DECISION 03/2024

OF THE GOVERNING BOARD OF

THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT)

ON THE ADOPTION OF THE DRAFT SINGLE PROGRAMMING DOCUMENT (2025-2027) OF THE EIT

THE GOVERNING BOARD OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY,

Having regard to Regulation (EU) No 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology (recast) (hereafter referred to as the "EIT Regulation")[1], in particular Articles 17(4) and 19 (1) and point (1)(b) of Section 2 of the Statutes annexed thereto (hereafter referred to as the 'Statutes');

Having regard to Decision 2021/820 of the European Parliament and of the Council of 20 May 2021 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT) 2021-2027: Boosting the Innovation Talent and Capacity of Europe and repealing Decision No 1312/2013/EU (hereafter referred to as the "EIT SIA 2021-2027")[2], in particular Section 3.3 thereof;

Having regard to Regulation (EU) 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, and repealing Regulations (EU) No 1290/2013 and (EU) No 1291/2013 (hereafter referred to as the "Horizon Europe Regulation")[3] in particular Article 28 thereof;

Having regard to Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (hereinafter referred to as the 'EU Financial Regulation')[4];

Having regard to Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (hereinafter referred to as the 'Framework Financial Regulation')[5];

Having regard to Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology[6], and in particular Article 32 and Article 33(4) thereof;

[1] OJ L 189, 28.5.2021, p. 61
[2] OJ L 189, 28.5.2021, p. 91
[3] OJ L 170, 12.5.2021, p. 1
[4] OJ L 193, 30.7.2018, p. 1–222
[5] OJ L 122, 10.5.2019, p. 1–38
[6] Ref. Ares(2019)6810859 - 04/11/2019

Having regard to the Commission Communication[7] on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report;

Having regard to Decision 42/2023 of the Governing Board of the EIT of 15 December 2023 on the adoption of the Final Single Programming Document (2024-2026)[8].

WHEREAS

(1)   Article 32 (1) of the EIT Financial Regulation provides that the EIT shall draw up a single programming document containing multiannual and annual programming taking into account guidelines set by the Commission.

(2)   The final Single Programming Document (SPD) for 2024-2026 was adopted by the Governing Board on 15 December 2023.

(3)   The guidelines for a Single Programming Document (SPD) have been issued by the Commission.

(4)   The Single Programming Document shall contain a statement of the main priorities and planned initiatives of the EIT and the KICs, an estimate of financing needs and sources as well as appropriate indicators for monitoring.

(5)   Pursuant to Article 32 (1) of the EIT Financial Regulation, the draft SPD has to be submitted to the Commission, the European Parliament and the Council no later than 31 January in year N-1.

(6)   Pursuant to Article 32 (7) of the EIT Financial Regulation, the European Commission shall deliver an opinion on the Draft Single Programming Document by 1 July year N-1.

(7)   The EIT shall take due account of the European Commission opinion and, in the event of disagreement, justify its position.

(8)   The final Single Programming Document shall be adopted by the EIT Governing Board and transmitted by the EIT to the European Parliament, the Council, the European Commission, the European Economic and Social Committee and the Committee for the Regions for information.

(9)   The 2025 draft work programme constitutes a financing decision for the activities it covers since the elements set out in Article 72 (3) of the Framework Financial Regulation and in Article 110 of the EU Financial Regulation.

(10)   In order to provide for some degree of flexibility while applying specific actions covered by this decision, it is necessary to foresee a possibility for the authorising officer to introduce non substantial changes on specific actions. Such changes should not, however, have a disproportionate impact on the budget line concerned and they should not significantly affect the nature and objectives of the action.

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[7] *20/04/2020 Brussels, C(2020) 2297 final*
[8] *Ref. Ares(2022)8699476*

(11)   The EIT Governing Board shall adopt the Draft Single Programming Document of the EIT for 2025-2027 together with the budget of the EIT and the establishment plan for 2025.

HAS DECIDED AS FOLLOWS:

<div align="center">

Article 1
Adoption

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The Draft Single Programming Document of the EIT for 2025-2027, as annexed to the present decision is hereby adopted.

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Article 2
Entry into force

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The present decision shall enter into force on the day of its signature. It will be published on the EIT website.

Done in Budapest on 29 January 2024[9]

[E-signed]

Nektarios Tavernarakis
Chair of the EIT Governing Board

Annex: Draft Single Programming Document of the EIT (2025-2027)

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[9] *Adopted by a written procedure on 29 January 2024*

European Institute of
Innovation & Technology

A body of the European Union

Final draft
EIT Programming
Document

2025 – 2027

Budapest | January 2024

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Executive Summary

The **European Institute of Innovation and Technology (EIT)** was established in 2008 as an independent EU body with the mission to facilitate technological innovation to foster Europe's global competitiveness. Today, the EIT is Europe's largest innovation ecosystem, connecting and empowering the continent's knowledge triangle — business, education, and research — and continuously delivers innovative products and services that help to solve societal challenges.

The EIT makes innovation happen by bringing this knowledge triangle together in pan-European partnerships, which over time have the objective to become financially sustainable without EU funding through a unique innovation model. The EIT's Knowledge and Innovation Communities (KICs) work in areas that are of critical concern for the citizens of the EU: climate change, digitisation, sustainable energy, health, raw materials, food, manufacturing, urban mobility as well as culture and creativity. The EIT contributes to Europe's commitment to the UN's Sustainable Development Goals (SDGs) and the overarching objectives of Horizon Europe, the EU's programme for research and innovation. That means the EIT makes a key contribution to Europe's foremost priorities such as the green and digital 'twin transitions' and works to channel social and technological innovations to areas where they can advance society and benefit citizens.

*Launch of the EIT Water is still pending the European Commission confirmation

Furthermore, the European Commission's July 2022 *New European Innovation Agenda* that seeks to position Europe at the forefront of the new wave of deep tech innovation and start-up creation, marks the EIT as critical to ensuring the Agenda's success. The EIT is currently contributing through initiatives such as the EIT Deep Tech Talent Initiative, Regional Innovation Valleys, Innovation Internships, and Women Entrepreneurship and Leadership schemes. These initiatives will complement and further enhance the EIT's impact under Horizon Europe, with its Strategic Innovation Agenda adopted in May 2021. Not only in relation to the New European Innovation Agenda, the EIT has proven that it can be fast and flexible in reacting to new challenges or opportunities for innovations. It has also done so during the Covid-19 pandemic, the war in Ukraine, or through its EIT Community actions in areas such as Artificial Intelligence or the New European Bauhaus.

Here are our results in 2021-2022:
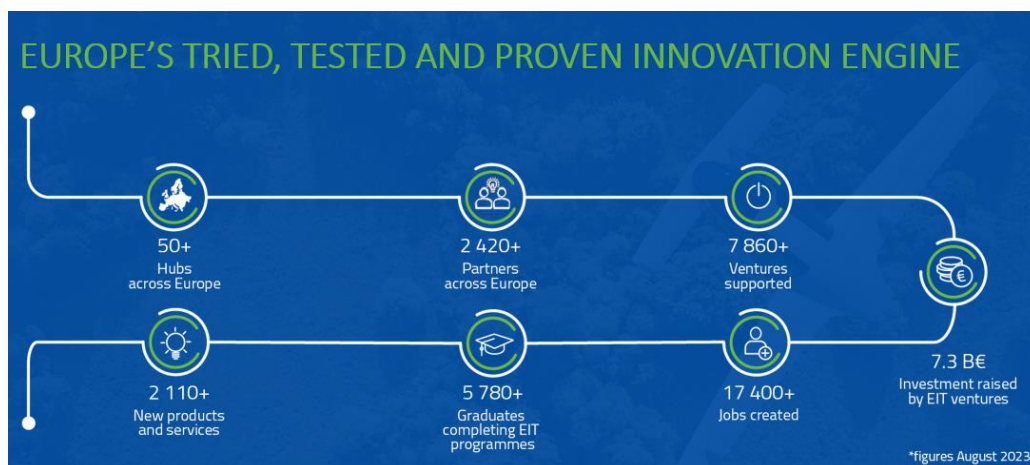
Building on these strong results, the EIT's plans and activities for 2025 are:

1. Increasing the impact of KICs and knowledge triangle integration

The EIT will continue to enhance its role as a smart investor in innovation by refining and implementing its strategic planning and performance evaluation framework, ensuring the supervision and monitoring of the KICs, and increasingly focusing attention on their financial sustainability and their gradual transition towards financial independence from the EIT. The EIT will facilitate shared services towards the KICs. It will also promote the exchange of past experiences and best practices between KICs and foster greater cross-KIC collaboration (also known as

"**EIT Community** activities") on both thematic and horizontal topics (such as the reinforcement of the EIT Label). The EIT will also enhance a collaboration framework for the Post-year 15 cooperation with the first wave KICs to further elevate the impact of the EIT Community. The EIT will continue to equip innovation actors with the skills required to thrive. It will explore new ways to help re-skill and up-skill the workforce of industries of the future and grow the talent pool for Europe's scale-ups and unicorns. The EIT plans to designate new EIT Community – EIT Water.
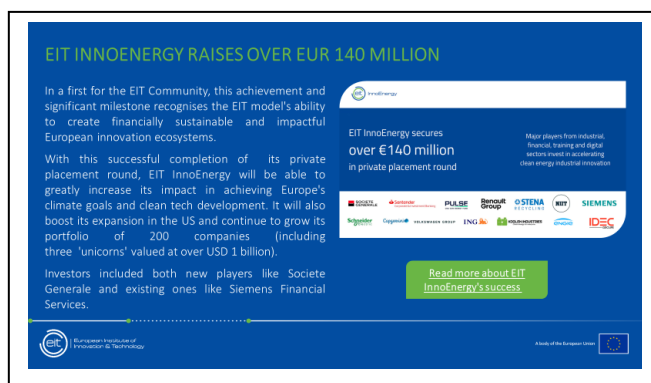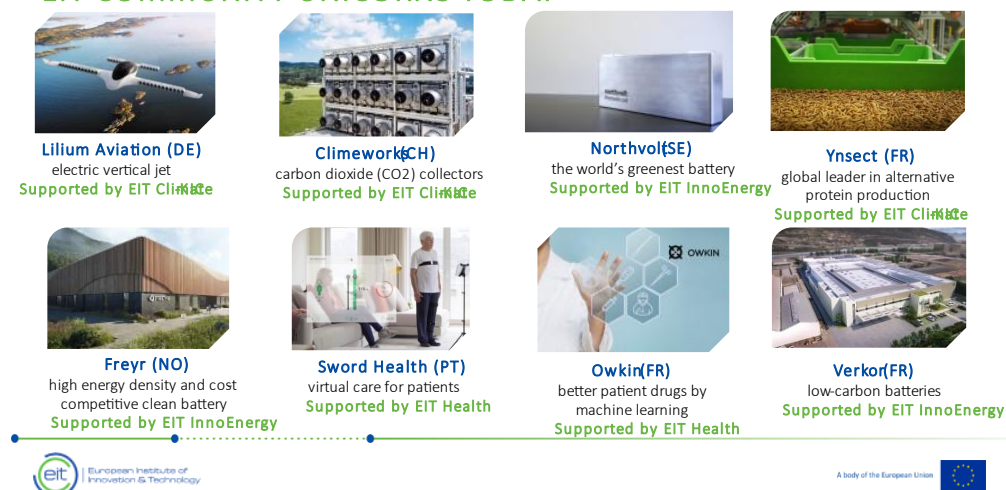
2. Supporting the innovation and entrepreneurship capacity of higher education

The EIT will implement activities through the KICs in an open and targeted way to increase the innovation and entrepreneurship capacity of higher education. This will require integrating a wider number of Higher Education Institutions (HEIs) into innovation value chains and ecosystems. These activities will complement the KICs' current knowledge triangle integration activities by making them more accessible to non-partners of the KICs. The specific details of the implementation and delivery mechanism process were developed and fine-tuned in 2021-2023 and following positive evaluation of the pilot phase it has been scaled up since 2024.

EIT CAMPUS: OUR ONE STOP SHOP FOR EIT EDUCATION

Starting in January 2023, we're bringing all of our entrepreneurial education opportunities together on one platform: the EIT Campus.

To make finding our activities even easier, we have set up a new virtual platform where you can browse all of our offerings online. Opportunities are available to everyone from secondary school students to adults looking for new skills in innovation and entrepreneurship.

The campus was officially launched by Commissioner Gabriel during a press conference which was widely covered by news organisations like AgenceEurope, ItaliaOggi, ANSA, and AISE.

Read more

Higher education institutions will also be critical partners in the Deep Tech Talent for Europe Initiative. The *New European Innovation Agenda* put the EIT in the driving seat of this programme to skill, re-skill and up-skill at least one million specialists and entrepreneurs within deep tech fields such as advanced materials and manufacturing, artificial intelligence, biotechnology, robotics, photonics, sustainable energy, and cleantech. The initiative was launched in October 2022 and will be implemented until end of 2025.

The EIT also has also agreed to deliver skills initiative for other European Commission services in priority areas, for example through the Solar Academy (DG GROW) and stands ready to support innovation and skills development in further EU policy priority areas like the Net Zero Industry, Critical Raw Materials or Artificial Intelligence.

3. EIT cross-cutting activities
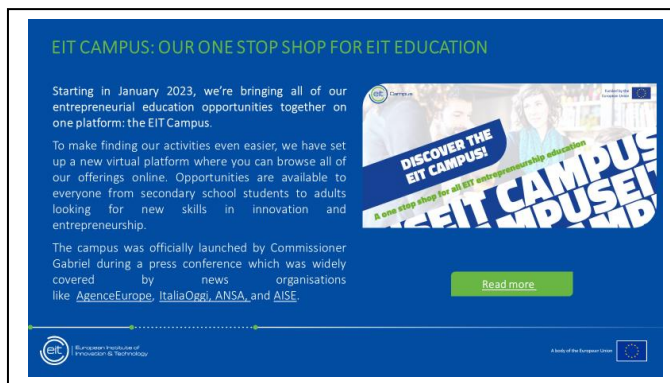
Building on its vast network and place-based approach, the EIT will step up its efforts in the implementation of the Regional Innovation Scheme (RIS). This scheme contributes to the closure of the "innovation divide" — the regional disparities in innovation capacity — by linking RIS-eligible countries to the wider pan-European innovation network and providing on-the-ground support to their innovation communities. The EIT will further complement and create

EIT SUPPORT BOOSTS UKRAINIAN PARTICIPATION IN EIT COMMUNITY

In response to the Russian invasion of Ukraine, the EIT Community put in place special measures to ensure Ukrainians receive support in anticipation of a post-war reconstruction. We have already supported 30 Ukrainian businesses through our Regional Innovation Scheme (RIS) and 60 Ukrainian graduates through our education programmes, while 26 Ukrainian universities benefitted from an EUR 1.5 million allocation through their partnership with our Higher Education Institution (HEI) Initiative.

We are also continuing to offer new programmes that directly support Ukrainians, most notably through new awards for Ukrainian entrepreneurs at EIT Jumpstarter and a new Ukraine Advisory Board which guides EIT actions with local stakeholders. Our digital skills programme for girls, Girls Go Circular, is also now promoted nationally across Ukraine.

Learn more about our programmes

synergies with other EU programmes and instruments (such as the European Innovation Council, by for example organising a joint Women Awards, implementing a joint Innovation Internship Scheme or collaborating together in widening RIS-eligible countries and territories as well as locations outside the EU) by reinforcing the planning and implementation activities of its KICs. The EIT, as an integral part of Horizon Europe, will complement the programme by promoting innovation, education, and the scaling-up of new businesses across the European Union. After the unprovoked aggression of Russia's attack on Ukraine in February 2022 the EIT Community took immediate action and developed several initiatives to respond to the crisis. Beyond the immediate response, the EIT developed specific support programme scheme in 2023 for

Ukraine under its **EIT Community** programme. The scheme further matured in 2024 and will be implemented in 2025.

To further increase its visibility, the EIT will focus its 2025 EIT Community communications activities on raising external stakeholders' awareness of the EIT Community activities and achievements by implementing its Communications Strategy.

The 2026 EIT Awards, to provide the EIT with opportunities for targeted and impactful communication, will be prepared in 2025. They will showcase the EIT's success by increasing the visibility of stakeholder interactions and idea exchange within the EIT Community.

2022 EIT Award winners

The EIT will continue to support the development of the EIT Alumni Community to include the increasing number of EIT alumni who, as the future innovators and entrepreneurs of Europe, are a major force multiplier of EIT impact and visibility.

In 2025, the EIT will continue to improve itself by processing and applying lessons learned within all EIT Community activities. It will continue to foster its culture of evaluation to ensure issues can be discussed openly and the organisation can continue to grow in the right direction. The EIT will also apply its Impact Framework (2021 – 2027) through data collection and impact assessment methodology. In addition, the EIT will improve the gender balance in the EIT and among beneficiaries. This work will be performed in close collaboration with the KICs and key EIT stakeholders.

The EIT will further enhance its operational effectiveness and efficiency by more active collaboration with other EU agencies. For example, the EIT is an active member of the EU Agencies Network (EUAN) comprising of 49 EU agencies and EU bodies. In 2023, the EIT joined the Troika (the EUAN Executive Group) for a three-year mandate and took over the chairmanship of the network in March 2024 for one year until February 2025.

List of acronyms

AAR	Annual Activity Report
BI	Business Intelligence
BP	Business Plan/ Business Plan IT tool
CA	Contract Agent
CCSIs	Cultural & Creative Sectors and Industries
CERN	European Organization for Nuclear Research
CFS	Certificate on Financial Statements
CIC	Common Implementation Centre
CLC	KIC Co-Location Centre
COST	European Cooperation in Science and Technology
CPC	Common Policy Centre
DEAP	Digital Education Action Plan
DEP	Digital Europe Programme
DTTI	Deep Tech Talent Initiative
DG EMPL	European Commission's Directorate-General for Employment, Social Affairs and Inclusion
DG GROW	European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DTTI	Deep Tech Talent Initiative
EARTO	European Association of Research and Technology Organisations
EBA	European Battery Alliance Academy
EC	European Commission
EEN	Enterprise Europe Network
EFSI	European Fund for Strategic Investment
EFTA	European Free Trade Association
EIB	European Investment Bank
EIC	European Innovation Council
EIE	European Innovation Ecosystems
EIF	European Investment Fund
EIT	European Institute of Innovation and Technology
EP	European Parliament
EPO	European Patent Office
ERA	European Research Area
EUIPO	European Union Intellectual Property Office
EIT RIS	EIT Regional Innovation Scheme
ERC	European Research Council
ESIF	European Structural and Investment Funds
EU	European Union
EUAN	European Union Agency Network
EXCO	Executive Committee
GA	Grant Agreement
GB	EIT Governing Board
GGC	Girls Go Circular
GO	Global Outreach
GR	Grant Reporting/ Grant Reporting IT tool
HE	Horizon Europe
HEI	Higher Education institutions
HR	Human Resources
ICT	Information and Communications Technology
IPA III	Instrument for Pre-Accession assistance
IPR	Intellectual Property Rights

JRC	European Commission's Joint Research Centre
KIC LE	KIC Legal Entity
KICs	Knowledge and Innovation Communities
KPIs	Key Performance Indicators
MGA	Model Grant Agreement
MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
MOOCs	Massive Open Online Courses
MOOPs	Massive Open Online Programmes
MSCA	Marie Skłodowska-Curie Actions
MSRG	Member State Representatives Group
NEB	New European Bauhaus
NEIA	New European Innovation Agenda
NCPs	National Contact Points
OECD	Organisation for Economic Co-operation and Development
PA	Partnership Agreement
RRI	Responsible Research and Innovation
RRF	Recovery and Resilience Facility
SA	KIC Strategic Agenda
SIA	EIT Strategic Innovation Agenda
SME	Small and Medium-sized Enterprise
SNE	Seconded National Expert
SPD	Single Programming Document
SUGA	Start-Up Grant Agreement
SV	Silicon Valley
TA	Temporary Agent
TFS	Task Force Simplification (EIT –KIC operational task force)
WG	Working Group
WP	Work Programme

Mission statement

The European Institute of Innovation and Technology (EIT) is a body of the European Union (EU), established in March 2008.

The EIT's mission is to contribute to Europe's sustainable economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the EU to address major challenges faced by our societies. It shall do this by promoting synergies and integrating higher education, research, and innovation of the highest standards, including by fostering entrepreneurship. The EIT shall also contribute to delivering on the general and specific objectives of the EU's framework programme for research and innovation.

The EIT reinforces the EU's innovation capacity and addresses societal challenges through the integration of the knowledge triangle of higher education, research, and innovation. During the 2021-2027 programming period, the EIT, as an integral part of the Horizon Europe Framework Programme, will contribute to delivering on its overarching objectives and priorities. The EIT's Knowledge and Innovation Communities (EIT KICs) will be part of the Institutionalised European Partnerships, meaning they will follow a set of principles and life-cycle criteria to ensure a more coherent, open, and impact-driven approach. Therefore, the EIT's mission and objectives reflect its overall role in Horizon Europe and its place in the Innovative Europe Pillar.

The EIT will also ensure coherence with the European Innovation Ecosystems strand of Horizon Europe and explore opportunities for synergies and disseminating results. Furthermore, the EIT will further exploit and establish synergies with other EU programmes supporting human capital development and innovation (e.g., the ESF+, ERDF, Erasmus, MSCA, DEAP, and NEB). The EIT's initiative to enhance innovation and entrepreneurship capacity at higher education institutions will be a key driver in this respect.

The EIT will also contribute to the implementation of the New European Innovation Agenda, which positions the EIT as one of the key innovation actors contributing to EU innovation flagship initiatives like the EIT Deep Tech Talent Initiative, Innovation Valleys, the Next Generation Innovation Talents scheme, and Women Entrepreneurship and Leadership schemes.

The EIT will continue to support its KICs to strengthen the innovation ecosystems that help tackle global challenges. It will do so by fostering the integration of education, research, and business (thereby creating environments conducive to innovation), by promoting and supporting a new generation of entrepreneurs, and by stimulating the creation of innovative companies.

The EIT will contribute to Horizon Europe and the European Commission's objectives by continuing to integrate the knowledge triangle. This integration takes place primarily via the EIT KICs, which bring together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the EIT KICs will continue to build upon and create new ecosystems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world. According to the EIT's Strategic Innovation Agenda for 2021 to 2027 (EIT SIA)[1], the EIT will gradually expand its portfolio of EIT KICs to further enhance its impact and to incentivise innovation in new areas of societal challenges. Building on the existing nine EIT KICs and the EIT will launch a call for a new KIC — "EIT Water" — in 2025 if confirmed by the European Commission. The estimated financial needs of the EIT in 2025-2027 are approximately EUR 1.2 billion.

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[1] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32021D0820&qid=1624882966988

Section I – General context

The EIT was established in 2008 to contribute to sustainable economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the European Union. It pioneered the integration of education, business, and research (the knowledge triangle) together with a strong emphasis on entrepreneurial talent and innovation skills. The mid-term evaluation of the EIT in 2018 confirmed that the overarching rationale of the EIT remains valid and the model of innovation-driven knowledge triangle integration remains relevant.

15 years after the EIT's establishment, the pace of innovation accelerated dramatically. Innovation is reshaping economic sectors, disrupting existing businesses, and creating unprecedented opportunities. With a shifting global economic order and international competition on the rise, the EU's dependence on talent and its capacity to innovate is growing. Co-design, cooperation, and co-creation across disciplines and between education, business, and research are needed more than ever to address global challenges related to climate change, the unsustainable use of natural resources, digital transformation, demographic shifts, and the future of healthcare and food.

With the adoption of Horizon Europe and the New European Innovation Agenda, the EU made a firm commitment to raising Europe's innovation potential to respond to the challenges of the future. The EIT's distinct role in fostering innovation by bringing together business, education, research, public authorities, civil society, and other stakeholders is reinforced by its positioning in the Innovative Europe Pillar of Horizon Europe. Horizon Europe reflects the growing ambition of the EU on innovation and the necessity to deliver on it. The New European Innovation Agenda additionally strengthens the EIT Community's position on the EU innovation landscape, recognising its leading role in the Deep Tech Talent Initiative to skill, re-skill, and up-skill at least one million experts and entrepreneurs until 2025 within deep tech fields such as advanced materials and manufacturing, artificial intelligence, biotechnology, robotics, photonics, sustainable energy, and cleantech.

During the programming period of 2025-2027, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic, technological, and societal impacts. It will continue to strengthen innovation ecosystems that help tackle global challenges by fostering the integration of the knowledge triangle within the EIT KICs. This integration takes place primarily via excellence-driven autonomous partnerships— the EIT KICs— which foster innovation and entrepreneurship by bringing together excellent organisations on a long-term basis around societal challenges. The KICs will build upon existing European excellence and create new ecosystems that can end project fragmentation and duplication, generate critical mass, enhance collaboration, optimise resources, and attract top talent from all over the world. The Horizon Europe Strategic Planning process will ensure closer alignment between EIT activities and the rest of Horizon Europe. The EIT will help the KICs incorporate the Horizon Europe Strategic Plan 2025 – 2027 into their own Business Plans through the EIT funding allocation process and the revision of KIC Strategic Agendas. It will also monitor the KICs' commitments and progress towards the United Nations 2030 Agenda for Sustainable Development (UN SDGs). The EIT KICs will contribute to upskilling and reskilling of European workers in the strategic areas through creating specific education Academies (solar energy, raw materials, hydrogen).

The EIT considers creating strong bonds with EU, national, regional, and international initiatives a top priority. Based on its proven track record, the EIT will play an important role in the **Innovative Europe Pillar**. Strong synergies

between the EIT, the European Innovation Council (EIC), and the European Innovation Ecosystems (EIE) will be key for the impact of this pillar. Based on a structured cooperation agreement, the EIT and the EIC will run complementary activities aimed at streamlining support provided to innovative ventures.

The EIT will also strengthen synergies with programmes and Initiatives in the **Excellent Science Pillar** to accelerate the transfer of knowledge from blue sky research into concrete applications that benefit society. Regarding the Marie-Skłodowska-Curie Actions (MSCA), the EIT will collaborate to develop MSCA fellows' innovation and entrepreneurial skills. Future collaboration with the ERC will also be ensured.

The EIT will contribute where relevant to the **Global Challenges and Industrial Competitiveness Pillar** to tackle global challenges and increase the competitiveness of the EU on a global scale. Through its KICs, the EIT will contribute to relevant missions, thematic clusters, and other European Partnerships by supporting demand-side measures and providing exploitation services that boost technology transfer and accelerate commercialisation.

The COVID-19 crisis and the EU response to Russia's unprecedented military aggression against Ukraine has underlined the value of European cooperation. But it also demonstrated that the Union must urgently build up crisis-response capabilities and its resilience to future shocks. Agriculture, food, energy, raw materials, health, digital, socio-economic, and climate-related research and innovation are critical for the Union's preparedness and for an effective response to emergencies. The EIT has shown flexibility in its operations in response to the new situation. For example, it adopted COVID-19-related measures and initiatives to incentivise KICs to tackle the pandemic. It then facilitated KIC support to Ukrainian innovation ecosystems. The EIT will continue to encourage KICs to deliver concrete solutions aimed at mitigating the effects of the intersecting crises and contributing to recovery.

