2018 HIGHLIGHTS OF THE YEAR
2018 has been a challenging yet very successful year for the Translation Centre in terms of volume, technological advances, interinstitutional cooperation and strategic development.

For the fourth consecutive year, our volume of documents reached record levels. Of the total 781,839 pages including EU trade marks, 369,005 pages were documents for translation, modification, editing or revision, which is an increase of 11.7% compared with 2017. These figures clearly illustrate the high demand for our language services that exists among our clients, one which we are well prepared for and delighted to respond to.

In close cooperation with our partner DG at the European Commission, we have successfully implemented machine translation (MT) and Euramis into our production workflow, and have started to create customised MT engines with our clients. We have developed a new Client Portal, launched at the beginning of 2019, and a web translation module facilitating the management of multilingual websites.

In line with our Strategy 2016-2020, we have also set up a cross-departmental Quality Steering Committee and consulted our clients on key topics, such as our updated Translation Quality Management Model and arrangements to ensure business continuity.

Undoubtedly, a major highlight this year was the launch of the brand-new version of the biggest terminology database in the world, InterActive Terminology for Europe (IATE), to public users, which the Centre manages on behalf of its institutional partners. To mark the occasion, in December the Centre organised an official launch event in Luxembourg, which attracted around 300 guests.

I would also like to draw attention here to the crucial work of the EU Agencies’ Network, which the Centre is part of and to which it contributes regularly. It is precisely through initiatives such as the EU Agencies’ exhibition and video that we can highlight our added value and bring the EU closer to its citizens.

Finally, we this year laid the foundations for the Centre’s long-term future. Based on the outcome of the external ‘Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies’ conducted in 2017, we have drawn up a 2-year Transformation Plan that will be presented to the Management Board in March 2019. We have therefore devoted part of these Highlights to outlining what this transformation will look like and how it will benefit our clients.

My sincere thanks and appreciation go to Máire Killoran, the Centre’s previous Director, to the Centre’s staff and to our external language service providers. I am proud of what we have achieved together for our clients and, on a broader scale, for multilingualism in the EU, and I very much look forward to being able to continue with the exciting projects we have embarked on.

Benoît Vitale
CONTENT

KEY PRODUCTION FIGURES FOR 2018 04
INTER-INSTITUTIONAL COOPERATION 05
QUALITY MATTERS 07
ENHANCING CLIENT COOPERATION 09
DESIGNING A TRANSFORMATION PLAN 15
MEASURING CLIENT SATISFACTION 17
PARTICIPATING IN THE EU AGENCIES’ NETWORK 21
COOPERATING WITH EXTERNAL LANGUAGE SERVICE PROVIDERS 22
INTERACTING WITH THE GLOBAL TRANSLATION COMMUNITY 23
ENGAGING WITH THE ACADEMIC WORLD 24
EXTERNAL COMMUNICATION ACTIVITIES 25
ANNEXES 27

Highlights of the year 2018
This publication of the Translation Centre for the Bodies of the European Union is available on its website: cdt.europa.eu
Further information on the European Union is accessible via the Europa server (europa.eu).
© Translation Centre for the Bodies of the European Union, 2018. Reproduction is permitted provided the source is acknowledged.
ISBN 978-92-95212-12-1
ISSN 2363-0221
doi: 10.2817/682518
In 2018, the Centre delivered services to its clients on time in 99.2% of cases (98.8% in 2017). Specifically with regard to documents, the Centre delivered translations to its clients on time in 98.6% of cases (97.5% in 2017). In this context, ‘translations’ cover translation, editing, modification and revision invoiced in pages but exclude EU trade marks, which are always sent by the contractual deadline. It is worth noting that the Centre delivered translations ahead of the deadline in 40.7% of cases.

Types of deadlines requested by clients

- Normal: 42.8%
- Scheduled: 18.0%
- Urgent: 22.0%
- Slow: 17.1%
- Very urgent: 0.1%
In 2018, the translation volume of the Centre totalled 781,839 pages, which represented a slight increase compared with the figures for 2017 (772,901).

With 369,005 pages, the number of pages of documents translated, modified, edited and revised increased by 11.7% compared with 2017 (330,252 pages), which had already been a record year. This volume was 15.3% higher than the forecast (326,768) in the amending budget.

It is to be noted that the number of pages actually invoiced following analysis to identify texts already in the Centre’s translation memories amounted to 720,402 pages, representing 15.9% in savings for clients.

In addition to translation, modification, editing and revision, the Centre also provided various other language services. 672 person-days were devoted to terminology work.

Eight clients requested the translation or revision of a total of 47,861 term list entries.

And some 3,127 minutes of subtitling were produced for eight clients.
INTERINSTITUTIONAL COOPERATION

HARMONISING WORKING METHODS AND TERMINOLOGY THROUGHOUT THE EU

The Centre’s representatives regularly meet with their colleagues from the translation services of the EU institutions to discuss matters of common interest such as recruitment, training and language technology, as well as joint projects such as IATE or machine translation.

ICTI

The Centre participated in the various meetings of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Executive Committee for Translation (ECT) and the Coordination Committee for Translation (CCT). Its representatives contributed to discussions about the key interinstitutional activity and performance indicators, about outsourcing practices, outreach activities and the promotion of EU multilingualism. The Centre also proposed the creation of an interinstitutional working group on speech recognition to collect information about existing tools and initiatives in all institutions and bodies. Representatives from the Centre attended a major interinstitutional event on the translator’s competency passport in the digital world at the European Economic and Social Committee and the European Committee of the Regions, where participants discussed the translator’s key competencies in the light of a constantly evolving profession, new skills, profiles and training requirements.

MACHINE TRANSLATION

In acknowledging the pivotal role of translation technologies, in particular machine translation, in April 2018 the Centre was able to successfully integrate Euramis (the interinstitutional repository of multilingual translation memories) and eTranslation (the neural MT system developed by the European Commission) into its pre-processing workflow as additional language resources. The results from Euramis retrieval and the output of eTranslation are now also available to translators in their environment. In addition to integrating the general neural eTranslation engines into the process, in cooperation with the eTranslation team, the Centre developed two customised neural engines, one for Public Health and the other for case-law in the area of Intellectual Property. The introduction of these new tools was accompanied by training sessions on the functioning of machine translation in general and on post-editing of neural machine translation output in particular.
FROM IATE 1 TO IATE 2

After two years of redevelopment work, a brand-new version of IATE (InterActive Terminology for Europe) was launched to public users in November 2018, and the interinstitutional version containing specific features for EU terminologists that allows database management was released in February 2019.

