TRANSLATION CENTRE
FOR THE BODIES OF THE EUROPEAN UNION

CONSOLIDATED ANNUAL ACTIVITY REPORT 2025

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No CT/CA-008/2026EN

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This Consolidated Annual Activity Report (CAAR) has been drawn up in accordance with Article 8(3) of Council Regulation (EC) No 2965/94 of 28 November 1994 setting up a Translation Centre for bodies of the European Union, as amended by Council Regulation (EC) No 1645/2003 of 18 June 2003 (the 'Founding Regulation'), and Article 48 of the Financial Regulation of 22 September 2019 applicable to the Translation Centre for the Bodies of the European Union.

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The Management Board's assessment of the Centre's consolidated annual activity report 2025

THE MANAGEMENT BOARD OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION,

Having regard to Council Regulation (EC) No 2965/94 of 28 November 1994 setting up the Translation Centre for the Bodies of the European Union ('the Translation Centre'), as last amended by Council Regulation (EC) No 1645/2003 of 18 June 2003,

Having regard to the Financial Regulation of 22 September 2019 applicable to the Translation Centre for the Bodies of the European Union (Ref. CT/CA-028/2019),

Having regard to the Decision of the Management Board of the Translation Centre establishing an assessment committee (Ref. CT/CA-049/2014),

Has adopted as follows:

1 The consolidated activity report 2025 is considered by the Management Board to provide a full and faithful account of the work undertaken by the Translation Centre in 2025. The Board notes that, after applying the weightings for the various strands of the Centre's activities, the overall implementation rate of the work programme for 2025 of 89.17%, based on the amending budget 2/2025, represents a good performance in line with the previous years' positive trend.

In total, the Centre translated 649 290 pages, including EU trade marks and documents submitted by DG GROW TRIS. This represents a 32.04% increase compared to 2024. Excluding DG GROW TRIS, the total invoiced volume amounted to 514 326 pages, which represents a 4.6% increase compared to 2024. Nevertheless, the final number of translated document pages fell by 32% (from 376 803 to 254 721) compared to the amending budget 2/2025. In contrast, the volume of translation of EU trade marks increased by 25% (from 207 000 to 259 605 pages) compared to the amending budget 2/2025. The Board recognises that these variations reflect changes in client demand and remain beyond the Centre's control. The Board notes the significant contribution of the DG GROW TRIS project to the overall volume activity in 2025 (134 964 pages), marking an important development in the Centre's service portfolio and cooperation with EU institutions.

The Management Board notes that EU trade marks remain a key product in the Centre's portfolio, since they represent 40% of the total volume of pages delivered and invoiced to the clients. This percentage is lower than the 44.4% achieved in 2024. While their relative share has decreased, the Board notes that the absolute volume of EU trade marks has increased significantly, reflecting sustained demand. The Management Board also notes the positive evolution of the use of other Centre's services, such as 'Translation and revision of terms', which was particularly successful since the number of terms was more than triple compared to 2024 (109 734 terms).

The Management Board appreciates the well-structured and consistent presentation of information in respect of the implementation rates of the various actions within each activity. It welcomes the several internal and external developments of strategic importance, in particular the pilot project launched with ECA and ECB and initiated discussions with the

Council to support institutions with in-house language services through tailored translation and modification workflows, which is to be formalised into a standard service to be offered to the language services of the institutions in 2026. The Management Board welcomes the completion of eCdT migration to modern technologies as well as the deployment of IATE3. The Board also welcomes the Centre's continued progress in integrating artificial intelligence (through the development of 'DRACo', an AI-supported prototype for translation workflow administrators) into its workflows while maintaining a human-centric approach to quality and decision-making. The Board acknowledges the support provided to DG GROW through tailored language services, including the creation of new set of custom engines.

2 The Management Board acknowledges the high workload undertaken, the Centre's commitment and dedication to tasks and clients, and the efficiency of its services. The Board notes with satisfaction that the Centre's client portfolio reached 78 in 2025 following the conclusion of arrangements with the Anti-Money Laundering Authority (AMLA) and the European Stability Mechanism (ESM).

3 The Board appreciates the Centre's continued commitment to interinstitutional cooperation in 2025, including further development of the interinstitutional terminology database IATE3. The Board also notes that the Centre successfully organised its 30th anniversary conference and launched its renewed visual identity. The Board notes that these initiatives contributed to strengthening the Centre's visibility and positioning as a modern and technology-driven interinstitutional partner.

4 The Management Board appreciates the prudent management of the Centre's financial resources during the year, which resulted in a budget outturn of minus EUR 0.4 million carried forward to 2026. The Management Board notes that the Centre received an EU contribution of EUR 3.4 million in 2025. The Board also notes that the 2024 deficit was absorbed through the reserve for pricing stability, contributing to the financial balance in 2025.

5 The Board notes the slight decrease in on-time delivery performance and the increase in renegotiated deadlines, reflecting the ambitious reduction of the indicative turnaround times at the beginning of 2025 and the adjustments made by the Centre to optimise resource allocation and manage budgetary constraints. The Board also notes that the quarterly ex-post quality controls revealed that 59% of the delivered translations were considered to be of excellent quality (a slight decrease of 2.5% compared to the previous year); 40% of the delivered translations were fit for purpose (higher than the 36.5% reported in 2024); and 1% of the translations did not meet the required standard (better than the 2% reported the previous year but lower than the target of 3%).

6 The Management Board considers that Part III of the report contains sufficient information pertaining to internal controls and risk management processes to assess their effectiveness. The Board notes the Centre's efforts in following up on one open recommendation from the IAS audit of 2021 on planning and budgeting and looks forward to their implementation in 2026. The Board welcomes the substantial progress achieved on several actions linked to two open recommendations from the 2023 IAS audit on IT security management. The Management Board notes that the recommendations included in the 2025 IAS FAR on costing and pricing at the Centre are planned to be implemented in 2026 and 2027. The Board notes that of the 3 observations made by the European Parliament in the 2023 discharge decision, two are still ongoing. It also notes that in response to observations from the Court of Auditors, the Centre decided that it would revise its maintenance procurement

approach through the introduction of competitive procedures, including a framework contract, and would apply simplified competition for contracts over EUR 1 000 in the interim. The Management Board encourages the Translation Centre to continue their efforts to address all the recommendations from IAS, the EP 2023 discharge decision, and the ECA.

7 Part IV of the report describes the building blocks of assurance. The Management Board is satisfied to note that the Centre's management reviewed its internal control system in 2025, finding it to be fully effective overall. The Management Board also observes that the Acting Director's declaration of assurance is based on a robust control system.

8 The Management Board considers that the information provided in the report provides reasonable assurance that the resources available to the Centre in 2025 were used for their intended purpose and in accordance with the principles of sound financial management. Furthermore, the control procedures in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

9 Finally, the Management Board congratulates and thanks the entire Centre's staff, as well as the freelancers and subcontractors who support the Centre, for their commitment and achievements in 2025.

Done at Luxembourg, 26 June 2026

for the Management Board,

(*electronically signed*)

Christos Ellinides

Chairman

The Centre in brief

The Translation Centre for the Bodies of the European Union (hereinafter 'the Centre') is an EU agency established in Luxembourg in 1994.

The Centre's primary mission is to provide translation and other language services to a large number of EU agencies and bodies in line with agreed quality criteria, deadlines and prices. EU institutions that have their own translation services may, on a voluntary basis, avail themselves of the Centre's services in accordance with arrangements to be agreed between the parties. The Centre's secondary mission is to contribute to streamlining the use of resources and to harmonising procedures in the field of EU translation through interinstitutional cooperation.

The Centre's twofold mission is defined in the legislation underpinning its existence: Council Regulation (EC) No 2965/94 of 28 November 1994 – as amended by Council Regulation (EC) No 2610/95 of 30 October 1995, which expanded the Centre's original mission – and Council Regulation (EC) No 1645/03 of 18 June 2003.

The Centre is committed to facilitating and supporting effective multilingualism within the EU. While it is first and foremost the shared language service provider for the EU agencies and bodies, the Centre is also a partner of the translation services of the EU institutions. The Centre provides translations from and into all the official EU languages and from a wide range of non-EU languages.

The Centre as a shared language service provider for the EU agencies and bodies

When the Centre was set up, its primary function was translation. Following technological advancements in the language industry, the Centre has expanded its service portfolio and consolidated its role as a unique shared language service provider. The Centre can cater for different communication needs and provide a wide range of added-value services including the translation, revision, modification and editing of documents, the translation of EU trade marks and designs, and other services, such as language consultancy and neural machine translation (see figure below).

The Centre as a partner at interinstitutional level

While it is first and foremost the shared language service provider for the EU agencies and bodies, the Centre is also a partner of the EU institutions' language services. As a member of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Centre plays a role in the cooperation between the language services of the EU institutions. It participates in interinstitutional initiatives aiming to achieve economies of scale by sharing working methods, streamlining the use of resources and harmonising procedures in EU translation. The most noteworthy interinstitutional project is IATE, the Interactive Terminology for Europe terminology management system, which the Centre has been managing on behalf of the EU institutions since 2003.

International cooperation

The Centre maintains long-lasting cooperation with the language services of other international organisations, especially in relation to the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP).

Overview of the Centre's services portfolio in 2025

TRANSLATION
The Centre translates any type of content in a wide range of specialist fields, working in over 700 language combinations (EU and non-EU languages).

TRANSCRIPTION
The Centre provides transcriptions of audio and video files, fully revised by our linguists, including time codes and speaker identification.

TRANSLATION OF EUTMS, MP FILES AND EUDS
The Centre translates content in the field of industrial/intellectual property, including European Union trade marks (EUTMs), Madrid Protocol (MP) files and European Union Designs (EUDS).

AUTOMATIC TRANSLATION
Our highly advanced customised neural machine translation engines, combined with our translation memories, enable us to offer quick translations that are understandable and acceptable in terms of fluency and accuracy.

SUBTITLING
The Centre provides fully subtitled videos in the source language and in as many other languages as you require. This service includes 'spotting', whereby the subtitles are synchronised with the video.

PASTE 'N' GO TRANSLATION
The Centre offers a straightforward solution for short, unformatted texts, where you can copy your original content into a web form and retrieve your translations from there, without needing to upload/download any files.

LANGUAGE CONSULTANCY
The Centre provides professional advice on specific projects and develops ad hoc solutions for your needs.

REVISION OF TRANSLATIONS
The Centre can assist our clients who have an in-house translation department by revising their translations with a fresh eye.

EDITING OF SOURCE TEXTS
The Centre makes sure that your documents are accurate and coherent. Our editors will perform a thorough check of the text, improving clarity, making it easy to read and ensuring that it is grammatically correct.

WEB TRANSLATION
Thanks to our specific CdT WebTranslation module for Drupal-based websites, you may request translations of your web content and manage it in a couple of clicks.

TERMINOLOGY SERVICES
The Centre prepares harmonised multilingual terminology resources so that you can communicate accurately and consistently with all stakeholders. The Centre feeds this data into the interinstitutional IATE terminology database, which is managed by the Centre on behalf of the EU institutions.

MODIFICATION OF TRANSLATIONS
The Centre adapts existing translations according to modifications made to the original.

AUTOMATIC TRANSCRIPTION
The Centre offers you a quick raw transcription of your media files using our advanced speech-to-text technology.

LIGHT POST-EDITING OF AUTOMATIC TRANSLATION OUTPUT
If the purpose of your translated text is merely to communicate an essential message correctly, and it is not for publication, this service provides a sufficiently improved version of our automatic translation output.

TERM LISTS AND APPLICATION LABELS
The Centre translates lists of terms (words or expressions, usually nouns or noun phrases) and labels, used for a website or a web application. Labels identify or explain the purpose of elements, such as buttons, menus, and other interactive components.

Executive summary

The Consolidated Annual Activity Report 2025 provides an overview of the Centre's achievements and activities in 2025.

The report describes the implementation of the 2025 work programme, as outlined in the Single Programming Document 2025-2027. Following the end-of-year review by the Centre's management, the overall rate of implementation of the 2025 work programme was 89.17%, based on amending budget 2/2025.

With regard to the Centre's core operational activities, most actions outlined in the work programme (90.24%) were completed in 2025. In terms of specific outputs, some services showed variations from forecast figures.

The Centre translated a total of 649 290 pages (including EU trade marks and DG GROW TRIS volumes and excluding pages translated for the Centre's own needs), representing a 32.04% increase compared to 2024 (491 728 pages). Excluding DG GROW TRIS documents, the total volume amounted to 514 326, which still represents an increase of 4.6% compared to 2024.

EU trade marks remained a central component of the Centre's portfolio, with a volume of 259 605 pages accounting for 39.9% of the total volume and exceeding initial forecasts by a significant margin. This represented a 22.7% increase compared to 2024, with all trade mark translations delivered on time in accordance with the agreed contractual deadlines.

The Centre continued to expand and consolidate its service portfolio beyond traditional translation and delivered different services, including subtitling (1 383 minutes), transcription (6 568 minutes), editing (7 990.5 pages), modification (7 684.5 pages), revision (6 472 pages), light post-editing (4 429 pages) and translation or revision of terms (397 212 terms). In 2025, the Centre launched a pilot project with the ECA and the ECB and initiated discussions with the Council to support institutions with in-house language services through tailored translation and modification workflows.

In parallel, the Centre has made significant progress in other areas. The implementation rate for the Centre's support activities was 90%. Management and supervision activities reached 100% and projects and innovation 73%. One of the most significant achievements in 2025 was the development and deployment of IATE3, a thoroughly redesigned and more intuitive version of the EU's interinstitutional terminology database.

2025 was a landmark year for the Centre, marked by the successful organisation of its 30th anniversary conference, the launch of a renewed visual identity, and enhanced outreach and interinstitutional cooperation. Other highlights included the completion of the eCdT migration to modern technologies and the development of DRACo, an AI-supported prototype that assists translation workflow administrators by automatically analysing incoming requests and providing insights, thus enabling faster and more consistent decision-making.

The provisional budget outturn for 2025 shows a deficit of EUR 0.4 million, excluding the negative 2024 outturn of EUR 4.94 million. The 2024 deficit was absorbed into the 2025 budget and financed from the reserve for pricing stability, while the 2025 deficit will be carried forward and included in the first amending budget in 2026.

PART I.
Achievements of the year

CHAPTER 1
CORE OPERATIONAL ACTIVITIES

The Centre attributed a weighting of 70% to this activity. The overall implementation rate was 90.24% compared to amending budget 2/2025.

The core operational area encompasses all the Centre's activities related to the provision of language services. In 2025, the Centre successfully delivered its services in line with the agreed quality criteria and deadlines.

It made significant investments to enhance the quality of its language assets and leveraged technology, thereby ensuring the continuous delivery of value to its clients.

Further details on the progress made by work programme action are provided below.

Action 1.1 Translate and custom translate documents

Indicator/output: number of pages of translation

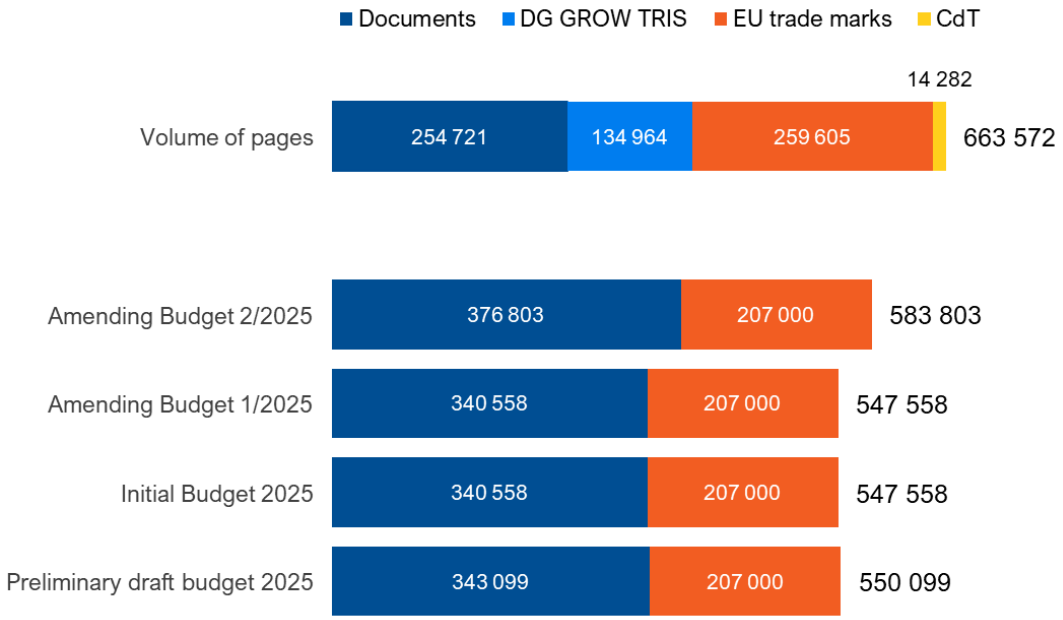
In 2025, the Centre invoiced a total of 649 290 pages of documents, including EU trade marks and documents submitted by DG GROW in the context of the implementation of the Single Market Transparency Directive.[1] This represents a 32.04% increase compared to 2024 (491 728 pages). Excluding DG GROW TRIS, the total invoiced volume amounts to 514 326 pages, which still represents a 4.6% increase compared to 2024.

In particular, the number of pages of documents invoiced (including translated, modified, edited, revised, light post-edited, full post-edited, automatically translated and Paste 'n' Go) amounted to 254 721. In addition, trade mark pages amounted to 259 605, while DG GROW TRIS pages amounted to 134 964.

Figure 1 shows the number of translated pages in comparison with the 2025 budget, as well as the variations in forecasts.

[1] This figure excludes pages translated for the Centre's own needs (14 282 pages).

Figure 1 Variations in forecasts vs actual volumes in 2025 (in pages)



As part of the Centre's quality assurance assessment of its external language service providers, translations produced by these providers are revised and evaluated by in-house translators before delivery to clients. In 2025, translations were assessed as being fit-for-purpose or of excellent quality in 99.76% of cases. The percentage of external translations deemed to be of poor quality remained low.

The Centre continued to take stringent measures against contractors whose documents were repeatedly judged unsatisfactory. In 2025, a total of 90 outsourced jobs were submitted to the Centre's internal Reranking Committee following an assessment of poor quality by internal revisers. The results were conclusive, confirming poor quality in 72 documents, representing 80% of all cases. As a result, contractual measures were applied to the contractors concerned. In some cases, these contractual measures may include the termination of the framework contract, although this did not happen in 2025.

The Centre also measured the percentage of outsourced translations in which in-house revisers identified areas of weakness while completing the assessment sheets. This percentage indicates where the Centre's in-house revisers spotted problems and were able to improve the translations submitted by the external language service providers, even if the translation was overall of reasonable quality. In 2025, 6% of the outsourced translations (documents) were found to contain at least one area of weakness (compared to 4.03% in 2024 and 5.8% in 2023). These issues were addressed by the revisers before sending the translation to clients.

Most of the outsourced documents, excluding DG GROW TRIS, whose domain is considered legal in 100% of cases, belonged to the general domain (58.2%), followed by the legal (20.1%), medical (16%), scientific (2.7%) and financial (2.8%) domains.

Action 1.2 Light post-edit documents

Indicator/output: number of pages of documents light post-edited

In 2025, the Centre translated and invoiced 4 429 pages of light post-editing to the EPPO, the EUDA and the EUIPO. This number is higher than in 2024 (2 076 pages), which is mainly justified by an increased use of the light post-editing service by the EUIPO.

Action 1.3 Translate EU trade marks

Indicator/output: number of pages of EU trade marks translated

In 2025, 259 605 pages (39.9% of the total volume) consisted of EU trade marks. This volume is higher compared to the original target set in the work programme and amending budget 2/2025 (207 000 pages).The number of pages of EU trade marks translated represents a 22.67% increase in comparison with 2024 (211 627 pages). The Centre delivered the translations of the EU trade marks on time, six days after their submission, in line with the objective agreed with the EUIPO for 2025.

Action 1.4 Translate documents (automatic)

Indicator/output: number of pages of automatic translations

The Centre provided 1 286 pages of automatic translation to the EUDA, ECDC, and for its own use. This number is slightly lower than the result achieved in 2024 (1 291 pages). The automatic translation service provided by the Centre allows users to quickly translate a text from a language they do not understand, providing an overview of its content. This service is completely automated, leveraging the Centre's machine translation and translation memory technology, producing texts that are not intended for publication.

Action 1.5 Translate documents (Paste ‘n’ Go)

Indicator/output: number of pages of documents translated through the Paste ‘n’ Go service

In 2025, the Centre produced 203.5 pages through the Paste ’n’ Go service. Paste ’n’ Go is a translation service for texts of up to 6 000 characters (4 pages), offering simple formatting options. Instead of uploading files to the Client Portal, clients simply paste the text to be translated in a specific area of the Client Portal. Upon delivery of the translated text, they can then copy it back into their own system.

Action 1.6 Revise documents

Indicator/output: number of pages of revision

In 2025, the Centre delivered 6 472 pages of revision – a slight decrease compared to 2024 (7 896 pages). The Centre provided revision services to the Council, the EDA, the EIB, the EUAA, the EUIPO and Europol, as well as using this service for its own needs.

Action 1.7 Modify documents

Indicator/output: number of pages of modifications

In 2025, the Centre delivered 7 684.5 pages of modification to the Council, the CPVO, the ECA,ECDC, ELA, EMA, ESMA, eu-LISA, the EUAA, Frontex, the JRC, REA, the SRB and for its own use. The output of this service increased compared to 2024 (4 496 pages).

Action 1.8 Edit documents

Indicator/output:number of pages of editing

The Centre edited 7 990.5 pages in 2025 (compared to 7 141 in 2024). The editing service was provided to BEREC, CBE JU, CEPOL, the ECCC, ELA, the ETF, eu-LISA, EU-OSHA, the EUAA, Europol, the SRB and for its own use.

Action 1.9 Transcribe audio/video files

Indicator/output: minutes of audio/video files transcribed

The transcription service was provided to the Council, the EIB, FRA, and for the Centre's use. The volume in 2025 amounted to 6 568 minutes, showing an upward trend compared to 2024 (1 875 minutes).

Action 1.10 Transcribe audio/video files (automatic)

Indicator/output: minutes of audio/video files automatically transcribed

In 2025, the automatic transcription service was not requested by any of the Centre's clients. The Centre uses the same technology as in the transcription service. However, unlike the transcription service, the CdT's service does not include human post-editing of the raw output produced by speech-to-text technologies.

Action 1.11 Subtitle videos

Indicator/output: minutes of videos subtitled

In 2025, the Centre produced 1 383 minutes of subtitles for ECA, ECDC, EFSA, the EIB, EU-OSHA, the EUAA, the EUDA, Eurojust and Frontex. This figure shows a downtrend compared

to volumes produced in 2024 (2 617 minutes). Videos are usually embedded in the agencies' websites, circulated on social media and/or used in presentations.

Action 1.12 Translate and revise terms

Indicator/output: number of terms translated and revised

In 2025, the volume of translated or revised terms was 397 212 (including Community designs, Euroclass/Terminology Maintenance Console terms and Design Terminology Maintenance Console terms for the EUIPO). This service was particularly successful since the number of terms was more than triple compared to 2024 (109 734 terms).

