

Annual Report 2025



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INSTITUTO NACIONAL DE ESTADISTICA



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I Introduction

Instituto Nacional de Estadística [National Statistics Institute] (INE) has been carrying out three-year and annual Action Plans since 2021, and Annual Reports since 2009. This 2025 Annual Report also contains the degree of implementation of the 2025 Action Plan.

The 2025 Action Plan contains: strategic objectives, which help to achieve the Institute's aims; production targets for statistical operations; and management goals, aimed at the efficient implementation of all standards related to resource management. The Annual Report describes the most important actions in the corresponding objectives described above, as well as presenting the main indicators of INE's activity.

The 2025 Action Plan has been implemented at 91.45%. This implementation percentage has been obtained by taking into account the weighting indicated in the Plan itself. The total implementation rate of the objectives is a weighted average of the implementation rate of each type of objective. The first block, Strategic Objectives, and the third block, Management Goals, each have a 25% weighting, while the second Objective block, Production Targets, has a 50% weighting. The operational objectives within each of these blocks are equally weighted.

Annexed to the annual report is disaggregated information on the degree of implementation of the Action Plan with goals, operational targets and indicators.

In 2025, INE has made progress on important projects and worked towards the implementation of others, with the aim of remaining among the world's leading statistical institutions. Section 3, Strategic Objectives, details a number of these initiatives, which will provide great impetus to the organisation.

II Statistical Production Targets. Operations of note

The strategic production targets set out certain goals and indicators that allow for the analysis of the degree of compliance with the statistical production scheduled in the 2025 Annual Programme which implements the 2025-2028 National Statistics Plan. We can announce that, with the exception of three whose calendars were changed (one of which moved forward its publication date), the 130 remaining operations went ahead on schedule, thus reaching 99.44% of the main operational target. The implementation of the set of operational production objectives reached 99.26%.

The following operations are worth highlighting, some of the which, because they are new, involve methodological changes, or are being disseminated for the first time.

1 Housing Rental Benchmark Index

The INE began publishing the new Housing Rental Benchmark Index (*Índice de referencia de arrendamientos de vivienda* - IRAV) in January 2025, in accordance with the Resolution of 18 December 2024 of the Presidency of the INE. This indicator is the benchmark for the annual update of housing rental contracts, as set out in current regulations.

The first index was published on 2 January, referencing the month of November 2024, which, from that moment on, was published monthly, on the same dates as the Consumer Price Index (CPI).

The IRAV is the minimum value between the year-on-year rate of change of the Consumer Price Index, the year-on-year rate of change of the underlying Consumer Price Index and the adjusted average annual rates of change of the CPI and the underlying CPI, measured as the difference between the annual growth rates of both the Consumer Price Index and the underlying Consumer Price Index for each month and a benchmark representing expected inflation in the medium term, adjusted by a dampening coefficient.

Rental contracts signed after 26 May 2023 shall be reviewed according to the IRAV, in accordance with Law 12/2023 of 24 May on the Right to Housing.

2 International Trade in Services by Enterprise Characteristics (STEC)

On 20 February 2025, the INE published for the first time the annual statistics International Trade in Services by Enterprise Characteristics (STEC). This operation provides information on the profile of companies that export and import services.

As a structural synthesis and analysis statistic, it aims to characterise enterprises that trade internationally in services with respect to those that are limited to the domestic market, according to three main characteristics: the enterprise's main economic activity (according to the CNAE), its size range measured by number of employees, and type of control over the enterprise (domestic/foreign).

This is another of the new INE statistics that will provide more detailed economic information on the globalisation process. These statistics are based on data obtained through innovative techniques of cross-referencing micro-data from existing statistics.

This technique is applied to the values of exports and imports from the Balance of Payments for services, compiled by the Bank of Spain, corresponding to “market-producing” agents (enterprises). Each micro-data item of the International Trade in Services Survey (ITSS) referring to the companies that contribute to the estimation of the Balance of Payments for services is cross-checked against the Central Business Directory (CBD), as these two sources provide information on the three aforementioned characteristics.

3 Experimental Statistics - Enterprise Multilocation Viewer (EMV)

The INE and the Bank of Spain have developed the Enterprise Multilocation Visualizer (EMV) experimental statistics, which reports on the different geographical distribution of four variables (employment, assets, sales and gross economic result) of Spanish non-financial companies (it does not include information on self-employed entrepreneurs), according to the registered office or the production centre.

The visualization tool allows you to navigate through interactive maps by selecting the autonomous community, province and municipality, with details by postal code, and with information up to December of each year. The regional selection referred to is made for the four variables analysed and 14 sections of the CNAE 2009.

The data sources used are the INE's Central Companies Directory (CBD) and the annual company accounts available in the Bank of Spain's Central Balance Sheet Data Office; ultimately the main data source is the Spanish Association of Property and Mercantile Registrars (CORPME).

This information can facilitate the design of economic policies, study the interregional connections of companies domiciled in one area with productive establishments in others or provide an evaluation of the economic impact of adverse phenomena that affect specific geographical areas.

4 International Trade in Value Added (TiVA) Indicator Panel

This project allows for the evaluation of the impact from the Spanish economy's participation in global value chains from different perspectives such as the value added generated, related employment and greenhouse gas emissions, all of which falls within the framework of Spain's National Accounts and is consistent with its macroeconomic aggregates.

These indicators provide for an analysis, for example, of the value added or employment generated in the national economy by our exports, or those generated in foreign economies by our imports. They also can quantify what part of the value of these exports corresponds to value added or domestic or foreign employment, as well as the impact of our foreign trade in terms of greenhouse gas emissions.

The indicators are developed in accordance with the national accounts systems and use FIGARO, a European statistical model, as their main source. This is a multi-regional input-output model developed by Eurostat in collaboration with the European Commission's Joint Research Centre and is based on each country's national accounts.

The panel thus represents an outstanding example of international cooperation and efficient use of the information available in the European Statistical System.

The new tool allows for the analysis of global interdependencies between sectors and countries, and the assessment of how changes in the supply or demand of goods and services can propagate along global value chains, which has economic and environmental implications for national economies.

III Strategic objectives. Relevant activities and events

The 2025 Action Plan defines five strategic objectives: Improve the **accessibility** and usefulness of information, **Lead** the transformation of public statistics in all administrations, Foster **innovation**, Promote the integration and **use of sources** and Develop more proactive and trained **human resources**.

In the year 2025, an execution rate of 88.32% has been achieved in this section.

1 Accessibility

87.67% of the operational objectives relating to the *Continuous improvement of the accessibility and usability of statistical information to meet users' needs* have been fulfilled.

The indicators for all operational objectives with their degree of implementation are available in the Annex to this report: Degree of implementation of the 2025 Action Plan.

This section presents some of the actions undertaken to achieve this goal.

1.1 ES_DATALAB GETS OFF THE GROUND WITH THE RECOGNITION OF NEW RESEARCH ENTITIES AND MEETING REQUESTS FOR SCIENTIFIC RESEARCH-BOUND MICRODATA

ES_DataLab is contributing to the advancement of research by making microdata available to the scientific community in an environment that ensured information confidentiality. The data provided is confidential and lacks direct identification, and comes from the integration of microdata sets from at least two of the following organisations: INE, Tax Agency (AEAT), Bank of Spain, Social Security and State Public Employment Service (SEPE).

During 2025, there were several events aimed to promote the ES_DataLab, including the Data Community hosted by the State Secretariat for Digitalisation and Artificial Intelligence (SEDIA), the seminar from the Institute for Fiscal Studies on administrative data sources for the evaluation of public policies, the 3rd Social Security Data Conference and a presentation at the Agrofood Research and Technology Institute of Catalonia (IRTA).

Additionally, new research entities were recognised, raising to 125 the total number of institutions enabled to request access to these microdata. Additionally, the 17 secure centres used to access the confidential microdata were virtualised.

1.2 SEMINAR ON NATIONAL ACCOUNTS: USE AND ANALYSIS FROM THE PERSPECTIVE OF PUBLIC AND PRIVATE USERS

This seminar, held on 27 February, welcomed a range of experts from the public and private sector, who agreed on the importance of the data from the INE's National Accounts, used for the preparation of macroeconomic and budgetary forecasts, the evaluation of public policies, and the analysis of investment sustainability, public debt or the evolution of productivity. Furthermore, they highlighted that the availability of Input-Output tables in national accounts allows for estimating, for example, the effects of a

possible increase in tariffs or anticipating various scenarios of economic growth and inflation based on different hypotheses of economic protectionism.

Those attending the meeting highlighted that Spain is one of the few countries that publish the inventory of sources and methods for compiling national accounts, thus providing transparency to the statistics production process.

Future challenges identified included obtaining more data at the regional level, greater disaggregation of certain activities of the service sector, more information on hours worked, and keeping up the effort to communicate special milestones, such as revisions of the annual and quarterly Gross Domestic Product.

1.3 PRESENTATION OF THE 2024 NATIONAL STATISTICS AWARD

His Majesty the King presented the 2024 National Statistics Prize to Concha Bielza Lozoya on 7 April at an event held at the Royal Academy of Exact, Physical and Natural Sciences. The event was hosted by Ana María Crespo de Las Casas, President of the Royal Academy, and included the participation of Elena Manzanera Díaz, President of the INE, and Israel Arroyo Martínez, Secretary of State for Economy and Business Support.

The National Statistics Award jury recognised Concha Bielza, the first woman to receive the award, for her contribution to strengthening the statistical methods that underpin machine learning and artificial intelligence, as well as their application to such socially relevant fields as medicine, bioinformatics, industry, neuroscience and astrophysics.

1.4 MEETING BETWEEN PRODUCERS AND USERS OF TOURISM STATISTICS

On 9 and 10 June, the INE, together with the Economy, Geography and Demography Institute of the High Council of Scientific Research (IEGD-CSIC), hosted the first edition of the Meeting between Producers and Users of Tourism Statistics.

The main goal of this meeting was to set up an open dialogue for all participants, producers and users to express their opinions about the different approaches on which public statistics analyse tourism. Discussions ranged from strengths and limitations to future projects and challenges.

Organising these types of events is part of the INE's 2030 Strategy: 10 Transformative Projects for the Modernisation of Official Statistics in Spain, and continues the meetings that the INE and the CSIC have been organising jointly for years.

1.5 INE PRESENT AT THE MADRID BOOK FAIR

From 30 May to 15 June, the INE was present at the 84th edition of the Madrid Book Fair held, as every year, in the Retiro Park. This tradition dates back to the very founding of the institute in 1945.

There was a time when the dissemination of the INE's statistical operations was done through its paper editions, which justified its presence at the Fair as a vendor, but since

the emergence of digitalisation, this aspect has become secondary as the institute's objective is focused primarily on the work of disseminating official statistics through its content on the web.

As in previous years, the INE booth was one of the busiest among the institutional booths, where attendees could purchase printed editions such as *Spain in Figures 2025* or pick up one of the 2,600 infographics distributed, highlighted by the List of Names and Surnames or those related to the population. Users also had the opportunity to interact with the INE website, accessing our applications and the published statistical operations.

1.6 THE EUROPEAN STATISTICAL COMPETITION 2025 COMES TO A CLOSE WITH THE AWARDS CEREMONY AT THE INE'S PORTUGAL OFFICE IN LISBON

On 24 June, the awards ceremony of the European phase of the European Statistics Competition 2025 (ESC 2025) took place at INE's office in Lisbon, Portugal, with the winning teams: TEAMXII2 from Portugal and D.A.D from Lithuania.

The jury particularly valued the creativity of the videos –aimed at the young population– and also the technical rigour of the data used and the ability to communicate through the story created.

Nearly 27,000 students from almost 2,200 schools in 21 European countries took part in this year's edition. For the eighth consecutive year, the INE has been in charge of coordinating this edition. Eurostat appreciates this work, which helps the new generations understand the importance of managing and interpreting statistical data

1.7 THE INE JOINED IN THE CELEBRATIONS OF WORLD STATISTICS DAY

World Statistics Day was celebrated on 20 October 2025, under the theme “driving change with quality statistics and data for everyone”. This is the fourth year that this World Day has been celebrated, following those of 2010, 2015 and 2020. According to Resolution 69/282 of the United Nations General Assembly, it is held every five years with the objective that all Member States, international and regional organisations, civil society, academia, the media and all producers and users of official statistics highlight the essential role of statistics in addressing the challenges of our time.

In its effort to fulfil one of its fundamental mandates —to provide, disseminate and communicate quality statistical data— the INE joined the various initiatives on this World Day by publishing a special section on its website called “Statistics Day”, with information about this event and links to the activities.

The global statistical community is an example of international cooperation as professionals from all regions work together to establish standards, share methodologies, and ensure the accuracy and reliability of data. The INE joins this effort, thanking the entire society for its work in ensuring that official Spanish statistics are increasingly valued and recognised both nationally and internationally.

1.8 BIENNIAL MEETING OF EXPERTS ON STATISTICAL DISSEMINATION AND COMMUNICATION

Over 5, 6 and 7 November, the INE took part in the biennial meeting of the Group of Experts on Statistical Dissemination and Communication hosted by the United Nations Economic Commission for Europe (UNECE), held in Athens. This forum brought together specialists from different countries with the aim of exchanging experiences and best practices, as well as reflecting on the new challenges facing the dissemination and communication of data in the field of official statistics.

In a context marked by digital transformation, the proliferation of new technologies and platforms, statistical organisations face increasingly complex challenges in communicating data effectively and maintaining public trust. In this scenario, it is essential that they continue to adapt in order to preserve their fundamental role as providers of official statistics, which are key to informed decision-making.

1.9 SCHOOL VISITS

In the 2024-2025 academic year, the INE hosted 71 visits, 59 of which were face-to-face visits at the Provincial Offices and 12 virtual visits attended from central services. 2,885 students participated (7.2% more than in the previous course) and 190 teachers (7.3% more).

The provinces with the most schools participating in this outreach activity were Madrid (eight virtual visits and two in-person visits), Cádiz (eight in-person visits), Alicante (seven in-person visits), Lugo and Ourense (both with six in-person visits). And those that have had the highest number of visitors, Madrid (with 478 students and 33 teachers), Cádiz (313 students and 8 teachers), Lugo (312 students and six teachers) and Alicante (240 students and six teachers).

The visits took place between October 2024 and June 2025. The months with the highest attendance were February 2025 (with 551 students from 13 schools), November 2024 (with 478 students from 13 schools) and April 2025 (with 434 students from 10 schools).

The visits are mainly aimed at students in 4th year secondary, Baccalaureate and Intermediate Vocational Training Cycles, and their objective is to provide information on our activity, as well as the main statistics, services and applications that the INE makes available to the public, giving prominence to the resources and activities that may be of most interest to them according to their age and level of studies, such as the Explica Portal and the European Statistical Competition.

1.10 2025 USER SATISFACTION SURVEY

On 28 October, the INE launched the 2025 User Satisfaction Survey (USS 2025), with the aim of understanding the opinions of different user profiles on various aspects related to the quality of statistical operations and their processes

In the first phase, the assessments of the media and other users in contact with the INE were collected through forums, congresses or meetings. Subsequently, voluntary participation was opened to all users through the INE website, whose data collection continued until the end of January 2026.

