



# Activities and Budget Plan

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# 2025



Activities & Budget Plan 2025  
**INESC-ID**

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**This is only a  
foretaste of  
what is to come  
and only the  
shadow of what  
is going to be”**

Alan Turing

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# Introduction

Two years ago, Large Language Models (LLMs) were a niche technology, familiar only to a select few. Today, they are at the centre of global discussions, marking one of the most profound transformational periods in human history. To turn this monumental shift into an opportunity rather than a threat, we must not only master the underlying technology but also address the ethical and societal challenges it poses. At INESC-ID, one of Portugal's most prestigious research institutes, we have been preparing for this moment long before it arrived. With a team of over 100 integrated PhD researchers spanning complementary scientific domains—such as electronics, informatics, and energy—we have built the expertise to navigate these transformative times. Our work spans a diverse range of application markets, from healthcare and medical imaging to industrial automation, energy, and enterprise information systems.

In recent years, INESC-ID has significantly impacted society through cutting-edge research and technology transfer. Our achievements include the creation of innovative spin-offs in the fields of Computer Science and Electrical and Computer Engineering. Driven by a dynamic team of young talents collaborating with seasoned senior researchers, INESC-ID has gained international recognition for the quality and innovation of its work, solidifying its position as a top R&D+i institute in Europe.

Acknowledged as one of Portugal's top research units by FCT (Fundação para a Ciência e a Tecnologia), INESC-ID consistently attracts competitive funding from the European Union and is actively engaged in R&D+i projects within European Union programs, contributing to both fundamental and applied research, as well as training and strategic initiatives.

Awarded the highest possible grade of "Excellent" in the 2018 FCT evaluation of its Research Units and with the status of Associate Laboratory of the Portuguese Ministry of Science, Technology and Higher Education since 2004, INESC-ID is fully committed to addressing the most pressing global challenges. These encompass critical areas such as healthcare for an aging population, the need for clean energy, improving urban life, mitigating climate change, and strengthening digital security. At INESC-ID, we are not just participants in this new era; we are leaders, shaping its trajectory and ensuring that technological advancements benefit all of society.

INESC-ID – Instituto de Engenharia de Sistemas e Computadores: Investigação e Desenvolvimento em Lisboa is a private, non-profit institution, established in 1999, dedicated to advanced Research, Development and Innovation (R&D+i) in the fields of Computer Science, Electrical and Computer Engineering. Officially holding the status of public interest and jointly owned by Instituto Superior Técnico (51%) and INESC – Instituto de Engenharia de Sistemas e Computadores (49%), we were formed as part of the larger INESC reorganisation and represents one of five Research and Development (R&D) institutes, underscoring its strategic importance.