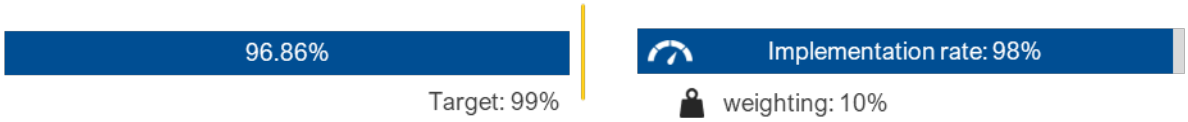
Action 1.13 Provide terminology projects

Indicator/output: person-days in terminology projects

In addition to the above-mentioned services, the Centre spent 406 person-days on terminology work for five clients and its own use, showing an upward trend in 2025 compared to 2024, when the number of person-days was 146.75.

Action 1.14 Ensure on-time delivery of services to clients

Indicator/output: percentage of deadlines met



The Centre delivered services to its clients on time in 96.86% of cases. In 2025, the Centre took some measures to reduce its outsourcing budget consumption, resulting in a higher renegotiation of deadline rates and causing some delays in delivery.

88.8%	7.2%	3.6%	0.4%
Standard	Slow	Urgent	Very urgent

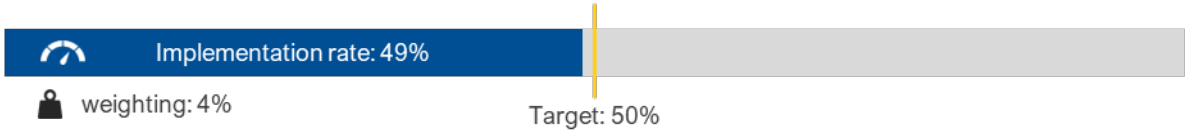
In 2025, 88.8% of translations were requested with a standard deadline, 7.2% were classified as slow and 3.6% were urgent. In this context, 'translations' include translation, editing, modification and revision, invoiced in pages. This excludes EU trade marks, as they are always delivered by the contractual deadline. The demand for 'very urgent' translation services remained low, at 0.4% of the total translation volume.

Indicator/output rate of renegotiated deadlines

In 2025 the Centre renegotiated 7% of agreed deadlines for services to clients (compared to 1.8% in 2024 and 3.2% in 2023). In practice, this means that the initially agreed deadlines were adjusted during the course of ongoing jobs, with both parties agreeing on the renegotiated deadlines.

Action 1.15 Implement measures identified in the 'Translation Quality Assurance Action Plan 2025-2026'

Indicator/output: percentage of implemented actions



The Centre started the work on its biennial Translation Quality Assurance Action Plan (TQAAP) 2025-2026. By the end of 2025, the implementation rate had reached 49%.

The main actions on which significant progress was made or completed in 2025 aimed at the following:

- Organising regular training initiatives for linguists.
- Contributing to the linguistic preparation of requests with the establishment of a 'Linguist on call'[2] function.
- Revising and updating the profiles of language specialists and translation workflow assistants to reflect their evolution and enlarged tasks, with a strong technological component for language specialists and overarching project management competences for translation workflow assistants.
- Reviewing the statistical reports to enhance monitoring, with the release in production of Qlik Sense at the end of the year.
- Revamping the eCdT module for the Workflow Management Section. The refactoring of the CVR module was also progressing well at the end of the year.

[2]The linguist on call serves as the operational link between the Linguistic Services Department (LING) and the Operations Management Department (OMD), ensuring workflow efficiency, early issue detection, and linguistic support, with the aim of maintaining high-quality linguistic services.

➔ Developing a prototype of an AI-powered workflow assistant (DRACo) for testing, with summarisation, domain detection, similar document detection and complexity suggestion features by the Language Technology Group.

Action 1.16 Adapt the indicative turnaround times of services

Indicator/output: turnaround times of services adapted

Despite the higher number of renegotiations and delayed delivery rates in 2025, the Centre decided not to change the turnaround times that had been significantly reduced in 2024, but instead to review its business model. This decision was also supported by other factors, such as the increased use of language consultancy services, indicating a growing need for ad hoc or tailor-made solutions.

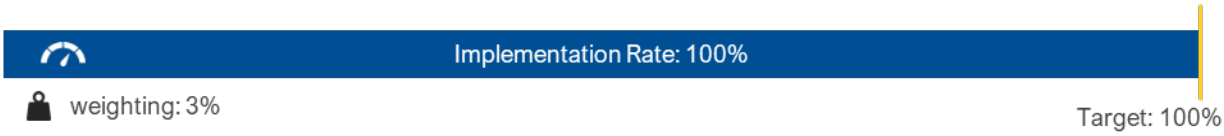
Action 1.17 Review and assess new added-value services introduced in the previous year and adjust them, if necessary

Indicator/output: new added value services reviewed and assessed

In 2025, the Centre provided a higher number of language consultancy services and pilot projects with the ECA and the ECB. Such services are particularly intended for non-traditional services, as listed in the pricing policy, and typically involve special workflows and arrangements to assess the feasibility of creating new services in the future. No conclusions have yet been drawn on the pilot projects undertaken in 2025; however, their assessment is ongoing and is expected to be formalised in the form of new services in 2026.

Action 1.18 Monitor translation quality ex post: number of ex post quality checks (EPQC) on translations provided to clients

Indicator/output: number of EPQC on translations provided to clients



In addition to quality control, the Centre conducts quarterly ex post quality controls on translations delivered to its clients, to detect any recurring problems in the translation process and take the appropriate remedial actions.

Four ex post controls took place in 2025, i.e. one per quarter, on documents from a range of clients in different domains. These ex post quality controls were carried out on samples selected from the whole translation output, including full-post-edited translations. The results of the ex post quality control are reported below.

Indicator/output: percentage of excellent translations provided to clients following EPQC

In 2025, 59% of translations delivered by the Centre were considered to be of excellent quality following ex post quality control. This percentage represents a slight decrease compared to the previous year (61.5%) and an increase compared to 2023 (53%).

Indicator/output: percentage of fit for purpose translations provided to clients following EPQC

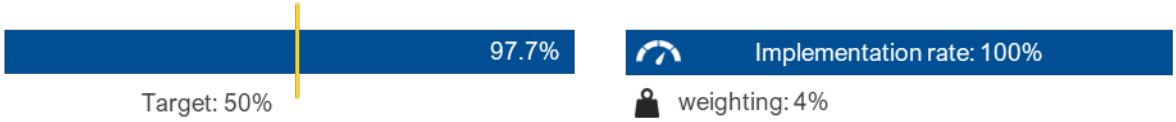
The ex post quality control performed indicates that 40% of the translations delivered by the Centre were deemed fit for purpose. This percentage is higher than in 2024 (36.5%) and lower than in 2023 (46.3%). This result is positive overall, as the difference is attributable to the higher percentage of excellent translations compared to the two previous years.

Indicator/output: percentage of poor translations provided to clients following EPQC

The remaining 1% of translations delivered to clients did not meet the required standard, as determined by the ex post quality control performed. The result is better than in 2024 (2%) and slightly higher compared to 2023 (0.7%), but lower than the target set (3%). These translations were analysed within the relevant language groups, and corrective measures were implemented as necessary.

Action 1.19 Increase the volume of post-editing of machine translation output

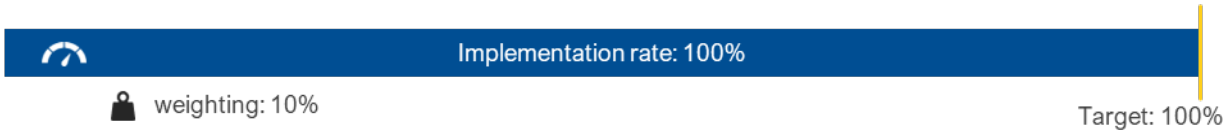
Indicator/output: percentage of pages of post-editing of machine translation output



After the introduction of multi-engine machine translation, the use of machine translation output was expanded to translation jobs beyond full and light post-editing products. As a result of this expansion, the volume of post-editing of machine translation output reached 97.7% in 2025, which is considerably higher than the target set for the year (50%).

Action 1.20 Adapt the functioning of the multi-engine strategy, if necessary

Indicator/output: multi-engine strategy assessed



The post-editing reports created at the end of 2023 and the dashboard put in production in 2024 measure the editing distance between raw machine translations and their post-edited versions. In 2025, these tools continued to be used to assess the effectiveness of the multi-engine strategy and to adapt the machine translation engines to continuously enhance their output. They were also used to adapt translator workloads and freelancer payment structures. In this sense, the usefulness of the strategy has been proven in terms of higher in-house productivity and lower outsourcing costs.

Action 1.21 Provide technical and organisational support for the IATE database

Indicator/output: implementation of the IATE interinstitutional project plan 2025

2025 was a productive year, with further enhancements to IATE and a high degree of responsiveness to meet user demand in the form of four releases. Extensive technical activities took place in 2025 to optimise IATE's infrastructure (with improved overall system security and stability), back-end (start of data migrations to relational databases) and front-end (graphic user interface revamp in the form of IATE3), as part of the ongoing evolution of the system and to guarantee its cutting-edge technology in the long term.

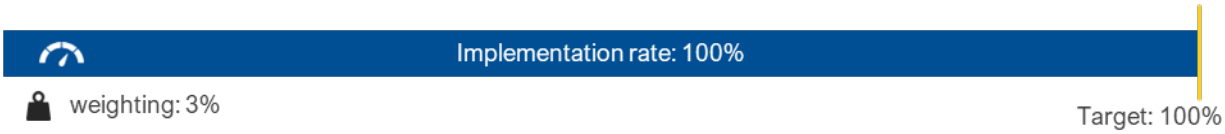
The main developments included full implementation of the clean-up module and the implementation of the final version of the defined terms extractor. The search feature improved its spelling variant retrievability and TRM improved its filtering options. We saw a smoother integration of IATE data in CAT tools with two new versions of the IATE Studio plug-ins, including various change requests and improvements.

There were technical upgrades of the global statistics, and migration of audit log data and opening data from EU agencies in certain non-EU languages in order to meet their specific requirements in certain policy fields. New confidentiality levels at language independent level (LIL) were introduced. Improvements to notifications and to the user access control (UAC) and terminology project module (TPM) modules were performed. In terms of back-end, migration from AWS-managed Elasticsearch to Elastic Cloud was completed, allowing IATE not to be dependent on any cloud provider.

One of the greatest highlights for IATE in 2025 was the development and release of IATE3[3] – a redesigned and more intuitive version of IATE. The new interface brings a cleaner layout, customisable elements, and the first wave of new AI-powered features.

Action 1.22 Promote common or joint activities within the ICTI

Indicator/output: activities promoted within ICTI



In 2025, the Centre participated in various interinstitutional and international working and advisory group meetings, task forces and networks across different thematic areas such as staff policy, finances, key interinstitutional and performance indicators, communication, AI, and partnerships with universities. It also participated in the interinstitutional leadership event on the future of the translation profession.

CHAPTER 2
SUPPORT ACTIVITIES

The Centre attributed a weighting of 18% to this activity. The overall implementation rate was 90% compared to amending budget 2/2025.

Support activities aim to maintain an efficient and well-functioning work environment. The progress made on the actions in this area planned for 2025 led to greater effectiveness and operational efficiency, resulting in improved services for clients.

The results achieved during the year are detailed below.

Action 2.1 Fine-tune the implementation of the ABB-related actions and adapt wherever necessary

Indicator/output: action implemented

In 2025, the Centre improved the budget and salary calculation tools and finalised the automation of the Activity-Based Budgeting model. As a result of this action, both process efficiency and data accuracy have significantly improved.

[3] https://new.iate.europa.eu/home.

Action 2.2 Continue to adapt the outsourcing

Indicator/output: tenders document improved

The embedded modality introduced in recent years, which involves assigning translations of sensitive non-classified jobs on the basis of hours (person-days) instead of pages, allowed the Centre to cope with complex requests within short timeframes. Working with providers of language services in this way proved to be an effective approach for dealing with confidentiality matters and uncommon language pairs. This modality is being studied by other EU language services.

Action 2.3 Review the specifications for procurement procedures for external language service providers

Indicator/output: action implemented

Considering the technological advances made by the Centre, the model introduced in 2023 allowed the Centre to align its working methods with the multilingual industry.

In the meantime, the Centre analysed and developed a new model that is better aligned with current best practices on the market, and implemented it in 2024 for its negotiated procedures and in 2025 in its open calls for tenders.

The call for tenders launched in 2025 for the provision of translation services in the general affairs domain was designed in very innovative ways to allow both alignment with the new model and experimenting on some specific aspects of the tender specifications.

Action 2.4 Upon client request, adapt end-to-end services, e.g. based on the Centre's B2B solution

Indicator/output: action implemented

The Centre has put in place all the necessary developments to start collaborating with DG GROW on its TRIS project. The Centre has also continued exploring the possibility of working with potential EU partners on the development of a portable eCdT solution that could be adopted by institutions interested in a common, modularised and customised language services workflow platform.

Action 2.5 Adapt eTraLocal with new features, if requested

Indicator/output: action implemented

The Centre followed up and promptly addressed EPPO eTra-Local related requests. It systematically monitored the eTra-Local service performance and put in place new tools and features for better monitoring. It further maintained, updated and improved the eTra-Local solution in terms of quality, efficiency and raw performance. New adaptations were implemented at the EPPO's request. New engine configurations were tested, approved and deployed in order to ensure that the performance provided for in the arrangement can be delivered even after having deployed new engines.

Action 2.6 Review the tool for budget and salary calculation

Indicator/output: action implemented

The Business and Salary Calculation module is fully operational and two budget exercises have already been carried out using this new tool. In addition, it enhances data security and provides the Centre with further improvements in budget preparation and resource allocation.

Action 2.7 Organise and follow up on the conference to celebrate the Centre's 30th anniversary

Indicator/output: action implemented

On 17 October 2025, the Centre successfully organised and delivered its 30th anniversary conference in Luxembourg, bringing together institutional partners, clients, experts and distinguished guests.

The event combined celebration with strategic reflection on the Centre's evolving role in a digital and interconnected multilingual landscape.

The programme highlighted the Centre's core values of innovation, client focus, interinstitutional cooperation and commitment to multilingualism. The anniversary conference reinforced stakeholder engagement, enhanced the Centre's profile, and provided a forward-looking platform for dialogue on the future of multilingual language services. Follow-up activities will be organised in 2026.

Action 2.8 Promote the Centre's technology offer in the linguistic area

Indicator/output: action implemented

In 2025, the Centre actively promoted its technology offer in the linguistic area through sustained stakeholder outreach and cooperation with EU partners, academic communities and the wider language technology ecosystem.

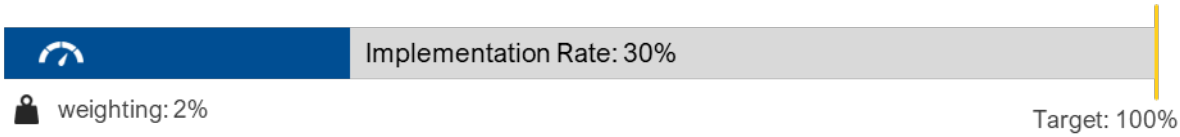
A key milestone was the 10th **Translation Contact Network** (TCN) meeting, held virtually on 30 September 2025. The event brought together 35 representatives from numerous EU bodies to exchange information, discuss evolving needs and explore opportunities for strengthened cooperation. During the meeting, the Centre's core business presented the multilingual authoritative resources and best practices applied by linguists and to be shared with national revisers for a consistent output. The Centre's newly established Business Development Team delivered a dedicated presentation introducing its configuration, mandate and updated activities. The team's role is to analyse clients' specific requirements in greater depth and to identify opportunities for collaboration with both new and existing clients, including through the tailoring of existing services to better support institutional needs. The panel discussion focused on the Centre's human-centric integration of artificial intelligence, illustrating how emerging technologies contribute to efficiency, interoperability and the handling of complex linguistic tasks, while reaffirming the indispensable role of human expertise in ensuring quality, cultural nuance, data security and inclusiveness across all EU languages.

These messages were further reinforced by the **Centre's contribution to the Language Technologies for All (LT4All)** conference, where staff presented the flyer 'Human expertise powered by AI'[4] as part of a broader debate on responsible, transparent and inclusive technological development in the language sector. In parallel, the Centre welcomed a wide range of public visitors, including university students, secondary school pupils and EU staff and trainees, offering first-hand insights into its mission, technological workflows and multilingual service delivery. Across these activities, a consistent message emerged: technological innovation must be guided by professional judgement, ethical safeguards and a commitment to accessible communication for all EU citizens.

[4] https://www.cdt.europa.eu/en/news/translation-centre-guidelines-how-use-ai-responsibly-translation.

Action 2.9 Study the impact of deploying Multi-factor authentication (MFA) to the Centre's web portals

Indicator/output: action implemented



In 2025, technical analysis was carried out and EU Login was selected as the tool for MFA. This option has been validated by integrating EU Login with CallForTender in test environments.

EU Login is a natural choice as it is already used by the Centre when connecting to the Commission; it is certainly the best choice in terms of complying with the GDPR; and it will most likely be the best choice in terms of sovereignty in the coming years. Tests were limited to technical environments, as the deployment of the solution has a potentially significant impact on most of the Centre's external stakeholders (clients, freelancers, tenderers, members of the Management Board, etc.), and requires adequate planning and change management.

In 2026, functional analysis must be carried out with clients and freelancers in order to study the impact on their working methods.

Technical tests have been performed, showing that the Centre's technical architecture is ready to implement MFA on its portal based on the EU Login solution.

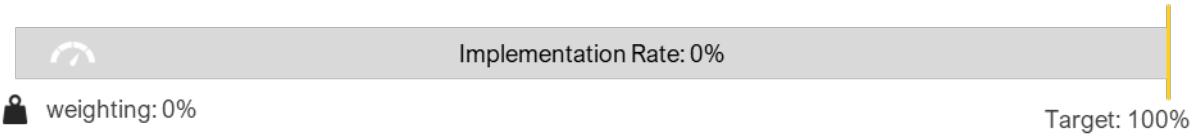
Action 2.10 Train core staff in line with the evolution of the language service offer

Indicator/output: action implemented

Staff members identified as target for this action were trained in line with the Centre's language service offer.

Action 2.11 Train the members of selection committees regularly to keep abreast of the latest approaches in selecting the right profiles

Indicator/output: action implemented



This action was not achieved, due to shifting priorities. However, the Centre is committed to working on this topic in the future.

CHAPTER 3
MANAGEMENT AND SUPERVISION ACTIVITIES

The Centre has attributed a weighting of 4% to this activity. The overall implementation rate was 100% compared to amending budget 2/2025.

Management and supervision activities focus on ensuring a well-functioning and effectively managed Centre. In 2025, the Centre implemented several actions that contributed to enhancing service quality, client engagement, alignment with market needs, and the retention of skilled professionals.

The achievements in this area are reported below.

Action 3.1 Act on clients' needs resulting from targeted surveys

Indicator/output: action implemented

In 2025, the Centre conducted a survey to assess client satisfaction with its services. The survey provided valuable insights into clients' priorities regarding the language services they request, as well as the way in which the Centre manages and delivers these services. The information gathered was used to refine and improve the Centre's offering and better respond to clients' needs.

The insights from its client survey also served as a basis for the preparation of the Centre's current strategic framework, including the Centre's Way Forward and the HR Strategy. Other strategic initiatives provided for in the SPD 2026-2028 include the Centre's Business Development Strategy, IT Strategy and Finance Strategy.

The Way Forward is a framework for long-term sustainability and growth, and brings together, in one document, the key orientations that will guide the Centre's work in the coming years. It reflects the Centre's commitment to ensuring that its business model remains reliable, agile and financially resilient, while continuing to offer a stable and supportive working environment for our staff. It stands as a central pillar of the Centre's ongoing evolution, providing a common direction for the journey ahead, and serving as the reference point that will logically connect and align the various strategies to be developed across the organisation.[24]

Action 3.2. Continue to adapt the job profiles and selection criteria for core and support staff in line with market trends

Indicator/output: action implemented

In 2025, the Centre systematically adapted relevant parts in the vacancy notices and provided advice to line managers on setting appropriate selection criteria. A bespoke Competency Model, as provided for in the HR Strategy, will be prepared in 2026 and will allow the Centre to work in a much more consistent and targeted way.

Action 3.3. Analyse the necessity to change the access control system for the Centre's premises

Indicator/output: action implemented

A review of the Centre's access control system and physical security was carried out in 2025. A report identifying opportunities for improvement and containing recommendations was issued. The Centre is continuously assessing options to enhance the security of its premises in line with operational and regulatory requirements.

CHAPTER 4
PROJECTS AND INNOVATION

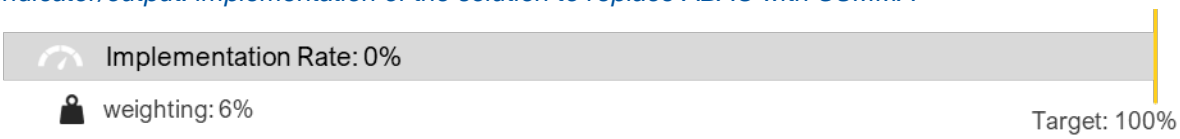
The Centre attributed a weighting of 8% to this activity. The overall implementation rate was 73% compared to the amending budget 2/2025.

Projects and innovation activities focus on enhancing performance and alignment with strategic goals. In 2025, the Centre implemented key actions in this area to tackle challenges and capitalise on opportunities in the translation field. However, for certain actions, progress was more limited due to reprioritisation and external factors.

The main results achieved in this area are detailed below.

Action 4.1 SUMMA project monitoring

Indicator/output: implementation of the solution to replace ABAC with SUMMA



Originally scheduled for full deployment in 2024, the integration of SUMMA for the agencies has been postponed to 2027. In 2025, only five executive agencies were onboarded and no updated information is currently available about the 'Corporate & local systems integrated with SUMMA' part, which remains crucial for the Centre.

Nonetheless, at the beginning of 2025, the Business Partner module of SUMMA was made accessible to the agencies following training for the staff responsible for its use.

Action 4.2 Appraisal tool (Themis replacement)

Indicator/output: migration of Themis appraisal tool to Sysper

The implementation of an appraisal solution through Sysper could not be achieved due to time constraints. As regards the Commission's tool, the next envisaged step is its integration into HRT. In the meantime, in 2025, the Centre finalised the migration of its Sysper version to the Commission's main instance of Sysper. In the 2025 exercise, the Centre continued to use the existing system (Themis) and will temporarily rely on an alternative option developed by Eurofound for future exercises.

Action 4.3 Tramark2 – an enhanced trade mark system based on new technologies

Indicator/output: solution selected

Tramark2 activities continued along the same lines as in the previous year, with a focus on the internal translation of trade marks and the integration of machine translation. For the pretranslation of trade marks to be translated in-house, the Centre's multi-engine machine translation (MEMT) was replaced with a custom engine specifically trained to translate trade marks across all EU language combinations. The Centre continued to optimise its working methods in order to improve efficiency, ensure a balanced allocation of resources, and maintain high-quality output. Preparatory work was made to prepare for the provision of machine translated text to freelancers and the potential replacement of the current technologies in 2026 and 2027.

Action 4.4 eCdT progress

Indicator/output: improvement of eCdT

In October 2025, the eCdT migration to Angular 17 and NET Core was completed, after four years of work. It concluded with the assignment of the technical roles and those of the Operations Management Department.

The migration of the OMD module was the most demanding part of the project, as it included the implementation of a quotation workflow. This was the first step to envisage future automations.

