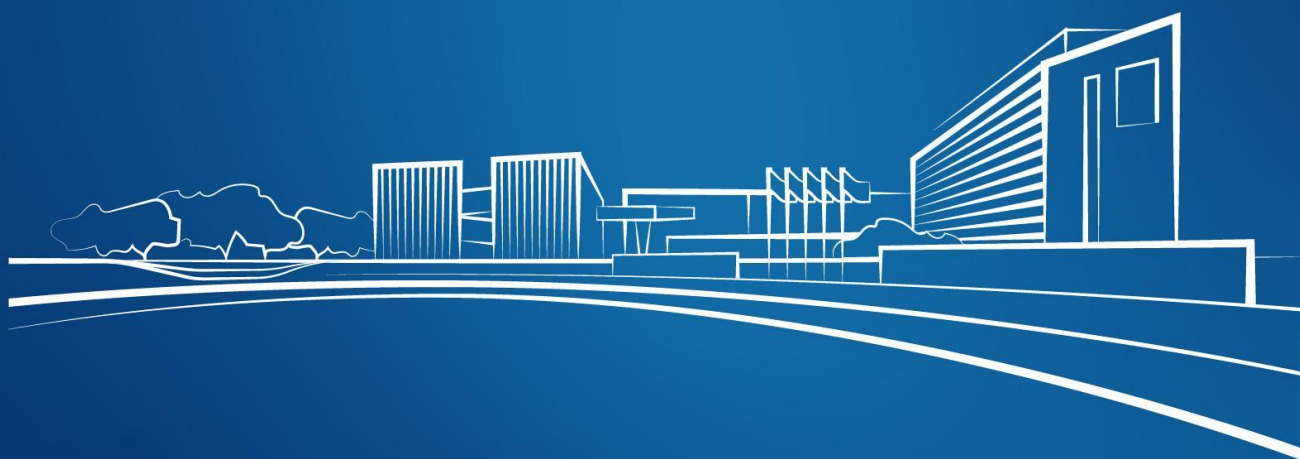


WORK PROGRAMME 2026



This document (Annual Work Programme) has been drawn up in compliance with Articles 157(4)(c) and 153(1)(a) of the European Union Trade Mark Regulation (the 'Founding Regulation') of 14 June 2017, and Article 32 of Regulation BC-1-2019 of the Budget Committee of the European Union Intellectual Property Office of 10 July 2019 laying down the financial provisions applicable to the Office (FR).

2026 Work Programme (1) (2)

(1) As a fully self-financed EU agency, the EUIPO is not bound by the provisions of Article 70(3) of the Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union and, consequently, Article 41(3)(c) which makes reference to it. Moreover, according to Section II, point 2.3 of the Budget Circular for 2026 – Agency Instructions, the fully fee-financed agencies are excluded from this exercise.

(2) The provisions of the Office's constituent act (Articles 153, 157 and 171 to 181 EUTMR) establish that the Annual Work Programme (AWP) is approved by the Management Board and the budget is approved by the Budget Committee. For this reason, the Office is required to present two different sets of programming documents, the work programme on the one hand and the budget on the other.

Table of Contents

MESSAGE FROM THE EXECUTIVE DIRECTOR.....	4
MISSION OF THE EUIPO	5
VISION FOR THE EUIPO	5
STRATEGIC DRIVERS.....	5
STRATEGIC GOALS.....	5
PRIORITY IMPACT AREAS AND ORGANISATIONAL ENABLERS	7
Priority Impact Area 1 – Customer and Quality	8
Priority Impact Area 2 – Awareness and Education	13
Priority Impact Area 3 – Promotion of Innovation	17
Priority Impact Area 4 – Inclusive IP Landscape	20
Priority Impact Area 5 – Enforcement	23
Priority Impact Area 6 – IP Alliances	26
Organisational Enabler 1 – People, technology and work environment.....	31
Organisational Enabler 2 – Financial and administrative sustainability	36
Organisational Enabler 3 – Network engagement	39
About this Document	41

APPENDICES

1. Key assumptions on volumes
2. Office sustainability
3. Key Performance Indicators
4. Annual staff policy plan
5. Financial resources
6. Corporate risk register
7. Grants and procurement plan
8. Mission statement and organisational chart
9. Observatory Work Programme 2026
10. Plan for grants, contribution and service level agreements
11. Office building policy
12. Establishment of the Cooperation Board
13. Abbreviations used

MESSAGE FROM THE EXECUTIVE DIRECTOR

As the European Union navigates a rapidly changing global landscape shaped by technological disruption and geopolitical uncertainty, strengthening the competitiveness of its businesses is more important than ever. Investing in competitiveness today lays the foundation for sustainable growth and long-term prosperity across the Union.

In 2026, our work under the Strategic Plan 2030 (SP2030) will remain focused on fostering a competitive, innovative, and resilient business environment. Intellectual Property Rights (IPRs) will continue to play a key role in supporting sustainable economic development across the EU.

The EUIPO Work Programme 2026 is aligned with the EU's strategic priorities – notably the EU Competitiveness Compass – and aims to strengthen the performance of European enterprises, especially small and medium-sized enterprises (SMEs). Building on the objectives of the EU Industrial Strategy and the Startup and Scaleup Strategy, it supports digital transformation, improved access to finance, skills development, and inclusive innovation as drivers of competitiveness.

In support of the EU's external goals, the EUIPO will also work with the European Commission to improve access to international markets by promoting entrepreneurship and cross-border cooperation, helping European businesses succeed in a fair and interconnected global economy.

Through the EUIPN, we will continue to advance a unified and efficient user experience across the network. This includes harmonised examination practices, the use of shared tools and new technologies, and enhanced cooperation. The establishment of the European Cooperation Board and the remaining Virtual Communities will strengthen collaboration and promote best practices in IP awareness and service delivery.

At the international level, the Office will strengthen strategic partnerships to support a more effective and resilient global IP system. Through reinforced IP Alliances with like-minded organisations, we aim to drive collective action on some of the most pressing challenges facing the IP landscape – from enforcement gaps to technological disruption. These alliances are designed to advance shared priorities, foster innovation, and promote a more coherent and collaborative international IP framework.

The EUIPO will also support broader, more inclusive IP strategies, with particular focus on the role of design rights and the development of protection for craft and industrial geographical indications (CIGIs), helping to safeguard cultural heritage while boosting European competitiveness.

The EUIPO will enhance its support for the EU copyright infrastructure in a digital environment, working with the European Commission, Member States, and key stakeholders. The Copyright Knowledge Centre will lead initiatives to strengthen the application of the EU copyright framework in close collaboration with public and private partners.

Finally, we will continue to address fragmentation in the copyright landscape and explore appropriate protections for emerging categories of intellectual property. Building on the progress achieved in 2025, the integration of AI into EUIPO operations will advance with care. Our approach will remain focused on improving efficiency and quality, with user needs at the core and a firm commitment to human-centric implementation.

Above all, the programme is designed to serve the needs of users – by simplifying the IP system, ensuring legal certainty, and supporting innovation in a fast-changing environment.

MISSION OF THE EUIPO

The **mission** of the EUIPO is to deliver, together with the national and regional IP offices (IPOs) of the European Union (EU), high-value IP services to citizens and businesses in an efficient and effective manner, contributing to fostering innovation, competitiveness and economic growth in Europe.

VISION FOR THE EUIPO

While pursuing its strategy, the EUIPO progresses towards its 2030 **vision to establish a robust, inclusive, diverse and sustainable IP ecosystem that works for all.**

STRATEGIC DRIVERS

Two **Strategic Drivers** represent the 'enduring constants' of the EUIPO's day-to-day and are the basis for attaining its strategic goals: (1) an internal driver, focused on improving the way the Office works; and (2) an external driver, focused on establishing effective cooperation with external stakeholders. Together, they provide the structural framework that supports the development and implementation of the overall strategy.

STRATEGIC GOALS

During the 5-year cycle of the Strategic Plan 2030 the Office pursues five major goals. These goals represent the impact that the EUIPO expects to make on the IP system in Europe and beyond. These are the following:

Goal 1: Optimise operational efficiency and effectiveness towards long-term sustainable excellence

Ensure that the EUIPO maintains its high performance by increasing its productivity, optimising operational efficiency and effectiveness, and ensuring the long-term sustainability of operations, with an agile allocation of resources and flexibility to enable it to deal with quantitative and qualitative changes in its workload.

Goal 2: Enhance the value of IP products and services by expanding quality, consistency and legal certainty

Pursue improvements in every area of the Office's operations by expanding quality and consistency, legal certainty, predictability and accountability for its work; commit to support new policies and to reinforce the EU IP infrastructure; and prepare the EUIPO to receive new competencies should the co-legislators so decide.

Goal 3: Improve access to the IP system and the use of IP rights in support of innovation-driven economic growth in Europe

Promote innovation, develop new and innovative solutions to support citizens and businesses, foster value creation and inclusion, and enhance IP as a tool for growth and sustainable development; to bring the IP system much closer to all who seek protection for their intangible assets, and contribute to an environment that stimulates entrepreneurship, innovation and creativity in Europe.



Goal 4: Build trust and respect for IP

Broaden the EUIPO's outreach and engagement efforts beyond IP experts, promote education, raise awareness and improve enforcement, all of which, particularly in the digital area, are key to building trust and respect for IP rights.

Goal 5: Ensure long-term sustainability of the European Union Intellectual Property Network (EUIPN)

Increase the EUIPO's commitment to cooperation with national and regional IP offices (IPOs) and upgrade the network to become a true community while ensuring its long-term operational and financial sustainability, supported by the cooperation activities and offsetting mechanism; enhance partnerships towards the creation of a global platform of IPOs beyond the EU to share ideas and views on how to expand, support and strengthen our cooperative networks to achieve more consistent EU practices.

PRIORITY IMPACT AREAS AND ORGANISATIONAL ENABLERS

To accomplish its mission and attain its goals, the EUIPO is concentrating its efforts in six Priority Impact Areas and three Organisational Enablers.

- 1 **Priority Impact Area 1: Customer and Quality** – aiming to enhance the customer experience by delivering innovative IP products and services, as well as consistent, legally sound, predictable and high value IP rights (IPRs) in a timely fashion.
- 2 **Priority Impact Area 2: Awareness and Education** – aiming to support a greater understanding of IP matters in Europe and beyond.
- 3 **Priority Impact Area 3: Promotion of Innovation** – aiming to improve access to the IP system, make IP a matter of business priority and enhancing IP as a tool for growth and sustainable development.
- 4 **Priority Impact Area 4: Inclusive IP Landscape** – aiming to reinforce the EU IP system and ensure that it serves everyone.
- 5 **Priority Impact Area 5: Enforcement of IP** – aiming to ensure trust and respect for IP rights.
- 6 **Priority Impact Area 6: IP Alliances** – aiming to transform the EUIPO's collaboration network into a true community.
- 7 **Organisational Enabler 1: People, Technology and Work Environment** – aiming to enhance organisational engagement and talent management through the implementation of a modern and agile staff policy and the human-centric application of emerging technologies within a sustainable workplace environment.
- 8 **Organisational Enabler 2: Financial and Administrative Sustainability** – aiming to provide the EUIPO with the ability to apply its strategy and to support the sustainability of both the EUIPO and the cooperation activities within the EUIPN.
- 9 **Organisational Enabler 3: Network Engagement** – aiming to increase the level of cooperation among strategic partners to achieve the full potential of the dual system of protection of trade marks and designs in Europe.

The following chapters describe the different activities to be carried out in each of the six Priority Impact Areas and three Organisational Enablers during 2026.

PRIORITY IMPACT AREA 1 – CUSTOMER AND QUALITY

In a context of sustainable growth of IP applications, the EUIPO aims to further enhance the customer experience by better understanding customer needs and expectations throughout the trade mark, designs and craft and industrial geographical indications (CIGIs) life cycle and by tailoring services to different user groups. This includes increasing transparency, making access points clear and intuitive and improving the quality of product and service reliability. Furthermore, to enhance predictability and legal certainty, the administration and examination of EU trade marks (EUTMs), EU registered designs (EUDs) and CIGIs should be kept at optimal quality.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

Management of IP Operations

In 2026 the EUIPO's projects a moderate but steady increase in EUTM and EU design filings, building on the momentum established in previous years. The Office expects to receive approximately 195 000 EUTM filings and 128 000 EU design filings, representing an overall growth rate of 1.0 % compared to the 2025 estimated figures. In terms of output, the Office expects to complete the examination of approximately 190 500 EUTMs and 127 500 EU designs and to deal with a total of 20 500 *inter partes* cases (i.e. EUTM oppositions and cancellations and EU design invalidities) in accordance with the EUIPO Service Charter indicators.

As regards the new competences entrusted to the EUIPO, the Office is now responsible for administering the established IPR title for craft and industrial geographical indications (CIGIs). This legal framework aims to safeguard Europe's diverse craft and cultural heritage. It encompasses processing CIGI applications through the GI Portal, examining these applications, dealing with opposition, amendment and cancellation proceedings, as well as managing the Union Register for these IP rights. During 2026, the Office will continue working on developing and enhancing its processes, structures and tools, providing training and promotion initiatives in collaboration with national authorities and the European Commission. A continued and mutual exchange will be safeguarded through the Virtual Community in addition to the formally established Advisory Board.

In addition, the EUIPO will ensure close collaboration with DG AGRI and will contribute with its expert knowledge as well as continuing the collaboration on the pre-assessment of agricultural GI applications.

Quality remains a central pillar of the Office's operations in order to continue delivering strong IPRs to innovators and industry worldwide, while also further establishing and promoting consistent EU practices with the national and regional Member State intellectual property offices (hereafter referred to as 'MS IPOs'), user associations (UAs) and other stakeholders, including CIGI representatives, through the development and consolidation of Virtual Communities of Experts. These Virtual Communities will also enable the reuse of AI solutions developed by the Office across the EUIPN through collaborative development, testing, knowledge sharing and coordinated deployment. Internal controls on the quality of the EUIPO's IP products, collaborative approaches through the Stakeholder Quality Assurance Panels (composed of external users from the UAs), and monitoring the confirmation rates of first instance decisions at the Boards of Appeal and the General Court are all helping to build consistency in the quality of the EUIPO's IP products. During 2026, these measures will be used to further enhance the existing quality system.

To enhance the management of EUTM, registered EUD filings and CIGIs, the EUIPO will analyse, design and develop new IT solutions, functionalities and working methods, including further automation and the integration of AI technology, especially generative AI (GenAI). The

goal is to provide continuous improvements, efficiency gains and to boost the effectiveness of the Office's procedures to offer better services to our users and customers.

Building on the foundation established in 2025, the Office will explore and leverage the capabilities of AI (especially GenAI) as a powerful tool to enhance and transform its operations and services, with a particular focus on the following areas:

- **AI-based Goods & Services (G&S) Management:** The Office will launch a "Goods & Services Advisor" aiming at strengthening the governance and examination of G&S – covering areas such as classification, limitations, amendments and surrenders – as well as the oversight of essential databases and tools (HDB and TMclass), thus improving operational efficiency, automation and consistency. The 'G&S Advisor' will be seamlessly integrated into the EUIPO's User Area, front office tools and e-filing forms through an API. The tool's connectors and AI services will be shared with the EUIPN to provide all European users with enhanced guidance at all stages (pre-filing, application and after filing). Ongoing efforts will focus on streamlining the G&S translation system to elevate quality and refine workflows. Additionally, work on a new approach to the governance model of the HDB will begin with the EUIPN.
- **Case Management:** The **Comprehensive Early Case Management System** prototype will be enhanced in 2026 to improve the efficiency and effectiveness of the handling of *inter partes* cases. Advanced analytics will group similar opposition cases together and assign them to specialised teams. The system will identify cases that can be resolved through friendly settlement, mediation or conciliation, and direct them to specialised teams. It will also identify oppositions that can be resolved with a simple limitation, avoiding the need for a formal decision. This will enable faster and more consistent decision-making, improving the overall user experience.
- **Examination:** The development of **AI-powered Examination** capabilities to support examiners will continue in 2026. Building on the progress made in 2025, AI capabilities will be fully integrated into the operational environment. This includes AI-powered strategies for comparing signs and goods/services, a conversational knowledge base, and an AI assistant for quality assurance. Prototyping, testing and fine-tuning will ensure seamless integration of these capabilities into daily workflows, enhancing efficiency and examiner support. Opportunities will be explored to expand AI support to areas with high volumes of repetitive or time-consuming tasks, driving further efficiency gains.
- **Inter partes proceedings – opposition:** The development of the **Co-creation Platform** will continue. The platform aims to provide users with up-to-date information, automated tools and seamless communication with examiners and among the parties. It will facilitate direct communication, promote amicable settlements and offer AI-based case outcome assessments. Building on the progress made in 2025, the focus in 2026 will be on developing the platform's interface, covering various scenarios and including tailored templates. An admin tool for managing automatisms and the messaging system will also be defined, enhancing the platform's functionality and user experience.
- **Pre-assessment for trade marks and pre-filing: AI solutions,** including TM Interpreter, will be enhanced in 2026. Building on 2025's achievements, the focus will be on improving accuracy, increasing usage and expanding AI-powered services. The Office will automate the pre-drafting of absolute grounds letters and assist examiners with decisions. The TM Interpreter tool, which provides the meaning of trade marks in relation to goods and services, will be further developed and a minimum viable product will be released. This will leverage the AI working prototype developed in 2025 to improve the pre-filing process.
- **Pre-assessment for designs:** By taking advantage of the continuous improvements in AI image-based search technology, the Office will initiate the development of **pre-assessment for designs based on AI, including Novelty Search**, supporting the users during filing and the examiners during the examination stages. The Novelty Search tool will provide users with the possibility of searching for similar designs across

different databases via DesignView, increasing the ability of users to assess the novelty and individual character of designs.

The Office will implement these activities after careful analysis respecting the ethical use of AI and ensuring its human-centric approach in which final decisions will always be taken by examiners. In addition, the enhancements mentioned above related to pre-assessment services will always be provided as non-binding information for applicants to take informed decisions before the actual filing takes place. The Office will regularly share its experiences using these tools with experts from the MS IPOs and UAs via the Virtual Communities, conducting feasibility studies and creating prototypes as necessary. Only after these steps are completed will the Office move forward with the actual development of tools and applications, always in an incremental and iterative way, that will extend beyond 2026. The Office will work closely with users (in dedicated User Sessions) and the EUIPN at all stages of the development of any new solutions.

Moreover, during 2026, the Office will finalise all work related to the **availability of design documents in eSearch plus** and ensure that all designs-related documentation (correspondence and decisions) will become fully accessible through the eSearch plus online tool (User Area), emphasising the importance of good practices, accessibility and transparency. This will finally align the approach with the revision of the designs legislation, which has established a paperless procedure. Moreover, it will contribute to increase quality of EUIPO services for users.

Finally, the Office will continue with the implementation of other legislative initiatives, such as the second phase of the designs legislative reform (related to amendments mandated by the Implementing and Delegated Regulations), further requiring a harmonised implementation with national authorities as well as adaptations of IT systems, working methods, templates and practice. Close collaboration with the MS IPOs in the transposition of the Design Directive will be safeguarded through the Virtual Community, further establishing common communication to ensure common standards from the outset.

Customer Experience and Customer Engagement

In 2026, the EUIPO will prioritise customer-centric operations, aiming to deliver consistent, clear and intuitive interactions. The goal is to enhance the overall customer experience by delivering efficient and personalised services adapted to the different needs of customers, including Key Accounts Management. This will further improve internal and external efficiency and effectiveness, and foster collaboration on business growth opportunities. Key Accounts will be supported to adopt innovative tools, such as the Co-creation Platform and pre-assessment functionalities.

Building on its mediation expertise, the Office will continue to improve communication and collaboration between the EUIPO and IP users in EUTM, EU design and CIGI proceedings to help them reach amicable settlements through the Mediation Centre, leading to shorter proceedings and increased customer experience.

Furthermore, based on the feedback received from the Customer Experience Survey conducted in 2025, the Office will undergo an in-depth analysis of its customer needs regarding the services currently provided, with the aim of taking customer experience to the next level. In addition, the EUIPO will work on implementing an improved framework for managing and analysing customers interactions throughout the entire customer lifecycle while continuing to explore market trends to reinforce its capabilities.

The Office will also invest in simplifying, modernising and automating the publication of the EUTM and registered EUD bulletins, which are currently available in PDF format. The functional and technical analysis is scheduled to begin in 2026, with full implementation of the

new publication system anticipated by 2027. Additionally, the Office will seek to automate existing search technologies developed in the area of pre-assessment and TMview. These changes are intended to enhance customer experience, timeliness, quality and accessibility, while also increasing efficiency through streamlined operations.

The Office will maintain and reinforce its engagement with professional users through specific activities, such as IPforYou seminars with the MS IPOs, Customer Panels and the Stakeholder Quality Assurance Panels together with the UAs. These events provide an opportunity to exchange views on practice, tools and initiatives, as well as complementing customer experience measurements by collecting direct feedback on EUIPO products and services.

Regarding linguistic services, in 2026, the Office will complete the deployment of its enhanced linguistic business functions across the organisation, leveraging technology to enhance efficiency, process automation and quality assurance, while reducing costs. In addition, the Office will continue its collaboration with the Translation Centre and the Commission's Directorate-General for Translation on digital solutions in the area of language technologies. This collaboration will support the Office's operations and help the European public and businesses overcome language barriers when using the Office's online tools and services.

Management of Appeals and IP Litigation

During 2026, the Boards of Appeal (BoA) will kick-off the new 2030 Action Plan which will contribute to the EUIPO Strategic Plan 2030 and the long-term sustainability of the EUIPN with the vision to transform BoA into a One-Stop IP Dispute Resolution Hub. Under this framework, new initiatives will be launched in the next five years to improve quality in the Boards of Appeal by increasing accessibility and visibility as well as strengthening further external partnerships with external stakeholders, while reinforcing collaboration and innovation within the Boards.

On the subject of quality, the BoA's Consistency Circles will continue to draw-up and deliver Case-Law Research Reports covering relevant areas of trade mark and design law to identify trends and develop a common understanding of consistency. A new process for updating existing reports will be introduced as part of the implementation of the new 2030 BoA Action Plan. These reports will be shared with external stakeholders for discussion and exchange of views in forums such as the IP Judges Network, the User Focus Groups and the network of Appeal Bodies. In addition, these reports will continue to serve as potential incubators for the development of new EU common practices in cooperation with the MS IPOs and UAs. The BoA will also promote the overviews on General Court/Court of Justice case-law and Boards of Appeal decisions to enhance awareness of the Boards' practice and the latest developments in trade mark and design case-law. A study focusing on the evaluation of optimal quality in administrative decisions in trade mark and design appeals will be conducted and shared with the MS IPOs and national judges in order to help the Boards to define possible quality improvements. In the area of accessibility, the Boards will explore solutions for an appeal compendium documentation tool to access all Boards of Appeal documents in a user-friendly manner.

The BoA will work with the national IP courts, MS IPOs and their appeal bodies to enhance the harmonisation of EU and national case-law and strengthen the coherent application and interpretation of EU trade mark and EU design law. The BoA will further collect national judgments in the area of trade marks and designs from the national courts dealing with these rights and will compile, together with the MS IPOs, a collection of the corresponding administrative decisions. The objective is to continue expanding the content available in the eSearch Case Law database while maintaining high data quality standards. The tool will undergo a technical upgrade to ensure its correct functionality and ability to handle the increased volume of data.

Guiding the EUIPO's procedures through the management of IP litigation cases is an important element of the strategy. Consequently, the Office will defend the BoA's decisions and EUIPO practice before the EU Court of Justice and General Court. Additionally, the Office will ensure proper knowledge dissemination and highlight significant trends in jurisprudence by organising the 6th IP Case-Law Conference during 2026.

The Office will also support the Commission's Legal Service by articulating the Office's stance during preliminary rulings referred by the EU national courts to the Court of Justice of the European Union concerning trade marks, designs, CIGIs and other IPRs.

In 2026, the BoA will continue exploring the potential of GenAI to support its operations and services, specifically by participating in initiatives to manage IP operations and by testing and adapting existing solutions.

Finally, the BoA will help foster consistent EU practice among national and regional MS IPOs mainly via the Case-Law Research Reports. The BoA aims to enhance these consistency efforts through its diverse networks of judges and appeal bodies, among other efforts. This guarantees consistency, not only at the MS IPO level, but also at the level of the courts that rule on the decisions taken by the MS IPOs, to the extent possible, considering the independence of the national courts.

Expansion and Promotion of ADR Services

Agile, cost-effective and more efficient dispute resolution mechanisms support the competitiveness of EU businesses, in particular SMEs, which often face unaffordable litigation costs and lack the knowledge to negotiate effectively. This is particularly true for IP disputes where Alternative Dispute Resolution (ADR) services offer more options and clear advantages over the traditional litigation path to effectively resolve disputes.

During 2026, the Mediation Centre will continue to provide expert services to all *inter partes* proceedings to help parties find effective and efficient solutions to their disputes.

In addition, the Office will actively promote the services of the Mediation Centre, focusing on increasing awareness of ADR for IP disputes among IP owners, in-house counsel and IP representatives and, for the first time, also covering CIGI disputes.

In 2026, the Office will prioritise maintaining the highest quality standards for the Mediation Centre. This will be achieved by improving the quality of ADR processes and services based on customer feedback and ensuring alignment with user needs and expectations. The Office will also ensure an effective mediation resolving disputes and improving overall IP conflict management. Planned improvements will include introducing surveys, user panels, feedback from user networks, systematic analysis of the feedback collected and adjusting the processes based on the insights gained.

Finally, European Cooperation Project 4 (ECP4) – Business and Innovation Support will provide training and support to accreditation in mediation / alternative dispute resolution to the staff of the MS IPOs. The training will improve participants' knowledge by equipping them with new skills, especially for those MS IPOs interested in establishing an in-house ADR service. The EUIPO Mediation Centre will maintain a continuous, transparent dialogue with them on topics of mutual interest that promote the use and awareness of ADR. Two mediation-oriented networks (the IP Judges' Network on Mediation and the Mediation Centre Stakeholder Network) will continue to serve as forums for developing best practices and promoting mediation and other forms of ADR.

Trade Mark, Design and Geographical Indications for Craft and Industrial Products Practice

The Office will continue to ensure the effective implementation of the Trade Mark and Design Guidelines as the official repository of Office practice, by providing high-quality support to its staff and stakeholders. The Office will prioritise the stability of the guidelines by concluding the two-year revision cycle to ensure that they remain up-to-date and reflect the latest developments in IP law and practice. In July 2026, the revised Design Guidelines will be published to implement the changes to practice brought about by the second phase of the EU Design system reform. Revised trade mark guidelines will be published at the same time.

