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## Activities and Budget Plan



Activities & Budget Plan 2026  
**INESC-ID**

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# 1

## Introduction

2025 has been especially important for INESC-ID. The institute was once again awarded the highest possible grade by FCT (Fundação para a Ciência e a Tecnologia), achieving “Excellent” in all three evaluation criteria. This distinction reaffirms INESC-ID’s position as one of the country’s leading research units and as an internationally recognised centre of excellence in Research, Development, and Innovation.

The year 2025 also marked an important institutional milestone: the new **INESC-ID Statutes** entered into force, introducing a renewed governance model. For the first time, INESC-ID has both a Board of Directors and an Executive Board. The Board of Directors now comprises the four members of the Executive Board plus three non-executive members, strengthening strategic oversight and enhancing the institute’s capacity to address emerging scientific, organisational, and societal challenges.

Our activity continues to span a broad spectrum of areas—such as electronics, informatics, energy, and human-centred computing—and addresses markets ranging from healthcare and medical imaging to industrial automation, energy systems, and enterprise information technologies. Across these fields, INESC-ID has had a tangible impact through scientific excellence and technology transfer, including the creation of innovative spin-offs in Computer Science and Electrical and Computer Engineering. Our dynamic community—composed of talented young researchers working closely with highly experienced senior scientists—has contributed to the institute’s growing international visibility and reputation.

**Looking ahead, 2026 will be a year of important transitions that open new opportunities for INESC-ID to redefine priorities, strengthen partnerships, and amplify its impact.** The Portuguese **PRR** (Recovery and Resilience Plan) funding cycle will conclude in June 2026, bringing to an end, among other projects, the five Mobilizing Agendas in which INESC-ID has played an active role: Alliance for Energy Transition (ATE), Accelerat.AI, BLOCKCHAIN.PT, Center for Responsible AI (CRAI), and PT Smart Retail. The end of these major projects will require us to:

- 1) Intensify efforts to secure new funding sources - including European programmes, FCT projects, and collaborations with industry and public administration - and
- 2) Reflect strategically on how to build on the scientific and technological results emerging from the five agendas and from the AMALIA project, both in terms of research directions and opportunities for technology transfer.

Additionally, 2026 may bring institutional challenges associated with the foreseen reconfiguration of **FCT and ANI** into a new government agency, **AI2** (Agência para a Investigação e Inovação), which may reshape national research funding mechanisms and priorities.

INESC-ID remains fully committed to its mission: producing excellent research, contributing to societal well-being, and fostering innovation that supports Portugal and Europe in addressing major global challenges—from healthcare for ageing populations to clean energy, climate change mitigation, urban quality of life, and cybersecurity. We are not merely adapting to change; we are actively shaping the scientific and technological landscape of the future.

# 2

## Who we are

**INESC-ID – Instituto de Engenharia de Sistemas e Computadores: Investigação e Desenvolvimento em Lisboa** is a non-profit research institute dedicated to research, development, and innovation (R&D+i) in computer science and electrical and computer engineering. Founded in 1999 as part of the INESC network reorganisation, it is jointly owned by Instituto Superior Técnico and INESC. Recognised as an institution of public interest, it has been a Portuguese government-sponsored Associate Laboratory since 2004 and was awarded the highest grade of "Excellent" by Fundação para a Ciência e a Tecnologia (FCT). INESC-ID brings together over 800 researchers, students, and staff to create value for people and society through scientific excellence, advanced training, and knowledge transfer in Portugal and internationally.

### 2.1 Vision, Mission and Values

#### Vision

We aim to be a globally recognised leader in Research, Development, and Innovation, renowned for excellence in Computer Science and Electrical and Computer Engineering.



#### Mission

Our mission is to meaningfully contribute to society by addressing scientific, health, environmental, cultural, social, economic, and political challenges through advancements in Computer Science and Electrical and Computer Engineering, and by supporting the development of informed and impactful public policies.