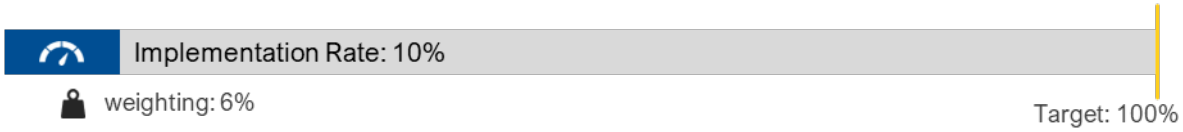
Action 4.5 Assess the potential replacement of the core language technology

Indicator/output: replacement decision on the new core language technology

In 2025, the Centre continued to monitor developments related to the core language technology used in its workflows. The analysis conducted in 2024 concluded that the current core linguistic technology would no longer receive major updates and that alternative solutions should therefore be explored. Accordingly, in 2025 the Centre tracked technological advances in potential alternatives, and will continue to do so in the context of the forthcoming interinstitutional call for tenders for the provision of a client/server computer-assisted translation (CAT) tool.

Action 4.6 Implement CRM functionalities

Indicator/output: CRM functionalities implemented



The action to implement a CRM was redefined and relaunched in 2025 under a revised project framework.

In 2025, preparatory work focused on clarifying the scope and governance of the initiative, alongside a preliminary analysis of technical requirements. As part of this redefined approach, specific components related to client monitoring were successfully implemented through Qlik Sense, covering part of the envisaged client data management system.

The definition and fine-tuning of a comprehensive CRM data model will continue in 2026, forming the basis for full implementation. This phased approach has laid the groundwork for an integrated CRM solution, placing the Centre on a structured path towards more efficient client monitoring and relationship management.

Action 4.7 Upgrade eCdT to integrate the DG GROW project

Indicator/output: updgrade performed

On 1 March 2025, the Centre started to provide specific services for the client DG GROW TRIS, including TRIS T, TRIS M and TRIS R, which are specific translation, modification and revision services respectively. As part of this project, the Centre also implemented the handling of pivot languages.[5]

A bot has been put in place to support the Specific Workflows and Terminology section with the creation of the requests, because of the lack of an API. DG GROW might develop APIs in 2027 in the framework of a renewal of the arrangement.

Action 4.8 Implement Qlik Sense

Indicator/output: Qlik Sense financial dashboard developed

In 2025, the Centre introduced a new financial dashboard in Qlik Sense to improve transparency and support informed decision-making. The Centre is continuing to refine and improve its key performance indicators and analytical tools, which will be fully integrated into dedicated Qlik Sense dashboards planned for 2026.

Action 4.9 Implement AI-based projects

Indicator/output: prototype developed

A prototype (DRACo) has been developed and is currently undergoing testing.[6] In Q1/2026, the Centre will define an evaluation protocol and carry out measurements to assess the viability of the prototype and the potential benefits.

[5] A pivot language (or bridge language) is an intermediary language used to translate between a source and target language when a direct translation is not available, cost-effective or technically feasible.
[6] See Part II A. Chapter 2 for further information about DRACo.

CHAPTER 5
ADDITIONAL ACTIVITIES

CORRECTED VERSION REQUESTS (CVRS)

In 2025, the Centre received 1 634 CVRs out of 109 802 jobs delivered for services where a CVR was applicable, corresponding to a return rate of 1.80% (compared to 3.69% in 2024).

These figures are based on CVRs received and indicate clients' perception of the quality of the jobs received. CVRs are analysed by in-house translators, and the detailed feedback provided to clients may be partly or totally in agreement/disagreement with the clients' comments. The Centre aims to satisfy clients' preferences and needs and to always build a constructive dialogue on linguistic matters, including terminology use and stylistic preferences.

The flexibility of CVRs lies in the fact that they are sent on a job basis, so the client may send CVRs only for those languages/documents that may contain linguistic and/or formatting issues.

The Centre also receives feedback by email for jobs where no corrections are required whenever a client would like to express their appreciation of the quality of the language service delivered.

SERVICE-LEVEL AGREEMENTS (SLAS)

In 2025, the Centre concluded a number of SLAs on translation and other linguistic services with the following EU institutions and bodies: AMLA and the ESM (for more details, see Annex VII).

WELL-BEING SURVEY 2025

In 2025, the Centre relaunched its well-being survey as part of staff engagement survey to assess the impact of initiatives introduced since 2024, re-evaluate current staff well-being levels compared to the 2024 survey, and gather additional ideas or suggestions from employees to support further improvement. Further details on this survey are provided in Part 2, Chapter 5 of this report).

MANAGEMENT DEVELOPMENT PROGRAMME

In 2024, the Centre launched an important Management Development Programme focused on its senior and middle-level managers. The aim of the programme is to enhance leadership skills across the management team through a series of training and coaching sessions. This programme commenced at the end of 2024 and ended in mid-June 2025.

LANGUAGE CONSULTANCY AND BUSINESS DEVELOPMENT

In 2025, the Centre provided 3 037.89 person-days of language consultancy to 11 of its clients. Language consultancy requests included terminology-related work involving special workflows or procedures, not included in the standard work provided under the terminology service. Volumes show a considerable increase compared to 2024 (581.64), and can be attributed to business development activities for the provision of tailor-made solutions.

The language consultancy service was introduced at the CdT several years ago to address client needs that fall outside the scope of the Centre's standard services (e.g. translation, revision, terminology, subtitling). Clients typically approach the Workflow Management Section

or the Business Development Team to present such needs and request guidance, as these requests cannot be clearly accommodated within existing services. Following a detailed internal analysis, the Centre proposes an appropriate approach to the client and, where relevant, initiates a language consultancy request, which in some cases may lead to the definition of a pilot project.

CHAPTER 6
MAIN ACHIEVEMENTS CONTRIBUTING TO EU PRIORITIES

PROMOTING MULTILINGUALISM

Through its core mandate and recent strategic initiatives, the Centre continues to make a tangible contribution to key EU priorities. The Centre promotes and facilitates multilingualism in the EU primarily by fulfilling its role as the EU's shared language service provider.

By providing high-quality language services in all EU languages, the Centre underpins multilingualism as a fundamental principle of the EU, ensuring equal access to information, legal certainty and institutional transparency for citizens and stakeholders. In 2025, the Centre continued to ensure consistent delivery of its services, leveraging expertise and resources on demand, to respond promptly to evolving business needs.

At the same time, the Centre supported the EU's digital and technological ambitions by integrating advanced language technologies and by promoting a human-centric approach to artificial intelligence into its operations, with the aim of enhancing efficiency while safeguarding quality and inclusiveness.

The Centre recently entered a new phase in which stronger cooperation with its stakeholders, clarity of direction, and the sustainability of its services are more important than ever. This reinforced cooperation with EU agencies and institutions will contribute to more coherent, cost-effective and interoperable communication across the EU institutional landscape.

In 2025, the Centre successfully delivered a number of outreach actions that marked a pivotal year in interinstitutional cooperation at EU level.

Dedicated marketing materials were designed, commissioned and exhibited at the 30th anniversary conference, complemented by interactive digital screens developed in-house. An internal communication retrospective campaign, built around staff interviews, generated high-quality audiovisual content showcased both at the conference and subsequently internally. Close cooperation with EU agency partners and the Permanent Representation of the European Commission in Brussels proved instrumental in delivering a high-level event in a cost-effective manner. Positive feedback from guests and EU partners confirmed that the event provided a valuable forum to exchange on recent developments in the sector.

The conference also provided the opportunity to present the Centre's new logo and visual identity. Developed in line with EU standards and optimised for digital communication, the renewed corporate identity was launched externally in December and received positively by

stakeholders. It reflects the Centre's ongoing evolution as a modern, technology-enabled EU partner and supports the further strengthening of cooperation with EU agencies.

The anniversary conference itself generated significant visibility beyond the event, with strong resonance across the digital and social media channels of participants and institutional partners, notably at national level in the host country. This reinforced the Centre's awareness of the growing importance of digital communication and social media as channels for stakeholder outreach and visibility.

Building on this experience, the Centre will continue to assess opportunities to enhance its digital presence, including the selective use of high-quality audiovisual and editorial material. This measured approach, combined with a strengthened awareness of media relations, supports the Centre's positioning as a modern, outward-looking and connected EU partner and contributes to the reinforcement of relationships with EU agencies and institutional stakeholders.

CONTRIBUTING TO THE EU DIGITAL SINGLE MARKET

The Centre has continued to provide translations for the single digital gateway, a platform managed by the European Commission's Directorate General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), facilitating online access to information, administrative procedures and assistance services that EU citizens and businesses may need in another EU Member State. The aim is to provide information for citizens and businesses on how EU rules are applied in each EU Member State for cross-border users, and on available assistance services (e.g. procedures such as registering a car or claiming a pension).

CONTRIBUTING TO THE SINGLE MARKET TRANSPARENCY DIRECTIVE

The notification procedure established by Directive (EU) 2015/1535 aims to prevent barriers in the internal market before they materialise. The procedure is a tool for information, prevention and dialogue in the field of technical regulations on products and Information Society services. Member States notify their legislative projects to the Commission, which analyses them in the light of European Union legislation.

Following the signature of a CdT – DG GROW arrangement on 26 April 2024, the Centre started providing translation and other languages services for the needs of the implementation of the Single Market Transparency Directive in March 2025. The Centre developed custom services, adapting its working methods and technology and launch a specific call for tenders.

PART II.
MANAGEMENT AND EXTERNAL EVALUATIONS

PART II A. Management

CHAPTER 1
MANAGEMENT BOARD

As the main pillar of the Centre's governance structure, the Management Board, ensures that the Centre functions efficiently and achieves its mission under its Founding Regulation. It defines the Centre's strategic orientation, goals and priorities, and has a supervisory role with overall responsibility for budgetary and planning matters.

The Management Board consists of representatives from the Centre's clients (EU agencies, bodies, offices and institutions), representatives of each of the 27 EU Member States, and two representatives from the European Commission. The Chair of the Management Board is Mr Christos Ellinides, Director General of the European Commission's Directorate-General for Translation (DGT). The full list of Management Board members broken down by gender and nationality is provided in Annex X to this report. The declarations of interest of Management Board members are published on the Centre's public website.

Management Board decisions are made by its members during meetings or by the written procedure. The decisions adopted in 2025, by topic, are as follows:

GOVERNANCE:

- The 2024 **Consolidated Annual Activity Report** was assessed by the Management Board as providing a full and faithful account of the work undertaken by the Translation Centre in 2024. The Management Board noted that the overall implementation rate of the work programme for 2024 stood at 89.68% compared with amending budget 1/2024.
- The 2026 **work programme** sets out the key milestones to be achieved in the Centre's four main areas of activity (core operational, support, management and supervision activities, and projects and innovation initiatives), and shows how these relate to the strategic actions set out in the Centre's strategy for the period 2024-2027. The human and financial resources necessary to properly implement each activity are also outlined there.
- The **Single Programming Document 2026-2028** was adopted by the Management Board in October 2025. It includes both annual and multiannual programming (i.e. the main lines of action, the human and financial resources necessary to properly implement each activity and the key milestones to be achieved) and information on staff policy.

STAFF MATTERS:

- The Management Board adopted the decision establishing a housing allowance for certain staff members living in Luxembourg.
- The Management Board adopted the decision adopting by analogy general provisions for implementing Articles 11, 12 and 13 of Annex VII to the Staff Regulations of Officials (mission expenses) and on authorised travel – Guide to missions and authorised travel.

BUDGET AND ACCOUNTS:

- The Management Board gave a positive opinion on the **final accounts for the financial year 2024**.
- The Management Board adopted **amending budget 1/2025**, which, among other things, included the updated forecasts received from clients and the result of the review of all expenditure items.
- The Management Board adopted **amending budget 2/2025**, which represented a revision of the financial picture set out in amending budget 1/2025, including the utilisation of the reserve for stability pricing, and a contribution from the Commission necessary to balance the Centre's amending budget 2/2025.
- The preliminary **2026 draft budget** reflected the revenue estimates, including clients' forecasts and expenditure, as included in the draft Single Programming Document 2026-2028, approved by the Management Board in January 2025.
- The **2026 budget** reflects the updated estimates of revenue and expenditure, as included in the Centre's Single Programming Document 2026-2028.

CHAPTER 2
MAJOR DEVELOPMENTS

MAJOR INTERNAL DEVELOPMENTS

BESPOKE SERVICES FOR CLIENTS

In 2025, the Centre launched a pilot project for ECA and the ECB and initiated discussions with the Council. The rationale behind this pilot project is to offer institutions with an in-house language service the possibility to request translation and modification services by submitting the documents to be translated together with all the materials required to ensure high-quality output, including references, terminology, and other linguistically processed files necessary for working with interinstitutional translation technology.

The pilot project ran throughout the year and delivered satisfactory results, enabling the Centre to reduce analysis and technical processing steps and to focus more closely on strictly linguistic work. The intention is to formalise this pilot project in 2026 into a standard service to be offered to the language services of the institutions.

The Centre has continued to listen to its clients' needs for bespoke, added-value services and to facilitate effective multilingualism within the EU.

MACHINE TRANSLATION SYSTEMS

The Centre's multi-engine machine translation (MEMT) strategy, introduced in 2023, was consolidated and enhanced throughout the year to handle large translation volumes and accommodate new engine domains. Advancements in this area enabled the system to process trade mark translations and facilitate the introduction of a new set of domain-specific NICE engines for DG GROW TRIS. In addition, the platform received upgrades to its statistical and monitoring capabilities, allowing for a more effective assessment of efficiency gains over time.

The Centre has also developed and integrated a new multilingual machine translation model capable of handling more than 500 combinations between the EU's official languages, specifically in the domain of EU trade marks and designs. This advanced engine provides fast and customised translations, supporting combinations both with and without English, and is currently assisting in-house translators. In parallel, the Language Technology Group created a new set of custom engines for DG GROW, including a dedicated engine for Irish. Furthermore, the API for the Centre's custom engines (NICE) was fully revamped to enhance support for pivot translations and deliver additional performance and stability improvements.

DOCUMENT REQUEST ANALYSIS COMPANION (DRACO) – AN AUTOMATION SOLUTION FOR TRANSLATION WORKFLOW ADMINISTRATORS

Following the final report of the Advisory Group on Artificial Intelligence, presented in 2024, the Centre implemented a prototype to support workflow administrators in their daily tasks. The solution, which integrates a range of state-of-the-art technologies, aims to provide useful insights from incoming translation requests. Thanks to this automated analysis, workflow administrators can make better-informed and more consistent decisions in less time, while detecting potential issues at an early stage. To this end, the application analyses documents to

predict their domain, verify the presence of the expected language, assess complexity, identify relevant similar documents, and provide content summaries, among other features.

In 2025, the prototype was made available to a number of internal users, who have already provided valuable feedback. The project will continue in 2026, when a formal evaluation and full integration of the solution are planned.

CHANGE BOARD

A staff engagement survey was conducted in the spring of 2023. Following an initial analysis, a Task Force was established in order to carry out additional analyses and interview staff. The Director decided to mandate a Change Board to follow the implementation of the action plan proposed by the Task Force and approved by the Centre's management. In 2024, the Change Board progressively implemented and monitored the 39 approved actions. By the end of the year, 38 actions were either implemented or being finalised.

Most actions have a long-term implementation and are still running. The Staff Engagement Survey of 2025 is meant to give input to reviewing the actions taken and considering new actions in the course of 2026 and beyond.

MAJOR EXTERNAL DEVELOPMENTS

CYBERSECURITY AND SOVEREIGNTY

The risks to information systems arising from the geopolitical situation and state-sponsored criminal activities remained intensive in the reporting period.

The Centre, as a CERT-EU constituent, has continuously monitored the security alerts and implemented the mitigation measures disseminated by CERT-EU. In order to mitigate the possibility of an attack not being detected, the Centre has continued to deploy the CERT-EU recommendations in 2025 and monitor the CERT-EU Guidance.

The Centre's IT Service Desk Section also drafted an IT Security Report analysing the events of 2024, providing a solid basis for shaping the preventive measures implemented in the reporting period. Additionally, the Centre conducted multiple awareness sessions for ~~all~~ staff on security and confidentiality, as well as phishing, and on ran a test on the latter.

Although the Centre was ultimately not selected to participate, it expressed its wish in 2025 to participate once again in a JASPER exercise (security incident handling test) organised by CERT-EU.

While the Centre had to give priority to the implementation of Regulation (EU, Euratom) 2023/2841, it implemented most of the action plan agreed with the IAS following the audit on IT security management, giving priority to actions directly aligned with the new regulation and CERT-EU guidelines (such as protecting internet-facing assets).

To ensure compliance with Regulation (EU, Euratom) 2023/2841 and the implementation guidance prepared by the CERT-EU, the Centre drafted and submitted the Initial Cybersecurity Review document (8 April 2025) and the Cybersecurity Maturity Assessment and Risk Assessment documents (8 July 2025), and drafted its Cybersecurity Plan in 2025 and uploaded it to the designated page of CERT-EU on 5 January 2026. The Centre complied with all the obligations created by the Regulation and the CERT-EU Guidelines.

The Centre is an active participant in the European Commission procedure for a new sovereign cloud framework contract, and has adopted the 'Cloud Sovereignty Framework' of the European Commission Directorate-General for Digital Services.

IATE3

In 2025, the IATE Team deployed IATE3, a redesigned and more intuitive version of the EU's terminology management system.[7] The new interface brings a cleaner layout, customisable elements, and the first wave of new AI-powered features.

Many essential features are already available in their updated form. Currently, IATE3 contains a new homepage and navigation, a customisable header and user preferences, a standard and advanced search function, full entry view and interpreters' view and other elements[8]. This is a partial release, and more functionalities will be migrated in the near future. Both interfaces – the 'regular' IATE and IATE3 – will coexist for a transition period and users can freely switch between them.

CHAPTER 3
BUDGETARY AND FINANCIAL MANAGEMENT

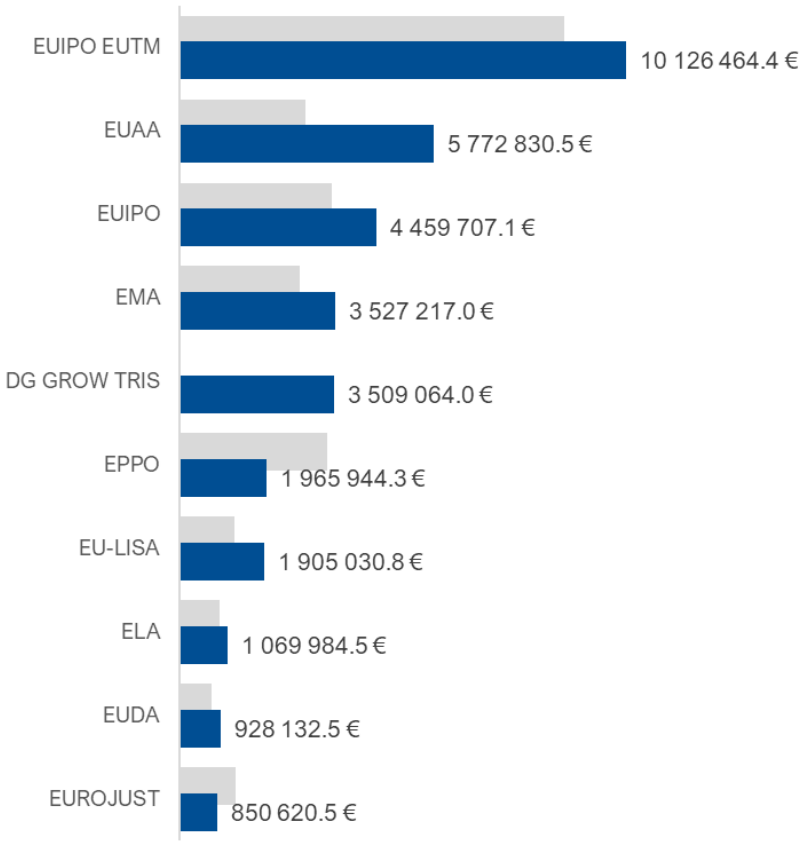
3.1. Revenue

The Centre's revenue consists mainly of income received from invoicing clients for the services provided. It is subject to strict financial control and monitoring in accordance with the applicable regulatory framework. The Centre regularly contacts each client to request forecasts of planned translation volumes and expenditure, and closely monitors clients' budgetary forecasts and its own expenditure.

The Centre's initial budget for 2025 (EUR 45.1 million) was subject to two amendments. Amending budget 1/2025 was adopted by the Management Board by written procedure on 8 March 2025 in order to update the forecasts received from clients with the new pricing structure applicable in 2025. Amending budget 2/2025 was adopted by the Management Board on 16 October 2025 in order to include the updated forecasts received from clients and the result of the Centre's review of all items of expenditure.

[7] This can be accessed at: https://new.iate.europa.eu/home.
[8] These include: bookmarks, last entries, last queries, presets, entry creation and modification, global statistics, online help, guidelines, tutorials, and an FAQ.

Figure 2 Invoiced amount by client - top 10 clients (in EUR) 2025 vs 2024



In total, 719 recovery orders were issued in 2025. Since the Centre's clients are other EU bodies, revenue management carries a very low financial risk.

3.2. Expenditure

The Centre applies a centralised financial circuit model. Financial transactions are initiated and verified centrally by financial verifying officers.

All payments (6 935 in 2025) and commitments (278 in 2025) are financially verified ex ante by verifying officers or, for payments below EUR 1 000, paid from budget line 3000 (External translation services) directly by the authorising officers. The exceptions to this rule are payments for the reimbursement of staff for mission expenses, which are verified by the Paymaster Office (PMO) of the European Commission. If errors are detected by the verifying officers, the files are sent back to the relevant departments for correction before approval by the authorising officer by delegation or sub-delegation.

In addition to ex ante controls, the verifying officers perform ex post controls on payments from budget line 3000 on an ad hoc basis. The advantage of the partly decentralised financial circuit is that verifying officers can provide assurance to the management that all financial transactions comply with applicable financial regulations. Additional information on budget expenditure and implementation is provided in Annex II, Sections C and D.

3.3. Financial key performance indicators

The financial key performance indicators (KPIs) relating to the overall number of pages translated (invoiced in pages) by the Centre (649 290 pages) show a rise in the Centre's operations in 2025 by 36.3% compared to 2024 (476 298 pages). The number of EU trade mark pages received from the EUIPO (259 605) increased by 22.7% compared to 2024 (+47 978), while the number of pages other than EU trade marks amounted to 389 685.

Invoicing for EU trade marks accounted for 117.5% of the initial budget. EU trade marks remain one of the key products in the Centre's portfolio, albeit on a significant downward trend. It should be noted that, historically, EU trade marks have represented approximately 40% of total revenue from clients for pages invoiced. However, this percentage declined to 22.6% in 2025 (24.1% in 2024). In terms of pages delivered and invoiced to clients, EU trade marks represented 40.0% of the total volume in 2025, lower than the 44.4% achieved in 2024.

The budget execution of commitments was 98.4% for expenditure, which is higher than the result for 2024 (93.5%).

The provisional budget outturn for 2025 shows a deficit of EUR 0.4 million, excluding the negative 2024 outturn of EUR 4.94 million. The 2024 deficit was absorbed into the 2025 budget and financed from the reserve for pricing stability, while the 2025 deficit will be carried forward and included in the first amending budget in 2026.