The EIT will continue to contribute to the political priority of a "Digital Single Market" by fostering European innovation and entrepreneurship in the field of information and communication technologies. The EIT Community also prominently delivers in the Digital Education Action Plan and looks forward scaling-up its contributions to it.

EIT Digital was designed to support the development of breakthrough ideas and facilitate their placing on the market by providing a place for students, entrepreneurs, SMEs, start-ups, and business actors to meet, exchange ideas and turn them into marketable innovations.

The EIT also strongly contributes to the European Commission's priorities on the Energy Union and Climate Action. For example, through EIT Climate-KIC, the EIT integrates climate adaptation and mitigation research efforts. It also stimulates climate entrepreneurship among students and professionals through educational activities that foster sustainable development.

The work of EIT Climate-KIC is complementary to that of EIT RawMaterials, which aims to develop a cost-efficient, secure, sustainable supply and use of raw materials.

The EIT also participates in the effort to develop sustainable energy through EIT InnoEnergy. EIT InnoEnergy's strategy to achieve sustainability entails reducing the cost of energy in the value chain, increasing energy security, and reducing greenhouse gas emissions. This benefits citizens directly by encouraging the supply of cheap, secure, and sustainable energy.

EIT Health brings together leading healthcare companies across multiple industry sectors, public and private research centres, and top universities to create a powerful network of partners with a clear mission: to accelerate entrepreneurship and innovation in healthy living and active ageing. It does so by providing Europe's top talent with new opportunities and resources to work for the benefit of all citizens.

EIT Food aims to develop a highly-skilled food sector, which collaborates with consumers to provide products, services, and new technologies that can deliver a healthier lifestyle for all European citizens and a sustainable agri-food system (thereby contributing to the EU's Farm to Fork strategy, as well as to the Horizon Europe Strategic Plans).

In December 2019, the EIT launched two KICs: EIT Manufacturing, which boosts the global competitiveness of Europe's manufacturing sector by championing radical innovation and entrepreneurial talent and EIT Urban Mobility, which reimagines collective and individual mobility as tailored to local needs, community friendly, and stimulating for the economy.

In June 2022, the EIT Governing Board designated a partnership to set up the Culture & Creativity KIC. The new KIC's mission is to inspire and facilitate collaborative innovation in the cultural and creative sectors and industries and further power Europe's green and digital transformation.

In 2025 the EIT plans to select new KIC: EIT Water.

The EIT will continuously seek consistency with and contribute to the EU's policy priorities (as reflected in EU strategies and initiatives) such as those in the context of the Horizon Europe Strategic Plans and the European Research Area, the European Education Area, the Innovation Union, and those related to the themes of the EIT KICs, such as the Digital Education Action Plan, Artificial Intelligence for Europe, Climate Action, the Farm to Fork Strategy, the thematic smart specialisation platforms, and the Strategic Energy Technology Plan.

In line with the EIT SIA, as a 'smart investor' in its KICs, the EIT sees simplification as a dynamic process, embedded in the EIT's strategy and operations. Simplification (implemented in a responsible and accountable manner), is a must for the EIT to achieve effective results, promote innovation breakthroughs, and for the involvement of the academic, research, and business communities. Furthermore, the EIT will strive to adapt, improve, and streamline its monitoring, reporting, and funding processes and constantly seek new approaches by fully empowering the EIT KICs' legal entities, considering the growing scale and scope of their partnerships' composition.

The EIT is an active member of the EU Agencies Network (EUAN), seeking synergies and increased efficiency. In 2023, the EIT joined the Troika (the EUAN Executive Group) for a three-year mandate.

Section II – Multi-annual programming 2025-2027

1. Multi-annual objectives

The EIT's **overall objective** is to contribute to the development of Europe's innovation capacity. The EIT will continue to support its KICs to strengthen the innovation ecosystems that tackle global challenges. It will do so by fostering the integration of education, research, and business, thereby creating environments conducive to innovation. It will promote and support new generations of entrepreneurs and stimulate the creation of innovative companies in close synergy and complementarity with the EIC. In particular, the EIT will:

- ✓ Strengthen sustainable innovation ecosystems across Europe;
- ✓ Foster innovation and entrepreneurship through better education;
- ✓ Bring new solutions to global challenges to the market.

Further, the **specific objectives** of the EIT for the period of 2021-2027 are to:

- ✓ Increase the impact of the EIT KICs and knowledge triangle integration;
- ✓ Increase the innovation capacity of the higher education sector by promoting institutional change in Higher Education Institutions (HEIs);
- ✓ Increase the regional and local outreach of the EIT and its KICs by including a wider range of stakeholders to address disparities in innovation capacity and enhance knowledge and innovation diffusion across the Union.

While the EIT applies its own Impact Framework, the table below provides the non-exhaustive list of EIT-monitored key performance indicators and their targets based on the Strategic Innovation Agenda 2021-2027. These indicators will provide the main input and output orientations for monitoring the achievement of the EIT's key objectives for the period 2021-2027.

Key Performance Indicators	2020 Baseline	2021	2022	Target 2023 (Baseline 2020)	Target 2027 (Baseline 2020)
No. of entities/organisations participating in EIT and KIC activities	1870	1687	1672	20 % increase	50 % increase
No. of innovations (products and services) launched on the market	327	269	409	1,500	4,000
Higher Education Institutions involved in EIT and KIC activities	327	404	481	285	680
No. of students involved in EIT and KICs education activities	721*	EIT label: 1,513 Non-EIT labelled: 41,221	EIT label: 2459 Non-EIT labelled: 81,443	8.500	25.500
No. of start-ups supported	1428	1617	2381	300	700
KICs' co-funding	135.85 MEUR	173.81 MEUR	502,77 MEUR	700 MEUR	1500 MEUR

No. of entities/organisations participating in EIT and KIC activities from regions outside the KICs' CLC regions	N/A	N/A	N/A	50 % increase	100 % increase

Table 1

*Students involved was not part of EIT Core KPIs in 2020. Similarly, Participants in non-EIT labelled programmes was not part of EIT KPIs in 2020. The number represents the number of graduates from EIT labelled MSc and PhD programmes in 2020.

By achieving these objectives, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic, technological, and societal impacts and the implementation of the New European Innovation Agenda. It will continue to strengthen innovation ecosystems that help tackle global challenges by fostering the integration of the knowledge triangle within the KICs and supporting talent development (especially in deep tech).

The Horizon Europe Strategic Planning process will ensure closer alignment between the EIT's activities and the rest of Horizon Europe. EIT Community activities are expected to have:

- economic/innovation impact by influencing the creation and growth of companies, the creation of new innovative solutions to global challenges, new direct and indirect jobs, and through mobilising public and private investments;
- scientific and educational impact by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at the individual and organisational levels, and fostering the diffusion of knowledge and innovation openly within society;
- societal impact by addressing EU policy priorities in the fields of climate change, energy, raw materials, health, food, added value manufacturing, urban mobility, and culture and creativity through innovative solutions, engagement with citizens and end-users, and by strengthening the uptake of innovative solutions in these areas.

The EIT will increase its regional impact primarily through integrating the EIT Regional Innovation Scheme (EIT RIS) into the KICs' multi-annual strategies. The EIT RIS activities shall continue to support modest/emerging and moderate innovation countries and regions, as well as the Outermost Regions. Activities supported through the EIT RIS will aim to improve the innovation capacities of local ecosystems via capacity building activities and closer interaction between local innovation actors (clusters, networks, regional authorities, HEIs, research organisations, and VET institutions). The EIT RIS will support the objective of attracting new partners to the EIT KICs, including through the establishment of RIS Hubs as part of a "place-based" innovation approach. The EIT RIS will also leverage additional private and public funding, with particular attention to ESI Funds, including through strengthened links with Smart Specialisation Strategies.

To better contribute to solving global challenges, the EIT designated a new KIC in the field of Cultural & Creative Sectors and Industries (CCSIs) in 2022. The EIT will encourage the new KIC to exploit synergies with the New European Bauhaus (NEB) initiative, which will act as an incubator for creativity to drive sustainable design across Europe and beyond. Based on the EIT SIA, a second new KIC may be designated in 2025.

The EIT will continue developing the EIT Label as a certificate of quality that is awarded to excellent educational programmes. The EIT will launch new elements of the EIT Label to increase its visibility, including by piloting EIT Fellowships. The EIT Label process will be further simplified. Together with its KICs, the EIT has been extending the EIT Label concept and philosophy to lifelong learning activities. These will reach a wider target group of students, adult learners, and institutions beyond the existing KIC partners. The application of the EIT Label beyond the EIT Community will have a more structuring effect at all levels.

The seven-year assessments of EIT Urban Mobility and EIT Manufacturing will be conducted in 2025-2026. Based on the assessment reports, the EIT Governing Board will take decisions in accordance with the EIT Regulation and EIT SIA following a consultation with the MSRG on whether to continue or discontinue the EIT's financial support. The EIT will carry out interim reviews of EIT Health and EIT RawMaterials in 2026, covering the first three years of their second partnership agreements. In 2027, 3-year interim review of EIT Culture and Creativity will be launched.

Meanwhile, the first wave KICs (EIT Climate-KIC, EIT Digital, and EIT InnoEnergy) after reaching their 15-year period by 2024 will be sustained in the EIT Community network under a new collaboration modality framed by the Memorandum of Cooperation concluded in 2024 following the approval of the EIT Governing Board and consultation with the European Commission.

The EIT will continue to monitor, support and issue guidance to the EIT KICs on their financial sustainability strategies so that they become financially independent from the EIT in the long-term.

The EIT will also establish and implement synergies and complementarities with Horizon Europe, especially Pillar III (the EIC and EIE) and other European Commission services and programmes (e.g., the European Structural Investment Fund, InvestEU, and the Instrument of Pre-Accession), EU bodies (e.g., the Joint Research Centre, the European Investment Fund (EIF), the European Investment Bank (EIB), and the European Research Council (ERC), as well as investors and other third parties.

In 2024, after joining the EU Agencies Network Troika will continue its Troika participation until February 2026.

2. Multi-annual programme

Increasing the impact of KICs and knowledge triangle integration

Between 2025 and 2027, the EIT will focus on actions at the EU level that contribute to achieving the objectives of Horizon Europe and the New European Innovation Agenda. Firstly, the EIT will continue to support Europe's innovation capacity and ecosystems through the EIT KICs (including their further development and expansion and the launch of a new EIT KIC as per the EIT Strategic Innovation Agenda). Secondly, building on its experience with knowledge triangle integration, the EIT will directly support the development of the higher education sector's entrepreneurial and innovation capacity. Through more effective cross-cutting measures, the EIT will also ensure that its impact at the EU level increases. Finally, the EIT will improve its operations in several areas to increase its effectiveness, efficiency, and impact, in line with the EIT/Recast Regulation and the HE Regulation.

The EIT introduced its Impact Framework in 2021 to strengthen the impact-focused approach between 2025-2027. The Framework achieves this through improved Key Performance Indicators (KPIs) that encompass the entire impact pathways of the EIT and its KICs in line with Horizon Europe Framework Programme indicators.

In the innovation domain, the EIT will steer its KICs into activities with higher critical mass, focusing on flagship initiatives or clusters of projects, as well as activities aimed at delivering specific socio-economic impact. The EIT will constantly encourage its KICs to more effectively mainstream the Responsible Research and Innovation (RRI) concept into their operations— particularly the domains of gender mainstreaming— and will continue incentivising and monitoring the KICs in pursuing gender balance and inclusiveness.

The EIT will ensure that (in accordance with the EIT RIS Implementation Framework (2022-2027) and the EIT RIS Hubs Minimum Standards and Guiding Principles) the transparent establishment of RIS Hubs will be followed to attract and facilitate the integration of potential new partners that add value to the EIT KICs, thus extending the EIT's pan-European coverage. The EIT will also ensure better integration of the EIT KICs' innovation activities with their business creation and education activities. The EIT will support its KICs in the development and effective implementation of intellectual property frameworks which facilitate income generation. This will contribute to the EIT KICs' financial sustainability, alongside their other income-generating activities in education and business creation and targeted efforts to secure co-funding for their portfolio of activities. The EIT will work closely with its KICs to improve their long-term financial sustainability prospects, (in line with the revised EIT financial sustainability principles and the legal framework and requirements set for the EIT and the EIT KICs within Horizon Europe).

The EIT will continue to foster a structured dialogue with its KICs through the EIT-KIC Innovation Panel, which is expected to seek synergies and complementarities with other EU and international research and innovation initiatives, including with the European Commission's Directorate-General for Research and Innovation European (DG RTD), the European Research Council (ERC), the European Innovation Council (EIC), the European Innovation Ecosystems (EIE), the European Commission's Joint Research Centre (JRC), the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), the European Patent Office (EPO), and the European Union Intellectual Property Office (EUIPO).

In the domain of education, the EIT will implement its flagship initiative: the EIT Label. To strengthen the EIT Label and address the expectations and ambitions set by the SIA 2021-2027, the revised EIT label approach expands the Label concept beyond degree education and expands the impact of the Label beyond current KIC academic partner universities.

Complementing the EIT's efforts in education so far, the SIA 2021-2027 has introduced a new specific ambition: to support the development of innovation capacity in higher education through the KICs. Through the knowledge triangle integration model, the EIT is bridging the persistent gap between higher education, research, and innovation. In particular, the EIT is a key tool for the development of human capital through its distinctive focus on entrepreneurial education. However, the impact of the EIT must and will be further extended beyond the KICs' partners. Higher education institutions across Europe need to be innovative and entrepreneurial in their approach to education, research, and engagement with businesses and local innovation ecosystems, including civil society.

By strengthening cross-KIC dialogue and facilitating peer-to-peer learning, the EIT will actively support its KICs in developing, implementing, and exchanging policies, codifying and disseminating best practices to its stakeholders. The EIT will also continue analysing and exchanging lessons learnt and showcasing best practices and success stories, including novel practices from KIC activities in entrepreneurship, education, and business creation.

The EIT will maintain durable working relationships with all business creation stakeholders. That includes early-stage innovators and entrepreneurs, start-ups, scale-ups, SMEs, investors, industry partners, and cities looking for innovative solutions, products, and services in the different ecosystems covered by its EIT KICs, and also at the intersection of the associated industry sectors, geographies and societal challenges addressed by the EIT KICs. To drive the EIT Business Creation Agenda effectively, the EIT will foster a structured dialogue with its KICs through the EIT-KICs Business Creation (BC) Panel. Furthermore, the EIT will encourage KICs to take concrete actions to improve private sector involvement (particularly from SMEs and start-ups) and start engaging with financial investors in their core knowledge triangle activities.

The EIT will continue supporting Women Entrepreneurship and Leadership (WEL) activities at all age levels. For example, the EIT Community will continue its contribution to Action 13 ("Encourage Women's participation in STEM") of the European Commission's Digital Education Action Plan (DEAP), and will further boost the visibility of the opportunities provided in this respect.

Lastly, the EIT will further strengthen its Communication and Stakeholder Engagement activities (delivering on the new Strategy) to increase the visibility of its activities and opportunities for stakeholders and end-beneficiaries. These efforts will be delivered via EIT channels (e.g., its website and social media) and specific configurations (e.g., National Contact Points) in close coordination with the EIT Community.

2.1   Support to existing KICs

Integrating the knowledge triangle within EU Member States and in HE associated countries, regions, and localities will remain a core task for strengthening innovation ecosystems and making them sustainable, as well as for developing new solutions to global challenges. The EIT will continue to support its portfolio of KICs and will further strengthen its successful platform for launching, growing, and managing them. The KICs will continue to operate through their Co-location Centres (CLCs). The EIT KICs will continue to pursue financial sustainability to achieve financial independence from the EIT (at the latest, after 15 years) through leveraging public and private investments.

This will be implemented through individual KIC Strategic Agendas (SAs), which are the overarching strategic documents covering all KIC activities (regardless of EIT funding). They also outline the KICs' strategic objectives and targets (designed according to the SMART methodology) and closely reflect the EIT's own strategic objectives as outlined in the recast EIT Regulation and the SIA 2021-2027, including the objectives to strengthen the innovation capacity and entrepreneurship of Higher Education Institutions (HEIs) and fully mainstream the EIT Regional Innovation Scheme (RIS). A list of key KIC targets is contained in Annex XIII.

2.1.1. Financial support, strategic supervision, and guidance

The EIT will dedicate a large share of its budget to supporting its KICs. It will monitor and analyse their performance and ensure that they deliver towards EIT and Horizon Europe Programme objectives. In line with the EIT Governing Board Supervision Framework of EIT KICs, monitoring and evaluation of the KICs constitute the main means of supervision and serve as a basis for intervention measures by the EIT and the GB. The aim of intervention measures shall be to ensure and improve EIT KIC performance and their compliance with EIT Community strategic objectives.

The EIT Governing Board, in its supervision function, will further continue to monitor selection of the EIT KIC CEOs and it will also consider putting under its supervision the selection processes of other key EIT KIC Board Member positions and Chairs of EIT KIC Supervisory Boards. A mechanism of systemic veto for blocking selection of candidates for the EIT KIC CEOs and Chairs of EIT KIC Supervisory Boards, who will not receive the EIT GB's approval, will be considered as an additional measure in the EIT Governing Board Supervision Framework of EIT KICs.

Beyond financial support, the EIT will provide strategic supervision to KICs, as well as operational guidance on horizontal and specific issues (based on lessons learned and in the framework of the EIT Strategic Innovation Agenda (2021-2027)). One focus area will be future financial sustainability of EIT KICs. It will additionally include the establishment of synergies within Horizon Europe and other EU initiatives. The EIT will support KICs in establishing interfaces and fostering joint activities with relevant European Partnerships and EU initiatives and programmes. Additionally, the EIT will continue to ensure a smooth implementation of EIT Culture & Creativity's operational activities in 2025. In 2025 the EIT will launch a call for selection of a new KIC.

Following the Communication on the European Economic Security Strategy [2] and the Commission Recommendation on critical technology areas for the EU's economic security[3] a number of provisions have been made to protect Europe from economic security risks. These measures may be applied in areas of strategic interest, such as advanced semi-conductors, artificial intelligence, quantum computing and biotechnology. The EIT will ensure that its KICs apply all relevant principles and measures in this regard.

In exceptional and justified circumstances, the EIT may apply safeguards after consultation with the Commission services so that KICs limit participation in actions where there is a justified need to safeguard the EU's strategic assets, interests, autonomy, or security. They could also insert additional eligibility criteria to account for specific policy requirements or the nature and objectives of a specific action.

The EIT will ensure that its KICs apply all relevant principles at the portfolio and activity levels via periodic assessment and continuous monitoring, including openness and transparency, financial sustainability, good governance, and balance between the different sides of the knowledge triangle. EIT KICs will be encouraged to consistently provide complete and transparent information about the affiliations of their KIC Supervisory Board Members and to publish their declarations of conflict of interest. The EIT will continuously monitor the KICs' performance to ensure compliance with sound financial management, good governance, and monitoring and evaluation principles set in the EIT Regulation. It will also ensure compliance with the principles and criteria set out for European Partnerships in the Horizon Europe Regulation and alignment with the requirements stemming from Horizon Europe priorities and indicators designed to maximise EIT KIC performance and impact based on a long-term collaboration strategy between the EIT and KICs. By using its Monitoring and Evaluation Strategy and Supervision Framework, the EIT will ensure that appropriate measures are taken to further support and improve KICs' performance if the continuous monitoring and periodic assessments do not provide the necessary assurance that the KICs will achieve financial sustainability. As part of its strategic supervision and guidance activities, the EIT

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[2] Joint Communication to the European Parliament, the European Council and the Council on "European Economic Security Strategy", JOIN(2023)20 final.
[3] Commission Recommendation of 03 October 2023 on critical technology areas for the EU's economic security for further risk assessment with Member States (europa.eu)

will apply to the KICs of the subsequent waves the lessons learned from the experience with the three first-wave KICs.

The EIT will continuously improve its competitive grant allocation process to reward performance and results, will continue to monitor the KICs' compliance with the ceilings for management costs, and will encourage KICs to increase the cost-efficiency of their operations.

The EIT will provide timely and ongoing support to KICs in conforming set principles and life-cycle criteria for the KICs as Institutionalised Europe Partnerships (in line with Annex III of the Horizon Europe Regulation) that will be applied to ensure a coherent, open, and impact-driven approach throughout their lifecycle and will ensure compliance— particularly at the implementation level (with regard to the preparation of KICs' multi-annual strategies and Business Plans). The EIT will encourage KICs to participate in the Strategic Coordinating Process for Partnerships.

2.1.2. Enhancing education programmes

The EIT will continue to develop its flagship initiative in education — the EIT Label — as an exclusive "seal of excellence" awarded to excellent education programmes with strong innovation and entrepreneurship elements. The EIT will throughout 2025-2027 sustain the implementation of the newly updated EIT Label model, build on a more effective quality management mechanism, and will monitor the award of the EIT Label to the KICs' education and training programmes. As laid down in the SIA 2021-2027, the EIT Label model will promote quality education and individual learner achievement. In this regard, the branding of the EIT Label will also be directed at individual learners through, for example, a Fellowship scheme and the new non-degree education element, which will allow the EIT Label to spread outside the KICs and improve its visibility. This ambition is bolstered by the expansion of EIT Campus, the tool that will encompass all EIT KIC education activities by end of 2025.

The future EIT Label model should enable spill-over effects to non-KIC HEIs. A wider audience of HEIs and universities outside the EIT KICs' networks should be engaged in other, more effective ways to disseminate best practices and equip a new generation of Europeans with an entrepreneurial mindset. Scalability should be sought through the EIT-KICs' range of services and activities, aligned with the revised EIT Label model, to non-KIC partner institutions and non-degree-granting programmes (e.g., professional and executive education). The link between the Label and other initiatives to support the entrepreneurship and innovation capacity of European HEIs will be further exploited.

In 2022, the European Commission adopted the New European Innovation Agenda[4] to position Europe at the forefront of the new wave of deep tech innovation and start-ups. Under the flagship to foster, attract and retain talent, the EIT is leading on the Deep Tech Talent Initiative (DTTI) and pilot the Next Generation Innovation Talents scheme. The ambition of the new internship scheme is to pool potential interns and start-ups across different EC services (EIC, MSCA, ERC). After launch of the scheme and matchmaking platform in 2024, in 2025 the second round of the internships will take place. After the pilot years, the EIT and participating EU programmes (EIC, ERC, MSCA) will evaluate the results and decide on scaling up in 2026-2027.

The Deep Tech Talent Initiative aims to develop and offer pan-European skills development programmes to rapidly skill, re-skill, and up-skill at least one million people in Europe by 2025 within deep tech. This will broaden the labour force in Europe and encourage high-growth deep tech companies to maintain and expand their operations in Europe. The Deep Tech Talent Initiative will scale up its already successful deep tech courses and trainings (provided by the EIT KICs) and create new deep tech curricula with its Pledge Community to train talent in high potential deep tech fields, such as advanced materials and manufacturing, artificial intelligence, biotechnology, blockchain, robotics, aerospace, photonics, electronics, quantum computing, sustainable energy, and cleantech.

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[4] https://ec.europa.eu/commission/presscorner/detail/en/IP_22_4273

Further to that the EIT will continue focusing on reskilling and upskilling specific target groups of learners in the thematic areas of its KICs trough implementation of specific academies (Solar Academy, Raw Materials Academy).

2.1.3. Enhancing collaboration among KICs

The EIT will encourage the KICs to join forces and design and implement added value joint EIT Community activities on both thematic and horizontal topics. Through these activities, the KICs will explore potential synergies, valorise their joint innovation potential, develop new innovation delivery mechanisms, promote the EIT KIC model, increase the EIT's visibility, ensure efficiency gains, and support other strategic priorities. The activities will provide long-term valorisation and will benefit all EIT KICs. Following the consolidation process of EIT Community activities in 2021, six EIT Community clusters emerged. The consolidation process was driven by a need for increased effectiveness and operational efficiency. Currently, the EIT Community agenda is mainly driven by the six EIT Community clusters:

- The EIT Community activity Shared Service is aimed at increasing efficiency and deepening cooperation among the EIT KICs. The EIT incentivised development and utilisation of shared services between KICs, such as joint procurements, audit services, IT systems, consolidation of Co-location Centres, communication activities, dissemination activities, etc. In addition, the EIT supports EIT KICs in exchanging experiences and best practices. Extended use of shared services between the KICs shall be further explored.
- The EIT Community Strategic Outreach is aimed at further developing the activities of the Global Outreach Programme, delivered via EIT Community hubs outside the EU.
- The EIT Community Strategic Synergies enhances impact through a coordinated and joint approach by the EIT Community in EU policy priority areas, specifically Artificial Intelligence (AI), New European Bauhaus (NEB), and Women Entrepreneurship and Leadership ("Supernovas").
- The EIT Community Strategic Education contributes to the EIT Deep Tech Talent Initiative and the Digital Education Action Plan (DEAP) (including projects such as Girls Go Circular), development of EIT Campus, and supports the EIT Alumni Community.
- The EIT Community Access to Finance develops synergies with the EIF and supports systemic and structural cooperation between the EIT and the EIC, including in relation to the Fast Track scheme to the EIC Accelerator, to which all KICs are already eligible.
- The EIT Community Strategic Regional Innovations maximises collaboration between EIT KICs in the EIT RIS-eligible geographical area, and other emerging innovation regions in Europe. With the EIT Jumpstarter[5] as its flagship programme, the cluster also implements activities specifically tailored to support the innovation ecosystem in the Western Balkans and Ukraine. Increasing focus will also be placed on Moldova and the EU Outermost Regions. The Cluster is also tasked with ensuring the establishment and smooth operation of EIT Community RIS Hubs covering all eligible countries and territories. These Hubs, the network of which is expected to be fully in place by 2025, will serve as one-stop-shops for local innovators, partners, and interested parties looking to connect with the EIT Community.

The EIT can take active part in defining the content and structure of EIT Community activities. The EIT thoroughly monitors their implementation and results, with the aim of making those activities an integral part of the KICs' strategies.