In addition, the first set of Guidelines for CIGIs will be published for the very first time in 2026. This marks an important milestone for the Office in the implementation of this new competence.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Priority Impact Area 1 – Customer and Quality:

NAME OF INDICATOR	UNIT	TARGET 2026
Level of achievement of the EUIPO Customer Service Charter objectives	%	85.0
Confirmation rate of 1st instance decisions	%	75.0
Confirmation rate of Boards' decisions	%	75.0
Quality of first instance decisions of the Office as perceived by users (SQAP)	%	90.0
Number of cases closed through ADR	Number	70
Adoption rate of AI in IP proceedings	%	50.0
Automation rate	%	50.0
Customer overall experience	%	80.0
Access to the Guidelines	Number	350 000

PRIORITY IMPACT AREA 2 – AWARENESS AND EDUCATION

Currently IP is perceived as somewhat complex and mainly useful for large businesses. The EUIPO aims to counter this perception by presenting the facts that demonstrate that IP is for everyone and supports innovation and economic growth. Under the European Cooperation Framework, the Office plans to work with the EUIPN and other institutional partners to broaden its outreach activities while also tailoring initiatives to national and regional needs. These initiatives include the development of educational materials to help increase awareness of the damaging effects of IP infringements, approaching IP from a non-legal, business perspective to show its benefits to SMEs, individual creators, consumers and the public.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

General IP Awareness

As the EUIPO progresses with the SP2030, its communication activities in 2026 will be designed to ensure IP is perceived as a key factor in future EU development and growth. The main objective will be to demystify IP by using plain language and visual representations (e.g. infographics) and foster a deeper understanding of IP as a catalyst for innovation, creativity and economic growth.

To this end, the Office will continue speaking with one voice, by sharing with our stakeholders and the general public all the visual and audiovisual work it produces through the EUIPO communication channels (social media, web, newsletter, etc.) and also through web and social media rationalisation actions.

Furthermore, the Office will produce and promote a podcast series with partners featuring stories and interviews that highlight the importance and benefits of IP for female entrepreneurs and innovators, researchers and academic spin offs, young people and SMEs. Podcast episodes will be used to simplify IP concepts and make them accessible to a broader audience. Moreover, the Office will continue its active presence on social media platforms to engage young people and raise awareness of the importance of protecting IP rights.

The Authenticities network will focus on capital cities to raise awareness among larger parts of the public and thereby generate more impact, with the involvement of local public and private stakeholders, linking, where relevant, with other local IP outreach initiatives.

In addition to the ongoing initiatives, in 2026, the EUIPO will launch a Europe-wide Spring Campaign on World Anti-Counterfeiting Day, targeting consumers. The campaign will be tailored to national contexts with the help of the MS IPOs, utilising multipliers and influencers to maximise impact, particularly among the younger generation. Targeted actions to increase consumer awareness of the health and safety risks associated with counterfeit goods will also be developed.

Building on the success of the DesignEuropa Awards, the Office will organise the 2026 edition in Ljubljana, Slovenia, in close cooperation with the Slovenian Intellectual Property Office (SIPO), marking the 10th anniversary of the Awards (first launched in 2016), showcasing the importance of design to innovation and business success.

By establishing DesignEuropa as a prestigious European award, the EUIPO recognises the work of designers and improves its reputation as a key element for business innovation, as well as encourages collaboration within the design community. The awards aim to connect the IP system with a broader range of stakeholders, fostering an environment that encourages entrepreneurship, innovation and creativity in the EU, contributing to business creation and economic growth.

Designs are often underused as a valuable IP right to protect innovation and creativity, and in this context, this initiative further contributes to building trust in the European design system, reinforcing its value as an IP right that protects the aesthetic innovation of products on the market.

The Awards criteria will focus on several aspects related to ethical design and social impact, as well as nurturing and recognising the exceptional talents of the younger generation up to the age of 29. By highlighting the importance of sustainability and environmental impact, as well as inclusion and diversity, the Awards help promote designs that are not only innovative but also socially responsible and beneficial to the wider community. The promotion of finalists creates a unique opportunity for national IP offices to highlight the value of design rights and support the role of entrepreneurs, start-ups and female empowerment.

Additionally, the Office, together with its EUIPN partners, will implement initiatives to increase the awareness of design protection and its benefits among students, designers and

businesses. In this regard, work plans will be intensified with associations dedicated to designs and art, such as Cumulus (the global association of art and design education and research) and other user associations dedicated to designs, fostering awareness of the EUD system. Furthermore, collaboration with leading trade exhibitions and fairs will be enhanced by strengthening the ongoing partnership with the European Major Exhibition Centres Association (EMECA). Moreover, a comprehensive pan-European campaign will be developed through the EIPIC, informed by the findings of a specific study on the significance of design for business and product innovation.

Finally, the Office will carry out awareness activities on the recent legislative developments in relation to craft and industrial GIs and designs and ensure they are communicated effectively to all stakeholders, while providing support to the MS IPOs for their local awareness campaigns on this and other IP-related matters.

Support SMEs

As established in the EU's Single Market Strategy, adopted in 2025, financial support for SMEs will be further extended to 2026 as a Commission action implemented by the EUIPO with the support of the MS IPOs. The 2026 SME Fund will cover the main IP activities that benefit SMEs in their IP journey. In addition, the Office will evaluate the possibility of providing support to CIGI applicants by further raising awareness and, potentially, through a suitable supportive financial instrument. Moreover, the Office will contribute to the Commission's consultations on the new policy initiatives related to the EU Competitiveness Compass and the new EU Multiannual Financial Framework (MFF) that is expected to start in 2028.

The primary objective to support small businesses leverage their IP assets will be actively pursued. The Virtual Community under ECP4 will continue to serve as a comprehensive business support framework, especially for SMEs, and will encompass a range of EIPIC initiatives including: (a) collaboratively implementing the catalogue of services; (b) facilitating the exchange of best practices and experience among the MS IPOs; (c) co-designing specific support services for SMEs, from formulating and implementing IP strategies to providing information on IP protection and enforcement; and (d) aiding the MS IPOs in delivering services that best meet the needs of SMEs within their respective Member States and regions, thereby contributing to the overall EIPIC objectives.

Following the launch of the website dedicated to SMEs at the end of 2025, efforts will continue to facilitate access to reliable information and tools that can assist small businesses in identifying and leveraging IP benefits. The content will be continuously maintained and improved through the collaboration established between the EUIPO and the MS IPOs.

The Office will also invest in revamping the existing IP Scan tool which, since 2022, has provided users and SMEs with best practices on their IP strategy and information about IP assets.

The objective is to enhance the tool in order to deliver more personalised, accurate and relevant advice in a clear way tailored to the specific needs and circumstances of SMEs. In 2026, a market analysis of the potential existing solutions will be conducted.

To effectively engage a large number of SMEs and increase awareness of the business advantages of IP protection, ongoing collaboration with e-commerce platforms, trade fair organisers, business registries and domain name providers will be increased.

In addition, the Office will collaborate with members of the Ideas Powered for business network to assess opportunities for developing new support services, enabling start-ups and scale-ups to better leverage their intellectual property and grow.

Finally, small businesses often rely on the advice of local business support organisations and associations. The 'Train the Adviser' initiative will continue to support all kinds of business advisers and will continue to be used in collaboration with interested MS IPOs and the Ideas Powered for business network members. In 2026, the objective is to develop new workshop content focused on emerging growth areas within the Office and the EUIPN, specifically targeting stakeholders in IP finance and IP valuation.

IP in Education

The Office will support existing partnerships and seek new collaborations with the academic community.

The IP in Education Network, consisting of education Ministries, IP offices and multipliers, aims to equip future generations with essential IP knowledge and skills. The Office will collaborate and expand the network to increase awareness of intellectual property (IP) in primary and secondary schools as well as tertiary education by advocating for the inclusion of IP in educational curricula, as well as integrating IP components into pan-EU and international initiatives such as the AI Literacy Framework being developed by the European Commission (DG EAC) and the Organisation for Economic Co-operation and Development (OECD). Furthermore, emphasis will be placed on training teachers and providing them with valuable resources to incorporate into their teaching.

Additionally, the EUIPO will expand collaboration with the Pan-European Seal Programme (PES) Universities in the EU Member States, providing specialised education programmes to enhance expertise and practical skills. Memoranda of understanding (MoUs) will be signed with universities based in candidate countries to accede to the EU (Albania, North Macedonia, Serbia and Montenegro), as well as EFTA members (Iceland, Norway, Liechtenstein and Switzerland), and other neighbouring countries (United Kingdom, Türkiye, Monaco and San Marino) under the PES framework.

To enhance communication and collaboration, the Office will conduct regular online meetings with PES universities. Establishing a group of university coordinators to organise quarterly meetings will facilitate the management and strengthening of relationships within the academic network. Additional groups or clusters of universities could be formed to focus on specific topics.

The Office will seek to extend the PES exchange programme to include other international organisations such as WIPO. This would allow PES trainees to pursue additional traineeships at these institutions and enhance their knowledge of European and international public administration.

In 2026, targeted cooperation initiatives will be carried out to support universities, research organisations and technology transfer offices in optimising IP benefits. The goal is to increase awareness among students, professors, researchers and university innovation structures regarding the protection and commercialisation of IP.

Collaboration with PES universities, the European Commission (DG RTD and the Joint Research Centre), the European Research Executive Agency and the European associations representing research organisations, such as EARTO, will be essential.

In addition, an exchange of views and best practices with the MS IPOs and UAs will take place in the designated Virtual Community on the IP Inclusive Landscape.

IP Training for Professionals

The EUIPO is committed to increasing the understanding and knowledge of IPRs among customers and stakeholders, and in society in general.

The Office will enhance the role of its Academy to serve as the EUIPO Hub for all of its training initiatives targeting IP professionals. Firstly, via the EUIPO Trade Mark and Design Education Programme (ETMD EP) for IP professionals, the Office will continue to deliver a high-quality course aimed at advancing IP professionals' career development. In 2026, the programme dedicated to IP practitioners will take place during the second semester.

Several learning activities on IP will be designed and delivered both online and face-to-face to provide customised support to various customer segments, thus ensuring that everyone, from individual creators to large enterprises, can fully leverage the benefits of IPRs.

Major IP events, such as IP Seminars (both national and regional) will be streamed or will take place in an online or hybrid format to reach a wider audience, while extending cooperation with the MS IPOs, user associations, EU institutions, other EU agencies, international organisations, the PES universities and Talent Bank Associated Partners to foster a more cohesive and informed IP community.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Priority Impact Area 2 – Awareness and Education:

NAME OF INDICATOR	UNIT	TARGET 2026
External participants in training activities	Number	20 000
External stakeholders training experience	%	80.0
Global advertisement value equivalency	€	10 000 000
Positive impact of training on helping users to perform their work	%	70.0
Reach of awareness and education activities	Number	75 000 000
SMEs, women and young entrepreneurs trained in IP	Number	100 000
Support local CIGI producers and related stakeholders	Number	30
Social media followers	Followers	575 000
Visitors to the web-based services targeting SMEs	Number	350 000

PRIORITY IMPACT AREA 3 – PROMOTION OF INNOVATION

Europe needs more innovation-driven economic growth, as set out in two important reports issued by the EU in recent years. The Letta report⁽³⁾, focusing on completing and enhancing the Single Market, includes adding a 'Fifth Freedom' to the existing four to enhance research,

⁽³⁾ *Much more than a market* – Enrico Letta (April 2024)
https://single-market-economy.ec.europa.eu/news/enrico-lettas-report-future-single-market-2024-04-10_en

innovation and education in the Single Market. While the Draghi report⁽⁴⁾ sets out the competitiveness challenges facing Europe in the coming years, one of which is Europe's relatively weak position in new technologies, which in turn produces a 'vicious circle of low investment and low innovation'.

The EUIPO can contribute to address these shortcomings by making the IP system more accessible and valuable to innovators and creators. The focus should be on the business and practical benefits of IP rather than the legal aspects, and efforts should be made to help European innovators turn their innovation into capital, jobs and economic success. While intangible assets are becoming the main assets of businesses in the knowledge economy, European start-ups and SMEs often struggle to access financing and scale up. The EUIPO, together with its partners, aims to contribute to eliminate these barriers.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

IP-Backed Financing

Today, in Europe, the valuation of IP assets faces significant challenges due to the lack of a universally accepted methodology by financial actors. This uncertainty hampers businesses, particularly start-ups and small businesses, from fully leveraging their IP assets for growth and financing. The financial sector, including investors, banks and venture capitalists, often struggle with understanding and confidently transacting in IP-based investments because of inconsistent valuation standards. Establishing a common valuation approach among stakeholders will facilitate a better appreciation of the value of IP, increasing the number of transactions involving intangible assets and attracting more investment in IP-related ventures.

In 2025, the EUIPO carried out research on the state of IP-backed finance in Europe, including a comprehensive review of existing IP valuation methodologies and best practices. This process included research, benchmarking activities, interviews and gathering feedback to make the necessary adjustments and improvements. As part of this initiative, two Working Groups were launched: the *IP-Backed Finance Technical Working Group*, which provides technical expertise to develop valuation methodologies and tools, and the *IP-Backed Finance Steering Group*, which brings together stakeholders from the financial, legal and innovation ecosystems to ensure market relevance and policy alignment. Based on this initial research and the on-going work of the two Working Groups, in 2026 a comprehensive structured framework will be adopted identifying possible actions for improving access to finance. Such a blueprint will include the necessary foundation work for developing, in cooperation with the European Commission (and as established in the EU Startup and Scaleup Strategy), a framework for IP valuation for IP-backed financing. To achieve this goal, in 2026 the Office will engage with the finance and banking sectors and other relevant stakeholders in a global partnership on Finance to contribute to the creation of an IP valuation ecosystem, to define trusted valuation methods and to increase the market recognition of IP-backed financing.

In addition, the Office will draw on the expertise of the Ideas Powered for business network members and strengthen its cooperation with the International Monetary Fund (IMF), the European Investment Fund (EIF), EU financial associations that act as implementers of EIF financial instruments, and the European Innovation Council (EIC), with a view to exploring the potential for specific IP-finance instruments. Furthermore, outreach efforts will be extended to the national and regional nodes of the Enterprise Europe Network (EEN), with the aim of promoting capacity-building activities focused on IP value-added services and exploring the EEN's potential role in the field of IP and finance.

⁽⁴⁾ *The future of European competitiveness* – Mario Draghi (September 2024)
https://commission.europa.eu/topics/strengthening-european-competitiveness/eu-competitiveness-looking-ahead_en

At the same time, the Office will start assessing the feasibility of establishing an expert pool of IP valuers. This analysis will consider practical aspects such as the necessary qualifications and expertise for valuers, mechanisms to verify and update their credentials, and the content of specific training programmes for valuers.

IP as a Tool for Growth and Innovation

As highlighted in the European Commission's Single Market Strategy and EU Startup and Scaleup Strategy, more intense use of IP would improve SMEs access to finance and aid their scaling up in the Single Market.

Europe has significant potential for innovation. The primary challenge is not a lack of ideas or research. Instead, the issue lies in the translation of these innovations into commercialisation. Innovative firms aiming to scale up do not always have access to a supportive innovation ecosystem. Additionally, innovation encompasses more than just technological innovation (protected by patents); other valuable forms of innovation, such as commercial innovation (protected by trademarks) or aesthetic innovation (protected by designs). In order to thrive in the market, business needs to innovate in all these areas.

In view of this, IP rights have a major role to play, and the underutilisation of IP is a critical barrier to competitiveness in Europe, since IP is a fundamental instrument for transforming all forms of innovation into economic and societal value. By encouraging businesses to protect, manage and monetise their IP assets, Europe can better support its innovation system, close the gap with global competitors, and secure long-term economic growth.

In this context, Design is a strength of Europe and represents a type of innovation in which Europe excels. The fruits of this innovation can be protected by a registered design right, just as technological inventions can be protected by patents and commercial/marketing innovations by trade marks. While previous studies carried out by the EUIPO have demonstrated the importance of design to the EU economy, other important aspects of design have not been adequately highlighted.

To address this knowledge gap and to provide evidence-based support for the work in this area, a comprehensive study on the role of design in innovation in Europe will be published in 2026. The purpose of the study is to show how design innovation can support the overall competitiveness objectives of EU business, as set out in the Draghi report. The value of design for companies that build their business on design excellence, and the role of design in consumer choice will also be examined.

In 2026, through the EIPIC, the Office will continue to reach out to European small businesses by offering support and value-added services to protect and maximise the business benefits of IP. The focus areas will include access to finance and IP commercialisation. Services such as pro bono support will continue to be offered and may be extended through a specific IP monetisation pro bono programme for start-ups and SMEs to demonstrate how protecting and commercialising IP can improve their balance sheets and attract investors. This initiative will involve collaboration with stakeholders including the MS IPOs, UAs, legal representatives, IP professionals and business advisors, utilising networks such as digital hubs or the EEN within the European Cooperation Framework. National-level schemes will also be considered.

Additionally, in 2026, a data-driven strategy will be implemented to reach new potential users of the EU IP system through targeted awareness and promotional initiatives in designated EU and non-EU countries and industries.

Efforts to promote the design protection system and improve IP knowledge among researchers and research organisations will be enhanced, as mentioned under PIA 2 – Awareness and Education. The Office will explore its participation in the European

Commission’s ‘Lab to Unicorn Initiative’, part of the EU Startup and Scaleup Strategy, in terms of the efforts devoted to integrating IP knowledge and support for IP commercialisation.

The ongoing cooperation with DG RTD to support the European Research Area objective of enhancing the market uptake of research outputs will continue, as well as the collaboration with EISMEA and EIT aimed at promoting IP awareness and utilisation across the EU SME innovation ecosystem.

Finally, the Office will continue to work alongside the European Commission to ensure that intellectual property rights are acknowledged as important business and competitiveness tools in the development of future policy initiatives related to the Competitiveness Compass. This includes undertakings such as the European Innovation Act, the proposed 28th Regime, and the new Competitiveness Fund within the 2028-2034 Multiannual Financial Framework.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Priority Impact Area 3 – Promotion of Innovation:

NAME OF INDICATOR	UNIT	TARGET 2026
Growth in EUTM Filings	%	1
Growth in EUD Filings	%	1
Number of collaborative activities with EU Institutions and bodies on promotion of innovation	Number	5
Organisations participating in the SME Support Actions	Number	375
SME's new EUTM Filings	Number	85 000
SME's new EUD Filings	Number	10 000
SMEs with registered IPRs in the EUIPN	Number	2 000 000
Annual change in trade mark applications per billion GDP	%	1
Annual change in designs applications per billion GDP	%	1

PRIORITY IMPACT AREA 4 – INCLUSIVE IP LANDSCAPE

Currently, certain segments of the EU population, including female entrepreneurs, creators and innovators as well as young people, are significantly underrepresented in the IP landscape. The EUIPO aims to understand the reasons behind this and develop initiatives to address the issue, thereby fully utilising Europe’s human capital and creative potential.

At the same time, the fragmentation of the IP system as regards different IPRs, both unitary and national/regional IPRs, where several different organisations have specific competencies, requires high levels of coordination and collaboration.

In this context, it is crucial to ensure that the EU IP infrastructure is supported and interoperability between these different IPRs and organisations is improved.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

Inclusive IP

IP is a key enabler of business development, fostering innovation, growth and competitiveness. Despite advancements, certain groups in EU society, including SMEs, female entrepreneurs and youngsters, continue to be notably underrepresented within the intellectual property landscape.

For example, female designers account for only 24 % of design registrations according to the EUIPO's statistics, and youngsters, often unaware of the value of IP and more susceptible to consuming counterfeit goods, represent key target groups for IP awareness initiatives in the current 2025-2030 strategic period.

Elevating IP awareness cannot be achieved in isolation. Building on the EIPIC, the Ideas Powered for business network, the network of PES universities, the Intellectual Property in Education network and the IP Alliance on inclusiveness, the EUIPO will continue to establish robust awareness platforms and foster collaborative communities in 2026 where knowledge and best practices can be shared to reach out to female entrepreneurs and young people, helping unlock the full potential of IP for innovation, development and business success.

The EUIPO will continue to pursue strategic partnerships with European Union entities such as the European Institute of Innovation and Technology (EIT), further amplifying these outreach efforts through initiatives such as the 'Women Leadership Programme (WLP)' and the 'Youth and Entrepreneurship Programme', as well as other existing programmes in the EU promoting gender equality and inclusivity in entrepreneurship.

In addition to the initiatives undertaken in primary and secondary schools already mentioned under PIA 2 – Awareness and Education, the Office will target younger generations through its 'IP Next-GEN' initiative designed to promote IP among young innovators and entrepreneurs by emphasising the importance of protecting their creative ideas and focusing on the benefits of IPR protection.

Finally, the Office will collaborate with the network of PES Universities and the PES trainees' alumni to continue to disseminate success stories and organise IP events targeted at young people, such as innovation competitions.

These initiatives seek to engage young people with IP and innovation, thereby strengthening Europe's economy and entrepreneurship system, thus reinforcing the role of IP as a vital driver of innovation, growth, competitiveness and job creation within the EU.

Copyright

Following the launch of the EUIPO Copyright Knowledge Centre at the end of 2025, in 2026 the EUIPO will increase its support of the EU copyright infrastructure in an increasingly digital environment, in close coordination with the European Commission and other EU institutions, the Member States, and the cultural and creative sectors and intermediaries.

As part of these activities, the Office will continue to combine information resources in specific sections of the single landing page (called 'corners') and further enhance the usability and features of the EU Copyright Interactive Map. It will also provide updated and practical information to creators, users and the public at large to protect, respect and value copyright. Special attention will be given to targeted audiences such as young people, entrepreneurs and SMEs. Efforts will also be made to enhance copyright outreach to students in schools through the Office's Academy.

Following the release, in May 2025, of the study *The Development of Generative Artificial Intelligence from a Copyright Perspective*, the EUIPO will develop further information tools to raise awareness among copyright holders on how their content may be used by GenAI and

the different mechanisms at their disposal to reserve their rights from such use. The EUIPO will also support the European Commission on the General-Purpose AI Code of Practice and closely follow the ongoing European Commission study to assess the feasibility of a centralised mechanism of text and data mining (TDM) opt-outs requested by rights holders and explore how public authorities such as the EUIPO could play a role in providing technical support to rights holders on how to reserve their rights and to AI developers on how to effectively respect these TDM reservations.

The 2025 comprehensive mapping of national and EU databases holding copyright-relevant data will be the starting point to explore ways to improve access to such information. The aim of the future Copyright Data Base is to improve transparency for both creators and users by providing easier access to the available copyright metadata. In 2026, a feasibility analysis of the different options for Copyright Data Base will be explored and discussed with the interested parties, including the option of an advanced search tool.

The Office will further improve the Out-Of-Commerce Works Portal which, by the end of 2025, will contain around 2.5 million records with higher volumes expected. It will further optimise its performance and create new functionalities. The Office will also continue to expand the Agorateka network, increasing its visibility through promotion and awareness raising activities.

Furthermore, the EUIPO will continue its support for measuring the Cultural and Creative Sectors and Industries (CCSI), contributing to the update of Eurostat and UNESCO's frameworks on cultural statistics. In this context, the Office will enlarge its statistical coverage to include creative aspects and measure the social dimension of culture, providing detailed data across sub-sectors such as music, but also heritage or books.

Moreover, the Office, through the Observatory, will continue to monitor the Commission Recommendation on online copyright infringement in close collaboration with all stakeholders, including intermediaries. In particular, it will continue to monitor trends and best practices to combat live event piracy and maintain the dedicated network on piracy. The Office will also continue to strengthen the Agorateka network.

Finally, a continued exchange with the MS IPOs and other relevant stakeholders regarding outreach activities, including copyright initiatives, will take place through the Virtual Community on the IP Inclusive Landscape, covering the full spectrum of IP rights.

Legislative Affairs

In 2026, the Office will proceed with the implementation of the second phase of the EU design system reform, addressing the amendments required by the Implementing and Delegated Regulations. This initiative aims to ensure compliance while adopting a forward-looking approach to further modernise the design IP framework. The goal is to align it with the evolving needs of the industry and contribute to the growth of the European economy. The new legal framework will notably reinforce the mandate for cooperation among Member States.

The EUIPO will be at the forefront of the new legal framework, working in close cooperation with the MS IPOs through the European Cooperation Framework Virtual Communities to ensure a high degree of consistent implementation with legal certainty and predictability. Significant efforts will be made to boost exchanges within the EUIPN in areas of common interest, such as the definition of common and consistent standards, developing information materials and assisting in the transposition of the new design directive into national law.

The EUIPO will continue to adapt to the new market realities, challenges and opportunities presented by global trade, digital markets and environmental considerations, where GIs will need to be effectively protected in online environments and their value communicated to consumers both within the EU and internationally.

Finally, the Office will support the European Commission and its internal operations on any other legislative proposals involving IP, by preparing legal analyses, answering legal consultations, participating in events and cooperation activities in related areas and providing necessary training.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Priority Impact Area 4 – Inclusive IP Landscape:

NAME OF INDICATOR	UNIT	TARGET 2026
Documents from EU Institutions quoting EUIPO studies and activities	Number	500
IPR registrations in the EUIPO associated with women	%	25.0
Number of databases referenced in Agorateka	Number	4 800
Number of records in the Out-of-Commerce Portal	Number	2 600 000
Percentage of Green IP rights registered in EUIPO	%	15.0
Ratio of EUTM filings by new owner	%	15.0
SMEs obtaining support through the EIPIC initiatives	Number	5 000
Youngsters reached with IP messages	Number	1 500 000

PRIORITY IMPACT AREA 5 – ENFORCEMENT

As the EUIPO moves into 2026, its focus on the enforcement of IPRs will remain strong. The enforcement of IPRs is the cornerstone to ensuring that innovation and creativity continue to drive economic growth and job creation.

The Office's commitment to combatting IP infringement will be reinforced through strategic engagement with stakeholders and continuous support of the European Commission in initiatives related to the Digital Services Act, ensuring that creators and rights owners are protected against unauthorised use of their work. Collaboration with online intermediaries, industry associations, trade organisations and consumer groups will be further intensified to develop joint programmes that not only combat infringement but also foster IP awareness. Showcasing real-life examples of victims of IP infringement will be key in highlighting the importance of robust enforcement measures.

Media relations will be an important element of the EUIPO's communication strategy on enforcement, by further boosting the Office's presence in the Brussels media and maintaining a strong editorial policy with the IP press. In addition, by providing press articles and studies on topics such as AI, pre-assessment services and enforcement, the Office will keep the discourse on IPR protection at the forefront of public and professional consciousness.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

Activities on Enforcement

The activities on enforcement will focus on combatting IP crime, which will continue to be a priority for law enforcement in the EU under the 2026-2029 EMPACT cycle.

The Office, through the Observatory, will provide active support to the Member States in implementing operational action plans related to IP crime in collaboration with its stakeholders, and aligned with the European Commission's Recommendation on combatting counterfeiting⁽⁵⁾. This will involve developing practical investigative and prosecutorial guidance leveraging advanced technologies, including fiches, diagrams and checklists, creating an IP crime model law, clarifying the calculation of damages, improving national IP crime enforcement frameworks and strengthening law enforcement and judicial responses in third countries.

Additionally, actions will be organised in close collaboration with our main enforcement partners such as Europol and the European Anti-Fraud Office (OLAF). These will include pre-operational meetings, analysis of operation best practices and successful cases, as well as exchanges in the context of the EIPPN network of prosecutors in collaboration with Eurojust.

Several learning activities will be added to cover a range of topics aimed at strengthening the enforcement of IPRs. In collaboration with CEPOL, the EUIPO will further co-lead train-the-trainer activities for enforcers and a series of sectorial webinars specifically tailored to enforcers working in IP, including sectorial online modules, with the final aim of including IP in the training curricula of enforcers across the EU.

The EUIPO, through the Observatory, will further develop and enhance the IP Enforcement Portal (IPEP). A first implementation phase on e-notifications in the context of customs' Applications for Action (AFA) will be carried out in cooperation with DG TAXUD, with the aim of making the detention workflow fully electronic, whether using IPEP or national tools. In addition, improvements to searches and user management functionalities will be discussed with the relevant Steering Groups.