3.4. Control results, costs and benefits

The overall implementation of the budget in 2025 was EUR 46.2 million, the equivalent of 98.4% of the total budget in Titles 1 to 3, which is higher than the target of 95%. Title 1 has an implementation level of 99.1%, Title 2 reached 93.4% and Title 3 reached 99.8%.

In order to ensure sound financial management, the Centre draws up monthly and quarterly budget reports. Various analyses are carried out and reported to the Centre's management each month, such as on the implementation of revenue and expenditure.

As outlined in Principle 10 (Control Activities) of the Centre's Internal Control Standards (CT/CA-025/2017/01en), the Translation Centre selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.

While controls need to be considered first for their effectiveness and efficiency, the cost of controls ('economy') is another key element to be taken into account, given the constraints in terms of human and financial resources. To be cost-effective, controls need to strike the right balance between effectiveness, efficiency and economy.

In line with the Communication from the Commission on the guidelines for the Consolidated Annual Activity Report (CAAR)[9] to report on the balance between the effectiveness, efficiency and economy of controls, the Centre has identified relevant indicators for the efficiency, effectiveness and cost of controls. These indicators were established in the following areas:

[9] Communication from the Commission on the strengthening of the governance of Union Bodies under Article 70 of Regulation 2018/1046 (the 'Financial Regulation') and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report. Brussels, 20.4.2020, C(2020) 2297 final.

- Controls on financial transactions in budget line 3000.
- Quality controls (EPQC) on translations provided to clients.
- Contract management and client arrangements.
- Controls on the procurement process.
- Ex ante evaluation(s) for the Centre's main initiatives/projects.[10]

The above indicators were drawn up in line with the relevant guidance[11] on the cost-effectiveness of the controls issued by DG BUDG. These controls have an operational dimension, covering activities linked to the implementation of the budget, and apply to both the operational and financial aspects of operations. In addition, the controls can have either an ex ante or ex post perspective, and their objective is to give reasonable assurance on the legality and regularity of the underlying transactions.

The Centre quantifies the effort for the activities covered by the above indicators as listed in Annex III, using data from its system for activity and resource allocation (SARA). Other costs incurred (e.g. external costs) are added to the cost of these efforts. Strong internal controls ensure that the Centre's resources are used for their intended purpose, minimising the risk of resource misuse. Controls prevent financial irregularities by early detection, and thus any issues that arise can be resolved in a timely manner.

CHAPTER 4
DELEGATION AND SUBDELEGATION OF THE POWERS OF BUDGET IMPLEMENTATION

All authorising officers by delegation (AODs) and authorising officers by sub-delegation (AOSDs) at the Centre have read the Charter of Authorising Officers and are well aware of their duties and responsibilities. In January every year, they are required to draw up a declaration of assurance in relation to the budgetary operations that they carried out in the previous year. This is sent to the Head of the Legal Affairs and Procurement Section and the Officer in Charge of Risk Management and Internal Control Coordination (ORMICC). This statement is also requested from authorising officers by delegation or sub-delegation should they leave the Centre during the year, and this request is included in the list.

The delegations and sub-delegations are linked to the duration of the Director's mandate, and in practice they are enforced within ABAC.

As stated in the delegations, the AODs draw up a report once every quarter for the financial operations under their delegation. This report is sent to the authorising officer for each individual budgetary commitment entered into during the reporting period, and as part of overall or provisional budgetary commitments, for any legal commitment (framework contract, specific or simplified contracts (order forms)) entered into during the reporting period on the basis of these commitments.

[10] Ex ante evaluations for the Centre's main 2025 initiatives/projects were carried out in 2024.
[11] Guidance on the estimation, assessment and reporting on the cost-effectiveness of controls. DG BUDG, updated edition, November 2019.

Every year, at least one reconciliation exercise is carried out to check whether there are any inconsistencies between the delegations and access rights in ABAC.

The handling of delegations and sub-delegations is improved whenever any weakness is identified.

In 2021, a new registry of delegation and sub-delegation was created for use as a reference for the staff involved in the financial workflow. This registry has since been annually updated and is used to better identify budget lines for which there is no back-up person, or to identify the back-up person for a specific budget line, which is useful in case an AOD or AOSD is absent.

In October 2025, the Management Board adopted the Charter of tasks and responsibilities of the Director as Authorising Officer of the Centre, which clearly states the framework of the Director's rights, duties and accountability.

CHAPTER 5
HUMAN RESOURCES MANAGEMENT

Following a decision by the budgetary authority, the establishment plan for 2025 remained at 193 posts. At the end of 2025, the Centre had 162 staff in employment, namely 32 officials and 130 temporary staff members.

In 2025, the Centre recruited six temporary staff and two contract staff members (on long-term contracts, one in FG IV and one in FG III). The Centre managed six agency staff (interim) contracts (headcount of three, equivalent to 1.9 FTEs[12]) and relaunched the selection of trainees.

In 2025, the Centre finalised three external selection procedures for temporary staff, and two selection procedures for contract staff with candidates from an EPSO list. In addition, eight internal job offers were published for officials and temporary staff members. The Centre conducted a selection process for trainees, covering six specific profiles.

With regard to staff training, 214 individual training courses were conducted in 2025 (263 individual courses had been planned), which resulted in an 81.37% implementation of the training plan.

The Centre performed a new benchmarking exercise for the year 2025. Operational and neutral staff (finance/control and linguistics) amounted to 71.9% in 2025. This percentage is slightly lower than the corresponding percentage in 2024 (74.4%). See Annex V for more details.

In 2025, HR launched a Staff engagement survey achieving a participation rate of 77.1% (80% in 2024). Well-being was also one of the areas assessed in the staff survey, with the purpose of assessing the impact of the initiatives introduced since last the well-being survey in 2024 and re-evaluating staff well-being levels. Compared to 2024, overall staff well-being and work-life balance remained stable, with around 80% of staff rating their overall well-being as 3 or

[12] Full-time equivalents.

higher on a scale of 5. The results highlighted staff awareness and appreciation of the recently introduced initiatives, alongside persisting concerns regarding workload manageability, organisational support and social interaction opportunities.

To address these findings, the Centre adopted a comprehensive approach, including improved communication on well-being through the intranet and social corner, expert-led sessions, and accessible training opportunities focused on mental and physical health. It also organised in-house training sessions on ergonomic improvements. In addition, the Centre participated in a pilot project allowing selected staff members to test a well-being app, and introduced new well-being gadgets.

Feedback-driven actions were refined through a follow-up survey, ensuring alignment with staff priorities. These efforts aimed to foster a supportive workplace where employees feel valued, motivated and included.

CHAPTER 6
STRATEGY ON EFFICIENCY GAINS

As part of its ongoing efforts to improve internal efficiency and enhance working methods, the Centre has further expanded its use of advanced language technologies.

Building on the multi-engine machine translation (MEMT) strategy implemented in 2023, which leverages multiple neural machine translation systems, the Centre made significant progress in 2024 and in 2025. These advancements included enhanced internal productivity, reduced outsourcing costs through innovative calls for tenders, and further reductions in indicative turnaround times for various services.

In parallel, the Centre continued to consolidate its integrated management approach and quality management system. In 2024, the Centre initiated a comprehensive process analysis to better understand the current state of play of its processes and identify potential improvements. Coordinated by the Centre's Quality Steering Committee, this initiative, which involves all departments, continued in 2025 and is expected to be finalised in 2026. The aim is to further improve, align and optimise the Centre's processes and working methods in terms of service, quality, efficiency, effectiveness and stakeholder experience.

These initiatives, centred on cutting-edge language technology and operational excellence, form the foundation of the Centre's Strategy 2024-2027, 'Ensuring Multilingualism in the Digital Age', and will continue with the progressive integration of artificial intelligence.

CHAPTER 7
ASSESSMENT OF AUDIT RESULTS DURING THE REPORTING YEAR

7.1. Internal Audit Service (IAS)

In 2025, the IAS conducted an audit on the costing and pricing of the linguistic services at the Centre. This audit topic was included the IAS strategic internal audit plan (SIAP) 2022-2024[13] following a risk assessment carried out by the IAS in 2021.

The objective of the audit was to assess whether the Centre has put in place an adequate framework, as well as a control system that is adequately designed and effectively implemented for the costing and pricing of linguistic services.

The IAS final audit report (FAR) on the costing and pricing of the linguistic services at the Centre was issued in July 2025. The IAS issued recommendations in the following five areas: (i) legal bases for the provision of the Centre's linguistic services; (ii) the pricing of linguistic services – strategy and process; (iii) time reporting and cost allocation; (iv) monitoring and reporting on the costs of services; and (v) IT general controls for systems supporting costing and pricing processes. The Centre promptly produced an action plan containing specific actions to ensure the implementation of the IAS audit recommendations on costing and pricing.

Between September and December 2025, the IAS carried out a full risk assessment at the Centre, covering all processes (administrative, financial, operational and information technology). This in-depth risk assessment was conducted in conformity with the Global Internal Audit Standards.

Drawing on the results of this in-depth risk assessment, the IAS prepared its SIAP for the 2026-2028 period for the Centre, which was finalised in November 2025. The 2026-2028 SIAP identified two prospective audit topics: (1) human resources management; and (2) procurement and contract management. Cybersecurity was identified as a potential reserve audit topic.

The SIAP is subject to annual review, and the list of topics may be adjusted to reflect the IAS annual risk assessment updates, emerging risks and significant changes in processes.

7.2. Internal audit capability (IAC)

The Centre currently has no internal audit capability.

7.3. European Court of Auditors (ECA)

In its report on the Centre's annual accounts for the 2024 financial year, the ECA issued the following opinions:

[13] The second prospective audit topic included in the SIAP was the IT security management in the Centre. The IAS final audit report on IT security management in the Centre was issued in May 2024.

7.3.1 OPINION ON THE RELIABILITY OF THE ACCOUNTS

‘In our opinion, the CdT’s accounts for the year ended 31 December 2024 present fairly, in all material respects, the CdT’s financial position as at 31 December 2024, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its financial regulation and with accounting rules adopted by the Commission’s accounting officer. These are based on internationally accepted accounting standards for the public sector.’

In addition, the Court issued the following statement (called emphasis of matter which is used when the auditor wants to draw users’ attention to something important, without modifying the audit opinion):

‘*We draw attention to the explanatory note attached to the financial statements, which indicates that the CdT’s negative economic outcome of €5.7 million is the result of a sharp decline in operating revenue by €5.4 million (13.2 %) compared to 2023, linked to the drop in invoiced pages by 11.4 % (from 537 772 in 2023 to 476 298 in 2024), and by 17.6 % (from 577 900) since 2022.*

We also draw attention to table B.6 of the annual accounts, comprising the reserve for pricing stability, which was created in 2011 to offset fluctuations in business volume from clients and to help the CdT ensure budget and price stability. This reserve peaked at €15.6 million in 2014 and dropped to €8.9 million in 2024 (a decrease of 42.9 % since 2014).

The management’s evaluation of the events and conditions and management's plans to mitigate these matters are also described in the explanatory note. Our opinion is not modified with respect to this matter.’

7.3.2 OPINION ON THE LEGALITY AND REGULARITY OF REVENUE UNDERLYING THE ACCOUNTS

‘In our opinion, the revenue underlying the accounts of the CdT for the year ended 31 December 2024 is legal and regular in all material respects.’

Opinion on the legality and regularity of payments underlying the accounts: ‘ In our opinion, the payments underlying the CdT’s accounts for the year ended 31 December 2024 are legal and regular in all material respects.’

There is one observation on the legality and regularity of transactions. However, these do not call the ECA’s opinion into question:

Observation on the legality and regularity of transactions:

In its report, ECA also annexed the follow-up of the previous year’s observations. Three of these observations, were closed with one, related to 2023 remaining open.

‘For the past 3 years, the CdT has signed 40 low-value contracts for maintenance services with the same provider, for a total of €56.7 thousand. Considering the similar nature of the contracted services and the fact that their total value exceeded €15 000, the CdT should not have used a direct award procedure. Instead it should have launched a competitive procedure based on an estimate of future costs. As a result, all payments under these contracts, which amounted to €25.8 thousand in 2023, were irregular.’

The Centre replied by stating that is considering its approach to ordering maintenance services, in particular, the prospect of launching a competitive procedure to establish a framework contract for these services. In the meantime, the CdT will organise simplified competitive procedures when ordering maintenance services for a contract value exceeding EUR 1 000.

In 2025, as in the previous years, part of the audit of the annual accounts was performed by a private audit firm. The Centre's 2024 annual accounts were audited by the external auditor EY Réviseur d'Entreprises SRL (EY). In its auditor's report on the Centre's annual accounts for FY 2024, EY gave the following opinion: 'In our opinion, the Final Annual Accounts of the Translation Centre for the Bodies of the European Union present fairly, in all material aspects, its financial position as at December 31, 2024, and the results of its operations and its cash flow, for the year then ended, and are prepared in accordance with its Financial Regulation, and, in accordance with the accounting rules adopted by the Commission's accounting officer.'

7.4. Quality audits

The internal quality audits are part of the Centre's quality management system, and the internal quality audit programme is established every year by the Centre's management. The aim of the quality audits is to evaluate the processes and procedures in terms of their effectiveness, efficiency and conformity.

In 2025, the Centre did not carry out any internal quality audits. These have been replaced by an in-depth process review covering all the processes at the Centre, which started in 2025 and will be completed in 2026.

The objective of the process review is to assess and further improve, align and optimise the Centre's processes and working methods in terms of service, quality, efficiency, effectiveness and stakeholder experience.

This review will bring a variety of benefits to the Centre by identifying areas for improvement, generating efficiency gains, optimising the Centre's allocation of resources, reinforcing the internal control, and giving staff the opportunity to learn more about the processes and procedures in place at the Centre. This activity will also strengthen the culture of continuous improvement.

CHAPTER 8
FOLLOW-UP OF RECOMMENDATIONS AND ACTION PLANS FOR AUDITS AND EVALUATIONS

INTERNAL AUDIT SERVICE (IAS)

In 2025, the Centre had one open audit recommendation deriving from the 2021 audit on planning and budgeting. The IAS priority assigned to this recommendation was 'Important'. The pending actions relating to this recommendation are currently being implemented within the scope of the Centre's recent action plan following the IAS audit on costing and pricing

concluded in 2025.

Furthermore, two recommendations from the 2023 IAS audit on IT security management at the Centre progress remain open. Substantial progress was achieved on several actions linked to these recommendations in 2025, highlighting a positive trajectory.

In July 2025, the IAS issued its FAR on costing and pricing at the Centre, which included five recommendations categorised by priority: two as 'Very Important' and three as 'Important'. The Centre promptly initiated an action plan to address these recommendations. By the end of 2025, all recommendations remained open, though it is important to note that implementation is planned for 2026 and 2027.

It should also be noted that the areas addressed by the IAS audits are incorporated into the Centre's risk review and management processes. Risks in these areas are promptly identified, assessed and managed through the development and ongoing monitoring of risk response plans.

EUROPEAN COURT OF AUDITORS (ECA)

In its 2024 report, the ECA included an annex to follow up on previous years' observations. Out of a total of four observations, one, relating to 2023, remains open, while the other three ones were closed.

This observation relates to the use of direct awarding for multiple similar low-value maintenance contracts with the same provider, exceeding the threshold that required a competitive procurement procedure, resulting in irregular payments.

The Centre responded that it would implement corrective actions in order to address this observation by revising its maintenance procurement approach through the introduction of competitive procedures, including a framework contract, and would apply simplified competition for contracts over EUR 1 000 in the interim.

OLAF

The European Anti-Fraud Office did not open or investigate any cases in 2023 concerning the Translation Centre or its staff.

CHAPTER 9
FOLLOW-UP ON OBSERVATIONS FROM THE DISCHARGE AUTHORITY

Following the European Parliament's observations in the discharge decision for the financial year 2023, the Centre submitted its reply. The status of three observations made by the discharge authority is ongoing.

In the performance area, the following two actions are ongoing:

- The European Parliament underlined that 'over the last decade CdT experienced 7 years of budgetary deficits and 6 years of accounting losses due to declining volumes of business; takes note that, to address the fall in business volumes, CdT has been drawing on a special reserve that was established in 2011 to ensure budget and price stability; notes that this reserve peaked at EUR 15.6 million in 2014, subsequently dropped to EUR 10.3 million in 2022 and EUR 8.9 million in 2023; is aware that once the reserve is fully depleted, any further deficits would have to be covered by Union budget subsidies, as provided for by the CdT's founding regulation; calls on CdT to report back to the discharge authority on its plans to mitigate the risks of business continuity.'

The Centre replied that it was preparing a strategy to ensure long-term financial sustainability. This strategy builds on previous efforts to reduce costs and enhance operational efficiency while maintaining high service quality. It will also take into account the findings and recommendations from internal and external evaluations and audits. In connection with these analyses, the possibility of reviewing the business model could also be explored to ensure that it remains appropriate and sustainable. In parallel, the Centre has developed an HR Strategy, and is preparing a Business Development Strategy and an IT Strategy. These strategies are closely interconnected, mutually reinforcing one another, and will collectively contribute to the Centre's long-term resilience and success.

- The European Parliament noted that 'budget monitoring efforts during the financial year 2023 resulted in a budget implementation rate of current year commitment appropriations averaging above 97%, with the exceptions of CdT and ELA, which had rates of 89.55% and 93.72% respectively; notes that the agencies exhibiting the lowest execution rate of current year payment appropriations are as follows, listed in ascending order along with their respective percentages: ESA at 47.61%, Frontex at 55.37%, EU-OSHA at 68.83%, ACER at 70.69% and ECDC at 71.79%.'

The Centre replied that in line with its strategic direction, it increasingly relied on internal resources rather than outsourcing certain tasks to external contractors. This has helped reduce the deficit but has resulted in a lower budget execution rate. In order to better control its costs, the Centre also conducts a thorough analysis of each position before deciding whether to replace it in the event of voluntary departure or retirement.

In the staff policy area, the following action has been completed:

- The European Parliament noted that, 'in 2023, the staff turnover rate was more than 5% in 18 out of 33 agencies (namely Cedefop, CEPOL, EBA, EFCA, EIGE, EIOPA, EIT, ELA, EUDA, ETF, EUAA, eu-LISA, Eurofound, Eurojust, Europol, EUSPA) and that three of

them exceeded the 10% rate (namely BEREC Office, CdT, Eurojust); commends the agencies that have taken targeted measures to prevent high staff turnover rates; highlights the importance for all agencies to implement measures with a view to improving talent management and retention.'

The Centre replied that it was undergoing a period of significant transition, characterised by declining revenue, rising structural costs and rapidly evolving technologies. In response, the Centre has developed a comprehensive HR Strategy designed to ensure targeted recruitment, training and professional development, fully aligned with its strategic objectives, operational requirements and emerging industry trends. This will enable the Centre to continue operating in a sustainable, resilient and future-proof manner.

CHAPTER 10
ENVIRONMENTAL MANAGEMENT

In the last quarter of 2023, the Centre's Infrastructure and Security Section launched a study with an external party specialising in the design and implementation of an environmental management system (EMS), in accordance with the requirements of the amended EMAS Regulation and ISO 14001, to assess the status and effectiveness of the Centre's environmental activities. The aim was to establish whether the introduction of an EMAS would bring added value. The study, completed in Q2 2024, showed that although an EMAS would slightly improve the Centre's environmental performance, the cost-benefit ratio of such a project was currently unfavourable.

The Centre remains committed to continuously improving its environmental performance and relies on the general principles of EMAS and ISO 14001 in its daily operations.

Waste sorting and recycling are possible at several locations throughout the premises, and staff members actively make use of this opportunity. The Centre constantly maintains the SuperDrecksKëscht certificate – a Luxembourg environmental initiative in the field of waste management.

In 2025, the Centre continued to promote the five Rs principle – Refuse, Reduce, Reuse, Repurpose/Rot and Recycle – in its waste management practices to minimise its environmental impact. Old furniture and IT equipment were donated to a solidarity movement that gives decommissioned items a second life.

The European Commission established greener provisions for missions in 2025, through the Commission Decision of 13 May 2025 on the general provisions for implementing Articles 11, 12 and 13 of Annex VII to the Staff Regulations of Officials and on authorised travel. The Centre adopted by analogy the new Guide to Missions and Authorised Travel, through Management Board Decision CT/CA-029/2025EN of 16 October 2025.

CHAPTER 11
ASSESSMENT BY MANAGEMENT

In 2025, the Centre continued to assess the newly introduced services, with a view to adjusting their characteristics.

The strong partnership between the Centre and its clients was further strengthened by the Centre's responsiveness to client needs and its ability to offer tailored, high-quality services. In addition to launching and promoting or adapting new services (e.g. the extension of the term list service to include application labels), the Centre actively participated in several pilot projects with clients and stakeholders, exploring opportunities for future innovations. The pilot projects included 'extended editing' and an 'expanded preparation of documents for publication'.

The Centre also proactively monitored emerging trends in the translation environment and made strategic investments in cutting-edge technology to stay ahead of translation industry developments.

In light of a substantial reduction in the volume of translations requested by clients and a challenging economic environment, marked by high inflation and rising costs, in October 2024 the Management Board adopted a 5% price adjustment that became effective from January 2025. No new price adjustments were proposed and adopted at the Management Board meeting in October 2025 and the prices in 2026 remain the same as in 2025.

PART II B. External evaluations

In 2025, a consultancy firm was commissioned by the Commission to carry out an evaluation of the Centre for the five-year period 2019-2023.

The purpose of the study is to provide an objective, independent and analytical assessment of the Centre as regards its relevance, effectiveness, efficiency, coherence and EU added value in line with the EU Better Regulation Guidelines, to support the evaluation of the Centre by the Commission.

The final report containing the main findings, conclusions and recommendations is expected to be published in 2026.

PART III.
Assessment of the effectiveness of the internal control systems

CHAPTER 1
EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

COMPLIANCE WITH INTERNAL CONTROL SYSTEMS

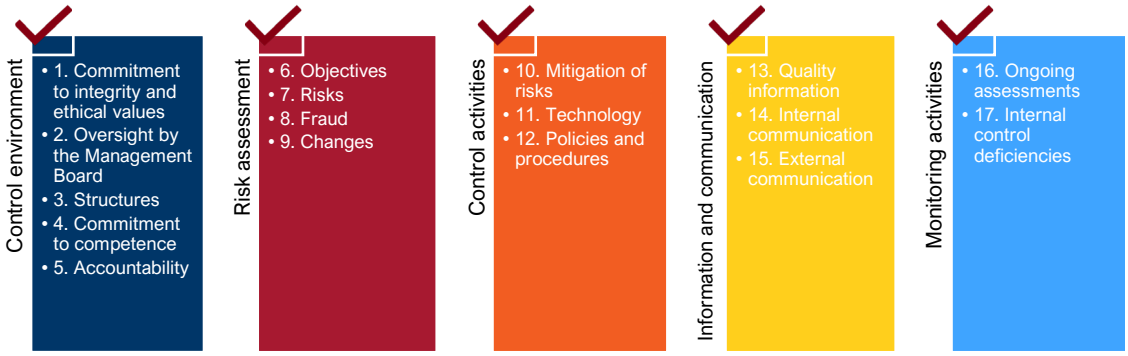
The Centre's management assessed the administrative internal key controls in the process areas of procurement, financial management, human resources management, corporate services, general support and IT processes, governance, and strategic planning and programming (including monitoring and reporting), and concluded that they were present and functioning in all five components of the internal control framework[14].

Figure 3 Compliance with the internal control principles, by component

[14] Annex 1 – Internal control framework and related requirements of the Decision on internal control standards for the Translation Centre (CT/CA-025/2017/01).

EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

Figure 4 Effectiveness of the internal control principles



The indicators established in several areas for controls on financial transactions in budget line 3000; EPQC on translations provided to clients; the re-ranking of external contractors; checks on the procurement process; ex ante evaluation(s) for the Centre's main initiatives/projects[15]; and the key financial and non-financial indicators on legality, regularity and sound financial management[16] do not show any instances of inadequate or ineffective controls that may have exposed the Centre to key risks.

The controls and supervisory checks provided no evidence of significant and/or repetitive errors in reporting by departments; reporting on budget execution; reports by the accounting officer and financial reports; reporting on delegations; reporting on human resources; security; information security; personal data protection; business continuity; translation quality; or ex post financial control.

In its opinion on the Centre's accounts for 2024, the ECA concluded that they presented fairly, in all material aspects, the Centre's financial position. In its opinion on the revenue and payments underlying the Centre's accounts for 2024, the ECA found them to be legal and regular in all material respects.

The ECA's single observation on the legality and regularity of transactions does not call its opinion into question, and it concerns the 2016 awarding of a contract for renting IT racks through a negotiated procedure without prior publication, which the Centre justified using an exemption for building contracts. The ECA concluded that the rental of IT racks does not fall under this category, and therefore the contract and subsequent renewals and related payments were considered irregular. The observation also concerned shortcomings in the audit trail.

It should be noted that weaknesses leading to reservations relate to the use of resources, sound financial management, and the legality and regularity of underlying transactions. Such weaknesses can be defined on the basis of quantitative or qualitative criteria. As regards the quantitative criteria according to which a decision can be based on whether to include a reservation, the threshold of 2% of the budget managed in 2025 was used as a reference to define materiality. The materiality threshold of 2% of the budget of EUR 51 894 625 amounts

[15] See Part II.A., 'Management', 'Budgetary and financial management', 'Costs and benefits of controls'.
[16] See Annex IX – Key indicators and parameters.

to EUR1 037 893. In 2025, two exceptions (ex ante) and one non-compliance (ex post) event were registered. None of the events reached the materiality threshold.

The Centre's management reviewed the annual indicators' dashboards and the matrix of responsibilities. The indicators (i.e. implementation rate of the annual work programmes) demonstrated that the quarterly performance reviews carried out by the Centre's management comply with the objective of the ongoing monitoring of the Centre's activities.

Performance and effectiveness reviews, reviews on work programme implementation and reports on ongoing projects are key controls that have become increasingly embedded in the routine work of all departments. As the process is constantly evolving, improvements continue to be identified and tackled in areas such as the robustness, relevance and analysis of indicators, and the accessibility of the corresponding evidence. The Centre's management considered that the monitoring reviews showed no instances of inadequate/ineffective controls that would expose the Centre to key risks.

Within the risk-assessment component, the Director and all department heads reviewed the draft Single Programming Document 2026-2028 in order to update the risk register with any potential risks anticipated for 2026 as a result of challenges that might affect the achievement of the Centre's strategic objectives and initiatives.

During this risk-identification exercise, the Centre's management reviewed the entire risk portfolio, including the risks' inherent and residual ratings and the corresponding mitigation measures. Management confirmed that the risk '*Lower volumes of language service requests*' remains high for the Centre, despite the implementation of several mitigating controls. Two additional risks were elevated to the same level of importance:

- '*Agencies' deviation from the spirit of their founding regulation*', which has a clear causal link to the risk of lower volumes; and
- '*Failure to recruit and retain the right profiles for CdT staff*'.

In 2025, the Centre continued to take part in the peer-review exercise on the most significant risks for 2026. This exercise was conducted at the request of the Secretary-General and the Directorate-General for Budget (DG BUDG) of the European Commission. The objective of the exercise is to coordinate the assessment of risks that decentralised agencies and joint undertakings may face in implementing EU policies in 2026. Within this exercise, the Centre is part of the DG EMPL and DGT cluster, which comprises all partner agencies of DG EMPL and the DGT.

The Centre's management reviewed the Centre's strategy for organisational management and internal control systems[17], which takes into account the implementation of the principles set out in the Centre's internal control framework and the priorities set by the Commission under the Common Approach on EU decentralised agencies[18], particularly with regard to ensuring the proper handling of conflicts of interest, and developing and maintaining anti-fraud measures through prevention, detection, awareness-raising and closer cooperation with the European Anti-Fraud Office (OLAF). The strategy focuses mainly on implementing and

[17] Annex X: 'Strategy for the organisational management and internal control systems' of the Single Programming Document 2026-2028 of the Translation Centre for the Bodies of the European Union.

[18] https://european-union.europa.eu/sites/default/files/docs/body/joint_statement_and_common_approach_2012_en.pdf

embedding preventive, detective and corrective controls in order to promote and maintain a culture of integrity that ensures transparency and accountability.

The Centre's management established that the risk of fraud was rather low in the areas sensitive to fraud (procurement, contract management, recruitment, human resources and logistics) due to the established processes and working procedures and the measures put in place.

PREVENTION, DETECTION AND CORRECTION OF FRAUD

In 2025, the Centre's management implemented the Internal Control and Anti-Fraud Action Plan 2025-2026. The plan focused primarily on strengthening the internal rules governing financial delegation and enhancing staff awareness through dedicated ethics-related training. The Charter of the Authorising Officer was approved by the Management Board and has been seen by its members as a good initiative on improving the clarity of the rules applicable to the Director, including the revolving door issue.

As regards the prevention and management of conflicts of interest, the Centre requires every staff member participating in the evaluation of candidates for a selection procedure or in a procurement evaluation to sign a declaration on conflicts of interest. Concerning managerial positions, the Director's declaration of interests is published on the Centre's website. Finally, in 2025 the total number of sensitive functions at the Centre remained at 10.

CHAPTER 2
CONCLUSIONS ON THE ASSESSMENT OF THE INTERNAL CONTROL SYSTEMS

Based on all the facts presented in the previous sections, and in light of the opinions expressed by the European Court of Auditors on the reliability of the accounts and on the legality and regularity of the transactions underlying the accounts, it can be stated that the Centre operates in an environment where risks are appropriately managed.

The Centre considers that its control systems are fully effective overall, with some improvements needed to further increase its capabilities and resilience.

Furthermore, the control procedures put in place guarantee the legality and regularity of the underlying transactions, and also guarantee that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management.

CHAPTER 3
STATEMENT OF THE OFFICER IN CHARGE OF RISK MANAGEMENT AND INTERNAL CONTROL COORDINATION

I declare that in accordance with the decision on internal control standards for the Translation Centre, I have reported my advice and recommendations on risk management and the overall state of internal control at the Translation Centre to the Director.

I hereby certify that the information provided on the overall state of internal control in Part II.A of the annual activity report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Luxembourg, 31 January 2026.

(signed)

Georgios Kazantzis

PART IV.
Management assurance

CHAPTER 1
REVIEW OF THE ELEMENTS SUPPORTING ASSURANCE

The declaration of assurance provided by the authorising officer is structured around four pillars or 'building blocks':

- Assessment by management (controls and supervisory checks, monitoring reviews and self-assessments).
- Assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits and evaluations during the reporting year).
- Follow-up of reservations and action plans resulting from audits from previous years and follow-up of observations from the discharge authority.
- Management assurances (declarations of assurance).

1. *Assessment by management (controls and supervisory checks, monitoring reviews and self-assessments).*

After a careful review of the results of the controls and supervisory checks, and monitoring reviews, the Centre's management believes that the actions implemented to date give reasonable assurance as to the architecture of the internal control system, and that this system is operating correctly as a whole. The Centre's management believes that its control systems operate effectively overall and continues to identify targeted refinements that could further enhance the Centre's capabilities and resilience.

2. *Assurances and/or recommendations from independent monitoring and assessment sources (data protection, results from audits and evaluations during the reporting year).*

Data protection is well understood at the Centre, which is a mature organisation in this respect. In 2025 the Centre experienced one personal data breach that required information to be sent to the European Data Protection Supervisor (EDPS), yet no major complaints were made to the Data Protection Officer (DPO) or the EDPS concerning the processing of personal data at the Centre. The IAS carried out an in-depth, risk assessment of the Centre's processes in 2025 and on that basis developed the SIAP for 2026–2028 prioritising human resources management and, procurement and contract management, with cybersecurity identified as a reserve topic.

3. *Follow-up of reservations and action plans resulting from audits from previous years, and follow-up of observations from the discharge authority.*

Eight IAS recommendations remained open in 2025. However, five of these are associated with an audit completed in 2025 and have future closure dates (see Chapter 8). Only one ECA observation remained open in 2025. However, the Centre considers that it has addressed this sufficiently and expects it to be closed in the Court's next assessment. Of the three observations made by the European Parliament in the 2023 discharge decision, two were ongoing.

4. *Management assurances.*

All five heads of department, as well as other assurance providers (Local Informatics Security Officer, Data Protection Officer and Security Officer) in the second line of defence[19] of internal control, have provided statements on the adequacy of the control activities.

CHAPTER 2
RESERVATIONS

In line with the quantitative and qualitative principles established by the Centre to define the material criteria on which to base a decision on whether to include a reservation in the annual declaration of assurance in the annual activity report, the Centre's authorising officer has not issued any reservations.

[19] THE IIA'S THREE LINES MODEL. An update of the Three Lines of Defence. The Institute of Internal Auditors, July 2020.
'Leveraging COSO across the three lines of defence', The Institute of Internal Auditors, July 2015.

PART V.
Declaration of assurance

I, the undersigned, Mauro Bubnic, Acting Director of the Translation Centre for the Bodies of the European Union,

in my capacity as Authorising Officer,

declare that the information contained in this Consolidated Annual Activity Report 2025 gives a true and fair view,

state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal as reported in this report, including:

the end-of-year declaration of assurance issued by the authorising officer, and the authorising officers by delegation and sub-delegation, based on the knowledge gained from daily operations and management supervision activities under their mandate;

the results of ex post controls and monitoring activities;

the results of the annual self-assessment by the Centre's management of the internal control system and the statement of the officer in charge of risk management and internal control coordination;

the observations and recommendations of the Internal Audit Service; and

the lessons learnt from the reports of the European Court of Auditors prior to the year of this declaration.

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

Luxembourg, 31 January 2026

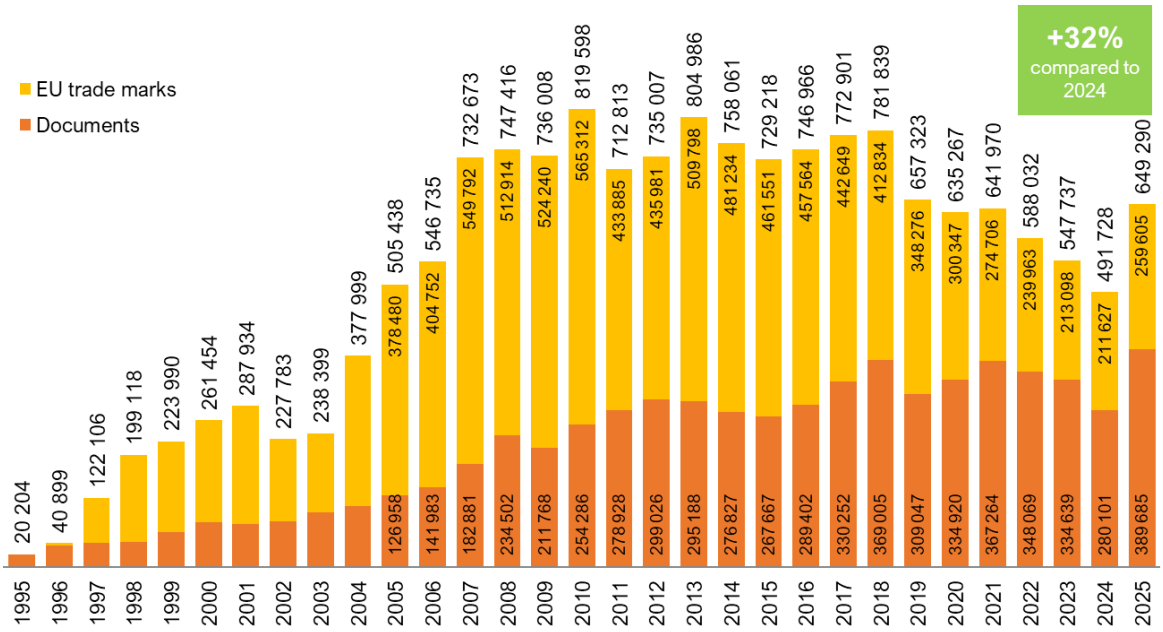
(signed)

Mauro Bubnic

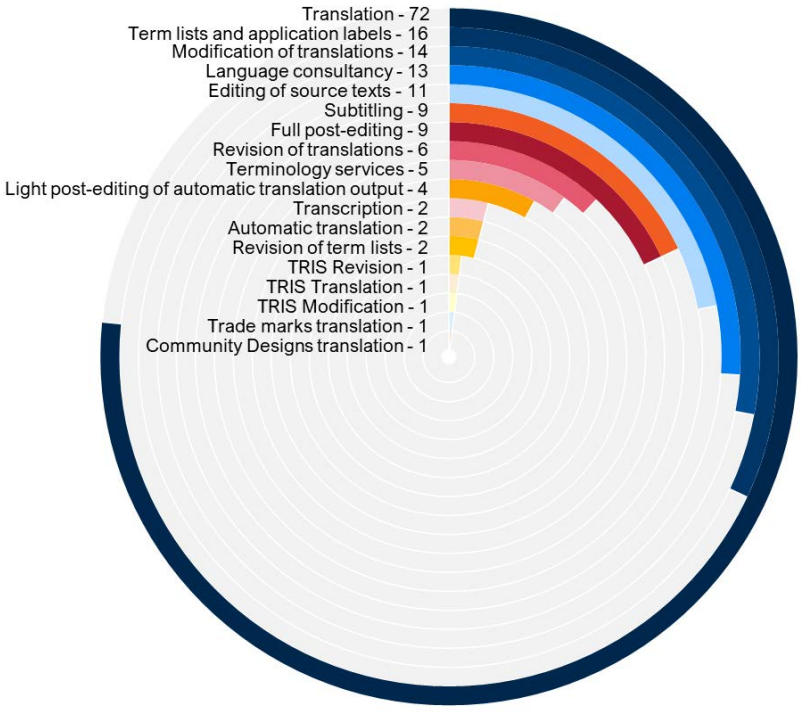
ANNEXES

ANNEX I – CORE BUSINESS STATISTICS – DATA AS AT 31 DECEMBER 2025

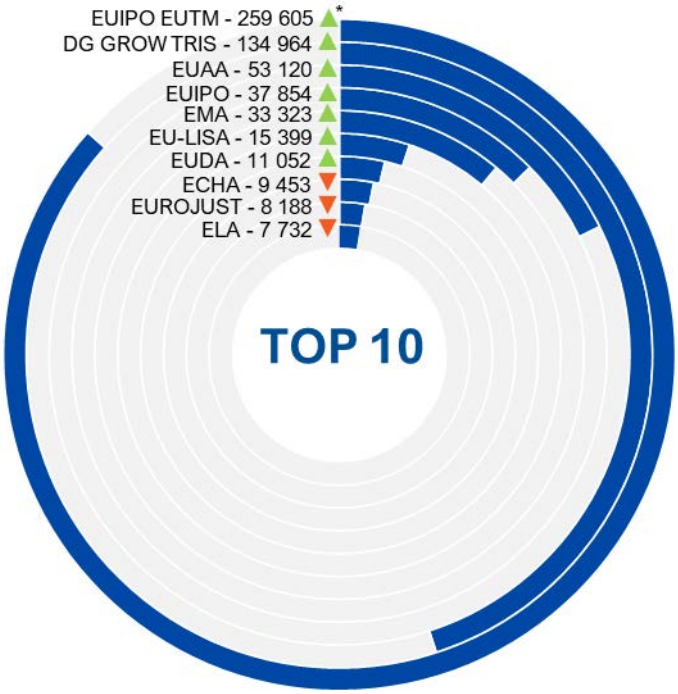
A. Trends in translation volumes 1995-2025



B. Number of clients by service type



C. Volume of translated documents by client (in pages) – top 10 clients



*Year-on-year trend compared to 2024

D. Volume of translated documents by client (in pages) – all clients

Client Acronym	Invoiced 2025	Invoiced 2024		Variation
EUIPO EUTM	259 605.4	211 626.9	▲	23%
DG GROW TRIS	134 964.0	0.0	▲	100%
EUAA	53 119.5	29 104.5	▲	83%
EUIPO	37 854.0	37 080.5	▲	2%
EMA	33 323.0	30 830.0	▲	8%
EU-LISA	15 399.0	12 184.5	▲	26%
EUDA	11 051.5	7 751.5	▲	43%
ECHA	9 453.0	12 218.5	▼	-23%
EUROJUST	8 187.5	12 131.0	▼	-33%
ELA	7 731.5	9 265.0	▼	-17%
EPPO	7 662.5	16 751.0	▼	-54%
EU-OSHA	7 409.0	6 611.5	▲	12%
EDPS	6 568.5	8 959.5	▼	-27%
ETF	5 164.5	5 276.0	▼	-2%
EBA	4 980.0	7 842.0	▼	-36%
ESMA	4 493.0	409.0	▲	999%
FRONTEX	4 150.5	19 498.0	▼	-79%
ECDC	3 693.5	4 540.0	▼	-19%
ECA	3 381.5	756.5	▲	347%
EACEA	2 868.5	1 517.0	▲	89%
ERA	2 692.0	7 268.5	▼	-63%
EFSA	2 514.0	2 329.5	▲	8%
REA	2 050.5	652.5	▲	214%
EUROFOUND	2 011.5	2 865.0	▼	-30%
FRA	1 910.5	1 984.5	▼	-4%
SRB	1 856.0	5 611.0	▼	-67%
EEA	1 735.5	2 467.5	▼	-30%
EUROPOL	1 523.5	1 564.5	▼	-3%
DG-GROW	1 298.5	1 550.5	▼	-16%
OMBUDSMAN	1 250.0	1 096.0	▲	14%
JRC	1 231.5	530.0	▲	132%
EASA	1 144.0	1 380.0	▼	-17%
EFCA	1 115.0	1 208.5	▼	-8%
ECB	775.0	1 042.5	▼	-26%
CONSEIL	647.0	1 166.0	▼	-45%
CEPOL	498.5	427.0	▲	17%
EMSA	498.0	1 103.5	▼	-55%
ESAS-JC	483.0	1 759.5	▼	-73%
EIOPA	340.5	381.0	▼	-11%
BEREC OFFICE	288.0	280.5	▲	3%
EIB	216.0	209.5	▲	3%
CBE JU	190.0	175.0	▲	9%
CINEA	184.0	129.0	▲	43%
ENISA	178.5	161.0	▲	11%

HADEA	174.0	15.0	▲	1060%
EDA	167.0	73.0	▲	129%
CEDEFOP	166.0	1 056.0	▼	-84%
ECCC	145.0	0.0	▲	100%
UPC	141.0	44.0	▲	220%
DG-JUST ODR	125.0	189.5	▼	-34%
ACER	91.0	957.5	▼	-90%
EP-DGTRAD	64.5	18.5	▲	249%
F4E	57.5	88.5	▼	-35%
EDCTP3	57.5	23.0	▲	150%
EIGE	54.5	338.0	▼	-84%
CAJU	49.0	23.0	▲	113%
CHJU	46.0	34.5	▲	33%
IHI JU	34.5	34.5	—	0%
EHPC	34.5	23.0	▲	50%
CPVO	28.5	20.5	▲	39%
ESM	25.5	0.0	▲	100%
SNS JU	23.0	23.0	—	0%
S3JU	23.0	34.5	▼	-33%
EIT	23.0	46.0	▼	-50%
CHIPS JU	23.0	34.5	▼	-33%
EUSPA	11.5	92.0	▼	-88%
ERJU	11.5	23.0	▼	-50%
EISMEA	11.5	359.5	▼	-97%
EEL2	10.0	31.5	▼	-68%
COR	2.0	35.0	▼	-94%
CJEU	0.0	698.5	▼	-100%
EESC	0.0	3.0	▼	-100%
EP-DGCOMM	0.0	108.0	▼	-100%
ERC	0.0	176.0	▼	-100%
Total	**649 290.5**	**476 298.5**	▲	+36.32%

E. Comparative breakdown by target language

Figure 5 Volume and ranking of pages by target (EU) languages 2025 vs 2024

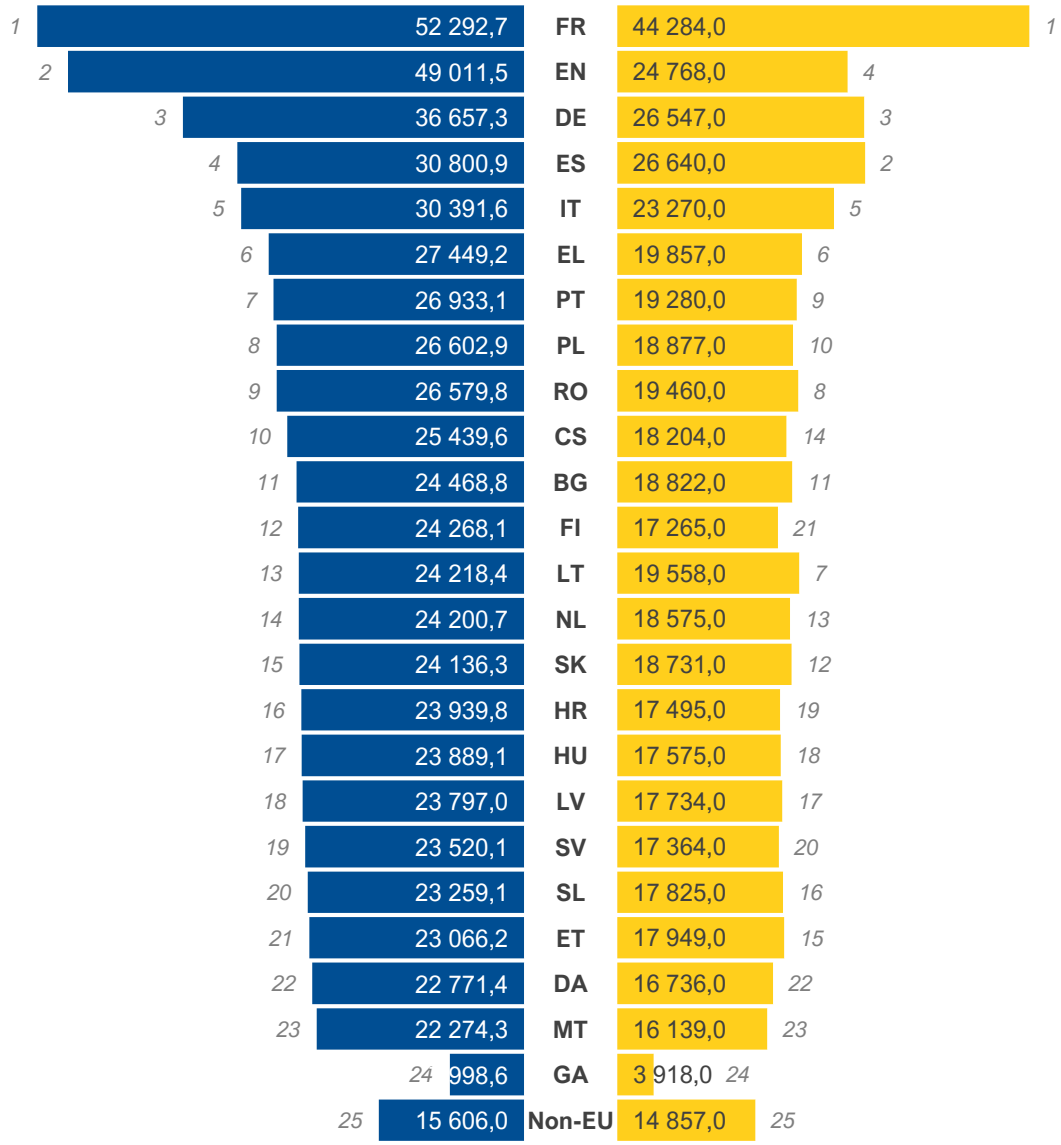


Table 1 Volume and ranking of pages by target (Non-EU) languages 2025 vs 2024

	2025		2024	
TARGET LANGUAGE (NON-EU*)	**Nb of pages**	**Ranking**	**Nb of pages**	**Ranking**
SQ – Albanian	1 603.5	1	1 389.0	3
MK – Macedonian	1 459.5	2	1 044.0	7
SR – Serbian (Cyrillic)	1 386.5	3	1 355.0	4
NO – Norwegian	1 196.5	4	1 264.0	5
TR – Turkish	1 140.5	5	1 223.0	6
AR – Arabic	1 103.0	6	2 663.0	1
UK – Ukrainian	841.0	7	1 554.0	2
IS – Icelandic	703.0	8	940.0	8

