



European Union Agency
for the Space Programme
Single Programming Document

2026 - 2028

#EUSpace 



European Union Agency for the Space Programme
Single Programming Document
Years 2026-2028

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Foreword

The 2026-2028 period will be crucial for the European Union Space Programme and the EU Agency for the Space Programme. EUSPA was established to implement key areas of the EU Space Programme, and with it support the European Commission's priorities related to digital and green transitions, and safety and security of the Union and its citizens, while reinforcing its autonomy and resilience.

EUSPA mission is built on three pillars:

- Exploitation and service provision of Galileo and EGNOS, provision of GOVSATCOM services and support to the Commission in the preparation of IRIS², and provision of the Space Surveillance and Tracking Front Desk services;
- Market development, communications, user uptake, development of downstream and applications, and fostering innovation and entrepreneurship based on the EU Space Programme components;
- Safety and security, both from the perspective of the safety and security of the assets in space and on the ground and of the services they provide, and from the perspective of the utilisation of space services and data for the safety and security of the European Union and its citizens.

While it is expected that the mission of the Agency remains the same until 2027, during this period new services will be developed and launched. It is further taken as a necessary assumption that in 2028 the activities of the Agency also continue in a stable manner, albeit that new or different responsibilities may be assigned to the Agency, following decisions of the co-legislators. EUSPA is gearing up to provide next-generation satellite services from the coordination of the launch services to the delivery of new services, positioning the European Union as a leader in space and further boosting innovation and entrepreneurship.

After the successful declaration of the Galileo High Accuracy Service in 2023, and thanks to the new Galileo satellites in orbit, EUSPA and the Commission are currently providing the Galileo Open Service Navigation Message Authentication (OSNMA) and testing the Emergency Warning Satellite Service (EWSS), while the Galileo Public Regulated Service Initial Operational Capability is planned to be declared within 2025, followed by the Full Operational Capability.

Within 2026-2028, EGNOS, the European Satellite-Based Augmentation System (SBAS) will have renewed its Space Segment with the addition of a new payload broadcasting the Open and Safety of Life services. EGNOS services will also continue to enlarge their capabilities and adoption by users. Lastly, as per Commission Delegated Regulation (EU) 2023/1768, EUSPA will be considered as an organisation involved in the design or production of EGNOS equipment and thus shall issue the declaration of design compliance.

As secure, uninterrupted communications are vital for Europe's autonomy, EUSPA together with key partners will ensure the timely roll-out of GOVSATCOM services and the GOVSATCOM Hub. The Agency is also preparing to take on other Commission initiatives related to secure communications.

In the period 2026-2028, the Agency will continue taking its responsibilities on the operational security of Galileo and EGNOS. Also, with respect to the Galileo Security Monitoring Centre, the EU Space Programme has now upgraded GSMC facilities in France and Spain. The GSMC master operations in GSMC-FR have started in the new building since mid-2024. The legacy building, used since 2013, and 2016 for the start of 24/7/365 GSMC operations will need to undergo obsolescence and renewals in 2025-2027 to enable its long-term use (the scope and duration will depend on programme needs). The Agency will also remain responsible for the operational security of Galileo and EGNOS and will, to that end, carry out risk and threat analysis and all the necessary activities to ensure and monitor the security of those components.

Staying true to its EU Space user community, EUSPA will continue to foster the development of a broader European space ecosystem. The focus will be on innovation, entrepreneurship, and start-ups. The Agency will reinforce know-how in Member States and Union regions. To achieve this, EUSPA will leverage various tools, including innovation competitions, public procurement, and initiatives such as CASSINI, Fundamental Elements, and Horizon Europe.

The Agency will rely on its team of dedicated professionals to implement the above, leveraging the Commission-EUSPA-ESA Joint Office to reinforce cooperation among key partners for entrusted tasks. By working closely with the Administrative Board members, EUSPA aims to maximise the benefits of space for citizens, businesses, and governments.

At EUSPA, we remain committed to making 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 System
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 Logistic
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	Galileo Secure Facility

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
IT	Italy
ITF	Information and Communication Technology & Facility Management and Logistics Department
KPI	Key Performance Indicators
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

Acronym	Definition
OSNMA	Open Service Navigation Message Authentication Service
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/EU-R	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

Acronym	Definition
SLA	Service Level Agreement
SME	Small and Medium Enterprises
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
SSSE	System, Service and Security Engineering
SST	Space Surveillance and Tracking
S-UE/EU-S	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

The European Union Space Programme regulation introduced an integrated Space Programme to provide secure space-related data, information and services without interruption, and to maximise the socioeconomic benefits, by fostering the development of an innovative and competitive European upstream and downstream sector.

The European Union Agency for the Space Programme's mission is to be the user-oriented operational Agency of the EU Space Programme, contributing to sustainable growth, security and safety of the European Union, by:

- Providing long-term, state-of-the-art safe and secure Galileo and EGNOS positioning, navigation and timing services, and cost-effective satellite communications services for GOVSATCOM, whilst ensuring service continuity and robustness.
- Communicating, promoting, and developing the market for data, information and services offered by the different components of the Union Space Programme.
- Providing space-based tools and services to enhance the safety of the Union and its Member States. In particular, to support PRS usage across the EU.
- Implementing and maintaining the security of the EU Space Programme components as per the Space regulation and assisting in and being the reference for the use of the secured services, enhancing the security of the Union and its Member States;
- Contributing to fostering a competitive European industry for Galileo, EGNOS, and GOVSATCOM, reinforcing the autonomy, including technological autonomy, of the Union and its Member States;
- Contributing to maximising the socio-economic benefits of the EU Space Programme by fostering the development of a competitive and innovative downstream industry for Galileo, EGNOS, and Copernicus, leveraging Horizon Europe, in particular CASSINI and also other EU funding mechanisms and innovative procurement mechanisms.
- Contributing to fostering the development of a wider European space ecosystem, with a particular focus on innovation, entrepreneurship and start-ups, and reinforcing know-how in Member States and Union regions;
- Providing support in the provision of SST services and responsible for the SST Front Desk service.

As the link between space and users, EUSPA's ambition is to become the reference point for all space-related needs in the EU. EUSPA brings all space stakeholders together, allowing them to leverage the synergies of the Space Programme's individual components to deliver the greatest possible benefits to European citizens and businesses. EUSPA plays a leading role in the EU Space Programme implementation.

It promotes space-based scientific and technical progress and supports the competitiveness and innovative capacity within the Union, with a particular focus on small and medium-sized enterprises (SMEs) and start-ups. Thus, the Agency contributes to supporting innovation-based growth in the European economy and contributing to the safety of EU citizens and the security of the Union and its Member States, while at the same time reinforcing the EU's strategic autonomy.

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 following¹:

1. Defining and approving security accreditation strategies;
2. Approval of satellite launches;
3. 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;
4. Authorisation to operate the ground stations;
5. 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 making 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.

¹ 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 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 FFPA 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 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 delivers 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 from the Galileo Security Monitoring Centre (GSMC). 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 Union Space Programme regulation (art. 34.5.c). The principle 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 civilian, professional, institutional and governmental users, collecting information on user needs, 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 further promotes the development of innovative EGNSS and Copernicus solutions and executes a wide range of strategic communication campaigns and raising awareness, to answer the needs of end-users and to become the main reference all over the world. The Agency also provides expertise to the European Commission for the preparation of the downstream space-related research priorities. The Agency is also ensuring the promotion of the Programme's Space Surveillance and Tracking (SST) Front Desk service.

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) in operational infrastructure. It is also noted that the Commission has decided to assign the contracting authority for the contract implementation phase from the Commission to EUSPA, without in anyway affecting interfaces with ESA already in place. Such an assignment became effective 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 (OS-NMA). 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 Commercial Authentication Service (CAS) 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 tomorrow 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 this continues with EUSPA, which will lead the transition to the next generation of the EGNOS infrastructure augmenting Galileo, with the support of ESA for its system development. The Agency will also develop 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.

Both Galileo and EGNOS comply with 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 Service Contracts, 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.

- **Space Situational Awareness (SSA):** The Agency is responsible for supporting the European Commission as far as project management, security and technical matters are concerned. That support, in complementarity with the tasks performed by the EUSST Partnership, includes the support to the Commission's responsibility with regards to SAB, and the provision of technical input to the Programme Committee configurations and sub-groups or expert groups, task forces, workshops, and stakeholder consultations. Furthermore, in case the general security requirement and the Risk & threat analysis confirm the necessity to identify a structure to monitor security and to follow the instructions of the Council, EUSPA will ensure corresponding security monitoring duties (SECMON), develop and deploy the necessary SECMON systems in complementarity with the infrastructure development and deployment performed by the EUSST Partnership, and ensure the deployment and operations of electronic means to exchange operational classified information in complementarity with the means deployed by the EUSST Partnership. Lastly, EUSPA monitors and reports about the quality of services for users and provides a help desk which provides the main support interface between SST users and the national operation centres: the SST Front Desk.
- **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's 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. The Agency will continue 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:
 1. 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;
 2. Support the management of security risks and the preparation of accreditation files, as necessary;
 3. Support the Commission for any other Copernicus system security activities, as necessary, to be agreed by the Parties.

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 or Production Organisation (DPO). To fulfil such role, the Agency will make arrangements with the European Union Agency for Aviation Safety (EASA), making sure that the EGNOS system is compliant to the requirements set out by the Regulation.

2 MULTI-ANNUAL PROGRAMMING 2026-2028

2.1 Multi-annual Objectives

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

	Strategic objective	Implementation
29.1 (a)	Ensure the security accreditation for Galileo, EGNOS, Copernicus, GOVSATCOM, SSA 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. ²
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 of the EU space services, with a view to collecting information on their needs. With respect to Copernicus, this will be done in close coordination with the Entrusted Entities and providing inputs to the Copernicus</p>

² 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>User Forum with special focus on other users and synergies with the other space components.</p> <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 and before their adoption.

The SAB standardized its activities focusing on the standardization of:

1. the Security Accreditation Strategies applicable to the different EU Space Programme components and to USC;
2. the accreditation conditions for the different accreditation milestones;
3. the security checks, in particular for what concerns the cyber activity.

Those security checks such as audits and cyber penetration tests provide to the SAB independent access to the reality of the security measures in place and therefore are 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,

On Galileo, the SAB issued at the end of 2016 the authorisation for the Programme to declare initial services of the Open Service and Public Regulated Service. Since then, the accreditation activities have continued focusing on the security of the evolving Galileo services, coupled with its operation and infrastructure evolution. The SAB issued several authorizations for launch from Kourou and entry into service of new 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. In 2024, the SAB approved:

4. Galileo Launches from Cape Canaveral after adaptation of the security procedures for launching from outside the European Union, taking advantage of the EU-US related security agreement;
5. new Galileo satellites entry into operation;
6. A major and successful Galileo ground segment migration.

During the years 2023 and 2024 the SAB security checks led Commission to define in coordination with the SAB specific treatment plans to:

7. consolidate the interface between the Galileo programme and the PRS user segment;
8. improve cybersecurity;

9. support an operational CD 698.

The SAB involvement in the Galileo Second Generation started in 2023 with its activity on the General Security Requirements and its involvement within the G2G IOV Preliminary Design Review. On EGNOS, the SAB prepared its accreditation decisions on EGNOS v2. The SAB and EASA signed a cooperation agreement to coordinate certification and accreditation activities. The SAB audited EGNOS v3 at architectural level during the years 2023-2024.

