

## Summary of Decisions 2nd EMSA Management Board meeting

18 March 2026, online meeting

### 1. Welcome form the Chairman and adoption of the agenda

A roll call was conducted to establish and confirm the presence of the quorum of 2/3 of the voting Members.

The new Board member from the Commission, Ms Carmen Naranjo Sánchez, Director Shared Resources (replacing Mr Frédéric Versini), was welcomed. Austria and Slovakia were not represented at the meeting and no proxies were provided. No conflicts of interest were declared.

The agenda was *adopted*.

### 2a. EMSA Consolidated Annual Activity Report 2025 and 2b. Assessment by the Management Board

The Management Board *adopted* the EMSA Consolidated Annual Activity Report 2025, in accordance with Articles 22(5)(h) and 16(1)(d) of the EMSA Regulation (EU) 2025/2134 and *provided its assessment* of the EMSA Consolidated Annual Activity Report 2025, in accordance with Article 48 of the EMSA Financial Regulation, taking into account the European Court of Auditors' observations of previous years and subject to the preliminary observations of the European Court of Auditors.

The Management Board's adoption and assessment will be subsequently confirmed by written procedure if there are no substantial changes or revisited at the June meeting if there are, once the preliminary observations are available.

### 3. Update on Agency's activities (oral update)

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

- 3a. General information on the budget implementation and the implementation of the financial and human resources for new tasks

EMSA informed the Management Board that forecasted savings of 700,000 EURO in Title I driven by lower than initially anticipated salary adjustments would be used to cover needs in Title III in the areas of capacity-building activities, enhanced Risk Analysis, additional East Med vessel-support resources, development of the seafarers' e-Certification platform, and key IT upgrades.

The implementation of financial resources for new tasks was on track. In terms of human resources, of the total 20 new staff foreseen, 6 were in function, 5 had received offer letters and 9 were under recruitment.

- 3b. EMSA Academy exchange programme

An update was provided by EMSA on the pilot approved in November for an EMSA Academy exchange programme. Spain, Ireland and Belgium had volunteered as Host States. France also confirmed their availability to be included as Host State, to be followed-up by the Agency.

### 4. HR Strategy implementation

The Management Board *took note* of the update on the implementation of the HR Strategy.

The outcome of the Staff Satisfaction Survey currently under analysis will be presented to the Board in November.

## 5. Follow-up to the revision of the EMSA Founding Regulation

- 5a. Draft Policy for Prevention and Management of Conflicts of Interests of the EMSA Management Board

The Management Board **adopted** the Policy for Prevention and Management of Conflicts of Interests of the EMSA Management Board and **appointed** the Review panel, which will be composed of the Chairperson and Deputy Chairperson of the Management Board and a member of the Management Board appointed by the European Commission.

The deadline for submitting the Declarations and updated CVs is **1 April 2026**.

- 5b. EMSA Transparency rules

The Management Board **adopted** the Transparency Rules.

- 5c. Subdelegation of Appointing Authority powers

The Management Board **took note** of the Decision No 2026.001 of the Executive Director Subdelegating Appointing Authority Powers.

## 6. Adoption of the list of “A” items

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

- **6a. 1<sup>st</sup> 2026 Budget amendment – adopted**
- **6b. Implementing Rules to the Staff Regulations – adopted**
- 6c. EMSA Financial Statement 2025 – *took note*
- 6d. School Arrangement – Annual Report 2025 – *took note*
- 6e. 2026 Appropriations cashed – *took note*
- 6f. Monitoring of findings and recommendations from internal & external audits & EMSA follow up – *took note*

## 7. Any Other Business

None tabled.

### Dates of the next Management Board meeting:

#### June 2026

Administrative and Finance Committee: 3 June 2026, online meeting

Management Board: 10 June (pm) and 11 June (am) 2026 in Ponta Delgada (Azores) in conjunction with the Annual European Coast Guard event.

#### November 2026

Administrative and Finance Committee: to be agreed (online meeting)

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

*All documents and presentations are available on the EMSA Management Board extranet under the [2nd EMSA Management Board meeting](#)*

## Detailed minutes 2<sup>nd</sup> EMSA Management Board meeting

### 18 March 2026, online meeting

#### 1. Welcome from the Chairman and adoption of the agenda

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

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

The Chairman also recalled that the Summary Report of the Administrative and Finance Committee held on 11 March had been circulated on 13 March.