Targeted and practical training and outreach activities will continue with a focus on promoting the use of IPEP, particularly in the context of EMPACT operations. Furthermore, the IPEP Forum, hosted at our premises in Alicante, will facilitate networking and the exchange of ideas, trends and best practices.

The Office, jointly with DG TAXUD, will continue publishing data on the enforcement of IPRs at the EU borders and in the internal market through the new web-based visualisation system.

As regards technology, the Observatory will further monitor and analyse emerging technologies that affect IP infringement and enforcement through the Impact of Technology Expert Group, expanding its analysis to cover an increased range of technologies, with a particular emphasis on AI, with the possibility of carrying out some pilot initiatives on online counterfeiting and digital piracy. The possibility of promoting concrete technology offers within the Anti-Counterfeiting and Anti-Piracy Technology Guide will be analysed in 2026.

The Office will support the European Commission in monitoring and implementing the Digital Services Act (DSA), including knowledge-building activities. Additionally, in response to the European Commission's announcement in the E-commerce Communication on its commitment to conclude a working arrangement with the Office to support its enforcement actions regarding ecommerce platforms that may represent a systemic risk of facilitating the entry of counterfeit goods into the Union, the Office will explore support activities and cooperation initiatives related to the implementation of the DSA, in cooperation with DG CNECT.

The Office will also continue to monitor and report on threats, trends and developments in the digital world that impact IP rights in the context of the Expert Group on Cooperation with

⁽⁵⁾ [Commission Recommendation of 19.3.2024 on measures to combat counterfeiting and enhance the enforcement of intellectual property rights](#)

Intermediaries. The approach will move from a sectorial approach with discussion papers on the misuse of IP rights of different types of intermediary services towards a horizontal approach with the development of a repository of threats and good practices, updated on a regular basis with new trends and developments.

In general, the Office will assist the European Commission in closely monitoring the effects of the 2024 Recommendation on Anti-Counterfeiting ⁽⁶⁾. This will involve raising awareness as well as collecting and analysing data.

Finally, the EUIPO will contribute significantly to the overall understanding of IP's economic impact and the ongoing battle against IPR infringement through research activities leading to the publication of several studies on various topics related to counterfeiting or illegal trade. These efforts will help shape a more robust and fairer IP system, benefitting all the stakeholders involved.

Observatory Network ⁽⁷⁾

EUIPO activities in the area of enforcement will be implemented through the Observatory to foster engagement and collaboration among stakeholders in the area of intellectual property.

The annual Observatory plenary meeting will bring together a wide group of public and private sector representatives and civil society. This meeting will continue to provide a platform for comprehensive dialogue and the exchange of insights across the spectrum of IP stakeholders. Public sector and private sector representatives' meetings will subsequently be organised as well.

Additionally, the Observatory will keep open channels of communication with civil society through video conferences and other digital means. This approach will ensure inclusivity and will broaden the reach of the Observatory's activities.

The Observatory will conduct two Working Group sessions and sessions for the Expert Groups, if required. These groups will convene to discuss and advance key initiatives, share best practices and address emerging challenges in the protection and enforcement of IPRs.

Furthermore, effective coordination with the different networks run by the Office will be further enhanced to explore synergies, avoid the duplication of efforts, and maximise the impact of enforcement activities for the benefit of rights holders.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Priority Impact Area 5 – Enforcement:

NAME OF INDICATOR	UNIT	TARGET 2026
AFA's sent from IP Enforcement Portal	Number	500
Companies in IP Enforcement Portal	Number	2 500

⁽⁶⁾ [Commission Recommendation on measures to combat counterfeiting and enhance the enforcement of intellectual property rights](#)

⁽⁷⁾ Observatory activities mentioned in this document to be developed in 2026 are detailed in a separate appendix to this Work Programme.

NAME OF INDICATOR	UNIT	TARGET 2026
Course completions at the Virtual Training Centre at CEPOL	Number	200
IP Enforcement Portal usage by enforcement authorities	Connections	6 000
Number of intermediary services that have joined IP Enforcement Portal	Number	12
Participants in IP Enforcement knowledge building events	Number	1 000
Use of anti-counterfeiting and anti-piracy technology guide	Number	7 000

PRIORITY IMPACT AREA 6 – IP ALLIANCES

The international IP system requires a higher level of cooperation in expertise and knowledge sharing especially regarding the consistency of the user experience, emerging technologies, promoting IP inclusiveness, supporting business and innovation, and fostering green practices. The EUIPO has established global partnerships with around 100 IP organisations – including IPOs and international organisations such as WIPO and EPO - and 150 universities around the world and aims to maximise these relationships to contribute to eliminate barriers to using and enforcing IP, and to foster innovation worldwide assisting the European Commission in implementing IP initiatives in non-EU countries. Therefore, in 2026 the EUIPO will leverage these partnerships to develop high-impact projects, explore synergies, avoid the duplication of work and maximise cooperation results.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

European Cooperation

In 2026, the Office will enhance its implementation of the next generation of ECPs, which are integral to the current strategy, and will focus on strengthening the EUIPN as a true community, fostering an environment of continuous cooperation and knowledge sharing.

The Office will focus on creating a unified user experience across the EUIPN, leveraging the network's collaborative nature in setting harmonised examination standards, tools and new technologies. This includes improving front and back office tools, enhancing TMview and DesignView for better functionality, and integrating the MS IPOs and value-added services into the Blockchain IP Register.

In line with its strategic objectives, the Office will also emphasise the importance of fostering consistent and predictable EU practices and support the transposition of the Design Directive and the implementation of the regulation on the protection of geographical indications for craft and industrial products. In addition, particular emphasis will be placed within the EUIPN in areas related to foresight, scenario planning, data management and analysis, with the aim to enhance the community's prospective capacity.

In 2026, data exchange and knowledge sharing within the EUIPN and with major international IP offices and organisations will be strengthened. Particular emphasis will be placed on business and innovation support, especially for SMEs, through the EIPIC initiatives aimed at promoting IP awareness and use. These efforts will include exchanging best practices, with careful attention to ensuring accessibility and relevance for a broad and diverse range of users.

The Office will strengthen collaborative frameworks to support informed decision-making and improve the sustainability of the EUIPN. This includes setting up the European Cooperation

Board and the remaining Virtual Communities, focusing on exchanging best practices and conducting joint awareness campaigns in the field of IP.

The Office will also continue to participate in the European Union Agencies Heads of Communications Network to pursue an effective communication plan, which will be aligned with the objectives of the EUIPN.

The Office will manage the following ECPs:

ECP1 Virtual Communities for Collaboration

The Virtual Communities under ECP1 use a knowledge-based approach to find solutions to common challenges and share information and best practices. They will continue progressing on IP examination, trade mark and design classification, quality, prospective IP, the transposition of the Design Directive and the implementation of the regulation on the protection of geographical indications for craft and industrial products. The new Virtual Community IT Security will be launched in 2026.

ECP2 Consistent User Experience

This project aims to provide a uniform experience for users interacting with the EUIPO and the MS IPOs as regards IT tools and IP practices.

New Common Practices will be based on the already developed Board of Appeal Case-Law Research Reports. Following the successful completion of CP16 on trade marks describing the subject matter of goods and services, and CP17 on the descriptiveness of slogans in 2025, CP18 on the descriptiveness of geographical terms is expected to be finalised and adopted in 2026. In addition, two new Common Practices (CP19 and CP20) will be launched in 2026 and are expected to be adopted within the same year. Finally, two potential new topics for 2027 will be identified and agreed upon.

The existing and new common practices will continue to be transformed into common EU guidelines using the IP repository to streamline maintenance and provide a more user-friendly experience.

This ECP also includes the evolution of front and back office tools to incorporate functional modules and reduce the need for customisation. To this end, a modernised version of the Back Office (BO 4.0) will be ready, while the new Front Office (FO 3.0) will expand its offering of electronic services. Both products will also advance in supporting the implementation of the new Design Directive. Furthermore, the deployment of the new versions of the front and back office tools across the MS IPOs will continue to progress in Denmark, Greece, Spain, Latvia, Lithuania, Hungary, Malta, Austria, Portugal, Sweden and others. Finally, it also involves enhancing flagship tools like TMview and DesignView.

ECP3 Emerging Technologies

This project consists of two workstreams.

Artificial Intelligence Workstream: will serve as a platform for participants to share or propose AI solutions mapped to specific needs for IP users and examiners. The capabilities proposed by ECP3 will then be tested (in the scope of ECP1) and made available for implementation into the Front Office, Back Office or EUIPN tools through ECP2. In 2026, the EUIPO is expected to be able to provide capabilities related to the pre-assessment for trade marks, decision drafting and absolute grounds examination support. In addition, two virtual communities are expected to be established (in May and September).

Data Workstream: will continue to expand data analysis capabilities focusing on three levels of analysis: EU, regional and national. The scope of analysis will be refined through the discussions in the Virtual Communities. At EU level, it is expected that the EU Trends Report on trade marks and designs will be delivered during 2026 along with the data analysis dashboard. On the regional/national levels, the project will explore analytics that will provide valuable information to the EUIPN.

The Office will fully engage with the EUIPN and its customers to further maintain, develop and implement new technological solutions, promoting a culture of knowledge sharing within the IP network, leveraging collective expertise to drive innovation and service excellence.

ECP4 Business and Innovation Support

Central to this project is the revamped EIPIIC, which aims to promote the importance of protecting intangible assets and support businesses, especially SMEs, in understanding and leveraging IP for growth. The EUIPO and MS IPOs will continue to work together to jointly define a framework to support SMEs in the EU, endorsed by a charter of principles based on a catalogue of pre-defined services, promoted through the dedicated “Intellectual Property Support for Small and Medium size businesses“ website.

ECP5 Inclusive IP Landscape

This project aims to promote equity in the IP landscape by targeting under-represented groups such as women and young people. It will continue to carry out mapping exercises, outreach campaigns and develop training and educational content as well as events to raise IP awareness among these groups. The Office will continue to support the promotion of trust and value in IP on a local level through the Authenticities initiative, which aims to strengthen national and regional IP offices and their collaboration with their municipalities to generate IP awareness and values across communities. In addition, the Virtual Community will exchange views and best practices in targeted IP awareness raising initiatives for the entire spectrum of IP rights, including copyright.

The Virtual Community Green Best Practices will be launched in 2026, promoting best practices in environmental sustainability across the MS IPOs. It will support low-carbon operations, address the impact of digital transformation, and highlight IP’s role in green innovation through studies, tools and targeted campaigns. Activities will be co-developed with the MS IPOs to ensure strategic alignment and impact.

International Cooperation and Partnerships

As part of the SP2030, in 2026 the EUIPO will remain focused on enhancing the global IP ecosystem through the maintenance and establishment of new strategic partnerships, the continuous development of high-impact projects and the promotion of innovative solutions. By recognising the global nature of IP, the EUIPO will engage with international partners and identify new global stakeholders to involve them in impactful activities.

Building on its extensive international cooperation network, the EUIPO, together with the EUIPN, will work to enrich the high-level IP dialogue platform to discuss emerging issues of common interest, leading to the strengthening of the IP Alliances among like-minded organisations to share ideas, perspectives and best practices to further develop the global IP system.

In this regard, the Office will continue to nourish strategic partnerships with leading IP organisations, user associations, universities, international organisations and financial institutions such as the IMF, the European Investment Bank, the European Central Bank and the World Bank to tackle common challenges. The Alliance will continue to work on emerging issues such as IP-backed financing, AI, IP valuation, inclusiveness and the exchange of data,

knowledge and professionals. Building on our experience with the IMF, the EUIPO is considering MoUs with other financial bodies particularly active in the key priority areas, such as the World Bank.

Technical cooperation, specifically in relation to the EUIPN's flagship tools, remains key to supporting the Office's mission of international convergence, as enshrined in the EUTMR and the IP Alliance on data. To this end, a cooperation framework (memoranda of understanding or similar) could be envisaged with a number of IP offices such as Egypt, United Arab Emirates, Rwanda, and South Africa. This and other international technical cooperation initiatives of the Office will continue to be conducted in close collaboration and prior consultation with the European Commission.

The Office will further engage with the TM5 and ID5 offices to seek greater convergence of IP services and examination practices, particularly as regards classification, opposition and appeals management, as well as setting quality standards, mediation, advancing IP valuation initiatives and addressing the challenges of filing IPRs internationally.

The EUIPO will continue to support the activities of the IP attachés network worldwide to help EU businesses seeking IP protection and to gather valuable insight to develop international strategies on IP.

In its ongoing efforts to strengthen the EU Delegations IP Network, the Office will continue to work with DG TRADE. This collaboration will include the continuous provision of technical assistance for the *Report on the Protection and Enforcement of Intellectual Property Rights in Third Countries* and the Counterfeit and Piracy Watch List.

The Office will work in close partnership with WIPO to improve access to IP information and to collaborate in areas such as the Madrid System, alternative dispute resolution and IP classification. Similarly, the Office will further work with the EPO on harmonising data practices and exploring synergies as regards new technologies.

The EUIPO will continue to address the international aspects of its new competences, such as CIGIs, by forging alliances and promoting the EU's role as a centre of excellence in these fields.

In addition to these initiatives, the EUIPO will strengthen its role as a hub of knowledge and expertise in the international IP community. The Office will continue to disseminate findings from its analyses and share best practices with IP offices and relevant stakeholders around the world. The commitment to capacity building and knowledge transfer within the IP Alliances will empower stakeholders in various jurisdictions to improve the global IP landscape.

Furthermore, the EUIPO will actively participate in international forums and working groups to advocate for stronger IPR enforcement mechanisms as well as more respect for IP. It will leverage its position to influence policy discussions and contribute to the development of international standards and guidelines that reflect the interests of EU businesses and innovators.

EU-Funded Projects

In 2026, the EUIPO will further prioritise the strengthening and harmonisation of the IP system both within the EU and globally. A primary component of this endeavour will continue to be the EU-funded projects, which serve to rationalise international cooperation and align efforts to create a more coherent and effective approach to IP management and enforcement.

The Team Europe approach will continue to be leveraged in the international actions in which the EUIPO participates, joining forces with the EUIPN members and the European

Commission as well as other international organisations. By doing so, the effectiveness of these international actions will be boosted and so too their impact.

During 2026, the EUIPO will continue to implement nine EU-funded projects in regions such as Eastern Europe, the Western Balkans, Asia, Africa, the Caribbean and Latin America. These projects will further promote innovation, enhance the capacities of non-EU IPOs and improve IP protection and enforcement mechanisms. The overarching goal will always be to promote EU IP standards and practices, facilitating trade and protecting EU businesses and consumers worldwide. The implementation of these projects will embrace the different regional and national contexts to ensure that the support provided will be both relevant and impactful. Under these projects, the EUIPO will also continue providing technical support to the European Commission in the negotiation and implementation of EU trade agreements.

Four EU-funded projects successfully concluded in 2025, namely IP Key Latin America, IP Key SEA, AfrIPI and AL-Invest Verde. The Office will continue to implement EU-funded projects in these regions in 2026, with the signature of new programmes (e.g. AL-Invest Next for Latin America and the Caribbean) or new phases of implementation of existing programmes with the European Commission.

Cooperation with the Ukrainian and Moldovan authorities and users will also remain a priority in 2026. Through bilateral technical cooperation and the EU-funded project, the EUIPO will support EU accession (including the alignment of its IP legal framework with the EU), its adoption of the EUIPN flagship tools and common practices as well as enhanced cooperation with enforcement authorities. This project will solidify the EU's commitment to fostering closer ties and cooperation with its neighbouring countries, with a focus on aligning their IP systems with EU standards and practices. Furthermore, the EUIPO will ensure the continued extension of time limits for Ukrainian parties, securing access to IPR protection and, in close cooperation with the EU institutions, the implementation of the IP component of all existing and forthcoming sanction packages against Russia. The SME Fund will continue in 2026, further providing financial support to Ukrainian SMEs to protect their innovations. In addition, the Office will continue to provide opportunities to Ukrainian students via the PES traineeship in Alicante.

Furthermore, during 2026 the EUIPO will implement two additional EU-funded projects, to continue strengthening collaboration and exchange on issues of common interest in key trade partner nations such as South Korea and Japan, with increased efforts to promote the EU IP systems in the region.

The EUIPO's efforts in 2026 will be user-centric, with a continuous focus on safeguarding the interests of rights holders and creating a fairer environment for EU businesses operating abroad. By concentrating on the European Commission's priority countries and regions, the EUIPO will ensure that the different activities are strategically aligned with the broader objectives of the EU's trade, development and neighbourhood policies as well as with the emerging policy goals enshrined in the SP2030.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Priority Impact Area 6 – IP Alliances:

NAME OF INDICATOR	UNIT	TARGET 2026
Accumulated number of tools and common practices implemented for the benefit of the users	Number	1 550
Trade mark filings at the EUIPN using EUIPN tools	%	45.0

NAME OF INDICATOR	UNIT	TARGET 2026
Design filings at the EUIPN filed using EUIPN tools	%	40.0
Number of IP initiatives launched in international cooperation	Number	5
Number of integrations in flagship and other tools	Number	300
Number of Member States supported to implement legislation	%	80.0
Number of non-EU countries IP regulations, practices and standards aligned with EU/international standards on IP	Number	8
Usage of TMview, DesignView, TMclass, DesignClass and GIview	Number	2 000 000

ORGANISATIONAL ENABLER 1 – PEOPLE, TECHNOLOGY AND WORK ENVIRONMENT

The Office will further improve its staff's experience in the workplace while optimising performance culture and talent management through continuing with the implementation of its modern and agile staff policy and an efficient, cost-effective use of new technologies. AI will continue to be combined with human skills in a way that enhances staff's capabilities while prioritising the human element and complying with AI regulations and ethical principles. The Office embraces a positive culture that values teamwork, innovation and staff well-being, and which adapts to the changing nature of work and ensures a sustainable, safe and secure workplace.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams:

Talent Management

The EUIPO's staff policy ensures full alignment between the vision and mission of the Office and of its staff, thus forming a workforce guided by a sense of purpose based on European values. In 2026, the EUIPO will build on its achievements during the first year of the SP2030 and continue with its staff policy initiatives that, following the principle of merit, aim to retain talent through contractual stability and valorising staff careers through equal opportunities based on the expansion of indefinite contracts, transfers, transformations of contract agents into temporary agents (after passing a selection procedure), contract agents' change of function group, etc. In this way the Office will secure greater levels of staff experience and strategic talent management, while simplifying and optimising internal processes through AI technologies that are meant to assist staff in their work. In this sense, AI experimentation will increase to integrate new technological solutions for further automation and to offer revamped services to support staff. Following a holistic staff experience approach, the Office will be focusing on optimising its experiences in the areas of talent attraction and integration including young talent, well-being, talent retention and upskilling/reskilling.

The EUIPO's staff policy has already established the necessary framework to cover its operational needs with existing resources, thereby reducing the need for new hires while supporting long-term financial sustainability. In this regard and considering the high levels of expertise and know-how in the current workforce, the talent and skills available in-house play a pivotal role in resource allocation to cover business needs. A talent intelligence management model will be implemented to facilitate a comprehensive approach to talent and skills management, to help anticipate business and skills needs and to ensure flexibility to face future challenges. Talent intelligence will be at the core of the staff allocation process. It will be applied to address all business needs across the Office and to ensure that staff is allocated in a balanced and fair manner, keeping the workforce constantly recalibrated and trained with the appropriate reskilling and upskilling.

In 2026, the Office will continue to implement upskilling and reskilling strategies to ensure that staff acquire essential skills in digital and data literacy, with a specific focus on generative AI, to fully leverage new technologies and enhance service delivery while improving efficiency. These efforts will be supported by a change management methodology, in anticipation of changes to working methods brought about by the digital evolution. Further upskilling programmes will address recent legislative reforms and the Office's new competencies with other IP rights, ensuring staff are sufficiently skilled to maintain legal compliance. Moreover, the Office will continue to develop its IP capabilities, securing a permanent talent cluster ready to support its core IP business during critical times, including regular training and hands-on, practical experience. Career development will also be supported via the IP career itineraries which support the EUIPO's IP professionals in their long-term career planning.

The Office will continue to work with the MS IPOs and other organisations to offer secondment opportunities. Furthermore, building on previous exploratory work, the Office will launch a pilot involving a staff exchange with the International Monetary Fund (IMF) aiming at fostering a working relationship and facilitating future collaboration with the IMF.

Through the Equal Opportunities Programme, the Office will build on the foundations laid in the previous year, expanding and deepening the initiatives developed to date. The Office will continue to address existing imbalances across key diversity dimensions, including gender and geographical representation, as well as other important aspects under the broader diversity and inclusion (D&I) umbrella, such as age and disability. Building on the groundwork and strategic input provided by the Committee on Diversity, the programme will further embrace horizontal and targeted initiatives embedded in a dynamic action plan across areas such as selection and recruitment, learning and development and outreach activities that reflect the Office's strong and ongoing commitment to fostering equal opportunities, encouraging diversity, and proactively addressing potential biases, whether conscious or unconscious, in all aspects of its work.

To foster continuous learning and invest in the development of young talent, the Office will offer talented Pan-European Seal and Young Professional trainees the opportunity to extend their learning experience for an additional year. Entry-level opportunities to join the EUIPO statutory staff will also be made available to young talent, reinforcing the Office's commitment to promoting inclusiveness and diversity. By welcoming the next generation of professionals, the Office embraces innovation, fresh ideas and the new perspectives that young talent brings to our work and culture.

The European School of Alicante, with its high-quality multi-lingual education, remains a key element in attracting and retaining talent. The Office maintains its commitment to supporting the school financially in 2026, as well as in the forthcoming years (2027 and 2028), pursuant to the renewal of the Agreement on the Financing of the European School of Alicante, concluded with the European Commission and the Office of the Secretary General of the European Schools. The Office will continue to reinforce initiatives related to well-being and work-life balance, such as teleworking options, flexible working hours, modern hybrid working conditions and awareness of emerging needs like mental health, etc.

The Office will devote significant efforts in the continuous development of its staff by both informal learning facilitation and by enhancing the Academy Learning Portal with digital learning content supported by the catalogue of classroom, blended and distance learning activities, in line with the upskilling/reskilling learning priorities. The Office will promote internal knowledge sharing to ensure that staff are well-prepared for the new challenges, fostering an environment where learning and collaboration are key components of the organisational culture.

Digital Innovation

The Office is fully committed to aligning its digital services with the goals set out in the SP2030. The focus is on innovation, optimisation, simplification and the strategic use of technology to enhance its operational capabilities, efficiency and service delivery.

GenAI will be instrumental in achieving the objectives set forth in the SP2030. To harness the full potential of GenAI, the Office will start to integrate its capabilities in various aspects of its operations.

In parallel to these developments, the Office will enhance the 'Talent-Technology-Together' programme in the context of change management to ensure staff get acquainted and experiment with AI technology within a safe and secure environment, while evaluating further potential for the organisation.

Significant efforts will be made to train staff and create prototypes with the end goal being to design and develop advanced IT tools that can support Office staff with their work and enhance their productivity. The AI-powered solutions will mainly be prototyped on resource-intensive tasks such as pre-assessment, resource allocation to dossiers, goods and services classification, examination as well as decision drafting for *inter partes* proceedings, thus allowing examiners to focus on the more complex aspects of their work such as definition of strategy and decision taking. In addition, the Office will leverage AI technology to streamline and automate several processes within its Academy to improve the training experience.

The Office will collaborate with DG DIGIT to ensure that the GPT@EC environment will be available to all interested staff at the EUIPO, including SNEs and trainees. It will also check new technologies' compliance with data protection, privacy and ethical standards, ensuring that AI and machine learning tools can be used to enhance human decision-making rather than replace it. Any new technology adopted will be thoroughly vetted for its applicability and potential impact on the Office's operations. In this regard, the Office will ensure adherence to the AI Act⁽⁸⁾ and will continue to utilise its horizontal structure through the AI Coordinator and the AI Steering Group. These entities are responsible for coordinating, prioritising and directing all activities related to AI and other emerging disruptive technologies across the organisation.

In addition, and as part of the EUIPO's ongoing efforts to help staff work better and enhance its operations, the Office will follow a structured approach to AI adoption, based on three levels of adoption:

- Level 1: AI Education, Learning and Exploration, providing staff with a comprehensive understanding of AI technology through education, awareness and training;
- Level 2: AI Assistance and Support, introducing non-integrated AI solutions, including low-cost and easy-to-use licensed AI support tools, to enhance staff efficiency;
- Level 3: AI Integration and Optimisation, focusing on the development and integration of custom AI solutions to drive process re-engineering and deliver tangible benefits in terms of efficiency, cost reduction and consistency.

By adopting a phased approach to AI adoption, the Office will embrace a seamless transition, helping to mitigate the risks and maximise the benefits of AI for its staff and stakeholders. Furthermore, the EUIPO's work in this area will be the cornerstone in promoting itself as an innovative IP office, a collaborative partner and a workplace of choice.

Concerning the need to provide staff with AI literacy training, the EUIPO will complete in 2026 the implementing an 'AI driving license' in compliance with the AI literacy requirement set out in Article 4 of the AI Act.

⁽⁸⁾ Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence.

The Office will continue to work on unifying, optimising and simplifying its technical infrastructure, data platforms, applications and information technology (IT) operation services, to stay abreast of technological advancements. This will involve a systematic approach to managing end-of-life software and hardware, phased and gradual migration to the cloud, proper data handling and adopting development, security and operations practices. The migration process to the cloud will follow a cautious approach, taking all necessary measures to guarantee business continuity, taking account of every possible scenario, while maintaining mission-critical systems and avoiding the accumulation of technical debt, vendor locking and geopolitical dependencies.

In 2026, the Office will build on the analysis initiated in 2025 to transition from the existing Customer Relationship Management Framework to a new one supporting a comprehensive Relationship Management model. This new approach seeks to improve all external stakeholders' interactions across the Office. Therefore, the Office will intensify its work on developing solutions to address the needs of various stakeholder groups, thereby streamlining operations and enhancing stakeholder engagement and experience.

Recognising the crucial role of cybersecurity in reducing the risk of significant incidents that could profoundly affect its operations and reputation, the EUIPO will further expand its capabilities in this domain. This includes enhancing its state-of-the-art Security Operations Centre (SOC), further securing the digital landscape, and developing cybersecurity skills and awareness among staff.

As mandated by the cybersecurity regulation for EU entities (2023/2841), the EUIPO will ensure a robust cybersecurity framework is maintained. This framework encompasses cyber policies, risk management and maturity models aligned with EU guidelines, as well as an annual planning cycle to address vulnerabilities. The Office will also further monitor the potentially disruptive impact of new technologies and the evolving threat landscape, both internally and through collaborations with partners such as CERT-EU, European Union entity networks, and advisory groups on cybersecurity and within the MS IPOs' networks.

Sustainable and Effective Workplace

In 2026, the Office will implement the principles set out in the SP2030, focusing on the well-being of its staff, environmental sustainability and optimising infrastructure management.

The EUIPO will further identify areas for improvement in the field of well-being, health and safety for its employees and it will continue to promote a healthy organisational culture and work-life balance. This will be achieved, among other means, through internal awareness campaigns, hybrid working models and direct support to its staff, including revamped on-campus services. Keeping the EUIPO campus and its facilities attractive, reliant and secure for staff and visitors remains a top priority, as will ensuring the renovation, availability, sustainability and durability of infrastructure and equipment throughout their lifecycle, ensuring the campus meets evolving needs and requirements.