User feedback is essential to continue improving the products and services of the INE. A preliminary report is expected in April 2026, which will serve to identify user needs and new opportunities for improvement, thus reinforcing the quality, transparency and usefulness of statistical information.

2 Leadership

The operational objectives to *Position itself as a key player leading the transformation of Public Statistics in all Public Administrations with a decisive role in the international sphere* have been met at 89.57%.

The indicators for all operational objectives with their degree of implementation are available in the Annex to this report: Degree of implementation of the 2025 Action Plan.

This section presents some of the actions undertaken to achieve this goal.

2.1 NEW GUIDELINES FOR THE INCLUSION OF STATISTICAL OPERATIONS IN THE NATIONAL STATISTICAL PLAN

The Standing Committee of the Interministerial Commission for Statistics (CIME for its Spanish initials) has agreed to create a working group, led by the INE, with the aim of developing a guide for the inclusion of statistics in the National Statistical Plan (NSP), based on objective criteria.

The guide, approved by the CIME Plenary, sets out objective criteria for the incorporation of statistical operations in the NSP, including relevance, methodological soundness, the suitability of statistical procedures, as well as the quality and dissemination of the data. The evaluation of these criteria is based on specific and measurable indicators, collected in the Standardised Methodological Report of each operation.

Likewise, the guide includes an annual evaluation of the operations included in the NSP, through the drafting of a detailed report on the degree of compliance with the agreed standards and the quality of the corresponding standardised methodological report.

This guide makes a decisive contribution to ensuring the quality of the NSP statistics and bolstering confidence in official statistics.

2.2 CREATION OF TECHNICAL COMMITTEES WITHIN THE HIGH COUNCIL OF STATISTICS

The INE presented to the Standing Committees of the High Council of Statistics (HCS) a proposal for the strengthening of this consultative body of the National Statistical System (NSS). The main objective of this proposal is to strengthen the HCS with the aim of establishing a more dynamic and effective communication system between producers and users, which at the same time allows the HCS to carry out its consultative work in a more topic-based, proactive manner.

To this end, the creation of expert committees was proposed that would open up new channels of dialogue, while at the same time carrying out a diagnosis of the current

situation of the National Statistical Plan (NSP) in their respective areas and proposing improvements for the new Plan.

Over the course of 2025, three expert committees were created: one for demographic statistics, one for labour market statistics, and one for tourism statistics.

Each committee consists of a chair, from the users' standpoint, a deputy chair, from the producers' side, and a set of members, both users and producers, proposed from among the experts in each subject by the High Council of Statistics.

2.3 COLLABORATION AGREEMENT BETWEEN THE INE AND THE SEDIA

The INE and SEDIA (Spanish Secretariat of Digitalisation and Artificial Intelligence) have signed a collaboration agreement with the aim of promoting the governance and management of data in the Spanish Public Administration (SPA). The agreement responds to the growing recognition of data as a strategic resource for public decision-making and for economic and social development.

Both institutions share the goal of promoting the use, interoperability, and reuse of public data, contributing to a more efficient and coherent digital ecosystem. In this context, SEDIA contributes its leadership in digital transformation policies and data governance, while INE contributes its experience in standardisation, statistical quality assurance and the use of administrative sources.

The agreement also aligns with the new requirements of the European framework, which strengthen the role of statistical institutes in data governance and in the design of interoperable systems. Among the planned initiatives are participation in national and international forums, the coordinated drafting of rules and standards, support in metadata processes, the creation of public data inventories and collaboration in anonymisation techniques and secure spaces for the processing of confidential information.

2.4 TOOL SHARING: JAXISTANDALONE SOFTWARE

Strengthening cooperation and sharing common tools within the NSS is essential to improving the efficiency, consistency, and quality of statistical production. The INE, as the coordinating body for national statistical activity, must ensure these tools are shared.

In this sense, the INE has been working for several years on the development and evolution of JaxiStandAlone software, an application that facilitates the dissemination of aggregated results in tabular format, as well as their visualisation in graphs and maps. Furthermore, it is able to be downloaded in various open and reusable formats.

This development has been complemented by the creation of several R packages that permit the automatic generation of Pc-axis files, instead having to manually create them.

So far, the software has been shared with more than 10 institutions. Some, such as the Ministry of Culture, the Ministry of Education, Vocational Training and Sports, the Ministry of Science, Innovation and Universities, or the Permanent Observatory of Immigration, show their datasets through this application.

2.5 STANDARDISED METHODOLOGICAL REPORT. METADATA OF STATISTICAL OPERATIONS

Metadata is fundamental because it provides context and meaning to information, allowing us to understand what the data is, how it was created, who is responsible for it, and how it should be used. Thanks to metadata, information can be efficiently organised, found, shared, and reused, thus improving the process quality and aiding decision-making.

The Standardised Methodological Report (SMR), which collects metadata on statistical operations, includes the indicators necessary to evaluate the degree of compliance with the criteria established in the *Guide for the inclusion of an operation in the National Statistical Plan (NSP)*.

The SMR of each statistical operation must be public for all statistics included in the NSP. The SMR of the statistical operations made by the institute can be consulted on the INE website. With the aim of promoting the preparation and publication of the SMR in the other NSP operations, the INE organised a joint working day on 28 October, which saw the participation of the SPA statistical services.

2.6 THE INE SIGNS A MEMORANDUM OF UNDERSTANDING WITH THE IDB

The INE and the Inter-American Development Bank (IDB) have recently signed a Memorandum of Understanding, with the aim of fostering collaboration between both organisations, and promoting the development of statistical capacity in the Latin America and Caribbean region. The IDB is an international public organisation whose mission is to help accelerate the economic and social development of these countries, both individually and collectively.

The main areas where the cooperation between INE and IDB will focus are the increase and improvement of the statistical use of administrative records, the promotion of alternative data collection methods, and the expansion and integration of non-traditional data sources.

This Memorandum is accompanied by an Action Plan that details the specific activities to be conducted in its first year of validity. The agreement will be in effect for three years.

3 Innovation

The operational objectives relating to the *Promotion of innovation for the improvement of efficiency in the statistical production and communication process* have been met at 72.29%.

The indicators for all operational objectives with their degree of implementation are available in the Annex to this report: Degree of implementation of the 2025 Action Plan.

This section presents some of the actions undertaken to achieve this goal.

3.1 FIRST MEETING OF THE SOCIAL ECONOMY SATELLITE ACCOUNT WORKING GROUP

In January, the first meeting of the Working Group of Social Economy Satellite Account (SESA) took place at the INE home office.

The aim of this group is to develop an active collaboration between its members – the INE, the Ministry of Labour and Social Economy, the International Centre for Research and Information on the Public, Social and Cooperative Economy (CIRIEC in its Spanish initials), the Spanish Business Confederation of Social Economy (CEPES in its Spanish initials), the ONCE Foundation and the Spanish Chamber of Commerce – in order to obtain an accurate and systematic description of the Social Economy.

Through the analysis of definitions and concepts in this field, the working group will also conduct the delimitation of a population framework of units in accordance with the Social Economy Act and study the degree of coverage of the most appropriate statistical sources for its measurement.

This Social Economy Satellite Account will provide a systematic description of the different phases of the economic process for each type of entity framed within the Social Economy. And the structured record of operations will provide the necessary aggregates for the study of the behaviour of each type of entity, as well as the Social Economy as a whole.

3.2 DATA STRATEGY OF THE NATIONAL STATISTICAL SYSTEM

The Standing Committee of the CIME, at its meeting on 9 July 2025, approved the NSS Data Strategy presented by the INE.

The aim of this strategy is to position the statistics of the SPA as a driving force for change in this field, under the leadership of the INE, the CIME and the Inter-regional Statistics Committee (ISC), within the framework of relations with the autonomous communities.

The objective of this strategy is to increase the value of data through its reuse and the promotion of its interoperability, and for public statistics to be a leading agent in the development of the data ecosystem by contributing its experience.

The strategy is framed around two axes: 1) Towards a NSS data space with the development of three initiatives: the spread of open data and the development of data sharing environments: for statistical purposes (Statistical Interoperability Node, InterStat) and for scientific purposes (ES_DataLab) and 2) Participation of the NSS in sectoral data spaces, where public statistics must be available as input for these developments, given its knowledge of metadata, classifications or available sources and also in the output, in order to promote the use of any database or interoperability system for statistical purposes that emerges out of these new data spaces.

3.3 MNO-MINDS MOBILE DATA INTEGRATION CONFERENCE

In September, the INE attended the Final Conference of the MNO-MINDS project¹, which was held in Paris. The conference focused on integrating data from Mobile Network Carriers with other data sources to generate official statistics.

In session number eight, on the use of mobile phone data in the tourism sector, the INE shared its experience on this topic. It was explained that the use of mobile data has allowed progress towards more accurate, detailed and up-to-date tourism statistics. Over the course of five years, thanks to the collaboration between the INE and the main telephone carriers, methodologies have been developed that transform mobile data into statistical results consistent with international definitions of tourism, covering outbound, domestic and inbound tourism. Specifically, it presented the project intended for inbound tourism.

Experience has shown that this data cannot be used on its own and needs to be supplemented with administrative sources and information from traditional surveys. This mixed strategy allows for error correction, results validation, and the generation of more complete, reliable tourism statistics with a greater level of territorial detail.

3.4 15TH PUBLIC STATISTICS CONFERENCE

The 15th edition of the Public Statistics Conference, hosted by the INE and the Statistical Institute of Catalonia (Idescat), was held on 12 and 13 June in Lleida. Inaugurating the event were Elena Manzanera, president of the INE, Cristina Rovira, deputy director general of Production and Coordination of Idescat, Begoña Vitoriano, president of the Society of Statistics and Operations Research (SEIO in its Spanish initials) and Carles Comas, chair of the congress organising committee.

In their speeches they highlighted the importance of strengthening and reinforcing collaboration between the statistical system and universities and research centres, in order to share knowledge and innovation.

The plenary conference of the event was given by Nicola Massarelli, Team Leader at the National Accounts Methodology Unit of Eurostat's Macroeconomic Statistics Division, who commented on the innovations of the new System of National Accounts 2025 that the United Nations Statistical Commission approved in March.

These new developments fall within the areas of globalisation, digitalisation, the evolution of financial markets, the informal economy, well-being, and sustainability.

Massarelli mentioned that the changes will be reflected in the European System of National and Regional Accounts, in order to keep it aligned with the global standard in a process that involves significant challenges and implications to ensure high-quality information and comparability between countries.

¹ MNO-MINDS: *Mobile Network Operator Methods for Integrating New Data Sources*.

3.5 GENERATIVE ARTIFICIAL INTELLIGENCE (GAI)

In 2025, the INE created the GAI Internal Working Group, with the objective of preparing a future implementation strategy, defining four lines of work: diagnosis of current use, selection of initial technological solutions, design of an internal communication strategy and a governance proposal.

During 2025, a diagnosis of current use was performed, identifying more than 200 existing or developing use cases. With reference to the international standard Generic Statistical Business Process Model (GSBPM), these use cases are mainly concentrated in several phases of the statistical process: data collection (reading of purchase receipts for Family Budget Survey (FBS), death certificates, chatbot to answer questions during the completion of questionnaires, etc.), development (code debugging, conversion between languages or generation of functions) and the phases of analysis (chatbots specialised in data analysis), processing (recoding to the CNAE2025) and dissemination (chatbots, automated press releases, generation of audiovisual content, among others). In addition, and as a cross-institutional support element for statistical activity, work is underway to use GAI for automated responses to informant queries through specialised chatbots, with access to internal information and collaboration records. It is also used to automate and optimise administrative and legislative management, including the extraction, registration and tracking of inquiries received.

In addition, temporary licenses for several tools (Copilot Studio, ChatGPT Enterprise, Gemini, Azure API) were acquired in order to evaluate these commercial solutions, and internal communication was fostered by creating a space on the intranet and an internal newsletter to disseminate initiatives, along with editorial and technical committees for their monitoring.

The INE also published an Artificial Intelligence Policy Statement, which establishes the principles, criteria and limits for the responsible use of AI in the institution, guaranteeing human supervision, transparency, data protection and statistical confidentiality, and alignment with the European Statistics Code of Practice.

3.6 CODIABATCH. AN AUTOMATIC ENCODER THAT ALLOWS FOR THE RECLASSIFICATION OF ECONOMIC ACTIVITY FROM LARGE DATA VOLUMES

In order to facilitate the change from the National Classification of Economic Activities 2009 (CNAE-2009) to the CNAE-2025, the CodiABatch tool has been developed, which allows users of the Sara network to use automatic coding or recoding models for statistical classifications. This tool, unlike CodIA, allows large data volumes to be simultaneously entered, with the literal description of an economic activity and the CNAE-2009 code (or just the literal description) and send the resulting file with the corresponding CNAE-2025 code for each literal description to the indicated email address.

Various methods have been used Large Language Models (LLMs) to generate synthetic descriptions according to different statistical classifications. With these generated texts, paired with the corresponding code, "small" (fastText) or "medium" (based on BERT) language models have been trained. Experiments have been carried out along these lines for different statistical classifications and different languages, always obtaining promising results and, in some cases, surpassing the performance of models trained

with real data. Using this technique, in combination with real data and the fastText model, and applied to the CNAE-2009 and CNAE-2025 classifications, the language models deployed in the CodIA and CodIABatch tools, already in production, have been obtained.

The techniques described are implemented in the [statcodgen](#) library, which has been published on the INE's Github.

3.7 TEAM. NEW METHODOLOGY FOR THE AUTOMATIC IDENTIFICATION OF REGARIMA MODELS

TEAM is a new methodology for the automatic identification of RegARIMA models for the seasonal adjustment of time series, as well as an R package that implements this methodology.

TEAM is based on a comprehensive model search, in which each model is evaluated according to various indicators that take into account different quality aspects of the model, such as goodness of fit, behaviour of the canonical decomposition, revisions, etc. Once all the models specified by the user have been tested, they are ranked according to the indicators obtained, and the best models are offered to the user. This represents an improvement over other automatic identification methodologies such as TRAMO, as many more models are tested and evaluated more thoroughly.

The implementation as an R package uses JDemetra v3 for the adjustment and finding of indicators, thus ensuring compatibility with the INE and European standards on seasonal adjustment. Furthermore, it is possible to parallelise the process, reducing the necessary computing time.

3.8 THE ENTERPRISE INFORMATION SYSTEM (EIS)

The Enterprise Information System (EIS) is an advanced statistical infrastructure that will annually collect and link together the final microdata of all statistical operations on companies prepared in the INE, as well as other available records with business information, using as a central axis the Central Business Directory (CBD) of each year.

This is therefore a more efficient and secure way of collecting and processing the information generated by all business statistics, which will translate into many specific benefits for users, both inside and outside the INE, such as:

- Bringing together in a single physical space the information currently dispersed in different locations of the INE, structuring it and establishing coherent relationships between the different business data.
- Facilitating access to this information through an advanced data exploitation system, which incorporates the appropriate access control mechanisms and strengthens computer security, significantly improving how it is managed and protected.
- Having all that information permanently and automatically linked together using the CBD as the central axis.
- Facilitating the application of MicroData Linkings (MDLs) is one of the main strategic approaches to increasing the availability of information about enterprises by reusing

existing information and, therefore, not increase the burden on informants. Facilitating the availability of information to researchers, with files that can combine various sources.