On GOVSATCOM, the SAB started the preparation of the decision of system and Initial Service accreditation during the year 2024.

On Copernicus and SST, the accreditation activities have progressively increased as of 2025.

On USC, the Security Accreditation Strategy defined and approved by the SAB has been used by the European Commission during the tendering process. 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:

1. 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.
2. 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.
3. Security assurance activities: The Agency's Security Accreditation Department activities include:
 4. Preparation of advice to the General Security Requirements
 5. 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
 6. Participation on systems, services and operations 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.
 7. 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.
 8. 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.
 9. 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 2028

	Activity	Strategic Objective	Performance Indicator (PI)	Year ³	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. • 	2026-2028	Space Programme Regulation (SPR): <ul style="list-style-type: none"> • Article 37 • Article 38 • Article 39 • Article 41.1 • Article 41.4-5 • Article 72.2 • Article 80 • Article 82.3 • Article 83.1 • Article 84.2 • 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. 	2026-2028	
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 	2026-2028	Union Secure Connectivity Regulation (USC): <ul style="list-style-type: none"> • Article 27.1 • Article 30.2 • Article 33
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. 	2026-2028	

³ 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 ³	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. 		<ul style="list-style-type: none"> Article 34 Article 36
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. 	2026 – 2028	
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. 	2026 – 2028	

	Activity	Strategic Objective	Performance Indicator (PI)	Year ³	Link to legal basis and policies
		technical expertise in support of the panel and of the expert groups.			
7	Assurance for keys	<p>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.</p>	<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. 	2026 – 2028	

2.2.1.2 Operational security of EGNSS components

The Union 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.

2.2.1.2.1 Tasks until 2028

	Activity	Strategic Objective	Performance Indicator (PI)	Year ⁴	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. • Establishing 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. 	2026-2028	Space Programme Regulation (SPR): 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 	2026-2028	

⁴ 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 ⁴	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 2026-2028 period, EUSPA will continuously improve the implementation of the Agency missions mentioned here, in line with the Programme objectives for PRS IOC and 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 2021/698/CFSP 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 2021/698/CFSP instructions: ensure the implementation of Council Decision 2021/698/CFSP instructions coming from the Council or the High Representative. The GSMC is the single-entry point at 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 2021/698/CFSP. 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 flow 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 2026 and 2028, 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 to 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, to 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.

2.2.1.3.1 Tasks until 2028

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:

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

	Activity	Strategic Objective	Performance Indicator (PI)	Year ⁵	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. 	2026-2028	<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 	2026-2028	

⁵ 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 ⁵	Link to legal basis and policies
			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> <p>Provide Cyber expertise and lessons learned gained on Galileo to the other components of the Union Space programme.</p>	2026 – 2028	
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. 	2026 – 2028	
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. 	2026 – 2028	
C2	Crisis management /	Be ready for specific operations in case of a crisis affecting the Galileo system, including	Support provided to resolve crisis affecting the EU or the Galileo and EGNOS systems.	2026 – 2028	

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	Activity	Strategic Objective	Performance Indicator (PI)	Year ⁵	Link to legal basis and policies
	Security management (Core Process)	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, establishing the space programme of the Union and the European Union Agency for the Space Programme.

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:

1. Designation as a Competent PRS Authority for the Council, the European Commission and the EEAS (Article 5(1)-b).
2. Designation as a Competent PRS Authority for EU Agencies and international organisations (Article 5(1)-c).
3. Being requested to provide CPAs with the technical assistance needed to perform the task entrusted to it (Article 5(9)).
4. Support 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 more 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 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 to CPAs already materialised in 2024 and it is expected to increase in the next years.

It should be noted that these activities, when materialising, will entail additional human resources.

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 (1b) 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.

2.2.1.4.1 Tasks until 2028

Some of the tasks described below are subject to a formal request from the Commission. At the time of writing, the Commission has not requested the Agency to provide support on such activities.

	Activity	Strategic Objective	Performance Indicator (PI)	Year ⁶	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. 	2026 – 2028	<ol style="list-style-type: none"> Space Programme Regulation Art. 34.5(c) Decision 1104/2011/EU Specific Arrangement concluded between the Commission and the GSA pursuant to Article 14(c) of Decision 1104/2011/EU
2	PRS Article 14 implementation	Management of PRS information, all movements of PRS equipment and the associated cryptographic keys, and security breaches observed in relation to the Specific Arrangement concluded between the Commission	<ul style="list-style-type: none"> Report sent to the Commission within one month after the end of the reporting quarter, every quarter. 	2026 – 2028	Specific Arrangement concluded between the Commission and the Agency pursuant to Article 14(c) of Decision 1104/2011/EU

⁶ 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 ⁶	Link to legal basis and policies
		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 therein specified (when requested). 	2026 – 2028	Decision 1104/2011/EU
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. 	2026 – 2028	Decision 1104/2011/EU
5	Support to the European Commission	Assist the European Commission in carrying out audits or Inspections to 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 to CPAs 	2026 – 2028	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 utilization 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 and budget, as in the following detailed description and related KPIs.

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

In line with EUSPA extended 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 Security and Surveillance .

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

4. **Market and user knowledge:** by monitoring the EGNSS, Copernicus, GOVSATCOM and SSA (and in particular 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.
5. **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.
6. **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, in particular SST. This ensures that targeted stakeholders recognize 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 monitor the user needs in all segments, with the objective to detect emerging trends, promoting further Copernicus data and services as well as driving the design of suitable Secure Satellite Communication (SATCOM) services, enhancing existing applications 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 keep supporting the European Commission and the relevant Competent GOVSATCOM Authorities in building the user base and promote

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

Important priorities will be to continue fostering the 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 addition, new services for long term markets as the rail, maritime, drone and timing monitoring services will be further developed 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, 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 to 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 for the EGNSS domain and with EU Space governmental users in general, with the scope to build synergies.

2.2.1.5.1 Tasks until 2028

	Activity	Strategic Objective	Performance Indicator (PI)	Year ⁷	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 	2026 – 2028	Space Programme Regulation 7. Article 6, 1 (a) 8. Article 29 1 (c, d, e) 9. Article 44 (c, f) 10. 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 	2026 – 2028	
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 and provide inputs related to other users for Copernicus. 	<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) 	2026 – 2028	11. Article 6, 1 12. Article 29 1 (c, d, e) 13. Article 44 (c, f) 14. Article 49 (d)

⁷ 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 ⁷	Link to legal basis and policies
		<ul style="list-style-type: none"> • Create Reports of User Needs and Requirements for different market segments, describing Copernicus other users' needs. • Create EGNSS user support improvement plan based on feedback from downstream user sectors and their value chains. • Monitor user satisfaction of EGNSS services and performance. 			
3	<p>Market development by user 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>	<ul style="list-style-type: none"> • Identify needs and opportunities for services and applications. Actions to be undertaken are: • Management of user fora and consultation platforms on user needs per segment. <p>Support standardisation and certification activities.</p> <ul style="list-style-type: none"> • Maximise market uptake of EGNSS and Copernicus by value chain and its availability to users designing and implementing market uptake synergies by segment 	<ul style="list-style-type: none"> • Measure level of YoY market growth per market (User fora numbers, projects number etc) • Measure EGNSS and Copernicus implementation and their use in applications per market segment (e.g. the number of approach procedures in aviation). 	<p>2026 – 2028</p> <p>2026 – 2028</p>	<p>15. Article 6, 1 16. Article 29, 1 (c, d, e) 17. Article 49 (d)</p>

	Activity	Strategic Objective	Performance Indicator (PI)	Year ⁷	Link to legal basis and policies
	Space, Security and Surveillance)				
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"> a) Participate exhibitions and organise targeted events b) Create and disseminate high quality, tailored content. c) Manage active, internet-based communications via websites, social media, newsletters, etc. d) Production and targeted distribution of informative, timely and relevant print, video and multi-media materials. e) Seize opportunities for organising effective, tailored public, media and stakeholder relations activities. 	<ul style="list-style-type: none"> • % agreed increasing level of YoY awareness (Satisfaction/ feedback/ awareness surveys; media & electronically - articles, comments, shares, hits, tweets, likes etc...) 	2026 – 2028	18. 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 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

An extract of the annual working plans concerning Research & Innovation 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.

2.2.2.5 User Uptake Activities

An extract of the annual working plans concerning User Uptake 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.

2.2.2.6 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.

2.3 Human and Financial Resource Outlook (2026-2028)

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 (2026-2028)

2.3.2.1 Financial Resources

The overall commitment appropriations for the year 2026 are expected to be 85 934 223 EUR. This amount consists of the EU contribution in the amount 83 766 967 EUR and the European Free Trade Agreement (EFTA) estimate for 2026: 2 167 256 EUR.

The maximum ceiling for the EU contribution in 2027 is 84 316 504 EUR. EU contribution for the year 2028 is not yet known, it is estimated at the level of 2027 increased by 2%: 86 002 834 EUR.

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 (91,8 %, 114,2 %, 92,3 %, and 111,4 % respectively in force as of July 2024). 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. Nevertheless, the Agency continues its efforts in employer branding and promotion of EUSPA visibility which require corresponding funds.

Mission costs will remain stable in 2026. The videoconferencing 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 2026. During 2025 the Agency expects to cooperate closely with the Czech Republic which 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 a number of separate 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 4 010 000 EUR per year for this period.

The SAB budget of 1 500 000 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.

For the operation of the GSMC, operational support contracts will be required for an estimated amount of 1 670 569 EUR. These support contracts will be crucial to ensuring the operational, technical and security activities supporting GSMC services for the GSMC core and back-up sites. In more specific terms, the contracts will be necessary to support the GSMC operations and related engineering activities.

Undertaking the operational security task for Galileo and EGNOS as defined in Art 30 & 34(2) of the EU Space Programme Regulation will require a budget of EUR 8 298 376.

Further, limited additional budgets will also be required for EUSPA's other core tasks during the period 2026, including for security accreditation of all components of the programme and Copernicus market development and communications.

2.3.2.2 Human Resources

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

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 2024, the Agency concluded the year with 268 Temporary Agent posts filled (including 5 offered posts), which translates into 98,17 % 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.

The Agency provides relevant learning and development activities to staff and will continue to make strong use of the corporate learning management system of the Commission which strengthens the cost-efficient approach in relation to developmental activities. Specific training activities with regard to the key transversal areas of the Agency, i.e. (cyber) security, will continue to be provided as well.

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, the EUSPA continues to implement actions stemming from the adopted Diversity and Inclusion Strategy.

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 planned 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 automatization 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 a Document Management System, and the use of a paperless financial validation tool.
- 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 a number of 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 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 2026

This section is the equivalent of a financing decision in accordance with Article 68 of the Financial Regulation⁸. Further, article 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 2026 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 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 EGNOS Maritime Service and Galileo differentiators, such as HAS and OS-NMA, and preparing for the upcoming ones such as the Emergency Warning Service, 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 2026, 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).

⁸ 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.

The objectives below detail the activities described in section 2.02.01.02 as expected in 2026

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	<p>SAB management</p> <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. <p>SAB and Panel secretariat activities</p> <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	<table border="1"> <thead> <tr> <th>Result 2024</th> <th>Target 2026</th> <th>Means & frequency of verification</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Result 2024	Target 2026	Means & frequency of verification			
Result 2024	Target 2026	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	5	4	Report on leading deadlines as per SAB RoP, quarterly
Successful organisation of Panel meetings in compliance with the Panel ToR	5	4	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	<p>Statements on:</p> <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 2024	Target 2026	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 • Organize 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 2024	Target 2026	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:

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

- 3) Recommendation notes to Panel
- 4) 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	<p>Supervise the management of the Programme flight keys</p> <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 <p>Security Assurance on PRS keys of Galileo</p> <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 2024	Target 2026	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 2026-2028.