In line with the EU institutions and host country indications, the Office will also be looking into its preparedness plans for operational business continuity in view of potentially critical events.

The Office will further implement action plans based on surveys and external audits to enhance accessibility, ergonomics and the overall experience of staff and visitors, ensuring that all infrastructure and support services adhere to the highest standards of certified management systems and the legal compliance requirements.

In line with its digital innovation goals, the Office will explore opportunities to optimise the smart use of its facilities. This would allow it to further automate its infrastructure management processes.

The Office is committed to reducing its environmental footprint by implementing innovative energy-saving measures and promoting sustainable practices. Steps will be taken to further increase the use of renewable energy sources and improve energy efficiency across all facilities with the long-term objective of becoming more self-sufficient. Efforts to limit paper and water consumption will be intensified to reduce environmental impact. The Office will further support sustainable mobility to reduce the carbon footprint of business travel and daily commuting.

Legal Compliance

As part of the activities carried out during 2026, the Office will continue to ensure legal compliance in various horizontal matters, including financial, procurement, institutional, staff, data protection, access to documents, local and IT law, and corporate IP matters.

In addition, the Office will further manage non-IP litigation cases before national and EU courts and other authorities, including defining strategy, preparing and revising procedural documents, attending oral hearings, analysing judgments and proposing implementation strategies.

Furthermore, in 2026 the Office will enhance the management of its corporate IP and, in this regard, will start with performing an internal assessment of its IP assets. It will also participate in the Inter-Agency Legal Network and its working groups and contribute to the legal review of documents requested by EUAN.

Moreover, anti-scam activities will continue to be a priority for the EUIPO, reflecting the Office's commitment to protecting IP users from fraudulent practices. The Office will work together with Europol and other law enforcement agencies, making use of awareness raising campaigns, and vigilantly following up on criminal proceedings against scammers. The Anti-Scam Network, under the Office's coordination, will extend its outreach to as many stakeholders as possible, bringing together the MS IPOs, UAs and international partners to combat misleading invoices and other fraudulent payment requests.

These activities will ensure the Office's compliance with the relevant laws and regulations.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Organisational Enabler 1 – People, Technology and Work Environment:

NAME OF INDICATOR	UNIT	TARGET 2026
Talent attracted	Number	20
Talent retained	Number	32
Talent valorised	Number	40
Enhanced staff experience	%	70.0
Positive impact of training on helping staff to perform their work	%	70.0
Extent of staff reskilling/upskilling in new technologies and working methods	%	50.0
Gender distribution among executive managerial positions	%	40.0

NAME OF INDICATOR	UNIT	TARGET 2026
Adoption rate of existing and new AI tools/services	%	25.0
Services powered by AI	Number	28
System uptime and reliability	%	95.0
IT Security Index	%	80.0
Greenhouse gas emission per on-site worker	t CO2 eq/ on-site worker	2.00

ORGANISATIONAL ENABLER 2 – FINANCIAL AND ADMINISTRATIVE SUSTAINABILITY

The EUIPO is a fully self-financed agency, which does not impose any burden on the EU budget. The EUIPO finances all its activities with the revenue obtained from the fees paid by users. This financial autonomy allows the Office to maintain high service standards for its users. It also allows the EUIPO to contribute to a wide range of EU policies related to IP. However, this model also presents challenges in times of continuous market volatility and uncertainty. To ensure long-term sustainability, the EUIPO needs to ensure its staffing, resources and processes are aligned with demand while complying with relevant regulations. The Office must therefore be proactive and adapt to fluctuating demand and be aware of market shifts, identifying opportunities to expand the representation of a broader range of countries of origin regarding incoming filings. Transparency, accountability and open communication are persisting principles for the EUIPO.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

Accurate Financial Management and Control

During 2026, the Office will continue to pursue the effective allocation and utilisation of financial resources, as well as the controls applied to ensure compliance with the applicable rules and regulations, ensuring that the budget is not only spent lawfully but also optimally directed towards initiatives that fully support the SP2030.

Acknowledging the volatile environment that affects EU trade mark (EUTM) and EU registered design (EUD) applications, the Office will closely monitor its revenue streams and tightly control its expenditure to meet the demands of changing market conditions when necessary.

In this context, the Office anticipates achieving a positive budget result, driven by its ongoing efforts to enhance efficiency gains. This is expected to enable the Office to sustain its core intellectual property operations, support the work of the European Observatory on Infringements of Intellectual Property Rights, and continue its cooperation initiatives at both European and international levels. The anticipated result would also trigger the offsetting mechanism and provide a buffer to ensure budget resilience and mitigate the potential risks associated with a possible decline in applications.

To ensure business continuity, the Office will invest in updating the Enterprise Resource Planning (ERP) system in 2026. The updated system will enhance budgetary, financial and human resource functions, aligning with the priorities outlined in the SP2030.

Furthermore, the Office will continue to monitor developments and updates to the EU financial rules and procedures, ensuring that its Financial Regulation, as well as its rules and procedures, remain compliant and up to date.

In line with the principles of transparency and accountability, the Office will ensure that its financial management practices enable clear and transparent decision-making processes. This will be driven by efficiency and performance-oriented working methods, which will be communicated to stakeholders to foster trust and understanding of the Office's financial stewardship.

Moreover, the Office will embrace efficiency in financial operations and will ensure sustainable procurement when considering outsourcing some of its activities or purchasing goods or services.

Finally, the Office will mobilise its accumulated financial reserves to support EU policies and provide EU added value in the field of IP, under contribution agreements with the European Commission. Regarding budget planning, these contributions are clearly identified in the budget by virtue of Article 10(4) of the Office's Financial Regulation. In this context, and as mentioned in other parts of the document, the Office will continue to implement the multiannual SME Fund in 2026, to contribute to EU-funded projects of international cooperation in the field of IP and to finance the European School of Alicante under agreements signed with the European Commission in accordance with Article 7 of the Office's Financial Regulation.

Foresight, Scenario Planning, Data Management and Analysis

During 2026, the Office will continue to work on strengthening its ability for medium- and long-term planning by developing effective mechanisms to anticipate and deal with fluctuations in filings. Current forecasting models, methodologies and metrics will be regularly evaluated and enhanced, by leveraging AI capabilities and other advanced analytics methods for trend analysis, such as revenue versus workload growth drivers.

Building on preparatory work carried out in 2025 in cooperation with the European Commission's Joint Research Centre, a well-founded and reliable medium- and long-term prospective capacity will be developed during 2026 together with a dedicated network of experts, resulting in the provision of the first EUIPO foresight report that will support decision makers at the Office and across the EUIPN. This capacity is expected to provide a forward-looking perspective on the development of the IP system identifying upcoming trends in IP, business and innovation in Europe and beyond, helping the EUIPO, as well as the EUIPN, to anticipate new activities that may have a potential impact on IP as well as on user behaviour within the IP system and respond effectively to evolving circumstances.

In this regard, the EUIPO will systematically analyse global trends as well as economic, geopolitical and policy shifts in important markets to understand how those trends can affect its work. Information gathering and analytical and forecasting capabilities on the economies of the largest trade mark and design filing countries will continue to be essential. Converting IP data into economic information would also add value for policymakers and society, for example, through the early identification of trends in specific key sectors, regions and innovation clusters in the EU. Research on the role of IP in the economy will be carried out, including in cooperation with partners such as the EPO and the OECD.

Furthermore, the Office will work during 2026 on designing a unified data platform while enhancing its data governance framework and data policies, with the aim of making data available to everyone in a simpler manner.

The Office will continue to strive for organisational efficiency and effectiveness, further refining its project management methodologies to embrace a more agile and informed decision-making process. This will involve continuous engagement with stakeholders, particularly with the MS IPOs but also with the Office's intelligence networks, such as the IP attachés, to perform analyses of various scenarios that could impact the Office's strategic direction.

Transparency and Accountability

The Office will maintain the certification of its management systems according to the most prominent quality and security standards such as ISO 9001, ISO 27001 and the Eco-Management and Audit Scheme (EMAS).

The governance framework will also maintain its alignment with internal control activities, sustainability and corporate reporting to ensure a holistic and transparent approach to strategy implementation, including the maintenance of an improved value delivery model to serve as a means of assessing value for money and return on investment.

The Internal Audit function plays a vital role in enhancing and protecting organisational value by providing risk-based and objective assurance, advice and insight. It will further carry out audit engagements as specified in the Audit Plan, based on risk analysis, internal requests and professional judgment as part of the Office's ongoing efforts to further improve its internal control systems and enhance the effectiveness and efficiency of its internal audit function.

In addition, Internal Audit is responsible for the Office's anti-fraud strategy, which was revised and adopted by the Budget Committee in October 2025. The Internal Audit will operate within the framework of applicable provisions and international standards, constantly seeking to improve the efficiency and effectiveness of its work. The audit engagements will be instrumental in ensuring that the Office's internal control systems are robust and that they provide reasonable assurance regarding the achievement of objectives related to strategy, operations, reporting, asset safeguarding, fraud prevention and the transparency, legality and regularity of underlying transactions. In this respect, the Office will continue to make its internal audit reports available to the European Court of Auditors and to the Management Board and Budget Committee.

The Office will monitor legislative proposals related to digital packages, including information security, cybersecurity, AI, e-privacy and data governance. Data protection considerations will be embedded in all projects, with a particular focus on key initiatives, to promote lawful, ethical and transparent data processing.

With the involvement of the Data Protection Officer and exercising its duties under the EUDPR, the Office will maintain its vigilance by applying a risk management approach to ensure that all its activities can progress whilst taking data protection aspects into consideration. In addition, cooperation with the European Data Protection Supervisor and other EU institutions will be based on the exchange of best practices.

Looking ahead, the Office will establish robust, accessible communication and feedback channels to foster greater public trust and participation, ultimately maximising the impact of the Office's work.

Finally, in the spirit of transparency, the Office will enhance the accessibility of its public register and will transfer its historical archives to the Historical Archives of the European Union located at the European University Institute in Florence.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Organisational Enabler 2 – Financial and Administrative Sustainability:

NAME OF INDICATOR	UNIT	TARGET 2026
Budget forecast accuracy (carry over)	%	≥ 85

NAME OF INDICATOR	UNIT	TARGET 2026
Budget forecast accuracy (expenditure)	%	≥ 95
Budget forecast accuracy (revenue)	%	≥ 95
Filings forecast accuracy	%	≥ 90
Positive operational budget result	Yes/No	Yes
Productivity rate of Appeals decisions	Number	40
Productivity rate of Cancellations decisions	Number	50
Productivity rate of EUTMs examined	Number	1 350
Productivity rate of Invalidities decisions	Number	70
Productivity rate of Oppositions Decisions	Number	85
Productivity rate of Registered EUDs examined	Number	6 000
Increase of filings from underrepresented countries	%	1

ORGANISATIONAL ENABLER 3 – NETWORK ENGAGEMENT

The EU, as an IP-intensive region, relies heavily on IPRs for economic success. To boost the effectiveness of the EUIPO and MS IPOs in the EU, a strategic reorientation towards long-term sustainability and true community building within the EUIPN is currently under way. This will maximise the dual system of protection for trade marks and designs in Europe.

The EUIPO will further contribute to leveraging its deep knowledge and expertise as valued partners to the EU institutions in policy formulation and implementation. In this regard, the Office will maximise its network engagement under the cooperation framework provided for in Article 152 EUTM and will further reinforce the cooperation infrastructure to transform the network into a true community. In addition, the EUIPO will work towards the long-term sustainability of the EUIPN to ensure that the two-tier system of IPR protection in the EU will continue to operate optimally for the benefit of users.

To this end, in 2026 the EUIPO will develop and implement concrete actions in the following workstreams.

Network Operations

The evolving international IP landscape calls for closer collaboration between IP offices and key partners to ensure effective knowledge exchange and alignment of initiatives. To meet this need, during 2026 the Cooperation Board ⁽⁹⁾ (CB) will be established under the 2030 Strategic Plan as a platform for informal, yet structured, in-depth dialogue on cooperation matters. The CB will enhance coordination and long-term planning, reinforcing partnerships and supporting a resilient, innovation-driven EU IP ecosystem. As a central coordination body, the CB will align EUIPN cooperation activities with SP2030, anticipate emerging challenges and provide the MBBC with strategic advice. It will also promote the sharing of best practice and collaboration among all relevant actors while avoiding duplication across the network.

⁽⁹⁾ Detailed information of the establishment of the Cooperation Board can be found in a separate appendix to this Work Programme.

Acting at strategic and operational levels, the CB will convene three meetings annually: an Executive Plenary with Heads of IP Offices and two hybrid-format Working Sessions.

The Executive Plenary will support the strategic direction of cooperation activities and identify priority areas, while the Working Sessions will oversee the implementation and evaluation of European Cooperation Projects and Virtual Communities. Meetings will follow an interactive, participatory format involving roundtables, thematic presentations and breakout discussions.

In addition, the Office will further intensify its cooperation with members of the EUIPN by holding a number of “National Days at EUIPO”, aiming at providing MS IPOs and stakeholders from a particular country, including IP professionals and experts, user associations and representatives, with the opportunity to have a focused discussion and address any particular matters that they see as important and relevant for their country. These events will serve not only as catalysts, fostering engagement, sharing knowledge and further strengthening the IP community, but also as a platform to further improve the services delivered ensuring that they are accessible, reliable and future-oriented.

Moreover, following the successful introduction of the new CIGI system in December 2025, a dedicated stakeholder group will be established as a platform for collaboration, knowledge sharing and continuous improvement among users engaged with CIGIs. The group will aim to act as a bridge between diverse CIGI producer communities and the Office, facilitating the development of effective cooperation mechanism.

Furthermore, the EUIPO will broaden its reach beyond the EUIPN to include sectors like finance, accounting, economics, business and innovation, support organisations and academia. This expansion will involve improving the cooperation infrastructure and stakeholder management and continuously refining the cooperation framework and its processes to adapt to the new circumstances.

In line with the Office’s goals to strengthen trust in intellectual property, enhance stakeholder engagement, and ensure the sustainability of the European Union Intellectual Property Network (EUIPN), the Office will expand cooperation within the EUIPN in the area of strategic communication. It aims to creating a community of communication experts from national IP offices across EU Member States to boost the impact of the EUIPN initiatives emerging from the SP2030 within the network. This initiative will further foster collaboration, exchange best practices, and develop strategies that will support the evolving priorities of the EUIPN and its Cooperation Board—ultimately enhancing the network’s visibility, impact, consistency and cohesion across Europe.

The Office will continue to support the strategic objectives of the European Union Agencies’ Network (EUAN) to ensure that the EUIPO maintains the highest standards of administrative practice and cooperation. Moreover, the EUIPO will continue its support of the Interinstitutional Cybersecurity Board of the EU institutions, as established by Regulation (EU, Euratom) 2023/2841 of the European Parliament and of the Council of 13 December 2023 laying down measure for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union, providing its expertise and leadership to technical advisory groups.

In alignment with the EUAN’s vision, the Office will remain actively involved in the network’s activities and subnetworks, offering guidance and advice. The focus will be on shared services to promote synergies and economies of scale, particularly concerning the Data Centre for Disaster Recovery services. These efforts will continue to enhance operational efficiency and resilience across the agencies.

Finally, the EUIPO will maintain and strengthen its long-standing collaboration with the Community Plant Variety Office (CPVO) to develop a common understanding of the interaction between the different IPRs. The Office will continue to participate as an observer in the CPVO

Administrative Council meetings, ensuring it stays informed of developments and to provide valuable insights to guide the network’s strategic direction.

Key Performance Indicators

Below is the list of **Key Performance Indicators** for Organisational Enabler 3 – Network Engagement:

NAME OF INDICATOR	UNIT	TARGET 2026
Number of international partners/stakeholders participating in international cooperation initiatives	Number	25
Number of participating NIPOs and regional IPOs in all Virtual Communities	Number	20
Number of participating NIPOs and regional IPOs in the Cooperation Board	Number	30
Total number of Virtual Communities set up	Number	19
Participation in Observatory Statutory meetings	Number	1 000
Experience of stakeholders with the work of the Observatory	%	80.0

About this Document

This document has been drawn up in compliance with Articles 157(4)(c) and 153(1)(a) of the [European Union Trade Mark Regulation](#) (the ‘Founding Regulation’) of 14 June 2017, and Article 32 of Regulation BC-1-2019 of the Budget Committee of the European Union Intellectual Property Office of 10 July 2019 laying down the financial provisions applicable to the Office ([FR](#)).

It outlines the EUIPO’s activities in 2026 under the SP2030. Measures, activities and key figures refer to the 2026 financial year (1 January to 31 December 2026). If, for some reason, the latest available data does not correspond to 2026, this is indicated.

The metrics and goals in this integrated report are developed in conjunction with the Office’s stakeholder engagement process, with key input from several cross-departmental Office experts. The information is assessed through an internal process to ensure it provides an accurate, meaningful and balanced representation of the Office’s financial and non-financial information.

APPENDIX 1 – Key assumptions on volumes

Operating Risk Context

Accurate forecasts of European Union Trade Marks (EUTM), Registered European Union Designs (Registered EUD) and related Office products are essential for proactive management, informed decision-making and risk mitigation. In the current global macroeconomic and geopolitical landscape, the Office needs to anticipate potential risks and be prepared to respond appropriately.

Global volatility and uncertainty have been persistent for several years influenced by events in the near past such as Brexit, the COVID pandemic and the Russian invasion of Ukraine, and more recent events such as the conflicts in the Middle East and the US's tariffs. These factors have heightened instability but may also make the EU appear as a more stable and predictable option for trade and investment.

In this context, forecasting and foresight have become increasingly important, as they enable the Office to identify and address emerging challenges and opportunities. Through the use of accurate forecasts and strategic foresight, management is better equipped to make informed decisions, mitigate risks and capitalise on new developments, thereby supporting Office's ongoing operations in a rapidly changing global environment.

As regards EUTM direct filings, the three first quarters of 2025 have shown a remarkable increase in comparison to the same period of the previous year. The Office reported an increase of 9.8 % in direct filings as of 30 September 2025. EUD direct filings also show a positive trend when comparing September 2025 figures to those of 2024 (+5.3 %).

It should be noted that, despite a cautiously optimistic outlook, there is no assurance this trend will persist throughout the remainder of the year due to potential additional or unforeseen external influences.

2026 EUTM-related Numerical Assumptions

In 2026, the Office expects to receive around **195 000** EUTM filings, **165 800** direct filings and **29 200** international registration (IR) filings through the WIPO Madrid System, representing an overall EUTM filing growth rate of 1 % compared with the 2025 estimated yearly total.

Approximately **190 500** EUTM direct and IR filings will be examined, with some subsequently being rejected, withdrawn or subjected to opposition proceedings. Ultimately, the Office expects to register around **178 600** EUTMs.

Opposition filings are forecasted to be around **18 500**, representing a positive variation in terms of volumes of 1.0 % when compared with the 2025 estimated yearly total. Most of these (approximately 62 %) will eventually be closed through agreements reached between the parties. The Office will decide on the remaining cases in due course, with around **7 200** opposition decisions expected in 2026.

Cancellation filings are expected to increase by 1.0 % in 2026. The Office will eventually decide on around 56 % of the expected figure, close to **2 400** filings, based on the substance of the cases, leading to a 2026 target of around **1 350** cancellation decisions.

Registered EUTMs are valid for 10 years and can be renewed indefinitely for subsequent ten-year periods. In 2026, the Office expects a total of about **95 950** EUTM renewals, based on a **48.5 %** first renewal rate, **64.5 %** second renewal rate and **70.0 %** third renewal rate.

2026 EUD-related Numerical Assumptions

In 2026, the Office expects to receive around **128 000** EUD filings, **107 750** direct filings and **20 250** international registration (IRD) filings through the WIPO Hague System, representing an overall EUD filing rate increase of 1 % when compared with the 2025 estimated yearly total. Approximately 11.5 % of direct filings will have their publication deferred, while the remainder will be published immediately.

Around of **127 500** direct EUD and IRD filings will be examined. The Office expects to register close to **106 300** EUDs from direct filings. Approximately **700** EUD invalidity filings are expected, reflecting long-term trends. Out of these, it is anticipated that 64% will require decisions. Moreover, the Office plans to issue approximately **450** invalidity decisions in 2026.

A EUD is initially valid for 5 years from the filing date and can be renewed four times in blocks of 5 years, up to a maximum of 25 years. In 2026, the Office expects around **94 200** renewals of directly filed EUDs with a first renewal rate of **47.0 %**, **59.0 %** for the second and third renewals rates and **55.0 %** for the four renewals rate, following a conservative approach linked to the new EU Designs Regulation (EUDR).

Forecasting Model Methodology

A **forecast** refers to a prediction or projection of future events, trends, or outcomes based on analysis of historical data, statistical models, and other relevant information. Our office utilises several advanced statistical models, mathematical techniques to develop reliable forecasts to inform the management. The set of instructions, rules that we use to apply these mathematical methods, to process the data, to produce a specific output called a forecast are called **algorithms**.

The main inputs for our forecast's algorithms are the time series of the number of filings registered at the Office over time (monthly, quarterly or yearly series), economic indicators provided/collected from international institutions and information gathered by our experts. The time series of EUTM filings have been available since 1996 and the EUD filings since 2003.

The time series for both types of filings have exhibited a reasonably constant increasing trend, with a simple average yearly growth of 7.8% between 1996-2024 for the EUTMs an average yearly growth of 3.7% for the EUDs between the 2005 and 2024. In the last decade (2015-2024) the average annual growth rate for the EUTMs drop to 4.6% and to 2.5% for the EUDs. For the EUTMs the 2020 and 2021 had shown unexpected increases in the number of filings (growth over 10%) followed by a negative growth -12% in the 2022 (similar behaviour has been observed in 2006-2007, growth over 10% followed by a drop -1% in 2008). As in the 2008, after one year of decrease, the 2023 has shown a small growth (+0.9 %), followed by a more important +2.7% in the 2024, and a +8.1% in the partial data (1st semester 2024 vs 1st semester 2025) of 2025. For the EUDs, the growth time series is more volatile, it's possible to observe negative growth in 2008-9, 2015, 2018, 2021-22, and growth above the 7% soon after (2007, 2012, 2016 and 2023).

The main models used in the last years by the Office are the AutoRegressive Integrated Moving Average (ARIMA) and the Vector AutoRegression (VAR). The main model used over the last years (2017-2025), has been the ARIMA model that forecasts the number of applications at the Office using the historical trends and autoregressive integrated moving average. ARIMA focuses on univariate models that use only the current and past data of the variable under analysis, so that the number of expected future filings is based on the amount registered currently and in previous years. Implicit in the formulation of univariate models is the assumption that factors influencing the variable have not changed or are not expected to change sufficiently to warrant introducing these factors explicitly into the model. Since the

pandemic, the wars and recently the US's tariffs, which have led to a more volatile economic environments and bigger disruptions in the markets, the forecast methodology has been complemented using the VAR model and exploring new models to enhance the ARIMA models used initially.

Multivariate models (VAR) are more useful than univariate models if a change in other variables or factors (in our case economic variables) are expected to trigger a response in the variable of interest (that for us is the number of the filings). If the number of EUTMs or EUDs filed at the Office is not only related to its past values, but also depends on other variables, it makes sense to use additional information in forecasting models. The selection of those variables that can affect the number of filings should be based on economic rationality, making the most of all available statistical data to be more accurate in the forecasts.

VAR models are a natural extension of the univariate models to multivariate time series. VAR is one of the most popular multivariate methods; it is flexible and easy to implement, and it provides superior forecasts to those of univariate models if appropriate variables are identified. It allows the user to make forecasts that consider the potential future trends of specific variables in the model.

In practice, the selection of relevant variables and the appropriate number of lags (VAR order) are based on statistical tests. Several VAR models have been tested with different macroeconomic variables. The Economic variables tested are predicted by the European Commission¹, and confidence indicators published by Eurostat² as well as the inflation estimated by the consumer prices following different definitions³. The chosen model passed all diagnostic tests and showed the best information criteria indicators, final prediction error and better out-of-sample forecasts. It is a model with five lags including, besides the monthly and quarterly EUTMs and EUDs (International and Direct) filings, the following economic indicators:

- Final Consumption Expenditure (National Accounts, Eurostat).
- Consumer Confidence indicator (Eurostat).
- Harmonised Index of Consumer Prices (HICP) for non-energy industrial goods (Eurostat).

All the different Forecast models are then monitored over the years with a KPIs that monitor the Forecast accuracy that we define as (one minus) the distance between the forecasted values and real value observed. i.e. 97% KPI forecast Accuracy means that the value forecasted (two years in advance) differ from the real one by only the 3%.

Finally, it is important to note that, as part of the SP2030, the Office will prepare a number of actions and activities aimed at building capacity and improve in the area of forecasting and foresight.

¹ https://dashboard.tech.ec.europa.eu/qs_digit_dashboard_mt/public/sense/app/667e9fba-eea7-4d17-abf0-ef20f6994336/sheet/f38b3b42-402c-44a8-9264-9d422233add2/state/analysis/

² <https://ec.europa.eu/eurostat/databrowser/view/teibs020/default/table?lang=en>

³ https://ec.europa.eu/eurostat/databrowser/view/prc_hicp_midx/default/table?lang=en&category=prc.prc_hicp

EUTMs	2024	2025 Estimated	2026 Forecast
Filings (Direct + IR)			
All Filings	180 443	193 000	195 000
Total Classes Filed	442 605	475 650	480 870
Direct Filings			
Direct Filings	152 085	164 000	165 800
% filed as Fast Track	51.17 %	52.00 %	52.00 %
% published as Fast Track	42.90 %	45.00 %	45.00 %
Average No of Classes per EUTM filing	2.46	2.46	2.46
Total No of Classes Filed	374 663	403 440	407 870
IR Filings			
IR Filings	28 358	29 000	29 200
Average No of Classes per IR Filing	2.40	2.49	2.50
Total No of Classes Filed	67 942	72 210	73 000
Processed (Direct + IR)			
Examined	176 147	188 600	190 500
Published	171 705	183 250	185 150
Registered	163 932	176 800	178 600
Renewals (Direct + IR)			
All Renewals	69 509	76 150	95 950
1st Renewals	51 088	56 180	60 270
% of 1st Renewals	48.51 %	48.50 %	48.50 %
2nd Renewals	18 421	19 970	22 555
% of 2nd Renewals	66.05 %	64.50 %	64.50 %
3rd Renewals			13 125
% of 3rd Renewals			70.00%
Oppositions (Direct + IR)			
All Filings	18 070	18 300	18 500
No Closed without decisions	12 263	11 600	11 500
No of Decisions	7 374	7 000	7 200
Cancellations (Direct + IR)			
All Filings	2 219	2 350	2 400
No of Decisions	1 368	1 400	1 350
Recordals (Direct + IR)			
All Recordals	80 012	85 650	86 550
International Applications			
All Filings	10 461	10 100	9 950

EUDs	2024	2025 Estimated	2026 Forecast
Filings (Direct + IRD)			
All Filings	123 199	126 700	128 000
Direct Filings			
Direct Filings	105 219	106 600	107 750
% filed as Fast Track	63.24 %	65.00 %	65.00 %
% registered as Fast Track	47.43 %	52.00 %	52.00 %
Deferred	12 031	12 250	12 350
IRD Filings			
IRD Filings	17 980	20 100	20 250
Average EUDs / Applications			
Average EUDs / Applications (Direct + IRD)	3.07	3.00	3.00
Processed (Direct)			
Examined	105 466	106 900	108 000
Published	103 060	103 450	104 550
Registered	103 859	105 150	106 300
Processed (IRD)			
Granted	18 123	19 350	19 500
Renewals (Direct)			
All Renewals	97 809	90 930	94 210
1st Renewals	51 783	46 640	47 170
% of 1st Renewals	53.77 %	47.00 %	47.00 %
2nd Renewals	27 656	25 660	27 110
% of 2nd Renewals	60.99 %	59.00 %	59.00 %
3rd Renewals	12 593	12 550	13 010
% of 3rd Renewals	63.94 %	59.00 %	59.00 %
4th Renewals	5 831	6 080	6 920
% of 4th Renewals	62.58 %	55.00 %	55.00 %
Recordals (Direct)			
All Recordals	12 385	12 550	12 700
Invalidities (Direct)			
All Filings	689	650	700
No of Decisions	508	400	450

CIGIs	2024	2025 Estimated	2026 Forecast
No of CIGIs Filed		10	90
No of CIGIs Registered			60

Appeals	2024	2025 Estimated	2026 Forecast
All filings	2 366	2 300	2 200
No of Decisions	2 646	2 650	2 650
Cases lodged before the GC	276	280	280
Cases lodged before the CJ	29	45	45

ADR	2024	2025 Estimated	2026 Forecast
Number of ADR cases accepted		60	70
ADR Closure rate		50.0 %	60.0 %

Inspections	2024	2025 Estimated	2026 Forecast
All Filings	1 619	1 650	1 670

Text and figures in blue indicate the Office's output

APPENDIX 2 – Office sustainability

As a public organisation, the Office is dedicated to becoming a sustainable entity. This commitment arises from efforts across various domains, including quality, financial performance and a holistic focus on environmental, social and governance (ESG) aspects. By integrating these dimensions, the Office aims to make informed decisions that foster sustainable value creation.