In view of the virtual nature of the meeting a roll call was conducted to establish and confirm the presence of the quorum of 2/3 of the voting Members.

The Executive Director warmly greeted the Board members and their alternates and recalled the dates of the June Board meeting in the Azores: 10 June 2026 afternoon and 11 June 2026 morning, following the Annual European Coast Guard event taking place on 9 and 10 June 2026.

#### New Board member

Ms Carmen Naranjo Sánchez, Director Shared Resources, European Commission, replacing Mr Frédéric Versini.

#### Proxies/absences

Austria and Slovakia: no representation, no proxy.

#### 2a. EMSA Consolidated Annual Activity Report 2025 and

#### 2b. Assessment by the Management Board

Ms Markovčić Kostelac recalled that the draft CAAR 2025 had been initially circulated in the 1<sup>st</sup> set of documents. Following the ECA audit on the 2025 EMSA accounts, a revised version was circulated on 4 March with also a track changes version of the relevant pages.

She then highlighted the main results achieved in 2025:

In terms of budget execution, again a very high execution was reached, both in CAs (99.68%) and PAs (97.04%), as well as 100% of 'closed' or 'ready for review' recommendations from the European Court of Auditors and the IAS.

In relation to Quality, the Integrated Quality and Environmental Management System (IQEMS) was maintained (three ISO Standards: ISO 9001 for Quality Management System, ISO 14001 for Environmental Management System and ISO 29993 for training services outside formal education).

The execution of the establishment plan was also excellent, with 99.11%.

In relation to KPIs, from a total of 132 operational KPIs (of which 27 are from project financed activities) 126 met their targets.

In terms of outputs, out of a total of 293 planned outputs as presented in the SPD 2025-2027, as amended, EMSA has fully achieved 284 (96.93%) with 4 outputs partially achieved and 5 not realised at all, due to postponement of the actions by the Commission or the non-receiving of necessary information such as user requirements for the development of systems.

The Executive Director highlighted some of the strategic and operational achievements in 2025.

The traditional video highlighting the 2025 results presented by the Agency's staff in their own language was shown.

Ms Fotini Ioannidou (COM) congratulated the Agency for another successful year, and the added value brought by the Agency to the Commission and the Member States, as well as on the excellent budget execution and the positive outcome of in terms of audits.

She further thanked the Agency for its flexibility and the provision of its monitoring in challenging situations such as sanctions and the current geopolitical crisis and stated that the Commission fully supports the adoption of the document.

Answering a request from Ms Ioannidou on the vessel tender for the Nordic Baltic, the Executive Director informed the Board on the status of the ongoing procurement, with two bids that were currently under evaluation. The outcome, would be reported at the June meeting.

The representative from Cyprus, Mr Ioannis Efstratiou, thanked the Agency in particular for the services of the EMSA Academy. He further expressed satisfaction for the Agency's work related to the IMO and on alternative fuels and its contribution to the global harmonisation of PSC procedures and the work in MASS.

The draft Assessment was shown on screen, allowing the Board to comment. Mr Eric Banel, Chairperson of the Administrative and Finance Committee, conveyed its positive opinion on the Part C) Management of the draft EMSA Assessment.

Mr Banel suggested additional wording to clarify EMSA's role in relation to the development of the Equasis system, namely to support such development, which was accepted by the Board. No other changes were requested.

The Executive Director thanked the Board for this joint success for 2025.

**The Management Board *adopted* the EMSA Consolidated Annual Activity Report 2025, in accordance with Articles 22(5)(h) and 16(1)(d) of Regulation (EU) 2025/2134 and *provided its assessment* of the EMSA Consolidated Annual Activity Report 2025, in accordance with Article 48 of the EMSA Financial Regulation, taking into account the European Court of Auditors' observations of previous years and subject to the preliminary observations of the European Court of Auditors.**

The Management Board's adoption and assessment will be subsequently confirmed by written procedure if there are no substantial changes or revisited at the June meeting if there are, once the preliminary observations are available.