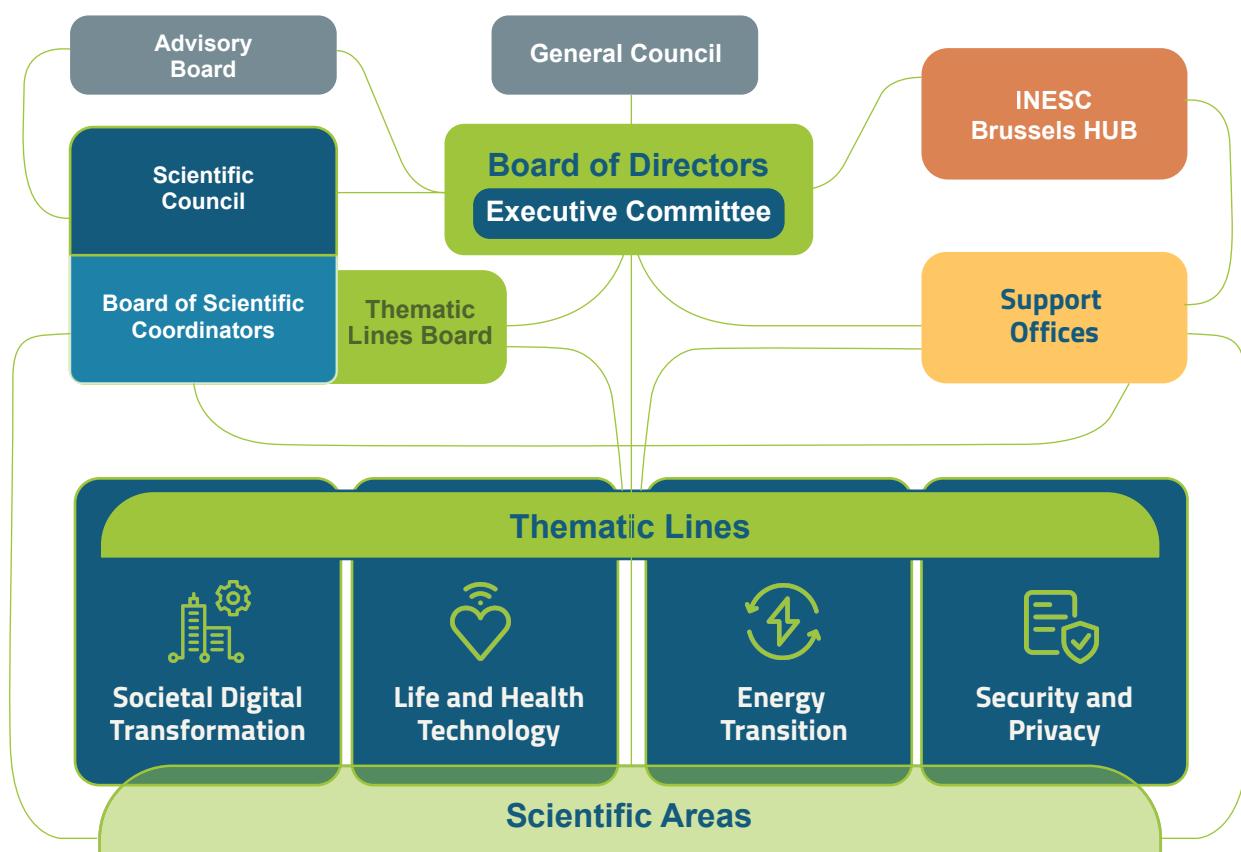


#### Values

We are guided by core values that shape our actions and decisions. These include a strong dedication to Innovation, Public Interest, Internationalisation, Partnership, Commitment, and Excellence.

## 2.2 Management and Organisation

INESC-ID's institutional management is entrusted to the Board of Directors, overseen by the General Council and supported by the Scientific Council. These governing bodies work in close collaboration with a network of support offices that provide structural assistance to all organisational activities, ensuring efficient and harmonious operations. These offices include Innovation Management, Knowledge Transfer, Technological Infrastructures, Human Resources, Communications and Outreach, the Administrative Support. Additional services are subcontracted from the INESC group, including Financial Services and Legal Support.



The Board of Directors consists of executive members (forming the Executive Committee) and non-executive members. The Executive Committee oversees INESC-ID's general management, including administrative, logistical, and financial matters, as well as the supervision of the support offices. The non-executive members act as counsellors, challengers, and supervisors, also helping to define the institutional strategy.

The Scientific Council plays a vital role in the strategic management of the research. Composed of all researchers with a PhD, it evaluates research projects, annual budgets, activity plans, and reports proposed by the Board of Directors to the General Council. Its operations are managed by a Coordinating Committee, which includes the Scientific Council's Board and representatives from the 10 Scientific Areas aligned with the institute's four Thematic Lines.

INESC-ID's presence extends to the European stage through the INESC Brussels HUB, established in 2019. This structure advocates for the scientific, technological, and innovation interests of INESC organisations at the European Union and international levels. Representing five INESC entities – INESC TEC, INOV, INESC-ID, INESC MN, and INESC Coimbra – the HUB works to enhance the visibility and credibility of the INESC group in European programs and key platforms, positioning them as essential players in critical areas.

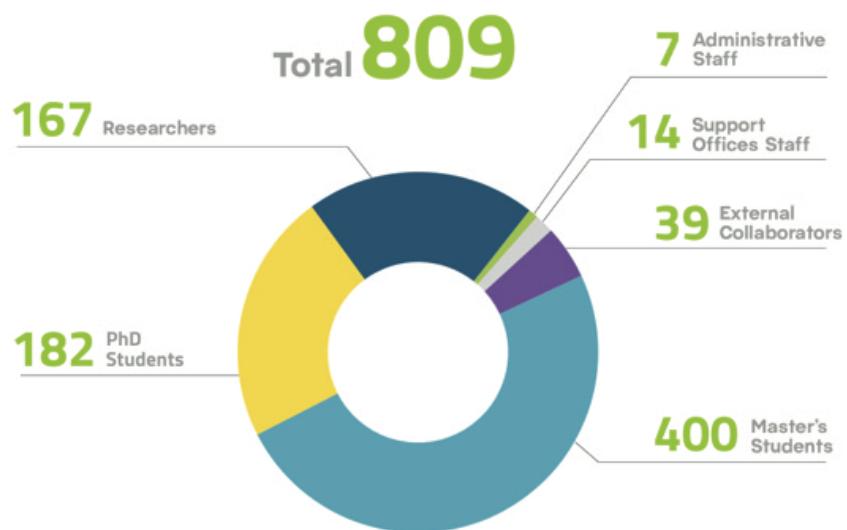


## 2.3 People

INESC-ID brings together a highly qualified team of more than 160 PhD researchers, supported by research fellows and almost 600 graduate students from national and international backgrounds. This diverse community actively contributes to the institute's projects, reinforcing its scientific capacity.

The institute maintains open collaboration agreements with higher education partners, enabling faculty from other universities to join its research activities. Many INESC-ID researchers are also faculty members at leading Portuguese universities, particularly Instituto Superior Técnico, ensuring strong integration between research and advanced training.

INESC-ID currently supervises around 182 PhD candidates and 400 MSc students, supported through competitive doctoral programmes, scholarships, and international training networks. These students play a central role in shaping the next generation of researchers in Computer Science and Electrical and Computer Engineering.





