooperates with the United Nations Office for Outer Space Affairs (UNOOSA) to enhance global access to and understanding of space benefits. On 9 March 2022, both entities signed a Memorandum of Understanding (MoU) aimed at supporting United Nations Member States by advancing

international cooperation in space activities and promoting the use of space technology, data, and services for sustainable development. This collaboration focuses on several key areas:

- *Joint Studies and User Needs Assessments:* Conducting collaborative research to identify user requirements, which will inform pilot projects and capacity-building initiatives.
- *Capacity-Building Activities:* Organising educational programmes and training sessions on space technologies and applications, with a strong emphasis on fostering the space economy.
- *Publication of Strategic Reports:* Developing reports that demonstrate how satellite navigation systems, such as Galileo, and Earth observation technologies can support global challenges, including the transition to a world with eight billion people.

EUSPA and UNOOSA have published several studies and report. A report on how satellite navigation systems, such as Galileo, and Earth observation technologies, such as Copernicus, can actively support the transition towards a world with eight billion people was published in 2023. Previously, EUSPA and UNOOSA published “EGNSS and Copernicus: Supporting the Sustainable Development Goals. Building blocks towards the 2030 Agenda” analysing how European space technologies positively impact the United Nations’ Sustainable Development Goals. This study fosters the creation of projects that leverage the joint use of Galileo, EGNOS and Copernicus to benefit the global community.

This partnership underscores EUSPA's commitment to international cooperation and its dedication to leveraging space assets as transformative tools for achieving sustainable socio-economic development. By working closely with UNOOSA, EUSPA aims to ensure that the benefits of space technologies are accessible to all, thereby contributing to global efforts in addressing pressing societal challenges.

EUSPA may participate as part of the EU delegation and provide technical expertise within its competence, upon the request of the European Commission in EU Space Dialogues (e.g. EU-US Space Dialogue). The Agency may support in promoting global cooperation in space, enhancing mutual understanding of space technologies and applications, and exploring opportunities for collaboration. In particular, promoting EU space capabilities (such as the Galileo, EGNOS, and Copernicus programmes), discussing space security and cyber, and fostering the peaceful use of space technologies.

The EU Space Programme infrastructure has a global footprint with sites and stations spanning across the globe. EUSPA's mission in security includes operational security and security monitoring of Galileo and EGNOS, and the security accreditation for all components of the Space Programme and for IRIS² through its Security Accreditation Board. As outlined in Council Decision (CFSP) 2021/698, the European Union's Space Programme and its components, including Galileo, EGNOS, Copernicus, GOVSATCOM, and probably SSA/SST in the future, are designated as critical infrastructures that may impact the security of the Union and its Member States. Consequently, EUSPA's strategy for third countries and international organisations places additional emphasis on security protocols and operational resilience when engaging with third countries and international organisations. EUSPA, in the implementation of Council Decision (CFSP) 2021/698 in coordination with the Council, the High Representative of the Union for Foreign Affairs and Security Policy, the European Commission and relevant Member State security bodies, ensures that its systems operate securely under all cooperative arrangements. Key elements include:

- *Monitoring and Reporting:* EUSPA and designated monitoring bodies must inform the High Representative of any potential threats to the security of Union space assets. In cases of heightened risk, the High Representative has the authority to propose specific instructions to the Council to safeguard operations.
- *Operational Instructions and Rapid Response:* In situations requiring immediate action to counter security threats to space systems, the High Representative, with support from the European External Action Service (EEAS), may issue provisional instructions to EUSPA. These measures

remain effective until the Council confirms or revises them, ensuring swift responses to potential security breaches.

To ensure the effectiveness, efficiency, and alignment of EUSPA's strategy on cooperation with third countries and international organisations, a structured framework for monitoring and evaluation is implemented. This framework guides EUSPA in measuring the status of its partnerships, assessing progress and identifying areas for continuous improvement. It provides oversight, actionable insights for stakeholders and support data-driven decision-making to enhance EUSPA's international activities engagement in agreement with the European Commission. As part of the Single Programming Document, EUSPA publishes an annual summary of its international cooperation outcomes, highlighting achievements, key challenges, and plans for the coming period.