### **3. Update on Agency's activities (oral update)**

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

#### **- 3a. General information on the budget implementation and the implementation of the financial and human resources for new tasks**

The Executive Director outlined the current budget execution, the key risks identified so far, and the mitigation measures to be implemented to ensure the delivery in line with previous years.

Based on the most recent data, the updated forecast indicates savings of EUR 700,000 in staff expenditure under Title I for 2026. These savings stem from two main factors:

- a lower-than-initially-estimated salary adjustment for 2025 (revised from 4.6% to 3%), and

- a reduced salary adjustment for 2026 in the Commission's Budget Circular (lowered from 3.4% to 2.2%).

The plan is to reallocate the surplus to Title III (Operational Expenditure), addressing identified needs in capacity-building activities (alternative fuels seminar and training for trainers), strengthened Risk Analysis, additional vessel-support resources in the East Mediterranean, development of the seafarers' e-Certification platform, and other essential IT enhancements.

Nevertheless, it should be noted that two variables could still influence the final salary expenditure:

- The annual adjustment for 2026, the correction coefficient, and the family-related entitlements of new staff - figures that will only be confirmed at the end of the year.
- The inflationary impact of the ongoing situation in the Middle East that could result in higher-than-expected salary adjustments towards the end of 2026.

Ms Markovčić Kostelac also indicated the main risk linked to the outcome of the ongoing procurements which, if unsuccessful, might impact the budget execution in Title III, in particular in the case of the vessel procurement, namely the Lot for the Northern Baltic - that was unsuccessful already once - and the procurement for the EAS South that had just been launched with a revised geographical scope to attract more bidders.

The Executive Director also presented the resources for the new tasks for 2026: with the budget allocated of €14.66 million in total dedicated to operational expenditure, 41% had already been committed.

As regards human resources, following the adoption of the maritime package in 2024, 12 staff members were already recruited in 2025 (as foreseen) while in 2026 for both the maritime package and the revision of the mandate, the Agency is finalising the recruitment of the 20 new positions, with 6 staff already in functions or confirmed, 5 offer letters sent and 9 posts still under recruitment.

Updates on the implementation of resources for new tasks will be provided as necessary and in any case in November as agreed at the Board meeting in November 2025 when the Agency presented the *Phasing-in of the new tasks deriving from the Maritime Safety Package and the revision of the Founding Regulation* and the *Human Resources Efficiency Gains Toolbox*.

### - **3b. EMSA Academy exchange programme**

Ms Manuela Tomassini provided an update on the Pilot Exchange Programme approved by the Board at the meeting in November 2025, to complement the Common Core Curriculum (CCC) for Sulphur Inspectors, with the objective of bridging the gap between theory and practice. Participants who have completed the CCC will gain practical, on-the-job inspection experience in another Member State, allowing them to apply the knowledge acquired during training to real inspection scenarios.

In line with the plan, a call for expressions of interest from volunteering Host States was launched, with positive responses coming from Spain, Ireland and Belgium.

Based on the capacity of hosting offered, around 24 inspectors will be able to participate in the programme, with exchanges tentatively planned for May–June 2026. France confirmed their availability to be included in the pilot as Host State, to be followed-up by the Agency.

The next step is to launch the call for nominations. Participation will be open to inspectors who have successfully completed the Sulphur CCC.

As previously agreed, the results of this pilot exchange programme will be reported to the Management Board at its November meeting.

#### 4. HR Strategy implementation

Ms Dominika Łempicka-Fichter recalled the adoption in March 2023 of the HR Strategy built around staff as reflected in the five pillars: S for Sustainable Engagement, T for Talent, A for Attractivity, F for Flexibility and F for Future.

For each pillar, a series of objectives were established and for each objective several actions were identified with in total 80 actions, extended to 104 in January 2024, following the assessment of results of the first EMSA all-staff survey as well as the adoption of the Geographical Balance Report and the Diversity and Inclusion Policy.

By the end of 2025, out of the 104 actions foreseen, 21 of the 25 one-off actions were completed, representing 84% completion rate regarding one-off actions. Additionally, 70 out of the 79 continuous actions were initiated and ongoing, representing a rate of 89%.

This represented a global implementation rate of 87.5%.