INTERINSTITUTIONAL COOPERATION AT ITS BEST
Since the conception of the terminology database in the early days of 2000, the Centre has been successfully managing the project on behalf of the IATE partners (European Parliament, Council of the European Union, European Commission, Court of Justice of the European Union, European Central Bank, European Court of Auditors, European Economic and Social Committee, European Committee of the Regions, European Investment Bank and, as observer, the Publications Office). In 2017-2018, with intensive interinstitutional cooperation, the Centre led the redevelopment work to define requirements and test the implemented features.

AMAZING NEW FEATURES
The new version of IATE has a revamped look and feel that offers easier navigation, enhanced accessibility (keyboard and screen reader support) and a responsive design for accessing the tool from different devices.

Thanks to cutting-edge technology that uses customisable language analysers, search and filtering results have greater accuracy, and users can run queries in not just the term field itself but also in other fields.

The interface for viewing the results and full terminological entries has been fully redesigned, with more metadata and the possibility of selecting a bilingual, trilingual or multilingual display.

Public APIs (Application Programming Interfaces) facilitate open interconnectivity between applications.

Its scalable and modular architecture paves the way for IATE to successfully meet its users’ needs in the years to come, and will transform it into the main access route for terminology management.

SUCCESSFUL LAUNCH EVENT
On 5 December, to celebrate the new release, the Centre organised a highly successful official launch event in Luxembourg with over 300 guests.¹

TERMINOLOGY PROJECTS
The Centre continued to enlarge its terminology resources with a view to increasing the quality and consistency of the translations it provides to its clients.

EU-OSHA: a fully-fledged terminology project of 200 terms and a term list of 200 terms in 25 languages (all EU languages, Icelandic and Norwegian) were delivered to the agency for validation by the national experts.

EIGE: work on the 'Glossary of gender-related terms' containing some 400 terms continued, and new language versions, such as Maltese, Slovak, Czech and Irish, were made available in 2018.

EUIPO: some 160 terms were validated by the Office in English, French, Italian, German and Spanish and imported into IATE. The equivalents in all the other EU languages have been included in term lists and imported into IATE as well.

ECHA: 46 terms in all EU languages (except Irish) were imported into ECHA-term.

Interinstitutional terminology meetings
In 2018, 15 of the 24 Centre’s in-house language teams attended the language-specific terminology meetings with their colleagues from EU institutions.

¹ For further details on the IATE launch event, see page 25, ‘External communications activities’.
3 QUALITY MATTERS

Delivering reliable services to clients has always been at the heart of the Centre’s concerns. The Centre has therefore developed a wide array of instruments to foster and monitor quality.

QUALITY STEERING COMMITTEE
A Quality Steering Committee led by the Centre’s Director became operational at the beginning of 2018 with the objective of determining the Centre’s quality strategic lines and improvement initiatives.

At the same time, a quality operational working group composed of quality coordinators and other members of staff was created to support the work of the Quality Steering Committee. The operational working group was empowered to identify and propose initiatives aimed at improving translation quality and the on-time delivery of language services.

TRANSLATION QUALITY ACTION PLAN 2017-2018
2018 was the second year of implementation of the Centre’s Translation Quality Assurance Action Plan (TQAAP) for 2017-2018, the focus of which was to enhance the quality of language services.

The measures planned for and achieved in 2018 primarily related to fine-tuning the in-house translators’ module in the eCdT translation workflow, reviewing the Translation Quality Management Model, reviewing the Translation Quality Assurance Manual, creating a number of specialist MT engines in the field of public health and intellectual property case-law, and training translators in post-editing of machine translation output.

TRANSLATION QUALITY MANAGEMENT MODEL
The Centre’s Quality Steering Committee reviewed its Translation Quality Management Model (TQMM) in order to reflect recent developments in translation technology and changes in the working environment. The updated model will apply from 2019 onwards except for the data-driven revision approach, which will be implemented as of 2021. In order to give the Centre’s clients the opportunity to provide feedback, the TQMM was submitted to them for consultation. The valuable suggestions made by the Centre’s clients have thus been included in the final version of the TQMM.

TRANSLATION QUALITY ACTION PLAN 2019-2020
Under the aegis of the Quality Steering Committee, the Centre drew up the Translation Quality Assurance Action Plan (TQAAP) for 2019-2020. This plan sets out the priorities for enhancing processes and services that need to be implemented over the reference period. These priorities mainly derive from the ‘Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies’, the strategic priorities of the Centre and the Programme Initiation Document drafted in cooperation with the EUIPO.²

² See page 14 for further information on the projects agreed between the EUIPO and the Centre
The Centre has redeveloped its Client Portal in order to align it with the latest IT technologies used for the eCdT platform. The new Client Portal includes improvements relating to ergonomics, layout and usability. It was made available to all clients in January 2019.

Prior to launch, the Centre established a playground environment and invited five clients (EBA, ECHA, EMA, the EUIPO and EU-OSHA) to try out the system given their experience with similar exercises in the past. The clients’ valuable feedback allowed the Centre to adapt the tool as fully as possible to their needs.

**KEY FEATURES:**

- **New look and feel**
  
  Users will now find one menu on the left-hand side containing all the sections accessible to them according to their roles and access rights: Homepage, Requests, Accounting, Feedback, Documentation, Users and Profile.

- **Easy access to invoices**
  
  The section ‘Publications’ of the previous Portal was split into ‘Accounting’ and ‘Documentation’, giving clients access to financial documents (e.g. invoices) and general information, respectively.

- **Improved filtering**
  
  Improved filtering, sorting and grouping functionalities are available on all screens showing lists.

- **Enhanced request summary page**
  
  The Summary page now allows all information on the screen, including comments, to be printed from the browser with an almost identical layout to the one on the screen.

- **Downloading of bilingual files**
  
  From now on, bilingual files are downloadable from the summary page of each request once the request is completed.

- **Better retrieval of CSFs**
  
  Improvements to the current Client Satisfaction Form (CSF) functionality in the new Portal, such as a more user-friendly layout and enhanced search and filtering capabilities, facilitate CSF management by clients.