KU – Kurdish	541.5	9	37.0	27
RU – Russian	460.0	10	568.0	9
BN – Bengali	333.0	11	101.0	19
KA – Georgian	321.0	12	191.0	16
FA – Farsi	320.5	13	61.0	22
UZ – Uzbek	319.5	14	3.0	51
SO – Somali	313.5	15	68.0	21
UR – Urdu	310.0	16	79.0	20
TI – Tigrinya	293.5	17	20.0	33
AM – Amharic	284.0	18	9.0	38
BS – Bosnian	283.0	19	237.0	14
PS – Pashto	274.0	20	23.0	31
WO – Wolof	273.0	21	13.0	35
PR – Dari	272.0	22	21.0	32
BM – Bambara	247.5	23	5.0	46
LN – Lingala	247.5	23	27.0	30
PA – Punjabi	247.5	23	5.0	41
ME – Montenegrin	208.0	24	266.0	13
HI – Hindi	166.0	25	43.0	25
IG – Igbo	92.0	26	0.0	53
HY – Armenian	69.5	27	29.0	29
KO – Korean	42.5	28	127.0	18
FO – Faroese	28.0	29	0.0	53
JP – Japanese	27.5	30	295.0	11
TH – Thai	24.0	31	2.0	52
RM – Romani	22.5	32	0.0	53
KK – Kazakh	16.5	33	0.0	53
DY -Dyula	12.5	34	0.0	53
MD – Mandingo	12.5	34	3.0	48
SI – Sinhalese	12.5	34	9.0	39
TA – Tamil	12.5	34	48.0	24
HE – Hebrew	11.5	35	129.0	17
MS - Malay	11.5	35	197.0	15
ZH – Mandarin Chinese	11.0	36	290.0	12
BE – Belarusian	10.5	37	7.0	40
LB – Luxembourgish	8.5	38	0.0	53
SW – Swahili	7.5	39	18.0	34
VI – Vietnamese	5.5	40	5.0	42
KY – Kyrgyz	5.0	41	335.0	10
AZ – Azerbaijani	3.5	42	3.0	47
MN - Mongolian	3.5	42	12.0	36

MR – Marathi	3.5	42	32.0	28
RW – Kinyarwanda	3.0	43	0.0	-
LO – Lao	0.5	44	5.0	45
AK – Akan	0.0	45	0.0	53
CA – Catalan	0.0	45	11.0	37
CY - Welsh	0.0	45	0.0	53
EU - Basque	0.0	45	0.0	53
FF – Fula	0.0	45	0.0	53
GL - Galician	0.0	45	0.0	53
HA – Hausa	0.0	45	3.0	50
ID – Indonesian	0.0	45	0.0	53
KL - Greenlandic	0.0	45	0.0	53
MG – Malagasy	0.0	45	5.0	43
MO – Moldovan	0.0	45	3.0	49
NE – Nepali	0.0	45	48.0	23
PH – Filipino	0.0	45	38.0	26
PP – Papiamento	0.0	45	5.0	44
SE – Sami	0.0	45	0.0	53
SH – Serbian (Latin)	0.0	45	0.0	53
SN – Shona	0.0	45	0.0	-
T0 – Tamazight	0.0	45	0.0	53
TK – Turkmen	0.0	45	0.0	53
YO – Yoruba	0.0	45	0.0	53
Total	15 606.0		14 868	

ANNEX II – STATISTICS ON FINANCIAL MANAGEMENT

F. Budgets

TITLE	HEADING	BUDGET OUTTURN 2025	AMENDING BUDGET 2025**	INITIAL BUDGET 2025
	Revenue			
1	**Payments from agencies, bodies, offices and institutions**	40526 986	38 858 000	41 203 800
2	**Contribution from the European Commission**	3 400 000	3 400 000	p.m.
3	**Interinstitutional cooperation***	872 775	895 400	870 200
4	**Other revenue**	527 163	598 700	598 700
5	**Surplus carried over from the previous financial year and transfers from reserves from previous years**		8 142 525	2 474 600
6	**Refunds**			
	Total	45 326 924	51 894 625	45 147 300
	Expenditure			
1	**Staff**	30 197 532	31 097 300	30 643 800
2	**Buildings, equipment and miscellaneous operating expenditure**	6 823 349	7 795 500	7 983 500
3	**Operational expenditure**	9 175 265	8 065 000	6 520 000
10	**Reserves**		4 936 825	
	Total	**46 196 147**	**51 894 625**	**45 147 300**

* Interinstitutional cooperation, as defined in Title 3 of the budget revenue, includes revenue received relating to the interinstitutional IATE database.

** The figures concern amending budget 2/2025.

G. Revenue collected

COMPARATIVE ANALYSIS OF BUDGET REVENUE COLLECTED FOR 2025 AND 2024

BUDGET REVENUE	2025	2024	% CHANGE
Total revenue relating to the core operational activity	41 399 761	36 129 548	14.59%
EU Contribution	3 400 000	0	
Financial income	270 114	816 278	-66.91%
Grants received	170 000	170 000	0.00%
Other operating income	87 049	105 243	-17.29%
Total budget revenue	**45 326 924**	**37 221 069**	**21.78%**

REVENUE COLLECTED BY BUDGET LINE

BUDGET LINE	AGENCY/OFFICE/BODY/INSTITUTION	REVENUE 2025	REVENUE 2024	CHANGE IN EUR	% CHANGE
1000	European Environment Agency (EEA)	196 997	226 265	-29 268	-13%
1001	European Training Foundation (ETF)	232 123	325 707	-93 584	-29%
1002	European Union Drugs Agency (EUDA)	911 805	730 564	181 241	25%
1003	European Medicines Agency (EMA)	3 591 696	2 622 141	969 555	37%
1004	European Agency for Safety and Health at Work (EU-OSHA)	850 931	498 731	352 200	71%
1005	European Union Intellectual Property Office (EUIPO)	4 165 700	3 472 908	692 792	20%
1006	EUIPO trade marks	9 947 510	8 503 734	1 443 776	17%
1007	Community Plant Variety Office (CPVO)	3 587	2 081	1 506	72%
1008	European Union Agency for Law Enforcement Cooperation (Europol)	131 321	121 001	10 320	9%
1009	European Foundation for the Improvement of Living and Working Conditions (Eurofound)	187 003	393 508	-206 505	-52%
1010	European Centre for the Development of Vocational Training (Cedefop)	24 832	105 582	-80 750	-76%
1012	European Union Agency for Fundamental Rights (FRA)	194 157	159 972	34 184	21%
1014	European Investment Bank (EIB)	82 407	18 630	63 778	342%
1015	European Food Safety Authority (EFSA)	332 521	223 233	109 289	49%
1016	European Union Agency for Criminal Justice Cooperation (Eurojust)	921 561	1 215 651	-294 090	-24%
1017	European Maritime Safety Agency (EMSA)	45 486	105 635	-60 149	-57%
1018	European Aviation Safety Agency (EASA)	107 872	107 502	370	0%
1019	European Union Agency for Railways (ERA)	90 990	332 873	-241 882	-73%
1020	European Network and Information Security Agency (ENISA)	17 788	19 570	-1 782	-9%
1021	European Centre for Disease Prevention and Control (ECDC)	375 653	555 606	-179 953	-32%
1022	European Border and Coast Guard Agency (Frontex)	540 907	1 939 475	-1 398 567	-72%
1023	Education, Audiovisual and Culture Executive Agency (EACEA)	273 226	193 067	80 159	42%
1024	European Innovation Council and SMEs Executive Agency (EISMEA)	1 282	42 492	-41 210	-97%
1025	European Union Agency for Law Enforcement Training (CEPOL)	31 793	36 870	-5 076	-14%

BUDGET LINE	AGENCY/OFFICE/BODY/INSTITUTION	REVENUE 2025	REVENUE 2024	CHANGE IN EUR	% CHANGE
1027	European Union Agency for the Space Programme (EUSPA)	1 052	9 212	-8 159	-89%
1028	European Defence Agency (EDA)	12 805	8 430	4 375	52%
1029	European Chemicals Agency (ECHA)	1 316 122	622 701	693 421	111%
1030	European Fisheries Control Agency (EFCA)	102 397	111 573	-9 177	-8%
1031	Fusion for Energy Joint Undertaking (F4E JU)	5 621	8 036	-2 414	-30%
1033	European Climate, Infrastructure and Environment Executive Agency (CINEA)	18 904	13 610	5 295	39%
1034	European Institute of Innovation and Technology (EIT)	3 956	7 176	-3 220	-45%
1035	European Research Council Executive Agency (ERCEA)	0	8 520	-8 520	-100%
1036	Research Executive Agency (REA)	224 253	94 811	129 442	137%
1037	Clean Aviation Joint Undertaking (Clean Aviation JU)	4 484	2 001	2 483	124%
1038	European Institute for Gender Equality (EIGE)	9 989	24 404	-14 414	-59%
1039	Single European Sky ATM Research 3 Joint Undertaking (SESAR 3 JU)	1 978	3 002	-1 024	-34%
1042	Innovative Health Initiative Joint Undertaking (IHI JU)	3 295	3 002	293	10%
1043	Clean Hydrogen Joint Undertaking (Clean Hydrogen JU)	4 209	3 002	1 208	40%
1045	European Union Agency for Asylum (EUAA)	4 377 645	2 743 940	1 633 704	60%
1046	Agency for the Cooperation of Energy Regulators (ACER)	4 503	105 981	-101 478	-96%
1047	European Securities and Markets Authority (ESMA)	469 159	177 427	291 732	164%
1048	European Banking Authority (EBA)	404 816	647 703	-242 887	-37%
1049	European Insurance and Occupational Pensions Authority (EIOPA)	48 766	50 528	-1 763	-3%
1050	Office of the Body of European Regulators for Electronic Communications (BEREC)	12 677	13 980	-1 303	-9%
1051	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA)	1 905 031	1 249 498	655 533	52%
1052	Chips Joint Undertaking (Chips JU)	2 105	3 002	-897	-30%
1054	The Single Resolution Board (SRB)	227 002	574 512	-347 510	-60%
1055	Secretariat-General of the European Schools (EURSC)	2 682	2 551	132	5%

BUDGET LINE	AGENCY/OFFICE/BODY/INSTITUTION	REVENUE 2025	REVENUE 2024	CHANGE IN EUR	% CHANGE
1056	Circular Bio-based Europe Joint Undertaking (CBE JU)	9 787	12 734	-2 947	-23%
1057	Europe's Rail Joint Undertaking (EU-Rail)	1 058	2 001	-943	-47%
1059	European High-Performance Computing Joint Undertaking (EUROHPC)	3 157	2 022	1 135	56%
1060	European Labour Authority (ELA)	955 863	1 109 957	-154 094	-14%
1061	European Public Prosecutor's Office (EPPO)	1 939 316	3 633 553	-1 694 237	-47%
1062	European Health and Digital Executive Agency (HaDEA)	131 820	1 530	130 290	8516%
1063	Unified Patent Court (UPC)	12 902	4 932	7 970	162%
1064	European Commission Joint Research Centre (JRC)	123 665		123 665	-
1065	Global Health EDCTP3 Joint Undertaking (EDCTP3 JU)	5 261		5 261	-
1099	Revenue from new clients	9 602	58 899	-49 297	-84%
1100	European Commission – DG Employment (DG EMPL), DG Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), DG Justice and Consumers (DG JUST)	3 365 834	159 479	3 206 355	2011%
1101	European Parliament	6 312	13 880	-7 569	-55%
1102	Council of the European Union (Council)	200 081	100 057	100 024	100%
1103	European Court of Auditors (ECA)	506 156	349 900	156 256	45%
1104	Committee of the Regions of the European Union (COR)	203	3 822	-3 619	-95%
1105	European Economic and Social Committee (EESC)	0	1 261	-1 261	-100%
1106	Court of Justice of the European Union (CJEU)	1 404	78 797	-77 393	-98%
1107	European Central Bank (ECB)	0	362 082	-362 082	-100%
1108	European Ombudsman (Ombudsman)	118 091	85 334	32 758	38%
1109	European Data Protection Supervisor (EDPS)	713 879	811 937	-98 057	-12%
2000	Contribution from the Commission	3 400 000		3 400 000	-
3002	Interinstitutional projects with the institutions (IATE)	872 775	895 985	-23 210	-3%
4000	Bank interest	270 114	816 278	-546 163	-67%
4010	Miscellaneous repayments	87 049	105 243	-18 195	-17%
4020	Grant from the Luxembourg Government	170 000	170 000	0	0%
	TOTAL REVENUE	**45 326 924**	**37 221 069**	**8 105 855**	**21.8%**

H. Expenditure

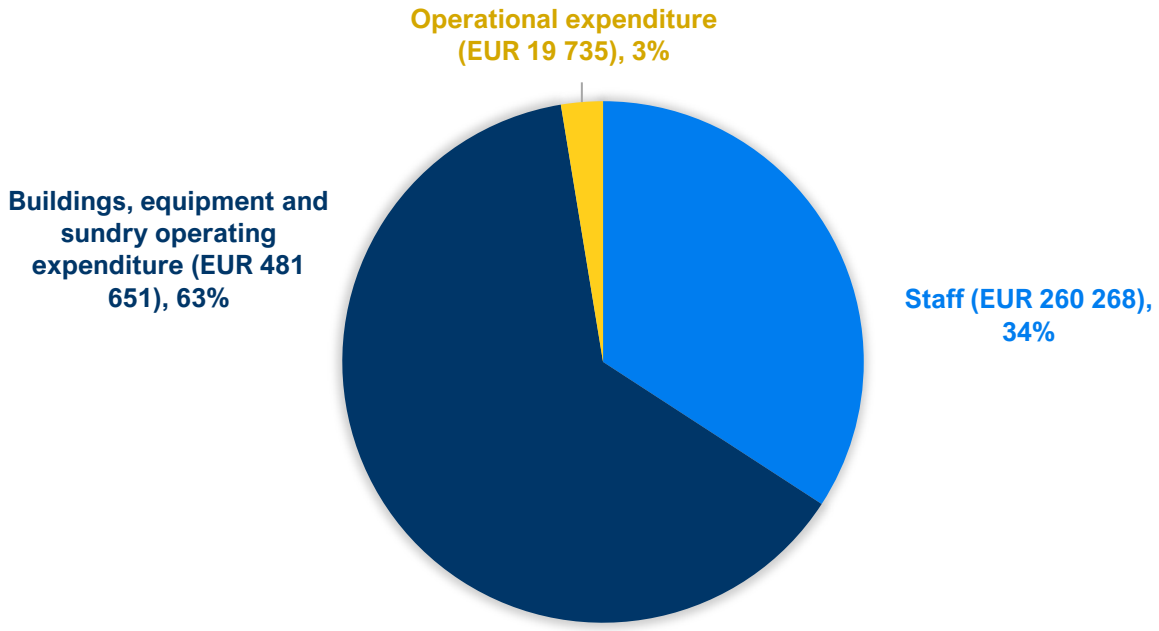
CHAPTER	HEADING	EXPENDITURE 2025 (COMMITMENT EXECUTION)	EXPENDITURE 2024 (COMMITMENT EXECUTION)	CHANGE IN EUR	% CHANGE
11	Staff in active employment	29 362 809	28 456 497	906 312	3.18%
13	Missions and duty travel	30 157	43 100	-12 943	-30.03%
14	Socio-medical infrastructure	774 145	822 738	-48 593	-5.91%
16	Welfare service	30 200	29 700	500	1.68%
17	Entertainment and representation	222	0	222	100%
TITLE 1	**STAFF**	**30 197 532**	**29 352 034**	**845 498**	**2.88%**
20	Rental of buildings and associated costs	2 764 967	2 923 109	-158 142	-5.41%
21	Information technology	3 638 326	3 587 183	51 143	1.43%
22	Movable property and associated costs	50 183	49 640	543	1.09%
23	Operating expenditure	224 534	243 933	-19 399	-7.95%
24	Postage and telecommunications	89 988	98 169	-8 181	-8.33%
25	Expenditure on formal and other meetings	27 727	14 147	13 581	96.00%
26	Expenditure on Management Board meetings	27 625	43 022	-15 397	-35.79%
27	Information: acquisition, archiving, production and dissemination	0	0	0	n/a
TITLE 2	**BUILDINGS, EQUIPMENT AND SUNDRY OPERATING EXPENDITURE**	**6 823 349**	**6 959 202**	**-135 852**	**-1.95%**
30	External translation services	8 218 210	5 363 799	2 854 411	53.22%
31	Interinstitutional cooperation	957 055	823 865	133 189	16.17%
32	Expenditure relating to the eCdT programme	0	0	0	n/a
TITLE 3	**OPERATIONAL EXPENDITURE**	**9 175 265**	**6 187 664**	**2 987 601**	**48.28%**
TITLE 10	**RESERVES**	**0**	**0**	**0**	**n/a**
	TOTAL BUDGET	**46 196 147**	**42 498 900**	**3 697 246**	**8.70%**

BUDGETARY IMPLEMENTATION 2024-2025

DESCRIPTION	2025	IMPLEMENTATION 2025	2024	IMPLEMENTATION 2024	% CHANGE
Budget (excluding Title 10)	46 957 800	n/a	45 459 800	n/a	n/a
Commitments entered into	46 196 147	98.38%	42 498 900	93.49%	4.89%
Appropriations cancelled	761 653	1.62%	2 960 900	6.51%	-4.89%
Payments made	43 957 876	93.61%	40 091 417	88.19%	5.42%
Appropriations carried over	2 238 271	4.77%	2 407 483	5.30%	-0.53%

APPROPRIATIONS CANCELLED – 2025 BUDGET

Figure 6 Appropriations cancelled (% of total cancellations)



I. Budget outturn and cancellation of appropriations

CALCULATION OF BUDGET OUTTURN

BUDGET OUTTURN	2023	2024	2025
Result from the previous year	-1 243 691	83 965	-4 936 826
Revenue actually received (+) – Commission	0	0	3 400 000
Revenue actually received (+) – Other	1 103 931	1 091 520	527 163
Revenue actually received (+) – Clients	42 055 828	36 129 547	41 399 760
Payments made (-)	42 055 828	36 129 547	41 399 760
Carry-over of appropriations (-)	-2 755 947	-2 407 023	-2 238 270
Cancellation of appropriations carried over (+)	234 962	227 570	472 624
Exchange-rate differences (+/-)			
Reserves (creation and usage of the 'Reserve for pricing stability' and exceptional investments)	1 430 787	29 530	0
TOTAL	**83 965**	**-4 936 826**	**-5 333 497**

BUDGET OUTTURN

(in EUR)

	2025	2024	% CHANGE
Budget revenue	**45 326 923.77**	**37 221 068.77**	**21.78%**
Translation	36 823 616.81	33 708 114.97	9.24%
Terminology	2 328 553.81	975 451.50	138.72%
Term lists	1 267 927.00	430 261.00	194.69%
Interinstitutional cooperation – IATE database	872 774.96	895 985.33	-2.59%
Subtitling	68 902.00	105 411.00	-34.63%
Other operating revenue	3 437 986.00	14 324.00	23901.58%
Revenue from operations	**44 799 760.58**	**36 129 547.80**	**24.00%**
Financial income	270 114.44	816 277.69	-66.91%
Grant for rent from the Luxembourg Government	170 000.00	170 000.00	0.00%
Miscellaneous	87 048.75	105 243.28	-17.29%
Budget expenditure			
Title 1 – Staff			
Payments	30 080 221.97	28 968 270.78	3.84%
Appropriations carried over	117 310.33	383 763.59	-69.43%
Title 2 – Buildings, equipment and miscellaneous operating expenditure			
Payments			
Appropriations carried over			
Title 3 – Operational expenditure			
Payments			
Appropriations carried over			-29.18%
Budget outturn for the financial year	**-869 222.82**	**-5 277 831.44**	**-83.53%**
Other	**472 551.10**	**227 510.41**	**107.71%**

	2025	2024	% CHANGE
Appropriations carried forward and subsequently cancelled	472 624.31	227 570.37	107.68%
Exchange-rate differences	-73.21	-59.96	22.10%
Balance of the outturn account for the financial year	**-396 671.72**	**-5 050 321.03**	**-92.15%**
Outturn for the previous year	-4 936 826.03	113 495.00	-4449.82%
Result used for determining amounts in general accounting	**-5 333 497.75**	**-4 936 826.03**	**8.03%**

Revenue from clients (including interinstitutional cooperation) collected by the Centre increased by EUR 5.2 million (or 15%) in 2025 compared to 2024. In addition, and for the first time since its inception, the Centre received a contribution of EUR 3.4 million from DG BUDG via the DGT. Consequently, the overall collected revenue was EUR 8.1 million higher than in 2024, making for a 22% increase year-on-year.

By year-end, advances received from clients amounted to EUR 432 152,6 in 2025 compared to EUR 620,980.4 in 2024. The total amount of EUR 724 039,9 includes a balance of EUR 291 887,25 from 2024 which was not consumed in 2025. In 2025, payments increased by EUR 3.8 million, or 10%, and carry-over of appropriations decreased by EUR 0.2 million, or 7%, compared to 2024. Meanwhile, the EUR 0.4 million in appropriations carried over to 2025 was cancelled (EUR 0.2 million in 2024).

The provisional budget outturn for 2025 shows a deficit of EUR 0.4 million, excluding the negative 2024 outturn of EUR 4.94 million. The 2024 deficit was absorbed into the 2025 budget and financed from the reserve for pricing stability, while the 2025 deficit will be carried forward and included in the first amending budget in 2026.

CANCELLATION OF COMMITMENT APPROPRIATIONS

By the end of 2025, 98.4% of the budget for Titles 1 to 3 had been consumed in terms of commitments, and therefore 1.6% of the appropriations were cancelled (compared to 6.5% in 2024).