## 2.1 Vision, Mission & 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

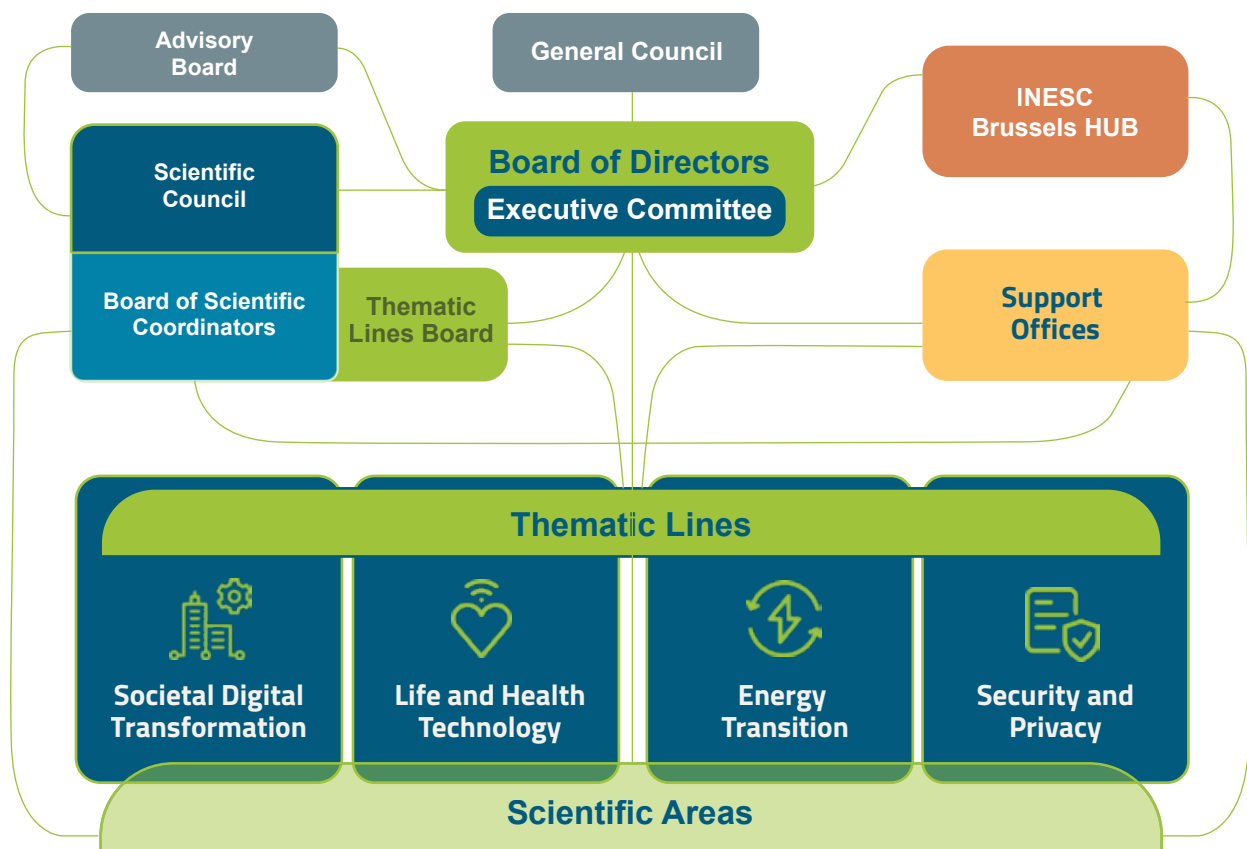
Our mission is to meaningfully contribute to society by addressing scientific, health, environmental, cultural, social, economic, and political challenges through advancements in Computer Science and Electrical and Computer Engineering, and by supporting the development of informed and impactful public 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 (BOD), overseen by the General Council, and supported by the Scientific Council. These governing bodies work in close collaboration with a network of specialized support offices that provide structural assistance to all organisational activities, ensuring efficient and harmonious operations. These offices are comprised by the Innovation Management Office, the Technological Infrastructures Office, the Human Resources Office, the Communications and Outreach Office, and the Administrative Support Office. Additional support structures 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, logistic, and financial aspects, as well as the supervision of the support offices. The non-executive members play the role of counselors, 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.

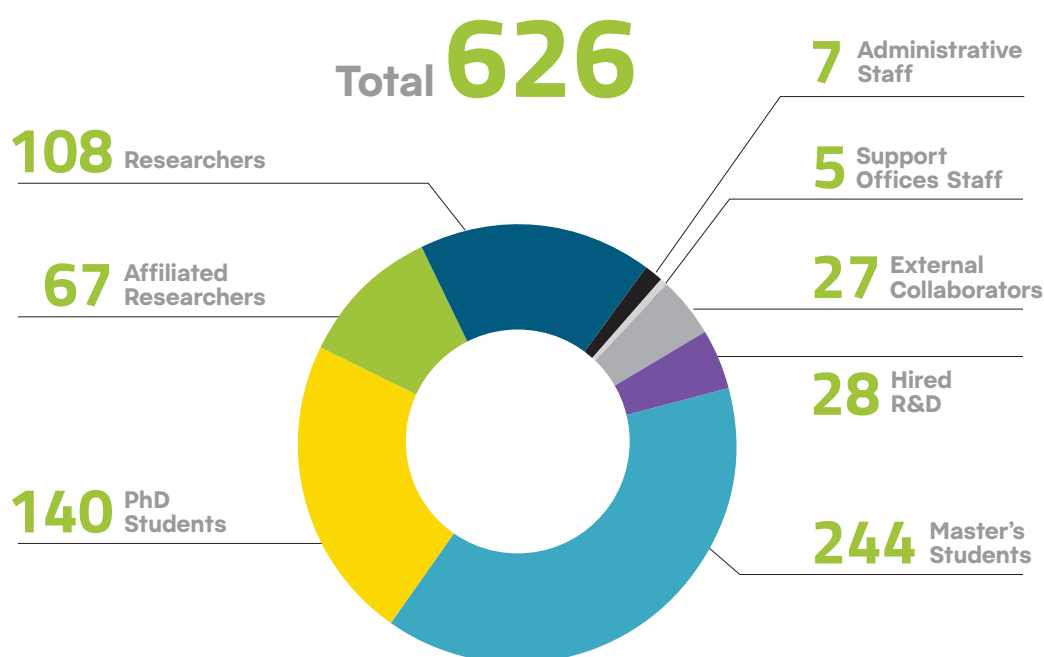
The coordination and management of INESC-ID's thematic lines are entrusted to the Thematic Lines Board. Reporting to the Board of Directors and the Scientific Council, this commission comprises representatives from the four thematic lines. It ensures alignment between the thematic lines and the 10 Scientific Areas, facilitating interaction and communication among the scientific domains and support offices.