Ms Fotini Ioannidou (COM) congratulated the Agency on the efforts provided and stressed the importance of inter-Agency mobility.

The Chairperson of the Administrative and Finance Committee informed the Board of the discussions held at the meeting where the Agency clarified that both mechanisms were in use at EMSA (internal and inter-Agency mobility) and of the Agency's efforts to fill in the vacant positions with the best profile possible.

While the implementation of the HR strategy represented an all-Agency effort, the Executive Director specifically thanked the HR team for their continuous efforts.

#### The Management Board *took note* of the update on the implementation of the HR Strategy.

The outcome of the Staff Survey currently under analysis will be presented to the Board in November.

#### 5. Follow-up to the revision of the EMSA Founding Regulation

##### – 5a. Draft Policy for Prevention and Management of Conflicts of Interests of the EMSA Management Board

Ms Dominika Łempicka-Fichter recalled that the draft Policy for the Prevention and Management of Conflicts of Interest of the EMSA Management Board aims to safeguard impartiality, integrity, and transparency in decision-making by preventing and managing conflicts of interest.

Following the entry into force of Regulation (EU) 2025/2434, in particular Art 16.1(j), the Management Board shall *“adopt and make publicly available the rules for the prevention and management of conflicts of interest in respect of its members and publish annually on its website the declaration of interests of the Management Board members”*.

The updated draft Policy brought significant changes to the previous Guidelines by introducing a mechanism of active assessment of any declared interests by a Review Panel composed of Board Members, instead of a mere self-declaration of absence of conflicts of interest, thus aligning the current practice with the majority of EU Agencies, following the European Parliament recommendation in the 2017 Discharge to use positive declarations (i.e. declaration of all interests for a given period) instead of asking actors to declare themselves free of CoI through self-assessment.

Drafted in close cooperation with DG MOVE, the proposal introduced specific annual declarations of interests from Management Board members and other applicable participants, providing a structured approach to gather and scrutinise potential conflicts.

It also required the establishment of a designated Review Panel composed of the Chairperson and the Deputy Chairperson of the Management Board as well as a member appointed by the European Commission (with also one Management Board member acting as alternate of any members of the Review Panel to also be appointed by the Board), who will be tasked to thoroughly assess the declarations to ascertain any risks of incompatibility with EMSA's objectives, categorising risks into levels and recommending appropriate actions.

In addition, the Policy provided detailed rules for acceptance of gifts and hospitality as well as specifically outlined sanctions, in case of no or inaccurate declaration or when a conflict is confirmed, such as exclusion from voting or decision-making.

Finally, the Policy required the publication of declarations of interest and confidentiality on EMSA's website, for members and alternates, implementing the relevant provision of Regulation (EU) 2025/2434.

Responding to data protection concerns in relation to Declarations to be published on the EMSA website, the Agency clarified for the representative from the Netherlands, Mr Jeroen Witter, that signatures would be blanked.

Ms Ioannidou thanked the Agency for the close cooperation on the document and expressed her support for the adoption of the Policy for Prevention and Management of Conflicts of Interests of the EMSA Management Board.

**The Management Board *adopted* the Policy for Prevention and Management of Conflicts of Interests of the EMSA Management Board and *appointed* the Review panel, which will be composed of the Chairperson and Deputy Chairperson of the Management Board and a member of the Management Board appointed by the European Commission.**

The Chairperson recalled that failure of a member/alternate to submit their annual Declaration within the deadline set by the Management Board Secretariat is considered a breach of the Policy and requested the Declarations and updated CVs to be sent by email only and by **the deadline of 1st of April**.

#### – **5b. EMSA Transparency rules**

Ms Dominika Łempicka-Fichter explained that Article 16(1)(k) of Regulation (EU) 2025/2434 requires the Management Board to *“adopt rules and procedures on transparency as regards lobbying activities and the involvement of third entities in the preparation of reports or other documents issued by the Agency, in particular those concerning such third entities, to be published on its website.”*

Accordingly, EMSA, in cooperation with DG MOVE, drew up new EMSA Rules on Transparency building up on the current EMSA rules that now, in line with the requirements of Regulation (EU) 2025/2434, regulate two areas:

- **Transparency in relation to meetings with interest representatives** – which was inspired by the Commission Decision (EU) 2024/3082 of 4 December 2024 on transparency measures concerning meetings with interest representatives but needed to be tailored to the Agency's technical, non-policy-making and non-decision-making mandate, with rules concentrated on transparency at the level of meetings of **all EMSA staff holding management** functions with interest representatives, as the only comparable situation to lobbying identified. The rules will require that a summary of the meeting (date, name of the interest representative - legal entity, main topics discussed) is published on EMSA's website, while refraining from the publication of personal data of interest representatives.