## 2.4 Thematic Lines and Scientific Areas

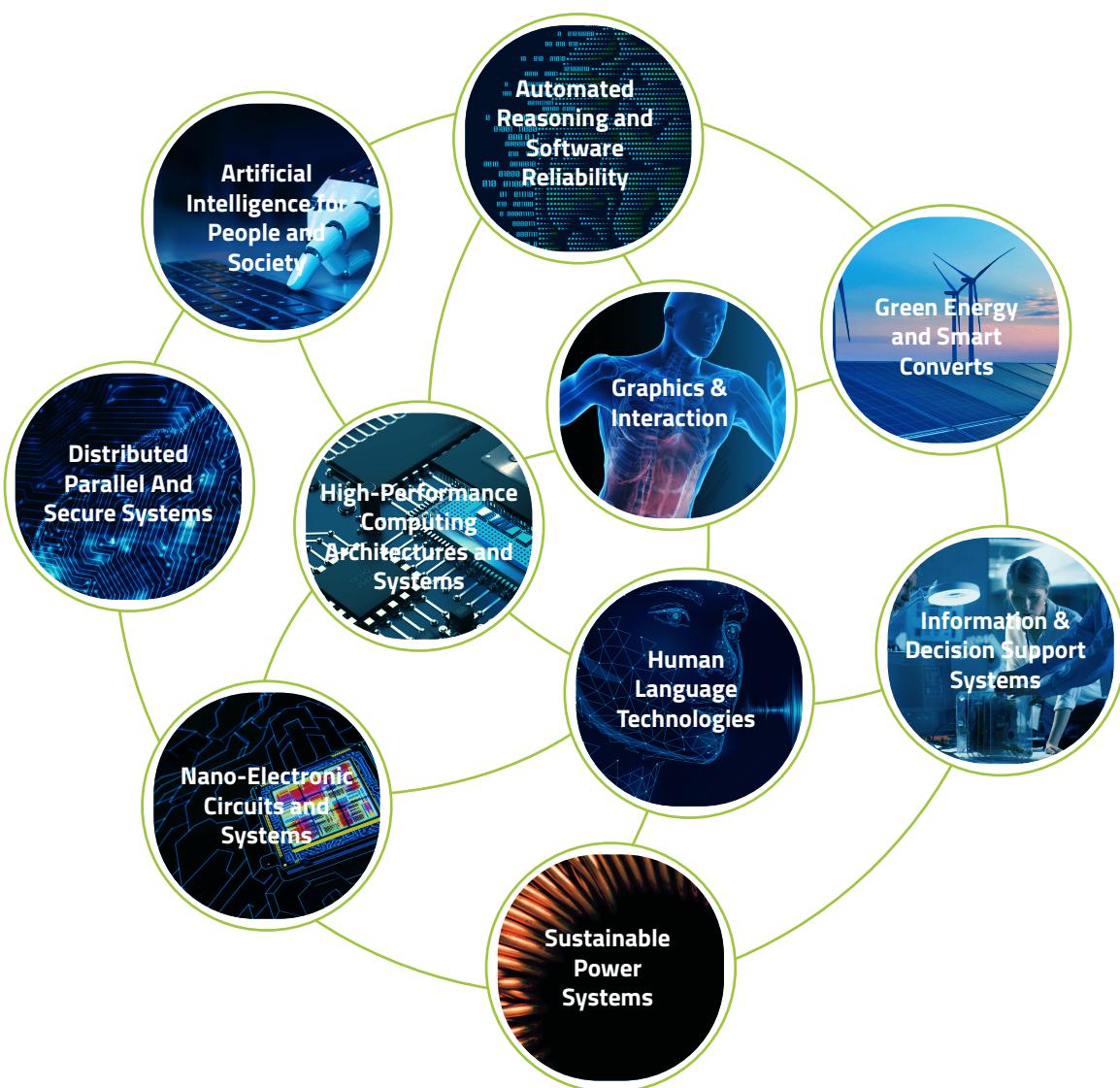
The research and development activities at INESC-ID are organised around four Thematic Lines, which serve as unifying themes where the institute can make its most meaningful contributions to pressing societal challenges: **Societal Digital Transformation**, **Life and Health Technology**, **Energy Transition**, and **Security and Privacy**. These lines function as a strategic backbone, promoting collaboration and synergy across INESC-ID's 10 Scientific Areas.



The Thematic Lines bring together resources and expertise from multiple fields, technologies, and disciplines — including contributions from the social sciences and humanities. Their scope spans the full innovation cycle, from fundamental research to market-oriented applications, with particular emphasis on piloting, demonstrations, testbeds, and support for public procurement and technology adoption.

By consolidating and directing our scientific competencies, the Thematic Lines enable INESC-ID to address critical contemporary challenges with coherence and impact. This integrated structure ensures that we can deliver solutions that meet societal needs today while shaping the technological landscape of tomorrow.

INESC-ID's ten Scientific Areas encompass a wide range of domains in both Computer Science and Engineering (CSE) and Electrical and Computer Engineering (ECE). Each area — with an average of 8 to 10 integrated PhD researchers — possesses the critical mass and specialised expertise required to tackle the central scientific and technological problems within its field. Together, they reinforce our ambition to position INESC-ID as the leading research centre in Portugal at the intersection of CSE and ECE.



## 2.5 R&D Unit and Associate Laboratory

The excellence of our work and our people position INESC-ID as one of Europe's leading R&D institutes. In 2025, as in 2018, FCT recognised INESC-ID as one of the top Portuguese R&D Units, awarding it the **"Excellent"** rating. This distinction reflects outstanding performance not only in the overall evaluation but also in each individual criterion assessed, including the quality, merit, relevance, and internationalisation of our R&D activities; the strength of our research team; and the adequacy of our objectives, strategy, activity plan, and organisation.

As an **FCT Associate Laboratory since 2004**, INESC-ID is committed to tackling societal challenges across scientific, health, environmental, cultural, social, economic, and governance domains. This mission also includes actively contributing to evidence-based policy development. Through this role, public and private entities gain privileged access to a broad range of knowledge, resources, and services grounded in the unique scientific and technological competencies of our institution.

Aligned with this mission, INESC-ID currently participates in dozens of national and international research projects and partnerships across all Thematic Lines and Scientific Areas. Nationally, we have strong involvement in the **Portuguese Recovery and Resilience Plan (PRR)**, which concludes in 2026, as well as in multiple **FCT funding programmes**, ranging from open-topic calls to thematic initiatives such as "Data Science and Artificial Intelligence applied to Public Administration".

At the European level, INESC-ID maintains a sustained and active presence across the full landscape of **EU R&D&I programmes**. Our participation spans a wide range of instruments and initiatives, including ERC Starting Grants; Marie Skłodowska-Curie Staff Exchanges and Innovative Training Networks; Integrated Projects; Specific Targeted Research Projects; Coordination and Support Actions; Networks of Excellence; Research and Innovation Actions; Innovation Actions; Joint Technology Initiatives; Pre-Commercial Procurements; Twinning Actions; ERASMUS projects; and COST Actions.