**WHAT’S NEXT?**

The Client Portal will further develop in line with upcoming operational changes and client feedback. In particular, for 2019 it has been planned to fully redevelop the client feedback module in close cooperation with the EUIPO³.

³ For further details on this project, see chapter ‘Designing a Transformation Plan’.
Throughout 2018, the Centre continued its client engagement, meeting with 18 of the 65 clients (almost a third) who make up the client portfolio, either in person or via videoconference, in order to better understand their needs and expectations, foster cooperation, share knowledge and best practices, and identify new business opportunities. The Centre also followed up on potential future client dossiers.

POTENTIAL FUTURE CLIENTS
The Centre continued to monitor the establishment of the future European Public Prosecutor’s Office (EPPO) whose Regulation entered into force at the end of 2017. It was agreed with the European Commission that negotiations would resume in early 2019 with the aim of signing a cooperation agreement in the course of 2019 in view of the new office becoming fully operational in 2020.

In mid-2018, the European Commission’s Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) approached the Centre to investigate the possibility of collaborating with the Centre in the context of the future Single Digital Gateway Regulation, which entered into force in November 2018. Several meetings took place and confirmed that such collaboration would be feasible. Discussions will continue in 2019.

The Centre has also been following up on the dossier opened in September 2017 with the Unified Patent Court (UPC), and is closely watching the development of the European Commission’s proposal on the establishment of a European Labour Authority (ELA), which was published in March 2018.

WEB TRANSLATION – A NEW SERVICE FOR CLIENTS
In 2018, the Centre finalised the web translation module developed for Drupal 7-based websites and made it available to two of its clients, EU-OSHA and EMCDDA as pilot users. For other content management systems, the Centre has developed B2B services that can be used by its clients.
Court of Justice of the EU (CJEU)

The Centre’s Business Developer met colleagues from the Court of Justice in January for initial discussions on the Court’s transcription service needs and to share the Centre’s experience in the field of automatic speech recognition. Throughout the year, follow-up discussions and tests took place in order to identify the potential for a cooperation project.

European Union Intellectual Property Office (EUIPO)

The Centre’s English team met the EUIPO’s proofreading team via videoconference for an exchange of feedback and best practice for English source text editing.

European Commission – DG Translation (EC DGT)/Court of Justice of the EU (CJEU)

DGT and CJEU representatives visited the Centre in March for a demonstration of the eCdT workflow system. They were particularly interested in the system’s invoicing module, the group assignment procedure, the management of freelancers and the work distribution mechanisms.

European Asylum Support Office (EASO)

A Project Officer from EASO’s Department of Asylum Support took the opportunity of a training event in Luxembourg in March to pay the Centre a visit. The main objective of the visit was to enhance ways of dealing with the agency’s often complex translation requests, see the Centre’s pre-processing work on requests in practice and discuss how to ensure that translation feedback is consistently fed back into the Centre’s translation memories for use with subsequent translations.

In a videoconference set up in April with EASO’s operational units, the Centre’s terminologist

European Medicines Agency (EMA)

A representative from the Centre attended EMA’s Quality Review of Documents (QRD) meetings with the national authorities in London in March, June and October to follow up on the latest legal developments in the medical field and discuss the requirements to be included in the information material for both human and veterinary products. During the year, the Centre translated the product information for 17 medicinal products developed by small and medium-sized enterprises (SMEs), a process that regularly involves EMA’s national authorities which proofread and assess the translations provided by the Centre.

European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)

A meeting between a representative from the EMCDDA’s Communications unit and the Centre’s terminologist around the Centre’s Management Board meeting in March served the purpose of clarifying how to best link the agency’s terminology resources included in IATE to the agency’s website via a specific application programming interface (API), and to agree on the steps for ongoing and future terminology projects.
presented the benefits of structured terminology work and the steps involved in a fully-fledged terminology project. The agency has a considerable amount of specialised vocabulary that would well qualify for such a project in future.

European Data Protection Supervisor (EDPS)/Education, Audiovisual and Culture Executive Agency (EACEA)

The Centre provided an eCdT Client Portal training to operational staff from the EDPS and the EACEA at the EDPS premises in Brussels, and answered their numerous questions surrounding the handling of translation requests.

APRIL

European Economic and Social Committee/European Committee of the Regions/European Parliament – DG for Logistics and Interpretation for Conferences (DG LINC)

The Centre’s Business Developer delivered a presentation on her experience using automatic speech recognition (ASR) technology in the Centre’s subtitling workflow and in the transcription of meeting recordings, and discussed the Committee’s and DG LINC’s needs in this area, as well as their potential interest in setting up an interinstitutional cooperation project.

MAY

European Commission – DG Translation (EC DGT)

The DGT’s representatives on the Centre’s Management Board visited the Centre in May to follow up on the outcome of the external study on the Centre and on some specific client dossiers. Throughout the year, the Centre’s Director regularly met DGT’s Director-General to discuss strategic matters and prepare the Management Board meetings. At operational level, the Centre’s staff enjoyed frequent exchanges with DGT colleagues regarding the implementation of Euramis and machine translation in the Centre’s workflow.

JUNE

European Union Agency for Railways (ERA)

The Centre had a videoconference with ERA representatives in June and subsequent follow-up discussions in order to identify the translation requirements arising from the agency’s Fourth Railway Package. Testing was carried out on content to be translated, resulting from a translation need identified by the Centre in 2017, and used throughout the ERA’s IT system, including labels and messages. Both agencies will continue to work closely together to define needs.
sector in third countries and to receive high-level visitors from third countries.

European Maritime Safety Agency (EMSA)

Following the meeting with the EMCDDA, the Centre’s Head of Translation Department met with EMSA’s Executive Director to review the current cooperation and explore future business opportunities between the two agencies. Apart from administrative documents (vacancy notices, financial statements, replies to the observations of the Court of Auditors), the Centre mainly translates inspection reports from English into the language of the country visited, decisions from the Executive Director related to these visits and occasionally incident reports.

JULY - SEPTEMBER

European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)

The Head of the Translation Department visited the EMCDDA in July for a meeting with the agency’s Director, Head of Communications and staff from operational units. On the agenda were translation for the annual drug report, collaboration on the EMCDDA’s collection of several hundred drug-related terms integrated in IATE and in the area of web translation, as well as the possibility of supporting the EMCDDA’s emerging needs for translations into non-EU languages, such as Russian or Arabic, for its Eastern and Southern partnerships.