- **Transparency in relation to the involvement of third entities in the preparation of EMSA's technical outputs** – taking into account the operational context and the requirements of the Regulation (EU) 2025/2434, transparency obligations beyond meetings have been introduced to also cover transparency on the involvement of third entities in EMSA reports, studies, and other technical outputs.

Ms Dominika Łempicka-Fichter also explained that the framework was explicitly aligned with EU data protection and access-to-documents rules, notably Regulation (EU) 2018/1725 and Regulation (EC) 1049/2001.

**The Management Board *adopted* the EMSA Transparency Rules.**

#### - **5c. Subdelegating of Appointing Authority powers**

In line with Article 3.1 of the Decision of the EMSA Management Board adopted on 19 January 2026 on the delegation to the Executive Director of the powers conferred by the Staff Regulations on the Appointing Authority and by the CEOs on the Authority Authorised to Conclude Contracts of Employment, the Executive Director in turn may make a sub-delegation for certain appointing authority powers.

In line with Article 3.4 of the same Decision, the Executive Director shall inform the Management Board of any such sub-delegations.

This sub-delegation concerns practical day to day HR issues in order to be able to continue running the day-to-day files in an efficient way, namely to the Head of Corporate Services, Head of Human Resources, EMSA Leave Manager, Medical Service of the European Commission and Paymaster Office of the European Commission.

The Decision was circulated to the Board in the 1<sup>st</sup> set of documents on 18 February 2026.

**The Management Board *took note* of the Decision No 2026.001 of the Executive Director on the Subdelegation of AIPN powers.**

#### **6. Adoption of the list of “A” items**

The Management Board *took note of/adopted* the following “A” items en bloc, following the report by the Chairperson of the Administrative and Finance Committee and its positive recommendations on each item:

##### - **6a. 1<sup>st</sup> 2026 Budget amendment**

In accordance with the guidance issued by DG BUDG, and pursuant to Articles 32 and 34 of the EMSA Financial Regulation, an amending budget was required to regularise the bank interest received since the beginning of the year.

Until recently, no bank interest had been received due to negative interest rates; however, since the end of last year, interest is again being generated. As the 2026 Initial Budget does not include a pro memoria entry under the relevant revenue line, these appropriations may only be established once they are formally entered into the budget.

The 1<sup>st</sup> 2026 EMSA Budget Amendment also provided the opportunity to record the cash received since January, including external assigned revenue, as detailed under the relevant standing agenda item 6e.

**The Management Board *adopted* the 1<sup>st</sup> 2026 EMSA Budget Amendment, thereby enabling the use of the related appropriations and adjusting the revenue and expenditure statements.**

## – 6b. Implementing Rules to the Staff Regulations

As stated in Article 29 of Regulation (EU) 2025/2434, the Staff Regulations of officials of the European Union and the Conditions of employment of other servants of the European Union apply to EMSA staff, ensuring a harmonised European civil service with common rules in place throughout the EU institutional environment. Implementing rules are required to flesh out the Staff Regulations by laying down the necessary technical details.

On 17 November 2025, the Commission informed the Agencies of the adoption of the Commission Decision C(2025) 7357 of 6 November 2025 on the general provisions for implementing Article 27 of the Staff Regulations of Officials of the European Union and Article 12(1) of the Conditions of Employment of Other Servants of the European Union which allow each institution to adopt appropriate measures following the observation of a significant imbalance between Member States nationalities which is not justified by objective criteria.

The Agencies considered that the main substance of the Commission Decision was very much focused on the Commission's structure and specificities, leading the Standing Working Party on Implementing Rules to agree that the decision was not suitable to be applied by analogy to the Agencies. A model decision is being prepared in view of a more flexible instrument that allowed each Agency to address its own specific needs.