Action lines	Targets	Implementation year		
		2025	2026	2027
Financial support, strategic supervision, and guidance	✓ Strengthen innovation ecosystems by providing strategic supervision and	☒	☒	☒

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[5] https://eitjumpstarter.eu/

	financial support to KICs, based on lessons learned			
	✓ Ensure that KICs develop and implement an impactful strategy, progress towards financial sustainability, and create interfaces, collaboration, and synergies with European Partnerships and programmes	☒	☒	☒
	✓ Ensure effective the post-year 15 cooperation with the first wave KICs	☒	☒	☒
Enhancing education programmes	✓ Implementation of the improved EIT Label Framework, including a more effective quality assurance mechanism	☒	☒	☒
	✓ Extend the EIT Label to lifelong learning activities, involving a wider target group of students, adult learners, and institutions, supported by EIT Campus	☒	☒	☒
	✓ Contribute to the new European Innovation Agenda through implementation of the Deep Tech Talent Initiative and the Next Generation Innovation Talents scheme	☒	☒	☒
Enhancing collaboration	✓ Incentivise strategic and thematic collaboration and support continuous exchanges of knowledge among all KICs through the implementation of EIT Community knowledge triangle integration activities	☒	☒	☒
	✓ Development and increased use of shared services	☒	☒	☒
	✓ Finalise the establishment and ensure the effective coordinated operation of the network of EIT Community RIS Hubs covering EIT RIS-eligible countries and territories, including those eligible from 2025	☒	☒	☒

Table 2

2.2 Increasing the regional impact of KICs

The EIT will further increase its regional impact through an enhanced openness towards potential partners and stakeholders. It will use a better articulated regional strategy for EIT KICs, including links to relevant Smart Specialisation Strategies. Since 2021, the EIT RIS has been fully integrated into the EIT KICs' multi-annual strategies, in which they utilise the EIT RIS to attract and facilitate the integration of potential new partners and facilitate stronger participation in the EIT KIC activities and networks across Europe. In 2025 - 2027, the EIT will continue to

provide guidance and support to KICs in the preparation of multi-annual EIT RIS strategies and in their implementation in accordance with the RIS Implementation Framework (2022-2027)[6] and the EIT RIS Hubs Minimum Standards and Guiding Principles[7], which will be updated and merged, based on the outcome of the mid-term review of the EIT RIS .

The EIT RIS will continue to support the innovation capacity of countries and regions that underperform in regard to the European Innovation Scoreboard, as well as the EU Outermost Regions (the EIT RIS-eligible geographical area). It will strengthen local innovation ecosystems and promote closer interaction between local innovation actors (clusters, networks, national and regional authorities, HEIs, research organisations, and vocational education and training institutions), thereby developing local talent and enhancing local innovation output.

In 2025-2027, Albania, Bosnia and Herzegovina, and Israel will become eligible for EIT RIS activities.

By focusing on building local organisations' capacity (and by extension, local innovation ecosystems),connecting them to pan-European innovation ecosystems and facilitating the integration of growing numbers of local innovators into EIT Community activities, the EIT will enhance European innovation output.

The EIT budget devoted to implementing EIT RIS activities will be at least 10 percent and a maximum of 15 percent of the overall EIT support funding to KICs to increase the number of KIC partners and projects from the EIT RIS-eligible geographical area. The EIT will monitor the geographical representation of partners, projects and result delivery across the EIT RIS-eligible geographical area, with a view to improving the EIT Community's Pan-European geographical representation and diversity. With the support of an EIT RIS Expert Group (established in 2022), the added value of which is expected to be confirmed by the mid-term review of the EIT RIS scheduled to be undertaken in 2024, the EIT will assess and report to its Governing Board on the results of the EIT RIS, on its impact on local innovation ecosystems. The results of these analyses may be shared with relevant Commission services, the European Parliament, and the Member States. To this end, the EIT RIS Expert Group is expected to prepare regular reports on the implementation of the EIT RIS (linked to the EIT grant-cycle and EIT KIC interim reports) for consideration by the EIT Management.

The "place-based" innovation approach is at the heart of the EIT's enhanced regional action in 2021-2027. It fosters stronger and more systematic involvement by national and regional policymakers and managing authorities. The KICs should seek to exploit complementarity with the Smart Specialisation Strategies. This approach has been and will continue to be integrated into the KICs' multi-annual strategies and business plans. It should also build on the KICs' CLCs and RIS Hubs, leverage their role as gateways to the EIT Community and interact with co-located partners, and the EIT RIS. Additionally, this approach will promote and facilitate synergies and complementarities with other EU, national, and regional initiatives and programmes, including linkages with local Smart Specialisation Strategies and with the activities of relevant thematic platforms and interregional initiatives (including the Managing Authorities of the European Structural and Investment Funds (ESIF) and the Instrument for Pre-Accession Assistance (IPA) III). Each KIC will be required to better articulate its regional strategy and demonstrate the creation of synergies with the Smart Specialisation Strategies and other key European regional initiatives. These will strengthen their relationships with regional and local innovation actors. The EIT will actively monitor the implementation of these strategies. By the end of 2025, the EIT will have launched EIT Community RIS Hubs, covering all countries and territories eligible for the EIT RIS in the 2021-2024 period. Further EIT Community RIS Hubs, covering the countries joining the EIT RIS after 2025, will be established by the end of 2027. These EIT Community RIS Hub will, *inter alia*, support and consolidate the work of the EIT RIS Hubs. The EIT will also monitor how CLCs, EIT Community RIS Hubs, and RIS Hubs operate and how they integrate into local innovation ecosystems with support from the EIT RIS Expert Group.

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[6] https://eit.europa.eu/library/eit-ris-implementation-framework-2022-2027
[7] https://eit.europa.eu/library/ris-hubs-minimum-standards-and-guiding-principles

Action lines	Targets	Implementation year		
		2025	2026	2027
Increasing the regional impact of KICs	✓ Ensure that KICs have an inclusive approach that strengthens their relationships with national, regional, and local innovation actors	☒	☒	☒
	✓ Implementation of the recommendations emerging from the in-depth mid-term evaluation of the EIT RIS	☒	☒	☒
	✓ Ensure that KICs help improve the innovation capacities of the EIT RIS-eligible geographical area, and support the objective of attracting and facilitating the integration of potential new participants from this area in their activities	☒	☒	☒

Table 3

2.3   Impact monitoring and evaluation

The measurement of the EIT's impact will be continuously improved over the current programming period, accounting for past experiences. The EIT will apply a monitoring and evaluation framework in line with the EIT Monitoring and Evaluation Strategy (2022 – 2027) adopted in 2022, ensuring coherence with Horizon Europe while maintaining flexibility. The periodic evaluation of the EIT's activities, including those managed through the KICs, will be carried out by the Commission in line with the provisions of the EIT Regulation and Horizon Europe Regulation. Each KIC will be subject to a thorough review by the EIT before the end of the seventh and the fifteenth year of operation under the Partnership Agreements. The seven-year comprehensive assessment of the forth wave KICs (EIT Urban Mobility and EIT Manufacturing), launched in Q1 2025, covering the KIC performance between 2019 to 2025, will be finalised by Q3 2026. Based on the assessment reports, the EIT Governing Board will take decisions in accordance with the EIT Regulation and EIT SIA following a consultation with the MSRG on whether to continue the EIT's financial support. The EIT will carry out interim reviews of EIT Health and EIT RawMaterials in 2026, covering the first three years of their second partnership agreements. An interim evaluation of EIT Culture and Creativity can be launched in early 2027 to feed into the post-2027 negotiations. These evaluations will use robust methodologies adopted by the EIT Governing Board and will be conducted by independent external experts/consultants, supervised by the EIT. The results will be made publicly available, communicated to the European Parliament and Council, and reported to the strategic coordinating process for European Partnerships.

The EIT Governing Board will consider the achieved level of financial sustainability of the EIT KIC, its openness to new members, as well as the limits of the EU's financial contribution and relevance regarding EIT objectives. If a KIC shows inadequate results or lack of European added value, the EIT Governing Board will take appropriate measures, including the reduction, modification, or withdrawal of the EIT's financial contribution or termination of the Partnership Agreement (based on the Supervision Framework adopted by the EIT Governing Board in 2021).

The reporting and monitoring of the EIT KICs' operational performance and their results will be a primary task of the EIT and will be implemented in cooperation with Horizon Europe Common Corporate Services. The reporting

and monitoring system for the EIT KICs will be built into the overall Horizon Europe monitoring system, particularly by implementing common data models including data collection. The EIT will continue and enhance cooperation with the Common Implementation Centre (CIC) and the Common Policy Centre (CPC) in order to benefit from the support services offered within the Horizon Europe framework programme. The EIT will systematically monitor KICs' contribution to reaching the Horizon Europe 35% climate target. The EIT will significantly contribute to this target by investing in climate-related objectives and support the EIT KICs to adequately integrate climate mainstreaming into their respective activities. Furthermore, the EIT will support the EIT KICs in tracking their expenditure in biodiversity, clean air, digital transition (including artificial intelligence), health, and overall contribution to SDGs. The EIT will put in place a monitoring system at the portfolio/project level that will allow for reliable reporting on expenditures for contributions to these political priorities.

Action lines	Targets	Implementation year		
		2025	2026	2027
Monitoring and evaluation of impact	✓ The EIT Impact Framework implemented	☒	☒	☒
	✓ 3-year interim review of EIT Health and EIT RawMaterials	☐	☒	☐
	✓ 7-year assessment of EIT Urban Mobility and EIT Manufacturing	☒	☒	☐
	✓ 3-year interim review of EIT Culture and Creativity	☐	☐	☒
	✓ Simplification measures implemented	☒	☒	☒
	✓ The annual assessment of the KICs' adherence to the Financial Sustainability Principles and progress towards Financial Sustainability	☒	☒	☒

Table 4

2.4   Launch of a new KIC on Water

In order to address new and emerging global challenges, the EIT plans to launch a new KIC in the field of Water, Marine and Maritime Sectors, and Ecosystems. The launch will take into account the Strategic Planning of Horizon Europe and the budget allocated to the EIT between 2021 and 2027.

Action lines	Targets	Implementation year		
		2025	2026	2027
Launching new KICs	✓ Call for a new KIC in the field of Water, Marine and Maritime Sectors and Ecosystems, a new KIC designation and finalisation of the start-up phase	☒	☒	☐

Table 5

Increasing the impact of the EIT Community and Ecosystem

2.5   Supporting the entrepreneurial innovation capacity of higher education

Following the positive evaluation and subsequent EIT GB Decision on the continuation of the HEI initiative taken in the 2023[8], the EIT continues with the implementation of the Initiative to support entrepreneurship and innovation in higher education, as introduced in the EIT SIA 2021-2027. The EIT will support higher education institutions with funding, expertise, and coaching, enabling them to develop innovation and entrepreneurship activities.

In 2025 -2027 period, two further calls for projects are expected to take place. The call for proposals will be aligned with the set of recommendations GB identified to further scale up the initiative in its post-pilot phase[9].

The EIT will play a steering role in the implementation and monitoring of activities run by HEI and non-HEI consortia of partners selected in open and transparent calls by the EIT KICs. Particular attention is being paid to attracting HEIs beyond existing KIC partners, ensuring an inter-disciplinary and inter-sectoral approach. Focus is also being given to establishing links with the national and regional smart specialisation strategies for research and innovation, relevant thematic smart specialisation platforms, and the EIT RIS. The HEI Initiative pays special attention to HEIs in countries that are moderate and modest innovators to reinforce their innovation capacity. The EIT will also further link its support to developing innovation and entrepreneurship capacity in higher education through the EIT Label by involving participating HEIs in using the relevant elements of the EIT Label. The HEI Initiative will be linked and will contribute to the Deep Tech Talent Initiative.

Action lines	Targets	Implementation year		
		2025	2026	2027
Supporting the innovation capacity of higher education institutions	✓ Implementation of activities to support the development of innovation capacity in higher education, inter alia through the provision of specific guidance, expertise, and coaching to participating HEIs	☒	☒	☒
	✓ Promotion of the new initiative to HEIs from moderate and modest innovator countries to develop their innovation capacities	☒	☒	☒
	✓ Strengthen and widen the scope of the EIT Label beyond the KICs to include the HEIs participating in the action and integrate the links with other initiatives (DTTI)	☒	☒	☒

Table 6

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[8] See Ares(2023)8036119
[9] See Ares(2023)8036119 Annex I

2.6   Communications

The EIT's 2021-2027 SIA highlights that the EIT will boost its recognition as a quality brand for innovation under Horizon Europe, while increasing the availability of information at the national and EU level.

To this end, the EIT will continue to build upon its significantly reinforced efforts to raise awareness and visibility of its activities, initiatives, and opportunities to students, entrepreneurs, and innovators. During the 2025-2027 period, the EIT will further build up its brand as Europe's largest innovation ecosystem; strengthen relations with priority stakeholders, and extend its outreach towards new audiences and stakeholders across the EU innovation landscape. The implementation of the new EIT Communications and Stakeholder Engagement Strategy will be essential to drive all relevant activities and to strengthen the EIT's openness and transparency towards stakeholders and citizens across Europe.

Reinforcing Communication and Visibility

The EIT will continue to reinforce its external communications activities between 2025 and 2027. Through the generation of compelling communications content, the EIT will promote EIT Community activities and results across its multiple channels and tools, helping to increase participation in EIT Community opportunities across Europe. Communications will especially aim to target audiences not yet aware of but who could benefit from EIT Community support in their innovation or skilling journey.

The EIT will continue to strengthen its digital communications presence with the deployment of new interactive features on its new website and by maximising its presence across social media. This will boost its outreach to citizens across Europe, demonstrating the impact of EU investment in research and innovation. The EIT will also continue to engage with journalists to reach a wider range of stakeholders and citizens across Europe.

The EIT's communications activity will be closely coordinated with its KICs to ensure consistent and coherent outreach to audiences across Europe.

Stakeholder Engagement

The EIT will continue to strengthen relations with key stakeholders in 2025-27, contributing to the objective of increased awareness of its activities and results. In alignment with its new strategy, the EIT will strive for coherent, targeted, and timely engagement through different channels and configurations. Openness and transparency through structured dialogue, partnerships, and interactions will remain the cornerstone of the EIT relations with stakeholders during 2025-2027 to fortify trust with and ensure the support of priority stakeholders.

The EIT Liaison Office in Brussels will continue to play a central role in facilitating and maintaining relations with the EU Institutions in this context. The EIT will continue its efforts to establish and maintain efficient working relations with relevant Commission services and in particular with the EIT's partner DG (DG EAC) but also cooperation partners such as the European Innovation Council (EIC). Strengthened engagement with Member States will continue via the EIT Member State Representatives Group (MSRG) and the dedicated network of EIT National Contact Points (NCPs), also through a dedicated Coordination Support Actions (CSA).

The Stakeholder Forum will be the EIT's main platform to promote interaction between the EIT Community and knowledge triangle stakeholders. It will increase the visibility of EIT activities towards business, social partners, civil society, and EU citizens, and recognise the most promising entrepreneurs and innovators in Europe. The Forum will be embedded in the biennial EIT flagship EIT Summit – INNOVEIT in 2026.

The EIT Awards

The EIT Awards reward successful innovations, entrepreneurial start-ups, and graduates from EIT-labelled education programmes within KICs. It showcases EIT success stories and enhances awareness of the EIT. The next edition of the EIT Awards is foreseen for 2026. As part of the joint actions with the EIC, the Women Leadership Award will be jointly awarded annually.

A dedicated communications campaign across the EIT's communications channels will support the EIT Awards and the joint Women Leadership Award with the EIC. The EIT Awards campaign will showcase the nominees and their ground-breaking innovations. This will not only help promote the EIT Community activities that have supported them but also inspire the next generation of entrepreneurs and innovators across Europe. To highlight the second edition of the joint Women Leadership Award with the EIC, a joint communication campaign will be executed.

EIT Alumni

The EIT Alumni community brings together an interdisciplinary and multicultural community of change agents who share a common vision for tackling global challenges and creating positive impact through innovation and entrepreneurship. The EIT Alumni Community brings together members of the Alumni Communities of the EIT's Knowledge Innovation Communities (KICs) from education, business creation, and innovation programmes. During 2025-2027, the EIT Alumni Community will continue contributing to the achievement of the EIT's strategic objectives, including the promotion of an entrepreneurial mind-set and the enhancement of opportunities for innovation and business creation in Europe.

Between 2025-2027, the EIT Alumni Community will expand its portfolio of services and unique offerings via knowledge sharing, training, and networking, bringing clear added value to its members beyond individual KICs' alumni communities. Priority areas for the coming years include drawing-in participants from KIC entrepreneurship and innovation activities, on-boarding members from the newer EIT KICs, contributing to the EIT Deep Tech Talent Initiative activities, and exploring opportunities for collaboration beyond Europe.

The EIT will continue its strategic steering of the EIT Alumni Community and will aim to continuously increase the involvement of alumni in EIT-supported activities. The EIT Alumni Community will be supported in its efforts by a dedicated Alumni EIT Community activity that will strengthen its ability to deliver quality services to its members, ensure greater visibility of its activities, and increase its impact. To ensure the long-term financial sustainability of the Community, the EIT Alumni Board will continue to develop a sound business and financial model and reach out to internal and external partners and sponsors.

Action lines	Targets	Implementation year		
		2025	2026	2027
Brand management and communications	✓ Launch and implementation of the new EIT Communications and Stakeholder Engagement Strategy as part of the overarching visibility framework	☒	☒	☒
	✓ Enhanced EIT Community visibility through promotion across corporate communications channels with an emphasis on digital communications tools	☒	☒	☒

Action lines	Targets	Implementation year		
		2025	2026	2027
	✓ Continuous enhancement of the new EIT website with new functions	☒	☒	☒
Stakeholder engagement	✓ Implementation of the new EIT Communications and Stakeholder Engagement Strategy	☒	☒	☒
	✓ Organisation of the EIT Stakeholder Forum	☐	☒	☐
	✓ Reinforced engagement with Member States via the EIT Member State Representatives Group (MSRG) and EIT National Contact Points (NCPs)	☒	☒	☒
EIT Awards	✓ EIT Awards	☐	☒	☐
EIT Alumni	Supervision on the implementation of the EIT Alumni Community's business plan	☒	☒	☒

Table

2.7 Identify and share good practices with stakeholders

The EIT has a key role in facilitating the dissemination of results and good practices from the EIT Community. To this end, the EIT will further develop its ability to identify, codify, and share good practices from its activities in a structured and coherent manner.

The EIT will also provide guidance and assistance on dissemination-related aspects, facilitate a cross-KIC exchange, and further support KICs to facilitate dissemination of the EIT Community's results through the Horizon Europe channels. To ensure the implementation of these objectives, the EIT will now require KICs to deliver on the following targets as of 2025:

1. Submit annual reports on the identification, codification, sharing and dissemination activities, including the number of results published on the Horizon Results Platform and the uptake of services offered by the European Commission.
2. For the relevant KPI EITHE16, disseminate a minimum target of 15 results per year through the European Commission's dissemination tools.

Action lines	Targets	Implementation year		
		2025	2026	2027
Dissemination of results: Identification and sharing of good practices	✓ Provide guidance and assistance on dissemination-related aspects to the EIT KICs	☒	☒	☒

		2025	2026	2027
	✓ Support KICs to disseminate a minimum target of 15 results through the European Commission's dissemination tools.	☒	☒	☒
	✓ Maintain and further develop together with the KICs a structured and coherent approach for disseminating results, lessons learnt, and good practices across the EU utilising in particular the EIT Knowledge Centre platform	☒	☒	☒

Table 8

2.8 International cooperation

The EIT will amplify the impact of its activities through international cooperation, particularly by coordinating and closely monitoring the EIT Global Outreach Programme. This will be done by ensuring compliance with the EIT Strategic Framework on EIT Global Outreach Activities. It will also, under the guidance of the EIT Governing Board, set out actions, targets, and outputs for the international cooperation plans of the EIT and the KICs, clearly demonstrating their European added value. The EIT will foster international cooperation in research and innovation, contributing to Horizon Europe objectives and the EU's contribution to the Sustainable Development Goals. Opportunities to engage with and build strategic partnerships at the international level will be explored in a reactive approach to match available capacity.

Action lines	Targets	Implementation year		
		2025	2026	2027
International cooperation	✓ EIT Global Outreach Hubs contribute to the EIT's objectives	☒	☒	☒
	✓ The EIT Strategic Framework on EIT Global Outreach Activities implemented	☒	☒	☒
	✓ Engagement with international organisations and non-EU countries via different formats	☒	☒	☒

Table 9

2.9 Synergies and complementarities with other programmes

During the 2025-2027 period, the EIT will ensure strong synergies with Horizon Europe initiatives and other EU programmes. The EIT will promote and facilitate synergies with EC Policy DGs and other EU programmes, bodies, and relevant actors, such as: the Commission's Directorate-Generals for Research and Innovation (DG RTD), the Education, Youth, Sport and Culture (DG EAC), the Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), the Neighbourhood and Enlargement Negotiations (DG NEAR), the Communications Networks, Content and Technology (CNCT), the Joint Research Centre (JRC), the European Innovation Council (EIC), the European Research Council (ERC), the European Innovation Council and SME Executive Agency (EISMEA), the European

Cooperation in Science and Technology (COST), the Committee of the Regions (CoR), the European Structural and Investment Funds (including the European Social Fund Plus), the Erasmus, Digital Europe Programme, InvestEU, Creative Europe, Europe's programme for small and medium-sized enterprises (COSME) (including the Enterprise Europe Network (EEN)), Horizon Europe missions, the European Patent Office (EPO), the European Union Intellectual Property Office (EUIPO), the Copernicus Programme, and other relevant DG DEFIS and EUSPA programs.

The EIT will support the implementation of the various EU policies including the European Green Deal, the Europe Industrial Strategy, and the Strategy for European **Digital Strategy** by encouraging the KICs to design their activities in a way that help contribute to the Commission's policy objectives. This will be done by promoting and fostering investments in the KICs' thematic innovation ecosystems and EIT Community activities or exploiting the established networks and expertise of the EIT Community and its partners in providing feedback to policy makers. The EIT will encourage the KICs to provide data and information where available as input for EU reporting and policymaking.

Within the Innovative Europe Pillar, the EIT and the **EIC** (based on their Memorandum of Understanding) will run complementary activities aimed at streamlining the support provided to innovative ventures. The EIT KICs will be encouraged to provide business acceleration services and trainings to beneficiaries awarded EIC funding. The EIT will also facilitate the access of EIC beneficiaries to the KICs' innovation ecosystems and relevant actors of the knowledge triangle. In parallel, the EIT's beneficiaries will be encouraged to apply to the EIC's instruments. All KICs are already eligible for Fast Track scheme to the EIC Accelerator and are encouraged to continue working bilaterally with the EIC, and also together in particular through EIT Community cluster on Access to Finance. In years 2025 - 2027 the EIT and EIC will organise a joint Women Awards to amplify the importance of women leaders and innovators in the European and global arena. Also, as indicated in the New European Innovation Agenda, both organisations will be implementing a joint Next Generation Innovation Talents scheme. In years 2025-2027 the EIT will strive to further enhance collaboration with the EIC in widening RIS-eligible countries and territories as well as locations outside the EU. Collaboration opportunities between researchers from Pathfinder or the transition support scheme and EIT alumni will be further explored. Both organisations will further intensify joint communication activities. The collaboration of the boards level is planned to be intensified. The EIT Community will also aim to collaborate increasingly with the EIE.

The EIT will develop stronger synergies with the **ERC** by linking the ERC's beneficiaries with the EIT KICs. In parallel, the EIT's beneficiaries will also be encouraged to apply to the ERC's instruments. Potential collaboration between the EIT Alumni and the ERC Alumni grantees association will be further encouraged.

The EIT will also work on synergies with programmes under the Excellent Science Pillar and, in particular, the Marie Skłodowska-Curie Actions (**MSCA**). The EIT will contribute to the development of the innovation and entrepreneurial skills of the MSCA fellows. It will further strengthen collaboration between the MSCA and EIT Alumni organisations.

In addition, the EIT will contribute to the Global Challenges and **Industrial Competitiveness Pillar of Horizon Europe** and complement relevant activities to tackle global challenges and increase EU competitiveness. Through its KICs, the EIT will contribute to relevant missions, thematic clusters, and other European partnerships by supporting demand-side measures and providing exploitation services. The EIT will also ensure coherence with the European innovation ecosystems strand of Horizon Europe and explore synergies between its outreach activities and the Sharing Excellence part.

Erasmus and the EIT will work together to establish synergies between their respective communities. Cooperation will be geared towards ensuring Erasmus students have access to KIC partner higher education institutions, the EIT KICs' summer schools, or other relevant training activities (for instance, on entrepreneurship and innovation management). It will also connect them to the EIT Alumni network. Synergies will also be built with the European Universities alliances; this helps mainstream EIT educational activities, in particular the development of digital skills and STEM studies.

During the 2025-2027 period, the EIT KICs' CLCs will continue collaboration with the **European Digital Innovation Hubs** to support the digital transformation of industry and public sector organisations. They will explore ways to use infrastructure and capacities developed by EIT KICs within the Digital Europe Programme (DEP) for education, training, testing, and demonstration purposes in innovation projects.

During the same period, the EIT KICs, through their CLCs, EIT Community RIS Hubs and RIS Hubs, will also promote **regional and cross-regional cooperation** between knowledge triangle actors and managing authorities in synergy with interregional cooperation and investments along value chains in related smart specialisation priorities areas. They will also promote the work of thematic smart specialisation platforms.

The EIT will contribute to skills development initiatives under the **Cohesion Policy Funds** through an exchange of best practices. The EIT KICs will promote collaboration with the Smart Specialisation Platforms, particularly the projects having experience in working with the Managing Authorities of Cohesion Policy Funds to facilitate synergies between EIT resources, Cohesion Policy Funds, and other European, national, and/or regional programmes. Synergies should increase the coherence of the EIT's actions alongside those of the Cohesion Policy Funds, the Union's Blueprints for Sectoral Co-operation, and the Centres of Vocational Excellence in order to contribute to a common vision and shared objectives, to create critical mass, and increase the effectiveness and impact of the EIT's activities.

Cooperation with the **European Union Intellectual Property Office (EUIPO)** and the **European Patent Office (EPO)** will be further strengthened in 2025-2027 for the benefit of the KICs, including the KIC on Culture and Creative Industries. Cooperation between the EIT, EUIPO, and EPO is an excellent opportunity for EIT KICs to increase their knowledge on IP and fully benefit from the protection IP brings in the global market. The EIT, the EUIPO, and the EPO will identify further areas of cooperation aimed at supporting SMEs, Higher Education Institutions, and EIT alumni and extend further collaboration opportunities with other initiatives and programmes.