European Union Intellectual Property Office (EUIPO)

At a high-level meeting in July and a follow-up meeting in September involving the Directors and key staff from both agencies as well as representatives from the European Commission, the EUIPO and the Centre laid the foundation for a new era of cooperation. They agreed on a comprehensive programme consisting of projects in five key areas to be implemented by the end of 2020. These projects will benefit both the Office’s Multilingual Communication Management (MCM) strategy and the Centre’s two-year transformation process. They will enable the Centre ‘to continue to serve clients’ linguistic needs as their shared service provider, make the best use of state-of-the-art technologies in the translation domain, change its business model and thus respond in the best way to its clients’ translation needs.’

A Programme Initiation Document (PID) was approved by both agencies in September and, in various technical meetings and videoconferences, subsequently translated into detailed project briefs by the programme and project managers appointed on both sides. The PID forms the backbone of the agreement signed between the EUIPO and the Centre for 2019 and 2020.

---

4 See pages 14-16 for further information on the projects agreed between the EUIPO and the Centre as well as on the Centre’s Transformation Plan.
5 Source: Programme Initiation Document (PID) signed between the two parties.
European Banking Authority (EBA)

A videoconference took place in October with the EBA’s new contact person for translation matters. The Centre’s representatives explained the procedures for handling requests and feedback and provided an overview of the eCdT Client Portal, highlighting the new functionalities to be released at the beginning of 2019. The EBA regularly translates guidelines and recommendations with the Centre which are then revised by their national authorities.

European Centre for the Development of Vocational Training (Cedefop)

Following the announcement by Cedefop of its forthcoming new Founding Regulation, the Centre invited representatives from the agency’s communications unit to present their activities in the field of vocational education and training (VET) to translators and support section staff. During the presentation, the Cedefop representatives highlighted the developments and achievements of this oldest EU agency, its main communications products and the changing role and nature of VET. Special focus was also placed on Cedefop’s terminology and other reference resources, such as the Europass website. In the bilateral meeting following the seminar, both parties agreed to cooperate on the call for tenders for translation services in the VET field and related areas that the Centre has included in its procurement plan for 2019.

European Environment Agency (EEA)

The Centre’s key operational staff met the EEA’s new contact person for translation matters via videoconference in November. Along with a general introduction to the Centre’s activities and working methods, the discussions focused on quality assurance processes and the latest translation feedback provided by the agency. Both sides agreed to put in place procedural improvements to enhance

OCTOBER

European Union Agency for Criminal Justice Cooperation (Eurojust)

In October, the Centre met the agency’s newly appointed member of the Centre’s Management Board and contact person for translation, in order to discover more about Eurojust’s future linguistic needs under the revised Founding Regulation, which will become applicable in 2019, and to present the services the Centre offers to the EU agencies. Texts to be translated for Eurojust will include administrative documents, such as HR documents, the Annual Report and the consolidated AAR, products of a strategic nature, such as outcomes of findings from casework analyses, e.g. conclusions of coordination meetings, agreements of joint investigation teams and other case-related documents whenever a MS authority entrusts Eurojust with a dossier. As Eurojust’s documents on cross-border matters often contain sensitive information, the Centre’s new rules on confidentiality, which follow those of the European Commission and were adopted by the Management Board in October 2018, have come at just the right time to respond to Eurojust’s needs.

Seminar with the CEDEFOP

NOVEMBER

Council of the EU

In a videoconference in November with the heads of the Council’s translation services, the Centre’s management reviewed the work programme for 2019-2020 of the ICTI/ECT. They discussed in particular the Centre’s contributions to this programme which will be implemented under the Council’s chairmanship.
quality in the translation of the numerous communications materials produced by the agency.

European Union Intellectual Property Office (EUIPO)

Representatives from the Centre’s Translation Support and IT Departments visited the EUIPO at the beginning of December in order to acquaint themselves with the Office’s workflows and tools for managing the translation of documents and trade marks in view of the cooperation programme agreed between the two agencies. In a videoconference meeting at the end of the year, the ambitious scope, roadmap and milestones for all the projects in the EUIPO/CdT Programme Initiation Document (PID) and in the derived project briefs were endorsed by the joint Programme Board set up to oversee the projects’ implementation and success.

DECEMBER


Staff from the Centre’s Workflow Management Section visited the pre-translation unit of the Parliament’s DG TRAD in December for a benchmarking exercise in the area of translation pre-processing activities.
Following the external ‘Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies’, the Centre worked hand in hand with its Management Board and staff to design a Transformation Plan for optimising its business model by 2020.

The Transformation Plan is the result of a long, comprehensive analysis which was conducted both internally and externally in 2017 and 2018.

THE ‘STUDY’ AS STARTING POINT

The review of the Centre’s business model started with the ‘Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies’ which was commissioned by the Centre in accordance with a decision by the Centre’s Management Board in March 2017, following the Commission’s request for an evaluation.

The study, which was presented to the Management Board in March 2018, concluded that it made sense for EU agencies and bodies to have their translation needs met by a specialised entity such as the Centre. This approach creates economies of scale and other efficiency gains which would be difficult, if not impossible, to achieve through alternative means. Nonetheless, the study included 35 recommendations suggesting a future business model that would incorporate improvements in the existing modus operandi to help the Centre become more effective, efficient and relevant to its clients whilst at the same time putting the Centre onto a more sustainable footing.

The study recommendations span six areas:

1. Exploiting the potential of new translation technology
2. Improving the delivery of services
3. Pricing of translation services
4. Relationship with clients
5. Governance and management
6. Relationship with EU institutions and new clients

BUILDING A TRANSFORMATION PLAN TOGETHER

Following the study, the Centre’s management drew up a strategic approach for the implementation of the recommendations, setting out high-level actions to be undertaken between 2018 and 2020 to transform the Centre’s business model.

Applying a bottom-up approach and in order to foster staff engagement and empowerment, the final report was further analysed by four working groups composed of staff members of the Centre whose task it was to come up with proposals for addressing the study’s recommendations. Each working group dealt with a separate subject area and with a number of associated recommendations.

The proposals by the working groups were presented to management for validation and fed into the development of the Centre’s Transformation Plan due to be presented and adopted at the March 2019 Management Board meeting.

Although the Transformation Plan was developed as a stand-alone document, the
initiatives and actions it described should be seen in conjunction with the projects included in the Programme Initiation Document (PID) drawn up with the EUIPO. The purpose of the PID is to launch a cooperation programme focused on the implementation of a sustainable business model for the Centre based on digital transformation (see the five key areas in the picture on page 14) over the 2018-2020 period.