- Allowing the reuse of any information from a statistical operation for another operation or even for the same operation, but for a different period.
- Facilitating the application of mass imputation (MI) techniques, particularly non-parametric models (neural networks, random forests, etc.) using machine learning techniques. The goal is to reduce the number of annual questionnaires needed to maintain the current level of quality. The result of this MI will also be uploaded to the EIS, thus increasing the analytical capacity of the information.
- Moving ahead with the georeferencing of business statistics through the interrelation of the EIS with the regional standards of the INE (georeferenced address framework, cartography...) and the assignment of a unique identifier to the premises, which plays a role similar to the Tax ID in the legal units.
- Allowing the dissemination of new aggregates that take into account information available in more than one operation statistics.

During 2025, information has continued to be incorporated into the EIS, so that the CBD, SBS, ETICCE, Biotechnology, Innovation and R&D are already included from 2018 to 2023 inclusive. In subsequent years, more reference years will continue to be incorporated and more statistical operations will be added, for example, the statistics on global value chains (SGVC), or the information on products of the trade and services sectors (EPSS and EPSC).

4 Integration and promotion of the use of administrative sources

The operational objectives relating to *Promoting the integration and use of sources to increase the statistical information available* have been met at 96.00%.

During the year 2025, the INE used 119 different administrative sources for the production of the statistical operations it is entrusted with, making use of them 1,477 times.

The indicators for all operational objectives with their degree of implementation are available in the Annex to this report: Degree of implementation of the 2025 Action Plan.

This section presents some of the actions undertaken to achieve this goal.

4.1 ACTIVITY-RELATED STATISTICS FROM ADMINISTRATIVE DATA (ERADA)

The ERADA was created with the aim of integrating labour administrative records with the population register based on the Municipal Register, to characterise the labour situation of the entire working-age population, combining the methodological advantages of the EAPS, with its harmonised international definitions and criteria, and the exhaustiveness, frequency and punctuality offered by administrative records.

In 2024, ERADA was included as a new feature in the 2024 Annual Programme and in the 2025–2028 National Statistical Plan. The operation, currently in the methodological

development and consolidation phase, requires the integration of a high volume of information from multiple administrative records and unprecedented technical coordination with the agencies holding the records.

Thus, throughout 2025, progress has continued in the integration processes of the different sources used by ERADA: Municipal register of inhabitants, Affiliation of Workers of the General Treasury of Social Security, Registered Labour Movement, Pensions and contributory benefits of the National Institute of Social Security, mutual affiliates of MUFACE, MUGEJU and ISFAS, and annual information from population censuses.

In addition, a technical working group was formed halfway through the year, with representatives from the agencies that hold the main administrative registers serving as the basis for ERADA, along with expert analysts of the economic situation and researchers specialising in the labour market. The group's purpose is, on the one hand, to share and compare the main methodological characteristics of the operation and, on the other hand, to evaluate proposals aimed at its continuous improvement, including possible methodological advances, the development of new indicators and the analysis of ways to coherently and complementarily optimise the dissemination of ERADA along with the rest of the available statistical sources.

4.2 TOWARD CNAE 2025

Royal Decree 10/2025 of 14 January, approving the National Classification of Economic Activities 2025 (CNAE-2025), was published in the Official State Gazette on 15 January 2025. The CNAE-2025 replaces the previously existing classification and is the result of a review process coordinated with its European (NACE Rev. 2.1) and international (ISIC Rev. 5) equivalents, with the aim of more accurately reflecting the evolution of the economic structure.

In order to facilitate a standardised and coordinated implementation of the new classification throughout the NSS, the INE has made available to users, through its website, detailed information that includes not only the complete structure of the CNAE-2025, but also the explanatory notes, the main differences with respect to the previous classification, the correspondence tables between the different versions of the CNAE and the NACE, as well as the CNAE-2025 implementation schedule in INE operations, in alignment with the schedule set out by the European Statistics System.

Furthermore, throughout 2025, the INE has provided advice to various statistical services of the Spanish Public Administration to ensure a correct transition to the new classification and has participated in the development of correlations between the CNAE and other classifications used at the national level.

In this context, two technical workshops have been organised, one within the scope of the Spanish Public Administration and another aimed at the autonomous communities, with the aim of promoting a coordinated implementation among institutions. These initiatives make it easier for users to perform standardised and comparable analyses between different statistics.

5 Human Resources

The operational objectives relating to *Encouraging the development of proactive, innovative and specialised human resources in new technologies* have been met at 96.05%.

The indicators for all operational objectives with their degree of implementation are available in the Annex to this report: Degree of implementation of the 2025 Action Plan.

This section presents some of the actions undertaken to achieve this goal.

5.1 STAFF APPOINTMENTS FOR THE HIRING OF STATISTICIANS OF THE INE

On 7 May 2025, the Official State Gazette (*Boletín Oficial del Estado* - BOE) published the appointment of career civil servants to the Senior Corps of State Statisticians. Through internal promotion, of the 9 people appointed, 3 were assigned to the INE, 2 to the Tax Studies and Statistics Service, one to the General Directorate of Personnel Costs, another to the Carlos III Health Institute, another to the Institute of Fiscal Studies and another to the General Directorate of Social Security. Regarding the general open access system, of the 122 people appointed, 53 joined the INE and the rest were distributed among different statistical departments of the SPA.

With regard to the Corps of State Statisticians, the BOE published on 7 January the resolution appointing career civil servants through the general open access system. Of the 68 persons appointed, 39 were assigned to INE and the rest to different statistical departments of government agencies. None of the offered positions were filled through internal promotion.

Finally, on 24 February 2025, the BOE published the Resolution of 18 February 2025, of the Secretary of State for Public Administration, appointing career civil servants, via the general open access system and internal promotion, in the General Administrative in the Civil Service, under the Statistics specialty. Through internal promotion, the 11 people appointed were assigned to provincial delegations of the INE. Regarding the general open access system, of the 104 people appointed, except for 2 who were assigned to the Centre for Sociological Research, the remaining 102 people joined the INE, all of them in provincial delegations.

5.2 COURSES, SEMINARS AND OTHER TRAINING, DISSEMINATION AND INNOVATION ACTIVITIES

In 2025, the training activities of the School of Public Administration Statistics followed traditional formats such as face-to-face courses, but also utilised other formats supported by new technologies, such as online or hybrid courses (face-to-face combined with live online). Tools such as Moodle have been used for course development and others such as Webex for technical sessions and conferences.

Specifically, it should be noted that during the year 2025 a total of 12 courses were conducted in video-conference format: 5 specialisation courses in methods for statistical production and 7 on computer tools. These courses were attended by 525 participants.

15 technical sessions and 9 seminars were delivered in hybrid format (face-to-face and online) with a participation of 895 and 393 attendees, respectively.

Regarding other activities related to academia and innovation, the School continued in 2025 to manage grants to universities and research centres for research projects of interest to INE.

5.3 ATTRACTING TALENT

Over the course of the year the INE participates and collaborates in activities developed by scientific organisations and institutions (mainly universities or faculties) that aim to draw talent. The objective is to broaden the dissemination of the INE's institutional image among students and to present the job and training opportunities available at our institution.

These activities raise awareness of the options for completing students' training by doing curricular internships at the INE (the INE has current agreements with 36 universities) and also the annual call for 18 postgraduate scholarships with the same training orientation.

In addition, it participates in talks, conferences and job fairs organised by these entities. In these presentations, the INE outlines the training opportunities already mentioned and the opportunity presented by the competitive examinations for the State Statistics Corps, explaining their characteristics, where to find (within the INE website) the material to prepare for them, and the advantages of working at the INE. If the event allows, especially in talks and conferences, these presentations include references to ongoing projects within our institution that convey to students the image of an innovative institution where they can develop their careers as qualified professionals.

These activities are coordinated by the Deputy Directorate General for Training, Analysis and Innovation in Statistical Production, which also participates in some of them through the collaboration of units from both Central Services (such as the Deputy Directorate General for Dissemination and Communication and several sub-directorates that present ongoing projects) and Provincial Delegations that run the stands and make contact with universities and the promotion of spaces where the INE and staff of the Provincial Delegations can disseminate these same messages.

Specifically, the following actions were carried out throughout 2025:

1. Creation, management and support of the INE's virtual stand at the University of Oviedo Job Fair (29 January). Hiring, setting up and staffing the INE's physical stand at the same forum, as well as a talk on job opportunities within the INE and competitive examinations for the Corps of Statisticians, all at the Faculty of Sciences (30 January).
2. Hiring, setting up and staffing the INE's stand at the 21st Job Forum of the Autonomous University of Madrid, at the Faculty of Economics and Business (18 February). Creation, management and support of the INE's virtual stand at the same forum (19-21 February).
3. Talk to students at the University of Cádiz about job opportunities within the INE, competitive examinations for the Corps of Statisticians, postgraduate scholarships and university internships, at the Jerez Campus (18 February).

4. Participation in the *Round Table on Public Talent at the Autonomous University of Madrid*, held at the Faculty of Sciences (19 February).
5. Participation in the *Round Table of Talks at the Complutense University of Madrid*, held in the Student Building (25 February).
6. Talk to students at the University of Cádiz about job opportunities within the INE, competitive examinations for Corps of Statisticians, postgraduate scholarships and university internships, at the Puerto Real Campus (25 February).
7. Hiring, setting up and staffing the INE's stand at the UCMpleo25 Job Forum of the Complutense University of Madrid, at the Ciudad Universitaria Campus (11 March). Creation, management and support of the INE's virtual stand at the same forum (11 to 13 March).
8. Hiring, setting up and staffing the stand of the Ministry of Civil Service at the Employer Fest of the University of Murcia, at the Faculty of Economics and Business (13 March).
9. Presentation at the Employment Guidance Days at the Complutense University of Madrid, in the Faculty of Mathematical Sciences (17 March).
10. Talk by the INE president to students at the University of Valladolid about job opportunities within the INE and competitive examinations for Corps of Statisticians (19 March).
11. Talk to students at the University of Salamanca about the personal and professional experience as an officer at the INE, in the Faculty of Economics and Business (21 March).
12. Hiring, setting up and staffing the Public Employment stand at the Job Forum of the University of Castilla-La Mancha, at the Albacete Campus (3 April).
13. Presentation at the Employment Guidance Days at the Complutense University of Madrid, in the Faculty of Economic and Business Sciences (8 April).
14. Talk to students at the University of Cádiz about job opportunities within the INE, competitive examinations for the Corps of Statisticians, postgraduate scholarships and university internships, at the Cádiz Campus (8 April).
15. Collaborative classes on the CPI and the EAPS in the Degree of Applied Statistics of the Complutense University of Madrid, in the Faculty of Statistical Studies (22 April).
16. Hiring, setting up and staffing the INE's stand at the Bioscience Faculty's Job Forum at the Autonomous University of Barcelona, at the Bioscience Faculty (6 May). Creation, management and support of the INE's virtual stand at the same forum (7 May).
17. Talk to students at the University of Cádiz about job opportunities within the INE, competitive examinations for the Corps of Statisticians, postgraduate scholarships and university internships, at the Bahía de Algeciras Campus (12 May).
18. Participation in the Congress "*26th National Meeting of Mathematics Students (ENEM)*" with a PechaKucha presentation, creation and organization of a challenge to solve, and participation in the Business and Entrepreneurship Forum. All of this was held at the Faculty of Sciences of the University of Granada (24 July).

19. Hiring, setting up and staffing the INE's stand at the Congress "*18th Meeting of Employment and Entrepreneurship*" at the Public University of Navarra, at the Navarra Arena Pavilion (8 October).
20. Talk to students at the University of Cádiz about job opportunities within the INE, competitive examinations for the Corps of Statisticians, postgraduate scholarships and university internships, at the Algeciras Campus (21 October).
21. Hiring, setting up and staffing the INE's stand at the Public Job Forum of the University of Navarra, at the Amigos Building (22 October).
22. Creation, management and support of the INE's virtual stand at the 22nd Virtual Job Fair of the Polytechnic University of Madrid (22 to 24 October).
23. Collaborative classes on Statistical and Socioeconomic Indicators and Demography in the Master's Degree in Data Analysis for Business Intelligence at the University of Oviedo, in the Faculty of Sciences (5 and 12 November).
24. Presentation at the Career Guidance Conference of the University of Cádiz, at the Jerez Campus (17 November).
25. Hiring, setting up and staffing the INE's stand at the Job Forum of the University of Las Palmas de Gran Canaria, at the Tafira University Campus (19 November).
26. Talk for talent recruitment at the Public Employment Week of the Carlos III University of Madrid (19 November).
27. Participation in the Round Table of the Public Employment Week of the Complutense University of Madrid, in the Student Building (20 November).
28. Talk to students at the University of A Coruña about competitive examinations for the Corps of Statisticians, at the Faculty of Economics and Business (1 December).
29. Talk to students at the University of Jaén about the INE, relevance, quality and new horizons within the national statistical production, at the Faculty of Experimental Sciences (4 December).

5.4 UNIVERSITY INTERNSHIPS

The university internship programme aims to promote curricular (and exceptionally extracurricular) internships at the INE as a relevant element to foster training in official statistics, contribute to the preparation of future producers and users of statistics and above all to make our image known among future graduates and their universities so that they consider the option of applying for the State Corps of Statisticians.

To carry out these internships, the INE has signed 34 collaboration agreements with universities, 26 public and eight private.

During the 2024-2025 academic year, as of 30 June, 30 internships have been managed, 22 have already finished, six are in progress and two only need some administrative procedures to start.

In Central Services, 21 internships have been carried out or are being done. Meanwhile, in the Provincial Delegations, nine have been carried out. The internships have mainly been carried out remotely.

The students come from 12 different universities with the following distribution: Complutense University of Madrid (7), University of Valladolid (6), University of Cádiz (3), Polytechnic Universities of Madrid, Salamanca, Oviedo, Murcia and Malaga (two each) and Autonomous Universities of Madrid, Alicante, Sevilla, Coruña (one each).

5.5 POSTGRADUATE SCHOLARSHIPS IN STATISTICS

In September, a new group of 18 postgraduate scholarship recipients arrived at the INE. This scholarship programme aims to broaden the training of recent university graduates, approximate them to the practice of public statistics, and contribute to enriching their profile through participation in tasks and activities related to statistical research, as well as the development and implementation of statistical processes.

A total of 66 candidates applied to the call for applications, published on 12 December 2024: 32 women and 34 men.

Each scholarship recipient is under the supervision of a tutor from the corresponding destination unit. The period for doing these scholarships is 12 months, but they can be extended for periods of six months up to a maximum of 24 months.

IV Management goals

Operational objectives related to management goals have been met at 92.97%.

The indicators for all operational objectives with their degree of implementation are available in the Annex to this report: Degree of implementation of the 2025 Action Plan.

This section presents some of the actions carried out in this field.

1 The Padrón Online Project: Activity Report

The "Padrón Online" project is a modernising initiative that seeks to update and improve the continuous registration system in Spain. Although continuous registration has been successful, the underlying architecture and technology have become obsolete, creating a need for a more efficient system adapted to current requirements.