Key priorities for sustainable value creation include the following.

- **A modern, high-performance and resilient organisation:** the Office has achieved significant growth in its workload, responsibilities and staff. It has enhanced operational efficiency, performance and productivity, prioritising user needs. This strategic approach aims to consolidate past achievements while delivering high-value services and driving positive change in the European and global IP systems. To sustain progress, the Office emphasises agility, innovation and long-term viability, maintaining operational efficiency, financial autonomy and proactive responsiveness to IP and innovation trends (SP2030 Strategic Driver 1).
- **Cooperation for high-value IP services to citizens and businesses:** globalisation and technological advancements are propelling us into an era of profound interconnectedness – a truly digital economy. The IP system lies at the heart of this global transformation, characterised by an increasingly collaborative structure. To navigate this landscape successfully, higher levels of cooperation among diverse partners is essential. This cooperative spirit fosters the continuous exchange of expertise, knowledge sharing and service provision (SP2030 Strategic Driver 2).

The Office employs a comprehensive integrated approach built around the key sustainability pillars: Environmental, Social and Governance (ESG). These serve as the foundation for measuring, managing and reporting sustainability performance. The majority of the Office's activities contributing to each ESG pillar next year are described in the following SP2030 workstreams: Sustainable & Effective Workplace (Environment); Talent Management, Support SMEs, and Inclusive IP (Social); and Transparency & Accountability, Accurate Financial Management & Control, and Management of IP Operations (Governance).

The Office reinforces its corporate reporting's credibility through internal controls, external assurance and engagement with customers and experts. Data from performance dashboards informs strategic decisionmakers, allowing the Office to address environmental, social, governance and economic risks more effectively.

The Office's ESG metrics aligned with international sustainability standards.

Environmental

- greenhouse gas emissions;
- energy management;
- waste reduction;
- water consumption;
- 'green' public procurement.

Social

- staff experience in the workplace, diversity and inclusion;
- customer privacy;
- staff health and safety;
- community relations;
- flexible working patterns.

Governance

- risk management;
- ethics and anti-fraud;
- data protection and privacy;
- disclosure practices;
- internal control;
- external assurance;
- operational efficiency.

Customer expectations related to product delivery, quality standards and conflict resolution are managed within the Office. In this sense, corporate indicators play a crucial role in assessing not only the Office's efficiency but also its effectiveness. The data provided by these indicators is used to monitor activities, describe initiative outputs, track outcomes and assess whether they meet their targets. Each of these measurement levels require tailored indicators that address different facets of the SP2030.

The Office is dedicated to upholding the highest standards of excellence, which are reinforced by its integrated management systems (IMS) policy. The IMS policy aligns with internationally recognised standards that encompass various aspects of the Office's responsibilities, including quality, information security, environmental impact, accessibility, customer satisfaction and health and safety.

As regards sustainability reporting, the Office aims at maintaining the diligent approach followed so far, validating its reporting not only against EU and international policy priorities, such as the Green Deal and the UN's Sustainable Development Goals, but also against international sustainability standards ⁽¹⁾. With the entry into force of the [Corporate Sustainability Reporting Directive \(CSRD\)](#) in 2024, the Office acknowledges its reference position within the EU Agencies Network (EUAN). The Office will continue to share knowledge and provide assistance where feasible, promoting better sustainability reporting practices across the network.

Through its commitment to customer care and social responsibility, the Office raises awareness of IP and its value among SMEs, future professionals and entrepreneurs. Through targeted initiatives, EUIPO supports organisations in accessing IP services and fosters an understanding of IP matters through education and outreach. This, support SMEs to appreciate the importance of IP.

The Office commitment to sustainability has evolved in tandem with its Strategic Plan. As the Office's scope expands, it continually reevaluates its impact to operate more sustainably and meet the emerging needs of both internal and external stakeholders.

(1) The Office has been measuring, managing and reporting its sustainability performance against international sustainability standards since 2016. To make sure the reported information is traceable and to increase its credibility and transparency, the Office has included a GRI Content Index in its [annual reports](#) for the past 7 years.

APPENDIX 3 - Key Performance Indicators (1)

CUSTOMER AND QUALITY PRIORITY IMPACT AREA 1		
NAME OF INDICATOR	UNIT	TARGET 2026
Level of achievement of the EUIPO Customer Service Charter objectives	%	85.0
Confirmation rate of 1st instance decisions	%	75.0
Confirmation rate of Boards' decisions	%	75.0
Quality of first instance decisions of the Office as perceived by users (SQAP)	%	90.0
Number of cases closed through ADR	Number	70
Adoption rate of AI in IP proceedings	%	50.0
Automation rate	%	50.0
Customer overall experience	%	80.0
Access to the Guidelines	Number	350 000

(1) The inclusion of a particular indicator in the list does not imply that the EUIPO has complete control of the phenomenon measured by that indicator. In some cases, a particular indicator is influenced by many external factors over which the Office has little or no control. However, such indicators are nonetheless included because the Office carries out activities that are designed to influence their evolution.

**AWARENESS AND EDUCATION
PRIORITY IMPACT AREA 2**

NAME OF INDICATOR	UNIT	TARGET 2026
External participants in training activities	Number	20 000
External stakeholders training experience	%	80.0
Global advertisement value equivalency	€	10 000 000
Positive impact of training on helping users to perform their work	%	70.0
Reach of awareness and education activities	Number	75 000 000
SMEs, women and young entrepreneurs trained in IP	Number	100 000
Support local CIGI producers and related stakeholders	Number	30
Social media followers	Followers	575 000
Visitors to the web-based services targeting SMEs	Number	350 000

**PROMOTION OF INNOVATION
PRIORITY IMPACT AREA 3**

NAME OF INDICATOR	UNIT	TARGET 2026
Growth in EUTM Filings	%	1
Growth in EUD Filings	%	1
Number of collaborative activities with EU Institutions and bodies on promotion of innovation	Number	5
Organisations participating in the SME Support Actions	Number	375
SME's new EUTM Filings	Number	85 000
SME's new EUD Filings	Number	10 000
SMEs with registered IPRs in the EUIPN	Number	2 000 000
Annual change in trade mark applications per billion GDP	%	1
Annual change in design applications per billion GDP	%	1

**INCLUSIVE IP LANDSCAPE
PRIORITY IMPACT AREA 4**

NAME OF INDICATOR	UNIT	TARGET 2026
Documents from EU Institutions quoting EUIPO studies and activities	Number	500
IPR registrations in the EUIPO associated with women	%	25.0
Number of databases referenced in Agorateka	Number	4 800
Number of records in the Out-of-Commerce Portal	Number	2 600 000
Percentage of Green IP rights registered in EUIPO	%	15.0
Ratio of EUTM filings by new owner	%	15.0
SMEs obtaining support through the EIPIC initiatives	Number	5 000
Youngsters reached with IP messages	Number	1 500 000

**ENFORCEMENT
PRIORITY IMPACT AREA 5**

NAME OF INDICATOR	UNIT	TARGET 2026
AFA's sent from IP Enforcement Portal	Number	500
Companies in IP Enforcement Portal	Number	2 500
Course completions at the Virtual Training Centre at CEPOL	Number	200
IP Enforcement Portal usage by enforcement authorities	Connections	6 000
Number of intermediary services that have joined IP Enforcement Portal	Number	12
Participants in IP Enforcement knowledge building events	Number	1 000
Use of anti-counterfeiting and anti-piracy technology guide	Number	7 000

**IP ALLIANCES
PRIORITY IMPACT AREA 6**

NAME OF INDICATOR	UNIT	TARGET 2026
Accumulated number of tools and common practices implemented for the benefit of the users	Number	1 550
Trade mark filings at the EUIPN filed using EUIPN tools	%	45.0
Design filings at the EUIPN filed using EUIPN tools	%	40.0
Number of IP initiatives launched in international cooperation	Number	5
Number of integrations in flagship and other tools	Number	300
Number of Member States supported to implement legislation	%	80.0
Number of non-EU countries IP regulations, practices and standards aligned with EU/international standards on IP	Number	8
Usage of TMview, DesignView, TMclass, DesignClass and GIview	Number	2 000 000

**PEOPLE, TECHNOLOGY AND WORK ENVIRONMENT
ORGANISATIONAL ENABLER 1**

NAME OF INDICATOR	UNIT	TARGET 2026
Talent attracted	Number	20
Talent retained	Number	32
Talent valorised	Number	40
Enhanced staff experience	%	70.0
Positive impact of training on helping staff to perform their work	%	70.0
Extent of staff reskilling/upskilling in new technologies and working methods	%	50.0
Gender distribution among executive managerial positions	%	40.0
Adoption rate of existing and new AI tools/services	%	25.0
Services powered by AI	Number	28
System uptime and reliability	%	95.0
IT Security Index	%	80.0
Greenhouse gas emission per on-site worker	t CO2 eq/ on-site worker	2.00

**FINANCIAL AND ADMINISTRATIVE SUSTAINABILITY
ORGANISATIONAL ENABLER 2**

NAME OF INDICATOR	UNIT	TARGET 2026
Budget forecast accuracy (carry over)	%	≥85
Budget forecast accuracy (expenditure)	%	≥95
Budget forecast accuracy (revenue)	%	≥95
Filings forecast accuracy	%	≥90
Positive operational budget result	Yes/No	Yes
Productivity rate of Appeals decisions	Number	40
Productivity rate of Cancellations decisions	Number	50
Productivity rate of EUTMs examined	Number	1 350
Productivity rate of Invalidities decisions	Number	70
Productivity rate of Oppositions Decisions	Number	85
Productivity rate of Registered EUDs examined	Number	6 000
Increase of filings from underrepresented countries	%	1

**NETWORK ENGAGEMENT
ORGANISATIONAL ENABLER 3**

NAME OF INDICATOR	UNIT	TARGET 2026
Number of international partners/stakeholders participating in international cooperation initiatives	Number	25
Number of participating NIPOs and regional IPOs in all Virtual Communities	Number	20
Number of participating NIPOs and regional IPOs in the Cooperation Board	Number	30
Total number of Virtual Communities set up	Number	19
Participation in Observatory Statutory meetings	Number	1 000
Experience of stakeholders with the work of the Observatory	%	80.0

APPENDIX 4 – Annual staff policy plan

The present Annual Staff Policy Plan (ASPP) has been drawn up in the context of the EUIPO 2026 Annual Work Programme. It marks the second year of implementation of the 2030 Strategic Plan (SP) and the concurrently adopted Staff Policy.

The 2026 ASPP outlines the talent management strategy and targeted Staff Policy initiatives developed to support the SP2030 objectives and facilitate successful completion of the activities set out in the Office Work Programme for 2026.

It is designed to enhance organisational efficiency through strategic staffing and resource optimisation. It aims to promote staff experience and employee engagement, ensure talent and skills retention and job stability, and encourage professional development with a particular focus on upskilling and reskilling. Additionally, the plan seeks to cultivate a diverse and inclusive workplace fostering social dialogue and proactively prepare for future skills needs and workforce demands.

Effective and efficient resource allocation is key to optimising Office's operations and business adaptability. As outlined in the Staff Policy, the Office will focus on increasing efficiencies, maximising the use of existing staff and managing business needs with current resources.

The Office will employ the already consolidated business-case-driven approach to recruitment, whereby departing staff are only replaced when justified by workload (which cannot be addressed internally), or by specific expertise or skills needs.

To promote flexibility and agility, the Office will adopt a centralised methodology for resource allocation, leveraging a strategic talent intelligence approach. This method of talent management will be consistently applied across all business scenarios to ensure appropriate and balanced allocation of resources throughout the Office to meet business needs and strategic objectives.

Talent intelligence will inform staff allocation decisions, enabling strategic and effective management of available skills and business needs. This approach will ensure that resource management proactively addresses the diverse needs of the Office, including workload peaks, and anticipates future needs.

When developing the ASPP, the Office considered the following elements:

- The estimated workforce levels at the end of 2025, serving as the baseline for the Office's 2026 Workforce Plan (WFP);
- The workforce requirements necessary to carry out the Office activities and initiatives in 2026 across the six Priority Areas and three Organisational Enablers identified in the SP2030, which are further detailed in this Work Programme, including those contributing to and supporting the implementation of Intellectual Property (IP)-related EU policies and Commission priorities;
- All kinds of efficiencies expected through different actions approved through Strategic Business Cases, simplification and streamlining of processes, automation and digitalisation efforts, in particular via use of new technologies including AI, and redistribution and re-prioritisation of tasks;
- The applicable legal and administrative framework;
- The principles of the Office's Staff Policy;
- The 2025-2030 Multi-Annual Staff Policy Plan (MASPP);

- The Office Establishment Plan;
- Succession planning including any confirmed and anticipated skills needs predominantly due to retirement;
- Annual staff policy initiatives, exercises and other procedures laid down in the Staff Regulations (SR) and Conditions of Employment of Other Servants (CEOS);
- External factors impacting the Office workload and budgetary capacities such as the ongoing uncertainty of the economic outlook.

Staff policy initiatives

In 2026, the Office will continue implementing its Staff Policy, adopted under the SP2030, and build on its so far achievements. It will reinforce the commitment to talent retention, skills development, valorisation of careers and employment stability, while ensuring continued alignment with organisational needs and budgetary constraints.

To retain talent and ensure job stability, the Office will recognize and reward the work and dedication of staff, based on the principle of merit. Indefinite contracts will be offered to all well-performing temporary and contract agents upon their second renewal, following a simple procedure with transparent criteria. Exceptionally, and in line with the applicable rules, indefinite contracts may be granted to temporary agents upon their first renewal of the contract.

Opportunities for valorisation of staff careers will remain a priority. These will include:

- transformation of contract agents who have successfully passed selection procedures into temporary agents;
- changes in function group for contract agents;

Staff may also pursue permanent positions through avenues such as inter-institutional transfers or appointments from EPSO and other reserve lists for officials.

As an additional measure under the new Staff Policy, a limited number of AST staff members placed on AD reserve lists will be offered the possibility to become Administrators through recruitment from the respective lists.

In accordance with the Staff Regulations and, where applicable, the relevant Implementing Rules, the Office also plans to conduct the following actions in 2026:

- a promotion and reclassification exercise in line with the rates set out in Annex I.B of the Staff Regulations;
- a certification process for up to three AST officials;
- a call for expressions of interest under Article 42c of the Staff Regulations ('Leave in the Interest of the Service').

2026 Workforce plan

The Office closely monitors the volume of incoming applications as well as its revenue levels. Latest forecasts project a moderate 1.0% increase in trade mark and design filings for 2026 compared to the estimated figures for 2025. Nonetheless, the Office remains attentive to the complex and dynamic geopolitical and economic landscape, which shapes its operations and workload.

Consequently, and in alignment with the Multiannual Staff Policy Plan 2030, the Office Workforce Plan (WFP) for 2026 – which encompasses officials (FT), temporary agents (TA),

contract agents (CA) and seconded national experts (SNE) - adopts a cautious strategy by projecting zero staff growth.

By adhering strictly to the business-case-driven recruitment approach, the Office estimates an end-of-year headcount of 1 190 for 2025. Accordingly, the projected baseline for 2026 is expected to be 12 positions below the 1 202 headcounts approved in 2025 budget, representing a reduction of 15 headcounts compared to actual staffing levels at the close of 2024.

When preparing its 2026 annual WFP, the Office considered the following estimates:

- - 25 departures, mainly due to retirements and leave in the interest of the service laid down in Article 42c.;
- + 5 replacements in line with the business-case-driven approach to recruitment;
- + 3 new seconded national experts.

In conclusion, the Office intends to decrease its workforce by 17 headcounts in 2026.

Additionally, the plan incorporates statutory changes associated with the execution of the annual Staff Policy initiatives as outlined below:

- 17 transformations of CAs to TAs;
- 6 appointments of existing staff members as FTs following the transfer exercise;
- 5 changes in function groups of CAs;
- 3 certifications of FTs from AST to AD;
- 2 conversions of existing AST staff members to AD;
- promotions/reclassifications.

To summarize, the 2026 WFP projects that by the end of 2026, the Office will comprise a total headcount of 1 173 (equivalent to 1 143 FTEs) distributed as follows:

TYPE		Staff estimated end 2025	Staff estimated end 2026
FT	AD	209	215
	AST	301	282
	Subtotal FT	510	497
TA	AD	354	364
	AST	100	104
	Subtotal TA	454	468
TOTAL FT / TA		964	965
CA	FG I	3	2
	FG II	0	0
	FG III	18	11
	FG IV	155	142
TOTAL CA		176	155
TOTAL STATUTORY STAFF		1 140	1 120
SNE		50	53
TOTAL WORKFORCE		1 190	1 173

In line with the promotion of a diverse and inclusive Staff Policy, a limited approach will be applied also to the use of interims focusing on the replacement for maternity leaves.

In the area of consultancy, a focus will be on supporting the implementation of the defined priorities of the Strategic Plan.

Financial outlook 2027 – 2030

Given the ongoing uncertainty surrounding the projected demand for IP services and considering the principles of the Staff Policy, the Office has resolved to extend its cautious approach adopted for 2026 throughout the financial outlook period from 2027 to 2030.

The present outlook is built on the same annual assumptions through 2030, namely:

- zero additional staff growth;
- a maximum of 5 recruitments/replacements of the estimated departures;
- 17 CAs to TA transformations;
- 6 appointments of existing staff members as FTs following the transfer exercise;
- 5 changes in function groups of CAs (if applicable);
- 3 certifications of FTs from AST to AD;
- 2 conversions of existing AST staff members to AD;
- promotions/reclassifications in line with the rates set out in Annex I.B of the SR.

As a result, the Office workforce will gradually decrease by 97 headcounts between the end of 2026 and 2030, reaching approximately 1 076 by the end of 2030.

These estimates will be reviewed on an annual basis as part of the annual budget and planning process.

Establishment Plan 2026

The Establishment Plan (EP) of the Office consists of permanent and temporary positions, as detailed in Annex I of the annual budget.

The EP for 2025 includes 1 172 posts with an expected year-end occupancy rate of 82.3% (964 posts occupied).

The current leeway in the EP was created in 2022 with a view to rebalancing the Office workforce further to the IP competition for officials (EUIPO/AD/01/23), initially expected to conclude before the end of 2023.

Following the cancellation¹ of the IP competition in May 2025, and with the new Staff Policy in place, the Office is now able to make an informed decision regarding the resulting budgetary space.

To correctly reflect the real situation, the current workforce, the occupancy level of the Establishment Plan and the Staff Policy measures, the Office will proceed with a gradual and progressive adjustment of its Establishment Plan. This decision is based on the prudent approach to staffing considered in the financial outlook, following the implementation of the

¹ Document C/2025/03011 Notice of cancellation of open competition EUIPO/AD/01/23 – Administrators (AD 6) in the field of intellectual property OJ C, C/2025/3011, 28.5.2025

business recruitment case methodology as well as the new resource allocation strategies guided by strategic talent intelligence.

As a result, the EP will undergo a reduction of 102 posts in 2026, bringing the total to 1 070 posts as detailed below:

FUNCTION GROUP / GRADE	POSTS IN BUDGET 2026	
	PERMANENT	TEMPORARY
AD16	0	1
AD15	2	2
AD14	20	11
AD13	20	13
AD12	14	24
AD11	14	18
AD10	29	17
AD9	55	25
AD8	44	54
AD7	23	155
AD6	2	85
AD5	5	0
TOTAL AD	228	405
AST11	14	1
AST10	17	5
AST9	58	13
AST8	59	22
AST7	43	20
AST6	41	17
AST5	63	25
AST4	3	24
AST3	2	10
AST2	0	0
AST1	0	0
Total AST	300	137
	528	542
TOTAL POSTS	1 070	

The projected number of filled permanent and temporary posts at the end of 2026 is 965. Consequently, it is anticipated that the occupancy rate for the new EP will reach 90.2%.

A margin of unoccupied posts in the EP is required to accommodate possible returns from unpaid leave or temporary invalidity, departures occurring gradually throughout the year, as well as other procedures laid down in the Staff Regulations.

EP occupancy is impacted by Staff Policy initiatives, such as transforming CAs to TAs and the transfer or appointment of contract or temporary staff to permanent posts through the annual transfer exercise. It is also affected by changes in the function group of current AST staff, including certification that allow for transition to the AD function group.

Additionally, promotions and reclassifications also affect the occupancy of the posts across grades.

Adaptations of the Establishment Plan are expected to be requested each year as necessary following the annual review in the context of the budget and planning process.

APPENDIX 5 — Financial resources

This appendix provides an overview on the financial outlook and budget for the implementation of the 2026 Work Programme, in coherence with the priorities defined in the multiannual strategic programme (Strategic Plan 2030). It describes the activities to be financed and indicates the financial resources allocated for the achievement of the objectives and results set in the programming document.

This document translates the priorities into financial terms taking into account:

- a growth in applications (see Appendix 1).
- the performance of, and support to, the Office's strategic areas.
- continuous support for the projects associated with:
 - Legislative reform implementation.
 - European Cooperation⁽¹⁾ (subject to the limit of maximum 15 % of expected revenue provided for under Article 152 EUTMR).
- contribution to EU policies:
 - international cooperation projects: co-financing of EU funded projects⁽²⁾.
 - co-financing of the European School of Alicante.
 - co-financing of European Union SME initiatives.

Consequently, the financial impact of the 2026 Work Programme considers:

- a higher than envisaged growth of the EUIPO's revenue compared to the [2026 Preliminary Draft Budget](#), reaching EUR 358.7 million (EUR 11.5 million higher than the estimated amount).
- an increase in staff expenditure in line with the levels envisaged in the 2026 Annual Staff Policy Plan (see Appendix 4).
- an increase of the total expenditure (in the area of + 3.4 %) compared to the expected execution in 2025, which brings the 2026 budget expenditure levels + 0.1 % (or + EUR 0.2 million) above the estimates included in the 2026 Preliminary Draft Budget (EUR 294.9 million).
- a contribution of EUR 37.1 million to EU policies, outside the operational budget, mobilising funds from the Office's accumulated surplus for the co-financing and implementation of EU funded international cooperation projects in the field of IP (EUR 5.5 million), the co-financing of the European School of Alicante (EUR 12.9 million) and the co-financing and implementation of an SME IP action under the Single Market programme in the context of the multiannual SME Fund (EUR 18.7 million which includes EUR 5.0 million of the European Commission contribution)

⁽¹⁾ Article 152 of Regulation (EU) 2017/1001 of the European Parliament and of the Council of 14 June 2017 on the European Union trade mark (hereinafter "EUTMR") foresees the cooperation to promote convergence of practices and tools in the fields of trade marks and designs with the central industrial property offices of the Member States and the Benelux Office for Intellectual Property.

⁽²⁾ The Office takes part in technical cooperation projects with third countries in the area of industrial property on behalf of the European Commission. These projects are funded by the European Commission and EUIPO contributes with own resources, alleviating pressure on the EU Budget. The presented amount of this contribution is financed through the Office's budget surplus.

The distribution of the financial resources by Priority Impact Areas and Organisational Enablers is as follows:

ACTIVITY BASED BUDGET	Budget 2026 (million EUR)
Priority Impact Area 1 - Customer and Quality	113.3
Management of IP Operations	60.7
Customer experience & customer engagement	23.5
Management of appeals and IP litigation	23.0
Expansion and promotion of ADR services	1.9
Trade mark, design and geographical indication for craft and industrial products practice	4.2
Priority Impact Area 2 - Awareness and Education	8.0
General IP awareness	3.1
Support SMEs	2.2
IP in education	2.5
IP training for professionals	0.2
Priority Impact Area 3 - Promotion of Innovation	3.2
IP-backed financing	1.3
IP as a tool for growth and innovation	1.9
Priority Impact Area 4 - Inclusive IP Landscape	5.5
Inclusive IP	0.8
Copyright	2.2
Legislative affairs	2.4
Priority Impact Area 5 - Enforcement	9.8
Activities on enforcement	3.5
Observatory Network	6.3
Priority Impact Area 6 - IP Alliances	41.6
European Cooperation	38.3
International cooperation and partnerships	3.0
EU Funded projects	0.3
Organisational Enabler 1 - People, technology and work environment	80.1
Talent management	18.5
Digital Innovation	37.9
Sustainable and effective workplace	21.5
Legal compliance	2.1
Organisational Enabler 2 - Financial and administrative sustainability	29.3
Accurate financial management and control	14.5
Foresight, Scenario Planning, Data Management and Analysis	1.0
Transparency and accountability	13.7
Organisational Enabler 3 - Network engagement	4.4
Network operations	4.4
Total	295.1
Contribution to EU policies	37.1
EU Funded projects	5.5
European school of Alicante	12.9
SME Fund	18.7

The areas which require most of the financial resources are described below.

The main part of the human resources and the corresponding financial resources are concentrated under Priority Impact Area 1 which covers most of the EUIPO's products and services and the business support areas. Around 40% of whole budget is indeed allocated to PIA1 which mainly covers IP operations (EU Trade Marks, Design and Craft and Industrial Geographical Indications procedures and appeals) as well as customer support.

The Organisational Enabler 1 focuses on how the new technology will affect the future of work. It includes the necessary resources (27% of the 2026 draft budget) to manage digital innovation and to maintain an innovative workplace and a modern and consistent Talent management.

Priority Impact Area 6 is dedicated to expanding and developing the collaborative alliances which represent 14% of the overall expenditure of the Office and which is mainly dedicated to European Cooperation projects (ECPs).

The contribution to EU policies (amounting to EUR 37.1 million) includes funds resulting from contribution agreements with the European Commission and expenditure items required to be budgeted separately by the relevant basic acts. Indeed, according to Article 10(4) of the Office's Financial Regulation, where the founding act or basic act provides that clearly defined tasks are financed separately, or where the Office implements agreements concluded in accordance with Article 7 of this Regulation, it must have separate budget items. The source of that financing is covered by the Office's accumulated surplus.