The EIT is an active member of the EU Agencies Network (EUAN), seeking synergies and efficiency gains opportunities. Currently EUAN has 49 members, which are located in 24 EU Members States. The network's mission is to enhance the value of its members by deepening their collaboration. In 2023, the EIT joined the Troika within the EUAN Executive Group for the three-year mandate.
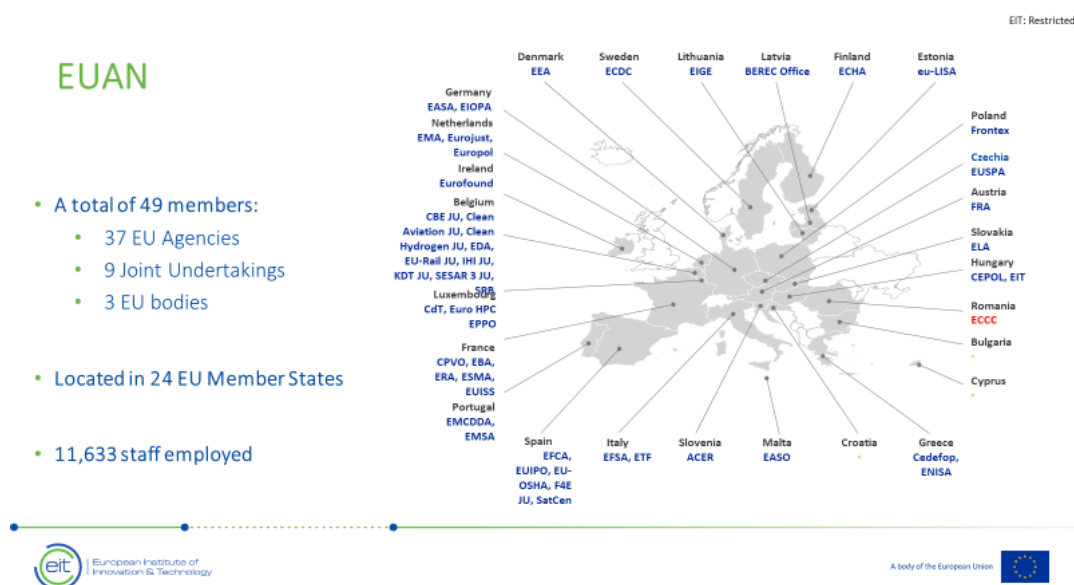
The EIT will encourage KICs to develop synergies with the Clean Hydrogen Alliance and the upcoming Renewable and Low Carbon Fuels Alliance. In 2025 the EIT will accelerate the "**European Solar Academy**" implementation following the signature of the Contribution Agreement with DG GROW in December 2023. The European Solar

Academy is part of the Net-Zero Industry Academies proposed by the Net-Zero Industry Act and financed by the Programme for the internal market, competitiveness of enterprises, including small and medium-sized enterprises, the area of plants, animals, food and feed, and European Statistics.

The EIT will also continue supporting Women Entrepreneurship and Leadership (WEL) activities at all age levels. For example, the EIT will, through its KICs, continue its contribution to Action 13 "Encourage Women's participation in STEM" of the European Commission's **Digital Education Action Plan (DEAP)**. The EIT will do so through a series of well promoted activities on digital and entrepreneurial skills for schoolgirls in primary and secondary education to become future leaders and entrepreneurs across Europe, especially in European countries defined as modest and moderate innovators (according to the European Innovation Scoreboard).

The EIT KICs will also seek the collaboration of the **InvestEU** Advisory Hub to provide technical support and assistance to ventures supported by the EIT KICs for the preparation, development, and implementation of projects. The EIT KICs will feed the InvestEU Portal to bring investors closer to ventures supported by the KICs, in close collaboration with Commission services. Furthermore, the EIT will seek to strengthen synergies and complementarities with **the EIB and EIF**. On 17 October 2023, the EIT and EIF extended their Memorandum of Understanding (MoU) for another two years. The MoU extension will ensure two more years of cooperation on delivering sustainable economic growth, jobs, livelihoods, and the increased impact of public investment. The EIT Community's work of empowering entrepreneurs and innovators will continue to combine with the EIF's role as a provider of risk finance for small-and-medium-sized enterprises (SMEs). Since the MoU's original signing in 2021, the two organisations have already deepened discussions on the creation of new financial schemes, investments, and structures for specific parts of the EIT Community. The EIT and EIF intend to continue this institutional dialogue. They also intend to explore new avenues of cooperation that could enhance the EIT Community's financial sustainability and the EIF's assets and instruments, including in countries that fall under the EIT Regional Innovation Scheme.

The EIT will also encourage KICs, especially EIT Food and EIT Urban Mobility, to develop synergies and ensure complementarities with the **European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-AGRI),** the **European Urban Initiative (EUI),** and **Start-up Villages.**

Following its launch in 2022, EIT Culture & Creativity will aim to develop synergies and complementarities with the **Creative Europe Programme and the New European Bauhaus**.

Action lines	Targets	Implementation year		
		2025	2026	2027
Synergies and complementarities with other programmes	✓ Initiate the most impactful priority synergies with other EU programmes, in particular with the EIC and EIE	☒	☒	☒

Table 10

3. Human and financial resources outlook for the years 2025 – 2027

3.1 Overview of the past and current situation

Staff population overview for 2024[10]

The EIT has successfully continued to maintain a highly competent and high performing staff. This is also due to consistent improvements of its recruitment practices, broader outreach to potential candidates, more efficient advertising of its available posts, among other changes. Moreover, substantial efforts are invested on a recurrent basis in regard to staff management and staff retention through the recent reorganisation, improved work environment, a more efficient and effective way of working, and the introduction of impactful social policies. The total number of staff was 66[11] as of 31 December 2023 (excluding trainees, interim staff, and external service providers).

Detailed information on EIT staffing is provided in Table 1 of Annex IV. An estimated 30% of the total EIT staff works on support and coordination activities (human resources management, information and communication technology, control, logistics, legal advice, finance and budget, procurement, quality management, communications, and administrative assistance). Further information on the planned resource allocation for operational activities for 2025-2027 is provided in Annex II.

Details concerning recruitment policy, performance appraisal and reclassification, mobility policy, gender and geographical balance, and schooling are described in Annex IV.

Expenditure for 2023

The evolution of expenditure for the action areas is provided in Table 2 of Annex III.

3.2 Resource programming for the years 2025 - 2027

3.2.1. Financial resources 2025 - 2027

The required financial resources are detailed in the tables of Annex II, which are in line with the indicative budget figures set out in the EIT Strategic Innovation Agenda 2021-2027.

3.2.2. Human resources 2025 - 2027

A) and B) New tasks and Growth of existing tasks

The EIT's mission to increase European sustainable growth and competitiveness by reinforcing the innovation capacity of the EU and Member States can strongly contribute to the top priorities of European Commission President Ursula von der Leyen, for "A Union that strives for more". The **EIT specifically make a major contribution to the "European Green Deal", the "Economy that works for people", and the "Europe fit for the digital age"** by accelerating innovation and integrating business, research, and education to address the societal challenges that

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[10] EIT Staff population overview on 31 December 2023
[11] Including offers sent and accepted as at 31 December 2023.

the EIT Community addresses. The EIT also contributes directly to other priorities of the Commission through its innovation communities, which, among others cover digitalisation, sustainable energy, and climate change. It has demonstrated a track record of delivering impact results over the past 14 years and demonstrated its ability to adapt to new challenges. Some examples are its rapid and successful COVID-19 pandemic response in 2020, the launch of new initiatives such as a EIT Community project on the New European Bauhaus, or the EIT Community's support for the Ukrainian innovation ecosystem after the Russian invasion of Ukraine. However, structural problems surrounding the EIT's human resources limit the EIT's potential to fully deliver on its mission. Without additional resources, it cannot implement the new tasks allocated to it and exploit opportunities for new innovative activities.

The EIT's tasks have been growing significantly over the past years. While the EIT managed three KICs from 2010 to 2014, two new KICs started their operations in 2014, another one was designated in 2016, two in 2018, one in 2022 and a new one will be selected in 2025. This naturally led to additional work to ensure the legality and regularity of transactions and compliance with the principles of sound financial management. In addition, the EIT has taken on new activities to develop its strong innovation potential, to support KICs' financial sustainability, the **EIT Regional Innovation Scheme**, and outreach and synergies with other programmes (including inter alia Member States and the Western Balkan countries). Following its education review, the EIT has also identified further potential avenues where it could lead the transformation of human capital in Europe. This includes widening its education and training programmes beyond degree level education through the Higher Education Institutions initiative and **contributing to the skills agenda** and talent support in the areas of entrepreneurship and innovation (following the example of the Solar Academy).

Adopted in July 2022, the European Commission's **New European Innovation Agenda** (which seeks to position Europe at the forefront of the new wave of deep tech innovation and start-ups) marked the EIT as one of the key actors contributing to the EU innovation flagship initiatives such as the EIT Deep Tech Talent Initiative, Deep Tech Innovation Valleys, the Next Generation Innovation Talents scheme, and the Women Entrepreneurship and Leadership schemes.

The EIT Strategic Agenda 2021-2027 has reinforced and enhanced the EIT's mandate. However, creating new KICs (such as **EIT Culture and Creativity and selection of new KIC EIT Water in 2025**), the implementation of the **action to increase the innovative capacities of Higher Education Institutions,** a reinforced role in the EIT RIS, or new tasks resulting from the New European Innovation Agenda should also see an increase in the current staffing capacity. The EIT will not be able to take on any new tasks outside the initial establishment plan of the EIT without additional resources. This means that the EIT's full potential for innovation and contribution to growth and competitiveness that could be provided by the EIT across the EU will not be fully exploited.

This issue was analysed by the European Commission's Internal Audit Service ('IAS') when performing an audit on human resources management at the EIT in 2020/2021. The IAS auditors evaluated various aspects of the staffing level in the EIT and benchmarked them to comparable organisations. Among European Union institutions, six executive agencies and two joint undertakings were identified as suitable for comparison. [12] All selected organisations have grant management (direct management) and related activities (e.g., policy feedback) as their main operational processes. Each of these entities have different characteristics such as organisation and governance, size, budget, complexity, and diversity of the programme portfolio managed. As a result, the exercise enabled the IAS to gain understanding of the context and provide meaningful insight into the EIT's staffing issue. The auditors conducted an examination using two aspects (ratios) that were also used in the performance evaluation of the executive agencies in terms of human resources management and cost-effectiveness:

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[12] The Consumers, Health, Agriculture and Food Executive Agency (CHAFEA), the Executive Agency for Small and Medium-Size Enterprises (EASME), the Innovation and Networks Executive Agency (INEA), the Education, Audiovisual and Culture Executive Agency (EACEA), the Research Executive Agency (REA), the European Research Council Executive Agency (ERCEA), the Innovative Medicines Joint Undertaking (IMI JU) and the SESAR Joint Undertaking (SESAR JU). The joint undertakings selected are the largest, the most comparable in terms of size to the EIT. The other JUs are very small in size.

a) programme management cost-efficiency (the ratio between the administrative and operational budgets for payments)
b) budget per head (funds managed per person)

The result of this analysis for the period 2017-2019 is shown in the graph below, using the average numbers of three years. The IAS concluded that:

1. The **EIT is more cost-efficient and manages more funds per staff than all other examined 5 EU entities** except the INEA
2. **Without reinforcing staffing capacity, there is a risk that the EIT cannot fully implement its multi-annual work programme** (reduced effectiveness and impact) and provide assurance on funds managed (risk of errors and irregularities)
3. The **EIT should consider options to increase the proportion of staff allocated to operational functions**
4. The **EIT should continue its efforts and work with its partner DG of the Commission, DG EAC, aiming at achieving an improved working environment promoting a better and healthier work-life balance**.
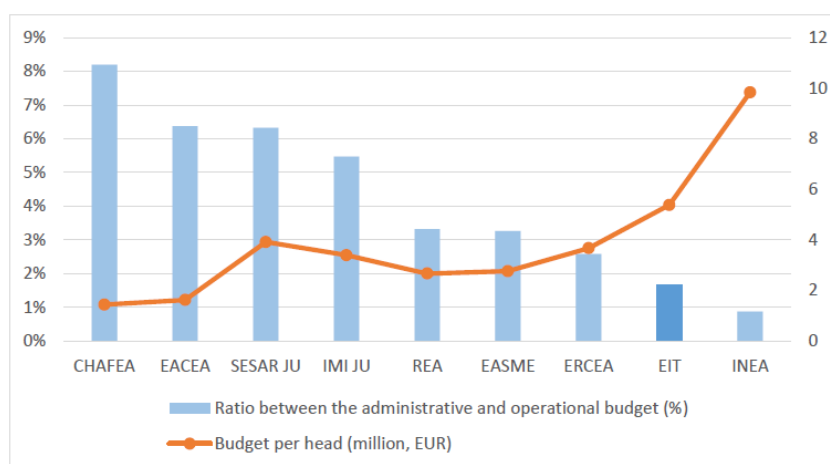
To address the structural problems identified above, and to be able to effectively carry out the new tasks described above and to manage the growth of existing tasks, the EIT was requesting in the past and requests currently the approval of 10 additional establishment plan posts from 2025 onwards. This request already takes into account that already in 2022, to be institutionally fit for purpose, the EIT has adjusted its organisation within the current establishment plan to reflect its objectives and strategic priorities under the new Strategic Innovation Agenda 2021-2027 (adopted in May 2021).

EIT new tasks vs new posts 2021-2027

New EIT tasks under SIA 2021-2027	Additional posts approved by EU (beyond 70)
Two new KICs (Culture &Creativity, Water) – ca. EUR 300 million	0
EIT Higher Education Initiative (pilot 2021-2023) – ca. EUR 80 million	0
Enhanced mandate EIT Regional Innovation Scheme and EIT Community activities (e.g. Ukraine, AI, NEB)	0
Overall Budget increase 25% compared to 2014-2020 (now ca. EUR 3 billion) and increased KIC supervision/monitoring	0

Enhanced EIT Governance (Member State Group, GB/ExCo size, Advisory Groups and GB supervision enhanced)	0
EIT National Contact Point network created and managed	0
Increased synergies (i.e. EIC, EIE, EUIPO, EU Agency Network), communication/ visibility, dissemination of results	0
European Battery Alliance Academy and European Solar Academy (12.5 MEUR)	1.3
Additional third country budget contributions to Horizon Europe	1
New European Innovation Agenda (Deep Tech Talents Initiative, Girls Go Circular, the Next Generation Innovation Talents scheme, Women in Tech)	0

In 2025 and 2026, the EIT might locate one of its current CA posts at the EIT House/ Brussels for the EUAN shared services administrative support activity.

Additional posts requested as of 2025

The EIT and its Knowledge and Innovation Communities (KICs) drive innovation across Europe by integrating business, education, and research, aiming to find solutions to pressing global challenges, through its Regional Innovation Scheme (EIT RIS) which boosts the innovation capacity of eligible local innovation ecosystems, and fostering closer interactions between local knowledge triangle actors, including through the establishment of on-the-ground CLCs, EIT RIS Hubs and EIT Community RIS Hubs. Given its strong results in delivering innovation, skills and creating sustainable innovation ecosystems, the EIT has significant untapped potential to further contribute to reach Europe's full innovation potential and reap the social and economic benefits of the twin green/digital transition. The EIT's mandate and ambition has been continuously increased without an adequate increase in staff resources to manage these (see table above).

In terms of the staffing situation, the EIT remains seriously structurally understaffed, which has been confirmed independently inter alia by the European Court of Auditors, the Commission's Internal Audit Service and the European Parliament. This creates a critical financial, operational, reputational and staff health risk that the EU institutions have not yet addressed as repeatedly highlighted by the EIT Governing Board. The level of control and checks, the subsequent assurance that can be reached is therefore lower than that of other EU programmes and Agencies, which have more adequate staffing compared to the budgetary amounts and operational complexity of programmes managed. With the workload increase resulting from the more ambitious targets set in the Strategic Innovation Agenda for 2021-2027, the EIT may not be able to deliver on its work programme.

In particular, as the EIT has not been provided with the modestly requested staff resources to fulfil its mandate, the level of monitoring, checks and controls of the EIT Knowledge and Innovation Communities must be kept at a lower level, increasing the risk of inefficiencies, undetected errors, irregularities, and fraud. Such core control and monitoring tasks cannot be outsourced by the EIT. This critical risk also cannot be further mitigated other than by additional staff resources being provided by the EU institutions. The EIT is already one of the most efficient EU Agencies in terms of staff expenditure vs operational expenditure and therefore also reaches the limit of what can be achieved via further simplification and outsourcing. It is therefore essential that as of 2025, the EU institutions grant the EIT the minimal staff increase requested or the EIT will have to deprioritise important activities under its mandate.

In terms of profiles, from 2025, **10 additional Establishment Plan staff** will need to be recruited based on the EIT's strategic objectives set out in the EIT Strategic Innovation Agenda 2021-2027 outlined below:

Specific Objective: Increase the impact of KICs and knowledge triangle integration

- Managing the existing KICs and launching a new KIC in 2025
- Facilitating EIT Community initiatives and providing shared services towards the KICs and exchanges of experiences and good practices between KICs
- Increasing the regional impact of KICs with a view to closing the innovation divide

Four additional posts are required for the four tasks above.

Legal/grant management officer for non-HE grants (1 posts, TA/AD8 grade) – Grant Implementation

- Support preparation and implementation of non-HE grants, in particular preparation of contribution agreements with other DGs to contribute to implementation of other EU funded programmes such as Digital Europe Programme, InvestEU, Single Market Programme, REACT-EU, Cohesion Fund, European Social Fund+ and ensuring at the same time KICs contribution to the EIT Impact Framework to maximise their impact on societal challenges and to achieve financial sustainability.
- Prepare call documents, award decisions and grant agreements.
- Supporting KICs in implementing non-HE grants to ensure full legality and regularity.
- Ensure effective implementation of synergies with other programmes.

KIC Programme Officer (2 posts, TA/AD6 grade) – EIT Water, EIT Culture & Creativity

- Support new KICs in the development and delivery of its strategy.
- Develop and improve overall supervision, management, and control systems.
- Verify reporting documents submitted by the KIC ensuring compliance with financial and procurement rules.
- Contribute to the assessment of KIC business plans, reports, and payments.
- Provide regular (standardised) and ad hoc (tailor-made) reports and data analysis for the EIT Governing Board, EIT management, and other internal and external stakeholders.
- Support the implementation of the EIT monitoring strategy and contribute to reviews and analytical reports.

Project Officer (1 posts, CA/FGIV) – EIT Community activities cross-cutting objectives and shared services

- Develop shared services with the KICs while enhancing and monitoring EIT Community collaboration.
- Provide horizontal EIT Community support on strategic initiatives, including legal support, such Women Entrepreneurship, Shared Services and Higher Education Initiative, deliver on the New European Innovation Agenda.

Specific Objective: Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs)

- Supporting the innovation capacity of higher education by involving 450 additional Higher Education Institutions in EIT and KIC activities to reach 30 000 students by end of 2027.
- Managing the related budget of EUR 150 million

Three additional posts are required for the above-mentioned tasks as follows:

Education Programme Officers (3 posts, 2 TA/AD8 grade, 1 CA/FG IV)

- Coordinate the EIT's new action to strengthen the innovation capacity of Higher Education Institutions (HEIs).
- Design and continuously improve the conceptual framework, set common criteria for the action, and oversee them while calls are organised by the KICs.
- Contribute to the development of quality procedures, indicators, and benchmarks for monitoring (and assessment) of activity performance.
- Manage and carry out continuous monitoring and evaluation of the action. The EIT will closely monitor organization of the calls and selection of the process, to ensure strategic priorities and objectives are met.
- Support Operational Units regarding the specific action with business plan assessments, amendments of business plans, and grant reports.
- Ensure coordination among KICs and that synergies with other programmes are explored.
- Work with KICs to develop and implement programmes contributing to re-skilling and up-skilling the workforce of the industries of the future (including the Deep Tech Talent Initiative)

Specific Objective No 3: Increase the regional outreach of the EIT in order to address regional disparities in innovation capacity across the EU

- Disseminating and sharing best practices with stakeholders.
- Increasing the impact of EIT activities through internal and international cooperation.
- Coordination of EIT Community communication.
- Creating synergies and providing complementarities with other EU programmes or instruments, including by reinforcing EIT support to KICs in their planning and implementing activities.

Three additional posts are required for the above tasks as follows:

Programme Officer (1 post, TA/AD8 grade) - Dissemination of Results and Regional Innovation Scheme

- Widen the level of participation within KICs and increase their regional impact through the RIS, in order to close the innovation divide in Europe
- Develop and operate a system aimed at identifying, codifying, and disseminating best practices and learnings from innovation projects.
- Support the newly established EIT National Contact Points in Member States for information, knowledge sharing, and synergies around the EIT.
- Coordinate EIT Community communication, including the implementation of the EIT's annual integrated communications campaigns with a focus on key events like the INNOVEIT conference.
- Coordinate the dissemination of information and communication of EIT RIS activities together with the KICs.

Stakeholder Relations Officers (1 post, TA/AD6; 1 post CA FGIV) – Innovation Ecosystem synergies

One Officer will promote and foster synergies with the EIC, InvestEU, and Innovation Ecosystems, while the other will manage the 15-year collaboration with first wave of KICs (EIT Digital, EIT InnoEnergy, EIT Climate-KIC). Their other tasks are to:

- Promote and foster synergies between EIT-KIC activities and other EU initiatives and instruments (e.g., other Horizon Europe programmes, Instrument of Pre-Accession, Erasmus+, Digital Europe Programme, and Creative Europe).
- Organise regular meetings with the Member States' Representatives Group as well as Commission-related services at least twice a year to ensure an appropriate level of information sharing with Member States and EU institutions.

- Contribute to an enhanced engagement with international organisations and key stakeholders in EU Member States, candidate countries.
- Coordinate international EIT-funded activities implemented by the KICs.

3.3   Efficiency gains

As the EIT's requests for additional posts for 2022 and 2023 have not been addressed by the EU institutions, the EIT Governing Board endorsed in its meeting on 25 November 2021 the reorganisation of the EIT in order to deploy available resources more efficiently and effectively. The new organisational structure of the EIT, as presented in Annex I, has been implemented as of 1 July 2022 following approval of an SPD amendment by the EIT Governing Board, and enables the EIT to focus more on achieving the new ambition and strategic objectives set out in the EIT Strategic Innovation Agenda 2021-2027.

Furthermore, the EIT will implement the following actions to achieve further efficiency gains and to successfully implement its 2024 work programme:

- Focused recruitments and retraining to address capacity gaps (e.g., investment, entrepreneurship, education, competence), including strengthened management capacity, mobility, and diversity
- Further outsourcing of some activities via experts, consultants, shared services, and EIT Community activities
- Sharing services with other agencies or outsourcing some services (e.g., archiving, IT security, EUAN Chair, etc.) - in 2025 and 2026 the EIT may allocate one of its current CA posts at the EIT House/ Brussels for administrative support of the EUAN shared services, to gain additional support from the EUAN network members in the procurement, human resources and cybersecurity fields.
- Targeted use of interim staff and trainees, an additional request for national experts, and Commission secondments (the EIT will use a limited number of interim staff for an extended period, in line with the applicable legislation, in order to be able to deliver on its ambition)

3.4   Negative priorities/Decrease of existing tasks

In order to achieve this set of the strategic objectives and further deliver impactful results, the EIT has identified the following list of negative priorities for 2025:

1. Rationalise the number of specific KIC monitoring reports (rationalisation of the EIT supervision of KICs to priority monitoring activities).
2. Reduce scope of the EIT Stakeholder Forum/INNOVEIT weeks; the EIT will limit itself to a few flagship events during the EU Presidencies and the EIT summit, while leaving other events to be organised by KICs (while still providing general guidance).
3. The EIT will focus on a few select synergies (including with the European Innovation Council (EIC), the European Research Council (ERC), the European Innovation Council and SME Executive Agency (EISMEA), the European Cooperation in Science and Technology (COST), the Committee of the Regions (CoR), the European Structural and Investment Funds including the European Social Fund Plus, Horizon Europe missions, the European Patent Office (EPO), the European Union Intellectual Property Office (EUIPO),the EU Agency Network (EUAN)) while leaving others listed above for KICs to take the lead.
4. Physical stakeholder meetings will be further minimised. Based on lessons learnt, the EIT aims to move most meetings online, including the EIT GB, ExCo, EIT KIC Forum, Advisory Groups, MSRG, NCPs, and participation in external events. While in exceptional cases physical meetings make sense, they create higher administrative and financial costs and have a negative impact on the EIT's carbon footprint and therefore cannot be justified.

Redeployment of resources in view of budgetary constraints

The EIT, via internal redeployment of staff, has already concentrated available resources as much as possible on operational tasks rather than support activities. As outlined in Annex I, the organisational structure has been modified in 2022 to reflect efforts to make the organisation leaner. That includes clarifying reporting lines and strengthening focus on core activities, including closer monitoring and supervision of the KICs.

Conclusion on the evolution of resources compared to the Commission Communication 2021-2027

Year		2021		2022		2023		2024		2025		2026		2027	
EC proposal/Granted to the EIT in the Adopted Budget		EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT
Establishment plan posts															
Temporary staff	AD	40	40	40	40	40	40	40	40	40	47	40	47	40	47
	AST	5	5	5	5	5	5	5	5	5	5	5	5	5	5
TOTAL establishment plan posts		45	45	45	45	45	45	45	45	45	52	45	52	45	52
Other staff (in FTE)															
Contract staff (CA)		23	23	23	26[13]	26	26	26	27[14]	24	28	24	28	24	28
Seconded National Experts (SNE)		2	2	2	1	1	1	1	1	2	1	2	1	2	1
Total other staff		25	25	25	27	27	27	27	28	26	29	26	29	26	29
TOTAL EIT STAFF		70	70	70	72	72	72	72	73	71	81	71	81	71	81

Table 11

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[13] In 2022 the CA posts were increased from 23 to 26, due to conversion of one of the two SNE posts to FGIV post and opening of 2 new FGIV posts charged against "other resources – 1 FGIV charged against EBA funding and 1 FGIV charged against TCC "3rd country contributions.
[14] Including the one additional CA post due to the European Solar Academy Agreement Contribution Agreement signed with DG GROW.

Section III – Work programme 2025

Executive Summary

In 2025 the EIT will continue the implementation of its SIA 2021 – 2027 and contribute to the New European Innovation Agenda implementation, putting into practice its overall strategy and processes to analyse and assess results and impacts of all EIT Community activities, continuing the EIT's culture of lessons learnt and evaluation.

The EIT will encourage dynamic and open partnerships. Its Knowledge and Innovation Communities (KICs) are ready to take the lead in their respective thematic fields and turn the emerging needs of Europe's economy and society into opportunities for entrepreneurship.

To empower Europe's full innovation potential and nourish the socioeconomic benefits of the twin green/digital transition, the EIT will continue creating a genuine European innovation ecosystem that bridges local talents, start-ups, and SMEs with EU initiatives, investors, and corporates. The EIT will continue to reinforce the governance and capacity of local/regional innovation ecosystems, to mobilise and coordinate their full potential, to contribute to the green and digital transitions, and enhance the capacity of local innovators, SMEs, and higher-education institutions to collaborate internationally within and beyond the EU.

In line with its legislation and the EIT Monitoring and Evaluation Strategy, the EIT will perform continuous monitoring and periodic evaluations of the output, results, and impact of the EIT KICs, including their progress towards financial sustainability, as well as horizontal requirements such as the cost-effectiveness of operations and their openness to new members. These will then feed into important EIT Governing Board (GB) decisions on corrective measures and on continuation of the EIT support and future collaboration with the KICs in line with the EIT GB – Supervision Framework of KIC.