The project's objectives can be summarised as follows:

- A new management system for information on the country, completely separating territorial information from personal information.
- A new system for exchanging census information, moving from a method based on monthly files —as it stands today— to a method based on immediate communications, through web services, between municipal registers and the INE.
- The INE's creation of common management tools that could be used on a voluntary basis by interested town and city councils.

In 2023, the Ministry of Territorial Policy and Democratic Memory launched a call for subsidies of 64 million euros, the beneficiaries of which were provincial councils, single-province autonomous communities, and island councils, with the main objective of revitalising the information management system of the housing database. During the year 2025, eight beneficiary entities —out of the fifty-seven participants in the call—, together with two additional municipalities that participated individually, submitted the files provided for in Order TER/1235/2023 of 15 November of the Ministry of Territorial Policy. All in all, files were received from 1,449 municipalities, which has allowed for substantial progress to be made in cleansing, standardising and the initial integration of data planned in that line of action. The remaining beneficiary entities have until the end of March and, in some cases, until the end of April 2026 to submit the files.

Furthermore, the INE and the winning company have made progress on several key fronts in the project, both in the territory database (completing the development of a system for updating the territory database and the launch of a web service that will allow municipalities to communicate in real time any changes in the territorial information) and in the population database, with the development of several use cases associated with the system for updating the population database.

From an institutional perspective, the INE participated in the National Congress of Innovation and Public Services (CNIS for its Spanish initials) with the presentation entitled: "Padrón *Online*, a transformational project for local governments. Current situation and short-term outlook."

2 INE Electronic Office

In June, the website of the INE's Electronic Office Headquarters website was revamped with a new look, a new organisation, and an improved user experience, achieving more efficient access to all the procedures it offers and bolstering the security of the web portal.

The Electronic Office enables citizens and companies to gain access to certain information of interest and administrative procedures by electronic means, without the need to perform them in person. It hosts procedures relating to register data, the Electoral Census, fines and payments and grants, awards and subsidies, also allows users, by electronic means, to register the receipt and submission of requests, letters and messages, plus the option of doing other procedures, such as obtaining CPI certificates.

3 Plenary of Provincial Delegations

The president of the INE, Elena Manzanera, inaugurated the Plenary Session of Delegations that was held in the historic building of the University of Oviedo from 30 September to 2 October.

In addition to the president of the INE, the general directors and several deputy directors participated in the meeting, presenting the main lines of work and projects in the areas of economic statistics, population, demography, the labour market, ICT, electoral census, dissemination and data collection.

During the meeting, there was a discussion of the challenges of the institution regarding the measurement of new phenomena, the publication of results more quickly, and the incorporation of new sources of information into the official statistics. To achieve this, Artificial Intelligence tools will be incorporated with the aim of improving the information produced and making processes more productive.

On the other hand, the new roles that statistical offices must adopt in the current data ecosystem were highlighted, and the NSS Data Strategy was shared.

4 The INE and Electoral Processes. The elections to the Assembly of Extremadura

The Provincial Electoral Offices, which are part of the INE Delegations, organise essential elements of an electoral process, including determining the polling stations and premises in coordination with the town councils, resolving claims to the electoral register in very short periods and certifying the status of elector for candidates and observers.

In addition, they automatically send the documentation to voters on the Census of Absent Residents (CERA) and process applications for postal voting from voters residing in Spain (CER), voters temporarily residing abroad (ERTA) and voters residing abroad temporarily in Spain (national CERA), sending the electoral documentation once the ballots become available.

During 2025, the elections to the Assembly of Extremadura were held on 21 December, the decree of which was published on 28 October. Over the course of these 54 days, the 1,400 electoral tables in 388 municipalities were determined by the Cáceres and Badajoz Delegations, and 114 claims were resolved, in addition to certifying 420 candidates and 2,954 observers. On the other hand, the electoral documentation was sent ex officio to the 30,610 voters of the CERA, and the documentation was sent again to 21 CERA voters because they were temporarily in Spain, and the postal vote of the 17,417 voters of the CER who requested it was processed.

V Main indicators of INE activity

1 Statistical Planning

The main planning activity in 2025 was the preparation of the 2026 Annual Programme of the National Statistical Plan 2025-2028, in collaboration with the statistical services of the ministries, the Bank of Spain and the General Council of the Judiciary, which was approved by Royal Decree 55/2026 of 3 February.

Regarding the implementation of the 2025 Annual Programme, the INE was commissioned to carry out 135 operations, 29.74% of the total number of statistics for state purposes produced by the statistical services of the State Administration. Data from the Inventory of Statistical Operations (ISO):

INE operations in 2025

No. of operations in the 2025 Annual Programme	135
No. of operations in the ISO (31 December)	180
No. of operations in the ISO subject to European regulations	99
No. of operations in the ISO carried out in collaboration with the autonomous communities	53
No. of operations in the ISO based exclusively on direct exploitation of administrative records	28

During the year, a total of 82 agreements were signed with different organisations. The agreements in force at the end of 2025 are presented in the following table:

Agreements in force as of 31 December 2025

Total no. of agreements	227
– No. of statistical agreements in force*	188
Ministries	38
Central Statistical Bodies of the Autonomous Communities (CSBAC)	45
Other bodies of the autonomous communities	33
Universities (UAM: <i>Índice</i> Journal)	1
Other Institutions	84
– No. of agreements with universities for student internships at INE	36
– No. of agreements for purposes other than those mentioned above	3

* The sum of sub-headings is greater than the total because an agreement can belong to more than one heading of the classification

2 Dissemination, communication and user support

The INE website had nearly 92 million visits during the year and provided access to more than 1,395 million pages. The most visited sections were: Statistical information from INEbase, Most frequent surnames and names, and the CPI Section.

Access to the INE website in 2025

INE website	
1. Number of pageviews	1,395,742,883
2. Visitors	91,759,847
3. Average duration of visit (minutes)	4.55
Electronic Office	2,671,565
Explica information portal	1,370,833
Most visited sections and number of visits	
1. Statistical information from INEbase	333,916,088
2. Most frequent names and surnames	122,753,859
3. CPI Section	28,237,239
Microdata	
1. Number of operations for which microdata files are available	48
2. Number of accesses	35,322
3. Number of downloads of microdata files	194,270

RSS and Social Media 2025

RSS	
1. Number of total notices	462
2. Number of press release announcements	376
Twitter: @es_ine	
1. Number of followers (as of 31/12/2025)	58,626
2. Number of tweets	2,044
YouTube: INEDifusion	
1. Views of the channel's videos	134,949
2. Most viewed videos and reproductions of each:	
1. Consumer Price Index (CPI)	10,826
2. Gross Domestic Product	4,486
3. Concepts of the Economically Active Population Survey (EAPS)	4,054
Instagram: es_ine_	
1. Number of followers (as of 31/12/2025)	9,024
2. Number of posts	278
3. Number of stories	465
LinkedIn: National Statistics Institute (INE)	
1. Number of followers (as of 31/12/2025)	22,189
2. Number of posts	123

Disclosure: 2025 European Statistics Competition

National phase	
1. Edition number	13 th
2. Number of teams	1,097
3. Number of students	2,800
European Phase	
1. Edition number	9 ^a
2. Number of participating countries	22
3. Number of students	28,832

Disclosure: School visits 2025

School visits	
1. Number of visits:	68
2. Number of attendees: schools:	64
3. Number of attendees: teachers:	177
4. Number of attendees: students	2,763

Consultations, requests, certificates and other services 2025

Certificates and informative notes	8,967
1. CPI and other information	220
2. CPI Telematics	3,152
3. Electronic Signature	345
4. Free Informative Notes CPI	5,250
Phone calls	22,181
1. Switchboard	22,181
2. Personalised attention: user service area	0
Queries	14,520
1. In-person	340
2. Queries (letter, fax, counter)	120
3. E-mail forms (infoINE, e-mail and e-site)	14,060
Application for personalised requests	3,480
<i>- Distribution of customised requests according to subject</i>	
1. Demographics and population	764
2. Economics	525
3. Society	651
4. Industry and agriculture	239
5. Services	256
6. Others and miscellaneous	1,045
Non-standard microdata request	412

3 Collection of information

The data collection requested directly from the respondent by the INE is basically addressed to two types of units: to enterprises, which may be the enterprises themselves, establishments, social security reporting unit or agricultural holdings, and households.

The following table specifies the number of different reporting units, the number of questionnaires requested from them and the number of questionnaires subsequently received.

		Questionnaires sent*	Questionnaires received*	Different reporting units*
Companies	Total	1,645,310	1,434,070	236,488
	Context	1,369,773	1,195,192	
	Structure	275,537	238,878	
Households (except FR/EG)		642,237	411,368	386,392
FRONTUR / EGATUR		414,962	370,544	414,962

* Data from the Border Tourist Movement Statistics (FRONTUR) and the Tourism Expenditure Survey (EGATUR) are collected separately, because the collection methodology is very different from the rest of the surveys, as there is no framework from which the sample is previously selected. Likewise, in the questionnaires relating to section *Households (excluding FR/EG)*, regarding the SECHPH, only those questionnaires that were collected in 2025 are included.

In the case of surveys aimed at companies, the vast majority of respondents send the data via the internet. CAWI is the channel used by 89.3% of companies in the going concern surveys and by 98.1% in the structure surveys.

Company surveys	CAWI ¹	Other
Context	1,067,829	127,363
Structure	234,367	4,511

In the case of household surveys, a multi-channel collection system is used to facilitate the submission of data by respondents. The following table shows the distribution of the number of statistical operations and the number of questionnaires collected by the different channels.

Household/individual surveys	Operations	CAWI	CATI ²	CAPI ³
2 channels (CAWI-CATI)	ICTH-DTS-SECHPH	56,494	66,133	
2 channels (CATI-CAPI)	HBS		7,531	11,275
3 channels	EAPS-LCS-TUS-FS-SHS	33,189	169,157	67,589
FRONTUR and EGATUR				370,544

* Economically Active Population Survey (EAPS), Domestic Tourism Survey (DTS), Household Budget Survey (HBS), Survey on Equipment and Use of Information and Communication Technologies in Households (ICTH), Living Conditions Survey (LCS), Time Use Survey (TUS), Survey of Essential Characteristics of the Population and Housing (SECHPH), Fertility Survey (FS), Spanish Health Survey (SHS).

¹ CAWI: Computer-Assisted Web Interviewing.

² CATI: Computer Assisted Telephones Interviewing.

³ CAPI: Computer Assisted Personal Interviewing.

4 International Activity

INE's international activity is mainly carried out within the European Union (EU), and the activity is included in this report in the last section corresponding to European Statistics.

Regarding the international context outside the EU, INE attended the Organisation for Economic Co-operation and Development (OECD) Committee on Statistics and Statistical Policy and 32 other monographic meetings organised within the OECD.

Within the United Nations (UN), the INE participated in the UN Statistical Commission, the Conference of European Statisticians, the Statistical Conference of the Americas of ECLAC and its Executive Committee, as well as in the International Conference on Financing for Development held in Sevilla. In total, INE experts attended 103 meetings promoted at the UN level.

Related to the International Monetary Fund (IMF), the INE is the national coordinator of the Special Data Dissemination Standard Plus (SDDS Plus) initiative since it joined in 1998 (until 2015, the SDDS).

Another important role in the international arena is that of technical cooperation. During 2025, the INE carried out a total of 27 cooperation activities with 58 countries in Europe, Africa, Latin America and the Caribbean: 5 online courses, 10 study visits, 7 online technical assistance sessions, 2 seminar participations, 2 online training sessions (webinars) and 1 institutional visit.

Most of the study visits received and technical assistance provided were carried out with countries in Latin America and the Caribbean, considered priorities in the INE's cooperation strategy, as well as with candidate countries for the European Union. These were done through the Instrumental Pre-adhesion Aid (IPA).

The INE continued in 2025 with the International Statistical Training and Cooperation programme, through which it has given a series of online courses aimed at Latin America and Equatorial Guinea: Sampling designs applied to the production of official statistics, Environmental accounts: Theoretical foundations and practical aspects and user-oriented statistical communication.

In addition, it has continued with the implementation of technical cooperation activities aimed at African countries, within the framework of the Pan-African Statistics Programme II (PAS II), co-financed by the European Commission and INE itself. Through this program, the following activities were carried out in 2025: online course on National Accounts, online course on Demographic Indicators, webinars on Health Statistics, webinars on Education Statistics and participation in the Forum on Administrative Data in Casablanca and in the closing forum of PAS II in Casablanca.

It is also important to highlight the activities related to the indicators of the 2030 Agenda. Specifically, the INE contributed to the work carried out both at the European Union level, as well as within the framework of the United Nations and UNECE, and participated in a total of 21 international meetings related to the indicators of the Sustainable Development Goals (SDGs); highlighting the hosting in Madrid of the annual meeting of the Steering Group on Statistics for the SDGs of the UNECE.

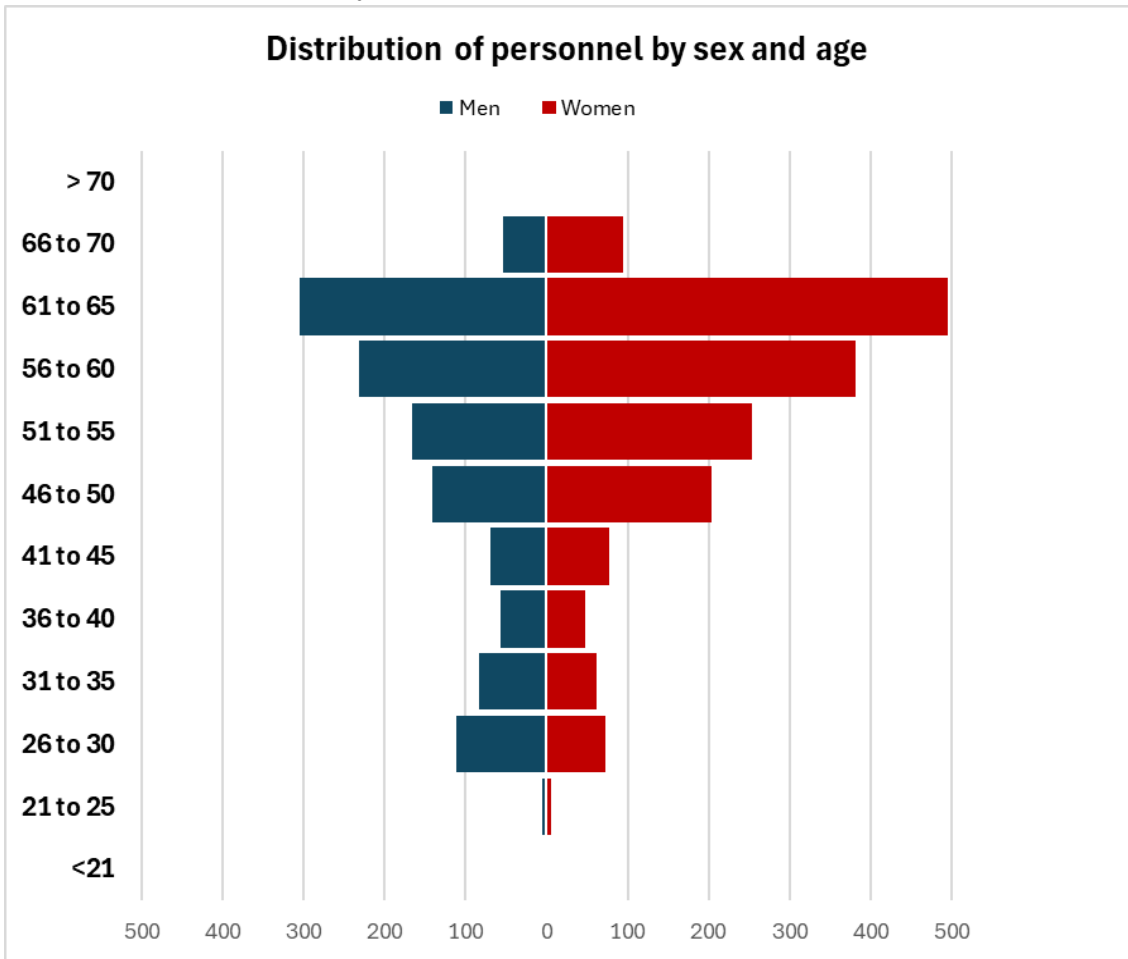
With regard to the "2030 Agenda of Sustainable Development Indicators", in 2025 this operation was given a significant upgrade, with the aim of providing information on the

measurement of progress towards the goals and targets of the 2030 Agenda in Spain, aligned with methodologies of international organisations such as Eurostat and UNECE. This modification has been favourably reviewed by the Standing Committee of the High Council of Statistics. As a result of this work, the INE published the first report on Measuring the Progress of the 2030 Agenda in Spain, in December 2025.