**THE MAIN PILLARS OF THE TRANSFORMATION PLAN**

As shown below, the various projects and actions in the Transformation Plan are divided into four transformation areas: translation technology, human resources, quality and client orientation and institutional aspects.

A working group of the Management Board comprising representatives of the Centre’s different stakeholders will supervise the implementation of the Transformation Plan over 2019-2020 and report regularly on its progress.

### Transformation map 2019-2020

<table>
<thead>
<tr>
<th>Transformation VISION</th>
<th>The transformation vision of the Centre is to implement a financially sound business model based on machine translation technology and the provision of added-value services to clients.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transformation areas</strong></td>
<td>Translation technology</td>
</tr>
<tr>
<td><strong>Transformation goals</strong></td>
<td>1. Implement a financially sound business model based on machine translation technology</td>
</tr>
<tr>
<td><strong>Transformation objectives</strong></td>
<td>1.1 Optimise the range of added-value language services offered to clients</td>
</tr>
</tbody>
</table>
The total number of Client Satisfaction Forms (CSFs) processed by the Centre (2,864 CSFs) in 2018 exceeded the 2017 figures. The overall return rate of CSFs received versus jobs delivered (except for EU trade marks, Community designs and Euroclass terms) was 6%, which was even higher than the peak reached in 2016 (5.8%).

With a rate of 14.6% of ‘very satisfied’ CSFs, the Centre maintained its performance as regards excellent translations at levels comparable to 2017. The results for ‘satisfied’ and ‘fairly satisfied’ CSFs swapped places compared with the previous year. The linguistic and technological quality measures put in place by the Centre in the last two years bore fruit in 2018 with a decrease in ‘not satisfied at all’ CSFs (9.3% versus 14% in 2017). One of the most obvious achievements in 2018 was the very few complaints regarding delayed deliveries.

As in previous years, all CSFs were analysed individually with the translators concerned, and appropriate improvement measures were taken in cooperation with all workflow players, including clients. Particular emphasis was given to updating translation memories and terminology bases in order to prevent mistakes recurring and capture clients’ preferences. The Centre’s translators also regularly provided feedback and instructions to external language service providers. Finally, the Centre continued to invest in various training courses for in-house translators and technical staff.
SURVEYS
An important tool for garnering clients’ views and identifying their needs

WEB MANAGEMENT CLIENT SURVEY
In January and March, the Centre conducted a survey on website management among its clients so as to ensure the smooth implementation of the web translation module for Drupal 7-based websites, which the Centre began deploying in 2018, and to collect information on clients’ intentions in the area of multilingual website management. Clients were asked to specify which content management system (CMS) they used for their public website, whether they planned to move to another CMS, who hosted their website, whether they had a multilingual website and, if not, whether this was planned. The survey had a response rate of 40.7%.

| WHICH CONTENT MANAGEMENT SYSTEM (CMS) DO YOU USE FOR YOUR PUBLIC WEBSITE? |
|-----------------------------|-------------|-------------|
| Drupal                     | 54%         |
| Liferay                    | 15.4%       |
| Other                      | 19.2%       |

<table>
<thead>
<tr>
<th>IS YOUR WEBSITE MULTILINGUAL?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WHO HOSTS YOUR WEBSITE CURRENTLY?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency/ Organisation</td>
</tr>
<tr>
<td>European Commission - DG DIGIT</td>
</tr>
<tr>
<td>External contractor</td>
</tr>
</tbody>
</table>

BCMS SURVEY
The Centre conducted a client survey on its business continuity management system (BCMS) designed to ensure the continuity of its services should significant incidents occur. Clients were asked to either indicate their agreement with the Centre’s current disaster recovery arrangements for each service or to express additional needs and expectations.

The response rate was 33%, and respondents were generally happy with the Centre’s current BCMS. Three clients suggested additional requirements which, at the end of 2018, were under analysis to assess their feasibility.
87% of the action plan arising from the 2017 external survey of the Centre’s key stakeholders was implemented in 2018. Following the online survey of the Centre’s key stakeholders (clients, Management Board, EU institutions, external service providers and staff) carried out by the external contractor as part of the ‘Study on the Translation Centre as the Linguistic Shared Service Provider for the EU Agencies and Bodies’, the Centre decided to establish an action plan addressing the issues raised by respondents and the recommendations made by the contractor.

In total, the action plan contained 53 actions spread over 10 areas. By the end of 2018, out of 53 actions, 46 had been fully implemented, six partially implemented and one not yet implemented. Partially and not yet implemented actions will be taken forward under the Centre’s Transformation Plan.

Below, we will present the key actions by area:

**Area 1 Translation quality**

- Review of the essential and desirable skills and competences per job function
- Regular exchange with clients regarding upcoming translation projects
- Subject matter training for translation staff
- Continued implementation of the procedures for linguistic assets used for translation processing (translation memory reorganisation, drafting of terminology and knowledge base documentation)

**Freelancers:**

- Regular feedback from the Centre’s translators to freelancers via the new feature in eCdT
- Specific information material/training for freelancers (tutorials etc.)
- Assessment of the functioning of the new work allocation procedure (group assignment) to external language service providers

**Area 2 On-time delivery/Turnaround times**

- Review of the grid of turnaround times (especially for long and/or urgent translations)
- Improved on-time delivery of services (the Centre delivered translations ahead of the deadline in 40.7% of cases)

**Area 3 Pricing/Cost structure**

- Review and adaptation of the pricing structure for 2019-2021
- Enhanced alignment of prices and costs (clients benefited from a saving of 15.9% due to the use of translation memories)

**Area 4 Client orientation**

- Customer relations training for all staff in contact with stakeholders
- Face-to-face meetings with clients; annual Translation Contact Network meeting and regular stakeholder surveys

**Area 5 Promoting the Centre’s added value**

- Regular participation in inter-agency/interinstitutional networks/working groups/initiatives etc.
- Regular communication via websites, Portals, Highlights, social media posts, videos, tutorials etc.
- Advice to clients on specific projects
Follow-up and benchmarking of trends and developments in the translation market
Better use of CAT tools, handling of bilingual files
Develop terminology resources and implement them in the production process.
Implementation of machine translation in the production process and creation of client-specific engines
eCdT development: further enhancements to eCdT Client Portal, translators’ module and Freelance Portal