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 2024	Target 2026	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	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:

- 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

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 2024	Target 2026	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 2024	Target 2026	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	100% (only SSRS)	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:

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

Annual Objective 4	EGNOS 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, 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 2024	Target 2026	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	3 per year in the initial phase then 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)

3.2.3 Operation of the Galileo Security Monitoring Centre

3.2.3.1 Overview of the Activity

In 2026, 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 and the P3.1.1/SECMON 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	<p>Operations, expertise and analysis:</p> <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 2024	Target 2026	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' prerogatives in the area of national security.

3.2.4 Public Regulated Service (PRS) Activities

3.2.4.1 Overview of the Activity

The activities entrusted to 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 Article 14(c) of Decision 1104/2011/EU. This includes the implementation and maintenance of all tasks the Agency is required to perform⁹ (e.g. handling of PRS information and PRS items, 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 Article 5 of the PRS decision¹⁰.
- 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).

3.2.4.2 Objectives, Indicators, Expected Outcomes and Outputs

Annual Objective 1	Implement the arrangement defining the conditions under which, pursuant to Article 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 Article 34.5(c) Decision 1104/2011/EU Art.14(c)
Implemented by	Security Authority
Expected Results	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 Ensuring that those activities requiring the handling of PRS items and PRS information are performed in compliance with Article 14(c) arrangement Reviewing the Article 14(c) arrangement (if required) Preparing Article 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
Status	This objective continues from the previous years.

⁹ 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.

¹⁰ The cost of functioning is not part of the Agency's expenses.

	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.		
Indicators	Result 2024	Target 2026	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 ¹¹ :4% NC:0%	Audit reports; Agency quarterly review

Outputs relating to the multi-annual work programme objectives:

- Quarterly Article 14 implementation report sent to the Commission

¹¹ The residual partial compliance is mainly due to dependencies from actors external to the Agency.

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 authorization criteria. In the years 2026-2028 this activity is expected to become a recurrent task extended to full CMS compliance.		
Indicators	Result 2024	Target 2026	Means & frequency of verification
Audit and inspections implementation	N/A as this was not an objective in 2024.	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

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 EGNOS Maritime Service and Galileo differentiators, such as HAS and OS-NMA, and preparing for the upcoming ones such as the Emergency Warning Service, taking also into account the G2G evolution. The Agency will continue to foster the market uptake of Copernicus and Secure Satellite Communication (SATCOM) in the different market segments.

In 2026, the Agency will continue the work of market development of Copernicus business and commercial users, focusing on most promising segments such as finance and insurance, energy, tourism and cultural heritage.

In 2026, the work of the Agency shall leverage upon the deployment of the GOVSATCOM Hub tailored around the user needs, assisting the Competent GOVSATCOM Authorities and their end-users in the effective use of the GOVSATCOM Hub services. The activities will leverage the Initial Services capabilities, as well as pave the way for the GOVSATCOM Hub Full Operational Capability and preparing the ground for the Secure Connectivity.

Moreover, the Agency, acting as interface to user's 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 need 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, dedicates capacity building and support,

The main activities are:

- I. In every vertical market segment and across all the concerned programme components:
 - a. 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;
 - b. 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, the Space Data Economy Strategy, and the new "Vision for the European Space Economy".
- II. Transversal to the market segments:
 - I. Continue to provide market and technology monitoring, including socio-economic benefits and cost-benefit analysis, as the main tools for making strategic decisions;
 - II. In cooperation with the European Commission, manage the User Consultation Platform transversal to different space programme components and market specific user consultation groups;
 - III. Monitor user satisfaction with the EU Space Programme components;
 - IV. 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;

- V. Leverage the GSC, which is managed through delegated budget, as a key every-day user interface;
- VI. Provision of 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.
- VII. Provision of 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:

- VIII. Creating editorial content (PR, stories, social media posts, and ad hoc content)
- IX. Developing visual and multimedia content (graphics, photos, animations, videos)
- X. Managing and maintaining websites and overseeing social media platforms
- XI. Coordination of various events
- XII. 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: 1) Article 6, 1 2) Article 29 1 (c, d, e) 3) Article 44 (c, f) 4) 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 2024	Target 2026	Means & frequency of verification
1) Validation 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 and GOVSATCOM User Satisfaction survey outcome. For GOVSATCOM in coordination with CGAs	> 83% satisfaction on Galileo	> 50% of respondents "satisfied" or "very satisfied" on Galileo	Annual report on survey; yearly review

		>85.5% satisfaction on EGNOS	>50% of respondents "satisfied" or "very satisfied" on EGNOS	
		GOVSATCOM N/A	Preliminary Survey available for GOVSATCOM	
3)	Number of receiver models of implementing Galileo differentiators in receivers e.g. HAS and OSNMA and Return Link	41	50	Regular monitoring; yearly review
4)	Number of start-ups and SMEs supported in business and market development	320	500	Regular monitoring; quarterly review

Outputs relating to the multi-annual work programme objectives:

- 1) EU Space Market Report published in 2026
- 2) Results of EGNOS, Galileo 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
- Security & Surveillance
- 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: 5) Article 6, 1 6) Article 29 1 (c, d, e) 7) Article 44 (c, f) 8) Article 49 (d)
Implemented by	Market, Downstream and Innovation
Expected Results	1) Penetration of EGNOS/Galileo in receiver models for in Mobility sector ¹² 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 2024	Target 2026	Means & frequency of verification
1) Penetration of EGNOS and Galileo in Mobility sector ¹³	27% EU aircraft & helicopter fleet equipped with EGNOS/LPV avionics	30% EU aircraft & helicopter fleet equipped with EGNOS/LPV avionics	Technology monitoring process; yearly review
	44% of maritime receiver models with Galileo	50% of maritime receiver models with Galileo	
	Maritime user terminal models implementing ESMAS N/A	1 maritime user terminal model implementing ESMAS	
	77% of receiver models support Galileo in Drones	78% of receiver models support Galileo in Drones	
	30% of Rail vehicles	35% of Rail vehicles equipped	

¹² Analysis based on internal Agency Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.

¹³ Analysis provided for relevant components

	equipped with EGNSS enabled receivers	with EGNSS enabled receivers	
2) Number of new EO and Secure Satcom applications exploring emerging user requirements	13	18	Regular monitoring; yearly review
3) Number of new use cases for which Copernicus value added was analysed and demonstrated	2	4	Regular monitoring; quarterly review

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: 9) Article 6, 1 10) Article 29 1 (c, d, e) 11) Article 44 (c, f) 12) Article 49 (d)
Implemented by	Market, Downstream and Innovation
Expected Results	1) Penetration of Galileo in receiver models for Environment and Consumer ¹⁴ 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 2024	Target 2026	Means & frequency of verification
1) Penetration of Galileo in Environment and Consumer ¹⁵	77% of receiver models support Galileo in Consumer solutions	78% of receiver models support Galileo in Consumer solutions	Technology monitoring process; yearly review

¹⁴ Analysis based on internal Agency Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5.

¹⁵ Analysis provided for relevant component

	17% of receiver models support Dual Frequency in Consumer Solution	20% of receiver models support Dual Frequency in Consumer Solution	
2) Number of new EO and Secure Satcom applications exploring emerging user requirements	17	20	Regular monitoring; yearly review
3) Number of new use cases for which Copernicus and Secure Satcom value added was analysed and demonstrated	20	28	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: 13) Article 6, 1 14) Article 29 1 (c, d, e) 15) Article 44 (c, f) 16) Article 49 (d)
Implemented by	Market, Downstream and Innovation
Expected Results	1) Penetration of Galileo (non-PRS) in receiver models for in Governmental ¹⁶

¹⁶ Analysis based on internal Agency Technology Monitoring Process and the GNSS Users Technology Report issue 2 and related assumptions included in Annex 5

	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 2024	Target 2026	Means & frequency of verification
A. Penetration of EGNOS and Galileo in Governmental ¹⁷	38% of EGNOS receiver models in Infrastructure 49% of Galileo receiver models in Infrastructure 23% of Galileo receiver models in Emergency management	40% of EGNOS receiver models in Infrastructure 52 % of Galileo receiver models in Infrastructure 25% of Galileo receiver models in Emergency management	Technology monitoring process; yearly review
B. Number of new EO, GNSS and/or Secure Satcom applications exploring emerging user requirements	16	20	Regular monitoring; yearly review
C. Number of new use cases for which EO, GNSS and/or Secure Satcom value added was analysed and demonstrated	1	4	Regular monitoring; yearly review

Outputs relating to the multi-annual work programme objectives:

- Report on Galileo penetration in Governmental receivers
- Report on user needs and requirements
- 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

¹⁷ Analysis provided for relevant components

Expected Results	<p>Communication activities to increase awareness related to EGNOS and Galileo services, Copernicus data, GOVSATCOM, SSA (in particular SST) and applications for research and development comprise 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
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Status	This objective continues from the previous year
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Indicators	Result 2024	Target 2026	Means & frequency of verification
YoY (Year on Year) increase of followers in LinkedIn EUSPA accounts	40 000	+10%	Means: aggregated increase based on statistics for LinkedIn Frequency: quarterly
Production and distribution of news and social media campaigns related to services, applications and R&D communications on Galileo, EGNOS, Copernicus, GOVSATCOM and SSA/SST	80	80	Means: aggregated traffic volume and statistics Frequency: quarterly

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, contracts, finance and budget, human resources management, IT, Facility Management and logistics, control, communication 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	Financial Regulation		
Implemented by	Procurement planning instrument Procurement Manual implementation Legal and procurement quality processes.		
Indicators	Result 2024	Target 2026	Means & frequency of verification
Procurement and contract award: 100% of contracts in place and on time	TBC	95% compliance	ED quarterly review. Weekly coordination meeting between LEG, FIN and PMQ
Outputs:			
<ul style="list-style-type: none"> Executive Director 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, 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"> Core operational services Managing talent Supporting a high-performance organisation Other management responsibilities: 		

- 1. Support to Corporate Risk Management implementing and enforcing the application of the Risk Management process
- 2. Development and tracking of Performance Indicators
- 3. Support to QM/ IMS and audit programmes (IAS, IAC, Internal)
- 4. Support to Continual Improvement and Lessons Learned
- 5. Ensure the compliance to data protection internal policies and applicable public regulations
- Attendance/ Support to various Working Groups and Boards:
 - a. Inter-Agency meetings
 - b. Complaints Committee
 - c. Disciplinary Board
 - d. EUSPA Reviews
 - e. Biweekly Administration meetings
 - f. ICM and ExCOM
 - g. Sites managers monthly meetings

Indicators	Result 2024	Target 2026	Means & frequency of verification
Establishment plan (% execution)	98,17	95%	Regular recording and monitoring; EUSPA quarterly review
Turnover rate	3,9	<10%	Regular recording and calculation; EUSPA annual review
Average rating of quality of training	8.5	>6.5	Regular recording and calculation; EUSPA quarterly review

Outputs:

- HR policies, procedures, instruction
- AB related documentation (decisions etc.)
- ED related documentation (decisions etc.)
- Legal documents (contracts of employments)
- 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 2024	Target 2026	Means & frequency of verification
Commitment rate and rate of payment within prescribed time limits	100% commitment rate; 97,4% payments within time limits	95%	End of year financial results; EUSPA quarterly review

Outputs:

- 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 Logistic (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 asset and inventory management • Address obsolescence and renewals making the building at GSMC FR ready and resilient to support program system components and personnel. 		
Indicators	Result 2024	Target 2026	Means & frequency of verification
Corporate IT Systems availability	99,73 % (no exception for planned IT systems unavailability was considered)	99,8 % IT systems availability (planned unavailability of corporate IT systems is not considered as IS unavailability)	EUSPA quarterly review
Projects with budget, scope, schedule respected	OK (Projects finished within budget, on schedule and delivering at least 80% of requirements: 63%)	Projects finished within budget, on schedule and delivering at least 80% of requirements: at least 60% of closed projects	EUSPA quarterly review
Availability of facilities in HQ, GSMC FR and ES supporting the GAL operational chain systems (% in days)	100%	HQ: 100% GSMC-FR 99.8% for operational systems functions, 99.5% for security.	Hard data from ticketing tool EUSPA quarterly review
Renewal of GSMC-FR building 123	Statement of Work for renewal of security systems agreed with FR MOD "Simple and limited" renewal works have been identified (those could be launched a work-orders or a study identified (painting, floors, and similar)	Security systems renewed and cyber compliant. "Simple" renewals competed. Building Management System renewed and cyber compliant. Other renewals (Electricity/HVAC,	EUSPA quarterly review

	Statement of Work for a technical/financial study for complex renewals was ready in Q3, agreed with FR MOD in Q4.	Fire/Faraday, etc.) following the study. ¹⁸	
GSMC-FR: Retender of core facility management services contracts for both buildings.		Issue tender for Facility Management Services (taking over from FR MOD contract management)	

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.		
Indicators	Result 2024	Target 2026	Means & frequency of verification
Successful ISO9001:2015 certification renewal	Successful	Successful	External Quality Audit (Annual – including Re-Certification in 2026)
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

Outputs:

- Annual Internal Quality Audit Final Reports for 2024-26
- ISO 9001:2015 renewed certificate in 2026
- EU internal audit reports released (IAS, IAC, external auditors (CA-FFPA)
- Internal Control Framework (Standards) Report
- Anti-Fraud Strategy Implementation Report

¹⁸ 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 program IT and operational rooms, and supporting assets (electrical / HVAC resilience)

- Up to date Corporate Risk and Opportunities Register

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 the EUSP 2. Consolidate and strengthen relationships with key European players in the space sector, key GNSS user communities, Copernicus, GOVSATCOM and SSA 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 2024	Target 2026	Means & frequency of verification
YoY (Year on Year) increase of followers in LinkedIn EUSPA accounts	40 000	+10%	Means: aggregated increase based on statistics for LinkedIn Frequency: quarterly
Production and distribution of news 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 EUCL 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 2024	Target 2026	Means & frequency of verification
Number of recorded major security breaches of EUSPA Security Rules	N/A	0	Regular auditing of registries (CDR, COMSEC), checks and audits of existing procedures

(equivalent to Commission
Decisions 2015/444 and 2015/443)

Annual ad-hoc external inspections
and audits reports; EUSPA quarterly
review
Security incidents reports

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

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 Situation 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

An extract of the annual working plans relevant to Research & Innovation 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 Agreements.

3.3.5 User Uptake Activities

An extract of the annual working plans relevant to User Uptake 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 Agreements.

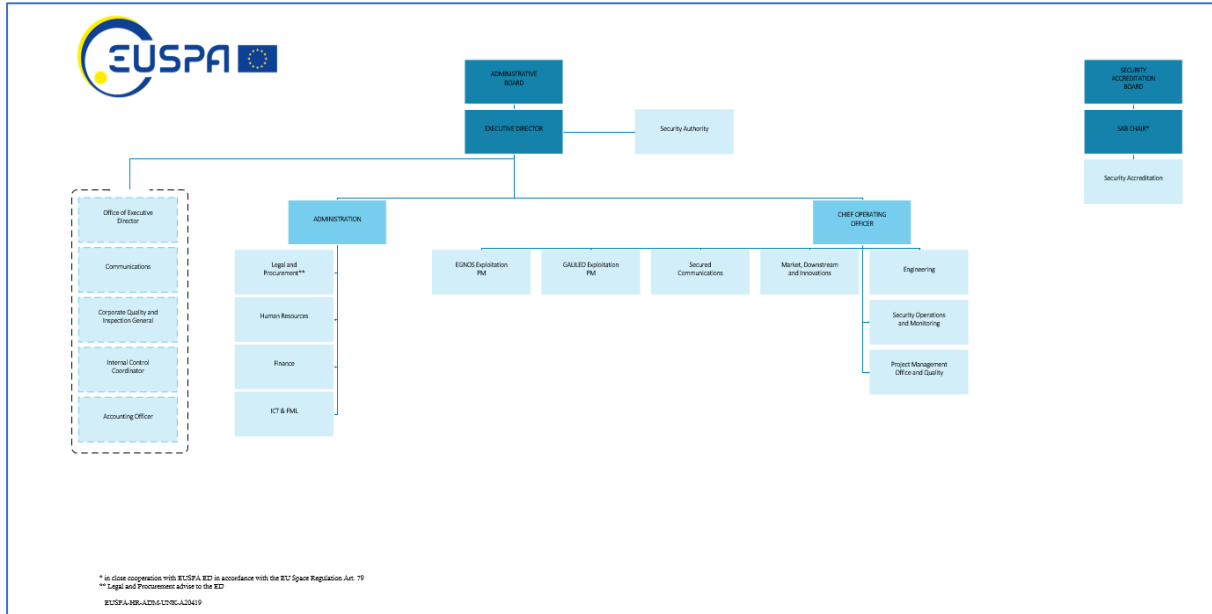
3.3.6 Copernicus Activities (Security)

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 2025

The Agency organisation, presented below, is currently in place as decided by the Admin Board in March 2023.



	Department	CA	TA	SNE
Corporate & Transversal Services	Executive Director & ED Office	1	5	3
	Communications		5	1
	Internal Control Coordinator		1	
	Corporate Quality and Inspection General		4	1
	Security Authority	14	18	
Operations	COO (Operations & SST)	1	7	
	EGNOS Exploitation PM		10	
	Engineering		45	1
	Galileo Exploitation PM		25	1
	Market Downstream and Innovation		23	1
	Project Management Office and Quality	1	17	
	Secured Communications PM		4	
	Security Operations and Monitoring	13	21	1
Administration	Administration		2	
	Human Resources	2	12	1
	ICT & F&M	4	16	1
	Legal & Procurement		17	
	Finance	1	13	
	Security Accreditation	1	16	1
	Total	38	261	12

The table above reflects the posts filled (staff in-house) - situation at October 2024.

Annex II Resource Allocation Per Activity (2026 – 2028)¹⁹

Activity	2026	2027	2028
EGNSS Exploitation			
TA	106	106	106
CA, SNE	2.5	1.5	1.5
Total	108.5	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 Frontdesk			
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	13	15	15
Total	28	30	30
Security Accreditation tasks²⁰ *			
TA	15.2	15.2	15.2
CA, SNE	11.4	11.4	11.4
Total	26.6	26.6	26.6

¹⁹ 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 completed through draft budget 2026 and 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 2026-2028 before adoption foreseen in October 2025.

²⁰ It is noted that on top of the 26.6 FTE, 2 TA positions in 2023 from Secure Connectivity resourcing are already provided for Security Accreditation tasks. It is further noted that so far not a sufficient number of SNEs with an adequate profile for security accreditation tasks has been available. As a consequence, in July 2024 there were a total of only 1 SNEs undertaking Security Accreditation tasks out of the 9 SNE positions allocated to those activities in 2024 from the EU Space Programme Regulation resourcing. It is noted that in order to prioritise the resourcing of security accreditation activities, the Agency published a separate SNE call for Security Accreditation and also provides SNE profiles first to the SAB Chair when they are proposed by the Member States, before considering their allocation to non-security accreditation areas of Agency work.

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

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			
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	13.1	12.1	12.1
Total	57.3	56.3	56.3
Total TA	283	283	283
Total CA, SNE	69	69	69
Total	352	352	352

Annex III Financial Resources 2026 – 2028²¹

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 amounts are based on 2027 figures including expected inflation.

Table 1 – EXPENDITURE

	2025		2026	
	Commitment Appropriations	Payment Appropriations	Commitment Appropriations	Payment Appropriations
Title 1	50 706 825	50 706 825	52 030 768	52 030 768
Title 2	16 539 255	16 539 255	18 424 510	18 424 510
Title 3	15 357 945	15 357 945	15 478 945	15 478 945
Total	82 604 025	82 604 025	85 934 223	85 934 223

Commitment Appropriations

	Executed Budget 2024	Budget 2025	Draft Budget 2026 (Agency Request)	Draft Budget 2026 (Budget Forecast)	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Title 1 – Staff Expenditure							
11 - Salaries and Allowances	42 710 905	47 830 000	49 144 158		3%	45 011 301	45 911 527

²¹ 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 completed through draft budget 2026 and 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 2026-2028 before adoption foreseen in October 2025.

	Executed Budget 2024	Budget 2025	Draft Budget 2026 (Agency Request)	Draft Budget 2026 (Budget Forecast)	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Of which establishment plan posts							
Of which external personnel							
12 Expenditure relating to Staff Recruitment	100 000	85 000	85 000		0%	70 000	71 400
1210 Medical Expenses	110 046	100 625	110 000		9%	150 000	153 000
1300 Missions	1 330 000	1 300 000	1 300 000		0%	1 300 000	1 326 000
14 Training	695 000	675 000	675 000		0%	602 000	614 040
1500 Social Welfare	345 000	365 700	366 110		0%	365 000	372 300
16 External Services	571 352	350 000	350 000		0%	318 000	324 360
17 Receptions and events	233	500	500		0%	2 000	2 040
Title 2 – Infrastructure and operating expenditure							
20 Rental of buildings and associated costs	6 221 086	6 280 926	6 267 414		0%	8 351 466	8 518 495
21 Information and communication technology	11 148 269	6 420 651	8 076 928		26%	8 868 548	9 045 919
22 Movable property and associated costs	151 706	169 000	460 000		172%	55 000	56 100
23 Current administrative expenditure	3 495 622	3 065 678	3 012 168		-2%	2 829 576	2 886 168
24 Postage / Telecommunications	105 037	135 000	135 000		0%	120 000	122 400

	Executed Budget 2024	Budget 2025	Draft Budget 2026 (Agency Request)	Draft Budget 2026 (Budget Forecast)	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
25 Meeting Expenses	20 232	85 000	90 000		6%	115 000	117 300
26 Running costs in connection with operational activities	300 657	383 000	383 000		0%	330 000	336 600
27 Information and publishing							
28 Studies							
Title 3 – Operational Expenditure							
Operational Expenditure							
3100 Expenditure on Studies	14 160 377	13 857 945	13 978 945		1%	16 547 316	16 878 262
3300 SAB expenditure	644 869	1 500 000	1 500 000		0%	1 600 000	1 632 000
Total Expenditure	82 110 390	82 604 025	85 934 223		4%	86 635 207	88 367 911