Additionally, the INE, in collaboration with the other bodies of the National Statistical System, added new indicators and breakdowns in the SDG Indicators platform, reaching 185 indicators, which represents 83% coverage of the global framework.

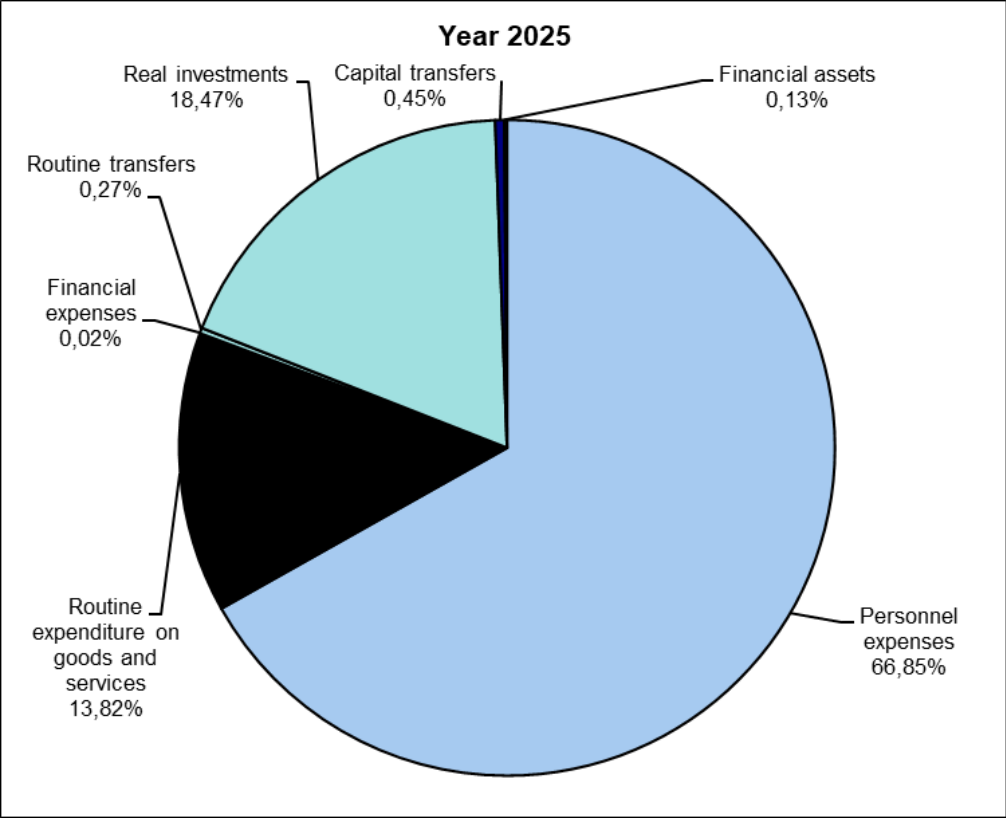
5 INE staff and budgets

The number of staff as of 31 December 2025 amounted to 2,920, 798 of whom were at the INE home office and 2,122 at its provincial delegations. 31.2% of the workers are between 41 and 55 years old and 15.2% are 40 years old or younger. The average age of the entire staff was 53.2 years. 58% of the workforce is women.



In 2025 the INE had the same budget as in 2024 due to the budget extension, 192.79 million euros, with which all the year's activities were executed. In this budget, 65.85% corresponds to staff costs. The investment allocation, mainly for the acquisition and

improvement of computer systems and the execution of statistical operations entrusted to INE, accounted for 18.47% of the total budget.



Source: INE

VI European Statistics

Article 5a(e) of Regulation (EC) No 223/2009 on European Statistics requires the heads of the national statistical institutes to publish an annual report on the statistical activities of the institution they lead. Since 2009, the INE has published an annual report aimed at users of statistical information to inform them of the most relevant tasks carried out throughout each year. As of 2016, this Annual Report incorporates, in this last section, the content on European statistics that is not included in the previous sections, and which complies with the report required by the aforementioned Regulation 223/2009.

1 The European Statistical System

The INE is a member of the European Statistical System (ESS), which is the partnership between the Statistical Office of the European Union (Eurostat), the National Statistical Institutes (NSIs) and other national authorities (ONAs) responsible in each Member State for the development, production and dissemination of European statistics. The INE is the national statistical authority designated by Spain as the body responsible for coordinating all activities for the development, production and dissemination of European statistics at the national level. Likewise at the national level, Law 12/1989 of 9 May 1989 on the Public Statistical Function (LFEP) confers on INE the role of general coordinator of the statistical services of the State Administration and the supervision, control or oversight of the technical competences of the State statistical services.

European Statistics are developed, produced and disseminated in accordance with Regulation (EC) 223/2009 on European Statistics and are those included in the European Statistical Programme, which in turn is developed in accordance with Article 14 of that Regulation. These European statistics are produced by NSIs or other national authorities.

2 European statistical corpus

The European statistical corpus consists of approximately 323 binding legal acts in force, 56 of which are basic acts and 267 are implementing acts. In 2024, amendments to 2 basic acts were published in the Official Journal of the European Union. In addition, 25 implementing acts were adopted, 12 of which were delegated acts (adopted directly by the Commission but subject to consultation by the NSIs) and 13 implementing acts adopted by committee procedure.

Table 1. Basic Acts

Official Journal of the EU	Name
20 May 2025	Regulation (EU) 2025/941 of the European Parliament and of the Council of 7 May 2025 on European Union labour market statistics relating to undertakings and repealing Council Regulation (EC) 530/1999 and Regulations (EC) 450/2003 and (EC) 453/2008 of the European Parliament and of the Council.
12 December 2025	Regulation (EU) 2025/2458 of the European Parliament and of the Council of 26 November 2025 on European population and housing statistics, amending Regulation (EC) 862/2007 and repealing Regulations (EC) 763/2008 and (EU) 1260/2013.

Table 2. Implementing acts

Committee	Name
59 ESSC May 2025	Commission Implementing Regulation (EU) 2025/1182 of 17 June 2025 establishing detailed standards on the readjustment of harmonised indices for the common reference period for the 2025 index, in accordance with Regulation (EU) 2016/792 of the European Parliament and the Council.
59 ESSC May 2025	Commission Implementing Decision (EU) 2025/1170 of 13 June 2025 granting exceptions to certain Member States with regard to the transmission of data pursuant to Regulation (EU) No 691/2011 of the European Parliament and the Council on the European Environmental Economic Accounts.
60 ESSC October 2025	Commission Implementing Regulation (EU) 2025/2295 of 13 November 2025, establishing the list and description of variables and their technical specifications, statistical classifications, breakdowns, metadata and accuracy targets for the topics of job vacancies, labour cost index and gender pay gap, pursuant to Regulation (EU) 2025/941 of the European Parliament and of the Council.
60 ESSC October 2025	Commission Implementing Regulation (EU) 2025/2251 of 10 November 2025 on comprehensiveness measures for the purposes of Regulation (EU) 2019/516 of the European Parliament and of the Council on the harmonisation of gross national income at market prices, repealing Commission Decision 94/168/EC, EURATOM
60 ESSC October 2025	Commission Implementing Regulation (EU) 2025/2448 of 4 December 2025 specifying the technical data of the dataset for the ad hoc theme of 2027 on Mental Health and Well-Being in the Scope of Income and Living Conditions, pursuant to Regulation (EU) 2019/1700 of the European Parliament and the Council.
Written procedure 23/09/2024	Commission Regulation (EU) 2025/447 of 7 March 2025, which amends Regulations (EC) 2150/2002 and 1552/2005 of the European Parliament and the Council, as well as Commission Regulations (EC) 1726/1999, (EC) 1916/2000, (EC) 198/2006, (EC) 1062/2008 and (EU) 349/2011, regarding references to the NACE Revision 2 statistical classification of economic activities established under Regulation (EC) 1893/2006 of the European Parliament and the Council.
Written procedure 09/04/2025	Commission Implementing Regulation (EU) 2025/935 of 21 May 2025, amending Implementing Regulation (EU) 2022/918, which lays down technical specifications for data requirements for the topic of global value chains

Committee	Name
	pursuant to Regulation (EU) 2019/2152 of the European Parliament and of the Council.
Written procedure 26/05/2025	Commission Implementing Regulation (EU) 2025/1310 of 3 July 2025 laying down the technical specifications for data requirements and deadlines for metadata and quality reporting in relation to the theme Use of ICT and e-Commerce for the 2026 reference year, in accordance with Regulation (EU) 2019/2152 of the European Parliament and the Council.
Written procedure 26/05/2025	Commission Implementing Regulation (EU) 2025/1322 of 4 July 2025 specifying the technical details of datasets, establishing the technical formats for the transmission of information and specifying the modalities and content of the quality reports regarding the organisation of a sample survey in the field of ICT usage and communication for the 2026 reference year, in accordance with Regulation (EU) 2019/1700 of the European Parliament and the Council.
Written procedure 18/06/2025	Commission Implementing Regulation (EU) 2025/1526 of 29 July 2025, establishing the list and description of variables and their technical specifications, statistical classifications and accuracy targets in the subject of salary structure, pursuant to Regulation (EU) 2025/941 of the European Parliament and of the Council.
Written procedure 27/06/2025	Commission Implementing Regulation (EU) 2025/1542 of 30 July 2025, specifying the modalities, structure, and the evaluation markers for the quality reports that must be issued, pursuant to Regulation (EU) 138/2004 of the European Parliament and the Council.
Written procedure 11/08/2025	Commission Implementing Regulation (EU) 2025/2001 of 6 October 2025, setting out provisions for the application of Regulation (EU) 2019/1700 of the European Parliament and of the Council regarding the description of variables to be collected every eight years on the organisation of work and provisions relating to working hours and occupational accidents and health problems in the field of the active labour force.
Written procedure 25/09/2025	Commission Implementing Decision (EU) 2025/2268 of 12 November 2025, granting exceptions to certain Member States with regard to the transmission of statistics pursuant to Regulation (EU) No 691/2011 of the European Parliament and the Council.

In addition, all delegated acts adopted in 2025 by the Commission in the field of statistics were monitored:

- Commission Delegated Regulation (EU) 2025/367 of 25 November 2024, supplementing Regulation (EU) 2019/1700 of the European Parliament and the Council by specifying the number and titles of variables on indebtedness, consumption and equity within the scope of income and living conditions, amending Delegated Regulation (EU) 2022/29.
- Commission Delegated Regulation (EU) 2025/368 of 25 November 2024, amending Delegated Regulation (EU) 2020/256 as regards multi-year rotation planning in the field of income and living conditions.
- Commission Delegated Regulation (EU) 2025/471 of 2 September 2024, amending Delegated Regulation (EU) 2023/137 with regard to certain data transmission requirements.

- Commission Delegated Regulation (EU) 2025/472 of 2 September 2024, amending Regulation (EU) 691/2011 of the European Parliament and the Council regarding references to the NACE statistical classification of economic activities established under Regulation (EC) 1893/2006 of the European Parliament and the Council.
- Commission Delegated Regulation (EU) 2025/668 of 15 November 2024, supplementing Regulation (EU) 2019/1700 of the European Parliament and the Council by specifying the number and titles of variables in the scope of the labour force for the ad hoc issue of 2026 on the employment on digital platforms.
- Commission Delegated Regulation (EU) 2025/1131 of 26 March 2025, amending (EU) Regulation 691/2011 of the European Parliament and of the Council as regards climate change mitigation investments and introducing the classification of environmental purposes.
- Commission Delegated Regulation (EU) 2025/1440 of 18 July 2025, supplementing Regulation (EU) 2019/1700 of the European Parliament and the Council by specifying the number and titles of variables regarding the use of information and communication technology in the 2026 reference year.
- Commission Delegated Regulation (EU) 2025/1999 of 6 October 2025, supplementing Regulation (EU) 2019/1700 of the European Parliament and the Council by establishing a multi-annual rotation schedule for the 2019-2036 period.
- Commission Implementing Regulation (EU) 2025/2030 of 9 October 2025, supplementing Regulation (EU) 2019/1700 of the European Parliament and of the Council by specifying the number and titles of the variables that should be collected every eight years on the organisation of work and provisions relating to working hours and occupational accidents and health problems in the field of the active labour force.
- Commission Delegated Regulation (EU) 2026/195 of 13 November 2025, amending Regulation (EC) 1059/2003 of the European Parliament and the Council regarding the NUTS classification and lists of existing administrative units and local administrative units.
- Commission Delegated Regulation (EU) (number to be published) of 21 November 2025 supplementing Regulation (EU) 2019/1700 of the European Parliament and of the Council by specifying the number and the title of the variables for the 2027 ad hoc subject 'Mental health and well-being' in the income and living conditions domain.
- Commission Delegated Regulation (EU) (number to be published) of 10 December 2025 amending Annexes V and VI to Regulation (EU) 2019/2152 of the European Parliament and of the Council and amending Delegated Regulation (EU) 2021/1704 as regards the statistical information to be provided by tax and customs authorities.

Within the EU Council, eleven face-to-face meetings of the STATIS group were held in 2025, five under the Polish Presidency and six under the Danish Presidency.

The Polish Presidency reached an agreement with the European Parliament (EP) on the proposal for a Regulation on European Population and Housing Statistics

Negotiations began in STATIS on the proposal for a Regulation of the European Parliament and of the Council on non-financial statistics on commercial real estate during the Polish presidency and the mandate to begin negotiations with the EP was adopted in COREPER.