Analysis of the recommendations identified in the study on the Centre for the development of the Centre’s business model, drafting of the Centre’s Transformation Plan

Review and adjustment of job descriptions
Assessment of establishing an operational single point of contact following analysis of the study recommendations

Delivery of the IATE2 project and continued management of IATE terminology projects, technical and organisational support for the interinstitutional IATE database
Organise Joint Training Ventures (JTVs) at interinstitutional level
eTranslation: building of client-specific engines
Euramis/sharing of translation memories

Implementation and extension of web translation service
Automatic Speech Recognition (ASR) technologies (creation of an interinstitutional working group led by the Centre)

Actions Implemented
- Fully implemented: 87%
- Partially implemented: 11%
- Not yet implemented: 2%
PARTICIPATING IN THE EU AGENCIES’ NETWORK

The Centre continued to participate in the meetings and activities of the EU Agencies’ Network, coordinated until September by the European Border and Coast Guard Agency (Frontex) and thereafter by the European Centre for Disease Prevention and Control (ECDC).

HEADS OF COMMUNICATION AND INFORMATION NETWORK (HCIN)

As part of the HCIN’s annual work programme, the Centre reviewed its entry in the EU Agencies’ brochure and provided an updated contribution to the EU Agencies’ message house intended as an aid for joint communications by the Network. The Centre also participated in the HCIN Europe Day communications campaign, which in 2018 took the form of an EU Agencies’ video subtitled by the Centre and released via the agencies’ social media channels. Finally, the Centre provided its input (two photos and an explanatory text) to the EU Agencies’ photo exhibition produced by Frontex. This exhibition aims to illustrate the exceptional contribution of the EU agencies to the daily lives of everyone living in Europe and thus complements the EU Agencies’ video. The exhibition is conceived as a travelling show, allowing other EU Agencies’ Network chairs and any other interested agency to host it, thereby giving them the opportunity to enhance the visibility of their own work and that of the other agencies.

VIDEO PRODUCTION WORKSHOP

During the video production workshop organised by the European Asylum Support Office (EASO) in Malta in May, the Centre provided an overview of its subtitling service and its plans for developing this going forward. Topics such as on-screen text translation (video localisation), transcription of audio and video files and the potential integration of automatic speech recognition technologies into the subtitling process were addressed.
The Centre’s business model is based on outsourcing translation to external service providers followed by a quality assurance process in-house prior to delivery to clients. The Centre regularly organises procurement procedures and has implemented robust solutions to collaborate efficiently with selected contractors.

**PROCUREMENT PROCEDURES**
In line with its procurement plan, the Centre undertook the following calls for tenders in the language field in 2018:

<table>
<thead>
<tr>
<th>Procurement ID</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>TERM18</td>
<td>Translation/revision of term lists in various fields</td>
<td>launched</td>
</tr>
<tr>
<td>LEGI805SCEN</td>
<td>Translation/revision services in the legal field</td>
<td>launched</td>
</tr>
<tr>
<td>Japanese revision</td>
<td></td>
<td>completed</td>
</tr>
<tr>
<td>CAT tool (interinstitutional) procedure</td>
<td></td>
<td>launched</td>
</tr>
<tr>
<td>Layout and content formatting services</td>
<td></td>
<td>completed</td>
</tr>
</tbody>
</table>

**GROUP ASSIGNMENT**
The group assignment is a procedure which speeds up outsourcing. It means that the same amount of bidding time is given to all external language service providers on the same framework list. After the preview time has elapsed, the job is automatically assigned to the highest ranked of the contractors that expressed their availability, regardless of the chronological order in which they replied. Group assignment was launched in October 2017. In 2018, the Centre assessed its functioning and concluded that the group assignment procedure and the business rules introduced for automating the workflow had reduced the time needed for outsourcing documents, thus increasing the time available for other phases of the translation process, and ensuring greater compliance with delivery deadlines to clients.

**TUTORIAL**
Video tutorials released by the Centre are generally aimed at both in-house and external translators, and tend to focus on new working methods and recurrent technical issues. Sometimes, however, they are produced for a specific audience instead. In 2018, the Centre produced a video for external language service providers, walking them through how to open an eCdT package if they didn’t have SDL Trados Studio. The video was published towards the end of the year on the Freelance Portal.
The Centre is involved in the activities of international and national forums for language professionals.

**IAMLADP**
The International Annual Meeting on Language Arrangements, Documentation and Publication (IAMLADP) is the biggest network of managers of international organisations employing conference and language service providers. The Centre was represented at the annual meeting of the IAMLADP Universities Contact Group, which was held at the European Parliament in Brussels in April 2018. The Centre also attended the IAMLADP annual meeting hosted by the International Civil Aviation Organization (ICAO) in Montreal in June 2018. Topics discussed by the participants included the integration of machine translation in international organisations, the reuse of previous translations through translation memories, as well as the relationship with contractual translators. Participants agreed that the revision of outsourced work was essential in order to retain ownership of the final products delivered to clients.

**JOINT TRAINING VENTURE (JTV)**
On 3 December 2018, the Centre welcomed three experts from the Faculty of Translation and Interpreting of the University of Geneva, including Professor Pierrette Bouillon, the Dean of the Faculty. They gave the Centre’s translators and several colleagues from other EU institutions a very interesting introduction to machine translation and post-editing. The practical sessions on post-editing raised awareness of the potential and the limitations of machine translation, and looked at the differences between statistical MT and neural MT.

**JIAMCATT**
JIAMCATT is the ‘International Annual Meeting on Computer-Assisted Translation and Terminology’. The 2018 meeting was hosted by the United Nations Office at Geneva under the theme ‘From end to end: tools and technology as links in the chain’. Some presentations focused on accessibility and CAT tools, as well as the latest developments in language technology. One keynote speaker explained that technology does not reduce the amount of work to be done or the number of people needed to do it, but rather increases efficiency and changes the way translators work. Technology is there to assist translators (and interpreters) not replace them. A workshop on post-editing, which was initially organised for 10 participants, but attracted around 60, was a clear illustration of the growing interest in this field.

**WORLD TRADE ORGANISATION (WTO)**
In July, the Centre welcomed the visiting WTO’s Director of the Language, Documentation and Information Management Division, and took the opportunity of demonstrating its workflow process and activities for the management of language technologies.