In 2025 the EIT will further reinforce its collaboration with the EU Agencies, being part of the EUAN Troika for the third year. This will provide a unique opportunity to raise the visibility of the EIT among other EU Agencies and at the highest level of EU institutions and seek for further efficiency gains by applying more widely shared services schemes.

The EIT will organise the joint Prize for Women Innovators with the EIC to amplify the importance of women leaders and innovators in the European and global arena.

The EIT will further reinforce existing synergies with internal and external stakeholders.

Targeted external communications and stakeholder engagement activities will ensure that an increasing number of research and innovation stakeholders are aware of the EIT's activities, programmes, and opportunities offered to students, entrepreneurs, and innovators, among others. To ensure increased outreach at both the national and EU level, the EIT will mobilise and work closely with the entire EIT Community network.

1. Operational activities I: KIC Impact

The EIT fosters dynamic and open partnerships, its Knowledge and Innovation Communities (KICs) ready to take the lead in their respective thematic fields and turn the emerging needs of Europe's economy and society into opportunities for entrepreneurs. Based on existing European excellence, KICs are a well demonstrated paradigm of cross-border interconnected ecosystems tackling fragmentation in the innovation field and accelerating market uptake. A KIC is designed to generate a critical mass of excellent innovators and entrepreneurs, strengthen collaboration across sectors, optimise the use of human, financial, and physical resources, and attract top talent. The KIC carries out a whole range of activities covering the entire innovation value chain including, among other things, education and training programmes, research and innovation projects, and incubation and scaling up of start-ups; all of these activities are integrated and focused on addressing a societal challenge.

1.1. Ensure an effective and compliant grant management implementing the Horizon Europe and EIT Regulation, and the SIA provisions (Call, BP assessment, Grant Allocation, Reporting, Payments, and Audits)

Objective: Efficiently running the grant cycle in line with the Impact Framework and KIC Strategies and in full compliance with the applicable legal framework (e.g. SIA, EIT and Financial Regulation, Horizon Europe, etc.) in order to achieve EIT's objectives

In 2025, the main focus will be on managing the 2023-2025 Grant Cycle as follows.

Overarching KPIs:

1. Carry out the assessment of the continuous reporting on the 2023-2025 grant agreements;
2. Utilise IT systems supporting Grant Cycle and Business Intelligence for 2023-2024/25 grants;
3. Launch the Call invitation for the 2026-2028 grant agreement with 2nd, 3rd, 4th and 5th wave KICs;
4. Sign the final 2023-2025 grant agreement amendments.
5. Develop and operate IT systems supporting Grant Cycle Business Intelligence.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Funding allocation of the 2026-2028 grant agreements, including funding allocation to the KICs	2026-2028 grant agreements signed	All GAs signed by Q1 2026 Grant allocation process in line with funding allocation criteria completed in Q4 2025	Approved EIT BP, award decisions and signed GAs GB decision on funding allocation 2026-2028

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#2 GA 2023-2025 Amendments	2023-2025 grant agreement amendments signed Allocation of third instalment for 2023-2025 grants (3rd BC + FA 2025)	All GAs Amendments signed by Q4 2025	Decommitment for GAs 2023-24 are made
#3 Effective use of grant management and BI IT tools	EIT data is fully accessible in relevant EC tools and via KIC activity data, including project level, from the agreed data model for supervision, monitoring and reporting	Efficient IT support to the KICs and the EIT, all queries are addressed in a timely fashion Relevant modules of the eGrants suite are functioning KIC IT tools (including common KIC IT tool) to provide all relevant information based on the data model supporting grant management (eGrants)	eGrants running with appropriate access rights KIC data available in CORDA Data Warehouse (DW) as per the data model F&T portal contains and displays KIC data under agreed EIT header, and SAP BO reports accessible to selected staff for period 2014-2020, 2021-2022 and 2023-2025
#4 Effective simplification, capacity building and service and helpdesk provision to KICs (TFS, WG, FAQs)	Smooth cooperation and KIC support by the EIT to support their operations and reductions in complexity on all sides	Based on a survey, agreement with KICs on priority simplifications and substantial progress in implementation 4 TFS meetings per year in support of the EIT KIC Forum Forum/TFS actions implemented by timeline set Queries received from KICs are answered in a timely manner and receive positive feedback from Forum and TFS	TFS/ Forum meeting action points followed and implemented EIT Register of TFS actions is continuously maintained Survey results by TFS and Forum Updated FAQ document(s) Concept notes and templates Guidance templates are provided

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Updated FAQ document(s) continuously available to KICs REPORTING and PAYMENT and CFS working groups meet regularly and prepare relevant concepts and templates EIT KIC Shared Service Centre concept and feasibility study completed	
#5 Selection of new KIC	Call for EIT Water selected	Timely conclusion of the selection process	GB Decision on selecting new KIC

Table 12

1.2. Effective monitoring and evaluation strategy and plan to maximise EIT KIC impact, ensuring that EIT KICs become financially sustainable

Objective: Operate a monitoring and evaluation system complemented by a supervision framework to enable the EIT Governing Board to monitor and steer EIT and KIC activities in line with the EIT Regulation, allowing EIT KICs to meet and overdeliver on the EIT KPI targets in the SIA and their Strategic Agenda

Overarching KPIs:

1) Updated Dashboard capturing key management information for decision-making purposes is in place and regularly updated;
2) Monitoring plan in place and monitoring reports submitted to EIT management on a timely basis;
3) Timely implementation of intervention measures according to the EIT GB Supervision Framework;
4) Timely completion of reviews and comprehensive assessments pursuant to the EIT legal basis and the adopted methodology.

In 2025, the EIT will implement its operational model which shifts the EIT's control strategy towards the KICs' internal processes in line with the new KIC operational model and HE framework (e.g., enabling the implementation of a KIC supervision framework). The EIT Monitoring and Evaluation Strategy adopted in 2022 will guide the development of the 2025 27 Monitoring Plan(s), including core activities such as:

- The KIC's decision-making mechanism and related processes on selecting the most impactful EIT principles-compliant projects (innovation, FS principles etc.) for the multi-annual Business Plans, including monitoring of respective KIC calls
- The KICs' design and management of their portfolios of activity and KIC partnerships
- The KICs' progress towards achieving their multi-annual strategic objectives in openness and transparency (incl. openness and transparency of KIC calls, selection of start-ups/scale-ups for KIC support)
- Areas where risks of failure to achieve core KPIs or underperformance were identified through periodic reporting and other KIC monitoring and evaluations
- Implementation of the EIT GB strategic recommendations and conditions

Reviews and comprehensive assessments pursuant to the EIT legal basis will complement monitoring activities. Further internal checks on topics identified as critical during the year can be added.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#6 Effective KIC supervision	Supervision framework implemented, providing key intelligence and recommendations to the EIT GB to enhance the KICs impact and results (including adequate progress towards financial sustainability)	Timely, complete and appropriate intelligence provided to EIT GB and management in order to implement the Supervision Framework EIT GB rapporteur reports completed Updated Dashboard and improved KIC challenges briefings for EIT GB Supervision Framework of KICs applied; timely delivery of high-quality reports on performed intervention measures	Dashboard KIC supervision reports KIC challenges document GB rapporteur reports Reports/ briefings to management and EIT GB and effective actions proposed
#7 Monitoring plan development and coordination: strategic portfolio monitoring of KICs	Effective multiannual Monitoring plan 2025-2027 aligned with the EIT Monitoring and Evaluation Strategy updated, and implemented providing key intelligence	Monitoring Plan 2025-2027 updated for 2025 with up to 10 priority monitoring actions 100% of planned monitoring activities implemented and all reports formally approved for activities completed	Monitoring plan 2025-2027 updated for 2025 and implementation overseen Monitoring reports on activities/ areas included in the Monitoring plan completed

			Recommendation repository updated
#8 7-year comprehensive assessment of 4rd wave KIC launched	EIT conducts a 7-year assessment of EIT Urban Mobility and EIT Manufacturing in accordance with the adopted methodology	Assessment being implemented as per the methodology adopted by the EIT GB (to be finalised in Q3 2026)	Draft assessment report
#9 Horizon Europe mid-term evaluation – lessons learned	Lessons learned from the HE mid-term evaluation analysed	Lessons learned integrated in the EIT operations	Lessons learned

Table 13

2. Operational activities II: EIT Impact

2.1. Deliver impactful education and skill development programmes

Objective: Nurture more innovation and entrepreneurial talent and transform higher education by building their innovation capacity

Overarching KPIs: Universities/HEIs involved in KICs activities (from SIA)

Sub-Objective #1: Implement a set of targeted EIT Community actions that promote knowledge triangle integration, including the EIT Label as flagship initiative.

To achieve this, the EIT will carry out the following main actions:

- Implement the new education strategy for EIT, integrating different elements of the EIT education in a coherent way
- Continue implementation of the improved EIT Label model represented by the new EIT Label Framework
- Overview and monitor implementing of the new elements of the EIT Label model, extending it beyond academic education and continue implementing the EIT Label communications strategy to promote the new Label and reach out to wider audience (covering internal and external stakeholders)

Sub-Objective #2: Increase the entrepreneurial and innovation capacity of the higher education sector by promoting and supporting institutional change in higher education institutions (HEIs) and their integration into innovation ecosystems.

Following the positive evaluation of the pilot phase (2021-2023) and positive GB Decision on continuation of the Initiative beyond the pilot phase, in 2025, the EIT will continue implementing the new action to support entrepreneurship and innovation in higher education as introduced in the SIA 2021-2027.

Sub-Objective #3: The EIT will facilitate synergies with other relevant programmes, shared services towards the KICs, and exchanges of experiences and best practices between KICs. It will foster KIC collaboration (EIT Community activities) on both thematic and horizontal topics to elevate the impact of the EIT Education Agenda.

In 2025, the EIT will continue exploring synergies in education. It will implement a new action to support entrepreneurship and innovation for learners and graduates. In cooperation with other EU programmes (EIC, MSCA, ERC) the EIT will continue implementation of the pilot of the Next Generation Innovation Talents scheme as its contribution to the New European Innovation Agenda, as presented by the EC in 2022. As part of the Strategic Education EIT Community cluster, the EIT will continue building up the EIT Campus as an umbrella initiative to integrate all education programmes. Through the Education Panel the EIT will connect EIT KICs with other relevant programmes to explore potential synergy opportunities to be followed up by EIT KICs.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#10 The implementation of a new education strategy for EIT	EIT Education Agenda implemented based on EIT Campus as umbrella	Completion of the EIT Campus to integrate all KICs and courses and the link to other programmes ensured	Revised EIT Education Agenda and updated EIT Campus portfolio
#11 Monitoring of the implementation of the EIT HEI Initiative: Innovation Capacity Building for Higher Education	HEI initiative is effectively and efficiently expanded	New call for projects is organized and completed	Monitoring reports (Call 4) Invitation for the new multiannual GA to continue the initiative 2026-2027
#12 Oversee the new EIT Label model segments, conduct the annual evaluation of new EIT Label applications and implement continuous monitoring	EIT Label programmes are assessed in a timely and quality manner	Application round open and ready for programmes to be submitted for the EIT Label	2024 EIT Decisions awarding label adopted
#13 Launch of the European Raw Materials Academy	Deliver EU policy priority skills agenda via Contribution Agreement concluded with DG GROW	Launch and conclusion of Call, Award of Grant Agreement to beneficiary. Prefinancing payment to beneficiary Timely and adequate reporting on the implementation of the Contribution Agreement.	Action Grant Agreement awarded and concluded with beneficiary Prefinancing payment EIT Reports in line with the Contribution Agreement
#14 Continuation of implementation of the European Solar Academy	Additional EIT results achieved through the effective implementation of the Contribution Agreement concluded with DG GROW	Timely and adequate reporting to DG GROW on the implementation of the Contribution Agreement.	EIT Reports in line with the Contribution Agreement. Deliverable approve/rejection decisions are made, additional prefinancing payment is made

Actions [main activity]	Indicator [KPI]	Target	Main outputs
	Continuous reporting (additional prefinancing report) and deliverable assessment for the EU Solar Academy performed	Reports submitted by the KIC are analysed and approved by the EIT. Deliverables assessment performed, additional prefinancing report assessed	
#15 Implementation of European Solar Academy	EBA academy final report assessment	Final report assessed	Final Balance Payment is made

Table 14

2.2. Increasing the regional impact of the EIT Community

Objective: Deliver the EIT Regional Innovation Scheme and focus additional RIS outreach on EU candidate countries, including Ukraine and Western Balkan countries

The specific objective of the EIT RIS is to contribute to boosting the ability to innovate of countries and regions in Europe that belong to the groups of so-called 'modest/emerging and moderate' innovators (according to the European Innovation Scoreboard[15]), as well as in the EU Outermost Regions.

Overarching KPIs: Increase regional impact according to EIT SIA 2021-2027.

Since 2021, the EIT Regional Innovation Scheme (RIS) has been enhanced and integrated into KICs' long-term strategies. The EIT aims to involve more partners and support additional projects from eligible EIT RIS countries. It will closely monitor KICs' implementation of the enhanced EIT RIS using the EIT RIS Implementation Framework (2022-2027) and an EIT RIS Expert Group established in 2022. Results, lessons, and best practices will be shared with relevant EU services, the European Parliament, and Member States through existing channels. The EIT plans to conduct targeted communications activities in EIT RIS-eligible areas, including events and information sessions, to enhance the scheme's visibility. Similar efforts will be made in the Western Balkans to promote EIT opportunities with support from EU and non-EU organizations. In 2025, the EIT Community will continue supporting Ukrainian innovation ecosystems as part of a dedicated Work Package, whilst support to Moldova will be boosted through the widening of a number of existing activities, including the EIT Jumpstarter and the EIT InfraBooster. Targeted support for additional countries considered to be of strategic EU priority will also be considered as needed. Additionally, synergies with other funding instruments like ESIF and IPA III will be explored, along with alignment with Smart Specialisation Strategies, based on potential collaborations with EU Member States, Horizon Europe Associated countries as well as various EU and non-EU bodies, programmes, and initiatives, including through Memoranda of Understanding or other

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[15] http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en

structured cooperation agreements,. Special attention will be paid to synergies with COST, the Regional Cooperation Council, the Enterprise Europe Network, and the Partnerships for Regional Innovation.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#16 Implement the RIS Implementation Framework	Application of the updated RIS implementation framework improving the results and coordination of EIT RIS actions	EIT continues with the implementation of an effective supervision and coordination mechanism and principles for EIT RIS hubs, including the increase of consolidated EIT Community RIS Hubs EIT RIS country-specific roadmap (2023-2025) is implemented and new EIT RIS country-specific roadmap (2026-2028) adopted and under implementation EIT RIS mid-term evaluation completed and EIT RIS strategic guidance documents updated EIT RIS Expert Group provides guidance and advice	Full implementation of the EIT RIS Hubs minimum standards and guiding principles and the EIT RIS country-specific roadmaps EIT RIS mid-term evaluation report and EIT RIS strategic guidance documents updated EIT RIS Expert Group reports
#17 EIT supports utilisation of EU non Member States funding opportunities, ESIF and IPA III	EIT / KICs to mobilise EU funding to achieve additional results and impact	Commitments from EC services and national authorities to mobilise such funds contributing to EIT / KIC led activities via Contribution Agreements or similar to achieve additional results	Written confirmation of agreement to mobilise funding to support delivery of EU policy priorities via EIT / KIC led activities

#18 EIT supports Ukrainian and Moldovan innovation ecosystems	EIT community effectively supports the Ukrainian & Moldovan innovation ecosystems	Implementation of the additional Ukraine and Moldova Support Activities	Monitoring of the implementation of the Ukraine and Moldova support by KICs

Table 15

2.3. Effectively disseminate results produced by EIT Community

Objective: EIT Community results are disseminated effectively and increasingly put into use

Overarching KPIs[16]:

1. Best practices, policy papers, and lessons learnt are identified and disseminated by KICs through appropriate means (e.g. publications, online repositories, fact sheets, targeted workshops, etc.), including the EIT Knowledge Centre.

2. The number of activities and results disseminated through Horizon Europe dissemination tools and channels, in particular the Horizon Results Platform.

The EIT has a key role in facilitating the dissemination of results and best practices from the EIT Community. To this end, the EIT will further develop its role as an institute able to identify, codify, and share good practices from its activities in a structured manner. It will also provide guidance and assistance on dissemination-related aspects, in particular when disseminating KIC results through EC dissemination tools (in particular the Horizon Results Platform) and facilitating a cross-KIC exchange.

The EIT will also explore through participation in the DG RTD Working Group and collaboration within the framework of the EIT-KICs IP Working Group and Innovation Panel on how the Council Recommendation on the guiding principles for knowledge valorisation that calls for cooperation between all R&I actors in order to maximise the creation of societal value from all knowledge assets generated by R&I can be implemented by the EIT.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#19 Effective system for EIT Community to disseminate results	Increased dissemination of results by EIT and KICs and uptake of the disseminated results	EIT disseminates policy relevant results through its online Knowledge Centre Uptake of services by EIT KICs of Horizon Europe dissemination tools, including the Horizon Results Booster	Regular update of the online Knowledge Centre Annual reports submitted by EIT KICs on the identification, codification, sharing and dissemination activities,

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[16] Aligned with EIT's Impact Framework

		and the Horizon Results Platform EIT results available on the Horizon Results Platform to support dissemination of results Regular meetings of the EIT-Community Dissemination Working Group EIT contributes to EC WG to facilitate knowledge valorisation	15 results per EIT KIC per year published on the Horizon Results Platform Minutes of EIT-Community Dissemination WG Minutes of EIT KICs IP Working Group and Innovation Panel

Table 16

2.4. Successfully sustain the first wave KICs and their transition post-15 years

Objective: First wave KICs implement the post-15 Memorandum of Cooperation (MoC) and deliver impact

The EIT will also sustain collaboration beyond year 15 with the first wave KICs under the established a strategic cooperation framework. Following the signature of the Memorandum of Cooperation, the first wave KICs might be granted the EIT funding following the competitive call's launch. A Call for grants will be launched in 2024 and, respectively, in 2025 the EIT will supervise and monitor the implementation of the KIC post-15 activities and manage the grant.

Overarching KPIs:

1. No. of KICs delivering results and impact beyond 15 years
2. No. of current KIC activity areas continuing beyond 15-years thanks to an effective sustainability mechanism
3. Lessons learnt identified (from the first-wave KICs operations, and derived from relevant evaluations, assessment and reviews) integrated into the current KIC cooperation framework

Actions [main activities]	Indicator [KPI]	Target	Main outputs
#20 Implementation of the strategic cooperation framework with KICs beyond year 15	1st wave of KICs are financially sustainable and deliver impact	Develop necessary templates for supporting the KICs in implementation and monitoring	Signed grant agreements with the 1st wave of KICs for the period 2025-2027 Outputs and outcomes delivered as per the EIT Impact Framework by the 1st wave of KICs Lessons learnt from the cooperation with the 1st wave of KICs integrated into the current KIC cooperation framework

Table 17

2.5. Enhancing the impact of the EIT Ecosystem

Objective: EIT innovation ecosystem enhanced in the most impactful manner beyond the individual KICs creating added value for innovators and entrepreneurs

Overarching KPIs:

1. Increased EIT core KPI values
2. Positive feedback from KICs and their beneficiaries

EIT Awards

Objectives: To implement the 2026 EIT Awards concept that will recognise the most promising innovators and entrepreneurs in Europe and also increase the EIT's visibility and promote interactions within the knowledge triangle. To jointly organise the Prize for Women Innovators with the EIC and implement the Call for the dedicated EIT category.

Based on lessons learnt from the 2023/4 EIT Awards process, the EIT will updatep the concept for the next edition, demonstrating the EIT Community's achievements to stakeholders and citizens.

The revamped concept will raise the visibility and increase the quality of the Awards, including through a dedicated communication campaign, the preparation of nominees, the involvement of a high-level jury for each Award category, the organisational aspects of the Award Ceremony, and the prize for the

winners. It will also jointly organise the Women Innovator Prize with the European Innovation Council (EIC) and implement the Call for the dedicated EIT category.

More specifically:

Actions	Indicator	Target	Main outputs
#21 Implementation of the 2026 EIT Awards	Timely implementation of the 2026 EIT Awards competition based on lessons learns Successful Joint organisation of the Women Innovators Prize with the EIC and implementation of the dedicated EIT category	Successful preparation for the implementation of the EIT Awards 2026, including the EIT women category under the EIC Prize in 2025 Lessons learnt completed and concept for the next EIT Awards 2026 competition finalised by Q4 2025	Process for 2026 EIT Awards winners selection and announcement in place including Women Award with EIC in 2025

More detailed information is provided in Annex XI.

EIT Alumni

In 2025, the EIT Alumni Community will implement its portfolio of services through knowledge sharing, training, and networking to bring clear added value to its members beyond each KICs' individual alumni communities. Priority areas for include expansion of the EIT Alumni membership concept, attracting new participants from KIC activities, on-boarding members from the newer EIT KICs, contributing to EIT priorities including the New European Innovation Agenda.

The EIT will continue to steer the EIT Alumni Community in close cooperation with the EIT Alumni Board, and aims to continuously increase the involvement of alumni in EIT-supported activities. The EIT Alumni Community will be supported by a dedicated activity to strengthen its ability to deliver quality services to its members, ensure greater visibility of its activities, and increase the impact of its members. To ensure the Community's long-term financial sustainability, the EIT Alumni Board will finalise a sound business and financial model and reach out to potential partners and sponsors.

EIT Community Initiatives cooperation

The EIT Community cooperation fund focuses on priority areas where cooperation between KICs can multiply EIT impact and results, allow for thematic or administrative cooperation, and respond to EU policy priorities. The EIT Community cluster leaders are responsible for the planning of activities and operations (including information sharing) of the cluster in an open, transparent, and impartial manner, including decision making processes. Each of the EIT Community activities are of strategic nature, implemented by a lead KIC and closely supervised by the EIT. For 2025, there will be an additional funding allocation for EIT Community cluster activities, resulting in the EIT Community grant agreements amendment.

EIT Community activities are currently grouped in six clusters.

1. EIT Community Shared Services (Joint Audit Services, IT Common System, EIT House, EIT Hub Budapest, Joint CLCs, Partners on-boarding, Communication, and dissemination),
2. EIT Community Strategic Outreach (Israel, Silicon Valley, Global Platform),
3. EIT Community Strategic Regional Innovations (Jumpstarter, EIT Community Hub collaboration, Western Balkans, Ukraine and Moldova)
4. EIT Community Strategic Synergies (Artificial Intelligence, New European Bauhaus, Women Entrepreneurship and Leadership "Supernovas")
5. EIT Community Strategic Education (DTTI, EIT Youth, EIT Alumni, Virtual Campus, the Next Generation Innovation Talents scheme)
6. EIT Community Strategic Access to Finance (Management, EIC, EIF enabling collaboration in relation to investments into innovative startups / scaleups supported by EIT KICs).

Global outreach

The objective in 2025 is to further strengthen the standing of the EIT among the global innovation community and contribute to EU international cooperation priorities in Science and Technology.

2025 will be the third full year of delivery on the updated EIT Global Outreach Strategic Framework. Under the supervision of the EIT Governing Board and in close coordination with the European Commission, the EIT will provide guidance and monitor its KICs to ensure that the programme deploys impactful activities. By doing so, the EIT Global Outreach Programme (implemented via the EIT Community programme) will contribute to the EIT's strategic objectives while supporting European leadership and enhancing its impact in addressing key global challenges.

In addition, the EIT will continue to explore opportunities to engage with and build strategic partnerships in other countries beyond Europe (including Horizon Europe Associated countries) based on set priorities and available opportunities. International EIT Community cooperation plans and activities will clearly demonstrate their added value under the supervision of the EIT Governing Board and in compliance with the EU Global Approach on Research and Innovation.

Contribution to the New European Innovation Agenda – including the EIT Deep Tech Talent Initiative (DTTI)

2025 will be the third full year of the Initiative implementation, which aims to develop pan-European deep tech talent education framework. That means new skills development programme that can rapidly skill, re-skill, and up-skill at least one million talents over the next three years (2023-2025) within deep tech. This will broaden the labour force in Europe and encourage high-growth companies active in the deep tech fields to maintain and expand their operations within Europe and beyond. The EIT Community will build Pledge partnerships with public and private organizations, industry representatives and champions, academia and education providers, Member States, and other EU programmes and Agencies to support the development and roll-out of training programmes committed to the Initiative. The Deep Tech Talent Initiative Platform acts as a multiplier and aims to serve as the basis of sustainability. It is built as a long-term strategic tool to lengthen the Initiative's timeline beyond 2025. It's components and services are built with the engagement of its future users: pledgers and deep tech talents. A harmonisation activity will connect specific deep tech contents with other EIT Community tools, such as the EIT Campus.

Synergies and complementarities with other programmes

The objective in 2025 is to contribute to the overarching objectives of Horizon Europe on fostering growth and creating jobs by improving results, breakthrough technologies, services, and the sustainability of KIC operations through synergies and multiplication of successful activities across KICs.