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

With a highly qualified team of over 180 PhD researchers, including over 100 integrated researchers and 70 affiliated researchers, as well as fellows from various universities and polytechnic institutes, and complemented by almost 400 graduate students, INESC-ID excels in research and science management. These young talents actively contribute to the institute's ongoing projects, enhancing its research capacity. The institute fosters collaboration with higher education institutions through open agreements, allowing faculty members from these institutions to join its research endeavours. Many of its researchers are also faculty at leading Portuguese universities, including Instituto Superior Técnico. A key player in advanced training, INESC-ID currently hosts 140 PhD students and over 200 Master's students from national and international institutions, supported by various doctoral networks and scholarships, further solidifying its role in shaping the next generation of researchers.





## 2.4 Thematic Lines and Scientific Areas

The research and development activities at INESC-ID are organized around four Thematic Lines, designed as unifying themes where the institute can make the most impactful contributions to pressing societal challenges: societal digital transformation, life and health technology, energy transition, and security and privacy. These lines strategically serve as a backbone, fostering collaboration and synergy across INESC-ID's 10 Scientific Areas.

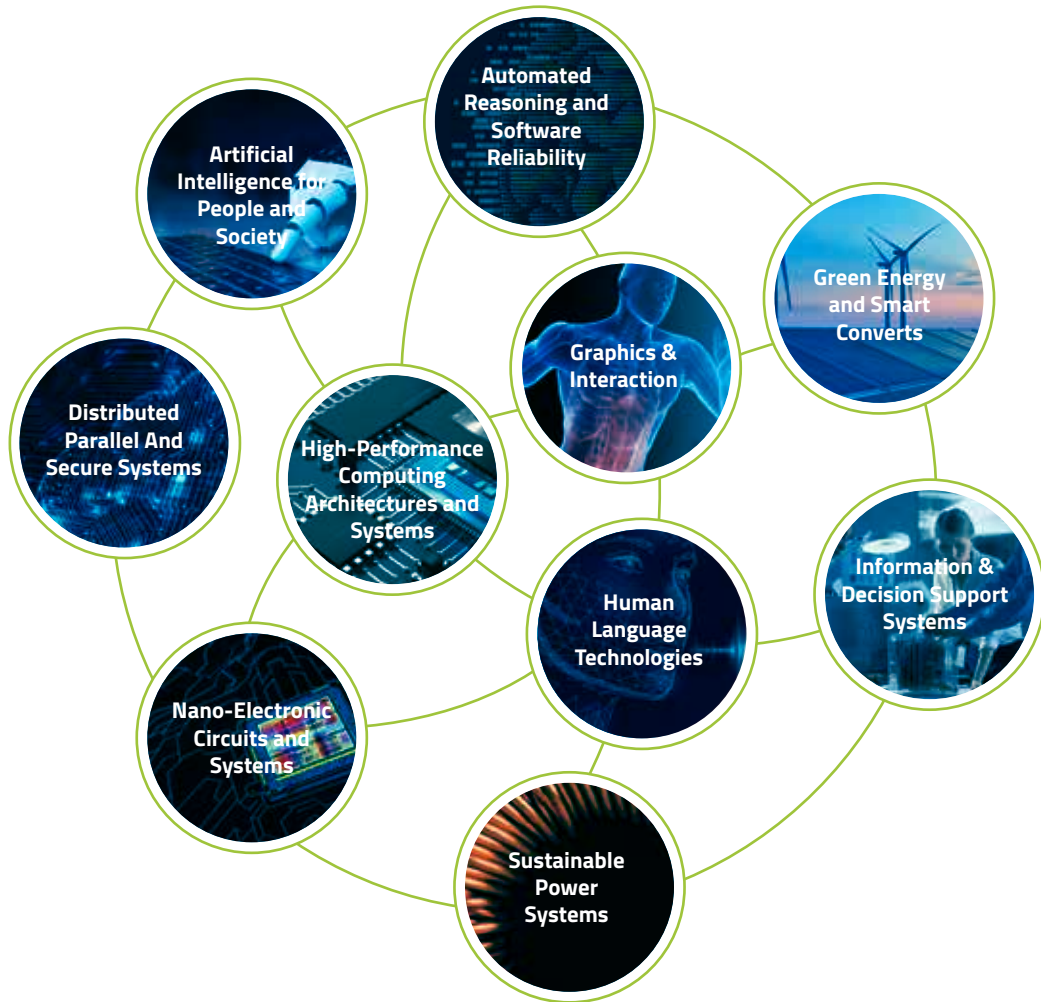
They integrates resources and knowledge from various fields, technologies, and disciplines, including social sciences and humanities. It spans activities from fundamental research to market applications, with a strong focus on innovation-related efforts such as piloting, demonstrations, testbeds, and support for public procurement and market adoption.

