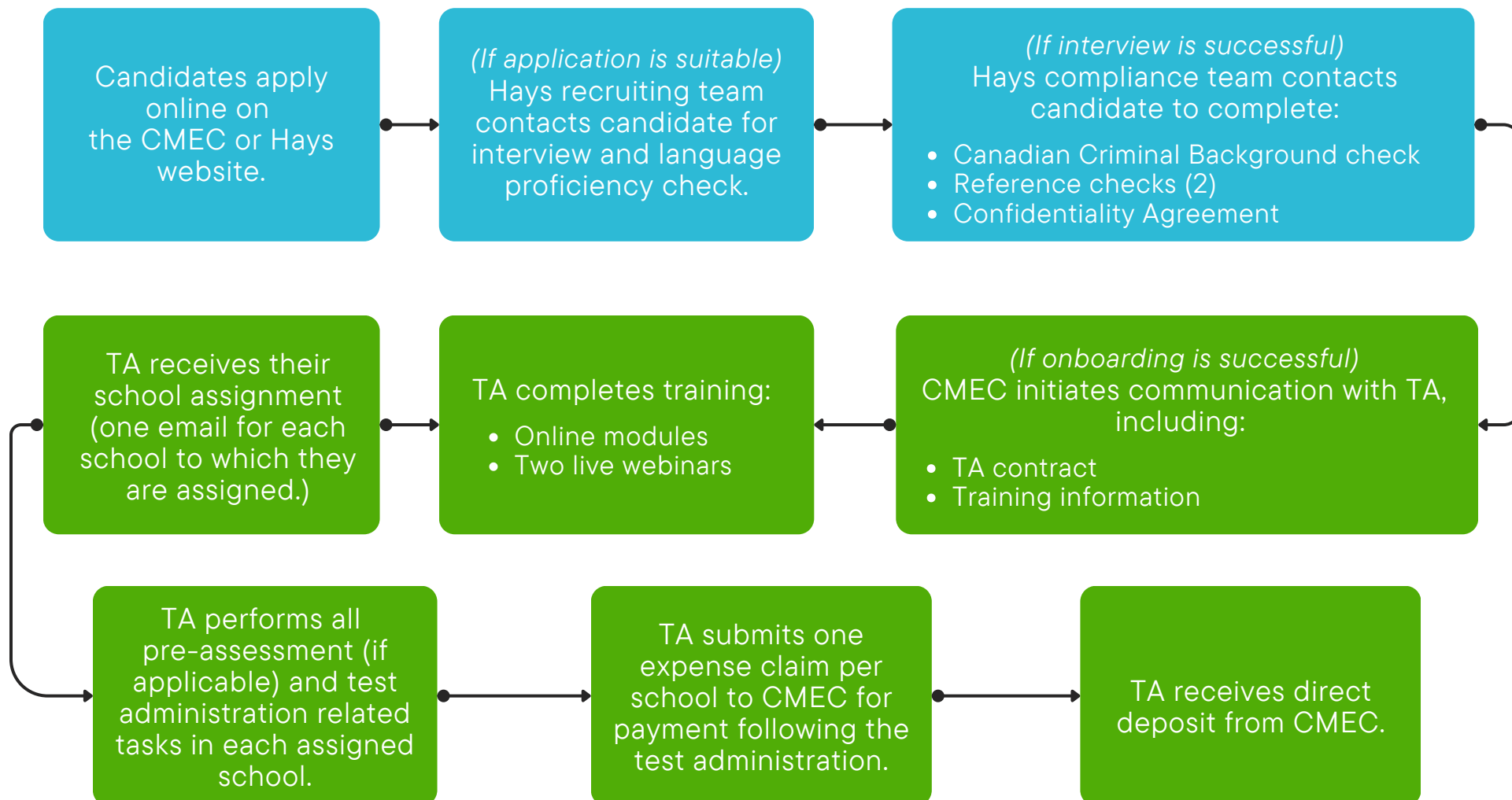


# PISA 2025 Test Administrator (TA): From Applying to Administering

Activities in blue boxes are managed and handled by Hays.



Activities in green boxes are managed and handled by the Council of Ministers of Education, Canada (CMEC).