CANCELLATION OF PAYMENT APPROPRIATIONS FOR 2024 AND PAYMENT APPROPRIATIONS CARRIED OVER

The Centre has non-differentiated appropriations, and the cancellation of payment appropriations for the year is therefore the same as the cancellation of commitment appropriations for the year. Of the payment appropriations carried over from 2024 to 2025, 20% were cancelled, compared with 8.2% in 2024. This corresponds to EUR 472 624 (EUR 227 570 in 2024). The breakdown of the cancellations is as follows: 46% for Title 1, 25% for Title 2 and 3% for Title 3.

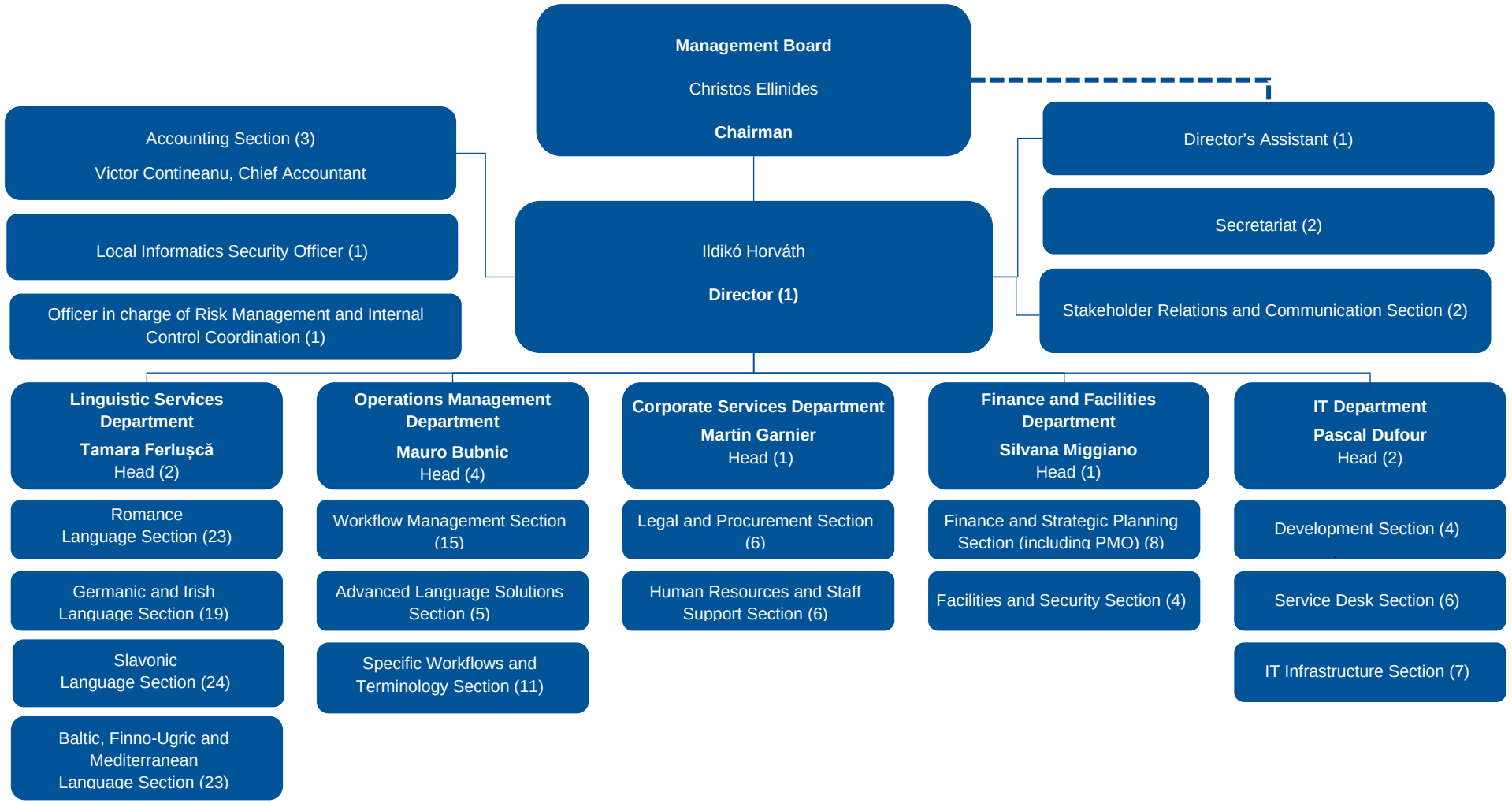
ANNEX III – COST OF CONTROLS

<table>
<tr><th>COST OF THE CONTROL (EUR)</th><th>TOTAL VALUE VERIFIED (EUR)</th><th>RATIO (%): COST OF CONTROL (EUR) / TOTAL VALUE VERIFIED (EUR)</th></tr>
<tr><td colspan="3">Controls on financial transactions in budget line 3000 (Perspective: ex post)</td></tr>
<tr><td>Cost (in EUR) of FTEs involved in the ex post controls of order forms in budget line 3000
<table>
<tr><td>Total</td><td>Officials</td><td>TA</td><td>CA</td><td>Title 1</td><td>Title 2</td><td>Title 3</td><td>Total</td></tr>
<tr><td>#</td><td>#</td><td>#</td><td>#</td><td>EUR</td><td>EUR</td><td>EUR</td><td>EUR</td></tr>
<tr><td>0.02</td><td>0.00</td><td>0.01</td><td>0.01</td><td>1 568</td><td>385</td><td>61</td><td>2 014</td></tr>
</table></td><td>Total value of budgetary commitments for budget line 3000:
EUR 8 193 388</td><td>0.02%
(EUR 2 014 /
EUR 8 193 388)</td></tr>
<tr><td colspan="3">Quality controls (EPQC) on translations provided to clients (Perspective: ex post)</td></tr>
<tr><td>Cost (EUR) of FTEs involved in the ex post checks of in-house and outsourced translations (Procedure C11_8), plus cost of external language service providers for conducting EPQCs on in-house translated texts
<table>
<tr><td>Total</td><td>Officials</td><td>TA</td><td>CA</td><td>Title 1</td><td>Title 2</td><td>Title 3</td><td>Total budget</td></tr>
<tr><td>#</td><td>#</td><td>#</td><td>#</td><td>EUR</td><td>EUR</td><td>EUR</td><td>EUR</td></tr>
<tr><td>0.09</td><td>0.01</td><td>0.07</td><td>0.00</td><td>16 226</td><td>2 828</td><td>434</td><td>19 488</td></tr>
</table></td><td>Total value of budgetary commitments for budget line 3000:
EUR 8 193 388</td><td>0.24%
(EUR 19 488 /
EUR 8 193 388)</td></tr>
<tr><td colspan="3">Contract management and client arrangement (Perspective: ex post)</td></tr>
<tr><td>Cost (EUR) of FTEs involved in Reranking Procedure C11_7. e.g. first and second evaluator, Reranking Committee (RRC), assistant to the AO by delegation
<table>
<tr><td>Total</td><td>Officials</td><td>TA</td><td>CA</td><td>Title 1</td><td>Title 2</td><td>Title 3</td><td>Total budget</td></tr>
<tr><td>#</td><td>#</td><td>#</td><td>#</td><td>EUR</td><td>EUR</td><td>EUR</td><td>EUR</td></tr>
<tr><td>0.54</td><td>0.12</td><td>0.42</td><td>0.00</td><td>149 958</td><td>31 515</td><td>4 547</td><td>186 020</td></tr>
</table></td><td>Total value of budgetary commitments for budget line 3000:
EUR 8 193 388</td><td>2.3%
(EUR 186 020 /
EUR 8 193 388)</td></tr>
<tr><td colspan="3">Controls on the procurement process (Perspective: ex post)</td></tr>
<tr><td>Cost (EUR) of FTEs involved in the ex post control of selected procurement files, plus possible cost of external resources (e.g. consultants) conducting such controls
<table>
<tr><td>Total</td><td>Officials</td><td>TA</td><td>CA</td><td>Title 1</td><td>Title 2</td><td>Title 3</td><td>Total budget</td></tr>
<tr><td>#</td><td>#</td><td>#</td><td>#</td><td>EUR</td><td>EUR</td><td>EUR</td><td>EUR</td></tr>
<tr><td>0.01</td><td>0.00</td><td>0.01</td><td>0.00</td><td>654</td><td>161</td><td>26</td><td>841</td></tr>
</table></td><td>Total value of the underlying procurement procedures for which such validation takes place: EUR 18 000 000</td><td>0.005%
(EUR 841 /
EUR 18 000 000)</td></tr>
</table>

ANNEX IV – ORGANISATIONAL CHART

Staff* in place as at 31 December 2025

* Headcount per section.



ANNEX V – ESTABLISHMENT PLAN OF THE CENTRE

FUNCTION GROUP AND GRADE	FILLED AS AT 31.12.2025		AUTHORISED UNDER THE 2025 BUDGET	
	PERMANENT POSTS	TEMPORARY STAFF	PERMANENT POSTS	TEMPORARY POSTS
AD 16	0	0	0	0
AD 15	0	0	0	0
AD 14	0	1	1	1
AD 13	1	0	3	0
AD 12	5	1	13	6
AD 11	2	8	7	5
AD 10	6	6	10	8
AD 9	6	18	9	22
AD 8	5	16	3	25
AD 7	1	12	1	18
AD 6	2	16	0	6
AD 5	0	8	0	1
Subtotal AD	28	86	47	92
AST 11	0	0	0	0
AST 10	1	0	1	0
AST 9	2	2	2	2
AST 8	1	0	1	2
AST 7		8	0	8
AST 6	0	12	0	11
AST 5	0	7	0	15
AST 4	0	7	0	8
AST 3	0	7	0	2
AST 2	0	0	0	0
AST 1	0	0	0	0
Subtotal AST	4	43	4	48
AST/SC 6	0	0	0	0
AST/SC 5	0	0	0	0
AST/SC 4	0	1	0	0
AST/SC 3	0	0	0	2
AST/SC 2	0	0	0	0
AST/SC 1	0	0	0	0
Subtotal AST/SC	0	1	0	2
TOTAL STAFF		162		193

Information on the entry-level recruitment grade / function group for each type of post: indicative table

KEY FUNCTIONS (EXAMPLES)	TYPE OF CONTRACT (OFFICIAL, TA OR CA)	FUNCTION GROUP, GRADE OF RECRUITMENT (OR BOTTOM OF THE BRACKET IF PUBLISHED WITHIN BRACKETS)	INDICATION OF WHETHER THE FUNCTION IS DEDICATED TO ADMINISTRATIVE SUPPORT OR POLICY (OPERATIONS)
CORE FUNCTIONS			
Head of Department Level 2	Official/TA	AD 9 – AD 14	Policy (operations) and administrative support
Head of Section Level 3	Official/TA	AD 8 – AD 12	Policy (operations)
Senior Administrator = Senior Linguistic Administrator	Official/TA/CA	AD 8 – AD 12 FG IV	Policy (operations)
Administrator	Official/TA/CA	AD 5 – AD 12 FG IV	Policy (operations)
Linguistic Administrator	Official/TA/CA	AD 5 – AD 12 FG IV	Policy (operations)
Senior Assistant	Official/TA	AST 10 – AST 11	Policy (operations)
Assistant	Official/TA/CA	AST 1 – AST 9 FG III	Administration support
SUPPORT FUNCTIONS			
Head of Administration Level 2	Official/TA	AD 9 – AD 14	Administration support
Head of Human Resources Level 3	Official/TA	AD 8 – AD 12	Administration support
Head of Strategic Planning Level 3	Official/TA	AD 8 – AD 12	Administration support
Head of External Relations and Communication Level 3	Official/TA	AD 8 – AD 12	Administration support
Head of IT Level 2	Official/TA	AD 9 – AD 14	Administration support
Senior Administrator	Official/TA/CA	AD 8 – AD 12 FG IV	Administration support
Administrator	Official/TA/CA	AD 5 – AD 12 FG IV	Administration support
Secretary (taking into consideration the transitional types of post)	Official/TA/CA	AST 1 – AST 9 FG II SC 1 – SC 6	Administration support
Assistant	Official/TA/CA	AST 1 – AST 9 FG III	Administration support
Mail Clerk	TA/CA	AST 1 – AST 7 FG I-II S 1 – SC 6	Administration support
SPECIAL FUNCTIONS			
Accounting Officer	Official/TA	AD 8 – AD 12	Administration support
Data Protection Officer	Official/TA	AD 5 – AD 12	Administration support
Assistant to the Director	Official/TA	AD 8 – AD 12	Administration support
Webmaster – Editor	TA/CA	AST 1 – AST 9 FG III	Administration support

Benchmarking against results of the previous year

JOB TYPE (SUB)CATEGORY	2019 (%)	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)	2025 (%)
Administrative support and coordination (total)	19.1	18.3	18.3	11.9	12.1	11.6	11
Administrative support	18.2	17.4	17.4	10.8	10.4	9.9	9
Coordination	0.9	0.9	0.9	1.1	1.7	1.7	2
Operational (total)	5.9	5.9	6.2	13.1	12.85	13.9	17.1
Top-level operational coordination	2.9	3	3.3	2.6	2.7	2.8	3.7
Programme management and implementation	1.9	1.8	1.8	7.9	7.9	8.3	8.8
Evaluation and impact assessment	0	0	0.1	0	0	0	0
General operational	1	1.1	1	2.6	2.2	2.8	4.5
Neutral (total)*	74.9	75.9	75.5	75	75.1	74.4	71.9
Finance/control	6.8	6.6	6.8	7.5	8.5	8.2	7.5
Linguistics	68.1	69.3	68.7	67.5	66.6	66.2	64.4

* Linguistic jobs such as translation and interpreting, and all financial management, internal control, accounting and internal financial audit tasks are marked as neutral, as agreed by the heads of administration of the agencies in October 2014. Neutral (linguistics) enjoys the same standard as any operational category. Screening snapshots were taken on 31 December 2019 for 2019, 31 December 2020 for 2020, 31 December 2021 for 2021, 31 December 2022 for 2022, 31 December 2023 for 2023, 31 December 2024 for 2024, and 31 December 2025 for 2025.

Information on the list of HR implementing rules adopted in 2025: N/A

ANNEX VI – HUMAN AND FINANCIAL RESOURCES BY ACTIVITY

J. Human and financial resources by activity

ACTIVITY	HUMAN RESOURCES (*)(**)						FINANCIAL RESOURCES (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Title 10	Total budget	Budget (%)
Core activity: translation	63.9%	142.4	30.5	87.3	24.6	21 729 403	5 072 113	6 198 080	p.m.	32 999 596	73.1%
Support activities	21.9%	48.9	7.4	37.8	3.7	6 382 861	2 235 588	260 000	p.m.	8 878 448	19.7%
Management and supervision activities	7.9%	17.6	9.6	7.7	0.3	1 252 498	316 722	30 974	p.m.	1 600 194	3.5%
Projects/innovation	6.3%	14.1	3.5	9.2	1.4	1 279 039	359 077	30 946	p.m.	1 669 062	3.7%
Overall total	**100.0%**	**223.0**	**51.0**	**142.0**	**30.0**	**30 643 800**	**7 983 500**	**6 520 000**	**p.m.**	**45 147 300**	**100.0%**

(*) Expressed in full-time equivalents (FTEs).

(**) Rounded-up figures.

K. Human and financial resources actually used as at 31 December 2025

ACTIVITY	HUMAN RESOURCES (*)(**)					FINANCIAL RESOURCES (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Total budget	Budget (%)
Core activity: translation	60.0%	105.7	15.8	73.6	16.3	21 290 969	4 256 024	8 833 557	34 380 550	74.4%
Support activities	28.9%	50.8	7.6	39.5	3.7	7 757 124	2 072 979	294 716	10 124 819	21.9%
Management and supervision activities	7.6%	13.5	5.7	7.8	0.0	580 552	249 681	23 734	853 968	1.8%
Projects/innovation	3.4%	6.1	0.9	5.1	0.0	568 888	244 665	23 257	836 810	1.8%
Overall total	**100.0%**	**176.0**	**30.0**	**126.0**	**20.0**	**30 197 532**	**6 823 349**	**9 175 265**	**46 196 147**	**100.0%**

(*) Expressed in full-time equivalents (FTEs). (**) Rounded-up figures.

L. Human and financial resources actually used by sub-activity as at 31 December 2025

ACTIVITY	HUMAN RESOURCES (*)(**)					FINANCIAL RESOURCES (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Total budget	Budget (%)
Core operational activities	**60.0%**	**105.7**	**15.8**	**73.6**	**16.3**	**21 290 969**	**4 256 024**	**8 833 557**	**34 380 550**	**74.4%**
+/-1 evaluations	0.2%	0.3	0.0	0.2	0.0	53 324	9 294	1 426	64 044	0.1%
Alignment	0.3%	0.5	0.1	0.3	0.0	98 500	17 167	2 634	118 301	0.3%
Cross-check	1.6%	2.7	0.5	2.0	0.3	548 183	95 542	14 658	658 383	1.4%
CVRs	1.2%	2.1	0.3	1.6	0.2	411 870	71 784	11 013	494 667	1.1%
Editing	0.5%	0.9	0.0	0.8	-	132 918	23 166	3 554	159 638	0.3%
Ex post quality control (EPQC)	0.1%	0.1	0.0	0.1	0.0	16 226	2 828	434	19 488	0.0%
Full post-editing	2.8%	5.0	1.1	3.6	0.2	1 012 304	176 434	27 069	1 215 807	2.6%
IATE management	0.6%	1.1	0.1	1.0	-	852 087	256 111	37 000	1 145 197	2.5%
Interinstitutional, international and interagency cooperation	0.8%	1.5	0.4	1.1	0.0	60 061	25 831	2 455	88 347	0.2%
Language technology management	0.4%	0.8	0.0	0.2	0.6	136 188	40 934	5 914	183 036	0.4%
Layout and content formatting, and outsourcing management	0.1%	0.2	0.0	0.1	0.1	35 285	10 606	1 532	47 423	0.1%
Light post-editing	0.2%	0.3	0.2	0.0	0.0	28 985	5 052	775	34 812	0.1%
Linguistic maintenance	0.3%	0.4	0.1	0.4	0.0	86 384	15 056	2 310	103 750	0.2%
Linguistic pre-processing	0.0%	0.0	-	0.0	-	686	206	30	922	0.0%
Linguistic service request management	5.9%	10.4	0.0	6.3	4.1	1 752 313	526 691	76 090	2 355 095	5.1%
Machine translation management	0.0%	-	-	-	-	67 527	20 297	2 932	90 756	0.2%
Modification	0.8%	1.4	0.2	1.0	0.2	273 698	47 703	7 319	328 719	0.7%
Pivot translation	0.0%	0.0	0.0	0.0	-	8 578	1 495	229	10 302	0.0%
Post-processing	2.1%	3.7	0.0	0.9	2.8	631 907	189 931	27 439	849 277	1.8%

ACTIVITY	HUMAN RESOURCES (*)(**)					FINANCIAL RESOURCES (**)				
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Total budget	Budget (%)
Quality check	15.8%	27.9	5.6	20.2	2.0	5 646 446	984 115	150 985	6 781 546	14.7%
Revision	0.3%	0.6	0.1	0.5	0.0	181 131	31 569	4 843	217 544	0.5%
Subtitling	0.1%	0.2	0.0	0.2	0.0	47 463	8 272	1 269	57 004	0.1%
Technical pre-processing	2.1%	3.7	-	0.8	2.8	653 083	196 297	28 359	877 739	1.9%
Technical troubleshooting	0.2%	0.4	-	0.2	0.1	66 961	20 126	2 908	89 995	0.2%
Terminology	2.7%	4.8	1.0	3.6	0.2	897 793	156 476	24 007	1 078 275	2.3%
Transcription	0.2%	0.3	0.2	0.2	-	70 587	12 303	1 887	84 777	0.2%
Translation	19.8%	34.8	5.9	26.5	2.4	7 139 026	1 244 256	190 897	8 574 179	18.6%
External translation (***)								8 193 388	8 193 388	17.7%
Support activities	**28.9%**	**50.8**	**7.6**	**39.5**	**3.7**	**7 757 124**	**2 072 979**	**294 716**	**10 124 819**	**21.9%**
Management and supervision activities	**7.6%**	**13.5**	**5.7**	**7.8**	**0.0**	**580 552**	**249 681**	**23 734**	**853 968**	**1.8%**
Projects/innovation	**3.4%**	**6.1**	**0.9**	**5.1**	**0.0**	**568 888**	**244 665**	**23 257**	**836 810**	**1.8%**
Overall total	**100.0%**	**176.0**	**30.0**	**126.0**	**20.0**	**30 197 532**	**6 823 349**	**9 175 265**	**46 196 147**	**100.0%**

(*) Expressed in full-time equivalents (FTEs).

(**) Rounded-up figures.

(***) External translation services are allocated as a direct cost. Consequently, they are not included in sub-activities.

M. Description of sub-activities

SUB-ACTIVITY	DESCRIPTION
+/-1 evaluations	Evaluating the quality of translations done by freelancers before delivery to clients.
Cross-checks	Verifying translations done by in-house translators before delivery to clients.
CVRs	Providing the corrected version of a product delivered to clients at their request (after-sales service).
Editing	Reviewing the version of a document in the same source language.
Ex post control (EPQC)	Quality checks performed on translations already delivered to clients.
Full post-editing	Fully post-editing a text that contains mostly NMT output to obtain a text comparable to a text obtained by human translation.
IATE management	Managing of the Interactive Terminology for Europe (IATE) database.
Interinstitutional, international and interagency cooperation	Participating in interinstitutional, international or interagency working groups, meetings, conferences, etc.
Language technology management	Monitoring and managing language technology tools.
Layout and content formatting outsourcing management	Managing the outsourcing of pre-processing and post-processing tasks in different formats.
Light post-editing	Editing, modifying and correcting machine translation output where the final text is not intended for publication, being primarily for gisting purposes.
Linguistic pre-processing	Performing a linguistic analysis of requests and providing reference documents.
Linguistic service request management	Managing the outsourcing of all linguistic service requests sent by clients.
Machine translation management	Managing activities relating to machine translation.
Modification	Modifying a text previously translated by the Centre based on changes made by the client.
Post-processing activities	Technical processing of language services after the translation phase and before delivery to clients.
Quality check	Checking products provided by external contractors to verify that they are in line with the Centre's quality expectations.
Revision	Comparing the translated version with the original document to verify that it is in line with the Centre's quality expectations.
Subtitling	Subtitling and translating video material.
Technical pre-processing activities	Preparation work involving the processing of the different language service requests sent by clients.
Technical troubleshooting	Providing assistance on issues relating to language technology.
Terminology work	Organising terminology research (research, translation, verification, etc.).
Transcription	Converting an audio and/or video file into a high-quality written text by means of speech-to-text technologies.
Translation	Rendering the meaning in the source language into the target language to produce a text that is accurate.
External translation(***)	Language services provided by freelancers.

ANNEX VII - SERVICE-LEVEL AGREEMENTS[17]

SERVICE-LEVEL AGREEMENT[20]	GENERAL INFORMATION						FINANCIAL AND HR IMPACT			
	DATE OF SIGNATURE	TOTAL AMOUNT	DURATION	COUNTERPARTY	SHORT DESCRIPTION		2024		2025	
SLA EuroHPC	24 June 2019	Around EUR 35 000 yearly	12 months, renewable	European High-Performance Computing Joint Undertaking (EuroHPC)	Hosting IT equipment in the CdT data centre	Amount	CA	PA	CA	PA
							EUR 36 792.79		EUR 36 792.79	
						Number of CAs	N/A		N/A	
						Number of SNEs	N/A		N/A	
EPPO agreement – Annex IV	11 November 2020	EUR 1 051 000 yearly	12 months, renewable	European Public Prosecutor's Office (EPPO)	Providing a custom machine-translation service	Amount	CA	PA	CA	PA
							EUR 1 051 000		EUR 1 051 000	
						Number of CAs	N/A		N/A	
						Number of SNEs	N/A		N/A	

[20] The Centre has agreements with its 78 clients for its core business.