By capturing, amplifying, and directing scientific competencies, the Thematic Lines enable us to address critical contemporary challenges effectively. This integrated structure ensures that we can deliver impactful solutions to meet the needs of society today and in the future.





The 10 Scientific Areas cover a wide range of topics in both Computer Science and Engineering (CSE), and Electrical and Computer Engineering (ECE). Each of these areas, supported by approximately 8 to 10 researchers each, possesses the critical mass and expertise to address the topical problems covered within its domain. This allows us to pursue the ambition to establish INESC-ID as the leading research centre for combined CSE+ECE in Portugal.



## 2.5

# R&D Unit and Associate Laboratory

The excellence of our work and team positions INESC-ID as a leading R&D institute in Europe. In 2018, FCT identified INESC-ID as one of the top Portuguese R&D Units, awarding it the "Excellent" rating. This rating reflects not only the overall score but also each individual category evaluated, including the quality, merit, relevance, and internationalization of R&D activities, team merit, adequacy of objectives, strategy, activity plan, and organisation.

Additionally, as an Associate Laboratory of the Portuguese Ministry of Science, Technology and Higher Education since 2004, INESC-ID is committed to addressing societal challenges across scientific, health, environmental, cultural, social, economic, and political domains. This responsibility includes actively participating in policy development to meet these challenges. As a result, public and private entities gain access to a pool of knowledge, resources, and services provided through the unique competencies available at our institution.

Aligned with this mission, we currently have dozens of ongoing national and international research projects and partnerships across all our thematic lines and scientific areas. Nationally, we have strong participation in the National Recovery and Resilience Plan (PRR - Plano de Recuperação e Resiliência), which is an important national implementation program within the NextGenerationEU instrument. Its objective is to implement reforms and investments to restore sustained economic growth after the pandemic and strengthen convergence with Europe over the next decade. INESC-ID is actively involved in 5 projects funded by this program, with execution planned until 2025.

At a European level, we have been very active in participating in R&D+i projects within EU Frameworks, encompassing all relevant programmes and instruments in the areas within which INESC-ID has expertise. Projects range from Starting Grants (under ERC) to Research and Innovation Staff Exchanges and Innovative Training Networks (under MCSAs), including Integrated Projects, Specific Targeted Research Projects, Coordinating and Supporting Actions, Networks of Excellence, Research and Innovation Actions, Innovation Actions, Joint Technology Initiatives, Pre-commercial Procurements, Twinning Actions, ERASMUS Projects, and COST Actions.

# Institutional Strategy and Goals

INESC-ID's strategic vision for the coming years is based on five main pillars, focusing on key areas to drive innovation and societal impact: Scientific Excellence, Internationalization, Technology Transfer, Societal Impact, and Talent Development. Here's an overview of their main goals:

## **Pillar 1 - Scientific Excellence**

Within its thematic lines, INESC-ID pursues world-class fundamental and applied research, recognized 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 - Internationalization**

INESC-ID is an internationally recognized 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, fueling 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.