During the Danish Presidency, negotiations were initiated and concluded on the Council Regulation of 16 December 2025 amending Regulation (EC) No 2533/98 on the collection of statistical information by the European Central Bank (published in the OJEU on 16 December 2025: <http://data.europa.eu/eli/reg/2026/415/oj>)

The Spanish position on the European Statistical Programme under discussion in the COMPGRO group of the Council (Proposal for a regulation of the European Parliament and of the Council establishing the Programme for the Single Market and Customs for the period 2028-2034) was also followed and coordinated until the mandate for negotiations with the EP was obtained under the Danish Presidency.

3 Participation in forums of the European Statistical System (ESS)

In 2025, INE continued its usual active participation in international fora within the EU, attending a total of 242 meetings, 8 of which were high-level meetings, 15 are directors' groups and 219 are other working groups, task forces and other voluntary fora.

In particular, the Presidency attended a number of international seminars and high-level meetings.

The Presidency of the INE participated in the three meetings of the European Statistical System Committee (ESSC) and in the annual meeting of the DGINS.

Regarding the European Statisticians Training Programme (ESTP), the Deputy Directorate General for International Relations and Agenda 2030, as the national contact point for the ESTP Programme courses, has coordinated the attendance of 74 INE experts as students in 23 courses. Additionally, an expert from the INE participated as a trainer in the ESTP Mobile Network Operator (MNO) data course: Methods for Integrating New Data Sources in Official Statistics.

Annex

Degree of implementation of the 2025 Action Plan. Goals, operational targets and indicators

Tables with goals, operational targets and indicators

STRATEGIC OBJECTIVES

SO.1 Continuous improvement of the accessibility and usability of statistical information to meet users' needs

a) Annual or biennial conferences for closer ties between universities, researchers, analysts and companies

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
Holding at least 2 annual meetings of the Working Group with economic analysts, in i) which at least two topics are discussed and there is a minimum of 10 attendees per meeting	100	Number of meetings held per year	2	Meetings held on 04/04/2025 and 03/10/2025.
		Total number of topics covered	22	11 topics in April, 12 in October. These topics include: major revisions of national accounts from 2022 to the second quarter of 2025, future projects in the unit, new developments and methodological concepts.
		Number of attendees in person or online	Over 85	In April, 26 were online and less than 10 were in person, and in October, 38 were online and more than 10 were in person. Participation far exceeds the proposed target.
Holding at least one meeting on tourism ii) statistics with producers and users before 31 December	100	Date held	9 - 10/06/2025	

b) Development of a communication strategy				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Strengthen media relations. Conduct at least one training programme for journalists with at least 10 participants	100	Number of training activities for journalists conducted in the year	1	On 05/06/2025.
		Number of participants	33	7 in-person and 26 online.
ii) Increase the number of social media posts (X, Instagram and YouTube) by 5%	100	Number and percentage increase of social media posts	4,883, +60.20%	YouTube (does not include videos from ESC teams): 11 vs. 39 previous year (-71.79%) Instagram: 743 vs. 764 (-2.75%) LinkedIn: 123 vs. 85 (+44.71%) X: 2,044 vs. 2,160 (-5.37%) Bluesky: 1,962 vs. 0
		Number of followers on social media	72.042	In 2024, 69,129 (4.21% increase), including X, Instagram and YouTube. YouTube: 4,392 vs 3,939 (+11.5%) Instagram: 9,024 vs 6,336 (+42.42%) LinkedIn: 22,189 vs 19,077 (+16.31%) X: 58,626 vs. 58,854 (-0.39%) Bluesky: 306 vs. 0
iii) Drafting of a report on possible ways to enhance the visibility of the National Statistics Award before February 2025	100	Report drafting date	09/12/2025 (date of the latest version of the report)	Following a round of consultations with various professional sectors related to statistics, a proposal has been made to amend the Rules that determine the call for the Award to accommodate professional careers that include scientific work in the field of Statistics and especially the scientific careers which emphasise empirical research based on the use of official statistics in any field (economic, social, health, demographic, etc.) or the contribution to the scientific development of official statistics. The approval of this proposal is being processed through the regulatory channels.
iv) Industrialisation of map generation and updating with GIS tools through the development of at least 4 Python utilities	100	Number of Python utilities developed and percentage of the total number of candidates to be developed.	3, 100%	OCR, CodIA and CodIABatch.

b) Development of a communication strategy				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
v) Development of at least one dashboard for a statistical domain	100	Number of indicator panels in a statistical domain.	2	International Trade in Value-Added Indicator Panel (TiVA) and Life Quality Indicator Panel.
vi) Advance publication of 3 Environmental Accounts by a minimum of one month compared to the previous year.	0	Number of months ahead of the previous year's publication date	0	Not achieved. To offset this, a new environmental account has been published, one relating to subsidies.
vii) Dissemination of Indicators in the Death Statistics by Cause of Death with territorial disaggregation at the municipal level through maps that provide a visualisation and analysis of geographical differences in the edition of the Statistics of the year 2024 prior to 31 December 2025.	100	Publication date	17/12/2025	The dissemination of the results has included indicators through maps. However, the territorial breakdown on the maps is limited to the province for confidentiality reasons, and publication at the municipal level is not possible.
viii) Publication of at least one single-topic infographic on the national accounts	100	Number of infographics published	1	The journal <i>Índice</i> , no. 96, January 2025, entirely dedicated to the National Accounts.
		Number of online downloads	5.746	Downloads between 25 February and 26 January.
ix) Dissemination of the updated inventory guide with the GDP calculation methodology before 20 December 2025	80	Date of publication of the inventory guide.	Sent on 31/10/2025 to Eurostat. Pending publication in INE Base	The Inventory of Sources and Methods of the CNTR (2/10/2025) and the Glossary of National Accounting Terms (19/09/2025) have also been published. A number of documents greater than requested has been published.
x) Publication of 2 new dynamic infographics and 10 infographics in the social media format	100	Number of dynamic infographics and social media infographics published	8 dynamic infographics and 29 static infographics in social media format	The static infographics in the social media format are those that have been updated with new data from statistical operations published during 2025.
xi) Publication of at least 3 products from the CifrasINE [INE Figures] collection as a complement to press releases	100	Number of products from the INE Figures collection published as a complement to press releases	6	See https://www.ine.es/dyngs/PUB/index.htm?cid=1683
xii) Include at least 4 new indicators in the Environmental Indicators Panel	100	Number of new indicators in the Environmental Indicators Panel	11	In June 2025, two new blocks were added to the panel: Water (7 indicators) and Footprints (4 indicators).
xiii) Design a distinctive logo for the Statistical Operations Inventory (SOI) and highlight it through direct access from the INE homepage before 30 June 2025.	60	Date on which the direct access to the SOI through the logo is published on the INE homepage	26/12/2025	

c) Data for research (ES_DataLab)				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Participate in at least 2 ES_DataLab promotional events	100	Number of events where ES_DataLab is promoted	4	- Data Community promoted by Directorate General of Data (SEDIA) - 09/01/2025 - IEF Seminar on Administrative Data Sources for Public Policy Evaluation - 08/10/2025 - 3rd Social Security Data Conference - 22/10/2025 - Presentation at IRTA (Institute of Agrofood Research and Technology) on "Use of Public Agricultural Data in Spain"
ii) Complete the processing of 100% of the entity recognition applications received	100	Percentage of fully processed entity recognition applications (ES_DataLab only)	100%	Four applications were received and all of them were processed.
iii) Complete the processing of at least 75% of the data access requests received	94	Percentage of data access requests fully processed (Census of Statistical Operations (CoSE) without ES_DataLab)	94,11%	80 of the 85 received have been resolved and 64 were processed to CoSE.
iv) Virtualisation of 50% of the INE's secure centres before 30 June 2025	100	Date on which the virtualisation of secure centres is completed	April 2025	SPSS virtual desktops were created.
		Percentage of secure centres enabled in virtual mode compared to the total number of secure centres enabled for researchers in 2025	100%	Open in 2025: 17
v) Preparation of the INE data catalogue before 31 December 2025	50	Date of preparation of the data catalogue.	--	Work is underway to create a new ES_DataLab catalogue (database and content manager) and the work done for this will be used to create the INE catalogue. Currently, the new INE catalogue is in the information gathering phase.

d) Interoperable data services				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Federation of HVDs on datos.gob.es in accordance with the DCAT-AP 2.1 standard, prior to 1 April 2025	75	Date on which the HVDs have been federated in datos.gob.es according to the DCAT-AP 2.1 standard	27/08/2025	The date was contingent on the availability of the necessary technical infrastructure for the federation by datos.gob.es. The federation file was indeed provided by the Almacen application before 1 April 2025.
ii) Design and implementation of a communication and dissemination process for digital transformation actions within the INE before 31 December 2025	100	Date of the communication process design	01/06/2025	For each SGTIC project, a customised Communication Plan is developed based on the email tool.
		Date of implementation of the tool for disseminating digital transformation actions	01/06/2025	Email and desktop tools are used to notify users of updates on their computers. Pending implementation of the new INTRANET in SharePoint. New communication model at the INE.
iii) Publication of 4 classifications in interoperable formats and linked open data	50	Number of Linked Open Data classifications published	--	The work is finished but it has not yet been published due to computer system incompatibility between the UPM and the INE.
iv) Participation in at least 2 international meetings on the generation of synthetic data (GenAI, agent-based, statistical models)	100	Number of meetings attended	5	There was participation in more meetings than specified in the target, and a presentation was given in all of them.

e) Bolster communication with the educational community through different initiatives				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Increase the school visit indicators by 5% compared to the previous year (2024/2025 compared to 2023/2024)	33	Number and percentage increase of school visits attended at INE home office and INE delegations	Number of visits for the 2024/2025 course: 68 (HO: 13, PD: 55) Percentage increase compared to the previous year: -8% (HO: -33%, PD: -5%)	The indicators have gone down.
		Number and percentage increase of students who have attended school visits at the home office and provincial delegations	Number of students in the 2024/2025 academic year: 2,837 (HO: 620 PD: 2,217) Percentage increase compared to the previous year: +6% (HO: -16%, PD: +15%)	It has gone up in Prov. Del., it has gone down in the HO. Overall, there were more students than last year, but fewer visits, indicating larger-sized visits.
ii) Hold at least one meeting with educators who can advise on the materials to be published on the revamped educational portal Explica	100	Number of meetings with educators	1	On 28/11/2025 a meeting was held with a representative of the Spanish Federation of Societies of Mathematics Teachers (FEMP) and a form of collaboration was established to improve the approach of the Explica portal.
iii) Encourage participation in the European Statistics Competition. Increase the indicators by 5% compared to the previous edition	40	Number of promotional activities for the national phase of the European Statistics Competition and percentage increase, excluding social media	15, -17%	13 virtual school visits during the 2024/25 school year + 1 mass email + Book Fair (there have been fewer virtual visits but with a higher attendance).
		Number of teams and percentage increase in the national phase of the European Statistics Competition	1,097, +7.76%	
		Number of students and percentage increase in the national phase of the European Statistics Competition	2,800, +6.54%	
		Number of schools and percentage increase in the national phase of the European Statistics Competition	162, -19%	Fewer schools, but more participating students.
		Number and percentage increase of publications about the national phase of the European Statistics Competition on social media	205, +1%	Instagram Posts: 11 vs. 13 years prior (-15.38%) Instagram Stories: 100 vs. 106 (-5.66%) X: 91 vs. 83 (+9.64%) LinkedIn: 3 vs. 1 (+200%)

e) Bolster communication with the educational community through different initiatives				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
iv) Design, before October 2025, of a programme to host students at the INE for short periods of time	100	Date of completion of the design of a programme to host students at the INE for short periods of time	30 September	A draft programme has been prepared focusing on internships for 4th year secondary (ESO) students within the "4th ESO+Enterprise" plan of the Community of Madrid. Its implementation will depend on the personnel resources available throughout 2026.
f) Improvement of the user communication channels.				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Design of a user satisfaction survey to assess operations in the National Statistics Plan (NSP) prior to 31 December 2025	100	Date the user satisfaction survey questionnaire was completed	28/10/2025 to 31/01/2026	
		Number of users to whom the survey will be directed	Theoretical sample: 1,199 qualified users and 88 media users.	The questionnaire can also be completed by anyone who accesses it through the INE website.

SO.2 Position the institute as a key actor leading the transformation of Public Statistics in all Public Administrations with a decisive role in the international sphere

a) Review of the NSP: instrument for organising official statistics

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Convening at least two meetings of the CIME (Interministerial Commission for Statistics) Standing Committee to discuss the criteria for defining a Statistical Service and the requirements for including a statistical operation in the NSP	100	Number of meetings held	2	25/02/2025 and 20/05/2025
ii) Hold at least one meeting of the CIME and CITE (Inter-regional Statistics Committee) Working Groups on 2030 Agenda indicators	100	Number of meetings completed	5	2 with, 3 with CITE

b) Share processes, tools and services within the National Statistical System.				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Sharing the JaxiStandAlone tool and px file generation procedures with at least 3 new organisations that have requested it by 2025	67	Number of new organisations with which the JaxiStandAlone tool and px file generation procedures have been shared in 2025	2	It has been provided to the two organisations that requested it: General Council of the Judiciary (CGPJ) and University of Extremadura (UNEX).
ii) To attend to 100% of the requests received for the use of IRIA information collection system, signing the pertinent agreements	100	Number of applications received	1	
		Percentage of requests processed with signed agreement	100%	
iii) To fulfil 100% of requests regarding the design of custom samples	100	Percentage of requests fulfilled	1	All requests received have been fulfilled.
iv) Development of the first version of the TEAM methodology for the various use cases at the INE	75	Date of preparation of the document using the TEAM methodology	15/10/2025	The methodology has been developed, but the document has not been published; it is expected to be published in early 2026.
v) Inclusion of an early version of the TEAM package in R in the Awesome Official Statistical Software List	70	Date of inclusion in the list	-	Not yet published, it is expected to be completed in early 2026.
vi) Holding at least two technical meetings within the statistical services of the Spanish Public Administration (SPA) in order to share knowledge and best practices in data collection and implementation of the new CNAE-25	100	Number of technical sessions held	3	CIME 1/7/2025, INE-CSBACs 26/9/2025, Technical session open to the public administration 13/11/2025.
vii) Development and implementation on the INE website of a tool to help code economic activity according to the CNAE-25 before March 2025	100	Date of availability on the INE website	15/01/2025	The tool is CodIA.