**LUXEMBOURGISCH ASSOCIATION OF TRANSLATORS**
The Centre was invited to the third edition of the Luxembourgish Day of translation and interpretation, during which it presented its activities as well as the network of EU agencies.
The Centre maintains contacts with educational bodies in order to raise awareness about the translator’s profession in the EU context, establish networks with academics who can provide advice in specific areas and promote the Centre and its work for the EU agencies.

**UNIVERSITIES**

In March 2018, the Centre held a seminar on translation revision to translation students from the Université Catholique de Louvain (Belgium). Over time, the Centre has acquired renowned expertise in the revision field due to its business model, in which a large amount of translation work is outsourced to external language service providers and then revised by in-house translators.

In May, the Centre welcomed 25 students from the Paris Lodron University Salzburg (Austria), who were in Luxembourg to visit various EU translation services.

In September, the Centre delivered the keynote speech at the graduation ceremony of the University of Liège Master's in Translation and Interpretation (Belgium). It also gave a seminar on terminology management (tools, strategies and best practices) at the 2018 Translation Technology Summer School, KU Leuven, University of Antwerp (Belgium).

In December, the Centre welcomed three experts from the University of Geneva (Switzerland), who gave a seminar on post-editing and machine translation. The Centre also delivered a presentation at the University of KU Leuven about terminology management in large organisations and terminology extraction tools.

**TRAINEES**

In 2018, the Centre continued to receive trainees from the European Commission, the European Parliament and the European Court of Auditors as part of its second mission. Three groups (114 trainees) visited the Centre last year.

**OTHER EXTERNAL OUTREACH ACTIVITIES**

**Europe Day**

To commemorate the Schuman Declaration, a ‘European village’ was open to the public in the centre of Luxembourg City on 9 May 2018.

The translation services of the European institutions, including the Centre, shared a joint stand set up by the Parliament on behalf of the interinstitutional Awareness Raising Network (ARN).

Information on multilingualism in the European Union, the translation services of the European institutions and recruitment procedures etc. was available at the stand.

**USAID and the US Departments of State and Defense**

In July, a delegation of staff from these US entities visited the Centre as part of an immersion trip in French-speaking countries. The purpose of their visit at the Centre was twofold – to gain insight into the Centre’s functioning and activities and to practise their French.
EXTERNAL COMMUNICATIONS ACTIVITIES

A major highlight of 2018 was the IATE 2 launch conference attended by over 300 delegates. The Centre’s new communications strategy, based among other things on a greater social media presence, proved timely in supporting this unique event.

PROMOTING THE LAUNCH OF IATE 2

As the Centre manages the interinstitutional terminology database IATE on behalf of the EU institutions (see page 6), it took charge of the wide-ranging communications campaign to promote the new version.

The backbone of the campaign was the official launch event held on 5 December in Luxembourg, attended by guests from EU institutions and other bodies, international organisations and external language service providers. The event was also followed with enthusiasm by user communities across the world via web-streaming on social media and on the Centre’s website.

The Centre ran its IATE communications campaign on its three social media accounts, its internal and external websites and in the specialised press. Promotional material was developed in-house, including brochures to present the added value of the new IATE, a video teaser to announce the upcoming launch and a longer video to describe the new functionalities of the tool.
A NEW COMMUNICATIONS STRATEGY

The Centre drafted a Communications Strategy for 2018-2020, which replaces the former Communications Framework. The Communications Strategy includes annual communications action plans and sets out new communications objectives derived from the strategic priorities of the Centre. In addition, it reflects the increasing importance of social media and describes the workflow of crisis communication.

THE CENTRE’S WEBSITE

In order to be able to relate closely with European citizens, the Centre’s website is available in 24 EU languages, as recommended by the European Commission’s Roadmap for a Common Approach towards EU Agencies and the European Ombudsman. In 2018, the website recorded almost 110 000 visits.

SOCIAL MEDIA

The Centre enriched its external communications profile by increasing its presence on social media in 2018. In addition to Facebook, it also became active on LinkedIn and Twitter. By the end of the year, it had over 10 000 social media subscribers.