The EIT and the EIT Community supported by the EIT will promote and facilitate synergies with EC Policy DGs and other EU programmes and bodies (notably but not exclusively Horizon Europe missions, DGs RTD, GROW, NEAR, CNCT, JRC, EISMEA, the European Structural and Investment Funds, Erasmus, Digital Europe Programme, InvestEU, Creative Europe, COSME, EUIPO, EPO, and the Copernicus Programme) for the integration of the Knowledge Triangle.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#22 Strategic EIT Community activities	Additional results in strategic and thematic priority areas for the EIT and EU through EIT Community cooperation	Supervision and monitoring of EIT Community cooperation clusters	EIT Community portfolio monitoring and reports from quarterly cluster level WGs to management
#23 Additional ecosystem impact from the innovation agenda	EIT community results on innovation beyond individual projects facilitated by EIT	Minimum 4 Innovation Panel meetings with relevant agenda Identifying potential, set up and follow up of synergies with key organisations of Pillar I and Pillar II of HE Programme	Report on the implementation of the Annual Work Programme of the Innovation Panel approved by the EIT management Report from established synergies and achieved results of collaboration with EUIPO and EPO
#24 Horizon Europe pillar III synergies, EIC-EIT complementarity and synergies with EU programmes	Facilitation of an increased level of complementarity and synergy actions between EIT and EIC/EIE and other EU programmes in line with MoUs and other cooperation tools, supporting joint initiatives and	Collaboration as per EIT-EIC Memorandum of Cooperation and agreed joint operational work plan. in particular on the Fast Track scheme, joint activities promoting Women Entrepreneurship, joint communication, regional innovation collaboration and global outreach activities.	Coordination of the agreed joint activities Joint Board WG EIC-EIT materials and action points Pillar III Directors materials and action points

	avoidance of duplications	EIT-EIC Board level collaboration intensified and effectively supported. EC pillar III Director's meetings effectively supported	
#25 EIT community business creation (BC) agenda	EIT effectively supports business creation and women entrepreneurship and leadership (WEL) agendas within the EIT community	Business creation panel work programme implemented, including facilitation of collaboration with financial investors. Management of a women investor's community	Report on the implementation of the Annual Work Programme of the BC panel approved by the EIT management and at KIC Forum level Women investors community operating
#26 New European Innovation Agenda	Timely and impactful implementation of the DTTI to train 1 million talents by 2025 Timely and impactful implementation of the Next Generation Innovation Talent Scheme	Timely implementation of the Initiative and achievement of milestones to ensure 1 million talents are trained by end 2025 Effective integration of existing deep tech skill related activities into the DTTI, including KIC specific programmes, Girls Go Circular and activities of existing KIC partners. Effective Joint Task Force between EIT and EIT Manufacturing designing and implementing the Initiative The Next Generation Innovation Talents Scheme in place	Number of talents trained according to the approved timeline and methodology and received EIT community tech talent certificate DTTI website, platform and stakeholder engagement delivered Next Generation Innovation Talent Scheme implemented.
#27 Develop the EIT Alumni community	EIT Alumni community	EIT Alumni community activities contributes to EIT's objectives with clear	Minutes of EIT Alumni Board meetings

		multiplies EIT impact and visibility	strategy, membership policy, financial sustainability strategy and value creation. EIT Alumni Board governance reviewed, ensuring it operates effectively and efficiently	Impact Report 5 success EIT Alumni success stories featured on EIT website New Alumni governance system in place
#28 EIT Global Outreach	Effective EIT Global Outreach in alignment with EU priorities and framework	Portfolio of EIT KIC global outreach activities is monitored, ensuring it is fully aligned with EIT Global Outreach Strategic Framework, including EIT community hubs and up-to-date mapping of EIT Community and KIC bilateral outreach activities	KIC activities in line with EIT Global Outreach Framework Up-to-date map of KIC outreach activities	

Table 20

3. EIT Governance and Corporate Communications

3.1. Effective EIT Governance and Management

Objectives:
- *The EIT develops and puts in place simplification measures to reduce its administrative burden, allowing it to focus on impactful activities.*
- *The EIT's ICF ensures the effectiveness, efficiency, legality, and regularity of operations of the EIT.*

Overarching KPIs:
1. Report on 2024 Internal Control self-assessment presented to the EIT Management
2. Mitigating measures proposed in 2024 and implemented in 2025 which address internal weaknesses
3. At least 90% of due open audit recommendations at institute level are implemented
4. Effectively conducted meetings of GB members including GB, ExCo, AC, AG meetings
5. CAAR 2024 and SPD 2026-2028 timely prepared.
6. EUAN agenda implemented

3.1.1 Strategy definition and coordination

EIT Governing Board meetings and EIT management

Objective: Efficient and effective strategy definition and coordination of the EIT.

- Determine the general EIT strategy and give the necessary impulse, direction, and co-ordination to policy definition, preparation, and implementation in accordance with the EIT strategic objectives and provisions set out in the Amended EIT Regulation, EIT Strategic Innovation Agenda (SIA), EIT Programming Document (SPD) and guidance provided by the EIT Governing Board with a view to coherently and consistently implementing the EIT mission.

- Ensure effective and efficient representation of the EIT's interests and strong involvement in internal deliberations, including Commission services as well as other external fora with a view to reinforcing the overall EIT strategy and activities hence benefitting EIT stakeholders at large.

- Inputs for preparation of new EIT Strategic Innovation Agenda for the new FP10.

- Provide support services (Secretariat) to the EIT Governing Board (GB) including the smooth running of and follow up to Governing Board and Executive Committee meetings as well as GB Working Group/Advisory Group meetings and advisory activities to the GB Chair, GB Members, and the Director.

- Provide Secretariat support to the EIT Member State Representatives Group (MSRG), including regular information provision and updates about EIT activities and results at national and EU level, facilitation of exchanges between the EIT Community and Representatives regarding KIC – national authorities/programmes collaboration and organisation, delivery, and follow-up to the MSRG meetings.

This activity includes all logistical preparations (travel, catering, meeting services), administrative file handling and preparation of supporting documents.

3.1.2 Planning, programming, reporting and audits

Objective: Ensure and enhance planning, monitoring, reporting as well as preparation and follow-up to audits.

To achieve this objective, the EIT implements an annual cycle of planning, monitoring, and reporting. These processes help the EIT deliver on its objectives by contributing to its overall strategy in an effective, timely, efficient, coherent, and accountable manner. Furthermore, the EIT will ensure the adequate preparation to and follow-up of audits by the European Court of Auditors, the Internal Audit Service of the Commission, and the past Internal Audit Capability of the EIT, including the implementation of actions to address open audit findings.

3.1.3 Internal Control

Objective: The objective of internal control and risk management activities is to ensure the effectiveness, efficiency, legality, and regularity of operations of the EIT.

According to the EIT Financial Regulation, the EIT budget shall be implemented in compliance with effective and efficient internal controls. The EIT implements the principles of its Internal Control Framework, which are applicable to all levels of management and designed to provide reasonable assurance of effectiveness, efficiency, and economy of operations, achieve reliability of reporting, safeguarded assets and information, and prevention, detection, correction, and follow-up on fraud and irregularities.

The risk management of the EIT is related to the legality and regularity of underlying transactions, accounting for the multiannual character of programmes, the transition to Horizon Europe, and the nature of concerned payments.

The EIT aims to close all due open audit recommendations on time and shall follow-up at least once per year on the status of their implementation, in line with the EIT's Internal Control Framework.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#29 Effective and efficient conduct of EIT GB meetings, EIT management and EIT decision-making	Effective EIT Governing Board (GB), Executive Committee (ExCo) meetings, Audit Committee (AC) meetings, GB Advisory Group (AG) meetings and management meetings Timely approval of GB Decisions Effective EIT management	Effective and timely preparation and implementation of at least 4 regular GB meetings, 4 regular Executive Committee (ExCo) Meetings, 2 Audit Committee meetings, regular meetings of GB AGs. GB Decisions adopted in line with the strategic, operational and administrative needs and deadlines Effective mobilisation of GB Members in working and advisory groups Effective selection and onboarding of up to 3 new EIT GB members Launch of selection of new GB member who will be leaving the GB in 2026 Effective EIT management meetings and internal communications Effective and timely planning monitoring and reporting	GB, ExCo, AC, AG and Hearing agendas, minutes and decisions adopted and GB decisions published on the EIT website Agenda and Action Points of Advisory Groups Newsletters reports for the GB Finalised selection report of EIT GB members CAAR 2024 preparation SPD 2026-2028 preparation and approval Draft SPD 2027 – 2029 preparation Weekly management meetings 4 quarterly reviews conducted 4 All staff meetings organised
#30 Development of the EIT strategic input following mid-term review	EIT GB strategic input contributions	2 meetings of the ExCo dedicated to the EIT strategic contributions development Participation of the GB members in at least two high level meetings EIT GB contribution to the HE mid term evaluation	2 meeting minutes 2 event/ meeting reports 2 written contributions/ notes including the strategic outline contribution for the next MFF preparation

#31 Effectively use EIT KIC Forum to resolve critical operational issues for the EIT KIC results and impact	The Forum tackles effectives strategic issues faced by the EIT community	Correct action points identified in Forum meetings and implemented in a timely manner Positive feedback from Forum meetings/ CEOs	4 Forum meetings
#32 Member State Representative Group (MSRG) contributes to EIT decision making	Effective MSRG positively contributing to EIT governance and increased visibility	Two annual meetings organised Opinions delivered to the GB in line with the EIT Regulation 75% positive feedback received via dedicated survey to MSRG MSRG Secretariat maintained throughout the year	Summary Record of Meetings published on EIT website MSRG Opinions Enhanced understanding of EIT's mission and activities by Representatives
#33 Cooperation with EU Agency Network and synergies, including outsourcing	Effective participation in EUAN, including the Troika 2023-2025, positively supporting the EUAN strategy implementation and benefit from shared services	Effective participation in the EUAN Troika in 2025 through the implementation of the priorities of the EUAN strategy Shared services pilot initiative with other EUAN members implemented	Troika coordination meetings minutes EUAN Assembly in Brussels in 2025
#34 Implement MoU with the partner DG of the Commission (DG EAC)	Effective cooperation with Commission services, in particular partner DG (DG EAC)	Submission of information/documents as per the MoU Regular coordination mechanism in operation Replies to requests provided within one week (or as per agreed with DG EAC) Weekly coordination calls	Budgetary-financial reports, documents Information timely submitted Action points from the coordination calls
#35 Implementation and Coordination of the EIT Internal Control Framework	Efficient and Effective internal control system	All Agency operational; financial and administrative SOPs are updated.	Updated SOPs Register of exceptions and non-compliance

	EIT achieves a high level of implementation of Internal Control Framework EIT risks are identified and addressed	90% of the baseline Internal Control indicators set for 2024 are met. Critical risks are identified in the Annual Work Programme and action plans to address them are in place, review as part of the Annual Activity Report Maximum 3 re-current exceptions/internal control weaknesses reported in 2025 Timely follow up of open audit recommendations. At least 90% of all audit action plans are implemented in time. Timely reporting to EC, EP, ECA and Council Coordination of ECA and IAS audits leading to accurate audit opinions on the EIT.	ICC Report 2025 Reports to EU institutions ECA and IAS audit action plans status reports
#36 Anti-fraud coordination	Efficient and effective implementation of the EIT's AF Strategy 2024 - 2027	EIT 2024 -2027 Anti-Fraud strategy and action plan under implementation	EIT 2024 -2027 Anti-Fraud strategy and action plan implemented according to the plan Report to GB and EIT management on implementation of the EIT's Anti-fraud strategy and OLAF cases
#37 EIT and KICs to implement the EIT Gender Equality Policy and Action Plan (GEP)	The EIT GEP is effectively and efficiently implemented	KPIs for 2025 outlined in the EIT GEP are met	Annual Report on the progress of the implementation of the EIT GEP

Table 21

3.2. Communications

OBJECTIVE:
- Increase the recognition of the EIT as Europe's largest innovation ecosystem and a quality brand for innovation
- Raise the visibility of the EIT and its activities to stakeholders across the European innovation landscape
- Increase EIT Community visibility, information flow, and stakeholder engagement efforts at EU, national, regional and local level

Overarching KPIs:
1. EIT audiences and key stakeholders have better understanding of the EIT Community, its opportunities and achievements.
2. Increased number of beneficiaries of EIT Community activities along the innovation pipeline
3. Key stakeholders increase their support for the EIT mission, its objectives, and its activities

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#38 Develop and manage EIT Communications & Engagement framework	Implementation of EIT Communication & Engagement strategy and plan	Adoption of the annual Communication, Stakeholder Engagement, and Dissemination Plan Effective implementation of Specific Contracts and activities to deliver the plan. Coordination of EIT Community Communications, Engagement and Dissemination actions and tools and Working Groups	Communications, Engagement and Dissemination Annual Plan 2025 Management and implementation of Communications and Events Framework and Specific Contracts Monthly dashboard delivered for communications and engagement results Coordination and management of EIT Community working groups for Communications, incl. monthly meetings and annual in person meeting Coordination and management EIT Community working groups for Public Affairs, incl. monthly meetings

			and bi-annual in person meeting Coordination and management EIT Community working groups for Dissemination, incl. three meetings per year Contribution to joint EIT Community communications, including participation in working groups and cooperation on branding, events and communications actions throughout 2025
#39 Coordination of Communications Channels and Tools	Increased awareness and understanding of the EIT, its activities and results among EIT audiences	Create engaging and impactful EIT content for distribution across relevant channels and tools	EIT key messages, LTTs, FAQs and materials (corporate presentation) Newsletters EIT publications including EIT Impact Report and Country Factsheets
		Plan and execute EIT integrated communications campaigns (INNOVEIT 2026, local to global)	EIT Summit and INNOVEIT 2026 event series campaign preparation Management and update of EIT Community news, opportunities and events on the EIT website to facilitate access to relevant information from the EIT Community
		Manage EIT website to ensure content is of high quality and up to date and to enhance the user experience and site visits	Website content and multilingualism function in all EU languages available
		Strengthen EIT relations with media to increase EIT Community press coverage	Press releases for key EIT and EIT Community announcements

		Boost following and engagement on EIT social media channels	Press events organised Response to all press queries Social media posts Launch of creative concepts to increase engagement
#40 Coordination of Engagement Channels and Tools	Build, maintain and strengthen relations with EIT stakeholders	Strengthen relations with external stakeholders through EIT participation in high-impact events and meetings Effective engagement with stakeholders in line with the strategy and plan Boost EIT visibility through organisation of events for external stakeholders	EIT GB members, EIT management and staff participation in events Bi-monthly EIT Community Event Overviews shared with the EC Organisation of the annual EC services meeting Coordination of EIT Pillar 3 meeting participation Bilateral meetings and exchanges with EU, national, regional and sectoral R&I stakeholders based in Brussels
#41 EIT NCP network	Further strengthen operations of EIT NCP network	EIT National Contact Point network enhanced, EIT NCP secretariat performs efficiently and effectively	EIT NCP network and CSA grant agreement implemented as planned

Table 22

3.3. Effective administrative services

Objective: Ensure efficient delivery of high-quality administrative services in line with the applicable regulatory framework.

Overarching KPIs:
1. Number of simplified procedures;
2. New IT tools in place which save time on administrative tasks
3. Outsourced activities leading to real efficiency gains

3.3.1 Human Resources

Objective: The objective of human resource management is to ensure efficient support for staff in administrative matters, timely recruitment of highly skilled new staff, the efficient running of the appraisal and reclassification system, and the implementation of a learning and development policy for staff.

This includes the following activities:

1. Recruit, develop, and retain highly- qualified staff and provide comprehensive human resource management services to ensure the effective and efficient functioning of the EIT, as well as the promotion of transparency and equal opportunities within the Institute
2. Provide reliable human resources planning and procedures
3. Implement appraisal and reclassification exercise
4. Continue to ensure the availability of highly qualified staff to meet the EIT's objectives
5. Support the professional development of staff and further strengthen their competency and skills base, as well as their efficiency
6. Ensure a high-quality working environment and promote equal opportunities
7. Ensure a sound framework for management and administration of the EIT's staff

3.3.2 Finance, Budget, Procurement and Accounting

The objective is to ensure the sound financial management, legality, and regularity of budget implementation at the EIT.

This will be achieved through the following activities:

1. Ensure accurate budget planning.
2. Ensure that budget implementation follows forecasts and results in high absorption of commitment and payment appropriations.
3. Provide compliant, effective, and efficient financial framework and procedures.
4. Provide compliant, effective, and efficient procurement system and procedures.
5. Ensure compliance with the EIT Financial Regulation and the relevant internal procedures.
6. Provide reasonably assured a true and fair view of the financial position of EIT in all material aspects.

3.3.3   ICT and Infrastructure

Management of Information and Communication Technologies (ICT)

Objective: Define, plan, set up, maintain, and develop high quality Information and Communication Technology (ICT) infrastructures, tools, and services so that the staff is adequately supported in their operation.

This will be achieved though the implementation of the IT Steering Committee agenda:

- Implementation of the IT master plan 2025 according to the ICT Strategy, ICT Policy, General Information Security Policy, IT Service Catalogue.
- Continue the implementation of the Cyber-Security Regulation by EC
- Continue the implementation of the Information Security Regulation by EC
- Outsourced L2 support under EIT FWC
- Improve adoption of PM2 and ITRM2 methodologies
- Training and awareness on Cyber Security and AI

- Support on external tools: e-Grants, KIC IT Tool, Business Intelligence
- Replacement of old equipment to new equipment
- Adoption of Emerging Technologies

3.3.4 Data Protection
Objective: The EIT will ensure that its activities are compliant with the applicable data protection rules.

This will be achieved through the following activities, in particular:
1. Continue implementation of the data protection action plan to ensure compliance with data protection rules
2. Involvement of the DPO in the set-up of new processes
3. Raising awareness among staff through trainings

3.3.5 Document Management
Objective: The EIT will implement the document management policies and practices which will ensure efficiency, improved business continuity, and will strengthen transparency and accountability.

The implementation of this objective is focused on several areas, including but not limited to:
- Recurrent update in consultation with the Commission of the relevant office policies regulating document management, archiving of paper-based and electronic documentation, access to documents etc.
- Continuous transition to online document management processes, from creation to archiving, including through adoption of all relevant Commission IT tools (e.g. SYSPER, e-Grants etc) and development of EIT-owned IT tools.
- Regular training of staff in document management and information security
- Maintaining IT staff dedicated to the document management function, as a minimum – Document Management Officer (DMO) and a Deputy DMO
- Other as relevant

3.3.6. Logistics and Building Management
Objective: To provide all staff with a functional, safe, and healthy working environment, an adequate level of logistics support, sufficient office supply stocks management, and a proper level of building security.

Prevention and protection at work: To build up staff awareness on health and safety measures, several trainings, and evacuation exercises will continue in the course of the year.

Security within the EIT: To enable the EIT to operate in a safe and secure environment by establishing health and safety measures and raising staff awareness of them.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#42 Procurement plan implementation	Procurement procedures completed in a timely manner and EIT contract portfolio managed according to sound financial management	Min 85% procurement procedures completed in line with the adopted procurement plan by end of Q4 2025 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures 2025 Procurement Plan is updated twice a year basis. 97% of procurement procedures without formal complaints/court cases Publication of contracts awarded in the previous year on the EIT website by end of Q2 2025 Procurement procedures up-to-date and high level of staff awareness Effective support and advice provided to OIAs	Contracts are registered in ABAC New Procurement Procedures are concluded in PPMT. Updated procurement plan Contracts concluded and implemented in line with procurement plan Total number of procurement procedures with complaints/court below 3% SOP and Procurement Guides on intranet Annual publication of list of contracts

#43 Expert management	Effective support across the EIT through the recruitment and deployment of independent experts managed smoothly and in a timely manner	Approx. 60 experts contracted in due time and in line with policy/ SOP Effective support to the relevant projects confirmed by EIT staff	Satisfaction survey of EIT staff on expert provision Timely contracting, deployment and payment of experts. Revised experts management SOP following the IAS audit recommendations
#44 Budget	High level of absorption of EIT funds	> 95% of non-grant commitment and > 90% payment appropriations absorbed by Q4 Effective budget reviews and amendments ABAC assets and effective functioning of Asset Retirement Committee to remove written off items	Quarterly budget implementation vs forecast reports per unit including reports on late payments and reporting to EC in line with MoU Budget amendments, transfers Regular budget
#45 Finance	Legality and regularity of commitments and payments ensured	Up-to-date delegations and regular staff trainings Registration of minimum 95% of invoices and cost claims within 5 calendar days and registration of minimum 95% of commitment request within 2 working days Share of late payments is maximum 2 % Contribute to the validation of local system performed by	Updated delegations Salary payments via PMO Regular Finance trainings Finance SOPs up-to-date Annual verification of ABAC access rights

		DGBUDG by the deadline set	
#46 Accounting	EIT annual accounts adopted, without comments	Timely performance of accounting correspondent tasks Annual audit of accounts Ensure that inventory checks carried out before the end of the year and with >98% accuracy, updated	Quarterly accounting control report EIT accounts Report on annual inventory check Asset Retirement Committee minutes and decision on write off
#47 Document management	Effective implementation of EIT Decision on Document management and Policy on archiving	Effective DMO in place. Train all newly recruited staff in ARES and relevant document management procedures and manage the EIT internal network of document managers Ensure proper maintenance of documentation, including annual opening and closure of files in ARES and regular meetings of	ARES and physical archives up to date. DM focal point network minutes
#48 Data Protection	The EIT is fully compliant with Data Protection Regulations and effective system to implement the rules in its operations.	DPO is designated and fully trained. Data Protection Action Plan is implemented, privacy statements and data protection records included in the EIT inventory prepared by the data	Privacy statements and data protection records are published in the records register on the EIT website Data protection training for newcomers and to all staff ensured

		controller with the support of the DPO. EIT data protection framework, incl. decisions up to date High level of awareness of EIT staff of the key data protection requirements Data breaches minimised and followed up in case they occur Timely response to access to documents requests	Access to document request addressed
#49 Legal support	High level of compliance with the requirements of the EIT and HE legal framework	Timely and effective handling of all legal requests by EIT management, complaints, and proceedings (via prioritised legal coordination table) 100% legal review of EIT GB and EIT decisions and formal complaints High level of awareness of EIT staff members of the EIT and HE legal framework	Legal review of GB and EIT decisions and formal complaints Updated legal coordination table Provision of legal information and training to EIT staff members

#50 Building management	EIT premises in Budapest and EIT Liaison Office in Brussels run effectively and create a positive work environment	Effective overall maintenance of office space at EIT Efficient health and safety measures Keep up to date the security and fire safety rules and provide training to the staff (e.g. first aid training and annual fire inspection drill) EIT security policy drafted and submitted for approval	Effective office maintenance Reports on security incidents if needed, safety training to the staff. EIT security policies updated
#51 Sustainability of EIT administration	Sustainability: EIT effectively delivers its contribution to EU climate targets and becomes carbon neutral through offsetting of its footprint.	Timely and effective implementation of sustainability action plan, incl. priorities of building management, missions and mechanism to offset remaining emissions	Climate goal tracking report for the EIT and EIT Community Timely and quality input to annual reports for SPD and AAR Sustainability action plan reporting
#52 Ensure compliance with Staff Regulations	Effective and efficient adoption of provisions under the Staff Regulations All HR services are available efficiently and effectively for staff via e-services and related IT tools	Adopt implementing rules of the Staff Regulation within the deadlines Timely completion of appraisal (by Q2) and reclassification (by Q4) All HR processes are fully integrated in SYSPER, ARES and EIT Intranet, workflows and online forms adjusted	Overview table on implementing rules Decisions and implementing rules Finalised appraisal exercise and reclassification exercise SYSPER modules available (in particular roll out of appraisal and reclassification modules in Sysper) E-ticketing service tracker

		Timely payroll and processing of individual rights and working conditions: Zero delays in the payroll process-Less than 2% error rate Timely processing of individual rights and working conditions	e-HR services for all forms and procedures Timely implementation of the payroll Timely implementation of individual rights and working conditions
#53 Recruitments	EIT is fully staffed in line with its Establishment Plan	Timely and compliant completion of staff selection procedures Publication of the vacancy notice within 6 weeks of a vacant post and completion of reserve lists within 4 months from the deadline for applications Ensure diversity is promoted through recruitments. Effective onboarding and exit procedures for new staff and staff leaving the EIT. Effective and timely management of interim contracts Effective and time management of trainee contracts	Posts filled according to the adopted recruitment plan EIT Vacancy notices and reserve lists Onboarding checklists and exit interview database Interims contracted in line with the organisational plan Trainees recruited in line with the organisational plan
#54 Training plan	Effective training, skill and competence development for EIT staff	90% of in-house training sessions provided according to plan	In-house training sessions completed according to the approved timeline indicated in the training plan

		All staff have training and development plans and implement them by 90%	Training and skills needs survey
#55 Staff Committee	Involve staff committee efficiently and effectively in related policies (decisions, social policies) Social activities that break silos and make the working at the EIT more impactful, less formal, and enjoyable for all EIT Staff	Timely dialogue and consultation with SC in relevant staff-related policies Effective dialogue with staff committee on priority topics raised Effective EIT social committee and policies Priority measures agreed between staff committee and EIT management implemented Timely planning and implementation of activities of the Social Committee	Staff committee opinions Social Policies on staff well-being Implementation of priority measures Number and quality of social activities implemented
#56 Social policies and work environment	Increased attractiveness and improved work environment for EIT staff	Timely and effective implementation of the schooling policy (including implementation via MoUs, transport policy, ceiling setting and mechanism to add and remove schools) Medical check ups provided to staff on an annual basis and for new recruitments Social policies updated and implemented (e.g. Schooling Policy, sports clubs, team	Update and implementation of social policies Schooling policy implementation Recruitment, ad hoc and annual medical checks.

		building and reimbursement of public transportation)	
#57 Provide adequate IT systems and tools	Adequate IT and infrastructure tools available to staff made available and backup solutions in place	Make general and individualised IT systems permanently available to all staff as required and operate at a high level of efficiency and effectiveness Effective EIT IT governance, incl. register of Business Owners and Access managers kept up to date and function effectively Services availability > 99% Planned maintenance < 3,65 days (1% services unavailability) Ensure that efficiency gains and productivity increase is delivered via Generative AI tools IT SC operates effectively Effective planning, implementation and supervision of the IT Master Plan ICT facilities and services used in an appropriate, secure and responsible manner	Available IT systems to all staff and external users Table of responsibilities for IT tools ICT systems operational and business continuity ensured. Reports on IT incidents and requests Backup Plan and Disaster Recovery plan tested Two reports on Staff satisfaction with IT Services Quarterly reports IT SC EIT 2025 IT Master Plan up to date and implemented, quarterly reports Report on use of IT tools and planned maintenance Quarterly reports to management on IT tickets Implementation on Generative AI to be included in the IT MasterPlan

		Annual satisfaction survey	
#58 Ensure high level of IT security	Effective implementation of Cybersecurity and Information Security Policy preventing data breach, loss or systems malfunction	100% of IT security threats eliminated or mitigated and threats reported to management IT Security projects implemented Local backups and Disaster Recovery Site replication according to backup Plan Number of IT security incidents reported to CERT_EU &EDPS < 4 LAM, LISO/CISO operate effectively Access to ABAC and other IT systems used at EIT have been checked 1 time during the year and verified	Implementation of EC Risk Management Methodology / Risk Register, GovSec reporting Reports by ITSC to management Report on mitigation measures implemented LAM LISO/CISO reports on access rights and accounts of all IT tools according to the Account Management and Access Rights SoP

Table 23

Annexes

Annex I: Organisation chart of the Agency for year 2024

Director
(6 AD, 4CA)
Director's Office, Legal

Operations KICs (16AD, 1AST, 9CA)
Supervision and Monitoring
Grant Implementation

Operations Innovation, Education, Communication (13 AD, 2AST, 1 SNE, 5CA)
Innovation Ecosystem
Communication & Engagement

Administration (5AD, 1AST, 10CA)
HR, Finance, Procurement, IT
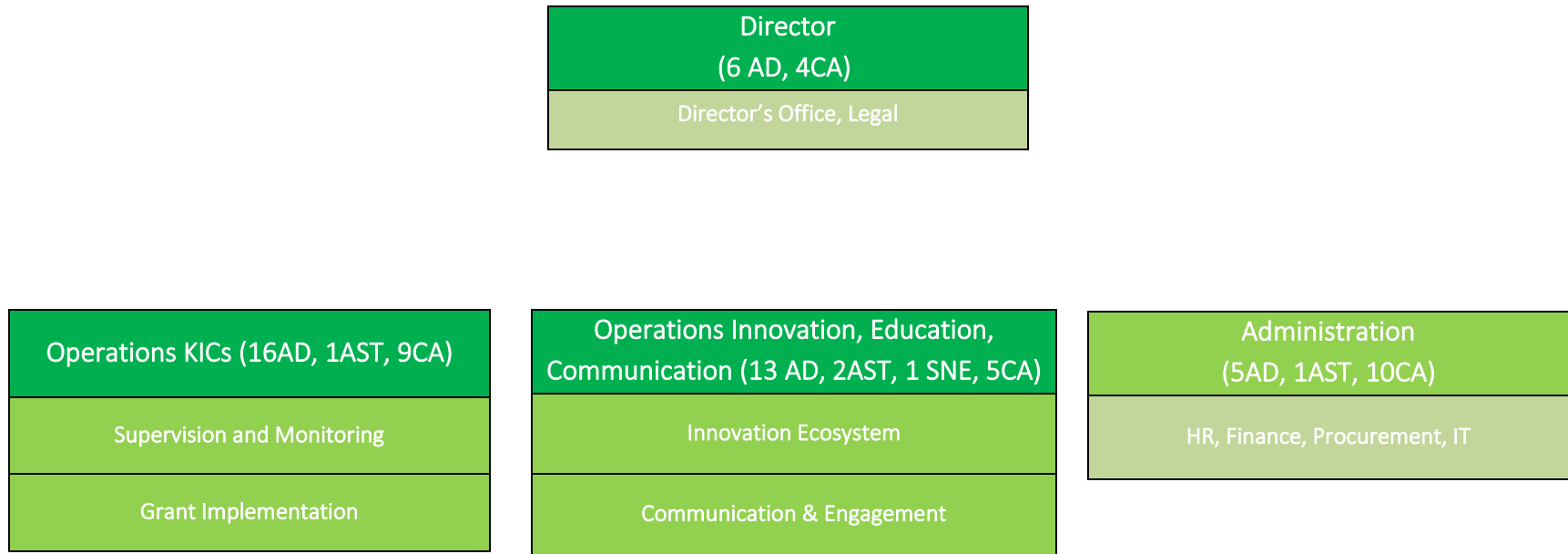
Annex II Resource allocation per activity 2025 – 2027

Activity	2024			2025			2026			2027		
	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated
Increasing the impact of KICs and knowledge triangle integration	16	9	409,965,301	17	8	416,657,521	17	8	424,698,143	17	8	478,541,936
Supporting the innovation capacity of higher education	1	4	202,274	3	4	366,711	3	4	370,378	3	4	385,193
EIT cross-cutting activities	12	4	2,151,887	16	6	2,942,203	16	6	3,095,050	16	6	3,218,852
out of which Impact monitoring and evaluation	*6*	*2*	*1,648,454*	*8*	*2*	*1,938,592*	*8*	*2*	*1,957,979*	*8*	*2*	*2,036,298*
out of which synergies and complementarities with other programmes	*6*	*2*	*503,433*	*6*	*2*	*1,003,611*	*6*	*2*	*1,137,071*	*6*	*2*	*1,182,554*
Strategy: Coordination and implementation	10	1	995,600	10	1	1,504,275	10	1	1,519,318	10	1	1,580,091
	6	10	10,583,660	6	10	11,104,106	6	10	11,548,270	6	10	12,010,201

Administrative support and coordination											
Total:	45	28	**423,898,722**	52	29	**432,574,816**	52	29	**441,231,159**	52	29	**495,736,273**

Annex III: Financial resources 2025 – 2027[17]

Table 1 – Revenue

General Revenues

REVENUES	2024	2025
	Revenues estimated by the Agency	Budget forecast
EU contribution	409,405,758	417,785,219
Other revenues	14,492,964	14,789,597
TOTAL REVENUES	423,898,722	432,574,816

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[17] All figures are indicative and may be subject to update of the Multi-Annual Financial Framework.