ANNEX VIII – ENVIRONMENTAL MANAGEMENT

Actions and facts relating to the Centre's environmental performance

Energy consumption: energy consumption at the Centre is reduced by using energy-saving lights and motion sensors. Timer switches have been installed in the main electric frames on the premises to allow for the centralised time management of all electric plugs. Regarding energy management at the data centre, users have the possibility to remotely power on/off their workstations.

Separation and recycling of different types of waste: waste sorting and recycling is possible at several locations on the premises, and staff members actively make use of this opportunity. The Centre sorts and recycles paper, glass, plastic, organic waste and batteries.

Waste management certification: the Centre was audited in 2025, with no irregularities found or reported by the auditor. The SuperDrecksKëscht certificate – a Luxembourg environmental initiative in the field of waste management – acknowledges institutions' and companies' environmental efforts, and remained valid during 2025.

Paper consumption: due to the paperless workflow in place since 2019/20, the amount of paper used at the Centre is currently fewer than 40 boxes per year (2 500 sheets per box). A further decrease is unlikely, and the Centre endeavours to maintain its low paper consumption in the upcoming years.

The Centre has phased out single-use plastic cups at water fountains, providing paper cups instead, and encourages staff to use multi-use cups/mugs.

Refrigerant losses: concerning air-conditioning devices and fridges, the Centre applies preventative maintenance, and no refrigerant losses were reported in 2025.

Professional mobility and commuting: public transport in Luxembourg is convenient, on time and free of charge. In March 2022, the Centre adopted Commission Decision C (2022) 1788 final of 24 March 2022 on working time and hybrid working (CT/CA-016/2022/EN). All departments adopted hybrid working for most members of staff, reducing the need for the daily commute between home and office by at least 40%.

The number of missions is quite low and expected to remain stable in the coming years. The Centre's policy on missions includes a proper assessment of whether physical presence is needed or remote videoconference attendance is sufficient.

Company car: the Centre has only one vehicle, which uses plug-in hybrid technology and is mostly used for short-distance travel.

Facilitating the use of electric cars: an electric charging point was installed and made available in July 2022 by the owner of the building in which the Centre is located. The Centre encourages staff to use more environmentally friendly means of transport.

Staff training and awareness: environmental protection and actions, such as reducing the Centre's carbon footprint, recycling and waste management, are regarded as important by the Centre. During the induction training for newcomers, the Facilities and Security Section clearly emphasises the Centre's actions and goals regarding the environmental policy. Any improvements in the field of environmental protection are published on the intranet for internal users and on social media platforms and the Centre's website for clients and other interested parties.

Green public procurement: the Centre has signed an interinstitutional framework contract and purchases electricity from a green source.

In line with the European Green Deal, and as the Centre remains committed to continuously improving its environmental performance and follows the general principles of EMAS and ISO 14001 in its daily practices, several measures were taken to reduce gas and electricity consumption:

- shutting down IT systems on Sundays;

- shutting down IT systems during the Christmas and New Year holidays;

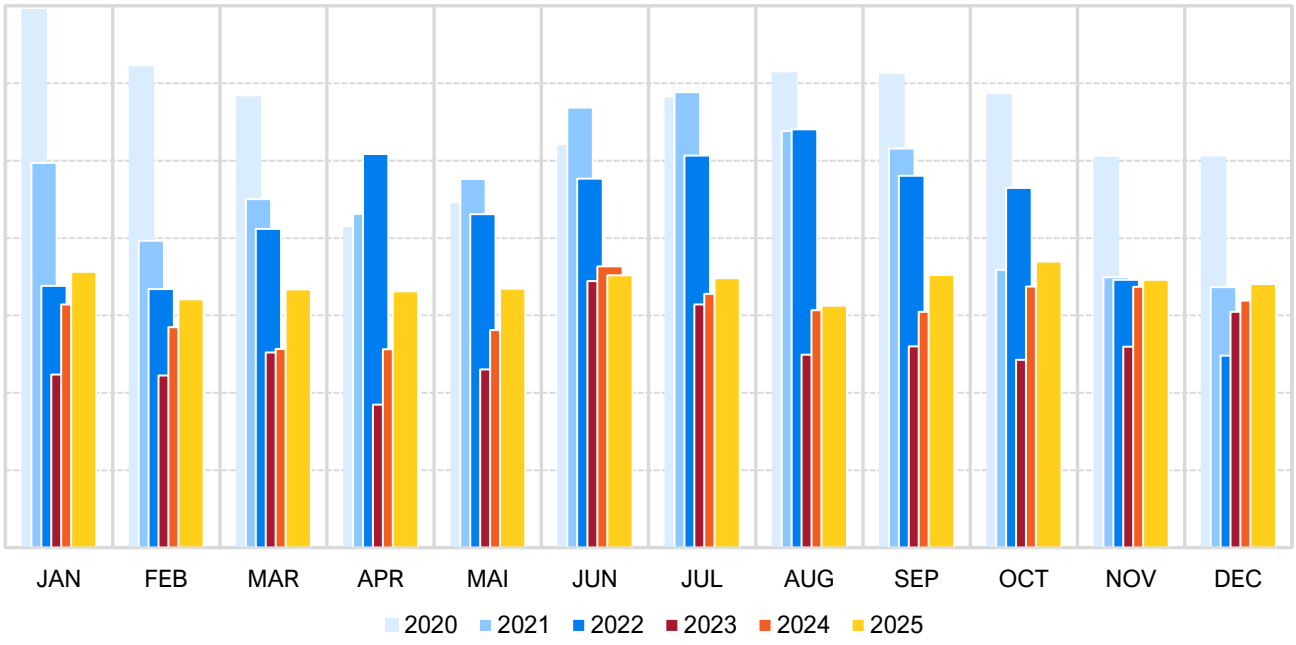
- limited daily availability of the IT systems (the systems are set up to automatically switch on at 07:00 and switch off at 22:00);

- users have the possibility to remotely power on/off their workstations (improved data centre energy management);

- timer switches were installed in the main electric frames on the premises to allow for centralised time management of all electric plugs.

With the actions and measures implemented since 2023, the Centre has significantly reduced its electricity consumption and plans to maintain optimised levels in the coming years, as shown in the chart below.

Figure 7 Electricity consumption (kWh) - CdT (Technopolis)



ANNEX IX – KEY INDICATORS AND PARAMETERS

INDICATOR NAME	TARGET 2025	RESULT 2025		RESULT 2024	RESULT 2023
GENERAL					
On-time delivery of services to clients	>99 %	96.86%	▲	99.7 %	99.9 %
Quality check of translations	N/A	50.73%	■	55,93%	N/A
CVR return rate	N/A	1.80%	■	3.69 %	2.4 %
Variation in the number of invoiced pages / initial forecast	0 %	-28.6%	◆	-29.4 %	-18.3 %
Ratio of EU trade marks / total pages invoiced (revenue)	<40 %	22.6 %	■	43.1 %	21.9 %
Budget commitment execution	95 %	98.4 %	■	93.5 %	91.9 %
Staff turnover	7 %	4.9%	■	5.3 %	10.2 %
Implementation of the training plan	80 %	81.3%	■	81.4 %	90.8 %
% Implementation of the Centre's work programme for 2025	> 85%	89.17%	■	89.7 %	91.4 %
	(*) Key to the symbols:				
	■ (Green dot): target achieved according to expectations.				
	▲ (Amber triangle): target achieved within limits.				
	◆ (Red lozenge): target not achieved or below target.				

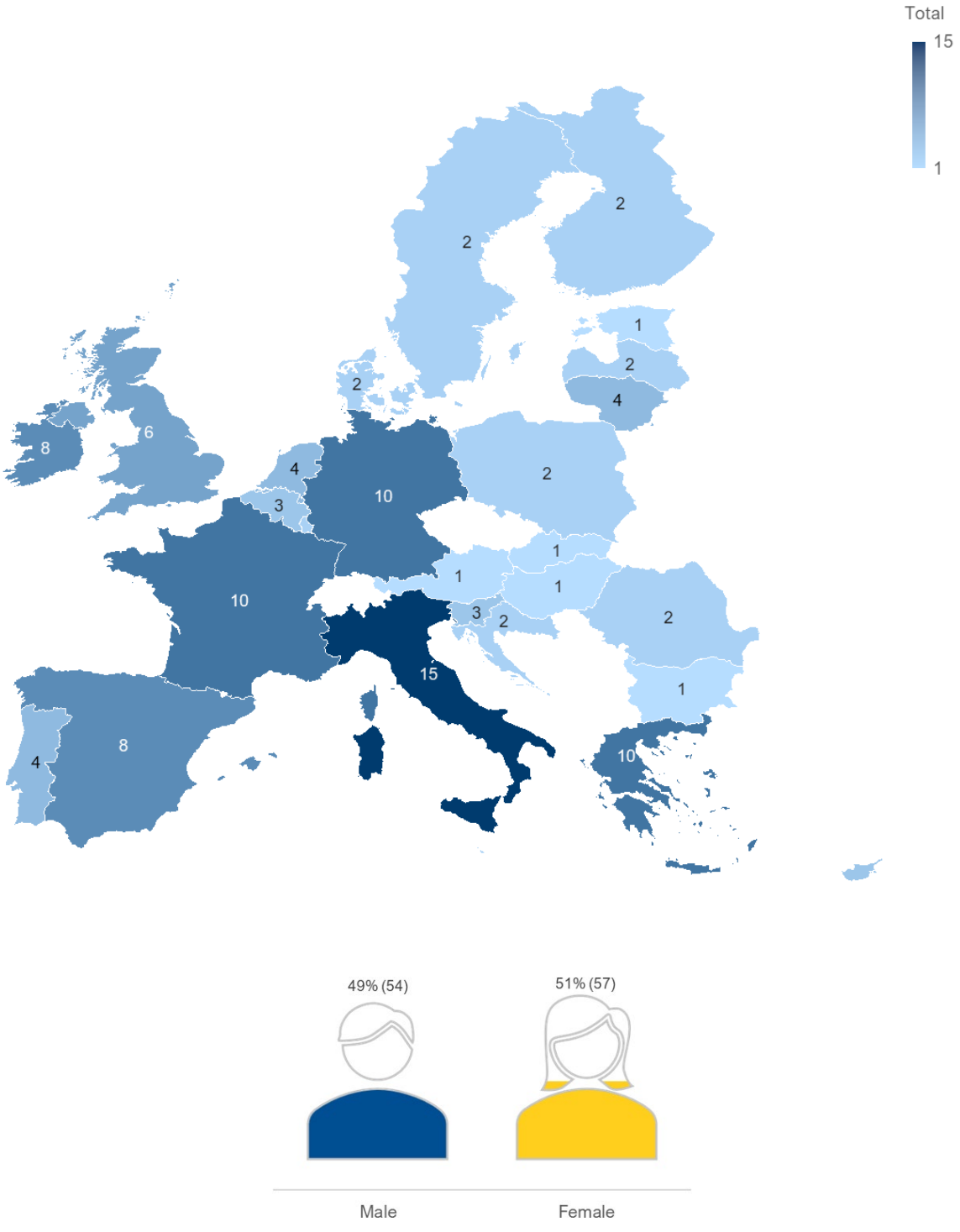
ANNEX X – LIST OF MEMBERS OF THE MANAGEMENT BOARD

Institution / body / Member State	Informal name/abbreviation	Full member	Alternate member
European Commission	Commission	Christos Ellinides (Chairman)	Valeria Daro
European Commission	Commission	Valeria Daro	Marcus Angioni
European Parliament	EP	Valter Mavrič	Véronique Rosenkranz
Council of the EU	Council	Katelijn Serlet	Andreea Ivanescu
Court of Justice of the EU	CJEU	Thierry Lefèvre	Jurga Haenel
European Central Bank	ECB	Rossana Villani	
European Court of Auditors	ECA	Pilar Calvo Fuentes	Véronique Machicote
European Economic and Social Committee	EESC	Luisa Celino	Päivi Seppänen
European Committee of the Regions	CoR	Constantin Döring	Elena Bravo Casado
European Investment Bank	EIB	Thierry Fontenelle	David Verhofstadt
European Ombudsman	Ombudsman	Alessandro Del Bon	Inga Jasmontaite
European Fisheries Control Agency	EFCA	Marcel Dedic	Rieke Arndt
European Union Agency for Fundamental Rights	FRA	Nicole Romain	Michail Beis
European Union Agency for the Space Programme	EUSPA	Patrick Hamilton	
European Union Agency for Cybersecurity	ENISA	Andreas Mitrakas	
European Defence Agency	EDA	Gianluca Serra	David Peers
European Medicines Agency	EMA	Alexios Skarlatos	Monica Buch Garcia
European Chemicals Agency	ECHA	Shay O'Malley	John Wickham
European Border and Coast Guard Agency	Frontex	Christos Georgiadis	Miguel Pereira
European Agency for Safety and Health at Work	EU-OSHA	Rory Harrington	Mónika Azaola
European Maritime Safety Agency	EMSA	Dominika Lempicka-Fichter	Steven Dunlop
European Environment Agency	EEA	Katja Rosenbohm	Gülcin Karadeniz
European Climate, Infrastructure and Environment Executive Agency	CINEA	Valeria Daro	
European Education and Culture Executive Agency	EACEA	Valeria Daro	
European Health and Digital Executive Agency	HaDEA	Valeria Daro	
European Innovation Council and Small and Medium-sized Enterprises Executive Agency	EISMEA	Valeria Daro	
European Research Council Executive Agency	ERCEA	Valeria Daro	

European Research Executive Agency	REA	Valeria Daro	
European Union Agency for Railways	ERA	Anna Gigantino	Salvatore Ricotta
European Food Safety Authority	EFSA	James Ramsay	Alessandra Fantini
European Union Agency for Asylum	EUAA	Anis Cassar	Stephen Rizzo
European Centre for Disease Prevention and Control	ECDC	Finbarr Geaney	Valentina Lorenzini
European Centre for the Development of Vocational Training	Cedefop	Bettina Brenner	Athina Georgiou
European Union Satellite Centre	SatCen		
European Union Agency for Law Enforcement Training	CEPOL	Roeland Woldhuis	Maria Molina Sierra
Europe's Rail Joint Undertaking	EU-Rail	Giorgio Travaini	
European Union Agency for Criminal Justice Cooperation	Eurojust	Alice Fiser	
European Training Foundation	ETF	Sofia Sakali	Cécile Beelaerts
European Foundation for the Improvement of Living and Working Conditions	Eurofound	Mary McCaughey	Ann Marie Bohan
European Institute of Innovation and Technology	EIT		
European Institute for Gender Equality	EIGE	Jane Shreckengost	
European Union Drugs Agency	EUDA	Rosemary de Sousa	Marie-Christine Ashby
Community Plant Variety Office	CPVO	Francesco Mattina	
European Union Intellectual Property Office	EUIPO	Dimitris Botis	Cayetana Borrego Cabezas
European Union Agency for Law Enforcement Cooperation	Europol	Dietrich Neumann	Mirela Mladenova
European Public Prosecutor's Office	EPPO	Selomey Yamadjako	Telemachos Telemachou
Belgium		Bernard Latour	Vincent Vandersmissen
Bulgaria			
Czechia			
Denmark		Denise Schroeder	Nadja Schou Lauridsen
Germany		Tim Nover	Roland Schmieger
Estonia		Mari Peetris	
Ireland		Philip Grant	Cormac Smith
Greece		Christos Karras	Petros Alexakos
Spain		Alicia Cocero	Sergi Farré Salva
France		Canan Yildiz	Enguerrand Bourgois
Croatia		Marija Kaluđer	Tatjana Pantić Mikulić

Italy		Daniele Gerbino	Damiano Rampini
Cyprus		Natassa Avraamides-Haratsi	Margarita Kyriakou
Latvia		Inese Muhka	Arturs Krastiņš
Lithuania		Martyna Puodžiūtė	Justinas Linkevičius
Luxembourg		Jean Olinger	Nathalie Grignard
Hungary		Endre Gáspár	
Malta			Donatienne Spiteri
Netherlands		Wolfram Metz	Teresa Morris-Drew
Austria		Stefan Waizer	
Poland		Kinga Drożdżal	
Portugal		Carlos Duarte	Filipa Cornélio da Silva
Romania		Ionela-Suzana Haralambie	
Slovenia		Boštjan Zupančič	Jana Zidar Forte
Slovakia		Roman Suchý	
Finland		Eeva Kaunismaa	
Sweden		Marie Van Dorrestein	Åsa Malmberg

Figure 8 Gender and nationality breakdown of Management Board members



ANNEX XI – LIST OF CLIENTS

ACRONYM / SHORT NAME	AGENCY/BODY/OFFICE/INSTITUTION
ACER	European Union Agency for the Cooperation of Energy Regulators
AMLA	AMLA - Anti Money Laundering Authority
BEREC Office	The office of the body of european regulators for electronic communications
CBE JU	Circular Bio-based Europe Joint Undertaking
Cedefop	European Centre for the Development of Vocational Training
CEPOL	European Union Agency for Law Enforcement Training (European Police College)
Chips JU	Chips Joint Undertaking
CINEA	CINEA - European Climate, Infrastructure and Environment Executive Agency
CJEU	Court of Justice of the European Union
Clean Aviation JU	Clean Aviation Joint Undertaking
Clean Hydrogen JU	Clean Hydrogen Joint Undertaking
CoR	European Committee of the Regions
Council	Council of the European Union
CVPO	Community Plant Variety Office
DG EMPL	European Commission Directorate-General for Employment, Social Affairs and Inclusion
DG GROW	European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG JUST	European Commission Directorate-General for Justice and Consumers
DGT	European Commission Directorate-General for Translation
EACEA	European Education and Culture Executive Agency
EASA	European Union Aviation Safety Agency
EBA	European Banking Authority
ECA	European Court of Auditors
ECB	European Central Bank
ECCC	European Cybersecurity Competence Centre
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
EDA	European Defence Agency
EDPS	European Data Protection Supervisor
EEA	European Environment Agency
EEL2	European School Luxembourg II
EESC	European Economic and Social Committee
EFCA	European Fisheries Control Agency
EFSA	European Food Safety Authority
EIB	European Investment Bank
EIGE	European Institute for Gender Equality
EIOPA	European Insurance and Occupational Pensions Authority
EISMEA	European Innovation Council and SMEs Executive Agency
EIT	European Institute of Innovation and Technology
ELA	European Labour Authority

EMA	European Medicines Agency
EMSA	European Maritime Safety Agency
ENISA	European Union Agency for Cybersecurity
EP — DG COMM	European Parliament — Directorate-General for Communication
EP — DG TRAD	European Parliament — Directorate-General for Translation
EPPO	European Public Prosecutor's Office
ERA	European Union Agency for Railways
ERCEA	European Research Council Executive Agency
ESM	European Stability Mechanism
ESMA	European Securities and Markets Authority
ETF	European Training Foundation
EUAA	European Union Agency for Asylum
EUDA former EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EUIPO	European Union Intellectual Property Office
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EU-OSHA	European Agency for Safety and Health at Work
Eurofound	European Foundation for the Improvement of Living and Working Conditions
EuroHPC JU	European High-Performance Computing Joint Undertaking
Eurojust	European Union Agency for Criminal Justice Cooperation (Eurojust)
Europe's Rail JU	Europe's Rail Joint Undertaking
Europol	European Union Agency for Law Enforcement Cooperation
EUSPA	European Union Agency for the Space Programme
F4E JU	Fusion for Energy Joint Undertaking (European Joint Undertaking for ITER and the Development of Fusion Energy)
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
GH EDCTP3 JU	Global Health EDCTP3 JU
HaDEA	European Health and Digital Executive Agency
IHI JU	Innovative Health Initiative Joint Undertaking
JRC	Joint Research Centre
MAOC (N)	Maritime Analysis and Operation Centre (Narcotics)
Ombudsman	European Ombudsman
OSGES	Office of the Secretary-General of the European Schools
REA	European Research Executive Agency
SatCen	European Union Satellite Centre
SESAR 3 JU	Single European Sky ATM Research 3 Joint Undertaking
SNS JU	European Smart Networks ans Services Joint Undertaking
SRB	Single Resolution Board
UPC	Unified Patent Court

ANNEX XII – GLOSSARY

ABBREVIATION	DESCRIPTION
ABAC	Accounting system of the European Commission
ABC/ABB/ABM	Activity-based costing / Activity-based budgeting / Activity-based management
AD	Administrator
AI	Artificial intelligence
AO	Authorising Officer
AOD	Authorising Officer by Delegation
AOSD	Authorising Officer by Sub-delegation
ARES	Advanced Records System
AST	Assistant
AST/SC	Secretarial staff
B2B	Business-to-business
BCMS	Business Continuity Management System
BO	Business Objects Reporting
CA	Contract staff
CAAR	Consolidated Annual Activity Report
CAT	Computer-Assisted Translation
CdT	Centre de traduction des organes de l'Union européenne (Translation Centre for the Bodies of the European Union)
CERT-EU	Computer Emergency Response Team for the EU institutions, bodies and agencies
CRM	Customer relationship management
CVR	Corrected version request
DG	Directorate-General
DG HR	Directorate-General for Human Resources and Security, European Commission
DGT	Directorate General for Translation, European Commission
DPO	Data Protection Officer
EC	European Commission
eCdT	Translation Centre's system for managing the translation workflow
EDPS	European Data Protection Supervisor
EMAS	Eco-Management and Audit Scheme developed by the European Commission
EMS	Environment Management System
EP	European Parliament
EPQC	Ex post quality check
EPSO	European Personnel Selection Office
eTra-Local	Local implementation of the eTranslation service
EU	European Union
EUR	Euro (currency)
FAR	Final audit report
FG	Function Group
FTE	Full-time equivalent
HR	Human resources

IAC	Internal audit capability
IAS	Internal Audit Service, European Commission
IATE	Interactive Terminology for Europe
ICF	Internal control framework
ICTI	Interinstitutional Committee for Translation and Interpretation
IICB	Interinstitutional Cybersecurity Board
JU	Joint undertaking
KPI	Key performance indicator
LIL	Language independent level
LING	Linguistic Services Department
LLM	Large language model
MB	Management Board
MEMT	Multi-engine machine translation
MT	Machine translation
NICE	Neural integrated custom engines
OMD	Operations Management Department
ORMICC	Officer in charge of risk management and internal control coordination
PMO	Paymaster Office, European Commission
RRC	Reranking Committee
SARA	System for Activity and Resource Allocation
SIAP	Strategic internal audit plan
SLA	Service-level agreement
SME	Small and medium-sized enterprise
SNE	Seconded national expert
Sysper	Information system covering the processing of information for the Centre's management of human resources
TQAAP	Translation Quality Assurance Action Plan
TPM	Terminology project module
TRIS	Technical Regulation Information System
UAC	User access control

ANNEX XIII – FINAL ACCOUNTS OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION FOR THE 2025 FINANCIAL YEAR

This publication of the final accounts of the Translation Centre for the Bodies of the European Union is available on its website: Documentation | Translation Centre For the Bodies of the EU (europa.eu)