Payment Appropriations

	Executed Budget 2024	Budget 2025	Draft Budget 2026 (Agency Request)	Draft Budget 2026 (Budget Forecast)	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Title 1 – Staff Expenditure							
11 - Salaries and Allowances	42 710 905	47 830 000	49 144 158		3%	45 011 301	45 911 527
Of which establishment plan posts							

	Executed Budget 2024	Budget 2025	Draft Budget 2026 (Agency Request)	Draft Budget 2026 (Budget Forecast)	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
Of which external personnel							
12 Expenditure relating to Staff Recruitment	100 000	85 000	85 000		0%	70 000	71 400
121 Medical Expenses	110 046	100 625	110 000		9%	150 000	153 000
13 Missions	1 330 000	1 300 000	1 300 000		0%	1 300 000	1 326 000
14 Training	695 000	675 000	675 000		0%	602 000	614 040
15 Social Measures	345 000	365 700	366 110		0%	365 000	372 300
16 External Services	571 352	350 000	350 000		0%	318 000	324 360
17 Receptions and events	233	500	500		0%	2 000	2 040
Title 2 – Infrastructure and operating expenditure							
20 Rental of buildings and associated costs	6 221 086	6 280 926,00	6 267 414		0%	8 351 466	8 518 495
21 Information and communication technology	11 148 269	6 420 651,00	8 076 928		26%	8 868 548	9 045 919
22 Movable property and associated costs	151 706	169 000	460 000		172%	55 000	56 100
23 Current administrative expenditure	3 495 622	3 065 678	3 012 168		-2%	2 829 576	2 886 168
24 Postage / Telecommunications	105 037	135 000	135 000		0%	120 000	122 400
25 Meeting Expenses	20 232	85 000	90 000		6%	115 000	117 300

	Executed Budget 2024	Budget 2025	Draft Budget 2026 (Agency Request)	Draft Budget 2026 (Budget Forecast)	VAR 2026/2025	Envisaged in 2027	Envisaged in 2028
26 Running costs in connection with operational activities	300 657	383 000	383 000		0%	330 000	336 600
27 Information and publishing							
28 Studies							
Title 3 – Operational Expenditure							
Operational Expenditure							
3100 Expenditure on studies	17 845 671	13 857 945	13 978 945		17%	16 547 316	16 878 262
3300 SAB expenditure	259 575	1 500 000	1 500 000		0%	1 600 000	1 632 000
Total Expenditure	85 410 390	82 604 025	85 934 223		4%	86 635 207	88 367 911

Table 2 – REVENUE

Revenues	2025	2026
	Revenues estimated by the agency	Budget Forecast
EU contribution	80 408 748	83 766 967
Other revenue	2 195 277	2 167 256
Total revenue	82 604 025	85 934 223

Revenues	2024 Executed Budget	2025 Revenues estimated by the agency	2026 Budget as requested by the agency	2026 Budget Forecast	VAR 2026 /2025	Envisaged 2027	Envisaged 2028
1 Revenue from Fees and Charges							
2. EU Contribution	82 632 788	80 408 748	83 766 967		4%	84 316 504	86 002 834
Of Which Administrative (Title 1 And Title 2)	67 305 144	67 246 080	70 455 278		5%	68 487 891	69 857 649
Of Which Operational (Title 3)	15 169 024	12 582 169	12 900 737		3%	18 147 316	18 510 262
f Which Assigned Revenues Deriving from Previous Years' Surpluses	158 620	580 499	410 952		-29%		
3 Third Countries Contribution (Incl. EFTA and Candidate Countries)	2 777 602	2 195 277	2 167 256		-1%	2 318 703	2 365 077
Of Which EFTA	2 777 602	2 195 277	2 167 256		-1%	2 318 703	2 365 077
Of Which Candidate Countries							
4 Other Contributions	889 031 169	1 807 450 929	1 644 481 195		-9%	1 214 564 866	688 945 295
Additional EU funding stemming from Grants (FFR Art.7)							
Additional EU funding stemming from Contribution agreements (FFR Art.7)	889 031 169	1 807 450 929	1 644 481 195		-9%	1 214 564 866	688 945 295
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	974 441 559	1 890 054 954	1 730 415 418		-8%	1 301 200 073	777 313 206

Table 3 – Budget outturn and cancellation of appropriations

Budget Outturn	2023	2024	2025
Revenue actually received	1 482 094 413,70	1 341 793 645,89	Not yet available
Payments made	- 1 520 630 538,37	- 956 479 633,28	Not yet available
Carry-over of appropriations	- 831 161 776,03	- 1 201 871 687,50	Not yet available
Cancellation of appropriations carried over	425 069,56	190 323,02	Not yet available
Adjustment for carry-over of assigned revenue appropriations from previous year	869 697 900,70	816 557 674,89	Not yet available
Exchange rate differences	155 429,30	220 629,46	Not yet available
Adjustment for negative balance from previous year			Not yet available
Total:	580 498,86	410 952,48	Not yet available

Annex IV Human Resources - Quantitative²²

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

²² 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 completed through draft budget 2026 and 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 2026-2028 before adoption foreseen in October 2025.

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

Statutory staff and SNE

Human Resources	2024			2025	2026	2027	2028
	Authorised Budget	Actually filled as of 31/12/2024	Occupancy Rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	263	258	98,1%	268	273	273	273
Assistants (AST)	10	10	100%	10	10	10	10
Assistants/Secretaries (AST/SC)							
ESTABLISHMENT PLAN POSTS	273	268		278	283	283	283
Contract Agents (CA)	41	40	83,3%	45	48	50	50
Seconded National Experts (SNE)	15	11	73.3%	18	19	19	19
TOTAL STAFF	329	319		341	350	352	352

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

Human Resources	2025	2026	2027	2028
	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 31/12/2024
Security	72
IT	86
GNSS programmes	103
Corporate services	18

- Interim workers

	Actually filled as of 31/12/2024
Number	

Table 2 – Multi-annual staff policy plan (2026 – 2028)

Function group and grade	2024				2025		2026		2027		2028	
	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												
AD 14		1		1		1		1		1		1
AD 13		3		2		3		5		5		6
AD 12		8		4		8		11		12		13
AD 11		15		7		16		21		23		25
AD 10		40		18		43		40		41		43
AD 9		46		37		48		54		55		57
AD 8		66		59		73		73		70		70
AD 7		49		53		57		50		48		46
AD 6		24		58		11		11		8		8
AD 5		11		19		8		7		4		4
AD TOTAL		263		258		268		273		273		273
AST 11												
AST 10										1		1
AST 9						1		1		1		1
AST 8		1				1		1		1		1
AST 7		2		2		2		2		1		1
AST 6		2				2		2		2		2
AST 5		3		1		2		2		2		2
AST 4		2		7		2		2		2		2
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	2024				2025		2026		2027		2028	
	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		273		268		278		283		283		283
GRAND TOTAL	273		268		278		283		283		283	

- External personnel

Contract Agents

Contract agents	Authorised 2024	Recruited as of 31/12/2024	Authorised 2025	Estimate 2026
Function Group IV	30	34	34	37
Function Group III	10	6	10	10
Function Group II	1		1	1
Function Group I				
TOTAL	41	40	45	48

Seconded National Experts

Seconded National Experts	Authorised 2024	Recruited as of 31/12/2024	Authorised 2025	Estimate 2026
TOTAL	15	11	18	19

Table 3 - Recruitment forecasts for 2026 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*	
Secure Communications Engineer		3	AD6-7	
Secure Communications Manager		2	AD8-9	
Security Operations Officer		3		FGIV

Annex V Human Resources - Qualitative

• Recruitment Policy

EUSPA employs temporary agents (TAs), contract agents (CAs) and seconded national experts. The Agency does not employ officials.

The establishment plan is focused on a long-term perspective, including recruitment and reclassification possibilities in the coming years in light with the growth and evolution of the Agency. The Agency assigns available staff posts to activities requiring specialised expertise relevant to the Agency mandate. Structural service providers are being assigned to activities where outsourcing is possible and advisable (i.e. specific expertise required for a limited period of time). In addition, non-sensitive and non-expert clerical and administrative tasks are ensured by an external services provision.

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:

- publication of vacancy notices on EUSPA website via the EUSPA e-Recruitment tool. Wide, tailor-made dissemination takes place to attract quality candidates from the relevant sector. Vacancy notices are also disseminated internally and sent to all other EU institutions and agencies, as well as to EUSPA Administrative Board members. The vacancy notices state the eligibility and selection criteria and indicate type and duration of contract and recruitment grade;
- setting up a selection board which includes representative of the team where the future staff member will work as well as of another department, the administration and staff committee. The selection boards are proposed on a diverse basis (i.e. gender, nationality etc). Highest attention is also given to the assessment of potential conflict of interest of the board members and confidentiality aspects of selection procedures. For highly specialised posts, EUSPA might request the assistance of external members;
- pre-selection of candidates based on the application forms submitted online via the e-Recruitment tool. In selected procedures video interviewing tool is used as a second screening which allows validation of candidates' technical knowledge and expertise;
- selected candidates are invited to 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 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, in order 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 time-limited period not exceeding 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

The Agency foresees a continuation of the gradual alignment of contract agent posts with the resources authorised during the regular budgetary and programming cycle.

It is important to stress that the Agency is fully committed to the efficient use of its resources and re-assess their allocation to ensure that staff are assigned to priority areas.

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.

Seconded National Experts

In 2024, 11 Seconded National Experts have been employed at the Agency within the operational and administrative areas; i.e. Engineering, Security Accreditation, Galileo Exploitation, Human Resources, Corporate Services, Market Downstream and Innovation departments etc., in line with the rules on secondment to the Agency adopted by the Administrative Board.²³

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

Structural Service Providers²⁴

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 both operational and 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.

²³ Decision GSA-WP-24, rules on the secondment to the Agency of national experts and national experts in professional training.

²⁴ 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 completed through draft budget 2026 and 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 2026-2028 before adoption foreseen in October 2025.

- Appraisal of Performance and Reclassification/Promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Grades	Average seniority in the grade among reclassified staff						Average over 5 years (Annex IB SR)
	Year N-4 2021	Year N-3 2022	Year N-2 2023	Year N-1 2024	Year N 2025	Actual average over 5 years (Value in brackets refer to 2025 - see explanations below the table)	
AD05	2.000	2.271	2.250	2.1		2.155	
AD06	2.194	2.542	3.969	2.214		2.729	
AD07	5.142	3.446	4.300	2.974		3.965	
AD08	4.792	4.653	4.556	4.829		4.707	
AD09	3.347	3.500		7.903		4.916	
AD10		8.042		7.5		7.771	
AD11				5.194		5.194	
AD12							
AD13							
AST1							
AST2							
AST3							
AST4							

AST5						
AST6			3,0		3,0	
AST7						
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 (2021 - 2025).*
- 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. It will further intensify its efforts to improve the compliance with the indicative averages a five-year average basis.*

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2025	How many staff members were reclassified in Year 2024	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				
	16				
	15	8	2	5.5	between 4 and 6
	14	14	6	3.806	between 3 and 5
	13				
CA III	12				
	11				
	10				
	9				
	8				
CA II	6				
	5				
	4				
CA I	2				
	1				

Other remarks:

Annual performance appraisal and reclassification assessments are performed in accordance to 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.

- 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 one post by means of mobility between EU agencies and continues to strengthen the promotion of the inter-agency mobility in the future. 4 staff members who left the Agency in 2024 went on to new employment opportunities in other EU Agencies or institutions.