c) Establish common data confidentiality and statistical secrecy criteria for the entire National Statistical System (NSS).				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Design of a training programme in statistical data processing aimed at managers of administrative records before April 2025	100	Date of completion of the design of a training programme in statistical data processing aimed at managers of administrative records	31/03/2025	A draft programme on statistical data processing has been prepared. Its implementation will depend on the personnel resources available throughout 2026.
ii) Holding at least one Confidentiality Protocol sharing session with SPA statistical services	0	Number of sessions held	0	The sharing of the Statistical Secrecy Manual, approved by the INE Management Council at the end of 2025, has been postponed to 2026
		Number of attendees	0	
d) Exchange forums with the Central Statistical Bodies of the Autonomous Communities (CSBAC) that enable cooperation and the generation of synergies.				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Hold at least one technical workshop with the Central Statistical Bodies of the Autonomous Communities, to identify areas of cooperation and share experiences	100	Number of technical workshops held	1	Implementation of the CNAE-2025.
		Number of attendees	174	66 in-person and 108 online

e) Promote data exchange for statistical purposes.					
OPERATIONAL TARGETS		Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Signing of all agreements within a period of less than five months	100	Total number of agreements signed in the year	85		
		Percentage of agreements signed in less than 5 months	100%		
ii) Annual signature of the Exchange Documents with all CSBACs that have signed cooperation agreements	100	Number and percentage of Exchange Documents with CSBACs signed on time	16, 100%		
		Number of files provided to CSBACs	16.561		
f) Strengthening international cooperation.					
OPERATIONAL TARGETS		Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Attendance at a minimum of 200 international meetings	100	Number of international meetings attended	328		
ii) Attendance to at least 11 ESTP activities	100	Number of ESTP activities attended	23		
		Number of attendees at these activities	74		
iii) Perform at least 5 technical cooperation actions	100	Number of technical cooperation actions	27		

SO.3 Foster innovation to improve efficiency in the statistical production and reporting process

a) Creation of a DataStat data space to facilitate statistical interoperability

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Preparation of the INE Data Strategy document before 30 June 2025	100	Date of approval by the Board of Directors of the INE Data Strategy document	09/07/2025	At the CIME meeting on 9 July, the NSS Data Strategy, which encompasses the INE strategy, was approved.
ii) Creation of the CITE technical working groups for the implementation of the Interoperability Node before March 2025	0	Date of creation of the technical groups	-	The work of the NODO Panel has been postponed to 2026 as part of the development of the NSS Data Strategy.
iii) Holding at least two meetings of each technical group before 30 September 2025	0	Number of meetings of each technical group	-	The work of the NODO Panel has been postponed to 2026 as part of the development of the NSS Data Strategy.
iv) Preparation of reports for each group before 30 September 2025	0	Date of preparation of the reports for each group	-	The work of the NODO Panel has been postponed to 2026 as part of the development of the NSS Data Strategy.

b) New methods for source integration

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Conducting at least one pilot study to identify new statistical methods for the advance estimation of CNTR based on Machine Learning (ML) techniques	100	Number of pilot studies conducted/reviewed	1	
ii) Preparation of the data model and initial modelling of the early estimate and forward estimates in current statistics using ML before 30 September 2025	100	Date of obtaining the first estimates	01/09/2025	The data model and initial modelling have been created. The first estimates for the 2nd quarter of 2025 have been obtained on the indicated date.
iii) For the Structural Business Survey (SBS): Prepare a proposal on the feasibility of the process change with a cost/benefit analysis, specifying the number of variables that should be imputed using Machine Learning techniques, before 31 December 2025	-	Date of preparation of the feasibility proposal	Not available	This feasibility study has not been carried out because it has instead been decided to prioritise the tasks necessary to have a comprehensive fully charged file.
		List of variables to be imputed with the optimal imputation method for each one	0	

c) Production of experimental statistics and their transformation into official statistics. Establish protocols for life cycle management				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
For the development of a leading indicator of National Accounts activity: i) - Conduct an analysis of at least three similar use cases internationally - Prepare the feasibility report by 15 December 2025	100	Number of international cases analysed	5	The number of analyses has far exceeded the target.
		Date of submission of the feasibility report	14/12/2025	This is not a feasibility report, but an analysis of possible alternatives, because the feasibility will depend on the option chosen and the availability of the necessary inputs. This analysis will be further developed throughout 2026.
ii) Study of information from the WIH platform (microdata and tools). Evaluation of use in the Vacancy Statistics before 31 December 2025	100	Date of the Results and Evaluation Report	30/12/2025	The report was uploaded to the EU Funding & Tenders Portal on that date.
For the preparation of household distribution accounts: - Participation in at least two international collaboration meetings on the implementation of these distributional accounts - Preparation of at least one report analysing the results of the experimental statistics developed with Eurostat iii)	100	Number of meetings held	3	23-24/04/2025 (Expert Group on Distributional Wealth Accounts), 16/05/2025 (TF Harmonized Dataset on Accounting), 13-14/10/2025 (Expert Group on Distributional Wealth Accounts).
		Number of analyses/feedbacks performed	1	Report on the analysis of results of the experimental statistics developed with Eurostat: Income Tax 2021-2022. The new results of the income distribution accounts for the year 2022 and their evolution compared to 2021 are analysed.

c) Production of experimental statistics and their transformation into official statistics. Establish protocols for life cycle management				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
iv) For the preparation of the Social Economy Satellite Account: - Definition of the framework of units that make up the social economy before 31 December - Analysis of the project with national experts in the social economy through at least two meetings - Study of at least two available microdata sources	100	Date of delimitation of the population framework	15/09/2025	As of 31/12/2025, the estimated progress on the social economy satellite account reached 70%.
		Number of meetings held by the national expert group	3 general and 4 bilateral	International Centre for Research and Information on the Public, Social and Cooperative Economy (CIRIEC), Spanish Business Confederation of Social Economy (CEPES); Ministry of Labour and Social Economy (Directorate General of Social Economy Central Business Directory (CBD), Statistics Ministry of Labour, Agricultural Census, Spanish Tax Agency (AEAT), General Directorate of Insurance and
		Number of sources requested and reviewed	6	
v) For the preparation of the Digital Economy Satellite Account: - Definition of the framework of units before 31 December - Analysis of the project with national experts in the social economy through at least two meetings	100	Date of delimitation of the population framework	28/11/2025	As of 31/12/2025, the estimated degree of progress of the prospect the nature of the transaction reached 40%.
		Number of meetings held by the national expert group	3 meetings	Adigital, Red.es, COTEC Foundation / Valencia Institute of Economic Research (IVIE).
		Number of sources requested and reviewed	3 sources	ICT businesses, ICT households, list of Adigital collaborating companies segmented by company type.
vi) Design of the methodology for the integration of FRONTUR and the experimental statistics "Measurement of inbound tourism using mobile phones" before 31 December 2025	70	Methodology design completion date	-	In progress. The methodology is at a very advanced stage but cannot be considered completed.
vii) Design of the methodology for integrating outbound tourism (OTT) and the experimental statistics "Measuring outbound tourism from mobile phones", to provide advance data, before 31 December 2025	70	Methodology design completion date	-	In progress. The methodology is at a very advanced stage but cannot be considered completed.
viii) Design of the methodology for calculating the Carbon Footprint before 31 December 2025	100	Methodology design completion date	June 2025	Design and publication of 3 Carbon Footprint indicators in the Environmental Indicators Panel (EIP).
ix) Design of the methodology for calculating the Material Footprint before 31 December 2025	20	Methodology design completion date	-	In progress

d) Use of new collection methods (smartphone, tablet, OCR + automatic coding, etc.) in direct collection, such as the collection of other sources of information.				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Data collection from the Household Budget Survey (HBS) using a smartphone. Conducting at least 5 qualitative tests	0	Number of qualitative tests performed	None	Other priorities in the survey have prevented this work from being conducted.
ii) Smartphone Collection of the Survey of Essential Population and Housing Characteristics (ECEPOV in its Spanish initials). Conducting at least 5 qualitative tests	0	Number of qualitative tests performed	None	Other priorities in the survey have prevented this work from being conducted.
iii) Development of the necessary tools for web scraping on at least one platform for CPI price extraction	100	Number of platforms for which CPI price extraction has been developed	7	
iv) Completion of studies and preliminary work for incorporating at least one new distribution channels in the collection of prices through scanner data	100	Number of new channels for which scanner data collection has begun	2	
		Total number of channels for which the data scanner is used	3	
v) Improvement process in the coding of the Classification of Goods and Services (COICOP). Completion of a first version of the procedures for incorporating the tool into the collection process at IRIA before 31 December 2025	100	Date of completion	30/10/2025	The project continues with work in conjunction with the Subdirector General of ICT and its introduction into the overall survey collection process.
vi) Preparation of the electronic questionnaire for the Fertility Survey before 31 December 2025	100	Date of preparation	16/06/2025	
vii) Study of the paradata before 31 December 2025 to measure the response burden of informants in Direct Collection	70	Study completion data	-	Preliminary studies have been done, but work will continue on this matter.

d) Use of new collection methods (smartphone, tablet, OCR + automatic coding, etc.) in direct collection, such as the collection of other sources of information.				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
viii) Collection in IRIA of the new operation 9201 Construction Production Index before 31 December 2025	100	Date added to IRIA	01/10/2025	Data reference: September.
ix) Collection in IRIA of operations with IOE code 30235, 30222, 30236 and 30179 (Hotels and apartments, which are part of the PEN operations Tourist Accommodation Price Indices and Tourist Accommodation Occupancy Survey)	80	Date added to IRIA	-	This collection has been postponed until 1 February 2026.
e) Collaboration with the research community in the development of new projects and methods.				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Drafting of a report on formulas derived from the Science Act to collaborate with the research community before March 2025	100	Report drafting date	28/02/2025	Report on opportunities arising from the science act. Analysis of the feasibility of launching calls for proposals through innovative public procurement.
ii) Identification of use cases in other SPA agencies of the formulas included in the Science Act before 31 December 2025	0	Date of availability of a document identifying examples of uses of these alternatives by government agencies		
iii) Public Statistics Conference to be held during the month of June 2025	100	Date of the Conference	June 2025	

f) Define Quality Indicators that should be included in the Standardised Methodological Report (SMR) of the operations of the National Statistical Plan				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
Update at least 50% of the SMR indicators with i) SIMS v2.0 indicators and the UNECE's GSBPM quality indicators	30	Percentage of updated indicators	15%	
g) Establish indicators to evaluate the quality of the sources used				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
Adaptation of 30% of international proposals (KOMUSO and Blue-ETS) to evaluate the quality of data sources used as input in official statistics i)	-	Percentage of adaptation of the proposals	0	This objective is no longer necessary, as it was intended for improvement action 20.1 of the Peer Review, whose implementation is no longer applicable. The INE and the holders of administrative data currently have an established system for communicating issues related to data quality.
h) Promote measures to reduce the response burden				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
Development of a methodological proposal for measuring the response burden in INE statistical operations. Achieve 50% of the project before 31 December i)	100	Percentage of project completion	100%	

f) Promote actions to improve consistency and comparability				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Implementation of intensive profiling of 40 business groups with reference to 2024	100	Number of business groups that have undergone intensive profiling with reference to 2024	40	
ii) Analysis of global operations and their statistical record of 40 business groups up to the reference year 2024	100	Number of business groups whose global operations and statistical records have been analysed up to the reference year 2024	40	The analysis has been initiated in 100% of the cases. Some operations in certain groups are still under review.
iii) Monitoring of all business restructuring cases activated in the European Early Warning System (EWS) that affect Spain	100	Percentage of coverage in the analysis of cases activated throughout the year in the European Early Warning System (EWS) involving Spain	100%	
		Number of active cases in the EWS	0	No new cases have been activated in the EWS over the course of 2025.
iv) Research on sources and methods of measuring marketing assets in the system of national accounts. Preliminary work for the future supplementary table to the central framework of accounts. Experimental estimate 2016-2022 prior to 30 June 2025	100	Date of obtaining experimental estimates of production/investment of marketing assets within the framework of the national accounts	30/06/2025	
v) Publication of a panel of 17 indicators on international trade in value added (TIVA) for the Spanish economy before 31 December 2025	100	Number of indicators published and publication date	17, 16/07/2025	

SO.4 Promote the integration and exploitation of sources to increase the amount of statistical information available

a) Population data infrastructure.

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Publish the complete series of census microdata to users for scientific purposes from 2021 to the last publication, before 31 December 2025	100	Microdata publication date	2/12/2025	
ii) Incorporate census variables (educational level, relationship with activity, occupation) into the Migration and Change of Residence Statistics before 31 December 2025	100	Date of publication of new tables in the Statistics on Migration and Changes of Residence with census variables	11/12/2025	

b) Activity-Related Statistics from Administrative Records (ERADA)

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Availability of at least 10 monthly tables on 'employed persons' before June 2025	100	Availability date and number of tables per regional unit	May 2025, 25	
ii) Availability of at least 10 annual tables on 'employed persons' before December 2025	100	Availability date and number of tables per regional unit	May 2025, 25	
iii) Availability of at least 10 monthly tables on 'unemployed persons' before June 2025	100	Availability date and number of tables per regional unit	May 2025, 10	

c) Establishment of an administrative-based business data infrastructure

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) First upload of the CBD, SBS, R&D, Innovation and Survey of Information Technologies and Electronic Commerce in Companies (ETICCE) into the Business Information System before 31 December 2025	90	Date of upload of each of the operations in the BIS	- CBD (2018-2023): April 2025 - SBS (2018-2023): May 2025 - Biotechnology (2022), Innovation (2022) and R&D (2022): May 2025	

d) Standardisation of administrative registers and the involvement of the INE in their design				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
Publication of the Royal Decree approving the i) National Classification of Economic Activities 2025 (CNAE 2025) in the Official State Gazette	100	Publication date	15/01/2025	
e) Develop the Inventory of Administrative Sources				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
Start phase 3 of the Administrative Sources Inventory. Determination of a new procedure i) before December 31st to obtain the MIRA form information from information systems and databases not yet catalogued	90	Date of the determination of the new procedure	-	The procedure for reviewing the MIRA data sheets will be presented at the CIME Plenary in March 2026.