Annex XIII Risk Management 2027

The key risks for operations in 2026 are defined with the assumption that the Agency's main operational objectives are:

- Ensure the security accreditation for Galileo, EGNOS, Copernicus, GOVSATCOM, SSA/SST and IRIS²;
- Ensure the operational security of Galileo and EGNOS;
- Ensure the operation of the Galileo Security Monitoring Centre;
- Perform the tasks related to the Public Regulated Service (PRS) of Galileo;
- Ensure the promotion, market development and communication of the services of Galileo, EGNOS and Copernicus.

At the time of writing, the top risks below are being managed at the corporate level (these may potentially impact the achievement of the above-mentioned objectives):

- Missing EGNOS Security Accreditation Milestones
- Access to EUCI
- Schedule slippage on PRS declaration
- Non-achievement of Full Services in accordance with Contribution Agreement objectives
- Delay to processing of financial transactions due to the migration from ABAC to SUMMA
- Agency Sites and Facilities
- Financial or significant reputational losses due to fraud

The Dashboard of the Corporate Risk Register is presented below.

Raking	Risk ID	Risk Description	Impact ⁴⁶
1	RSK#006	Non-achievement of Full Services in accordance with Contribution Agreement objectives	15
2	RSK#014	Access to EUCI	12
2	RSK#036	Missing EGNOS Security Accreditation Milestones	12
2	RSK#034	Schedule slippage on PRS declaration	12
2	RSK#037	EGNOS Service continuity compromised due to delay on transition from EGNOS v2 to v3	12

⁴⁶ Impact is the product of likelihood and severity, both defined from 1 to 5. EUSPA's Risks and Opportunities Management process is built interpreting and adapting to the Agency's needs the European Cooperation for Space Standardisation (ECSS's) standard for Risk Management (ECSS-M-ST-80C). Hence an impact between 15 and 20 is considered very high; from 8 to 12, severe and from 1 to 6 controlled.

2	RSK#040	Impact on corporate infrastructure of cyber attack	12
2	RSK#041	Judiciary cases open against EUSPA	12
3	RSK#021	Agency Sites and Facilities	9
4	RSK#042	Partial discontinuity following inadequate move to deliverables and deliverables on demand for Administration support contracts	8
5	RSK#032	Financial or significant reputational losses due to fraud	5
6	RSK#039	EUSPA not compliant to DPO requirements at the end of the transition period (September 2028)	4

Countermeasures taken to control risks are made up of a set of mitigation actions identified and implemented through the corporate risk management process.

Management of these corporate risks is performed through the Agency's "Corporate Risks and Opportunities Management Process", a key element of EUSPA's ISO 9001-certified Integrated Management System. As such, this process is revised periodically, and it has proven its robustness throughout several organisational and environmental evolutions that have resulted in changes in the risk environment of the Agency. Therefore, EUSPA is confident that the process will continue to deliver in years to come thanks to its robustness and its capacity to adapt resulting from the compliance with ISO 9001 principles.

Annex XIV Procurement Plan 2027

The procurement plans for the year are provided in this section and are split by activity. The sequence mirrors the structure of Section III. In each case, the legal

basis for procurement is the EU Space regulation.

Please note that all launch dates and budgetary figures are indicative.

Security Accreditation

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
All	Specific contracts under Framework contracts for SAB support	Q1-Q4 2027	1 600 000	Specific contract	1-10

Operational Security of EGNSS components

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
TBD	TBD	TBD	TBD	TBD	TBD

GSMC Operations & Preparation

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
TBD	TBD	TBD	TBD	TBD	TBD

Public Regulated Service (PRS) Activities

In-line with Decision 1104/2011/EU, objectives and activities aimed at supporting or providing technical assistance to Member State CPAs are foreseen to be financed by the Member States requesting the relevant services. This should be done through the mentioned specific agreements.

Promotion and Market Development of the Services

Objective	Name	Launch Date	Budget (EUR)	Type of contract	Number of contracts
TBD	TBD	TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD	TBD

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