- ## Gender and Geographical Balance

The Agency is making continuous effort in increasing the diversity, gender and geographical balance of staff as well as managers. In 2024, the Agency participated in three job/career fairs to increase the diversity. One job fair focused on attracting more women into technical jobs at EUSPA (Top Women Tech Berlin). Another job fair was dedicated to the LGBTIQ+ community interested in technical jobs (Unicorns in Tech). The third event was an online event, attended also by EPSO, focusing on people with disabilities (Global Careers for Persons with Disabilities). 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 appointing authorities when awarding a post are carefully evaluating all possible elements, including merit, gender, geographical elements etc.

In addition, Leadership development is a key Learning & Development priority at EUSPA. In 2023-2024, a pilot leadership programmes were organised for all management and leadership levels at the Agency including aspiring managers, newly appointed and experienced team leaders, as well as heads of department 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 2024.

Gender Balance

Table 1 - Data on 31/12/2024

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	N/A	N/A	63	20.45 %	10	3.25%	73	23.70 %
	Assistant level (AST & AST/SC)	N/A	N/A	7	2.27%	5	1.62%	12	3.09%

	Total			70	22.73 %	15	4.87%	85	27.60 %
Male	Administrator level	N/A	N/A	195	63.31 %	24	7.79%	219	71.10 %
	Assistant level (AST & AST/SC)	N/A	N/A	3	0.97%	1	0.32%	4	1.30%
	Total	N/A	N/A	198	64.29 %	25	8.12%	223	72.40 %
Grand Total		N/A	N/A	268	87.01 %	40	12.99%	308	100%

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

	2020		2024	
	Number	%	Number	%
Female Managers	5	38%	4	27%
Male Managers	8	62%	11	73%
	13	100%	15	100%

Geographical Balance

Table 1- Data on 31/12/2024

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
French	54	18.49%	2	12.50%	56	18.18%
Spanish	52	17.81%			52	16.88%
Italian	47	16.10%			47	15.26%
Czech	36	12.33%	8	50.00%	44	14.29%
Romanian	21	7.19%	1	6.25%	22	7.14%
Greek	21	7.19%	2	12.50%	23	7.47%
German	10	3.42%			10	3.25%
Polish	8	2.74%			8	2.60%
Slovak	7	2.40%			7	2.27%
Portuguese	6	2.05%			6	1.95%
Dutch	5	1.71%			5	1.62%
Belgian	7	2.40%	3	18.75%	10	2.25%
Bulgarian	4	1.37%			4	1.30%
Hungarian	2	0.68%			2	0.65%

EUSPA SINGLE PROGRAMMING DOCUMENT, 2026-2028

Irish	2	0.68%			2	0.65%
Lithuanian	2	0.68%			2	0.65%
Croatian	1	0.34%			1	0.32%
Danish	1	0.34%			1	0.32%
Finnish	1	0.34%			1	0.32%
Latvian	1	0.34%			1	0.32%
Maltese	1	0.34%			1	0.32%
Slovenian	1	0.34%			1	0.32%
Swedish	1	0.34%			1	0.32%
TOTAL	292	100%	16	100%	308	100%

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

Most represented nationality	2020		2024	
	Number	%	Number	%
French	32	15.61%	56	18.18%
Spanish	34	16.59%	52	16.88%
Italian	31	15.12%	47	15.26%

• 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:	43			

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 29 direct agreements with international schools in Prague, Czech Republic, including:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Prague British International School / Czech British School • Park Lane International School • Riverside School • International Montessori School of Prague • International School of Prague • Lycée Français de Prague • Deutsche Schule Prag • Tip Toes • The English College in Prague • Mateřská škola b fresh preschool • Mateřská škola Duhovka preschool • Duhovka High School (Gymnazium) • Duhovka Elementary (Z.S.) • Bambino Pre-school • The Little Mole International Preschool of Prague | <ul style="list-style-type: none"> • MS KIDS Company preschool • Villaluna preschool • Cocoon baby nursery • Global preschool • Florentinum preschool • Happy Child preschool • Malvina preschool • Trojska Labut preschool • Koalacentrum preschool • Piccole Pesti preschool • Magic Hill preschool • Cherry tree nursery • EDA preschool |
|---|--|

The Agency concluded 8 direct agreements with international schools and 1 contribution agreement with the accredited EU school, in proximity to Saint-Germain-en-Laye, France:

- The British School of Paris
- The Forest International School
- École Montessori Bilingue de Rueil Malmaison
- iDSP-German School of Paris
- Montessori School of Saint-Germain-en-Laye
- École des Orchidées
- École Bilingue Diderot
- Ermitage International School

The Agency also signed a Mandate Service Level agreement with the European Commission for use of one accredited European School in - Paris La-Défense.

The Agency concluded 6 direct agreements with schools in proximity of Madrid, Spain:

- Runnymede College
- The British Council School
- Humanitas Bilingual Torrejon
- Brains International Schools
- Kensington School.
- STA International school

Following the opening of the Galileo Reference Centre (GRC) in The Netherlands, the Agency signed a Mandate Service Level agreement with the European Commission for use of the accredited European School in proximity to Noordwijk, The Netherlands: the Rijnlands Lyceum.

In total, during the 2023-2024 scholastic year, 101 EUSPA staff members benefited from the social measure, and the Agency covered the educational cost of 176 children.

Annex VI Environment Management

1. Background

In accordance with Article 30 of the Financial Framework Partnership Agreement (FFPA), co-signed by the Commission, ESA, and EUSPA, EUSPA is required to implement an environmental policy by the end of 2023, referencing the Eco-Management and Audit Scheme (EMAS).

2. Rationale for EMAS and Policy Principles

The mission of the European Union Agency for the Space Programme (EUSPA), as outlined in the EU Space Programme Regulation, is to serve as the user-oriented operational agency of the EU Space Programme, contributing to the sustainable growth, security, and safety of the European Union.

In line with its mission and vision, and as part of the FFPA, EUSPA is required to collaborate with the Commission and ESA to jointly establish methods to achieve the European climate neutrality goal by 2050, while cooperating on activities that contribute to this target.

As such, EUSPA has committed to reducing its environmental impact, optimizing resource consumption, and decreasing its carbon footprint. This commitment involves the continuous improvement of EUSPA's environmental performance, supported by the phased implementation of an environmental management system compliant with EMAS.

Given EUSPA's relocation to new premises for both its Headquarters and GSMC sites, the agency is committed to promoting more efficient resource use, facilitated by a strong internal communication campaign aimed at raising staff awareness and improving environmentally conscious practices.

3. Perspective

A policy was adopted in December 2022. A detailed action plan will be developed in the coming years, guided by the EMAS methodology. This plan will address key environmental aspects identified during the process and tackle the main priorities outlined in EUSPA's environmental policy.

Furthermore, EUSPA has adopted an Environmental Management System and aims to achieve EMAS certification in due course.

In its Environmental Statement, EUSPA has set the following targets, among others:

- Contribute to the EU's overall climate neutrality target by developing a roadmap, with benchmarks, by the end of 2024.
- Adopt a phased, strategic approach to significantly reducing energy consumption and carbon footprint. This will begin with a comprehensive resource consumption audit, which will assess current energy use and carbon footprint, and identify key areas for improvement. The audit will also evaluate potential savings under different scenarios, factoring in the EU's new business travel policy.

The audit's findings will form the basis for establishing specific, measurable targets for reducing energy consumption and carbon emissions. Scheduled for 2024, this study will explore realistic opportunities for resource savings, balancing economic efficiency with the environmental impact specific to EUSPA. The results will allow EUSPA to set clear, measurable goals for 2025 and beyond, optimizing the balance between environmental improvements and financial investment.

Aligned with its strategic objective of Resource Efficiency, EUSPA will conduct a comprehensive resource consumption audit (including waste, transport, etc.) by the end of 2024, considering the relevant best practices outlined in the SRD (Commission Decision (EU) 2019/61). This will provide baseline metrics for resource use, and by 2025, EUSPA will set measurable targets aimed at resource

conservation. These targets will be regularly reviewed to ensure continuous improvement, contributing directly to EUSPA's climate neutrality roadmap and its goals for reducing energy consumption and carbon footprint.

Finally, EUSPA is revising its travel policy, in line with the European Commission's policy, to implement measures promoting sustainable travel options and significantly reduce carbon emissions.

Additionally, in full compliance with its obligations under Article 30.5 of the FPPA, EUSPA participates in the annual review of the environmental performance of all three parties to the agreement.

EUSPA is committed to implementing its action plan, with a focus on continuous improvement. This will be achieved through accurate monitoring of its current performance, key performance indicators (KPIs), and a concerted awareness-raising campaign among staff.

Through these actions, EUSPA's environmental policy will be implemented progressively and transversally, affecting both staff and activities under EUSPA's mandate.

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 2024 exceeds 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)	299.470 EUR in 2024	The estimated yearly rent between 2025 and 2027 shall be 330 000 EUR p.a. From Q3/2026 (but most probably Q4/2026 or later) 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 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 utility's consumption

	Prague – Building 2	Comments
Surface area (in square metres)	Unknown yet	
of which office space		SUBJECT TO DESIGN – WORK TO START IN Q4/2024 (not confirmed)
of which non-office space		

Technical areas (HVAC technologies)		
Annual rent (EUR)	Unknown yet	Rental fee to be paid from Q4 2026 (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 utility's 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 60m ²
Annual rent (EUR)	115,000 EUR	The estimated yearly rent between 2025 and 2027 significantly decreased due to the data hall surface reduction
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 utility's consumption.

	France (Toulouse)	Comments
Surface area (in square metres)	408	
of which office space	258	
of which non-office space	150	
Annual rent (EUR)	114.545	From Oct. 2021
Type and duration of rental contract	Indefinite	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 150% ²⁵ . (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, 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	Office R+1 = 638.93m ² Meeting rooms R+1 = 328.79m ² Secret office R+0 = 98.96m ² Secret meeting rooms = 59.44m ² Visitor meeting room = 23.61m ² Repro = 20.24m ²
of which non-office space	2750.84	OPE R-UE/EU-R = 99m ² OPE R-UE/EU-R office = 72m ² OPE S-UE/EU-S = 201m ² OPE S-UE/EU-S office = 232m ² VAL R-UE/EU-R = 98m ² + =

²⁵ Occupancy of the space has been until SB 2.0 operations in B132 around 150%. The future occupancy will depend on programs usage after obsolescence treatment of the building from 2025. As of Q4 2024 the occupancy is in offices for support consultants.

		VAL R-UE/EU-R office = 69m ² VAL S-UE/EU-S = 192m ² 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, European Commission and EUSPA in force for 20 years after signature with automatic renewal for another 20 years	Continued use beyond Nov 2022 is subject to negotiations following SEC SAR of E6 in Q2 2022.

	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, 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).	