# 3 Institutional Strategy and Goals

One of the main goals of the new INESC-ID Statutes reconfiguration of the Board of Directors in an Executive Board and non-executive members is fostering the strategic positioning of INESC-ID. A reflection on the strategy of the institution happened during 2025 at Board level and had an important moment in a debate in the Annual Meeting on 23 October, in Sintra. Nevertheless, INESC-ID's strategic vision for the coming years has been set a while ago and is based on five main pillars:

**Pillar 1 - Scientific Excellence:** Within its thematic lines, INESC-ID pursues world-class fundamental and applied research, recognised by core contributions in areas such as AI, human language technology, automated reasoning, software reliability, distributed systems, cybersecurity, human-computer interaction, bioinformatics, and sustainable energy systems. We aim to recruit the best talent and enhance impact via interdisciplinary collaboration, while improving our R&D infrastructure, promoting open science, and communicating research findings effectively.

**Pillar 2 - Internationalisation:** INESC-ID is an internationally recognised institution in its scientific fields, with its activities well integrated in international research networks. We aim to ambitiously further enhance our connections and global visibility to increase our participation in European programs and international thematic networks, attract more international students, support researchers' incoming and outgoing mobility, and host international elite scientific events.

**Pillar 3 - Technology and Knowledge Transfer:** INESC-ID promotes collaborative research and development projects with public and private entities, which contribute to social and economic development. We actively identify the potential economic impact of research findings by strengthening collaborations with industry and regulators, supporting digital transformation initiatives, fostering spin-offs based on research findings, and facilitating connections with investors.

**Pillar 4 - Societal Impact:** Our collaborative knowledge and co-creation activities empower the thriving startup and innovation ecosystem in Portugal but also reach out to the international economy. We actively implement communication and outreach efforts, participate in public engagement events, shape public policies, collaborate with government initiatives, and foster partnerships with national and international infrastructures.

**Pillar 5 - Talent Development:** INESC-ID leverages IST's top position in nationwide undergraduate CS admissions, fuelling advanced training at MSc, PhD, and post-doc levels, nurturing exceptional research and innovation professionals prepared to work in the most competitive institutions worldwide, in industry or academia. We aim to excel as a premier institute for nurturing and hiring research talent, offering career opportunities, implementing top-tier HR practices, empowering PhD candidates, enhancing communication among researchers, pursuing HR certifications, and refining research assessment metrics. Our recruitment processes actively foster inclusivity and strive to achieve gender balance, especially crucial within the ICT domains.

# 4 General Activities Plan for 2026

In alignment with INESC-ID's five strategic pillars and to effectively achieve its main goals, the general activities plan for 2025 encompasses several areas of activity and leverages the multidisciplinary expertise of INESC-ID's R&D+i groups and support offices. These areas are research and innovation management, research incentive and support, technology transfer, technological infrastructures, human resources, communications and outreach, and internal management.

## 4.1 Institutional Management

The Board of Directors and the Executive Board ensure both strategic direction and effective handling of daily operational matters. Their work spans administrative, financial, logistical, and organisational domains, providing the foundation for smooth internal functioning and sustained institutional development. The activities outlined below reflect key priorities in both strategic and day-to-day management for 2026.

- **Conclude the adaptation of internal regulations to align with the new Portuguese legal framework governing researcher careers.**
- **Manage the legal and official requirements applicable to the institute, including regulations such as NIS2, the AI Act, and the Digital Omnibus.**
- **Continue the internal data quality effort, supporting INESC-ID's transition toward becoming a data-centric organisation.**
- **Conduct a strategic analysis of the PRR agendas to identify opportunities for further research, collaborations, and technology transfer.**
- **Support the development of the Thematic Lines through regular coordination and meetings.**
- **Discuss science policy issues, namely whether it makes sense to introduce or reinstate specific forms of rewards, which aspects should be incentivised, and how incentives can be designed and implemented.**
- **Prepare and approve a strategic plan for INESC-ID.**

## 4.2 Thematic Lines

This section outlines the activities planned by the four thematic lines: **Societal Digital Transformation, Life and Health Technology, Energy Transition, and Security and Privacy**.

A shared priority for all lines in 2026 is to identify European and national funding opportunities — such as Horizon Europe, ECCC, Digital Europe, ERC, and PT2030 — that can bring together multiple scientific areas and both national and international partners.

Each thematic line will then be responsible for promoting and supporting the submission of proposals to the relevant calls. It is also considered crucial to develop initiatives that highlight the societal value of the technologies created within the thematic lines. These initiatives may involve the Societal Digital Transformation thematic line in close collaboration with the other three thematic lines. In addition, all thematic lines plan to encourage MSc and PhD students, as well as researchers, to publish in A\*/A-ranked conferences and Q1 journals relevant to each line's topics, and to participate in international conferences and scientific events to strengthen visibility and collaboration.

### 4.2.1 Societal Digital Transformation

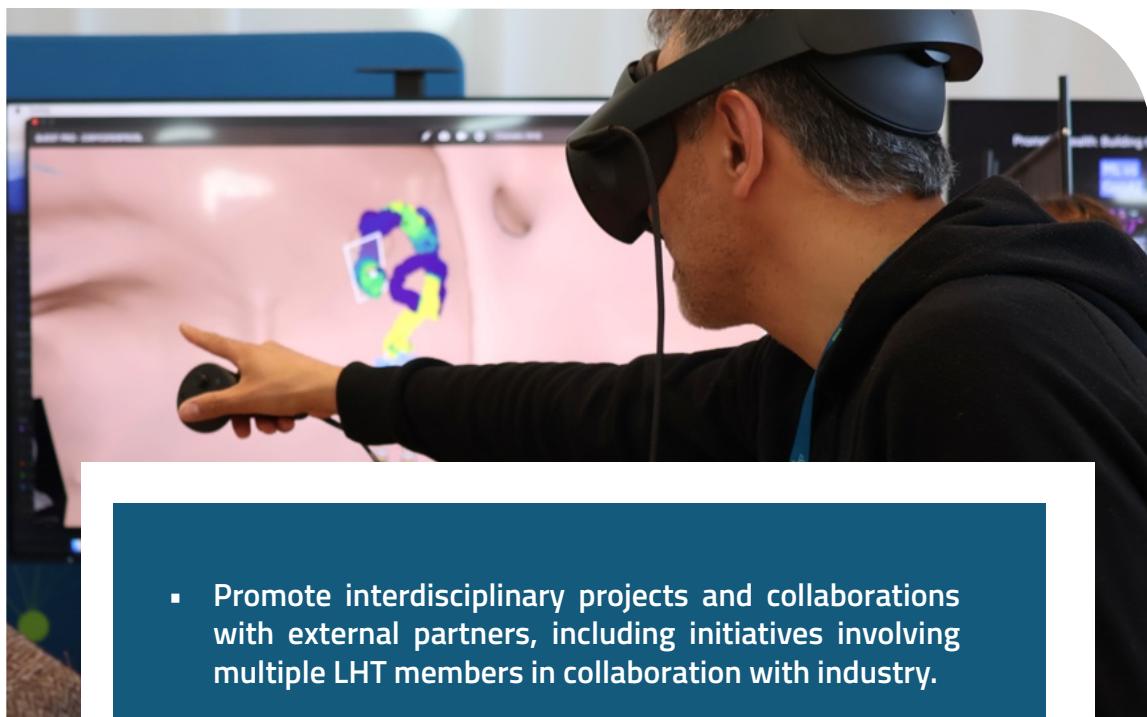
The Societal Digital Transformation Thematic Line advances research and innovation on the societal dimensions of digital technologies. In 2026, it will strengthen INESC-ID's capacity in socio-technical research by supporting competitive project proposals, building internal capacity in socio-technical topics, developing national and international partnerships, and contributing to public dissemination of the societal impacts of digital technology.