THE CENTRE FEATURED IN THE PRESS

The Centre was interviewed by Slator.com in 2018 and featured in two articles: ‘How the EU uses “extensive outsourcing” to translate over 750,000 pages per year’ and ‘EU revamps terminology database that gets 50 million queries a year’, released respectively in January and November. The website 20000lenguas.com also published an article relating to the Centre in November: ‘The new IATE has landed: interview with Paula Zorrilla Agut, coordinator of the project’.
<table>
<thead>
<tr>
<th>Client</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACER</td>
<td>Agency for the Cooperation of Energy Regulators</td>
<td>Slovenia, Ljubljana</td>
</tr>
<tr>
<td>BBI JU</td>
<td>Bio-based Industries Joint Undertaking</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>BEREC Office</td>
<td>Office of the Body of European Regulators for Electronic Communications</td>
<td>Latvia, Riga</td>
</tr>
<tr>
<td>Cedefop</td>
<td>European Centre for the Development of Vocational Training</td>
<td>Greece, Thessaloniki</td>
</tr>
<tr>
<td>CEPOLE</td>
<td>European Union Agency for Law Enforcement Training</td>
<td>Hungary, Budapest</td>
</tr>
<tr>
<td>Chafea</td>
<td>Consumers, Health, Agriculture and Food Executive Agency</td>
<td>Luxembourg, Luxembourg</td>
</tr>
<tr>
<td>CJEU</td>
<td>Court of Justice of the European Union</td>
<td>Luxembourg, Luxembourg</td>
</tr>
<tr>
<td>Clean Sky 2 JU</td>
<td>Clean Sky 2 Joint Undertaking</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>CoR</td>
<td>European Committee of the Regions</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>Council</td>
<td>Council of the European Union</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>CPVO</td>
<td>Community Plant Variety Office</td>
<td>France, Angers</td>
</tr>
<tr>
<td>DG EMPL</td>
<td>European Commission Directorate-General for Employment, Social Affairs and Inclusion</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>DG JUST</td>
<td>European Commission Directorate-General for Justice and Consumers</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>DGT</td>
<td>European Commission Directorate-General for Translation</td>
<td>Belgium, Brussels and Luxembourg, Luxembourg</td>
</tr>
<tr>
<td>EACEA</td>
<td>Education, Audiovisual and Culture Executive Agency</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>EASA</td>
<td>European Union Aviation Safety Agency</td>
<td>Germany, Cologne</td>
</tr>
<tr>
<td>EASME</td>
<td>Executive Agency for Small and Medium-sized Enterprises</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>EASO</td>
<td>European Asylum Support Office</td>
<td>Malta, Valetta</td>
</tr>
<tr>
<td>EBA</td>
<td>European Banking Authority</td>
<td>United Kingdom, London</td>
</tr>
<tr>
<td>ECA</td>
<td>European Court of Auditors</td>
<td>Luxembourg, Luxembourg</td>
</tr>
<tr>
<td>ECB</td>
<td>European Central Bank</td>
<td>Germany, Frankfurt</td>
</tr>
<tr>
<td>ECDC</td>
<td>European Centre for Disease Prevention and Control</td>
<td>Sweden, Stockholm</td>
</tr>
<tr>
<td>ECHA</td>
<td>European Chemicals Agency</td>
<td>Finland, Helsinki</td>
</tr>
<tr>
<td>ECSEL JU</td>
<td>Electronic Components and Systems for European Leadership Joint Undertaking</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>EDA</td>
<td>European Defence Agency</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>Organization</td>
<td>Description</td>
<td>Location</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
<td>----------</td>
</tr>
<tr>
<td>EDPS</td>
<td>European Data Protection Supervisor</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>EEA</td>
<td>European Environment Agency</td>
<td>Denmark, Copenhagen</td>
</tr>
<tr>
<td>EEL2</td>
<td>European School Luxembourg II</td>
<td>Luxembourg, Luxembourg</td>
</tr>
<tr>
<td>EESC</td>
<td>European Economic and Social Committee</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>EFCA</td>
<td>European Fisheries Control Agency</td>
<td>Spain, Vigo</td>
</tr>
<tr>
<td>EFSA</td>
<td>European Food Safety Authority</td>
<td>Italy, Parma</td>
</tr>
<tr>
<td>EIB</td>
<td>European Investment Bank</td>
<td>Luxembourg, Luxembourg</td>
</tr>
<tr>
<td>EIGE</td>
<td>European Institute for Gender Equality</td>
<td>Lithuania, Vilnius</td>
</tr>
<tr>
<td>EIOPA</td>
<td>European Insurance and Occupational Pensions Authority</td>
<td>Germany, Frankfurt</td>
</tr>
<tr>
<td>EIT</td>
<td>European Institute of Innovation and Technology</td>
<td>Hungary, Budapest</td>
</tr>
<tr>
<td>EMA</td>
<td>European Medicines Agency</td>
<td>United Kingdom, London</td>
</tr>
<tr>
<td>EMCDDA</td>
<td>European Monitoring Centre for Drugs and Drug Addiction</td>
<td>Portugal, Lisbon</td>
</tr>
<tr>
<td>EMSA</td>
<td>European Maritime Safety Agency</td>
<td>Portugal, Lisbon</td>
</tr>
<tr>
<td>ENISA</td>
<td>European Union Agency for Network and Information Security</td>
<td>Greece, Heraklion</td>
</tr>
<tr>
<td>ERA</td>
<td>European Union Agency for Railways</td>
<td>France, Valenciennes</td>
</tr>
<tr>
<td>ERCEA</td>
<td>European Research Council Executive Agency</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>ESMA</td>
<td>European Securities and Markets Authority</td>
<td>France, Paris</td>
</tr>
<tr>
<td>ETF</td>
<td>European Training Foundation</td>
<td>Italy, Turin</td>
</tr>
<tr>
<td>EUPO</td>
<td>European Union Intellectual Property Office</td>
<td>Spain, Alicante</td>
</tr>
<tr>
<td>EU-LISA</td>
<td>European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice</td>
<td>Estonia, Tallinn</td>
</tr>
<tr>
<td>EU-OSHA</td>
<td>European Agency for Safety and Health at Work</td>
<td>Spain, Bilbao</td>
</tr>
<tr>
<td>Eurofound</td>
<td>European Foundation for the Improvement of Living and Working Conditions</td>
<td>Ireland, Dublin</td>
</tr>
<tr>
<td>Eurojust</td>
<td>European Union’s Judicial Cooperation Unit</td>
<td>Netherlands, The Hague</td>
</tr>
<tr>
<td>Europol</td>
<td>European Union Agency for Law Enforcement Cooperation</td>
<td>Netherlands, The Hague</td>
</tr>
<tr>
<td>F4E JU</td>
<td>Fusion for Energy Joint Undertaking</td>
<td>Spain, Barcelona</td>
</tr>
<tr>
<td>FCH 2 JU</td>
<td>Fuel Cells and Hydrogen 2 Joint Undertaking</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>FRA</td>
<td>European Union Agency for Fundamental Rights</td>
<td>Austria, Vienna</td>
</tr>
<tr>
<td>Frontex</td>
<td>European Border and Coast Guard Agency</td>
<td>Poland, Warsaw</td>
</tr>
<tr>
<td>GSA</td>
<td>European Global Navigation Satellite Systems Agency</td>
<td>Czech Republic, Prague</td>
</tr>
<tr>
<td>IMI 2 JU</td>
<td>Innovative Medicines Initiative 2 Joint Undertaking</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>INEA</td>
<td>Innovation and Networks Executive Agency</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>MAOC (N)</td>
<td>Maritime Analysis and Operation Centre (Narcotics)</td>
<td>Portugal, Lisbon</td>
</tr>
<tr>
<td>Ombudsman</td>
<td>European Ombudsman</td>
<td>France, Strasbourg</td>
</tr>
<tr>
<td>OSGES</td>
<td>Office of the Secretary-General of the European Schools</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>REA</td>
<td>Research Executive Agency</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>S2R JU</td>
<td>Shift2Rail Joint Undertaking</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>SatCen</td>
<td>European Union Satellite Centre</td>
<td>Spain, Madrid</td>
</tr>
<tr>
<td>SESAR JU</td>
<td>SESAR Joint Undertaking</td>
<td>Belgium, Brussels</td>
</tr>
<tr>
<td>SRB</td>
<td>Single Resolution Board</td>
<td>Belgium, Brussels</td>
</tr>
</tbody>
</table>
Check out the new IATE brochure on the IATE homepage

translationcentre  eutranslationcentre  @EU_CdT

This publication is also available in ePub format on cdt.europa.eu