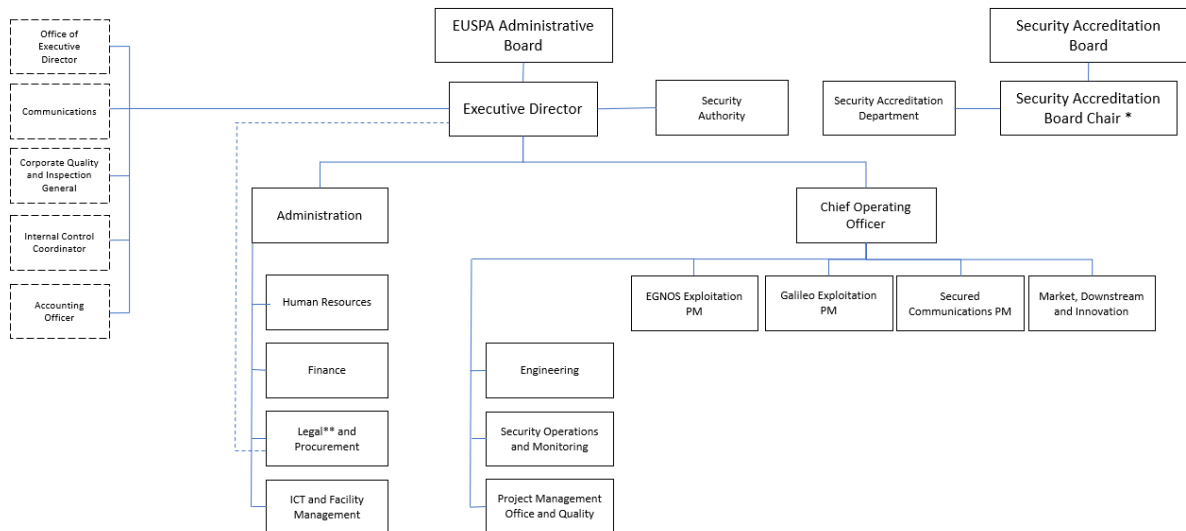
Annex IX Evaluations

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 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 Framework²⁶.

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

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 Q1 2025, EUSPA's ICC contacted OLAF for guidance to execute an overall assessment in the year of the necessary upgrade of its existing AFS, in view of the renewed OLAF proposed approach to AFS for EU agencies, understanding the gap and in order to plan a more comprehensive review that will be required in 2026.

²⁶ 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				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2024	2025	2026	2027
Grant agreements²⁷										
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				
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0

²⁷ Only those grant agreements where EUSPA is the beneficiary are indicated

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2024	2025	2026	2027
Delegation/Contribution agreements ²⁸										
1. EU SST Implementing Arrangement ⁽²⁹⁾	July 2023	€0	54 months	EU SST Partnership	Space Surveillance and Tracking (SST) Cooperation	Amount	-	-	-	-
						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 activities	Amount	€ 1,212,004,754	€ 1,782,845,548	€ 1,894,990,119	€ 1,037,791,652
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
3. IRIS ² Contribution Agreement	TBC 2024	TBC	TBC	Commission (DG DEFIS)	Activities for Secure Connectivity	Amount	TBC	TBC	TBC	TBC
						Number of CA	0	0	0	0

²⁸ Only those Delegation/Contribution agreements from current and previous financial perspectives with operational budget still remaining to commit are indicated. The staffing of the Agency is fully funded by the Agency's core budget, independently of any contribution agreements concerning delegated tasks.

²⁹ Included for transparency although not a Delegation/Contribution agreement and with no transfer of funds

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2024	2025	2026	2027
						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	€ 100,000	-	-	-
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
5. GOVSATCOM preparation Contribution Agreement	April 2020	€4.5M	57 months (January 2025) (amd.4)	Commission (DG DEFIS)	Activities for the of preparation GOVSATCOM	Amount	€ 848,458	-	-	-
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0
6. H2020	April 2014	173.25M	156 months (April 2027) (5 th call)	Commission	The implementation of calls of Horizon 2020 - framework programme for research and innovation	Amount	€ 712,683	-	-	-
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2024	2025	2026	2027
Service-level agreements										
1. NONE						Amount				
						Number of CA				
						Number of SNEs				
Total service-level agreements						Amount				
						Number of CA				
						Number of SNEs				
TOTAL						Amount				
						Number of CA	0	0	0	0
						Number of SNEs	0	0	0	0

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 2026-2028 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:

1. **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;
2. **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
3. **Market-uptake**, 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.

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 Outer Space Affairs (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:

4. *Joint Studies and User Needs Assessments:* Conducting collaborative research to identify user requirements, which will inform pilot projects and capacity-building initiatives.
5. *Capacity-Building Activities:* Organising educational programmes and training sessions on space technologies and applications, with a strong emphasis on fostering the space economy.
6. *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.

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.

In March 2022, EUSPA signed a Memorandum of Understanding with UNOOSA, extending the long-standing cooperation between the parties in order to further contribute to making the benefits of space technologies available to everyone, everywhere. The partnership builds on the common objectives on space activities and the use of space technology, data and services for achieving sustainable development. UNOOSA and EUSPA also agreed to collaborate to promote these goals and objectives within their respective mandates, conducting joint studies and user needs assessments which will feed into pilot projects and the capacity-building component of the collaboration. Capacity-building across a range of space fields will include educational activities devoted to space technologies and applications as well as strong attention to fostering the space economy. 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. Specifically, the study showed that 40% of the 169 indicators coming from the 17 SDGs are reliant on the use of EGNSS and Copernicus synergies. This study fosters the creation of projects that leverage the joint use of Galileo, EGNOS and Copernicus to benefit the global community.

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, SSA, and GOVSATCOM, 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:

7. *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.
8. *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 2026

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 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 EU CI
- 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 ³⁰
1	RSK#036	Missing EGNOS Security Accreditation Milestones	20
2	RSK#014	Access to EU CI	16
3	RSK#034	Schedule slippage on PRS declaration	12
3	RSK#37	EGNOS Service continuity compromised due to delay on transition from EGNOS v2 to v3	12
3	RSK#006	Non-achievement of Full Services in accordance with Contribution Agreement objectives	12
4	RSK#038	Delay to processing of financial transactions due to the migration from ABAC to SUMMA	10
5	RSK#021	Agency Sites and Facilities	9
6	RSK#032	Financial or significant reputational losses due to fraud	5

³⁰ 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.

7	RSK#039	EUSPA not compliant to DPO requirements at the end of the transition period (September 2028)	4
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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 2026

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 2026	1 500 000	Specific contract	1-8

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
1	GSMC Operations	Q1	2 000 000	Specific contract(s)	TBD
1	GSMC France and Spain infrastructure and maintenance	Q1	1 300 000	Specific contract(s)	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
1-4	Market development activities in segments: group Mobility & Transport	Q4	270 000	Specific contracts, procurement, or prizes other	1-2
1-4	Market development activities in segments: group Environment and Consumer	Q4	270 000	Specific contracts, procurement, or prizes other	1-2
1-4	Market development activities in segments: group Governmental area	Q3	270 000	Specific contracts, procurement, or prizes other	1-2
1-4	Market monitoring and impact assessments	Q1	820 000	Specific contracts, procurement, or prizes other	1-2
1-4	On-site support to market development	Q1	1 280 000	Specific contracts, procurement, or prizes other	3

Annex XV Tasks Entrusted to EUSPA

Galileo

Under the Contribution Agreement between the European Commission and EUSPA for the Space Programme and Horizon Europe, to be signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation³¹, EUSPA is entrusted with the implementation of tasks following objectives and tasks for the period of its duration:³²

Objectives

OBJECTIVE-1: Ensure Galileo services provision;

OBJECTIVE-2: Ensure security of the Galileo Programme;

OBJECTIVE-3: Roll out new services or features anticipated in the Space Programme Regulation;

OBJECTIVE-4: Ensure development and deployment of Galileo Infrastructure evolutions;

OBJECTIVE-5: Support the European Commission's international activities.

Tasks

(a) The overall role of Galileo exploitation manager;

(b) The management, operation, maintenance, continuous improvement, evolution and protection of the infrastructure, in particular ground-based centres and stations referred to in Decision (EU) 2016/413 or (EU) 2017/1406, networks, including upgrades and obsolescence management;

(c) The development of future generations of the systems and the evolution of the services provided by Galileo, without prejudice to future decisions on the Union financial perspectives, taking into account the needs of relevant stakeholders;

(d) The support of certification and standardisation activities related to Galileo, in particular in the transport sector;

(e) The continuous provision of the services provided by Galileo including the management of contingencies;

(f) The cooperation with other regional or global satellite navigation systems, including to facilitate compatibility and interoperability;

(g) Elements to monitor the reliability of the systems and their exploitation, and the performance of the services;

(h) Support the European Commission in the definition and implementation of the PRS uptake and technological roadmap;

(i) Other support tasks.

EUSPA shall entrust ESA with the roles of Design Authority and of System Development Prime for Galileo, and the respective tasks, stemming out of such roles, via the signature of a contribution agreement.

³¹REGULATION (EU) 2021/696 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 28 April 2021 establishing the Union Space Programme and the European Union Agency for the Space Programme and repealing Regulations (EU) No 912/2010, (EU) No 1285/2013 and (EU) No 377/2014 and Decision No 541/2014/EU.

³² The period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028.

For the year 2026, EUSPA plans to launch the following activities for **Galileo** under the Ad-hoc budget:

Activity ^[1]	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (k€)
1 - SERVICE and SYSTEM in OPERATIONS SUPPORT	New	Procurements	4	Q2-Q3 2026	20,140.00
6 – OPS AND MAINTENANCE	New	Procurements	11	Q1 2025-Q3 2027	43,110.00
		Grants	1	Q3 2026-Q4 2026	28,925.00
7 – SERVICE CENTRES	New	Procurements	19	Q4 2025-Q3 2026	50,895.00
		Grants	1	Q3 2026	2,000.00
		Prizes	1	Q2 2026	750.00
	Old	Procurements	2	Q4 2025-Q2 2026	380.00
Total					146,200.00

^[1] These overall figures divided per LTP block only reflect activities approved in the GAL AWP 2026 and do not consider activities on hold as these will not be executed in 2026.

EGNOS

Under the Contribution Agreement between the European Commission and EUSPA for the Space Programme and Horizon Europe, to be signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation³³, EUSPA is entrusted with the implementation of tasks following objectives and tasks for the period of its duration³⁴:

Objectives

OBJECTIVE-1: Ensure EGNOS services provision;

OBJECTIVE-2: Ensure security of the EGNOS Programme;

OBJECTIVE-3: Develop new EGNOS services enabling new applications;

OBJECTIVE-4: Ensure EGNOS evolution;

OBJECTIVE-5: Support the European Commission's international activities.

EUSPA shall entrust ESA with the roles of Design Authority and of System Development Prime for EGNOS, and the respective tasks, stemming out of such roles, via the signature of a contribution agreement.

³³ REGULATION (EU) 2021/696 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 28 April 2021 establishing the Union Space Programme and the European Union Agency for the Space Programme and repealing Regulations (EU) No 912/2010, (EU) No 1285/2013 and (EU) No 377/2014 and Decision No 541/2014/EU.

³⁴ The period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028.