- Promote internal reflection on citizen science to engage researchers, particularly early-career ones, in new socio-technical R&D opportunities.
- Develop INESC-ID-adapted FAIR guidelines based on the outcomes of the Interdisciplinary Research Data Management Centre at ULisboa (iRe:Search project) and support their internal adoption.
- Identify and establish partnerships with international organisations to enhance global collaboration and visibility in socio-technical research.
- Participate in public events to disseminate INESC-ID research and promote awareness of socio-technical issues.
- Engage with national partners to foster a medium-term agenda for public awareness on socio-technical challenges.

## 4.2.2 Life and Health Technology

The Life and Health Technology Thematic Line aims to strengthen its role as a catalyst at the intersection of data, technology, and the life and health sciences, positioning itself as a leading European force in life, health and omics data management and analysis, as well as in human-centred AI and XR technologies. In 2026, it will focus in particular on internationalisation, technology and knowledge transfer, and societal impact, while strengthening its internal community, promoting interdisciplinary projects and external collaborations, and investing in robust data and software infrastructures for secure and responsible research at INESC-ID.



- Promote interdisciplinary projects and collaborations with external partners, including initiatives involving multiple LHT members in collaboration with industry.
- Continue the Bring Your Challenges to Us meeting series to connect the LHT team with industry, research infrastructures, and R&I institutes through bi-monthly sessions.
- Support a MSc or PhD student team in participating in an entrepreneurship event.
- Organise a meeting with industry and academic partners to showcase student-led work in life and health technologies.
- Reinforce collaboration with the Torres Vedras Health Campus, expanding joint activities and engagement opportunities.
- Continue promoting internal initiatives that strengthen the sense of belonging within the LHT team.

### 4.2.3 Energy Transition

The Energy Transition Thematic Line strengthens INESC-ID's contribution to the digital transformation of energy systems. In 2026, it will consolidate its research capacity to ensure the successful execution of ongoing European and national projects and apply to Horizon Europe and national funding programmes. The line will also invest in critical research infrastructures, particularly the Energy Dream Lab, while deepening existing initiatives with network operators and developing collaborations with the electricity sector, government entities, and regulatory bodies.



- **Organise selected international events aligned with the thematic line's strategic focus.**
- **Advance research initiatives and develop joint project proposals with industry.**
- **Contribute to initiatives promoted by government entities and regulatory bodies.**
- **Support entrepreneurship and innovation by promoting emerging startups in the energy domain.**

#### 4.2.4 Security and Privacy

The Security and Privacy Thematic Line advances INESC-ID's role as a leading European research hub in cybersecurity. In 2026, it will reinforce scientific excellence across secure software ecosystems, confidential computing, privacy-preserving data analytics, blockchain interoperability, and federated data governance. The line will also intensify international collaboration through participation in major European initiatives and the co-organisation of EuroS&P 2026, while investing in talent development through sabbatical support, structured mentoring, and the promotion of high-quality scientific production.



- **Organise high-impact seminars with internationally recognised speakers to reinforce research excellence in cybersecurity.**
- **Ensure continuity of expertise during sabbatical periods through structured knowledge-transfer activities.**
- **Contribute to the organisation of major cybersecurity conferences, including EuroS&P 2026, positioning INESC-ID as a reference European cybersecurity centre.**
- **Hold strategic meetings to identify international funding opportunities aligned with the thematic line.**
- **Expand participation in global cybersecurity networks, such as R&D consortia and EU working groups.**
- **Promote joint R&D proposals with industry partners to national and European funding programmes.**
- **Engage in national cybersecurity awareness events, policy discussions, and science communication initiatives.**
- **Strengthen mentoring and research integration for MSc and PhD students working on security and privacy topics.**

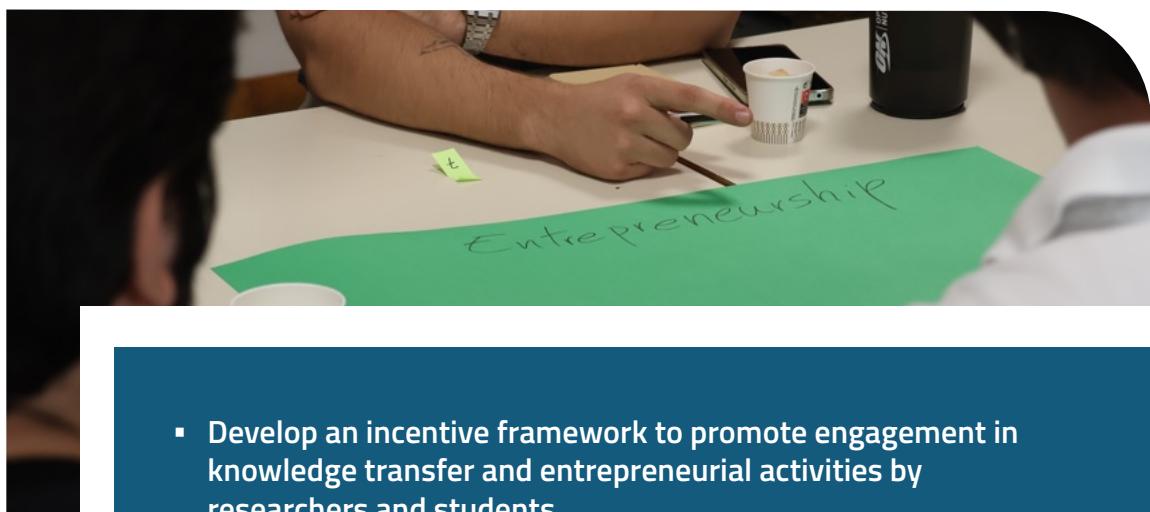
## 4.3 Research and Innovation Management