# General Activities Plan for 2025

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 Research and Innovation Management

- Develop a funding strategy that aligns with the institution's research and innovation priorities.
- Promote active participation in collaborative projects with national and international industry, leveraging consortia, competitive funding, and contractual research.
- Strengthen engagement in European and global Networks of Excellence and Thematic Networks.
- Contribute towards the improvement of the success rate of European project proposals, particularly under Horizon Europe.
- Collaborate with INESC Brussels HUB to elevate the visibility and reputation of INESC ID research and technology development.
- Align national and international strategic research initiatives with INESC-ID's goals and priorities, ensuring consistency with long-term institutional objectives.
- Support the preparation of project applications and analyse requirements of national and international funding.
- Act as a point of contact with national and international funding agencies to obtain the relevant information necessary for a successful application.
- Identify national funding opportunities focusing on the national funding agency, Fundação para a Ciência e a Tecnologia, and others.
- Continue to encourage involvement in research projects with high internationalization, either through EU and other international consortia or within collaborative programs like CMU Portugal, MIT Portugal and UT Austin Portugal.
- Raise awareness about opportunities in the Horizon Europe Strategic Plan 2025-2027, including ERC and EIC initiatives, Info Days, and Brokerage Events.
- Offer skill-building opportunities through annual Horizon Europe Training Workshops, in partnership with Técnico Pre-Award Network.
- Work with INESC Brussels HUB to increase INESC-ID representation in key thematic areas, platforms, and networks, fostering engagement in strategic projects and programs from the outset.
- Collaborate with INESC services to address the legal, financial, and operational aspects of national and international project proposals.

## 4.2 Research Incentive and Support

- Promote the introduction of incentive and support mechanisms for research activities that are aligned with the evaluation criteria of institutions in INESC-ID's ecosystem, emphasizing aspects such as internationalization, the relevance of results, their valorization, and dissemination.
- Promote, in coordination with the university institutions and departments where INESC-ID's researchers work, the continuous improvement of doctoral programs, equipping them with a good capacity to attract talent.
- Provide leading training to the achievement of academic degrees from the 2nd and 3rd Cycle (Master and Doctorate).
- Develop specialization courses, typically at a post-graduate level, for industry and services, for public and private sectors.
- Promote the consolidation and evolution of INESC-ID's strategic pillars and positioning at the national and international levels, in collaboration with the coordinators of thematic lines and research groups.
- Leverage INESC-ID's new human resources in areas related to science management and communication to enhance the effectiveness of researchers' work, while also providing these new colleagues with career development opportunities within the institution.
- Promote internal partnership between the different research areas at INESC-ID by setting up flagship projects.
- Promote internationalization through various means, such as exchanges with leading groups worldwide, participation as general/program chair of top scientific events and as nominations to senior/fellow members of associations like IEEE and ACM.
- Strengthen relations with universities and associated higher education partners via cluster organisation, as well as other already existing partnerships with European, US and Chinese universities.



## 4.3 Technology Transfer

- Identify and suitably protect intellectual property from INESC-ID research results.
- Increase the size of INESC-ID's intellectual property portfolio and its visibility to relevant market sectors.
- Promote partnerships and the provision of services and consultancy to industry and governmental entities increasing the number and intrinsic value of these contracts.
- Revise internal policies and train researchers and students on intellectual property, knowledge transfer and entrepreneurship to increase engagement in this area.
- Promote entrepreneurship through researchers' participation in training and competitions, and facilitate the creation of new businesses, particularly spin-offs that exploit INESC-ID's assets.
- Define and implement procedures, guidelines, tools and metrics for the Knowledge Transfer and Entrepreneurship Office.
- Establish strategic partnerships with key stakeholders of the local, regional and national innovation ecosystem.