The provided estimates are deemed appropriate to execute the activities and projects described in the 2026 Work Programme. Deviations can however happen, which in some circumstances can lead to an amended Work Programme.

In order to decide whether an amended Work Programme is needed, the Office will apply by analogy the margin provided by the Financial Regulation to the Executive Director to make transfers between Titles of the Budget.

APPENDIX 6 — Corporate risk register

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
EUIPO 66	<p>Uncertainty and volatility of world economy affecting the expected demand for IP services.</p> <p>Recent geopolitical events may give rise to an upheaval of the market due to the new imposed tariffs. This, in turn, may generate volatility in trade mark and design filings.</p> <p>Ensuring budgetary stability and long-term sustainability with a view to maintaining financial autonomy considering new responsibilities for the EUIPO is vital, and this involves choosing investments that are critical to fulfilling the strategic objectives of the EUIPO.</p> <p>The European Commission's latest Economic Forecast shows that the EU economy is returning to modest growth while disinflation continues, amid a complex and challenging environment and the possible fragmentation of global trade.</p>	Financial	<p>16</p> <p>I (4)</p> <p>L (4)</p>	Reduce	<p>The EUIPO engages in proactive planning and budgeting by forecasting filing volumes, taking key macroeconomic factors into account, and adapting to prevailing market volatility and economic uncertainties.</p> <p>All costs are scrutinised to assess the impact of inflation and to determine where compensatory savings might be possible.</p> <p>The planned expenditure on all EUIPO activities is continuously aligned with the EUIPO's strategy and the projected investment capacity through ongoing prioritisation and re-planning activities.</p> <p>The EUIPO closely monitors stakeholder's reactions (IP community, third countries, EU Institutions and bodies, IP press coverage) and the feedback received from customers is thoroughly analysed. The EUIPO coordinates its actions and responses with the European Commission.</p> <p>The EU Cooperation budget implementation is monitored and assessed quarterly.</p>
EUIPO 50	<p>Cybersecurity risk impacting EUIPO services and staff.</p> <p>As the EUIPO's operations expand, so does its digital presence and footprint. With 'cyber-</p>	Operational Reputational	<p>16</p> <p>I (4)</p>	Reduce	<p>The EUIPO places highest focus on defining, implementing and managing suitable and proportionate cybersecurity controls.</p>

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
	<p>attacks' being on the rise globally, the risk of the EUIPO being targeted by malicious attempts to disrupt its services through attacks on its data, systems and users also increases.</p> <p>At the EU level, a cybersecurity regulation entered into force in January 2024 to ensure measures for a high common level of cybersecurity for EU institutions, bodies, offices and agencies.</p>		L (4)		<p>A cybersecurity policy on tool specifications and a cybersecurity risk management framework are being defined in line with the EU cybersecurity regulation.</p> <p>Asset management, human resources, operations, communications, and supply chain security are among the aspects addressed through the enhanced cybersecurity measures implemented at the EUIPO.</p> <p>In addition, efforts to reduce software vulnerabilities and increase the EUIPO's capability for continuity and recovery are boosted, together with an intensified promotion and education of staff and stakeholders' awareness on relevant matters.</p> <p>The EUIPO also engages continuously with CERT-EU.</p>
EUIPO 72	<p>Risks stemming from the use of artificial intelligence.</p> <p>The widespread application of Artificial Intelligence (AI) to the upcoming economic landscape presents significant impacts and potential threats.</p> <p>This includes concerns related to the functioning of the IP system, legal certainty, unbiased decision-taking, impact on staff and their adaptation.</p>	Reputational Operational Financial Compliance	<p>15</p> <p>I (5)</p> <p>L (3)</p>	Reduce	<p>The EUIPO is dedicated to the responsible and transparent use of AI, adhering to a human-centric approach by establishing an AI Governance model that includes:</p> <p>Formation of an AI Steering Group: Led by the AI coordinator and involving top management, this group oversees the development and implementation of the Responsible AI Framework.</p> <p>Central Inventory of AI Tools and Services: This inventory includes an assessment of potential risks. Any new AI tool or service must be approved by the AI Steering Group, considering ethical and legal evaluations.</p> <p>Human Values and Ethics: Prioritising these in the development of AI tools and services by involving users from</p>

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
					<p>the outset and implementing an effective change management strategy.</p> <p>Training and Support: Providing staff with the necessary training and support to work with AI solutions and understand their limitations.</p> <p>Continuous Monitoring and Evaluation: Ensuring AI solutions meet user needs and do not introduce new risks through ongoing monitoring and evaluation.</p> <p>Human Decision-Making: Ensuring that final decisions are always made by staff, with AI systems serving only as assistants.</p> <p>The AI Framework (guidelines) is already approved by the Executive Director of the EUIPO, and an intranet page is created for staff awareness.</p>
EUIPO 76	<p>Potential benefits of the IP system may not reach all relevant groups of businesses and citizens, adversely affecting innovation and inclusiveness in the EU Internal Market.</p> <p>SMEs, women, and young people may continue to show low participation in the IP system due to external factors such as structural, cultural or financial barriers.</p> <ul style="list-style-type: none"> ➤ 24 % of designers were women [2021] ➤ 10 % of SMEs report that they own registered IPRs [2022] 	Reputational	<p>15</p> <p>I (3)</p> <p>L (5)</p>	Reduce	<p>Bring the IP system closer to the general public by broadening outreach (especially to young people, start-ups and SMEs) and sharing the benefits of IP expertise and knowledge.</p> <p>Two priority impact areas in the SP2030 ensure that these aspects are high on the agenda: 'Inclusive IP landscape' and 'Awareness and education'.</p>

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
	<p>➤ 37% of young people bought one or several fake products intentionally in the last 12 months [2022]</p> <p>The younger generation remains significantly sceptical towards intellectual property and the general public appears not to be fully aware of the benefits of the IP system.</p>				
EUIPO 92	<p>Ineffective protection and enforcement of IP rights may lead to lack of trust and respect for IP.</p> <p>The fragmentation of the IP system poses significant challenges for businesses and innovators. Companies may find it difficult to navigate the IP landscape, effectively monitor and enforce their IP rights, and protect their innovations.</p> <p>The increasing prominence of e-commerce, online sales platforms, and other digital intermediaries is making the monitoring and enforcement of intellectual property rights increasingly difficult.</p>	Reputational	<p>15</p> <p>I (3)</p> <p>L (5)</p>	Reduce	<p>The EUIPO will reinforce its commitment to combatting IP infringement through strategic stakeholder engagement and by leveraging technical expertise to support the European Commission in initiatives such as the fight against live event piracy and the implementation of the Digital Services Act. This includes monitoring the impact of the Commission's Recommendations on live event piracy and counterfeiting through data collection, analysis, and reporting to stakeholders.</p> <p>Collaboration with industry associations, trade organisations, and consumer groups will be strengthened to design joint programmes that combine infringement prevention with IP awareness-raising. Sharing real-life examples of IP infringement victims will underscore the urgency of robust enforcement.</p> <p>Additionally, the EUIPO will deepen cooperation with Member States' IP Offices, EU bodies, and global IP organisations to enhance the EU's IP infrastructure and ensure interoperability among IPR systems and institutions.</p>

ID	DESCRIPTION	RISK TYPE	RISK LEVEL (IMPACT X LIKELIHOOD)	RISK RESPONSE	SUMMARY OF CONTROLS AND ACTIONS
EUIPO 86	European businesses risk losing competitiveness if they fail to leverage their intangible assets for business expansion, potentially hindering innovation.	Reputational	15 I (3) L (5)	Reduce	The EUIPO explores valuation, commercialisation and IP-backed financing together with international partners, and foresees to undertake several initiatives in order to create an 'as-is' analysis of the environment, the key stakeholders and the state of play of IP-backed financing in Europe.

GRANTS AND PROCUREMENT PLAN 2026			
Procurement Procedure	Volume (EUR)	Expected Publication	Type
Brussels Office – Electricity Services	20 000	January 2026	Negotiated procedure for middle and low value contracts
Cleaning, disinfection, and maintenance services in the EUIPO offices in Brussels	58.000	January 2026	Negotiated procedure for middle and low value contracts
Integrated communication services in the field of intellectual property, covering public relations and campaigns, digital marketing, design and audiovisual services	7 914 500	January 2026	Open procedure
Staff experience	700 000	January 2026	Open procedure
Provision of IT Software Quality Assurance services	12 000 000	January 2026	Open procedure
Purchase of data on infringement of digital content in the EU	455 000	February 2026	Negotiated procedure without prior publication of a contract notice
Warehouse, inventory, and relocation management (2 lots)	1 644 000	February 2026	Open procedure
Provision of technical support and audiovisual equipment supply	5 000 000	March 2026	Open procedure
Subscription of the online encyclopedia Brockhaus	22 000	April 2026	Negotiated procedure without prior publication of a contract notice
Provision of office supplies	320 000	May 2026	Open procedure
Medical control of absenteeism	990 000	June 2026	Open procedure
Management of documents and correspondence	5 500 000	July 2026	Open procedure
License and development on Babelscape tradeInterpret software	1 500 000	August 2026	Negotiated procedure without prior publication of a contract notice
Services of project management and architecture in the field of information technology	34 190 000	September 2026	Open procedure
Library and digital content management services	800 000	September 2026	Open procedure

Renovation works for fire alarm and detection systems, public address, and evacuation systems	1 750 000	September 2026	Open procedure
Contracting of insurance policies	400 000	September 2026	Open procedure
Provision of vending machines for food and beverages, water dispensers, and multifunctional vending machines	580 000	November 2026	Open procedure
Provision of Fixed Telephony, Data Transmission and Internet Services (3 lots)	5 000 000	December 2026	Open procedure
Total amount for procurement procedures	78 843 500		

Grant Procedure	Objectives, type of applicants and expected results	Volume (EUR)	Expected Publication	Procedure Type
Ideas powered for business SME FUND - Intellectual property vouchers	The objective is supporting EU and Ukraine-based SMEs, self-employed professionals, and eligible foundations to boost their competitiveness	17 000 000 ¹	January 2026	Call for proposals
Total amount for grant procedures		17 000 000		

Total amount for procurement and grant procedures for 2026	95 843 500
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¹ This amount does not include the appropriations carried over from previous years under the multiannual 2022-2024 SME Fund, which may be added at a later stage. It also includes the contribution from the EC amounting to EUR 5 000 000.

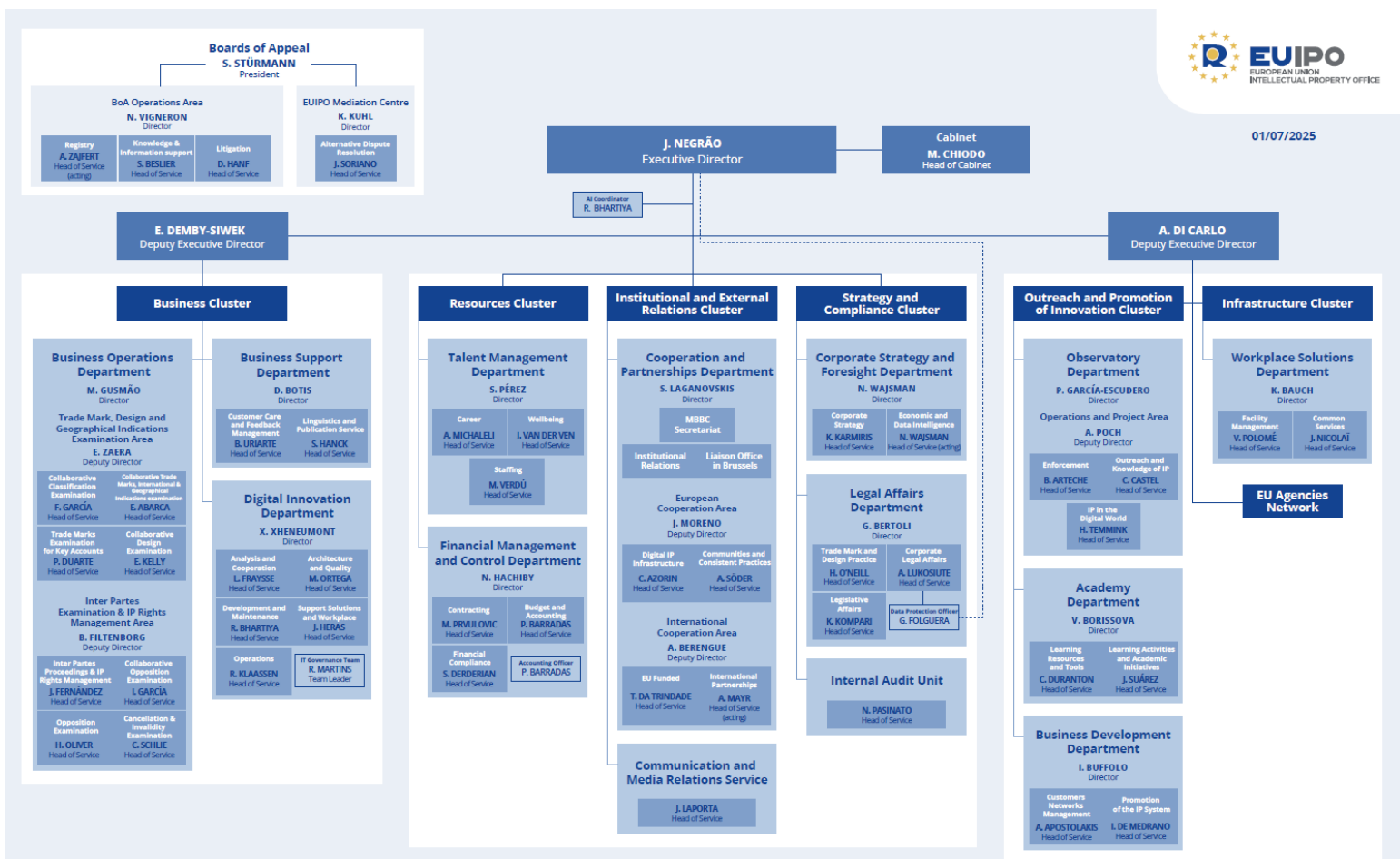
APPENDIX 8 – Mission statement and organisational chart

Together with national and regional IP offices of the EU, the European Union Intellectual Property Office's mission is to deliver high-value IP services to citizens and businesses in an efficient and effective manner, contributing to fostering innovation, competitiveness and economic growth in Europe.

To do so, the Office carries out examination, registration, opposition and cancellation procedures for EU Trade Marks; examination, registration and invalidity procedures for Registered EU Designs, and examination, registration, opposition and cancellation procedures for EU Geographical Indications for Craft and Industrial products. All such decisions adversely affecting a party to a proceeding can be appealed before the Boards of Appeal of the Office.

The Office is also responsible for establishing and promoting common standards, practices and tools in cooperation with the central industrial property offices in the Member States, including the Benelux Office for Intellectual Property, or other institutions, authorities, industrial property offices and international organisations.

The mission of the Observatory on Infringements of Intellectual Property Rights is to advance public understanding of IP rights and their infringements, by bringing together a network of experts, authorities and stakeholders. It provides facts and evidence to support effective policies, creates tools and resources to sharpen the fight against IP infringements, and raises awareness of the importance of IP and the negative effects of counterfeiting and piracy. Furthermore, it has been entrusted with managing the EU database on orphan works and establishing and managing a public single online portal for the out-of-commerce works.



APPENDIX 9 – Observatory Work Programme 2026

**European Observatory on Infringements of Intellectual Property Rights
Work Programme 2026**

October 2025

Table of Contents

INTRODUCTION	3
EUIPO STRATEGIC PLAN 2030	3
OBSERVATORY ACTIVITIES IN 2026	3
ACTIVITIES IN SP2030 PRIORITY AREA 2 - AWARENESS AND EDUCATION	3
ACTIVITIES IN SP2030 PRIORITY AREA 3 - PROMOTION OF INNOVATION	5
ACTIVITIES IN SP2030 PRIORITY AREA 4 - INCLUSIVE IP LANDSCAPE	5
ACTIVITIES IN PRIORITY AREA 5 – ENFORCEMENT	7
ACTIVITIES IN PRIORITY AREA 6 - IP ALLIANCES	10
OBSERVATORY STAKEHOLDER MEETINGS IN 2026	11
ANNEX: LEGAL BASIS FOR THE ACTIVITIES OF THE OBSERVATORY	13

INTRODUCTION

Regulation (EU) No 386/2012 entrusts the EUIPO with a wide range of tasks relating to research, communication, dissemination of best practices, and support for enforcement of all types of intellectual property rights (IPR). The Office is supported in carrying out these tasks by the Observatory network. In addition to the representatives of the Member States, the European Parliament, and the European Commission, the network includes organisations representing the private sector, civil society and consumer interests, and European and international organisations and agencies that act as observers.

The three main goals of the Observatory are to provide facts and evidence for use by policymakers in the formulation of effective IP policies, to create tools and resources to step up the fight against IP infringement and to raise awareness of the importance of IP and of the negative effects of counterfeiting and piracy, from an economic perspective as well as from a health and safety and consumer protection standpoint.

The present Work Programme outlines the activities to be undertaken by the Observatory during 2026. The programme was developed based on a series of consultations with Observatory stakeholders including the European Commission, the Member States, and other cooperation partners. Naturally, not all proposed activities can be taken up given the resources available and the consequent need to set priorities.

EUIPO STRATEGIC PLAN 2030

The Observatory activities support EUIPO's Strategic Plans. The year 2025 marked the beginning of a new strategic cycle for the EUIPO with the launch of its Strategic Plan 2030 (SP2030), aligning the activities of the Observatory with the Office's overarching strategy. The main strategic goals of the EUIPO, aimed at promoting the IP ecosystem in the EU, are to optimise operational efficiency and effectiveness towards long-term sustainable excellence; enhance the value of IP products and services by expanding quality, consistency, and legal certainty; improve access to the IP system and the use of IP rights in support of innovation-driven economic growth in Europe; build trust and respect for IP; and ensure the long-term sustainability of the European Union Intellectual Property Network (EUIPN).

In addition, the Office will focus on six priority areas – customer and quality, awareness and education, promotion of innovation, inclusive IP landscape, enforcement of IP, and IP alliances – and will be supported by three organisational enablers: people, technology and work environment; financial and administrative sustainability; and network engagement.

OBSERVATORY ACTIVITIES IN 2026

The projects and activities that the Office, supported by the Observatory, will carry out in 2026 are set out below according to the priority areas with which they are associated.

ACTIVITIES IN SP2030 PRIORITY AREA 2 - AWARENESS AND EDUCATION

In support of priority area 2 – awareness and education – the Office, with the support of the Observatory, will work on a number of initiatives with the aim of broadening the Office's outreach activities and specifically address IP scepticism, particularly among young people, while upholding the core message about the value of IPR and the harm of infringements.

The Ideas Powered initiative will be developed at national and EU level, as appropriate, with the involvement of the Member States' IP offices, private sector experts, consumer associations and where relevant with influencers.

The Office will continue to promote IP value and respect through regular social media posts and through Observatory targeted campaigns such as the spring campaign, and will participate in

selected events aimed at young people, young entrepreneurs, and influencers across Europe. These events will also showcase initiatives addressing digital content and piracy, notably the Agorateka portal that helps the user find legally available digital content and other initiatives addressing the younger generation, notably in the context of the EUIPO Copyright Knowledge Centre. Outreach to influencers will be scaled up, with active engagement in awareness campaigns (e.g. spring campaign) and collaboration with the European Commission's Influencer Legal Hub and related initiatives. The Office will also support Member States in developing schemes to support content creators/influencers to foster an authentic culture rather than a dupe culture.

As part of the Observatory outreach towards youngsters, the Office will monitor several projects awarded by the Office in 2025 and implemented by selected beneficiaries to ensure their full dissemination potential.

The Office will maintain and develop a vibrant IP in Education Network, and thereby contribute to building the European Education Area. It will further develop, translate and share new IP-related educational material, especially AI-related content, at all education levels, with a focus on tertiary education institutions through a new collaboration with design schools, such as CUMULUS and vocational training. The Massive Open Online Course (MOOC) on intellectual property designed to upgrade the IP skills of all learners, developed in 2025 with several dedicated modules and translations on demand will be further promoted in 2026, with expanded access to its copyright module via the EUIPO Copyright Knowledge Centre.

An assessment of national curricula of EU Member States in terms of IP development will be carried out as part of a second strand of the study "NextGen IP – how young people connect with IP".

Stakeholders will be supported in deploying and disseminating specialised resources for pupils and teachers. Partners such as the European Institute of Innovation and Technology (EIT), the European Commission's Joint Research Centre (JRC), student unions and tertiary education networks will be engaged to collaborate in the dissemination activities. Whenever possible, all material and resources will be provided in the local language.

National IP offices and anti-counterfeiting groups will continue to play a key role in outreach by engaging national multipliers and influencers and by adapting existing materials or awareness initiatives to the national context. The Office will present and support new opportunities and will coordinate a new edition of the spring Pan-European campaign alongside other media opportunities linked to study releases.

For SMEs, the Observatory will support the EUIPO Ideas Powered for Business awareness activities and collaborate with the European Commission's Directorates-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), Research and Innovation (DG RTD), the European Innovation Council and SMEs Executive Agency (EISMEA) as well as the EIT. Besides, the Observatory will also promote the cyber-theft prevention toolkit of the European Commission (DG GROW).

The Authenticities network will develop with a new focus on capital cities to increase citizen engagement impact, with the involvement of both public and private local stakeholders, and in synergy with other awareness initiatives.

ACTIVITIES IN SP2030 PRIORITY AREA 3 - PROMOTION OF INNOVATION

In line with priority area 3 – promotion of innovation – the Office will draw on the expertise and work developed within the Observatory network to strengthen European competitiveness.

Inadequate IP protection exposes businesses to increased risks, hindering their ability to recover investments and expand operations. Counterfeiting and piracy not only compromise profits but also diminish consumer confidence. Furthermore, insufficient IP enforcement mechanisms reduce the value of business assets and may make Europe a less appealing environment for innovators and investors.

The Observatory network will continue to provide technical support to the Commission on several initiatives affecting EU competitiveness. These include the implementation of the Digital Services Act, the EU AI Act, the Commission Recommendation on measures to address counterfeiting and strengthen IP rights enforcement, and the Commission Recommendation on combating commercial-scale online piracy of sports and other live events. Further support will be provided as necessary in relation to the assessment of the Intellectual Property Rights Enforcement Directive (IPRED) and the Trade Secrets Directive.

Additionally, the Office will continue to work with partners like the Organisation for Economic Co-operation and Development (OECD) to measure the economic and social effects of counterfeiting and piracy, including their negative impact on EU innovation and competitiveness.

ACTIVITIES IN SP2030 PRIORITY AREA 4 - INCLUSIVE IP LANDSCAPE

In support of priority area 4 – inclusive IP landscape – the Office, with the support of the Observatory, will work on initiatives to consolidate and further support the effective application of the EU copyright framework.

The creation of the EUIPO Copyright Knowledge Centre aims at enhancing the protection and awareness of copyright across the European Union, with the guiding principles of informing, engaging and exploring solutions to the evolving challenges of copyright in an increasingly digital and globalised era.

In 2026, the EUIPO Copyright Knowledge Centre, through the Observatory, will develop a variety of initiatives with the involvement of the relevant public and private stakeholders and in collaboration with the European Commission.

Firstly, the Centre will further develop the single landing page with the EU copyright interactive map, launched in 2025 and aggregating comparable data on copyright by Member States. The need to update the content and consider adding new sections based on feedback from users and stakeholders will also be assessed together with exploring any potential new IT features intended to enhance the map's user-friendliness and overall user experience.

In addition, the Centre will provide updated and practical information to both creators and users on ways to protect, respect and value copyright, in priority areas where information gaps and specific needs of different audiences and sectors have been identified. In 2026, special attention will be given to youngsters, entrepreneurs and SMEs, both as users and creators ("smaller rights holders") with information resources highlighting the positive value of copyright, and with the aim to "empower their creativity". The Centre will also support metadata education initiatives in the music and other creative sectors, in cooperation with European institutions and the World Intellectual Property Organization (WIPO) (e.g. the WIPO for Creators initiative). In addition, support will be provided to EU public interest institutions (such as libraries, museums, and research and educational organisations) through awareness-raising efforts on the copyright rules

relevant to their activities. In 2026, the Centre will as well explore the added value of a centralised EU public domain and openly licensed portal.

The Centre will collect relevant copyright case-law and promote a harmonised interpretation of EU copyright law amongst the judiciary by organising targeted seminars and webinars.

Work on the possible development of a “CopyrightView” service will continue. The objective is to improve transparency in copyright attribution and transaction for both EU creators and users by providing easier access to relevant existing information. In 2025, the Office already commissioned a comprehensive mapping of databases in European countries holding copyright-relevant data as a starting point to explore ways to improve access to such information and the possible approach(es) for the development of a “CopyrightView” service.

In 2026, the Office will conduct a feasibility analysis of the different options to provide access to information, direct users to the right information sources from selected databases and making them searchable through the “CopyrightView” service. Based on the results of the feasibility study, drafting of the technical specifications for such service may also be initiated in 2026.

To provide strategic and technical guidance to the EUIPO Copyright Knowledge Centre throughout the analysis and possible development of the “CopyrightView” service, an Observatory expert group composed of representatives from relevant public authorities, collective management organisations, industry associations, academic institutions, and technology experts will be set up. The expert group will facilitate dialogue between rights holders, users, and technology providers to promote interoperability, legal coherence, and a user-centred design. In addition, synergies with ongoing EU and international initiatives in the field of copyright data infrastructure and metadata standardisation will be explored, particularly those facilitated by the European Institutions and WIPO, for example the Copyright Infrastructure Task Force (CITF).

The use of copyright protected materials by AI companies to train their models and develop their services is a major concern for copyright holders. The EU Artificial Intelligence Act adopted in May 2024 supports compliance with the EU copyright rules by requiring AI companies to put in place a policy to respect EU copyright law, including the so-called “opt-out” for text and data mining, expressed by rights holders in line with Article 4 (3) of the Copyright in the Digital Single Market Directive. In May 2025 the Office released its study on [“The development of Generative Artificial Intelligence from a copyright perspective”](#). The study established that access to high-quality content is central to the development of GenAI services, with the emergence of a direct licensing market that requires effective text and data mining opt-out mechanisms if it is to further develop. In that respect, the different mechanisms in place or developing have their respective advantages and limitations, and there are no “one-size fit all” solutions. The study also established that public authorities, such as national IP authorities and the EUIPO, may play a role by providing technical support for copyright holders to reserve their rights, and for AI developers to effectively respect such reservations, as well as raising awareness on the copyright issues raised in the context of GenAI development.

In 2026, following up on the GenAI study, the EUIPO Copyright Knowledge Centre will develop information resources to raise awareness with copyright holders on how their content may be used by GenAI, and the different mechanisms at their disposal to reserve their rights from such uses. The Office will also closely follow the conclusions of the pending European Commission “Study to assess the feasibility of a central registry of Text and Data Mining (TDM) opt-outs expressed by rightsholders”.