Research and Innovation Management supports INESC-ID researchers throughout the full lifecycle of national and international R&D project proposals. This area assists with funding applications, conducts policy analysis, facilitates access to diverse funding opportunities, and oversees project execution and post-award processes, ensuring regulatory and financial compliance. In 2026, it aims to strengthen the institute's strategic positioning by developing funding strategies aligned with institutional priorities, promoting participation in collaborative projects, and enhancing engagement in European initiatives and Networks of Excellence.

- **Develop a funding strategy aligned with INESC-ID priorities and Horizon Europe work programme 2026–2027 and 2028–2032.**
- **Support the preparation of national and international funding applications, analysing requirements, and providing guidance to improve proposal success rates.**
- **Identify and disseminate relevant national funding opportunities, with particular focus on FCT and related programmes.**
- **Raise awareness about opportunities within the Horizon Europe Work Programme 2026–2027, including ERC, EIC, Info Days, and brokerage events.**
- **Coordinate with INESC services to ensure legal, financial, and operational compliance in proposal preparation.**
- **Apply for the HR Excellence in Research award.**
- **Revise the INESC-ID Gender Equality Plan.**
- **Act as a liaison with national and international funding agencies to secure timely and accurate information for applications.**
- **Collaborate with the INESC Brussels HUB to increase representation in European networks and platforms.**
- **Organise Horizon Europe training workshops to strengthen proposal-writing skills and INESC-ID's researchers' capacity.**

## 4.4 Knowledge Transfer and Entrepreneurship

Knowledge Transfer and Entrepreneurship play a central role in increasing INESC-ID's economic and societal value. In 2026, this area will expand awareness and training activities on intellectual property, open-source licensing, entrepreneurship, and collaboration opportunities, ensure suitable protection and valorisation of research results, and support emerging entrepreneurial projects. It will also contribute to the definition of an incentive framework to encourage engagement in these activities and will develop an online showcase of IP assets and collaboration opportunities.



- Develop an incentive framework to promote engagement in knowledge transfer and entrepreneurial activities by researchers and students.
- Identify and protect intellectual property arising from INESC-ID research.
- Create a webpage to highlight IP assets, spin-offs, services, and opportunities for industry and non-academic partners.
- Conduct a scouting initiative to identify open-source software developed at INESC-ID suitable for external stakeholders, including international research institutions.
- Promote and facilitate participation of researchers and students in entrepreneurship-related events, training initiatives, and competitions.
- Support INESC-ID entrepreneurs throughout the process of developing and launching new businesses, including spin-offs based on INESC-ID assets.
- Seek funding to recruit an additional collaborator to reinforce operational capacity.

## 4.5 Technological Infrastructures

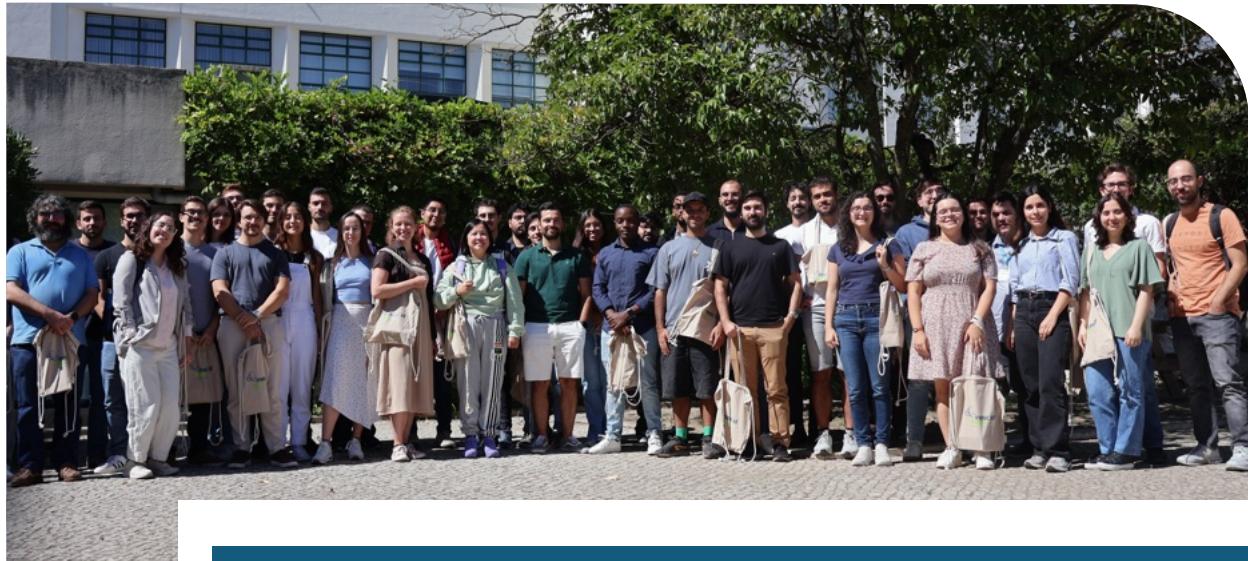
Technological Infrastructures provide the digital foundation that enables research activities, administrative operations, and collaborative work at INESC-ID. In 2026, this area will focus on modernising core services, strengthening cybersecurity through proactive threat detection and staff awareness programmes, and improving service delivery with enhanced automation and self-service capabilities. These initiatives will improve operational efficiency, reduce service interruptions, and provide researchers with reliable, secure access to institutional resources.