REVENUES	General revenues						
	Executed Budget 2023	Estimated Budget 2024	Draft Budget 2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	392,016,307	409,405,758	417,785,219	417,785,219	2.05	426,145,605	478,787,206
- Of which assigned revenues deriving from previous years' surpluses							
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	35,929,271	14,492,964	14,789,597	14,789,597	2.05	15,085,554	16,949,067
- Of which EEA/EFTA (excl. Switzerland)	*35,929,271*	*14,492,964*	*14,789,597*	*14,789,597*	*2.05*	*15,085,554*	*16,949,067*
- Of which candidate countries	*p.m.*	*p.m.*	*p.m.*				
4 OTHER CONTRIBUTIONS	2,429,682						
5 ADMINISTRATIVE OPERATIONS	17,012						
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 61)							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	**430,392,272**	**423,898,722**	**432,574,816**	**432,574,816**	**2.05**	**441,231,159**	**495,736,273**

EFTA: Estimated rate is 3.54% that is based on figure for 2024,

Additional EU Funding: grant, contribution, and service-level agreement

REVENUES	Additional EU funding: contribution, grant and service level agreements						
	Executed Budget 2023	Estimated budget 2024	Draft Budget 2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
Additional EU funding stemming from grant agreements (FFR Art.7)							
Additional EU funding stemming from contribution agreements (FFR Art.7)	3,920,000.00		200,000.00		N/A	80,000	
Additional EU funding stemming from service level agreements (FFR Art. 43.2)							
TOTAL	**3,920,000.00**		**200,000.00**		**N/A**	80,000	

Table 2 – Expenditure

Expenditure	2024		2025	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure	8,682,100	8,682,100	9,557,044	9,557,044
Title 2 – Infrastructure and operating expenditure	1,701,560	1,701,560	1,547,062	1,547,062
Title 3 – Operational expenditure	413,515,062	413,371,204	421,470,710	352,024,512
TOTAL EXPENDITURE	423,898,722	423,754,864	432,574,816	363,128,618

EXPENDITURE	Commitment appropriations						
	Executed Budget 2023	Budget 2024	Budget 2025		VAR 2025/2024	Envisaged in 2026	Envisaged in 2027
			Agency request	Budget forecast			
Title 1 Staff Expenditure	8,334,906	8,882,100	9,557,044	9,557,044	7.60	9,939,326	10,336,899
11 Staff expenditure	6,952,912	7,545,000	7,921,044	7,921,044	4.98	8,237,886	8,237,886
12 External personnel	1,381,994	1,337,100	1,636,000	1,636,000	22.35	1,701,440	1,701,440
Title 2 Building, equipment and associated costs	1,417,930	1,701,560	1,547,062	1,547,062	-9.08	1,608,944	1,673,302
21 Building, equipment and associated costs	411,044	510,900	401,492	401,492	-21.41	417,552	434,254
22 Information and communication technology	596,386	628,260	673,260	673,260	7.16	700,190	728,198
23 Miscellaneous expenditure	410,500	562,400	472,310	472,310	-16.02	491,202	510,850
Title 3 Operational expenditure	424,559,436	413,315,062	421,470,710	421,470,710	1.97	429,682,889	483,726,072
31 KICs and knowledge triangle integration	422,488,636	408,191,962	416,087,686	416,087,686	1.93	424,084,544	477,903,793
32 EIT cross-cutting activities	1,988,300	5,123,100	5,328,024	5,328,024	4.00	5,541,145	5,762,791
33 Supporting the innovation capacity of higher education	82,500	0	55,000	55,000	100.00	57,200	59,488
TOTAL EXPENDITURE	434,312,272	423,898,722	432,574,816	432,574,816	2.05	441,231,159	495,736,273

EXPENDITURE	Payment appropriations						
	Executed Budget 2023	Budget 2024	Draft budget 2025		VAR 2025/2024	Envisaged in 2026	Envisaged in 2027
			Agency request	Budget forecast			
Title 1 Staff Expenditure	8,334,906	8,882,100	9,557,044	9,557,044	8	9,939,326	10,336,899
11 Staff expenditure	6,952,912	7,545,000	7,921,044	7,921,044	5	8,237,886	8,567,401
12 External personnel	1,381,994	1,337,100	1,636,000	1,636,000	22	1,701,440	1,769,498
Title 2 Building, equipment and associated costs	1,417,930	1,701,560	1,547,062	1,547,062	(9)	1,608,944	1,673,302
21 Building, equipment and associated costs	411,044	510,900	401,492	401,492	(21)	417,552	434,254
22 Information and communication technology	596,386	628,260	673,260	673,260	7	700,190	728,198
23 Miscellaneous expenditure	410,500	562,400	472,310	472,310	(16)	491,202	510,850
Title 3 Operational expenditure	357,854,405	413,171,204	352,024,512	352,024,512	(15)	435,829,433	444,433,464
31 KICs and knowledge triangle integration	355,733,240	408,878,404	347,560,000	347,560,000	(15)	431,186,340	439,604,648
32 EIT cross-cutting activities	2,022,165	4,259,050	4,429,412	4,429,412	4	4,606,588	4,790,852
33 Supporting the innovation capacity of higher education	99,000	33,750	35,100	35,100	4	36,504	37,964
TOTAL EXPENDITURE	367,607,241	423,754,864	363,128,618	363,128,618	(14)	447,377,703	456,443,665

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2021	2022	2023*
Revenue actually received (+)	401,233,111	448,612,223	367,607,241
Payments made (-)	(399,203,214)	(439,585,731)	(343,781,041)
Carryover of appropriations (-)	(5,188,571)	(9,857,948)	(29,241,958)
Cancellation of appropriations carried over (+)	75,351	1,266,587	3,386,821
Adjustment for carryover assigned revenue appropriations from previous year (+)	3,386,105	3,319,891	5,796,963
Exchange rate differences (+/-)	(15,477)	(32,357)	(119)
Adjustment for negative balance from previous year (-)			
TOTAL	287,305	3,722,665	3,767,906
* In 2023 EIT returned 13.93 MEUR from the Commission EU subsidy received.			

Annex IV: Human resources – quantitative information for 2025 – 2027

Table 1 – Staff population and its evolution; overview of all categories of staff

A. Statutory staff and SNE

Staff	Year 2023			Year 2024	Year 2025	Year 2026	Year 2027
ESTABLISHMENT PLAN POSTS	Authorised budget	Actually filled in as of 31/12/2023	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	40	39	97.5	40	47	47	47
Assistants (AST)	5	4	80	5	5	5	5
Assistants/Secretaries (AST/SC)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL ESTABLISHMENT PLAN POSTS	45	43	95.6	45	52	52	52
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2023	Execution Rate %	Authorised FTE 2024	Envisaged FTE 2025	Envisaged FTE 2026	Envisaged FTE 2027
Contract Agents (CA)	26	22	84.6	27	28	28	28
Seconded National Experts (SNE)	1	1	100	1	1	1	1
TOTAL EXTERNAL STAFF	27	23	85.2	28	29	29	29

TOTAL STAFF	72	66	91.7	73	81	81	81

B. Additional external staff expected to be financed from grants, contributions, or service-level agreements:

Human Resources	Year 2024	Year 2025	Year 2026	Year 2027
	Authorised FTE	Authorised FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA) – EBA and Solar Academy	2	0	0	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	2	0	0	0

C. Other Human Resources
- Structural service providers[18]

Intra-muros	Actually in place as of 31/12/2023
IT	1
Communications	4
Maintenance and reception	2

[18] Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

- Interim Workers

Interims	Actually in place as of 31/12/2023
Programme Management	5
Governance	3
Communications	1
Administration	4
Total interims	13

Table 2 - Multi-annual staff policy plan year 2025 - 2027

Category and grade	Establishment plan 2023		Actually filled in as of 31/12/2023		Establishment plan 2024		Envisaged 2025		Envisaged 2026		Envisaged 2027	
	officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	officials	TA
AD 16												
AD 15						1		1		1		1
AD 14		1		1		0						

AD 13						0		1		1		1
AD 12		1				1				1		1
AD 11		2		2		3		5		5		5
AD 10		9		7		6		11		11		11
AD 9		10		11		11		14		14		14
AD 8		10		6		11		10		10		10
AD 7		6		7		5		4		3		3
AD 6		1		5		2		1		1		1
AD 5												
Total AD		**40**		**39**		**40**		**47**		**47**		**47**
AST 11												
AST 10												
AST 9												
AST 8												
AST 7												
AST 6						1		2		2		2
AST 5		3		2		3		2		3		3

AST 4		1		2		1		1		0		0
AST 3		1		0		0						
AST 2												
AST 1												
Total AST		**5**		**4**		**5**		**5**		**5**		**5**
AST/SC 6												
AST/SC5												
AST/SC4												
AST/SC3												
AST/SC2												
AST/SC1												
Total AST/SC						**5**		**5**		**5**		**5**
TOTAL		**45**		**43**		**45**		**52**		**52**		**52**

- External personnel

Contract Agents

Contract Agents	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027
Function Group IV	13	13	13	14	23	23	23
Function Group III	13	9	9	13	5	5	5
Function Group II	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Function Group I	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL	26	22	22[19]	27	28	28	28

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027
TOTAL	1	1	1	1	1	1	1

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[19] Includes offer letters sent and accepted (2 FG IV and 1 FG III) as at 31 December 2023.

Table 3 - Recruitment forecasts for 2025 following retirement/mobility or new requested posts (information on the entry level for each type of post: indicative table)

Job title at EIT	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group / grade of recruitment internal (brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Solar Academy CA		X			FG IV

Annex V: Human resources – qualitative information for 2025-2027

A – Recruitment policy

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	X		
Engagement of TA	Model Decision C(2015)1509	X		
Middle management	Model Decision C(2019)2542	X		
Type of posts	Model Decision C(2019)8800	X		

The EIT employs temporary agents, contract agents and seconded national experts. The EIT strives to recruit the most suitable professionals with the right mix of competencies to advance the organisational objectives. The selection procedures at the EIT follow the standards and principles in place in EU Institutions, including the EIT general implementing provisions of the Staff Regulations for Temporary Agents, Contract Agents and Seconded National Experts, also with a view to ensuring gender balance and geographical diversity. The new recruitment guide adopted in 2018 was updated in 2020 to incorporate the lessons learnt and align to HR best practices adapted to an EU institutional context.

Selection procedures at the EIT are carried out according to the following **principles in line with the EU Staff Regulations**:

Equal Treatment and non-discrimination

All candidates are offered the same opportunity to perform under the best conditions (e.g. the same scoring and assessment methodology is applied in the same way to all candidates; the same questions are asked to each candidate and written tests are marked anonymously).

Objectivity and Independence

The Selection Board assesses the merits of the candidates dispassionately, without pressure from any source whatsoever, in order to guarantee a high calibre of staff recruited. In exercising its independence, the Selection Board has regard to the principles of equal treatment of candidates and the duty of care and sound administration.

The Selection Board is nevertheless subject to the applicable vacancy notice, the Staff Regulations and the Conditions of employment of other servants of the European Communities, its Implementing Rules and the general principles of Community law as interpreted by the Court of Justice (legal compliance).

Impartiality (management of Conflict of interests)

The EIT has measures in place to ensure that any conflicts of interest issues are addressed and managed as swiftly as possible. This includes a declaration with reference to conflict of interest which Selection Board members are required to sign following the disclosure of applicant's names. In addition, the selection procedure at the EIT foresees that all assessment and scoring tools and methodologies, as well as interview and written questions are finalised before the names of candidates are revealed to the Selection Board.

Gender and geographical balance

The EIT aims to achieve gender balance at all levels of the organisation, always with due regard to ensuring that the most qualified candidates are pre-selected for inclusion on a reserve list. Following establishment of the reserve list, amongst other factors, such as motivation, fit to the role and team as well as behavioural skills, the EIT takes into account the gender balance factor. In addition, the EIT has

set-up challenging internal control indicators, namely, to aim for 50/50 ratio of its management staff in the current programming period.

Furthermore, it endeavours to maintain a geographical balance among staff recruited at the Institute, although this is difficult to fully achieve this due to the small size of the Institute and due to the fluctuating effects of the correction coefficient (varied from 75.6% to 86.7%) applied to the salaries in Budapest in 2023, which hampers recruitment from Member States where higher salaries can be attained. As specific measures to counter-balance these negative effects, the EIT uses the EIT Awareness Days and events in other Member States to encourage participants to apply for open positions at the EIT and strives to disseminate vacancy notices in different EU sources and social media channels. Furthermore, the EIT has signed cooperation agreements with international schools and kindergartens in Budapest to ensure that EIT remains an attractive employer for expatriates.

The EIT has also adopted the implementing rules on the engagement and use of temporary staff as well as contract staff, following the adoption of the new EIT Regulation in 2021, allowing for the first time the possibility for the EIT to offer indefinite contracts on the second renewal. This will also contribute to the attractiveness of the EIT, aligning its contract conditions to other EU agencies.

Transparency in the selection procedures by the EIT is ensured by the following measures:

Documentation of procedure: A recruitment guide, describing the principles and stages of the selection process, is handed out to each appointed member of a Selection Committee.

Clarity of procedure: the steps of the selection process are explained to candidates in the vacancy notice. The eligibility and selection criteria are also defined in advance and made known to applicants in the vacancy notice published for each selection procedure. In addition, a Guide for applicants is published on the EIT website.

Written track of decision-making: minutes of Selection Board meetings are drawn up by the HR section, and every decision is documented.

Confidentiality and Protection of Personal Data

The EIT ensures that candidates' personal data are treated according to Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 and gives pertinent instructions to Selection Board members to ensure respect with data protection rules. On their appointment, Selection Board members are required to sign a declaration with reference to confidentiality and independence, ensuring that all discussions, assessments, information and material collected, and candidate's personal data are kept strictly confidential at all times.

Recruitment of temporary agents and contract agents

The Recruitment procedures for temporary agents and contract agents include the following main steps:

a) Publication of a vacancy notice managed via the EU CV online tool which is disseminated in various EU sources and social media channels.
b) After the deadline for submission of applications, the Selection Board checks the applications against the eligibility criteria and then screens all eligible applications against the selection criteria specified in the vacancy notice, based on the qualifications and training, professional experience and motivation of the candidate in relation to the profile concerned. As per the EU Staff Regulations, the Staff Committee is always represented in the Selection Boards.
c) The most suitable candidates for the position are then invited to a written test and an interview with the Selection Board, who will then carry out the assessment of the candidates

covering the specific competencies in the area of expertise, general aptitudes and language skills, where applicable.

d) The Selection Board proposes the most suitable eligible candidates to be placed on a reserve list, which is submitted to the Appointing Authority of the EIT for approval. Reserve lists may be extended by decision of the EIT.

e) Prior to being offered a post, candidates on a reserve list may be required to undergo further evaluation by the EIT (e.g. including a further interview).

<u>Recruitment of Seconded National Experts</u>

Regarding the recruitment of **SNE**s, the selection is carried out according to an open and transparent procedure, following the stages as described above for TA and CA. An additional element is that applications can be forwarded by the Permanent Representations and where provided for in the vacancy notice, by the EFTA Secretariat, the diplomatic missions of the non-member countries whose nationals are eligible for the secondment and the administrations of the IGO. Any secondment shall be authorised by the EIT Director and the SNE's employer by an exchange of letters.

<u>External service providers</u>

Regarding the tender procedure in case of **external service providers**, in case of justified need for external staff for the EIT, the EIT may rely on the following options:

External IT staff: In 2022 the provision of services for external staff with IT expertise was carried out under an ongoing EIT framework contract, concluded for 4 years with an IT service provider following an open procurement procedure. After the careful estimation of the IT staffing needs, in accordance with the IT profiles laid down in the framework contract, specific contracts were concluded by the EIT. A new IT FWC was scheduled to be in place in 2024.

Interim staff: The EIT concluded a new framework contract for the provision of interim staff services in August 2023, whereby, the EIT is able to request interim staff in four staff profiles (categories I-IV). Should the need arise for interim staff, the EIT will sign order forms to ensure the continuity of staff in the following situations:

- to replace staff member(s) in the event of maternity leave, long-term illness, parental or family leave, other long-term absences;
- to cope with peak periods of heavy workload, which require an additional workforce for a fixed period of time;
- to carry out, on a temporary basis, specific projects and/or tasks that require specific competencies that are not available within the EIT.

<u>Recruitment grades</u>

In order to recruit highly qualified and motivated staff, conditions at entry into service need to be attractive. **Entry grades**, as a general rule, are adapted to the type of function and tasks related to the profile in question. Depending on the function and the level of tasks, the EIT offers posts in line with the Staff Regulations, CEOS and Implementing Rules on the engagement and use of Temporary Agents: "*temporary agents shall be engaged in principle at the following entry grades: AST 1 to AST 4 for the function group AST, AD 5 to AD 8 for the function group AD*".

In terms of **key functions**, the EIT has an AD14 Director post and recruits Heads of Unit in grade AD9, while the Chief Operating Officer/Heads of Operational Departments are placed in grade AD11. Officers with coordination functions are typically in grade AD6-AD9 and other project/programme officers are recruited as AD6. The legal officers and budget officer are in grades AD 6-AD 9.

B – Appraisal of performance and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of CA	Model Decision C(2015)9560	X		
Reclassification of TA	Model Decision C(2015)9561	X		

There was no reclassification system in place at the EIT between 2010 and 2014, as the first reclassification exercise was conducted in 2015. Therefore, the career progression at the EIT had been slower and the average durations in grade were typically longer than indicated by the multiplication rates set out in Annex I B of the Staff Regulations. In order to align the average career progression in the EIT with the multiplication rates of the Staff Regulation and the average seniority in grade of temporary staff reclassified on the basis of the last five reclassification exercises the EIT has been working towards this target in line with Annex I B of the Staff Regulations.

Table 1 - Reclassification of temporary staff/promotion of officials*

	Average seniority in the grade among reclassified staff						
Grades	2020	2021	2022	2023	2024[20]	Actual average over 5 years[21]	Average over 5 years (According to C(2015)9563)
AD05							2.8
AD06		2.90	3.91	2.02			2.8
AD07		3.50	3.00				2.8
AD08	2.00	2.44	2.50	3.09			3
AD09	2.25	2.00		4.25			4
AD10							4
AD11							4
AD12							6.7
AD13							6.7
AST 1							3
AST 2							3
AST 3							3
AST 4	4.00			2.00			3
AST 5							4
AST 6							4
AST 7							4
AST 8							4
AST 9							N/A
AST 10							5
AST/ SC 1							4

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[20] To be updated in Q3 2024
[21] To be updated in Q3 2024

AST/ SC 2						5
AST/ SC 3						5.9
AST/ SC 4						6.7
AST/ SC 5						8.3

*table will be updated after 2024 reclassification

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2022	How many staff members were reclassified in 2023	Average number of years in grade of reclassified staff members
CA IV	18			
	17	**1**	1	5
	16	**1**		
	15	**1**		
	14	2		
	13	**2**	1	2.7
CA III	12			
	11	**2**		
	10	**5**		
	9	1	1	3.3
	8	**2**		
CA II	7			
	6			
	5			
	4			
CA I	3			
	2			
	1			
Total				

C– Mobility policy

Mobility is encouraged for all staff, not limited to reassignment in the interest of the service. The mobility from horizontal units to operational units and vice versa is strongly recommended. Similar moves from horizontal to operational functions (and vice versa) within a given unit are also encouraged.

The EIT has developed its rules on the management of sensitive functions. In this context internal mobility will be considered on a case-by-case basis, as a potential mitigation measure depending on the risk involved in certain functions.

D – Gender representation and geographical balance

Table 1 - Data on 31/12/2023 statutory staff

	Official	Temporary	Contract Agents	Grand Total

		Staff	%	Staff	%	Staff	%	Staff	%
Female	AD level			19	48.7%	16	72.7%	35	
	Assistant level (AST & AST/SC)			4	80%			4	
	Total			23	53.5%			39	60%
Male	AD level			20	51.3%	6	27.3%	26	40%
	Assistant level (AST & AST/SC)			0					
	Total			20	46.5%				
Grand Total				43	100%	22	100%	65[22]	100%

Gender representation - breakdown by contract type and category (as of 31/12/2023):

Gender	Category			SNE	TOTAL
	TA		CA		
	AST	AD	FG		
Male	0	20	6	1	27
Female	4	19	16		39
TOTAL	4	39	22	1	66

Table 2 Gender representation - Data regarding gender evolution over 5 years of the Middle and Senior management

		2018	2019	2020	2021	2022	2023
Senior Management							
	Male	1	1	1	1	1	1
	Female	0	0	0	0	0	0
Middle Management	Male	3	3	3	4	5	4
	Female	1	1	1	1	1	3[23]
Total Management		5	5	5	6	7	8

E – Geographical balance - breakdown by contract type and category (as of 31/12/2023):

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[22] One SNE should be also counted
[23] One ad interim female middle management

Nationality	AD+CA FGIV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		Total	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
BG	3	5.77	0	0	3	4.62
BE	1	1.92	0	0	1	1.54
CZ	1	1.92	0	0	1	1.54
DE	3	5.77	0	0	3	4.62
EL	2	3.85	0	0	2	3.08
ES	2	3.85	0	0	2	3.08
FIN	0	0.00	0	0	0	0.00
FR	1	1.92	1	7.69	2	3.08
HR	0	0.00	1	7.69	1	1.54
HU	20	38.46	10	76.92	30	46.15
IT	1	1.92	1	7.69	2	3.08
LT	1	1.92	0	0	1	1.54
LV	1	1.92	0	0	1	1.54
MT	1	1.92	0	0	1	1.54
NL	2	3.85	0	0	2	3.08
PL	4	7.69	0	0	4	6.15
PT	2	3.85	0	0	2	3.08
RO	2	3.85	0	0	2	3.08
SK	4	7.69	0	0	4	6.15
SV	0	0.00	0	0	0	0.00
IE	1	1.92	0	0	1	1.54
TOTAL	52			13	65[24]	4.62

Table 2 Geographical balance - Evolution over 5 years of the most represented nationality in the EIT

Nationality	2018	2019	2020	2021	2022	2023
Hungarian	26	26	28	26	27	30
%	41%	39%	43%	41%	42%	46%

F – Schooling

Agreement in place with the European School(s) - N/A

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[24] And one SNE (PL) should be also counted

Contribution agreements signed with the EC on type I European Schools	Yes		No	X
Contribution agreements signed with the EC on type II European Schools	Yes		No	X
Number of service contracts in place with international schools and kindergartens:	17 MoUs			

Description of any other solutions or actions in place:

As part of its social policy for staff, the EIT has signed a total of 7 MoU's with Budapest International schools and 10 MoU's with Budapest International kindergartens/nurseries. The international schools include American International School of Budapest, British International School North Anglia, International School of Budapest, Deutsche Schule, Lycée Français, Britannica International School and SEK International School. The kindergartens include English Garden, Kid's Kiosk, Sasadi, Gyerekgarazs Naturvarazs, Fondation du Lycée Français de Budapest, American International School of Budapest, American International School of Budapest, Deutsche kindergarten, A to Z and Happy Kids.