SO.5 Encourage the development of proactive, innovative and specialised human resources in new technologies

a) Propose the inclusion of statistical or data scientist personnel, as well as IT personnel, in all Public Employment Offers

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Request the inclusion of 30 A1 positions, 70 A2 positions and 70 C1 positions for statisticians in the 2025 Public Employment Offer	100	Number of A1, A2 and C1 positions for statisticians in the 2025 Public Employment Offer	A1: Open 45, Internal Promotion 21; A2: Open 74, Internal Promotion 10; C1: Open 92, Internal Promotion 10.	For the 2025 PEO, the INE, in line with its strategy to consolidate a digital statistical production model, requested: 80 open access positions and 20 internal positions for A1; 40 open access positions and 8 internal positions for A2; and 90 open access positions and 25 internal positions for C1. The indicator values reflect what was finally published in 2025 PEO for the entire SPA, that is, it includes the proposals of other agencies and Ministries.
ii) Application for incorporation into the INE of at least 20 people from the computer science departments	100	Number of people from the computer science departments incorporated into the INE	30	

b) Establish processes to synchronise internal promotion calls with the public employment offer and optimise the process of incorporating new staff

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Conducting at least two internal mobility calls in 2025 in order to facilitate the mobility of INE staff	100	Number of internal mobility calls made in the year	3	
		Number of places offered for internal mobility	January: 4 positions; July: 76 positions; September: 76 positions	
ii) Holding of at least one general and one specific call during the year	100	Publication of a general and a specific call by the end of the year	1 General Call for 30 positions in April 2025; 2 Specific Calls for 99 positions in March and April	
		Number of places offered in the open call and the specific call	General Call: 30 positions; Specific Call: 99 positions	

c) Strengthening of the Department of National Accounts				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Analysis, design and development of the functionalities corresponding to the statistical operations of national accounts with at least two milestones in the automation work programme completed before 31 December 2025	100	Number of milestones achieved in the specified work programme	2	
		Degree of completion of each corresponding milestone (% completion)	100%	
ii) Collaboration in the development of the new SEC 2029 manual with participation in at least two international meetings held and at least 10 revised chapters	100	Number of meetings held	6	Several chapters were discussed at each meeting.
		Number of chapters reviewed	21	Batch 1 (3,6,7,9,12,16,17) Batch 2 (2,4,5,7,8,10,15,16,18,19,20) Batch 3 (1,11,13,14,20,21)

d) Training programme in new techniques and tools throughout official statistics				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Design and implementation before September 2025 of a course programme within the activity plan of the School of Statistics of the Public Administrations specifically oriented to training in new statistical methods and new data processing tools	100	Programme design date	15/01/2025	
		Number of courses in the programme taught over the course of 2025	4	
ii) Creation of a database, before June 2025, with the people and the training they have acquired through courses taught by the Public Administration School of Statistics since 2004	100	Database creation date	15/02/2025	
iii) Drafting and approval of the terms of reference for the INE Training Committee and the work priorities prior to February 2025	100	Date of drafting and approval	20/01/2025	
iv) Implementation of the committee with at least six work priorities completed by 2025 (started and completed)	91,6	Date of approval of the Committee's terms of reference and work priorities	20/01/2025	
		Number of work priorities completed in 2025 (started and completed)	5	There are two other work priorities at a very advanced stage
v) Contract for the improvement of audiovisual equipment in training classrooms before 31 December 2025	0	Contract completion date	It is not finished yet	There have been budgetary problems that have prevented the full development of the management phases of the economic dossier
vi) Preparation of an initial proposal for a new scale of attendance fees to be paid for collaborations with training activities in January 2025 and approval of the new scale before July	90	Date of preparation of the initial proposal	13/03/2025	
		Date of approval of the new scale	31/07/2025	

e) Attracting talent				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Participate in at least two college and university job fairs	100	Number of job fairs attended during the year	10	
ii) Give at least seven talks, sessions, round tables or other forums in which the institute has participated in order to raise awareness of the INE and promote the competitive examinations for the statistical bodies of the SPA	100	Number of talks, sessions, round tables or other forums in which the institute has participated	19	
iii) Hold a call for postgraduate scholarships with at least 18 places before July 2025	100	Date of the call	12/12/2024	INE RESOLUTION of 12 December 2024 announcing 18 postgraduate grants in statistics for the year 2025.
iv) Complete at least 10 curricular internships at the INE	100	Number of curricular internships carried out in the year	34	

PRODUCTION TARGETS

PT.1 Comply with the statistical production scheduled in the 2025 Annual Programme

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Comply with the statistics publication schedule (when the 2025 Annual Programme foresees publication)	99,44	Percentage of statistics that are published on the date announced in the INE dissemination calendars	99,44%	Calculated as the number of publications with a modification of the announced calendar (3) divided by the total number of announced publications (533), expressed as a percentage.
ii) Fulfil the activities set out in the 2025 Annual Programme for each statistic	100	Degree of implementation of the activities and work planned for statistical operations	100%	
		List the statistics for which the implementation of the planned phases has not been achieved	0	
iii) Due to the transfer of the Construction Surveys from the Ministry of Transport and Sustainable Mobility to the INE, the following objective is formulated for the Construction Production Index (COPÍ): - Establish the allocation method to be used before December - Replicate the calculation of the index as the Ministry is currently performing it before October - Establish the COPÍ dissemination plan before July - Begin collecting the COPÍ data before September	80	Date of execution of each of the above phases	All four points have been completed in November 2025, except for the dissemination plan, which will be finished by the end of January 2026.	
iv) Processing and design of the publication tables of the construction sector to be integrated into the EEE24 by 31 December 2025	70	Date of execution of each of the above phases	31 December 2025	The publication takes place in June 2026. Part of the processing is completed by the end of 2025 and an initial version of the design of the publication table is made available.

PRODUCTION TARGETS

PT.1 Comply with the statistical production scheduled in the 2025 Annual Programme

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
v) Publication of at least 15% of the indicators of the tourism sustainability indicator system proposed by Eurostat before 31 December 2025	-	Percentage of published indicators	-	Eurostat has not submitted the list of indicators (it is behind schedule in its preparation), so they could not be calculated or published.
		Publication date	-	
vi) Preparation of a methodological document to include the typical activities of tourism in the Waste Generation Survey before 31 December 2025	80	Date of preparation of the methodological document	-	In progress
		Number of tourism-related activities included in waste generation surveys	7	Seven new activities were included in 2025.
vii) Participation in the development of new environmental accounts: - Participate in the development of at least 5 manuals for the accounting of ecosystem services - Participate in at least 75% of international meetings on the monetary valuation of ecosystem services	100	Number of manuals in which the institute has participated	5	We have participated in 5 of the 7 manuals that have launched in 2025.
		Number of meetings attended	2	We have taken part in both meetings that have taken place.
viii) Preparation and publication on the website of the environmental grant account before 31 December 2025	100	Date of publication on the environmental grants account website	16/12/2025	
ix) Develop the sample design for the Annual Industrial Products Survey (AIPS) and the product coding process to implement the new CNAE-2025 in PRODCOM before 31 December 2025	100	Date of preparation of the sample design and the coding process for products in the AIPS	November 2025	
x) Publication of the CBD in accordance with the CNAE-2025 before 31 December 2025	70	Publication date	-	In November 2005, the CBD recoded in CNAE-2025 was made available to the Methodology and Sample Design unit for the extraction of samples of the Structural Statistics with reference year 2025. However, the publication of the Use of the Central Business Directory as of 1-January-2025 carried out in December remained in CNAE-2009.

PRODUCTION TARGETS

PT.1 Comply with the statistical production scheduled in the 2025 Annual Programme

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
xi) Prepare a conversion matrix for tax headings and CNAE-2025 before 31 December 2025	100	Publication date	October 2025	Table of Conversion of Tax Headings to CNAE25 agreed by AEAT-INE.
xii) Publication of the Environmental Protection Expenditure Survey according to the new classification of environmental functions (CEF) before 31 December 2025	100	Publication date	11/07/2025	The new environmental classification (CEP) also affects the Environmental Protection Expenditure Account, which was released on 11/12/2025 with the new CEP.
xiii) Define the variable for ethnic origin (information increasingly demanded nationally and internationally) in the ECEPOV to allow for analysis of the characteristics and differences between different ethnic groups, before 30 November 2025	100	Date for defining the final question on ethnic origin to be included in the ECEPOV 2025-2026	15/04/2025	
xiv) Reduce by at least 2% the percentage of indicators in the "exploring data sources" status	100	Percentage decrease in indicators in the "exploring data sources" status	14%	We have gone from 51 to 44.

MANAGEMENT OBJECTIVES

MO.1 Improving Voter Roll Management

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Development and implementation of the electronic procedure for CERA voter claims before 31 December 2025	100	Date of implementation of the procedure	April 2025	
ii) Development and implementation of the procedure for incorporating into the CEC database the deaths occurring abroad sent in by the Civil Registry before 31 December 2025	100	Date of implementation of the procedure	January 2025	
iii) Provide at least one training course and standardisation of Electoral Census procedures in the first half of 2025 to those responsible for the Electoral Census in the Provincial Delegations	100	Number of training courses given to those responsible for the Electoral Census in the Provincial Delegations	1	
		Date the courses are given	19-20-27-28/05/2025 and 2-3/06/2025	
iv) Implementation within the CEC application of 16 new Quality indicators available for the evaluation of work in all Provincial Delegations	100	Number of quality indicators for the evaluation of work in Prov. Deleg. implemented in CEC	16	
v) Detection of possible duplicates in the Electoral Census, analysis of the same and resolution of at least 90% of those detected	100	Number of potential duplicates found	9.895	
		Number of potential duplicates resolved	9.082	
		Percentage of potential duplicates resolved	91,78%	
vi) Purging at least 35% of the street directory in the Electoral Census is necessary following the incorporation of apps and gaps to facilitate convergence with the new exchange system with the City Councils	100	Percentage of purging of the electoral roll street map	35%	

MO.2 Develop the Online Register project

a) Subsidies from the Ministry of Territorial Policy and Democratic Memory (MTMD)

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Justification of the work carried out by the 58 entities benefiting from the MTMD Subsidies	25	Number of grants that have been justified	2	The MPT has granted several extensions that have allowed beneficiary entities to postpone sending in the information until March 2026. Of the 57 beneficiary entities participating in the call, 8 have submitted the information before 18/12/2025 and the rest (49) have an extension until 31/03/2026. Of the 8 entities that submitted in December 2025, two have obtained justification from the Provincial Delegates in 2025 (they have up to two months to submit this information).
ii) Validation of 100% of the files received from the municipalities participating in the grant	100	Percentage of validated files out of the total received from the municipalities	100%	The files of 1,447 municipalities have been validated, as these are the ones that submitted information before the end of the year (8 beneficiary entities and 2 municipalities that participate on their own).

b) Online Municipal Register website

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) 5% increase in the number of visitors to this website	100	Percentage increase in visitors experienced during the year	203%	The website was published in August 2024.
		Number of website visitors	66.348	

c) Development of the IT platform				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Deployment in test and integration environments of at least two use cases of the Territorial System	100	Number of use cases that have been deployed in testing	53	
ii) Start of pilot testing with local councils for the web services for the territorial system update before December 2025	60	Test start date	January 2026	Progress has been made on the project in 53 use cases of the territorial system, but due to their complexity there has not been time to run tests on them in 2025. A first test will be conducted with 3 municipalities at the beginning of 2026.
iii) Deployment in test and integration environments of at least two use cases of the Population System	0	Number of use cases that have been deployed in testing	0	Progress has been made on the project in different use cases of the population system, but due to their complexity there has not been time to run tests on them in 2025. They remain pending until 2026.
iv) Start of pilot testing with local councils for the web services for the population system update before December 2025	0	Test start date	-	

MO.3 Implementation of digital administration tools, adherence to common services and incorporation of services and procedures in the e-office				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) To resolve 100% of the issues that may arise regarding the integration of the Electronic Register of Powers of Attorney (REA in its Spanish initials)	100	Percentage of reported incidents handled by the INE	100%	
		Number of communications with the REA throughout 2025	7.581	
ii) To resolve 100% of the issues that may arise regarding the postgraduate scholarship management application in Statistics	100	Percentage of reported incidents handled by the INE	100%	
		Number of postgraduate scholarships applied for	65	
iii) Provide support for the implementation of 100% of the regulatory changes in the NEDAES application	100	Number of changes implemented	5	
iv) Resolve all the incidents that arise in the Single Enabled Electronic Address (SEHA) service	100	Percentage of reported incidents handled by the INE	100%	
		Number of communications with the SEHA throughout 2025	19.913	
MO.4 Implementation of new functionalities for automatic management of administrative procedures				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Process at least 80% of the procurement files managed in JIRA/CONFLUENCE by 2025	100	Percentage of procurement files managed with JIRA/CONFLUENCE	100%	Since the tool was implemented in June, 100% of the SGITC files have been registered in JIRA. The entire second quarter has been managed using the tool.

MO.5 Developing the Public Administration Digitalisation Plan

a) Smart automation services

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
Automate at least 75% of the downloads of i) National Accounts information for quarterly indicators	100	Automated percentage of the automatic download process for quarterly indicators of the National Accounts from the identified sources	100%	Milestones 1, 2 and 3 of the project have been achieved.

b) Smart workplace

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Definition of the digital job based on the user profile's assigned equipment, database and business applications and solutions before the end of July 2025	100	Date for definition of the digital job position	November 2024	It is also presented to the Deputy Directors Committee.
ii) Conduct the Digital Job Presentation Session before the end of July 2025	100	Date of the Digital Job Presentation Session	November 2024	It is also presented to the Deputy Directors Committee.
iii) Communication via email of the digital job position to TODOINE before the end of July 2025	60	Date of the email communication regarding the digital job position to TODOINE	17/11/2025	It will not be communicated on the scheduled date, but rather in November 2025.

c) Information Security				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Submission of the audit according to the CCN-STIC 802 ENS Audit Guide before the end of March 2025	90	Dates for the submission of the audit conducted	23/04/2025	The audit will be conducted in June 2025 by the company AEAD.
ii) Have the regulatory framework relating to information security awareness in place by the end of May 2025	100	Date of availability of the regulatory framework	01/06/2025	Framework available for the June 2025 audit date.
iii) Publication in the INE Bulletin of at least 4 key points on information security	100	Number of information security pills in the INE Bulletin	4	In the January, February, September and November newsletters.
iv) Completion of at least 1 ENS awareness course	100	Number of INE awareness courses	3 courses	Information security awareness ENS ENS in recruitment
d) Cloud Infrastructure Services				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Have 1 cloud-based service in place for operational support of the infrastructure before 01/07/2025	100	Availability date of a cloud subscription service to support one of the operational processes of the SGTIC	March 2025	The Dynatrace solution is launched for the support and monitoring of the INE's infrastructure and IT services.

e) Transformation of the INE's CPD for its provision in service mode				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Preparation of a procurement file to perform the migration and production service administrations before the end of June 2025	-	Date of availability of the procurement file	-	This process has not been necessary as the migration is being handled by internal INE staff and the current service provider DxC.
ii) Identifying the needs for preparing the necessary licensing files to assume the service contract currently in effect, managed by the joint venture DxC-Syvalue, before the end of March 2025	100	Date of availability of the Inventory of Needs	30/03/2025	DXC Document - Economic Plan
		Date of availability of the file inventory to be included in the INE planning	30/03/2025	DXC Document - Economic Plan
f) Proof of Concept with disruptive technologies: ML, chatbot for handling statistical information queries				
OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Conducting a proof of concept (PoC) on a public cloud solution for evaluation before 31 December 2025	100	Date of PoC completion	31/01/2025	Evaluation of solutions such as hosting and public cloud, with a high cost.
		Number of PoC results analysed by the INE	-	The strategy defined by the INE establishes that the INE's infrastructure will be migrated to the SARA N cloud: data held by the Public Administration, for security and a more competitive price.

MO.6 Development of the cooperative and collaborative INE Delegation Model

a) Development of the System of Efficiency, Quality and Effectiveness Indicators (SEQEI)

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Implement the Tourism Trends Statistics indicators in SEQEI before 31 December 2025	-	Date of inclusion of the Tourism Trends Statistics indicators in SEQEI		It has not been possible to include it because the Tourism Trends Surveys have not been included in IRIA in the year 2025.
ii) Include the indicators for MNP, Register, and Electoral Census in the Dashboard before 31 December 2025	100	Date of inclusion of the MNP, Register and Electoral Census indicators in the Dashboard	September	

b) Development of the Cooperative Model

OPERATIONAL TARGETS	Degree of compliance	INDICATORS	Value of indicators (date/number/percentage)	Observations
i) Holding at least one meeting of the Plenary of Delegations of the INE before 31 December 2025	100	Date of the Plenary Session of Delegates	30/09-02/10/2025	
ii) Inspection by the Services Inspection of the Ministry of Finance of at least 3 INE delegations before 31 December 2025	100	Number of branches inspected	3	
		Dates of the inspections	Cáceres: October 7-9 Cuenca: October 27-29 Las Palmas: November 3-7	