The Directive on copyright and related rights in the Digital Single Market makes the Office responsible for establishing and managing a public single online portal for out-of-commerce works. The portal went live on 7 June 2021 and is available to different users such as cultural heritage institutions, collective management organisations, rights holders, public authorities, contact points and public users. By the end of 2025, the Out-of-Commerce Works Portal will

contain around three million works. In 2026, the Office will further work to continue optimising its performance to accommodate the anticipated surge in registered records. This will consider enhancing the user interface, developing insightful dashboards, and introducing advanced functionalities – such as support for multi-party licences and sets of works. All these developments aim to maximise user empowerment through a fully optimised self-service environment. In addition, possible synergies and overlaps between the Orphan Works Database and the Out-of-Commerce Works Portal will be explored.

Agorateka has been adopted by nearly all EU Member States, along with Switzerland and the UK. The portal serves as a gateway to national platforms, which in turn direct users to websites offering legal content. Enhancements to the system are planned for 2026, including updates and expansions to the lists of legal offers, as well as increased promotion of the portal. The existing partnership with the Creative Europe initiative will be further strengthened.

The Office, through the Observatory, will assist the European Commission in the follow-up of the Recommendation on combatting online piracy of sports and other live events, which the European Commission will assess in November 2025. The Office will also maintain the dedicated network of national authorities, which was established in the context of the mentioned recommendation, with a wider mandate covering piracy in general and with representatives of national authorities responsible for copyright related topics.

The figures on Europeans' access to copyright-infringing content on the internet will be updated in 2026 with data from 2025. The content types to be analysed include film, music, TV (including live sports piracy), publications and software. Subject to data availability, access to such content by apps or dedicated IPTV devices, will also be included in the analysis. This data will support the Office's activity of monitoring the level of piracy in Europe.

The EUIPO will provide support to the Commission in relation to the follow-up to the Pilot Project on Measuring the Cultural and Creative Sectors in the EU, in particular on estimation of digital cultural services, and with data and methodology to the extent practicable.

ACTIVITIES IN PRIORITY AREA 5 – ENFORCEMENT

In support of priority area 5 – enforcement – the Office will work on initiatives that are committed to combatting IP infringement.

Cooperation in the area of enforcement is important in the fight against organised crime. After a successful campaign for the inclusion of IP crime as a priority of the new EMPACT (European Multidisciplinary Platform Against Criminal Threats) cycle 2026-2029, the Observatory will now contribute to the design and implementation of new actions and continue to actively support Member States (within its mandate) in implementing the Operational Action Plans related to IP crime. This will include developing practical investigative and prosecutorial guidance leveraging advanced technologies, creating an IP crime model law, clarifying the calculation of damages, improving national IP crime enforcement frameworks and strengthening law enforcement and judicial response in third countries. At the same time, EUIPO will continue to support IP crime training activities under the EMPACT framework with CEPOL. Additionally, EUIPO will support the actions under the EMPACT and Europol schemes by enhancing contacts with rights holders, supporting the organisation of pre-operational exchanges with enforcers, also through the IP Enforcement Portal (IPEP), and supporting data analysis and reporting.

EUIPO will lead exchanges with enforcement authorities to align actions and activities through high level and coordination meetings with other enforcement bodies such as Europol, CEPOL, the European Anti-Fraud Office (OLAF) and other European Commission services.

Beyond this alignment, EUIPO supports cooperation through agreements with Europol to facilitate support to law enforcement actions in the Member States, and with OLAF and the

Directorate-General for Taxation and Customs Union (DG TAXUD) to support their operations and tools. The Observatory jointly with DG TAXUD will publish on the IPEP Data Hub the results of the EU enforcement of IPR at the EU border and in the EU internal market. Additionally, the Observatory will continue coordinating the European IP Prosecutors Network in collaboration with Eurojust.

Gathering of evidence on health and safety consequences of IPR infringements, including the relationship between IP crime and unsafe goods, will be carried out in cooperation with the Directorate-General for Justice and Consumers (DG JUST) and DG GROW and national competent market surveillance authorities.

In order to ensure that IP crime stays high on the agenda of enforcers, the Office aims to actively engage with the networks of customs and police academies to promote the use of the online courses available in the Virtual Training Centre (VTC) as part of their curricula. For this, a mapping of relevant academies and national training facilities for customs and police is a necessary step, as well as the certification of specialised IP competences in enforcement by various means, including micro credentials. Additionally, with the support from rights holders, the Office seeks to complement the training offer for enforcers with new sector-related courses.

Furthermore, exploratory analysis will be carried out to find IT solutions for web monitoring tools for enforcers, designed to monitor and investigate the internet for IPR-infringing products and services.

The Office will continue enhancing IPEP in line with its growing role in supporting electronic Applications for Action (e-AFAs). Recognising the critical importance of secure and efficient user access, the current user management system will be upgraded to ensure improved security, scalability, and usability, particularly benefiting rights holders. IPEP's search functionalities will be also enhanced to better support operational activities and risk analysis, and functions designed for police will be developed, based on identified needs. In parallel, in 2026, the analysis and definition of the e-Notification on detentions functionality will be advanced and the technical specifications discussed with Member States and DG TAXUD.

Targeted, practical training and outreach to law enforcement officials on IPEP will be organised to maximise take-up by operational officers. The aim is that all relevant players in the enforcement arena would join the IP Enforcement Portal, including not only customs and police but also market surveillance authorities (where appropriate) and intermediaries. Looking beyond the EU, the Office is exploring the possibility to open up IPEP to some selected enforcement authorities from non-EU countries, in particular, candidate countries, in the context of EMPACT activities and with the support of the Commission.

In relation to IPEP, the Office has developed a secure and trusted system to provide rights holders with information on the IP protection programmes of various e-commerce platforms and facilitated access to those programmes and will continue reaching out to new parties and intermediaries.

In the area of storage and destruction of seized counterfeit goods, the Observatory will monitor and share good practices implemented by competent authorities to support good practices set out in the Commission Recommendation to combat counterfeiting.

Since 2017, the Office has been supporting the Commission in measuring the KPIs related to the memorandum of understanding (MoU) on the sale of counterfeit goods on the internet. In 2026, the Office will be collecting the data, analysing the results, and presenting those results to the Commission and the signatories. Additionally, the Observatory will support the European Commission and the signatories in the modernisation of the MoU, aimed at updating the collaboration in light of the new trends and challenges as well as the changes in the legal framework brought on by the Digital Services Act (DSA).

As regards the MoU on online advertising and IP rights, facilitated by the Commission, the EUIPO will be monitoring the impact of the MoU by following up on the discussion paper on the advertising ecosystem published at the end of 2025.

The Impact of Technology Expert Group will monitor emerging technologies and their impact on IP infringement and enforcement. The developments in areas that are having a significant impact on IP, such as electronic evidence, artificial intelligence, sustainable tech, digitisation and tokenisation, will be followed closely, with the resulting key implications in terms of infringement and enforcement of IP.

Following the successful publication of an anti-counterfeiting and anti-piracy technology guide, in 2026 the Observatory will explore the inclusion of providers' technical solutions that implement these technologies.

Next, in particular through its "Cooperation with intermediaries" Expert Group, the Observatory will keep monitoring and reporting on the threats/trends and developments in the digital world that impact IP rights and the good practices developing to address them. In recent years, the work of the group has led to the publication of several discussion papers identifying trends and challenges in the misuse of different types of intermediary services for IP infringements and setting out good practices to address these misuses. These papers cover the main intermediary services that are being misused for IP infringing activities and aim to change the approach of this work.

Given the variety of discussion papers published, and with the Digital Services Act as the main regulatory background, the Observatory will move from a sectorial approach to a more horizontal approach. In 2026, it will develop a new repository containing the already identified threats/trends and good practices. This will allow interested parties to get a better overview of where overlaps and differences exist. The intention is to update this repository on a regular basis with emerging threats/trends but also with new implemented good practices and with services not yet covered by the discussion papers, such as hosting providers. The repository will also contain details about relevant legislation where applicable.

This repository will be used to monitor the evolution of online IP infringement and good practices, as well as share intelligence with IP rights holders, law enforcement and judicial authorities, and inform the public on latest online IP threats. This may include support to the Commission in their policy initiatives (e.g. Digital Services Act and Counterfeit and Piracy Watch List).

In this context, the Observatory will also support the Commission in the implementation of the Digital Services Act by providing relevant expertise related to infringement and enforcement of IP rights to contribute to the assessment of systemic and emerging issues across the EU under Article 64(3) of the DSA. The Commission Communication on e-commerce from February 2025 recalls that the exponential growth of low value e-commerce consignments entering the EU market leads to a situation where unsafe, counterfeit or non-compliant products constitute a risk for consumers, but also EU businesses and competitiveness. In addition, the Office will explore additional areas of support within the framework of the DSA.

The economic impact of look-alikes and duplicates has not been sufficiently studied in recent years. Observatory stakeholders report that the problem is becoming increasingly pressing due to the rapid growth of e-commerce, which offers a wide range and a large number of look-alikes and duplicates. These items are predominantly imported from outside the EU via online marketplaces and are mainly delivered in small or single shipments of up to 150 EUR directly to EU consumers. This distribution model makes enforcement significantly more challenging compared to traditional counterfeit goods, and it undermines the competitiveness of legitimate businesses. To address this growing concern, the Observatory will launch a dedicated study in 2026 to explore the impact of this phenomenon and recent legal developments – including new legislation and case law – and identify new strategies and best practices.

The Office will continue to support the European Commission's DG GROW on IPR enforcement and domain names, and DG CNECT, in their engagement with the Internet Corporation for Assigned Names and Numbers (ICANN) to protect all IPRs in the domain name space, by gathering input from Observatory stakeholders and good practices ahead of relevant discussions. It will cooperate with EURid, the operator of the .eu domain, and if appropriate also with national registries to combat abusive and speculative domain name registrations.

In relation to case-law collection and analysis, the efforts to gather relevant case-law on IPR infringement from Member States will be carried out. The most recent European case-law on the infringement and enforcement of IPRs will be monitored and analysed by making this information publicly available.

The Office will organise meetings, both in person and online, for judges dealing with IP rights infringements. The aim is not only to enhance knowledge on the latest case-law and legislative developments, but also to stimulate discussions and promote, where possible, a harmonised interpretation of EU IP enforcement law. The topics for discussion will be selected based on input from the judges and will focus on issues related to European and international law enforcement – including cross-border enforcement issues and conflict of laws – as well as copyright and AI. A seminar will also offer practical training on internet and darknet investigations.

ACTIVITIES IN PRIORITY AREA 6 - IP ALLIANCES

In line with priority area 6 – IP alliances – the Office, with the support of the Observatory, will work on initiatives that are aimed at eliminating barriers to using and enforcing IP, fostering innovation worldwide and assisting the European Commission in implementing IP initiatives in non-EU countries.

The Office is cooperating with the Commission, in particular with the Directorate-General for Trade (DG TRADE), DG TAXUD and other DGs, as well as Observatory stakeholders and experts, and international organisations, on improving the protection and enforcement of IP rights in third countries.

In 2026, the Office will continue cooperating with DG TRADE to consolidate the EU Delegation IP Network. In 2025 the Office contributed to the 2025 editions of the Commission Report on the Protection and Enforcement of Intellectual Property Rights in Third Countries and the Counterfeit and Piracy Watch List. In 2026, the Observatory will also provide technical assistance for the next editions of those reports, e.g. by analysing trends in e-commerce and counterfeiting in third countries. The support for the next edition of the Watch List will include providing input on the latest trends and new types of services that contribute to counterfeiting and piracy, as well as best practices employed by intermediaries to fight IPR infringement. The Observatory will also provide DG TRADE with technical support relevant to assess the importance of IP in the economy of third countries and the impact of counterfeiting and piracy, including for the preparation of IPR Working Groups and dialogues with third countries, as well as for Papers on Interventions submitted to the TRIPS Council (WTO Council for Trade-Related Aspects of Intellectual Property Rights).

In 2026, the Observatory will increasingly integrate the network activities with the EU-funded and bilateral programmes with third countries. In particular, the Observatory will support the EU-funded projects for which the Office is the implementing agency, including programmes with neighbouring countries, in Latin America, Southeast Asia, China, Africa and the Caribbean, mainly with input related to IP rights enforcement. Furthermore, the Observatory will support the Commission in its work related to intellectual property in other regions.

In providing its input, the Observatory will benefit from the contributions received from its stakeholders' network and the Expert Group on International Cooperation.

The Office is represented in the OECD's Working Party on Countering Illicit Trade under whose auspices the joint EUIPO-OECD studies are carried out, as well as the work on the Certification

Scheme for Free Trade Zones following the adoption of a recommendation to enhance transparency in Free Trade Zones by the OECD Council in 2019. In 2026, the EUIPO will continue promoting the OECD certification. In particular, the Office intends to organise an event in Alicante with Free Trade Zones based in the EU to raise awareness of the recommendation and to promote the certification. The Observatory will also, where appropriate and in coordination with the Commission, provide technical input to the Working Party's initiatives on e-commerce platforms and counterfeiting.

In 2026, the Office will cooperate with WIPO, notably by actively participating in WIPO's Advisory Committee on Enforcement (ACE) to promote good practices in enforcement in coordination with the European Commission. Furthermore, the EUIPO will closely monitor the development of WIPO's Customs Recordation System (CRIS) to identify potential synergies with the IP Enforcement Portal. In addition, the Observatory will participate in the meetings of the Standing Committee on Copyright and Related Rights (SCCR) in coordination with the European Commission.

OBSERVATORY STAKEHOLDER MEETINGS IN 2026

The Observatory plenary meeting will bring together a wide group of public and private sector representatives, civil society and observers. This meeting will provide a platform for comprehensive dialogue and the exchange of insights across the spectrum of IP stakeholders. Public sector and private sector representatives' meetings will also be organised.

Additionally, the Office will manage open channels of communication with civil society through video conferences and other digital means. This approach will ensure inclusivity and will broaden the reach of the Observatory's activities.

The Observatory representatives collaborate in Working Groups (WG). The members of the WG provide valuable input, feedback and support for the Observatory's projects, so that advice and information from all sectors involved can be taken on board. In particular, new studies are based on terms of reference which are presented and discussed in the relevant WG. In addition, Expert Groups (EG), which are separate from the WG, consist of independent experts, with profiles corresponding to specific Observatory requirements.

There are currently four WGs: Public Awareness, IP in the Digital World, Enforcement, and Economics & Statistics.

The five EG are: Observatory Outreach, Legal, Impact of Technology, Cooperation with Intermediaries, and International Cooperation. Should the need for expertise change in the future, the EG will be adapted accordingly.

The dates for the Observatory stakeholder meetings in 2026 are as follows:

Meeting	Location	Date
Public sector stakeholders	Cyprus	Q1 2026
Private sector stakeholders	Brussels	Q1 2026
Plenary meeting	Alicante	September/October 2026
Civil society stakeholders	Online	Q1 2026

There will be two sessions for Working Groups and potentially Expert Groups. Whereas the Working Groups will meet during both sessions, the Expert Groups will meet as necessary only. The dates for the WG/EG sessions in 2026 are shown below.

Working Group	First meeting (online)	Second meeting (Alicante)
Public Awareness Enforcement Economics and Statistics IP in the Digital World	Q2 2026	Q4 2026
Expert Group		
Observatory Outreach Legal Impact of Technology Cooperation with Intermediaries International Cooperation	The Expert Groups will meet as required.	

For the Plenary meeting, the private sector stakeholder meeting and the second set of Working Groups, EUIPO will offer the option of electronic participation to those participants who prefer not to travel.

ANNEX: LEGAL BASIS FOR THE ACTIVITIES OF THE OBSERVATORY

Regulation (EU) No 386/2012 entrusts the EUIPO with a wide range of tasks relating to research, communication, spread of best practice, and support for enforcement of all types of intellectual property rights. The activities set out in this Work Programme are all designed to comply with the mandate under which the Office operates with the support of the Observatory network. Accordingly, the table below lists the specific article of the Regulation that forms the legal basis for each group of activities or projects listed in section 2.

Activity	Article in Regulation (EU) No 386/2012 or other legal basis
Targeting youth (Ideas Powered)	2(1)(a),(b),(d)
Support for awareness campaigns in Member States	2(1)(a),(b),(d)
IP in Education	2(1)(a),(b),(d)
MOOC on intellectual property	2(2)(f)
Help consumers differentiate legitimate from infringing websites (Agorateka)	2(1)(a),(d)
Orphan works database	Article 3(6) of Directive 2012/28/EU
Out-of-commerce works portal	Directive (EU) 2019/790 on copyright and related rights in the Digital Single Market
Support for protecting IP rights in the domain name space	2(2)(j),(k)
Copyright Knowledge Centre	(2)(2)(c),(f),(g)
FAQ on copyright	2(2)(f),(g)
Support to the European Commission for implementing the DSA, the recommendation on measures against counterfeiting and the follow-up of the recommendation on live event piracy	2(2)(o)
Support for EMPACT activities	2(2)(k),(l)
Cooperation with Europol	2(2)(l)
Coordination of activities with other bodies active in IP enforcement	2(2)(o)
Building Knowledge and Competences in IP Enforcement	2(1)(e),(h); 2(2)(l)
European Intellectual Property Prosecutors Network / Cooperation with Eurojust	2(2)(e),(h),(l),(m)
Virtual Training Centre on IPR and other cooperation with CEPOL	2(1)(e); 2(2)(h)
Collaboration with Market Surveillance Authorities	2(2)(l)
Knowledge sharing on enforcement of PVRs	2(1)(a)-(e)
Collaboration with the European Commission – DG TAXUD/OLAF	2(2)(h),(l)
IP Enforcement Portal	2(1)(f),(g), 2(2)(j),(o)
Quantification of infringement (including joint studies with OECD)	2(2)(a),(b),(d)
Quantification of digital infringement	2(2)(a),(b),(d)
Study on innovation in Europe	2(2)(c)
“Green EUTMs” update	2(2)(c)
Studies related to diversity and inclusion	2(2)(c)
Support for Commission MoUs on internet sales and advertising	2(2)(b)
Tracking the use of Observatory work in policy formulation	2(2)(a),(b),(d)
Dissemination of Observatory studies	2(2)(c)

Activity	Article in Regulation (EU) No 386/2012 or other legal basis
Developing links with new partners such as think tanks	2(1)(d)
Guidelines on collaboration with influencers	2(2)(f)
Case-law collection and analysis	2(2)(k); 5(1)(c)
Judges Network	2(1)(g),(h); 2(2)(l),(m)
IP enforcement and new technologies (including blockchain)	2(2)(i),(j),(l)
Studies of impact of emerging/disruptive technologies	2(2)(b),(d)
Anti-counterfeiting infrastructure	2(2)(j)
Initiatives to reduce counterfeiting and piracy	2(2)(o)
Work on search engines, streaming piracy, applications	2(2)(b),(e)
EU Delegations IP network	2(1)(h); 2(2)(m) and Article 151(2) EUTMR
Technical support to DG Trade	2(1)(h)
Support for EU-funded projects and for the European Commission's work in other regions	2(1)(h)
Further direct international cooperation	2(2)(m)
Participation in OECD's Task Force on Countering Illicit Trade	2(2)(d),(o)
Cooperation with WIPO	2(1)(h)

The events and meetings listed in section 3 are provided for in Article 2(2)(i) and Article 4 of Regulation (EU) No 386/2012.

APPENDIX 10 – Plan for grants, contribution and service-level agreements

Contribution Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
1. Contribution Agreement: IP Key China – phase III	Q1 2025	4 285 714	1/10/2025-30/9/2028	DG INTPA and DG TRADE	The overall objective of this action is to promote greater transparency and fairer implementation of IPR protection and enforcement in China. The specific objectives are to: 1. increase alignment of China with European standards in IPR legislation, protection, enforcement and best practices; 2. improve the trading and investment environment in China for EU innovators and rights holders, including gender perspective; 3. enhance the effectiveness of the systems for transparency and fair implementation of IPR protection and enforcement, and discourage protectionist barriers to market access.	1 357 872	927 943	927 943	
2. Contribution Agreement: Caribbean Regional IPR Project – phase II	Q3 2024	3 571 429	1/04/2025-31/03/2029	EUD to CARICOM / CARIFORUM and DG INTPA	The overall objective of the project is to help integrate the CARIFORUM States into the global economy, by strengthening their IPR framework to stimulate private sector innovation and competitiveness.	936 794	939 644	905 740	263 093
3. Contribution Agreement – EU4IP (Ukraine, Moldova)	December 2023	4 000 000	1/1/2024-31/12/2027	DG ENEST	The overall objective of the action is to contribute to an adequate and effective level of registration, protection and enforcement of IPRs in Moldova and Ukraine in line with international and European best practices, according to the commitments of the respective Association Agreements and in support of the future opening of negotiations for EU accession.	1 125 944	969 135		

Contribution Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
4. Contribution Agreement SCOPE IPR (SEA region)	January 2024	4 285 714	1/3/2024-29/2/2028	DG INTPA	<p>Goals:</p> <ul style="list-style-type: none"> • support ASEAN and its members in improving harmonisation, convergence of practices and cooperation on IP; • assist ASEAN members with objectives from ASEAN IPR Action Plan 2016-2025 and post 2025 AIPRAP (to be developed); • help ASEAN members fully benefit from initiatives under ASEAN – EU Economic Partnership; • support any region-to-region free trade agreement (FTA) or bilateral FTAs in terms of compliance with the provisions under the IP Chapter. <p>The overall objective is to ensure protection and enforcement of IPRs in ASEAN countries in line with EU standards and international agreements. The specific objective is to increase harmonisation and coordination of policy frameworks, regulations and IP practices between ASEAN Member States and the EU.</p>	1 139 489	1 188 119	273 469	
5. Contribution Agreement EU-RoK (KOREA)	January 2024	1 428 571	1/3/2024-29/2/2028	DG TRADE and FPI	<p>This action seeks to increase cooperation on major policy areas of common interest and address differences in approaches to IPR protection and enforcement in the digital environment. Main objectives:</p> <ul style="list-style-type: none"> • enhance trade in IP intensive products between the EU and the RoK; • cooperate on new technologies and challenges involving the development of new IPR-related policies and rules. <p>This action will contribute to the implementation of the IPR Chapter of the EU-RoK FTA and to the EU-RoK Digital Partnership.</p>	367 571	370 507	92 151	

Contribution Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
6. Contribution Agreement EU-Japan	Q3 2025	2 000 000	1/10/2025-30/9/2029 (¹)	DG TRADE and FPI	The action focuses on EU-Japan cooperation on policy areas of common interest regarding IPR protection and enforcement in the digital environment. Main objectives: <ul style="list-style-type: none"> • facilitate trade in IP intensive products between the EU and Japan; • promote alignment and understanding of present and future IP protection and enforcement practices; • support action on relevant issues stemming from the implementation of the EPA; • increase awareness of EU IP systems in Japan; • capitalise on IP intensive products in EU-Japan trade. 	450 000	450 000	450 000	450 000
7. Contribution Agreement EU-Western Balkans	Q1 2025	5 000 000	1/12/2025-30/11/2029 (³)	DG ENEST	The overall objective of the Action is to contribute to intra-CEFTA integration of IPR within the Common Regional Market, facilitating intra-CEFTA trade as well as trade between the region and the EU for a more sustainable and inclusive economy. The specific objective is to contribute to improving the level of creation, administration, protection and enforcement of IPR in line with EU best practice and in support of the Enlargement Policy and the Growth Plan, in particular by aligning with the EU acquis.	1 000 000	1 250 000	1 250 000	1 250 000
8. Contribution Agreement AL-INVEST IPR Next	Q4 2025	8 571 429	1/01/2026-31/12/2030 (³)	DG INTPA	AL-INVEST Verde Programme (AL -INVEST PI) seeks to achieve enhanced use and effectiveness of IPR in Latin America, particularly in the MERCOSUR countries. Its purpose is to expand and improve the use of IPRs to boost opportunities for research cooperation and stimulate competitiveness and sustainable innovation.	1 750 000	1 750 000	1 750 000	1 750 000

¹ Tentative dates, subject to pending negotiations

Contribution Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
9. Contribution Agreement AfriPI 2	Q3 2025	20 000 000	1/03/2026-30/2/2031 ⁽²⁾	DG INTPA	The overall objective of the project is to facilitate intra-African trade and African and European investment. EUIPO will implement tasks and tender services during the implementation of its project activities for the benefit of African and EU businesses and African Intellectual Property offices and IP authorities.	3 000 000	4 000 000	4 000 000	4 000 000
10. Contribution Agreement: Organisation for Economic Co-operation and Development (OECD)	31/10/2023	841 081	31/10/2023-30/6/2026	OECD	The agreement covers joint OECD-EUIPO studies on trade in counterfeit goods, under the auspices of the Working Party on Countering Illicit Trade.	210 270			
11. Contribution Agreement: Organisation for Economic Co-operation and Development (OECD)	31/10/2023	841 081	1/7/2026-30/6/2028	OECD	The agreement covers joint OECD-EUIPO studies on trade in counterfeit goods, under the auspices of the Working Party on Countering Illicit Trade.	420 540	210 270	210 270	
12. SME support via Single Market Programme	29/11/2021 and modification to be signed soon	89 100 000 ⁽³⁾	29/11/2021-04/12/2026	DG GROW	Multiannual contribution agreement from Single Market Programme to provide financial relief to SMEs regarding IP-related costs. Annual transfer of funds – agreements will be concluded between the EC and the EUIPO defining yearly budget and actions covered. The action implemented by the EUIPO will provide grants to SMEs for IP-related activities to help improve their competitiveness through the use of IP strategies.	Up to 12 000 000 plus estimated implementation costs 1 691 590 ⁽⁴⁾	Estimated implementation costs 663 050	Estimated implementation costs 161 972	

² Tentative dates, subject to pending negotiations

³ EUIPO's contribution: EUR 79 000 000 (EUR 67 000 000 approved. EUR 12 000 000 pending approval to implement the 2026 SME Fund edition); EC's contribution: EUR 10 100 000 (EUR 5 100 000 approved. EUR 5 000 000 pending approval to implement the 2026 SME Fund edition).

⁴ Preparations with the EC/DG GROW ongoing.