## 4.4 Technological Infrastructures

- Upgrade the high-performance computing (HPC) cluster to enhance computational capabilities for research projects, including new GPU nodes and expanded storage capacity.
- Improve the comprehensive disaster recovery plan with improved backup systems and redundant infrastructure to ensure continuous activity.
- Modernize the data center infrastructure with energy-efficient solutions and enhanced monitoring systems to optimize performance and reduce environmental impact.
- Expand cloud computing resources and implement hybrid cloud solutions to provide flexible computing environments for research teams.
- Deploy automated infrastructure management tools to improve system reliability and reduce maintenance overhead.
- Strengthen cybersecurity measures through enhanced monitoring, regular security audits, and implementation of advanced threat detection systems.
- Update access control systems and identity management protocols to ensure secure and efficient resource allocation.
- Implement comprehensive data protection measures to ensure compliance with privacy regulations and research data management requirements.
- Establish security awareness training programs for all staff and researchers to promote best practices in cybersecurity.
- Develop and maintain documentation for security protocols and incident response procedures.
- Enhance the IT service desk with improved ticket management and user support systems to provide faster response times.
- Provide specialized IT support for research projects, including software deployment and custom solution development.
- Establish regular training sessions for new technologies and tools adopted by INESC-ID.

## 4.5 Communications and Outreach

- Improve internal communication with weekly digests, interdepartmental briefings, workshops, and guidelines to keep the INESC-ID community informed and engaged.
- Optimise the Communications and Outreach Office (COO) efficiency with improved equipment, internal procedures, guidelines, and collaborative tools.
- Foster community identity, inclusion and well-being through networking initiatives, onboarding improvements, external visibility support, and social events.
- Increase support to PhD students with community-building, career development, and science communication activities, including annual meetings, regular workshops, and mentorship programs.
- Organise INESC-ID's annual institutional meeting and other scientific events.
- Evaluate communication efforts by implementing tools and metrics to monitor and improve effectiveness.
- Develop a new flagship website with high-quality design and user experience to enhance brand perception, public reach and attract prospective stakeholders.
- Enhance multi-channel content production with regular, diverse media content and in-house audiovisual and design production.
- Strengthen brand identity with consistent messaging, new guidelines, presentations, templates, merchandising and campaigns.
- Strengthen media relations through press releases, opinion articles, interviews, and targeted contacts.
- Collaborate with partner institutions' communication offices, namely INESC-Brussels Hub, for joint initiatives and resource sharing, enhancing national and international visibility.
- Promote a culture of participation in science communication and outreach events to showcase INESC-ID's research and societal impact.
- Establish collaborations with municipalities, educational institutions, and civil society organisations to conduct educational and citizen science activities, enhancing proximity with civil society and societal impact.
- Train INESC-ID researchers and students in public communication through science communication and media training courses.

## 4.6 Human Resources

- Attract and open positions for highly qualified people within research projects. These individuals will also be able to compete for coordinating future research projects.
- Attract and retain new highly qualified staff to support the existing offices, particularly the communications and outreach and innovation management offices.
- Establishment of open-ended contracts with PhD holders, within the scope of Associate Laboratory.
- Improve qualifications of the supporting staff, particularly with training actions.
- Support general training actions for researchers.
- Implement a mentoring programme for the integration of new researchers in the institutional organisational culture.
- Offer specialized training to short-term and summer internships, both national and from abroad.
- In collaboration with the Scientific Council, establish an updated set of rules for self-evaluation of researchers and scientific areas.
- Regularly assess all new researchers, with the aim of setting ambitious goals in the short and medium term.



## 4.7 Internal Management

- Revise internal procedures to manage different funded projects.
- Reinforce the support given to researchers in the management of their projects.
- Optimize administrative and institutional processes within the secretariat and among researchers to enhance and expedite decision execution.
- Continue cooperation within the entity INESC Lisboa to encourage synergies among the three institutes in Lisbon.

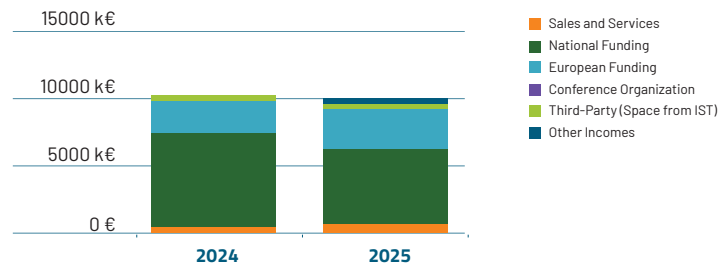


# Budget Plan for 2025

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:

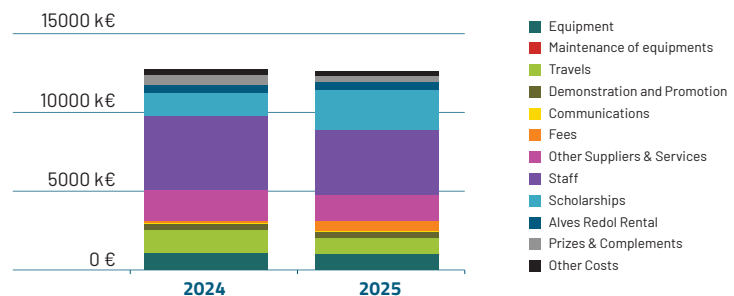
## Global Income

INCOME	2023		2024	
Sales and Services	433,3 k€	4%	670,8 k€	7%
National Funding	6 987,7 k€	68%	5 545,3 k€	55%
European Funding	2 451,8 k€	24%	3 005,5 k€	30%
Conference Organization	0,0 k€	0%	0,0 k€	0%
Third-Party (Space from IST)	400,5 k€	4%	415,0 k€	4%
Other Incomes	0,0 k€	0%	410,6 k€	4%
<b>TOTAL</b>	<b>10 273,3 k€</b>	<b>100%</b>	<b>10 047,2 k€</b>	<b>100%</b>



## Global Costs

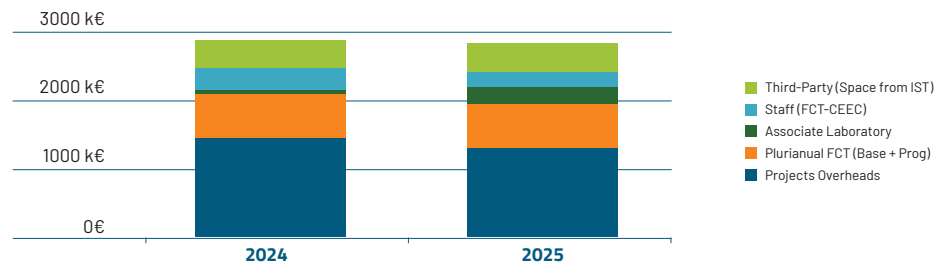
COSTS	2024		2025	
Equipment	812,7 k€	8%	787,8 k€	8%
Maintenance of equipments	4,0 k€	0%	0,0 k€	0%
Travels	1 185,7 k€	12%	849,6 k€	8%
Demonstration and Promotion	348,7 k€	3%	298,9 k€	3%
Communications	1,8 k€	0%	1,0 k€	0%
Fees	138,8 k€	1%	508,3 k€	5%
Other Suppliers & Services	1 552,0 k€	15%	1 331,8 k€	13%
Staff	3 760,1 k€	37%	3 317,1 k€	33%
Scholarships	1 185,7 k€	12%	2 038,6 k€	20%
Alves Redol Rental	400,5 k€	4%	415,0 k€	4%
Prizes & Complements	480,0 k€	5%	300,0 k€	3%
Other Costs	321,9 k€	3%	174,3 k€	2%
<b>TOTAL</b>	<b>10 191,8 k€</b>	<b>100%</b>	<b>10 022,4k€</b>	<b>100%</b>



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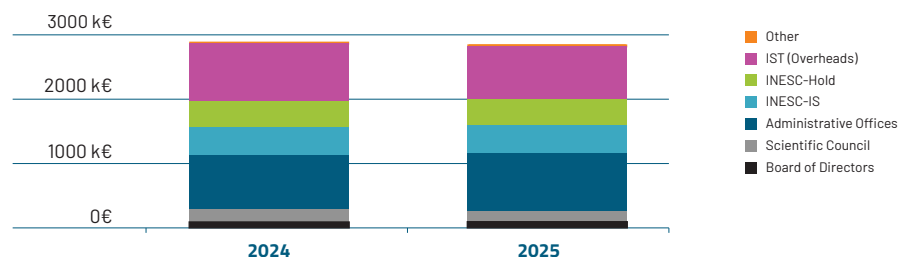
## Operation and Administrative Income