- **Complete the migration of remaining legacy services to modern infrastructure to improve reliability, performance, and scalability.**
- **Expand backup and disaster recovery capabilities to ensure comprehensive data protection and rapid recovery in case of incidents.**
- **Enhance intranet functionality by introducing improved collaboration tools to support internal communication and knowledge sharing.**
- **Strengthen the information security infrastructure and monitoring to ensure protection against cyberthreats, and compliance with data privacy requirements.**
- **Expand the centralised website hosting platform to improve consistency, security, and accessibility for research groups and projects.**
- **Deliver security awareness and digital skills training to reinforce staff competencies in cybersecurity and effective use of institutional tools.**
- **Expand self-service resources and the internal knowledge base to empower users and reduce dependency on technical support.**
- **Optimise service support through automation and improved workflows to accelerate issue resolution and enhance service quality.**



## 4.6 Human Resources

Human Resources at INESC-ID manages all human resources affairs to support the attraction, integration, and development of research staff, hired staff, grant holders, and students. In 2026, this area will focus on strengthening onboarding and organisational socialisation, developing clear and compliant guidelines for staff, refining internal workflows to improve service quality and efficiency, and implementing updated work schedule and hybrid work regulations for hired workers.



- **Implement an effective absence and vacation management system to reduce manual workload and improve service efficiency.**
- **Establish a formal onboarding strategy to support the organisational socialisation of incoming researchers, hired workers, grant holders, and students.**
- **Develop a compliant handbook of rights and duties for hired workers.**
- **Refine internal workflows for Human Resources tasks.**
- **Implement regulations on work schedules and hybrid work models for hired workers.**

## 4.7 Communications and Outreach

Communications and Outreach at INESC-ID focuses on strengthening institutional visibility, internal communication, and engagement with society. In 2026, it will consolidate internal communication practices, support PhD community initiatives and the INESC-ID Annual Meeting, and lead the development of the new institutional website. It will continue enhancing content production, updating core institutional materials, and collaborating with partner institutions. It will also promote participation in science communication, outreach, and citizen-science initiatives to showcase INESC-ID's research and reinforce its connection with society.

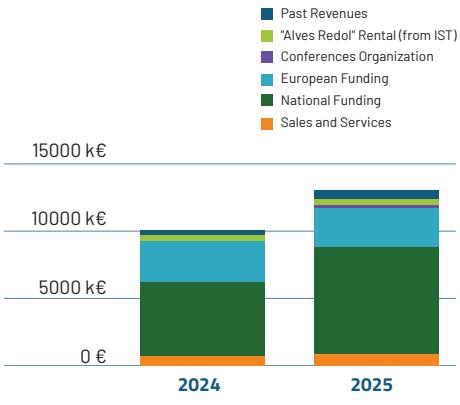
- **Strengthen internal communication through the internal newsletter, internal guidelines for news and events publication, and regular workshops with support offices.**
- **Support the PhD community through regular interaction initiatives and organise the INESC-ID Annual Meeting.**
- **Develop the new institutional website by coordinating design, implementation, content migration and creation, public launch, and subsequent expansion.**
- **Enhance multichannel content capacity by improving news production and publication processes, implementing submission forms, and piloting short-format audiovisual materials.**
- **Reinforce media readiness through the introduction of an INESC-ID's press kit.**
- **Collaborate with communication offices of partner institutions, including the INESC Brussels HUB, to broaden national and international visibility.**
- **Reinforce institutional identity and brand coherence by updating the Communication Kit, institutional brochure, presentation templates, and core institutional publications.**
- **Promote participation in science communication and outreach activities to showcase INESC-ID's research and strengthen its connection with society.**
- **Promote involvement in science education and citizen-science initiatives, engaging interested INESC-ID researchers in selected activities.**

# 5 Budget Plan for 2026

The Budget Plan is meticulously prepared to align with INESC-ID's strategic pillars and support the institution's goals, ensuring the optimal allocation of resources to strategically sustain, expand and invest in key areas:

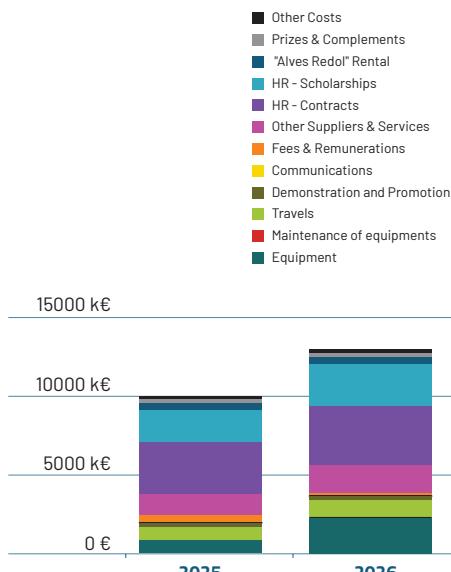
## Global Income

INCOME	2025	2026	VAR.
Sales and Services	671 k€ 7%	847 k€ 6%	+26%
National Funding	5 545 k€ 55%	7 913 k€ 61%	+43%
European Funding	3 005 k€ 30%	2 928 k€ 22%	-3%
Conferences Organization	0 k€ 0%	165 k€ 1%	
"Alves Redol" Rental (from IST)	415 k€ 4%	460 k€ 4%	+11%
Past Revenues	411 k€ 4%	725 k€ 6%	+77%
<b>TOTAL</b>	<b>10 047 k€ 100%</b>	<b>13 038 k€ 100%</b>	+30%