Contribution Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
13. European School	13/06/2025	1 974 469	1/9/2025-31/8/2030	European School of Alicante (ESA)	The Memorandum of Understanding between the School and the EUIPO covers cooperation on pre- and post-school activities, and related support activities.	438 176	473 230	511 088	551 975
14. European School	27/06/2025	36 494 361	01/01/2026-31/12/2028	ESA, European Commission and the European Schools	The Financing Agreement is a tripartite agreement signed between the EUIPO, the Commission and the Secretary General to finance the budget of the European School of Alicante.	12 898 928	13 172 024	13 481 325	
Total Contribution Agreements for 2026						38 787 174			

Service Level Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
1. Administrative Agreement with DG AGRI	17/12/2019	N/A	17/12/2019-unlimited duration	European Commission-DG AGRI	The Memorandum of Understanding signed on 25/4/2019 between the European Commission and the EUIPO provides a framework for the conclusion of detailed working arrangements with individual Commission departments, and specifically envisages in its Chapter 7 deepened practical cooperation between the EUIPO and DG AGRI.	N/A	N/A	N/A	N/A

Service Level Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
2. SLA EUIPO – Europol	7/11/2019	7 920 000	7/11/2019-31/12/2027	Europol	Service Level Agreement (SLA) to strengthen cooperation in the field of counterfeiting and piracy to prevent and combat criminal activities that infringe IP.	700 000	574 000 ⁽⁵⁾		
3. SLA EUIPO – DG HR	16/12/2015 (extended in amendment signed on 15/5/2024)	9 800	1/3/2016-26/5/2024 (extended until 31/12/2025- currently under review)	DG HR	SLA on the issuance process of the laissez-passer of the European Union in accordance with Council Regulation (EU) No 1417/2013 relating to the cooperation between the European Commission acting as a central service and the institutions of the EU within the meaning of this Regulation.	9 800			
4. SLA EUIPO – DG HR	14/12/2017	N/A	1/1/2018-unlimited duration	DG HR	SLA defining the conditions under which DG HR provides services, goods, or works (services) to the EUIPO. In particular, learning and development services, security badges and security clearance, as well as services related to the HR Transformation programme to the EU Institutions, Agencies and other Bodies.	3 000 ⁽⁶⁾ 60 000 ⁽⁷⁾ 45 500 ⁽⁸⁾	3 000 ⁽⁷⁾ 60 000 ⁽⁸⁾ 45 500 ⁽⁹⁾	3 000 ⁽⁷⁾ 60 000 ⁽⁸⁾ 45 500 ⁽⁹⁾	3 000 ⁽⁷⁾ 60 000 ⁽⁸⁾ 45 500 ⁽⁹⁾
5. SLA EUIPO – EEAs	29/6/2018	N/A	29/6/2018-unlimited duration	European External Action Service (EEAS)	SLA setting out general rules and principles applicable to the hosting of EUIPO offices and staff members within EU Delegations as well as the specific conditions of services and assistance which the EEAS provides to the EUIPO so it can carry out its mandate and responsibilities in countries outside the EU where it has established an office.	200 000	200 000	200 000	200 000

⁵ To be agreed between EUIPO and Europol for 2027 onwards

⁶ Amount corresponding to services related to security clearance and security badges

⁷ Amount corresponding to services related to learning and development

⁸ Amount corresponding to services related to IDOC (helpdesk) and HR Transformation programme to the EU Institutions, Agencies and other Bodies

Service Level Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
6. SLA EUIPO – PMO	29/11/2018	N/A	7/9/2021-unlimited duration	The European Union Paymaster Office (PMO)	<p>SLA defining the conditions under which the PMO provides services, goods or works (services) to the EUIPO. In particular:</p> <ul style="list-style-type: none"> • sickness – accidents – occupational disease coverage; • unemployment coverage; • pensions – invalidity allowance – transfers – severance grants; • salary calculation and payment; • determining individual entitlements – allowances and reimbursements on taking up appointment, transfer, during career or after leaving the service; • determining mission expenses under EU staff rules; • reimbursing expenses outside of EU staff rules: expenses of experts and candidates; • reimbursing expenses outside of EU staff rules: expenses of seconded national experts; • visa services; • other services. 	855 194	861 498	870 659	877 725
7. SLA EUIPO – EUAN	01/04/2019	N/A	1/4/2019-unlimited duration	EUAN DG HR	<p>Expatriate administrative support. Costs relating to the EUIPO EUAN SLA are not fixed as they are approved by the Heads of Agencies each year in October due to the yearly budgetary cycle.</p>	309 971	312 890	315 826	318 790

Service Level Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
8. SLA EUIPO – EPSO. EUSA	4/4/2019	N/A	1/4/2019-unlimited duration	European Personnel Selection Office (EPSO)	SLA defining the conditions under which, as service providers, EPSO and the European School of Administration (EUSA) provide services, goods or works (services) to the EUIPO. In particular: <ul style="list-style-type: none"> • EPSO provides assistance to institutions, agencies and bodies at their request, with a view to the selection of officials, temporary agents and contract agents to ensure the transparency and standardisation of their selection procedures; • EUSA provides training services to the EU institutions, agencies and bodies. Replaces previous agreement. Unless tailor-made or outside the scope of the present SLA, services are free of charge.	26 000	26 000	26 000	26 000
9. SLA EUIPO – DG TAXUD	4/7/2022	961 918	4/7/2022-31/12/2027	DG TAXUD	Administrative agreement where the parties agree to converge on practices and cooperate in activities related to the use of enforcement tools (IPEP) and the COPIS system.	247 350	247 350		
10. SLA EUIPO – Eurojust	1/1/2026	70 000	1/1/2026-31/12/2028	Eurojust ⁽⁹⁾	SLA to strengthen cooperation activities on judicial actions against counterfeiting and piracy.	100 000	90 000	80 000	
11. SLA EUIPO – CERT-EU	6/3/2014	N/A	6/3/2014-unlimited duration	CERT-EU (part of DG DIGIT)	Provision by CERT-EU of IT security support to EUIPO, according to CERT-EU's mandate as agreed by the Interinstitutional Cyber Security Board.	410 000	423 536	436 242.08	449 329.34

⁹ Tentative dates and amounts, subject to pending negotiations

Service Level Agreements	General Information					Financial Impact (EUR)			
	Actual or expected signature date	Total amount (EUR)	Duration	Counterpart	Short description	N (2026)	N+1 (2027)	N+2 (2028)	N+3 (2029)
12. SLA EUIPO – DG DIGIT	28/12/2018	N/A	28/12/2018-unlimited duration	DG DIGIT	<p>The Service Level Agreement defines the conditions under which DG DIGIT provides services to EUIPO. Different services have been added during the previous years. At the moment, the following services are covered, described by different MoU appendix:</p> <ul style="list-style-type: none"> Appendix A-5 (replaces A-2). Usage of the e-Procurement suite of the European Commission. Appendix A-3. ICT Procurement services. EUIPO pays a contribution to DIGIT for participating in the public procurement procedures organized by them. Appendix A-4. Cloud & Service Management Capabilities. The Cloud Brokering service offered by DIGIT aims to deliver self-managed Cloud services accessible through the various Cloud Framework contracts managed by DIGIT to its Customers, being EUIPO one of these customers. 	25 000 ¹⁰ 24 000 ¹¹ 1 700 000 ¹²	25 000 ¹¹ 28 000 ¹² 2 000 000 ¹³	25 000 ¹¹ 32 000 ¹² 2 300 000 ¹³	25 000 ¹¹ 36 000 ¹² 2 600 000 ¹³
Total Service Level Agreements for 2026						4 715 815			

¹⁰ MoU appendix A-5

¹¹ MoU appendix A-3. Price of 2024, adjusted price for 2025 to be received in Dec-24

¹² MoU appendix A-4. Estimate, adjustment will be done in Q4 2025 based on real consumption

APPENDIX 11 – Office building policy

This appendix describes the real estate portfolio expected to be used in 2026 and provides key figures, such as the buildings' surface area, its corresponding construction cost and the cost for rented facilities.

Under the current strategic cycle until 2030, the building portfolio and logistics management supports the Organisational Enabler 1 – People, Technology and Work Environment of the new strategic plan, contributing to a modern, high-performing and sustainable environment.

In this context, the Office expects to maintain the same building policy with no large construction nor major renovation and will strive to ensure that all the Office's buildings and infrastructures are managed efficiently and effectively in line with the highest environmental and safety standards. The Office will work towards ensuring that all its facilities are modern and sustainable enough (both environmentally and financially) to provide a secure fit-for-purpose workplace. It will also ensure the availability and durability of its infrastructure and equipment while complying with legal requirements.

Current buildings

Information to be provided per building	Main information	Other comments
Name, location and type of building	AA1 Building Avenida de Europa, 4 03008 Alicante Mid-rise Office building	
Surface area (m²)	43 004	Gross area
Surface area (m²): office space	12 799	Usable area
Surface area (m²): non-office space	30 205	Includes 9 580 m ² of car parking space.
Construction cost (EUR)	24 600 000	1999 prices
Type and duration of rental contract	N/A	
Host country grant or support	N/A	
Present value of the building (EUR)	N/A	

Information to be provided per building	Main information	Other comments
Name, location and type of building	AA2 Building Avenida de Europa, 4 03008 Alicante Mid-rise Office building	
Surface area (m²)	37 473	Gross area
Surface area (m²): office space	5 949	Usable area
Surface area (m²): non-office space	31 524	Includes 12 846 m ² of car parking space.
Construction cost (EUR)	46 700 000	2015 prices, including DPC.
Type and duration of rental contract	N/A	
Host country grant or support	N/A	
Present value of the building (EUR)	N/A	

Information to be provided per building	Main information	Other comments
Name, location and type of building	AA3 Building Avenida de Europa, 4 03008 Alicante Mid-rise Office building	
Surface area (m²)	13 868	Gross area
Surface area (m²): office space	3 075	Usable area
Surface area (m²): non-office space	10 793	Includes 4 264 m ² of car parking space
Construction cost (EUR)	17 791 000	Includes DPC. Prices as of 2017 for the building and 2021 for the DPC.
Type and duration of rental contract	N/A	
Host country grant or support	N/A	
Present value of the building (EUR)	N/A	

Information to be provided per building	Main information	Other comments
Name, location and type of building	Brussels Office Rue de la Loi, 223, 4th floor 1040 Brussels	Joint occupancy building with non-EU bodies.
Surface area (m²)	282	Gross area
Surface area (m²): office space	178	Usable area
Surface area (m²): non-office space	104	Includes two parking spots located on level - 1 of the building.
Annual rent (EUR)	122 000	Budget as of 2024. Includes electricity, cleaning and maintenance.
Type and duration of rental contract	Fixed-term contract: from 1 July 2020 to 30 June 2029	
Host country grant or support	N/A	
Present value of the building (EUR)	N/A	

Information to be provided per building	Main information	Other comments
Name, location and type of building	Luxembourg Office Rue Jean Monnet, 2, ground floor L-2180 Luxembourg	Joint occupancy building with non-EU bodies.
Surface area (m²)	242	Gross area
Surface area (m²): office space	100	Usable area
Surface area (m²): non-office space	142	Includes two parking spots located on levels – 2 and – 3 of the building.
Annual rent (EUR)	126 000	Budget as of 2024. Includes electricity, cleaning and maintenance.
Type and duration of rental contract	Fixed-term contract: from 1 August 2017 to 31 July 2026 ¹ .	
Host country grant or support	N/A	
Present value of the building (EUR)	N/A	

Current Campus

Information to be provided	Main information	Other comments
Name and location	EUIPO Campus Avenida de Europa, 4 03008 Alicante	
Surface area prior to the purchase of plot UT-1 and the adjoining street (m²)	40 722	
Surface area of plot UT-1 and the adjoining street (m²)	18 680	
Total surface area (m²)	59 402	
Construction cost (EUR)	3 600 000	2023 prices

¹ In the case of the Luxembourg office, where the rental contract ends in July 2026, a real estate search will be conducted to find the best solution to meet EUIPO's needs over the coming years.

APPENDIX 12 – Establishment of the Cooperation Board

A. Introduction

The evolving international IP landscape increasingly requires greater collaboration among IP offices and other stakeholders to ensure effective knowledge sharing and the alignment of initiatives. Current discussions on IP cooperation are often embedded in fragmented structures such as Expert-based Liaison Meetings, as well as broader MBBC meetings, limiting the opportunity for in-depth, focused dialogue.

To address emerging challenges and seize new opportunities, there is a need to enhance operational and strategic coordination of cooperation activities within the EUIPN. In this context, the 2030 Strategic Plan introduces the creation of a Cooperation Board (CB) as an informal and internal body of the EUIPO, which will replace the existing Liaison Meetings and operates as a dedicated platform for informal and open discussions on key IP cooperation issues, aiming at maximising and streamlining the existing cooperation framework.

The CB will play a central role in supporting and coordinating cooperation activities. Its main responsibility will be to follow up and oversee the preparation, launch, implementation and evaluation of cooperation activities, such as, but not limited to, European Cooperation Projects and Virtual Community led actions. The CB will assess ongoing initiatives, support alignment with the strategic objectives of the SP2030 and facilitate the exchange of views among EU Intellectual Property Offices and key partners.

Furthermore, the newly established CB will provide a dedicated space for strategic dialogue between the EUIPO, national and regional IP offices and other stakeholders, aiming at anticipating and responding to emerging challenges that can impact the IP system.

By promoting informal discussions among senior decision-makers, it will help identify priority areas for future collaboration, recommend the creation or adaptation of Virtual Communities, and guide the development of Common Practices. In addition, the CB will support the exchange of best practices and data, helping to reduce fragmentation and increase coherence of IP systems across the EU.

By enabling closer monitoring, identifying synergies and addressing future issues, the CB will aim at overcoming the limitations of current discussion formats, contributing to shape the strategic direction of EUIPN and ensure its long-term impact.

B. Guiding Principles

The CB operates in accordance with the following guiding principles, designed to ensure strategic alignment, promote collaboration, and maintain the long-term sustainability of the EUIPN:

- Platform for informal discussion and coordination

The role of the CB is advisory and non-binding. The CB operates based on generating common understandings and consensus building around matters of common interest. By offering a dedicated platform for informal discussion and coordination on key IP cooperation issues, the CB provides a space for systematic dialogue between the EUIPO, national and regional IP Offices and other key partners in an open, inclusive and flexible manner.

- **Alignment, Coherence and Synergies**

The CB will ensure that all cooperation activities are aligned with the objectives of the SP2030 and the broader strategic priorities of the EUIPN. Efforts will focus on complementarity, creating synergies, maximising impact and avoiding duplication across the network.

- **Inclusive Cooperation**

The CB will foster an open and inclusive environment, encouraging active participation and contribution from all national and regional IP offices, as well as relevant key partners.

- **Knowledge and Best Practice Sharing**

The CB will promote continuous learning by enabling the exchange of ideas, perspectives, experiences, best practices, and data. This will support evidence-based decision-making and improve operational efficiency across the EUIPN.

- **Responsiveness and Innovation**

The CB will aim at anticipating and responding to emerging challenges in the IP landscape, including the need to promote further innovation, digital transformation, artificial intelligence, and sustainability. It will promote innovative thinking and support the evolution of cooperation to address future needs.

- **Impact and Value Creation**

The CB will prioritise cooperation projects that deliver measurable results and long-lasting benefits. It will regularly evaluate outcomes and support initiatives with long-term value for users and IP offices.

- **Strategic Insight**

The CB will provide strategic insight to support informed decisions by the MBBC.

C. Structure and Responsibilities

The Cooperation Board (CB) will meet three times a year.

- **An Executive Plenary** will take place in May in an EU Member State, ahead of the MBBC, bringing together Heads of IP Offices and Cooperation Managers for strategic alignment and high-level dialogue across the network.
- **Two Working Sessions (Winter and Autumn)** will focus on technical and operational matters. These sessions will be scheduled in connection with the work of the Virtual Communities and will be hosted in Alicante, with exceptional remote participation offered to enhance inclusivity.

Each session will last **up to two days**, allowing for an in-depth exploration of topics through an **interactive, participatory format**. This includes roundtable discussions allowing for open horizontal exchange, thematic presentations contextualising key topics, breakout discussions for deeper dialogue on specific topics as well as optional small-group formats encouraging forward thinking.

The CB operates in the following areas:

Strategic Functions (Executive Plenary)

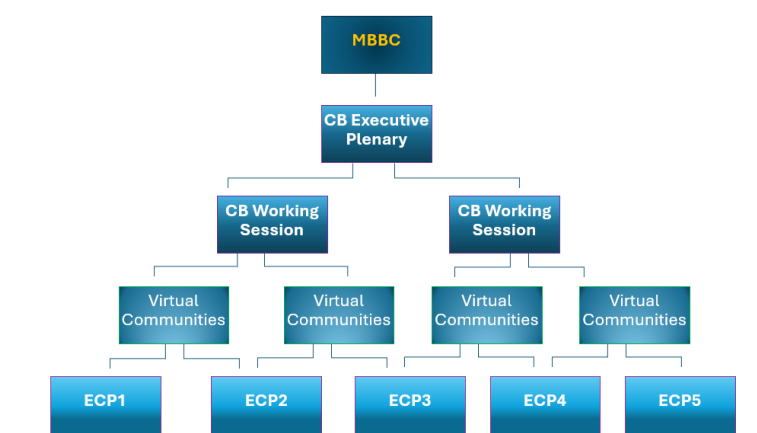
- Oversee cooperation activities;
- Exchange best practices;
- Identify and discuss emerging challenges in the IP area;
- Suggest potential priority and/or areas for collaboration;
- Assess and coordinate responses to system-wide challenges related to IP (e.g. AI, sanctions);
- Provide a platform for strategic discussions on emerging matters of interest to the EUIPN community;
- Support the strategic direction of ECPs and Virtual Communities (VCs).

Operational Functions (Working Sessions)

- Oversee project preparation, launch, implementation and evaluation;
- Share outputs from VCs and ECPs, ensuring alignment with SP2030;
- Endorse cooperation outputs such as Common tools and Practices;
- Recommend new or adapted VCs and cooperation modalities.

All meetings will address topics of cooperation, trade marks, designs, geographical indications and copyright thus ensuring a consistent and integrated approach.

Key deliverables will include recommendations to guide cooperative initiatives, as well as concise reports summarising meeting outcomes, the priorities identified, and the lessons learnt, through feedback mechanisms such as post-event surveys. Brief updates from technical-level discussions (VCs and Working Sessions) will be shared with the CB Executive Plenary, and clear communication channels will be maintained between strategic and technical levels.



D. Participation

Each EU Member State IP Office and the Benelux Office for Intellectual Property will participate fully in the **Cooperation Board**, with two representatives per IP office.

The **Winter and Autumn Working Sessions**, held in Alicante, will also welcome participants

from EFTA states, candidate countries, the EPO, WIPO, the European Commission, and selected User Associations. These stakeholders contribute to broader engagement and provide valuable input into discussions of strategic importance. User Associations will be invited on a rotating basis.

E. Co-Chairing

As an internal body of the EUIPO, the CB is managed and chaired by the Office. In view of ensuring greater levels of collaboration and maximise cooperation results within the EUIPN, the Office will involve representatives of National EU IP Offices in the CB meetings under a **co-chairing model for a period of 2 years**, as follows:

- **Executive Plenary:** co-chaired by the ED of the EUIPO and a Head of an EU IP Office;
- **Working Sessions:** co-chaired by the Director of Cooperation and Partnerships of the EUIPO and the Operational Director from the same National IP EU IP Office;
- **Co-chair from a National EU IP Office** following a proposal put forward by the EUIPO and common agreement of members of the CB.

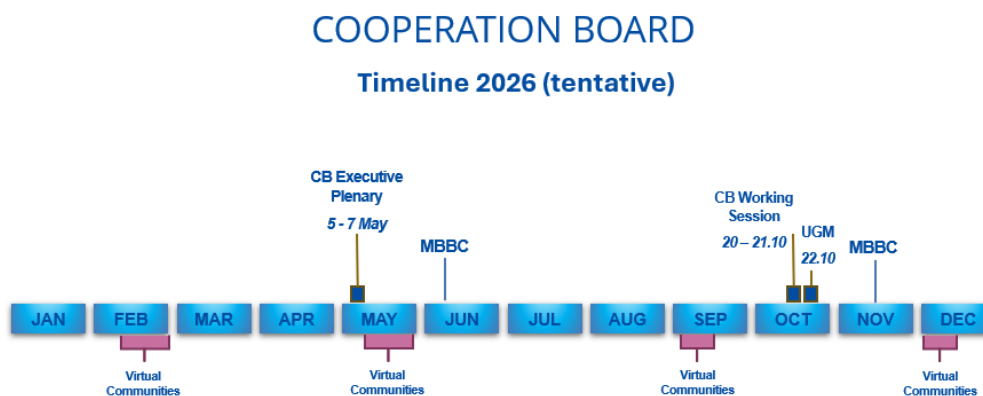
Chairs responsibilities include:

- Preparation of meetings;
- Ensuring open and inclusive discussions;
- Facilitating common understandings;
- Building consensus around matters of common interest.

This flexible rotation promotes shared responsibility, continuity, and trust.

Both co-chairs will be actively involved in the preparation of the meetings to ensure that the interests and perspectives of all stakeholders are taken into account and that efforts are not unnecessarily duplicated.

F. Timeline 2026



APPENDIX 13 – Abbreviations used

ACE	WIPO's Advisory Committee on Enforcement
AD	Administrator
ADR	Alternative Dispute Resolution
AFA	Application for Action (anti-counterfeiting)
AI	Artificial Intelligence
AIPRAP	ASEAN IPR Action Plan
API	Application Programming Interface
ARIMA	Autoregressive Integrated Moving Average
ASEAN	Association of Southeast Asian Nations
ASPP	Annual Staff Policy Plan
AST	Assistant
AWP	Annual Work Programme
BC	Budget Committee
BO	Back Office
BoA	Boards of Appeal
CA	Contract Agent
CARICOM	The Caribbean Community
CARIFORUM	Caribbean Forum (CARICOM plus Dominican Republic)
CB	Cooperation Board
CCSI	Cultural and Creative Sectors and Industries
CEFTA	Central European Free Trade Agreement
CEI	Call for Expression of Interest
CEOS	Conditions of Employment of Other Servants
CEPOL	European Union Agency for Law Enforcement Training (Collège Européen de Police)
CERT-EU	Computer Emergency Response Team for the EU institutions
CIGI	Craft and Industrial Geographical Indication
CITF	Copyright Infrastructure Task Force
CJ	Court of Justice
CO2	Carbon Dioxide
COVID	Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2)
COPIS	Counterfeit and anti-Piracy Information System
CP _n	Common Practice <i>n</i>
CPVO	Community Plant Variety Office
CRIS	WIPO's Customs Recordation System
CSRD	Corporate Sustainability Reporting Directive
CUMULUS	The Global Association of Art and Design Education and Research
DG	Directorate-General
DG AGRI	Directorate-General for Agriculture and Rural Development
DG CNECT	Directorate-General for Communications Networks, Content and Technology
DG DIGIT	Directorate-General for Digital Services
DG EAC	Directorate-General for Education, Youth, Sport and Culture

DG ENEST	Directorate-General for Enlargement and Eastern Neighbourhood
DG GROW	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG HR	Directorate-General Human Resources and Security
DG INTPA	Directorate-General for International Partnerships
DG JUST	Directorate-General for Justice and Consumers
DG RTD	Directorate-General for Research and Innovation
DG TAXUD	Directorate-General for Taxation and Customs Union
DG TRADE	Directorate-General for Trade
DIMEA	Interagency for Market Control
DPC	Data Processing Centre
DSA	Digital Services Act
D&I	Diversity and Inclusion
EARTO	European Association of Research and Technology Organisations
EC	European Commission
ECC-Net	European Consumer Centres Network
ECP	European Cooperation Project
ED	Executive Director
EEA	European Economic Area
EEAS	European External Action Service
EEN	Enterprise Europe Network
EFTA	European Free Trade Association
EG	Expert Groups
EIB	European Investment Bank
EIC	European Innovation Council
EIF	European Investment Fund
EIGE	European Institute for Gender Equality
EIPIC	European Intellectual Property Information Centre
EIPPN	European IP Prosecutors Network
EISMEA	European Innovation Council and SMEs Executive Agency
EIT	European Institute of Innovation and Technology
EMAS	Eco-Management and Audit Scheme
EMECA	European Major Exhibition Centres Association
EMPACT	European Multidisciplinary Platform Against Criminal Threats
EOO	Equal Opportunities Officer
EP	Establishment Plan
EPA	Japan-EU Economic Partnership Agreement
EPO	European Patent Office
EPSO	European Personnel Selection Office
ERP	Enterprise Resource Planning
ESA	European School of Alicante
ESG	Environmental, Social and Governance
ETMD EP	EUIPO Trade Mark and Design Education Programme
EU	European Union

EUAN	European Union Agencies Network
EUD	European Union Design
EUDPR	European Union Data Protection Regulation
EUDR	European Union Design Regulation
EUIPO	European Union Intellectual Property Office
EUIPN	European Union Intellectual Property Network
Eurojust	European Union Agency for Criminal Justice Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
Eurostat	European Union Statistical Office
EUSA	European School of Administration
EUTM	European Union Trade Mark
EUTMR	European Union Trade Mark Regulation
FAQ	Frequently Asked Questions
FG <i>n</i>	Function Group <i>n</i>
FO	Front Office
FPI	Foreign Policy Instruments
FR	Financial Regulation
Frontex	European Border and Coast Guard Agency
FT	Established Official
FTA	Free Trade Agreement
FTE	Full Time Equivalent
G20	Group of Twenty (19 major countries and the EU)
GenAI	Generative Artificial Intelligence
GC	General Court
GDP	Gross Domestic Product
GI	Geographical Indication
GPT	Generative Pre-trained Transformer
GRI	Global Reporting Initiative
G&S	Goods and Services
HDB	Harmonised Database of Goods and Services
HICP	Harmonised Index of Consumer Prices
HR	Human Resources
ICANN	Internet Corporation for Assigned Names and Numbers
ICT	Information and Communication Technology
ID5	Industrial Design Five (Forum)
IDOC	The Investigation and Disciplinary Office of the Commission
IMF	International Monetary Fund
IMS	Integrated Management Systems
INTERPOL	The International Criminal Police Organization
IP	Intellectual Property
IPEP	IP Enforcement Portal
IPO	Intellectual Property Office
IPR	Intellectual Property Right

IPRED	Intellectual Property Rights Enforcement Directive
IPTV	Internet Protocol Television
IQF	Integral Quality Framework
IR	International Registration
IRD	International Registered Design
ISO	International Organization for Standardization
IT	Information Technology
JRC	Joint Research Centre
KPI	Key Performance Indicator
MASPP	Multi-Annual Staff Policy Plan
MB	Management Board
MBBC	Management Board and Budget Committee
MERCOSUR	Mercado Común del Sur (Southern Common Market)
MFF	Multiannual Financial Framework
MOOC	Massive Open Online Course
MoU	Memorandum of Understanding
MS	Member States
MS IPO	National and Regional Member States Intellectual Property Office
MSA	Market Surveillance Authorities
NIPO	National Intellectual Property Office
N/A	Not Applicable
OAP	EMPACT Operational Action Plans
OE <i>n</i>	Organisational Enabler <i>n</i>
OECD	Organisation for Economic Co-operation and Development
OJ	Official Journal of the EU
OLAF	European Anti-Fraud Office (Office de Lutte Anti-Fraude)
PDF	Portable Document Format
PES	Pan-European Seal
PIA <i>n</i>	Priority Impact Area <i>n</i>
PMO	European Union Paymaster Office
PVR	Plant Variety Rights
REUD	Registered European Union Design
RoK	Republic of Korea
SCCR	Standing Committee on Copyright and Related Rights
SEA	South-East Asia
SEE	Seconded EUIPO Experts
SIPO	Slovenian Intellectual Property Office
SLA	Service Level Agreement
SME	Small and Medium-sized Enterprise
SNE	Seconded National Expert
SOC	Security Operations Center
SP	Strategic Plan
SP2030	Strategic Plan 2030

SQAP	Stakeholder Quality Assurance Panels
SR	Staff Regulations
TA	Temporary Agent
TBD	To Be Determined
TDM	Text and Data Mining
TM5	Trade Mark Five (Forum)
TRIPS	WTO Council for Trade-Related Aspects of Intellectual Property Rights
TV	Television
UA	User Association
UFI	Global Association of the Exhibition Industry
UGM	User Group Meeting
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
US	United States of America
VAR	Vector Autoregression (Multivariate Model)
VC	Virtual Community of Experts
VLOP	Very Large Online Platform
VLOSE	Very Large Online Search Engine
VTC	Virtual Training Centre
WCO	World Customs Organization
WFP	Workforce Plan
WG	Working Group
WIPO	World Intellectual Property Organization
WLP	Women Leadership Programme
WTO	World Trade Organization