For the year 2026, EUSPA plans to launch the following activities for EGNOS under the entrusted budget:

Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (k€)
10.1 ESP Operations & Maintenance	New	Procurements	14	Q1/Q2/Q3 2026	14,920.00
10.4 ESP Security support	New	Procurements	1	Q4 2026	1,850.00
10.6 Exploitation support services, enablers and user segment	New	Procurements	5	Q4 2026	12,410.00
EGN.MR25.Aut.FY26	New	Procurements	1	Q1 2026	12,000.00
Total					41,180.00

GovSatCom

Under the Contribution Agreement between the European Commission and EUSPA for the Space Programme and Horizon Europe, to be signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation³⁵, EUSPA is entrusted with the implementation of tasks following objectives and tasks for the period of its duration³⁶:

Objectives

The high-level objectives of activities included in the GOVSATCOM Work Plan and LTBP starting from 2021 are summarised as following:

- a) Based on the user-related aspects of GOVSATCOM, coordination of the service portfolio and the sharing and prioritisation of services, ensuring that the needs of the users are correctly considered in the design and operation of the GOVSATCOM component, monitoring the use, demand, and compliance with the operational user requirements, identify the need for service evolutions, perform analyses associated to the definition of the secure operational ground segment, provide support to the European Commission with the aim to define the relevant implementing acts, ensure the coherence of the technical specifications of the GOVSATCOM infrastructure with the user operational requirements and the service portfolio implementing acts;
- b) Procurement of the secure operational ground segment (GOVSATCOM Hubs). EUSPA acts as contracting authority and manages the procurement of the development of secure operational ground segment (GOVSATCOM Hubs) and develops specific remote communication systems, terminals and software needed for the end-to-end secure services provision;
- c) Support in the definition of the relevant business, technical, legal and financial aspects, upon request of the European Commission on Service Level Agreements (SLAs) and implement SLAs upon request;
- d) Operate the GOVSATCOM Hubs either directly or through contractual and financial scheme most suitable to achieve the objectives of the GOVSATCOM Component as agreed with the European Commission;
- e) Conduct security tasks related to GOVSATCOM. Assist the European Commission in security tasks (risk and threat analysis, drafting the general security requirements in addition to other relevant security-related documentation, Programme Security Instruction and Security Classification Guide), draft technical and operational requirements, comply with the GOVSATCOM security baseline and flow it down to the activities related to GOVSATCOM, propose security risk mitigation plans, propose evolutions of the security requirements baseline, prepare the security accreditation files, contribute to the security monitoring of the ground operations, manage and implement the operational security tasks related to the Hub(s);
- f) Support system and services evolution, including security aspects;
- g) Support to the implementation of the security aspects of the European quantum communication infrastructure (EuroQCI) as a possible building block of future GOVSATCOM evolutions;
- h) Coordinate the network of users and analyse their needs and requirements with the aim to build the user perspective and assess the trends of the market demand, extend the European GNSS User Consultation Platform to the area of satellite communications, perform market monitoring.

³⁵ REGULATION (EU) 2021/696 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 28 April 2021 establishing the Union Space Programme and the European Union Agency for the Space Programme and repealing Regulations (EU) No 912/2010, (EU) No 1285/2013 and (EU) No 377/2014 and Decision No 541/2014/EU.

³⁶ The period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028.

For the year 2026, EUSPA plans to launch the following activities for GovSatCom under the entrusted budget:

Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (k€)
WP1 Support	New	Procurements	6	S1 2026	517.00
Total					517.00

Copernicus

Under the Contribution Agreement between the European Commission and EUSPA for the Space Programme and Horizon Europe, to be signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation³⁷, EUSPA is entrusted with the implementation of tasks following objectives and tasks for the period of its duration³⁸:

Objectives

The high-level objectives of activities included in the Copernicus Work Plan and LTBP starting from 2021 and amended in 2023 are summarised as following:

To foster the uptake of the Copernicus products and services by Other Copernicus users (i.e., Copernicus non-core users) via:

- a) Extension of the European GNSS User Consultation Platform to Other Copernicus Users addressing primarily end-users and other actors of the value chain (i.e., ICT stakeholders), following a harmonised market segment approach suitable for all Components of the Space Programme complementing the already established user fora;
- b) Fostering the user uptake of the Other Copernicus Users through the development of commercial demonstrators and operational pilot projects, in close cooperation with the entrusted entities and their related activities;
- c) Monitoring, analysis and facilitation of current access to Copernicus data, in order to contribute to design and procurement of its evolution;
- d) Creation of a business-friendly ecosystem to foster user uptake, including actions for entrepreneurship for the Other Copernicus Users, including by mean of blending operations under Article 21 of the Space Programme Regulation and subject to specific authorisation of the European Commission;
- e) Other tasks related to Other Copernicus Users' uptake that may emerge following the dynamics of the downstream sector evolution, as jointly agreed with the European Commission.

In this context, the specific actions will be focusing on (as approved by the European Commission in the Copernicus Annual Work Plan 2026 on February 17th 2026):

- Start-up support in the form of dedicated prize competition (Cassini Challenges), one edition included for 2026 following the ones organized in 2021, 2022, 2023, 2024 and 2025;
- Copernicus market uptake covering various aspects:
 - a) space data access;
 - b) user coordination;
 - c) capacity building.

The actions will be implemented in the form of procurements and prizes and are split in the following blocks:

- WP1 Support;
- WP2 Market Uptake;
- WP3 Entrepreneurships.

³⁷ REGULATION (EU) 2021/696 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 28 April 2021 establishing the Union Space Programme and the European Union Agency for the Space Programme and repealing Regulations (EU) No 912/2010, (EU) No 1285/2013 and (EU) No 377/2014 and Decision No 541/2014/EU.

³⁸ The period during which EUSPA may enter into contracts, conclude grant agreements or award prizes for the implementation of the entrusted tasks is until 31 December 2028.

Support to the European Commission for Security-related activities:

- a. 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;
- b. Support the management of security risks and the preparation of accreditation files, as necessary.
- c. Support the European Commission for any other Copernicus system security activities, as necessary, to be agreed by the Parties.

In this context, the specific actions planned for 2026 will be focused on:

- Support to definition of General Security Requirements;
- Support to Security Risk Analysis.

The actions will be implemented in the form of procurements aiming at providing the specific security expertise to support the prioritised tasks.

Budget implementation actions are split in the following blocks:

- WP0 Security support;
- WP1 Support.

For the year 2026, EUSPA plans to launch the following activities for Copernicus Downstream under the entrusted budget:

Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (k€)
WP1 Support	New	Procurements	1	Q3 2026	30.00
WP2 Market Uptake	New	Procurements	5	Q2, Q3, Q4 2026	2,755.00
WP3 Entrepreneurship	New	Prizes	1	Q2 2026	500.00
Total					3,285.00

For the year 2026, EUSPA plans to launch the following activities for Copernicus (Security) under the entrusted budget:

Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (k€)
WP0 Security Support	New	Procurements	2	Q2, Q4 2026	1,950.00
WP1 Support	New	Procurements	2	Q4 2026	28.50
Total					1,978.50

SSA

Under the Contribution Agreement between the European Commission and EUSPA for the Space Programme and Horizon Europe, to be signed according to the Framework Partnership Agreement between EC, EUSPA and ESA in line with Art. 28(4) of the EU Space Regulation, EUSPA is entrusted with the implementation of tasks following objectives and tasks for the period of its duration:

Objectives

In accordance with the FPPA and the Contribution Agreement, the activities to be conducted by EUSPA for the SSA component, as included in SSA Work Plan and LTBP starting from 2022, are summarised as follows:

Activities related to user uptake of data, information and services:

- a) Contact with users on the quality of services: EUSPA shall monitor and report about the quality of services for users;
- b) Service provision monitoring through the establishment, monitoring and reporting on Key Indicators (KIs);
- c) Ensure the operation of the helpdesk for users: EUSPA shall set up and operate a “front desk” which provides the main support interface between SST users and NOCs (National Operation Centres) regarding all information exchange related to the EU SST Service Provision Portal and the SST services and information offered, in line with the implementation of the future EU SST partnership in 2023;
- d) Develop information and communication campaigns: EUSPA shall launch promotion and communication campaigns in order to increase the knowledge of the general public on EU SST and attract more potential users for the EU SST services;
- e) Support tasks:
 - I. General support
 - a) support the European Commission as far as project management and technical matters are concerned, in particular in preparation of the security management and the operational users’ management/coordination;
 - II. Security support
 - a) support the European Commission in the elaboration of the SST sub-component general security requirement;
 - b) support in complementarity with the tasks performed by the EU SST Partnership the European Commission’s responsibility with regards to SAB in the accreditation;
 - c) support the use of off-line encryption means;
 - III. Technical support
 - a) provide technical input to the European Commission Programme Committee configurations and sub-groups, expert groups, task forces, workshops, and stakeholder consultations;
 - b) participate to the SST User Forum;
 - c) In accordance with the legal basis of the EU Space Programme and the Horizon Europe Programme, provide operational and technical reports and inputs in support of the European Commission.
- f) Security related activities: in case the general security requirement and the afferent Risk & threat analysis confirm the necessity to identify a structure to monitor security and to follow the instructions developed under the scope of the 2021/698/CFSP, EUSPA will be designated as this structure. In which case:

- I. EUSPA will ensure security monitoring duties (SECMON) of the SST networks and infrastructure and be the interface of EEAS with regards to the execution of instructions defined in accordance with 2021/698/CFSP;
- II. EUSPA will develop and deploy the necessary SECMON systems in complementarity with the infrastructure development and deployment performed by the EU SST Partnership under its dedicated budget and contractual framework;
- III. EUSPA will, in complementarity with the means deployed by the EU SST Partnership under budget, ensure the deployment and operations of electronic means to exchange operational classified information linked to the management of incidents and the execution of instructions in accordance with 2021/698/CFSP between the Partnership, the European Commission and the EEAS up to the level SECRET UE/EU SECRET.

In implementing the above-mentioned activities entrusted by the European Commission to EUSPA, the latter – relying on its know-how and processes on security operations (stemming notably from Galileo Security Monitoring), engineering, and underlying organisation – will:


- I. Foster synergies between SST components and Galileo:
 - a) CD-698 interface for Council's instructions implementation, extension of CD-496 (ex-JA) to SSA/SST; Cyber and Security monitoring synergies with already monitored Galileo systems (GSF, SOIF, GRON, GDDN, GCS, GMS);
 - b) Operations and Service provision 24/7, extension of PRS helpdesk perimeter, Secret UE/Crypto operations;
 - c) Anonymity of classified or sensitive information (PRS-like), handling of interfaces on CLA and UNCLA environment (GRON, SIN-MN, Internet).
- II. Contribute to general security tasks:
 - a) Synergies within accreditation strategies and processes, and activities in preparation of the SAB decisions;
 - b) Support to COM on Security and Cyber requirements and associated risk assessment.
- III. Coordinate with EU SST Partnership:
 - a) Upon request, EUSPA contribution to Partnership evolution to be provided;
 - b) EUSPA Participation in EU SST committees as required by the Programme and the Partnership.

For the year 2026, EUSPA plans to launch the following activities for SSA under the entrusted budget:


Activity	Existing/new/contract/ agreement (if defined)	Type of financial instrument: procurement/grant/prize	Indicative number of contracts / agreements / amendments / options (procurements)	Indicative timetable for publication/launch	Indicative funds set aside for the award of contracts (k€)
SST FD - Annual IT OPEX 2026	Existing	Procurements	1	Q1 2026	210.00
Audits	Existing	Procurements	1	Q1 2026	10.00
SECMON - SST Front Desk adaptations	Existing	Procurements	1	Q2 2026	250.00
SST FD - User uptake support 2026	Existing	Procurements	1	Q1 2026	25.00
SECMON - Multi Component/Extension to SST	Existing	Procurements	1	Q2 2026	750.00
EUCI-GRON deployment	Existing	Procurements	1	Q2 2026	1,200.00
SST PA (Product Assurance) 2026	New	Procurements	1	Q1 2026	25.00
Cyber Audit Penetration Testing	New	Procurements	1	Q1 2026	200.00
Cyber Audit & Accreditation Support	New	Procurements	1	Q1 2026	315.00
Total					2,985.00

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