INCOME		2024		2025	
DID	Projects Overheads	1 445,7 k€	1 445,7 k€ 50,3%	1 299,8 k€	1 299,8 k€ 46%
CCIL	Plurianual FCT (Base + Prog)	646,5 k€	710,5 k€ 24,7%	646,5 k€	891,5 k€ 31%
	Associate Laboratory	64,0 k€		245,0 k€	
Offices	Staff (FCT-CEEC)	319,0 k€	319,0 k€ 11,1%	227,0 k€	227,0 k€ 8%
IST (Space)	Third-Party (Space from IST)	400,5 k€	400,5 k€ 13,9%	415,0 k€	415,0 k€ 15%
<b>TOTAL</b>		<b>2 875,6 k€</b>	<b>100%</b>	<b>2 833,2 k€</b>	<b>100%</b>



## Operation and Administrative Costs

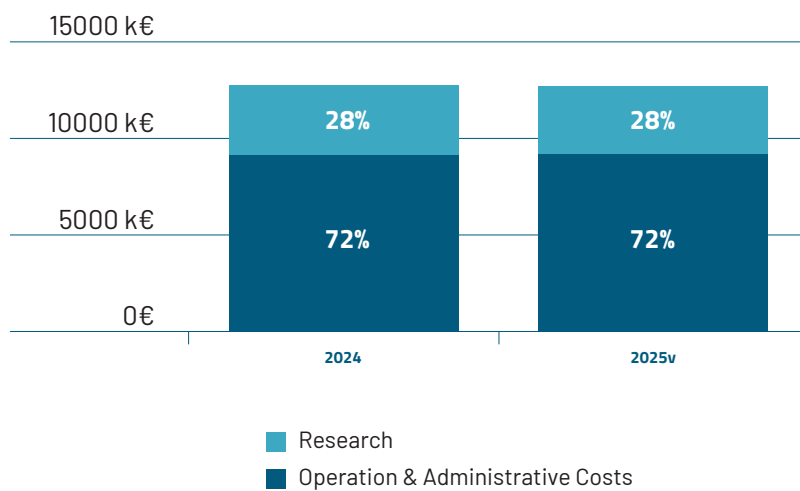
COSTS		2024		2025	
Board of Directors	Board of Directors	91,7 k€	91,7 k€ 3,2%	96,0 k€	96,0 k€ 3,4%
Scientific Council	Scientific Board	24,0 k€	189,5 k€ 6,6%	24,5 k€	162,3 k€ 5,7%
	Thematic Lines	10,0 k€		12,0 k€	
	Scientific Areas (Pluri)	114,5 k€		116,8 k€	
	Distinguished Lectures	41,0 k€		9,0 k€	
Administrative Offices	Innovation Management Office	11,0 k€	841,1 k€ 29,3%	13,0 k€	905,4 k€ 32%
	Communication & Outreach Office	21,5 k€		27,5 k€	
	Computing & IT Services	28,8 k€		29,5 k€	
	INESC-Lisboa	33,0 k€		38,6 k€	
	BrusselsHub	40,0 k€		37,0 k€	
	Staff (FCT-CEEC)	319,0 k€		227,0 k€	
	Staff (Office)	387,8 k€		532,8 k€	
INESC-IS	Accounting	401,4 k€	440,9 k€ 15,3%	391,9 k€	425,9 k€ 15%
	Legal Support	26,0 k€		19,0 k€	
	Audit Services	13,5 k€		15,0 k€	
INESC-Hold	Alves Redol Rent	400,5 k€	400,5 k€ 13,9%	415,0 k€	415,0 k€ 14,7%
IST (Overheads)	Third-Party (Overheads to IST)	903,7 k€	903,7 k€ 31,4%	820,3 k€	820,3 k€ 29,0%
Other	Insurance + Printers Rental	6,5 k€	6,5 k€ 0,2%	6,5 k€	6,5 k€ 0,2%
<b>TOTAL</b>		<b>2 873,8 k€</b>	<b>100%</b>	<b>2 831,4 k€</b>	<b>100%</b>



# 2025 Budget Plan

## Research vs. Operation Balance

RESEARCH VS. OPERATION COSTS	2024		2025	
Research	7 318,0 k€	72%	7 191,1 k€	72%
Operation & Administrative Costs	2 873,8 k€	28%	2 831,4 k€	28%
<b>TOTAL</b>	<b>10 191,8 k€</b>	<b>100%</b>	<b>10 022.4k€</b>	<b>100%</b>





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