For this purpose, Agencies wishing to go forward with the option of a model decision need to request the Commission's agreement for a derogation from the Commission decision.

Following the consultation of the EMSA Staff Committee, a Decision of the Management Board is required in order to give a mandate to the Executive Director to request the Commission's agreement for an opt out of the Commission decision.

**The Management Board *adopted* the Decision on the request for the Commission Agreement for an opt out of the Commission Decision.**

## – 6c. EMSA Financial Statement 2025

The following information was presented to the Board:

EMSA's total assets decreased to €70M. Revenues increased to €126.95M, while expenses rose to €129.62M.

A significant amount of expenditure related to depreciation and amortisation – around €7.8 M. These do not affect cash flow but do reduce the annual economic result.

Cash levels remained stable at €31.28M, ensuring continued liquidity.

The 2025 financial year reflects a period of operational expansion for EMSA. Revenue growth remained strong, and the Agency maintained a solid liquidity position and stable current liabilities. The budgetary execution remained high: Commitment Appropriations (CA) reached €102.0 million (99.7%), while Payment Appropriations (PA) amounted to €99.3 million (97%).

**The Management Board *took note* of the EMSA Financial Statement for 2025.**

– **6d. School Arrangement – Annual Report 2025**

For the academic year 2025/26 a total number of 109 children of staff members were enrolled in different schools for a cost of approximately € 871,000 for the budgetary year 2025. This was still lower than the average cost per pupil in the European School system.

The Management Board **took note** of the School Arrangement – Annual Report for 2025.

– **6e. 2026 Appropriations cashed**

The Agency informed the Board of cash received in the bank account amounting to € 5,212,500 as a Second pre-financing payment of Specific Agreement No. 11 (2026) in execution of SLA between Frontex and EMSA for the provision of surveillance tools and services in support of Frontex activities, including for the implementation of the Eurosur framework.

Given the proposed adoption under agenda item 6a. of the 1<sup>st</sup> 2026 EMSA Budget Amendment by the Management Board, these appropriations were incorporated into the Budget Amendment.

As per standard procedure, the final amounts received during the financial year will be regularised and adopted by the Management Board through the final budget amendment after 31 December.

**The Management Board **took note** of the 2026 appropriations cashed.**

– **6f. Monitoring of findings and recommendations from internal & external audits & EMSA follow up**

The usual table provided an overview of the recommendations stemming from various audits performed during the last two years, where two main changes were included compared to the last meeting:

- 2 out of 3 recommendations stemming from the IAS audit on Human Resources and ethics were implemented by EMSA and awaiting official closure by IAS. The third recommendation, concerning confidential counsellors, is being addressed through the discussions between DG HR and the EU Agencies and the deadline for closing it is December 2026.
  
- The second update concerns the inclusion of the latest audit report issued by DG DEFIS regarding the Contribution Agreement between the European Union, represented by the European Commission, and the European Maritime Safety Agency on the implementation of the maritime surveillance part of the Copernicus Security Service. The report, which has been provided to the Management Board, was issued in December 2025 and did not result in any recommendations.

**The Management Board **took note** of the Monitoring of findings and recommendations from internal & external audits & EMSA follow up.**

**7. Any Other Business**

None tabled.

The Executive Director recalled that the June Board would take place on 10 June 2026 in the afternoon and 11 June 2026 in the morning in Ponta Delgada (Azores) in conjunction with the Annual European Coast Guard event.

15 April 2026

She reiterated that the presence of the Board Members at the Annual European Coast Guard event before the Management Board meeting was crucial to reinforce the importance of the community in the coast guard framework.

**Dates of the next Management Board meeting:****June 2026**

Administrative and Finance Committee: 3 June 2026, online meeting

Management Board: 10 June (pm) and 11 June (am) 2026 in Ponta Delgada (Azores) in conjunction with the Annual European Coast Guard event.

**November 2026**

Administrative and Finance Committee: to be agreed (online meeting)

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

Signed:



Wojciech Zdanowicz

Chairman of the EMSA Management Board

Done at Lisbon, 15 April 2026.