## Global Costs

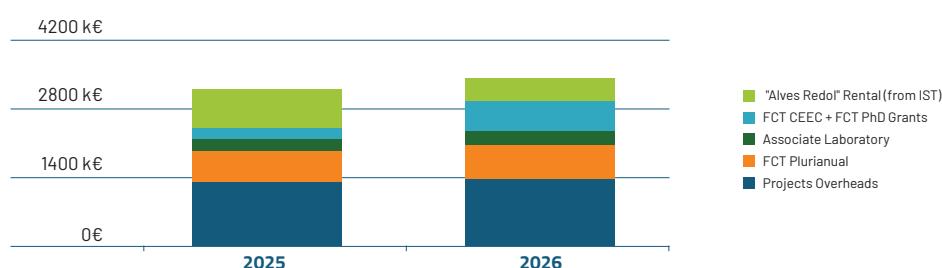
COSTS	2025	2026	VAR.
Equipment	788 k€ 8%	2 293 k€ 18%	+191%
Maintenance of equipments	0 k€ 0%	0 k€ 0%	
Travels	850 k€ 8%	1 118 k€ 9%	+32%
Demonstration and Promotion	299 k€ 3%	249 k€ 2%	-17%
Communications	1 k€ 0%	1 k€ 0%	
Fees & Remunerations	508 k€ 5%	197 k€ 2%	-61%
Other Suppliers & Services	1 332 k€ 13%	1 784 k€ 14%	+33%
HR - Contracts	3 317 k€ 33%	3 736 k€ 29%	+13%
HR - Scholarships	2 039 k€ 20%	2 692 k€ 21%	+32%
"Alves Redol" Rental	415 k€ 4%	460 k€ 4%	+12%
Prizes & Complements	300 k€ 3%	200 k€ 2%	-33%
Other Costs	174 k€ 2%	305 k€ 2%	+75%
<b>TOTAL</b>	<b>10 022 k€ 100%</b>	<b>13 036 k€ 100%</b>	+30%



# Budget Plan for 2026

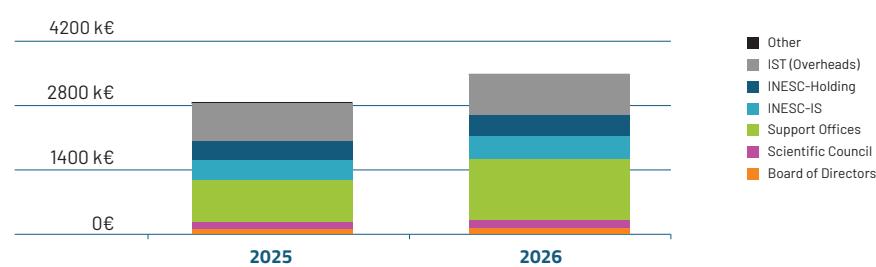
## Operation and Administrative Income

INCOME		2025			2026			VAR.	
Board of Directors	Projects Overheads	1300 k€	1300 k€	46%	1363 k€	1363 k€	40%	+5%	
FCT	FCT Plurianual	646 k€			700 k€				
	Associate Laboratory	245 k€	1118 k€	39%	289 k€	1614 k€	47%	+44%	
	FCT CEEC + FCT PhD Grants	227 k€			625 k€				
IST	"Alves Redol" Rental (from IST)	415 k€	415 k€	15%	460 k€	460 k€	13%	+11%	
Other	Other	0 k€	0 k€	0%	0 k€	0 k€	0%		
<b>TOTAL</b>		<b>2 833 k€</b>		100%	<b>3 438 k€</b>		100%	+21%	



## Operation and Administrative Costs

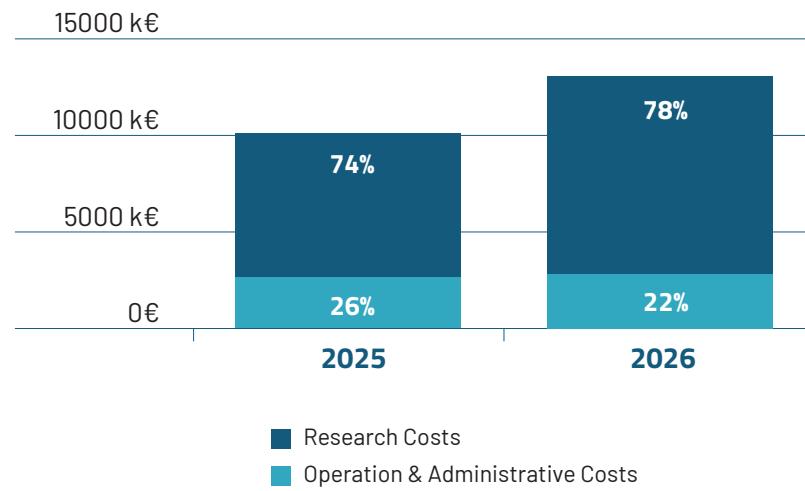
COSTS		2025			2026			VAR.	
Board of Directors	Board of Directors	96 k€	96 k€	3%	128 k€	128 k€	4%	+33%	
Scientific Council	Scientific Board	25 k€	162 k€	6%	25 k€	162 k€	5%	0%	
	Thematic Lines	12 k€			12 k€				
	Scientific Areas (Pluri)	117 k€			117 k€				
	Distinguished Lectures	9 k€			9 k€				
Support Offices	Innovation Management Office	13 k€	905 k€	32%	11 k€	1329 k€	39%	+47%	
	Knowledge Transfer Office	0 k€			4 k€				
	Communication & Outreach Office	28 k€			18 k€				
	Tech. Infrastructures Office	30 k€			20 k€				
	Administrative Support Office	533 k€			589 k€				
	FCT CEEC + FCT PhD Grants	227 k€			625 k€				
	INESC-Lisboa	39 k€			26 k€				
	INESC Brussels HUB	37 k€			37 k€				
INESC-IS	Accounting Services	392 k€	426 k€	15%	455 k€	488 k€	14%	+14%	
	Legal Services	19 k€			17 k€				
	Audit Services	15 k€			16 k€				
INESC-Holding	"Alves Redol" Rental	415 k€	415 k€	15%	460 k€	460 k€	13%	+11%	
IST (Overheads)	Third-Party (Overheads to IST)	820 k€	820 k€	29%	863 k€	863 k€	25%	+5%	
Other	Insurance + Printers Rental	7 k€	7 k€	0%	7 k€	7 k€	0%	+6%	
<b>TOTAL</b>		<b>2 831 k€</b>		100%	<b>3 437 k€</b>		100%	+21%	



# Budget Plan for 2026

## Research vs. Operation Balance

RESEARCH VS. OPERATION COSTS	2025		2026	
Research Costs	7 418 k€	74%	10 224 k€	78%
Operation and Administrative Costs	2 604 k€	26%	2 812 k€	22%
<b>TOTAL</b>	<b>10 022 k€</b>	100%	<b>13 036 k€</b>	100%





Activities & Budget Plan 2026  
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