## List of participants

### 2<sup>nd</sup> Meeting of the EMSA Management Board – online meeting, 18 March 2026

<b>MEMBER STATES</b>	
<b>BELGIUM</b>	
Nathalie de Jaeger	Alternate Member
<b>CROATIA</b>	
Toni Maričević	Alternate Member
<b>CYPRUS</b>	
Ioannis Efstratiou	Board Member
<b>CZECH REPUBLIC</b>	
Michaela Peterková	Alternate Member
<b>DENMARK</b>	
Malene Loftager Mundt	Alternate Member
Jesper Christensen	Expert
<b>ESTONIA</b>	
Edgar Peganov	Board Member
<b>FINLAND</b>	
Sanna Sonninen	Board Member
Eero Hokkanen	Alternate Member
<b>FRANCE</b>	
Eric Banel	Board Member – Deputy Chairperson of EMSA Management Board and Chairman of the Administrative and Finance Committee
Pauline Hermand	Expert
<b>GERMANY</b>	
Sebastian Gastes	Alternate Member
<b>GREECE</b>	
Andreas Spanos	Board Member

<b>HUNGARY</b>	
Csaba Bellyei	Board Member
<b>IRELAND</b>	
Eamonn Kelly	Board Member
Noelle Waldron	Alternate Member
<b>ITALY</b>	
Enrico Castioni	Board Member
<b>LATVIA</b>	
Jānis Krastiņš	Board Member
<b>LITHUANIA</b>	
Linas Kasparavičius	Board Member
<b>LUXEMBOURG</b>	
Marc Siuda	Alternate Member
<b>MALTA</b>	
Fritz Farrugia	Alternate Member
<b>NETHERLANDS</b>	
Jeroen Witter	Alternate Member
<b>POLAND</b>	
Wojciech Zdanowicz	Board Member - Chairman of the EMSA Management Board
Sonia Knobloch-Sieradzkaa	Alternate Member
<b>PORTUGAL</b>	
Paolo Pamplona	Alternate Member
<b>ROMANIA</b>	
Razvan Trafandir	Board Member
Lacrima Hornet	Alternate Member
<b>SLOVENIA</b>	
Jadran Klinec	Board Member
Aleš Rotar	Alternate Member

<b>SPAIN</b>	
Ana Nuñez Velasco	Board Member
<b>SWEDEN</b>	
Pernilla Wallin	Board Member
<b>EUROPEAN COMMISSION</b>	
Fotini Ioannidou	Board Member
Carmen Naranjo Sánchez	Board Member
Veronica Manfredi	Alternate Member
Barbara Sellier	Alternate Member
Cristina Cuadra Garcia	Alternate Member
Rosa Antidormi	Expert
Isabel Baez Lechuga	Expert
<b>EFTA STATES</b>	
<b>ICELAND</b>	
Jon Gunnar Jonsson	Board Member
<b>NORWAY</b>	
Alf Tore Sørheim	Board Member
<b>PROFESSIONAL SECTOR</b>	
Henrik Ringbom	Board member (no response)
<b>EMSA</b>	
Maja Markovčić Kostelac	Executive Director
Manuela Tomassini	Head of Department 1, Sustainability & Technical Assistance
Peter Kirov	Head of Department 2, Safety, Security & Surveillance
Leendert Bal	Head of Department 3, Digital Services & Simplification
Dominika Łempicka-Fichter	Head of Department 4, Corporate Services
Andrea Tassoni	Head of Unit Executive Office, Board Secretariat
Michael Risley	EMSA Staff Committee

Mario Mifsud	Head of Unit 1.2
Georgios Christofi	Head of Unit 1.3
Santiago Encabo	Head of Unit 2.1
Ivo Kupsky	Head of Unit 3.3
Cristina Romay-Lopez	Head of Unit 4.1
Andrea Iber	Head of Unit 4.2
Tom Van Hees	Internal Control Coordinator
Katalin Duarte	Accounting Officer
Marco Ingrosso	Budget and Finance Specialist – Planning and Monitoring
Soraya Obura	Senior Assistant for Planning and Reporting – Planning and Monitoring
Selena Matic	Senior Administrative Assistant – Planning and Monitoring