The schooling and kindergarten social policy of the EIT has been fine-tuned in 2021, in order to make the process simpler, whilst still meeting the needs to increase EIT competitiveness, fair treatment of staff by increasing the access of EIT staff dependent children to a larger choice of higher quality education, and at the same time taking into consideration the respective EIT budget limitations according to the formula for estimation of annual financial threshold laid down in the kindergarten and school social policy. According to the EIT kindergarten and schooling social policy, the annual ceiling for the contribution of the EIT to the costs of the kindergartens and schooling fees and transportation costs is revised on annual basis. The annual ceiling for the school year 2023/2024 for EIT's contribution to the costs of kindergartens/pre-education establishments, schooling fees and transport costs is as follows:

1. The ceiling for the EIT contribution to the schooling fees for the school year 2023/2024 is EUR 23,801.21 and for school transport is EUR 6,233.00.
2. The ceiling for the EIT contribution to the kindergarten fees for the period between September 2023 and August 2024 is EUR 18,175.50 and for the kindergarten transport is EUR 1,346.52

Annex VI: Environment management

The EIT actively contributes to impactful environment management by taking environmentally conscious measures regarding its HQ premises and staff:

- The EIT office building has a LEED SILVER certificate issued by US Green Building Council.

- By 2025 it is planned to reduce travel by at least 40% compared to 2019. This target is to be achieved through an increase of online meetings and events, interviews of prospective candidates, etc.

- The EIT has phased out the use plastic water bottles or paper cups and has installed water filtering machines, thus reducing their use by 100%. The EIT aims to further reduce paper

use in the office through the introduction of electronic paperless systems (i.e. Sysper, ARES, Bluebell among those already in use).

- The EIT has set the target of reducing electricity use by 30% through the utilisation of energy saving office equipment. The EIT purchases Energy Star labelled computers, copiers, printers, kitchen equipment. The continuous increase in the number of virtual meetings also contributes to the achievement of the set target.

- The EIT incentivises its staff members to also contribute to the reduction of CO2 emissions via targeted social policies, such as the use of public transport rather than cars (by subsidising public transport tickets).

- The EIT sustainability committee (SUSCO) was set up in 2022 to coordinate the greening of the EIT, including the coordination and implementation of the GHG reduction activities, organising staff awareness activities related to sustainability and GHG emission calculation and reporting .

- Since 2022 the EIT is an active member of the EUAN Greening Sub Network to create a conducive environment towards more sustainability for the EU Agencies. In 2024, the EIT will chair this sub-network and in 2025 will still be part of the Toika.

- In 2023, the EIT calculated the GHG gas emissions for its premises (the main office in Budapest and the Liaison office in Brussels). The Bilan Carbone Clim'Foot tool was used, which is compliant with the Directive 2003/87/EC of the European Parliament and of the Council and gives internationally acknowledged and comparable result with other institutions. In 2023, based on the result of the calculation, the action plan was set up to reduce the carbon footprint, focusing on the area where the biggest impact can be archived and searching for reliable offsetting opportunities to compensate the residual part of its emission. The plan will be implemented in 2025.

- The GHG emissions of the agency is calculated annually and reported . The priority of the annual action plan on the reduction activities is revised. The KIC LEs (Knowledge Innovation Communities legal entities) will be encouraged to reduce their carbon footprint, calculate , and report .

As a granting authority responsible for the monitoring of KIC actions, the EIT:

- Adopted the Simplified Impact Framework in the Decision 08/2022 of the Governing Board of the EIT, in which two medium term KPIs track the societal impact of the KIC activities:

  o The EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, and sustainable development

  The following indicators shall be reported:
  • The EIT Grant for activities related to climate action, biodiversity, clean air, digital transformation, health
  •The EIT Grant for sustainability development related activities (SDGs)

The indicator will be estimated on the basis of the "RIO markers" methodology developed by OECD. The values (0%, 40%, 100%) will be reported at portfolio level.

o Impact of KICs on achieving Sustainable Development Goals - This indicator will assess the impact that KICs had through their activities on achieving the specific SDGs. Each KIC will provide the following information:

• A list of SDGs on which the KIC had an impact during the year
• Type and strength of the impact: strong positive impact; slightly positive impact; no impact; slightly negative impact; strong negative impact
Explanations about the impact will be provided.

The EIT has committed to becoming carbon neutral and introduced in the Annual Work Programme the provisions to have an adequate tracking mechanism for its carbon footprint and allocated financial resources to offset accordingly. This provides the tools for the EIT's shift towards carbon neutrality.

Annex VII: Building Policy

	Name, location and type of building EIT Headquarter Infopark "E" office building, Budapest, Neumann Janos u. 1/E Hungary	Name, location and type of building EIT Liaison office Brussels, Rue Guimard 7 Belgium
Surface area (in square meters): - of which office space - of which non-office space	2,955.67 sqm - 2,423.55 sqm - 532.12 sqm	70 sqm - 59 sqm - 11 sqm
Annual rent (in EUR) Host country support	Approximately: 580,560 EUR (2,806 sqm) + 42,179.48 EUR (149.67 sqm) The Hungarian Government covers the rental costs of 2,806 sqm for 20 years starting from 2009.	Approximately: 28,834.35 EUR
Type and duration of rental contract	Fixed term contract for 2,806 sqm, from 1.12.2009 to 11.30.2029	Fixed term contract for 9 years until 30.09.2027

Annex VIII: Privileges and immunities[25]

Privileges and immunities of the EIT office based in Budapest

1. Privileges in regard to fiscal and customs treatment:
    a. The EIT, its assets, revenues and other property are exempt from all direct taxes. The latter applies to property and assets that are owned by the EIT, or leased/rented by it, or otherwise made available to it.
    b. The EIT is exempt from excise duties, sales charges and other indirect taxes on substantial purchases of goods and services for official use.
    c. The EIT is not exempted from in respect of taxes and dues which amount merely to charges for public utility services.
    d. The EIT is exempt from all customs duties, prohibitions and restrictions on imports and exports on articles intended for official use, as well as on its publications.
2. Other privileges
    a. Flag and emblem – the EIT is entitled to display its flag and emblem on its premises and on its vehicles used for official purposes.
    b. Public services – the Government shall ensure that the EIT is supplied with public services necessary for performing its functions with priority equivalent to that granted to the essential governmental agencies.
3. Immunities
    a. Inviolability of premises– the premises of the EIT, irrespective of ownership, are inviolable, respectively – exempt from search, requisition, confiscation or expropriation
    b. Inviolability of documentation – archives and official correspondence of the EIT, and documents pertaining to its possession and intended for official use are inviolable.,
    c. Inviolability of communication – the Government of Hungary should provide for inviolability and lack of censorship of all official communication and correspondence to/from the EIT
    d. Protection of premises – the protection of the premises of the EIT is a responsibility of the Government of Hungary,

Privileges and immunities of the EIT Director and statutory staff

1. Privileges in regard to fiscal and customs treatment

    a. Salaries, wages and emoluments paid by the EIT directly or by the European Union to the EIT staff are exempt from national taxes.
    b. Value Added Tax on goods and services purchased by the EIT staff is reimbursed within the first two years of their tenure with the EIT and up to an annual financial ceiling of EUR 1000.
    c. EIT staff is released of customs fees and duties on their personal property, including motor vehicles for personal use, upon their initial transfer to Hungary to take their duties with the EIT, within 12 months of their official arrival to Hungary.
    d. EIT staff is exempt of the compulsory contributions to the local social system, unless they would opt to be included on a voluntary basis.
    e. The above privileges are applicable mutatis-mutandis to the members of the EIT staffs' households.

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[25] As per Host Agreement signed between the EIT and the Government of the Republic of Hungary on 23.03.2010

    f.   The EIT Director and the members of his/her household are granted with privileges and immunities as granted to heads of diplomatic missions and members of their households as per the Vienna Convention on Diplomatic Relations of 18.04.1961.

    g.   Exemption of taxation is granted also on remuneration, honoraria, emoluments, allowances and other payments made by the EIT to the members of its Governing Board and to its Seconded Experts.

    h.   Limitation of immunities: The immunity granted to any person on the basis of the Host Agreement, but it shall not apply to traffic offences, and it shall not extend to civil action by a third party for damages, including personal injury or death, arising from a traffic accident caused by such a person.

2. Other privileges

    a.   Entry and stay – the Government shall take all necessary measures to provide the entry to stay in, and exit from the country, as needed, to all categories of persons as indicated above.

    b.   Employment – members of the household of EIT staff are entitled to work on the local labour market without a work permit.

Annex IX: Monitoring and Evaluations

<u>Impact Framework</u>

In 2025, the EIT will continue implementing its Impact Framework (https://eit.europa.eu/library/eit-simplified-impact-framework) as part of the monitoring and evaluation system of the EIT and its innovation communities. Apart from **societal and economic impacts and respective impact indicators**, the Impact Framework integrates all the other levels in the EIT/KIC impact pathways: **short-term and medium-term results and respective KPIs, in line with the Horizon Europe key impact pathways**. The Impact Framework implementation will further strengthen the EIT impact-focused approach to delivering world-class solutions to targeted societal challenges. It will allow measuring, through an accurate and credible process, the EIT contribution to innovation, knowledge triangle integration, economic development, and societal challenges, thus demonstrating the impact of the EIT investment. Subsequently, the outcomes of this process will feed into EIT decisions on future investment in KICs and strategic steering.

Thus, the EIT Impact Framework will continue to serve in 2025 as a major tool for the following important functions:

- **Strategic impact-led planning:** The KICs will design activities as part of their Business Plans for achieving the strategic objectives and KPI impact and annual targets defined in their Strategic Agendas (2021 – 2027).
- **Performance monitoring and evaluation**: Data will be collected, analysed and monitored for each level in the impact pathway to be able to assess and demonstrate the contribution of KIC activities/projects to the systemic changes later, i.e. data for outputs, then for short-term and medium-term results and, finally, impact data. This data will be used to assess whether the activity, EIT, or KIC performance is on track or changes/interventions in the activity plan will be needed to ensure the envisaged systemic impact is achieved at a later stage. Collecting data at each of the lower levels of the impact pathway (i.e. outputs, short/medium-term results) will provide credible evidence on performance and, crucially, on whether a particular intervention has achieved or is achieving its desired outcomes. Data collected against short to medium-term KPIs will form the basis of the performance monitoring whereas data collected against medium to long-term (impact) KPIs will be the basis of KIC evaluations.
- **Performance-based investment:** A set of core KPIs related to results, an integral part of the Impact Framework, will inform the EIT Governing Board's decisions on future KIC financing allocations. This will ensure alignment of the funding mechanism with achieved results and, respectively, KICs' progress towards the long-term strategic targets (impact indicators).

Monitoring

In line with its legislation and the EIT Monitoring and Evaluation Strategy (2022-2027), the EIT will perform continuous monitoring and periodic evaluations of the output, results, and impact of the KIC, including their progress towards financial sustainability, as well as horizontal requirements such as cost-effectiveness of operations and openness to new members. These will then feed into important EIT Governing Board (GB) decisions on corrective measures with respect to the KICs when appropriate, and on the continuation of the EIT's support and future collaboration with the KICs in line with the EIT GB – Supervision Framework of KICs. In addition, the data collected through monitoring and evaluations will help adapt activity implementation, day-to-day management including management

of risk, and the EIT Community's decisions related to effective implementation processes and governance and resolving challenges associated with these processes.

In 2025, monitoring and evaluation of the KICs will be a key source of information about KIC performance measured through the KPIs in the Horizon Europe key impact pathways and the EIT Impact Framework. As such they will serve the following critical functions:

- constitute the key means of **supervision** and serve as a basis for the **intervention measures** by the EIT and its GB
- feed into the **strategic guidance and decision-making** related to improving KIC governance and performance and impact focus
- identify **risks** related to KIC's effectiveness incl. impact, efficiency and added value, and inform risk mitigation
- serve as the basis for **performance-based funding allocations**
- facilitate the EIT's timely access to information additionally to the KICs Business Plans at portfolio level, complementing the EIT capacity to supervise and provide strategic and operational guidance to the KICs
- help the EIT and KICs **learn** how to improve their activities and approaches, exchange good practices and lessons learned.

In 2025, periodic, continuous and reinforced monitoring will be implemented as per the *Principles for KIC financing, monitoring and evaluation, adopted in 2021, the EIT Monitoring and Evaluation Strategy adopted in 2022 and the EIT Multi-annual Monitoring Plan (2023-2027) adopted in 2022 and updated in 2024.*

Evaluations

On the basis of continuous monitoring of the KICs, the EIT will, under the supervision of the GB, launch in 2025 the seven-year comprehensive assessment of the 4th wave of KICs (EIT Manufacturing and EIT Urban Mobility) that will be finalised by Q3 2026 and will cover the SUGA and the first six years of the KIC's partnership agreement (2019-2025). The assessment will evaluate the progress made against the KPIs in the EIT Impact Framework and the KIC's targets as set in its initial proposal, Partnership Agreement, Strategic Agendas, and Business Plans.

The assessment will be based on the respective methodology adopted by the EIT GB in 2022[26] and will be conducted by independent external experts/consultants, supervised by the EIT. It will lead to conclusions on the KIC's impact and decisions for a future course of action. In case of positive outcomes of the comprehensive assessment, the KIC Partnership Agreement can be extended for a further period of up to seven years following a consultation with the European Commission and the MSRG.

On the other hand, in the event that the assessment shows **inadequate progress** in areas referred to in Article 10 of the EIT Regulation or a lack of Union added value, this will be taken into account for future grant allocations and, when needed, the GB will adopt appropriate corrective measures in accordance with the EIT GB – Supervision Framework of KICs.

The results will be made publicly available, communicated to the European Parliament and Council, and reported to the strategic coordinating process for European Partnerships. They will then take the

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[26] Ref. Ares (2022) 4807548-20/06/2022

results of these evaluation activities systematically into account when planning, adjusting, or revising their interventions.

Annex X: Strategy for the organisational management and internal control

The EIT, as an entrusted body implementing EU Budget ensures proper management and control mechanism (in accordance with Article 36 of the EU Financial Regulation) and provides a level of assurance from their systems at least equivalent to the Commission one.

The European Commission has adopted on 19/04/2017 (C(2017) 2373 Final) a revised Internal Control Framework (ICF) to better reflect today's ever-changing environment and to allow its services the necessary flexibility to adapt to their specific characteristics and circumstances while ensuring a robust internal control with a consistent assessment. Since 2020, the EIT implements its new Internal Control Framework[27] by adopting, *mutatis mutandis*, the Commission framework, which consists of **five internal control components (**Control environment, Risk assessment, Control activities, Information and communication and Monitoring activities) and **17 principles** based on the COSO 2013 Internal Control-Integrated Framework.[28] They are the building blocks that underpin the structure of the Internal Control Framework and allow the management to stay focused on the EIT pursuit of its operational and financial objectives. The five components are interrelated and must be present and effective at all levels of the organisation for internal control over operations to be considered effective.

In 2024 the EIT will perform the EIT internal control assessment of the year 2023, with the aim to identify any gaps and further improve its organisational management. The EIT management aims to start in 2024 the monitoring of the three years assessment cycle for its internal control parameters, with a consequent analysis of strong internal controls in place and possible weaknesses in the systems that are to be addressed for the medium to long term run.

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[27] GB Decision 01/2020 from 31/01/2020, ARES(2020)616311
[28] The full text of the Internal Control-Integrated Framework is available at www.coso.org.

N o	Key risk (title and description, including cause and potential consequence)	Risk type (refer to risk typology)	SPD activity and objective affected	Likelihood (Low 1-2 Medium 3 High 4-5)	Impact (1 minimal; 2 significant; 3 serious; 4 severe; 5 extreme)	Residual risk level (Low 1-2 Medium 3 High 4-5)	Risk respo nse	Action plan summary		
								Description	**Owner**	**Deadline**
1	**Non-implementation of core elements of EIT Annual Work Programme 2023 due to insufficient human resources (critical).**	People and Organisation	Effective EIT Governance and Management	5	4	4	Mitigate	1. Allocation of sufficient resources for key priorities 2. Recurrent optimisation of human resources vs needs and priorities of EIT. 3. Recruitment plan timely endorsed to filling gaps and foreseen EIT needs for the next 12 months 4. Consideration of contracting interim staff to support implementation of the AWP	Director	Recurrent
2	**KIC's do not progress towards the achievement of their strategic objectives, due to non-alignment with EIT, or fraud, or other factors, and as such delivering on EIT's strategic obectives is threatened (critical)**	Legality and Regularity	Effective supervision, monitoring, and evaluation strategy and plan to maximise EIT KIC impact, operational delivery and ensuring that EIT KICs become financially sustainable	4	5	4	Mitigate	1. Strictly apply and implement EIT GB Supervision framework 2.Working Group on CFS Audits. 3. Implement Audits, Monitoring and Evaluation Strategy and annual plan, incl KIC reviews; 4.Recurrent guidance provided to KICs. 5. Implement Anti-Fraud Strategy and Action Plan	OPS-KICs (Operations 1)	Recurrent
3	**EIT's cyberattack, intrusion, data breach.**	Legality and Regularity	Efficient and effective IT services supporting EIT operations and administrations as well as security enhancement	3	5	3	Reduce	1. Annual security review/Audits (CERT-EU, ENISA, ECA, External Partners). 2. Continuous End-point security protection on all EIT equipment. 3. Annual penetration testing f critical information systems (vulnerability tests). 4. Annual phishing Exercise to all EIT5. Local backups and replication to Disaster Recovery Site, as per defined on the IT Backup Plan 6. Data Protection Impact Assessment 7. Annual IT Security Awareness Session to all EIT 8. CERT-EU Cybersecurity crisis management	Administration	Recurrent

Source: Ares(2023)7040043

Annex XI A: Plan for grant, contribution, and service-level agreements

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2024	N+1 2025	N+2 2026	N+3 2027
Grant agreements										
1. EIT Digital Business Plan 2023-2024	23 March 2023	EUR 30,571,598.00 (to be amended in Q1 2024)	2 years	EIT Digital	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.5	0	0	
						Number of SNEs	N/A	N/A	N/A	
2. EIT Climate-KIC Business Plan 2023-2024	10 March 2023	EUR 20,194,083.00 (to be amended in Q1 2024)	2 years	EIT Climate-KIC	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.5	0	0	
						Number of SNEs	N/A	N/A	N/A	
3. EIT InnoEnergy Business Plan 2023-2024	10 March 2023	EUR 44,034,320.00 (to be amended in Q1 2024)	2 years	EIT InnoEnergy	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.5	0	0	

						Number of SNEs	N/A	N/A	N/A	
4. EIT Health Business Plan 2023-2025	2 June 2023	EUR 142,850,587.85 (to be amended in Q1 2024)	3 years	EIT Health	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
5. EIT RawMaterials Business Plan 2023-2025	4 April 2023	EUR 136,112,353.00 (to be amended in Q1 2024)	3 years	EIT RawMaterials	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
6. EIT Food Business Plan 2023-2025	13 April 2023	EUR 179,237,059.00 (to be amended in Q1 2024)	3 years	EIT Food	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
7. EIT Urban Mobility Business Plan 2023-2025	10 March 2023	EUR 129,679,244 (to be amended in 2024)	3 years	EIT Urban Mobility	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	

8. EIT Manufacturing Business Plan 2023-2025	31 March 2023	EUR 107,320,755.00 (to be amended in Q1 2024)	3 years	EIT Manufacturing	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
9. EIT CC Start-up Grant Agreement (SUGA)	24 February 2023	EUR 6,000,000	15,5 months	EIT Culture & Creativity	Start-up agreement for the new KIC	Amount	TBC	N/A	N/A	
						Number of CA	0	0	0	
						Number of SNEs	N/A	N/A	N/A	
10. EIT Community Shared Services 2023-2025	17 May 2023	EUR 14,998,526.75 (to be amended in Q1 2024)	3 years	EIT Digital	Joint services of KICs (audit services, joint communication and dissemination, joint offices of KICs)	Amount	TBC	N/A	N/A	
0,6						Number of CA	0.5	0.5	0	
						Number of SNEs	N/A	N/A	N/A	
11. EIT Community Strategic Outreach 2023-2025	27 June 2023	EUR 5,000,000.00 (to be amended in Q1 2024)	3 years	EIT Health	Joint KIC activities in their hubs outside EU	Amount	TBC	N/A	N/A	
						Number of CA	0.5	0.5	0	
						Number of SNEs	N/A	N/A	N/A	

12. EIT Community Strategic Regional Innovations 2023-2025	17 April 2023	EUR 6,999,999.82 (to be amended in Q1 2024)	3 years	EIT Health	Joint implementation of the EIT RIS agenda	Amount	TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A
13. EIT Community Strategic Synergies 2023-2025	13 April 2023	EUR 10,499,253.09 (to be amended in Q1 2024)	3 years	EIT Food	Joint implementation of the cross-cutting synergies	Amount	TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A
14. EIT Community Strategic Education 2023-2025	04 April 2023	EUR 22,785,000.00 (to be amended in Q1 2024	3 years	EIT RawMaterials	Joint implementation of the EIT Education agenda	Amount	TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A
15. EIT Community Strategic Access to Finance 2023-2025	04 April 2023	EUR 1,800,000.00 (to be amended in Q1 2024)	3 years	EIT Manufacturing	Joint collaboration with EIC and EIF	Amount	TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A

15. HEI	04 April 2023	EUR 32,853,999.25 (to be amended in December 2023)	1 year	EIT Raw Materials	Higher Education Institutions (HEI) Initiative	Amount	TBC	N/A	N/A	
						Number of CA	1			
						Number of SNEs	N/A	N/A	N/A	
16. EIT Culture & Creativity Business Plan 2024-2025	February 2024	Not yet known	2 years	EIT Culture & Creativity	Implementation of the KIC's Business Plan	Amount	TBC	N/A	N/A	
						Number of CA	0.5	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
Total grant agreements						Amount	TBC	TBC	TBC	
						Number of CA	9.75	7.5	N/A	
						Number of SNEs	N/A	N/A	N/A	
Contribution agreements										
1. EBA Contribution Agreement	20 December 2021	EUR 10,000,000	3 years	European Commission, DG Employment	Support of the European Battery Alliance Academy	EUR 10,000,000	3 MEUR	N/A	N/A	
						Number of CA	1	N/A	N/A	
						Number of SNEs	N/A	N/A	N/A	
3. European Solar Academy Contribution Agreement	December 2023	EUR 2,500,000	3 years	European Commission, DG GROW	Support of the European Solar Academy	EUR 2,500,000	2.45 MEUR	TBD	0.5 MEUR	
						Number of CA	1	TBD	TBD	

						Number of SNEs	N/A	N/A	N/A	
Total contribution agreements						Amount	5.45 MEUR	N/A	N/A	
						Number of CA	2	N/A	N/A	
						Number of SNEs	0	0	N/A	
Service-level agreements[29]										
1. 01. SLA with DG Budget	20.09.2018	EUR 127,000.00/year + consumption	Tacit renewal automatically on a yearly basis	European Commission DG Budget	Setup and maintenance of ABAC, the associated supporting services and the Accounting Officer's services.	Amount				
						Number of CA				
						Number of SNEs				
02. SLA with TRC	08.03.2012.	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	The Translation Centre for the Bodies of the European Union (TRC)	Translation of documents, revision of translations, editing of source texts.	Amount				
						Number of CA				
						Number of SNEs				
03. SLA with DG HR	22.01.2018	As per consumption based on	Tacit renewal automat	European Commission DG HR	The provision of services, goods or works in the field	Amount				

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[29] The list of the most important SLAs

		applicable annual price lists.	ically on a yearly basis.		of HR in form of human or financial resources.					
						Number of CA				
						Number of SNEs				
04. SLA with Publications Office	20.12.2011.	As per consumption based on applicable annual price lists.	Valid until termination.	Publications Office of the European Union	Provision of publications-, Official Journal-, EUR-Lex, TE-Dd and SIMAP-related services.	Amount				
						Number of CA				
						Number of SNEs				
05. SLA with PMO	09.11.2018.	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	The Office for the Administration and Payment of Individual Entitlements of the European Commission (PMO)	Services related to administering sickness, accidents, occupational disease, unemployment, pension, salaries, individual entitlements, mission expenses, visa services, etc	Amount				
						Number of CA				
						Number of SNEs				

06. MOU with ERCEA	07.11.2016	EUR 15,000.00 (subject of annual revision)	Tacit renewal automatically on a yearly basis.	European Research Council Executive Agency (ERCEA)	The cost of services by using Speedwell and BlueBell IT Tools.	Amount				
						Number of CA				
						Number of SNEs				
07. MoU - DIGIT 00673-00	15.12.2015	EUR 11,750.00	Tacit renewal automatically on a yearly basis.	European Commission Directorate General for Informatics (DIGIT)	ICT procurement services	Amount				
						Number of CA				
						Number of SNEs				
08. SLA with DG SG	21.12.2019	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	European Commission Secretariat General	Provision of "HAN" services.	Amount				
						Number of CA				
						Number of SNEs				
08. SLA with FRA	01.04.2023	69K EUR + indexation,	Tacit renewal automatically on	European Union Agency for Fundamental Rights	Accounting Services	Amount				

			a yearly basis.							
						Number of CA				
						Number of SNEs				

Annex XI B: Grants 2025

Grants to be awarded following 2014, 2016 and 2018 and 2021 Call for KIC proposals to KICs under a Partnership Agreement[30]

Basic act:

Regulation on the European Institute of Innovation and Technology[31] ("EIT Regulation (recast)")

Legal basis:

- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation");
- Title VIII Grants of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ("EU Financial Regulation"). In particular Article 195(c) of the EU Financial Regulation authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly, which is the case for the KICs, and Article 193(2) concerning the eligibility start of the action.

Budget line: 3110 KIC grants

Objectives to be fulfilled, expected results and description of the activities:

In line with Article 7(1) of the recast EIT Regulation, KICs under Partnership Agreement (i.e. second, third, fourth and fifth wave KICs) will undertake in particular:
- innovation activities and investments with European added value, including facilitating the creation of innovative start-ups and the development of innovative businesses in complementarity with the EIC and InvestEU, fully integrating the higher education and research dimensions to attain a critical mass and stimulating the dissemination and exploitation of results;
- innovation-driven research, experimentation, prototyping, and demonstration in areas of key economic, environmental, and societal interest and drawing on the results stemming from Union and national research, with the potential to strengthen the Union's competitiveness at the international level and find solutions for the major challenges faced by European society, including those relating to health and the digital market;
- education and training activities in particular at masters and doctoral level, as well as professional training courses, in areas with the potential to meet future European socio-

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[30] KICs under Memorandum of Cooperation may also participate in Cross-KIC and HEI Initiative activities in 2025.
[31] Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

economic and socio-ecological needs and which expand the Union's talent base, promote the development of innovation-related skills, the improvement of managerial and entrepreneurial skills and the mobility of researchers and students, and foster knowledge-sharing, mentoring and networking among the recipients of EIT education and training activities, including those that are EIT-labelled;

• actions as part of the pilot on supporting HEIs to better integrate into innovation value chains and ecosystems and bringing them together with other key innovation players from the knowledge triangle and thereby improve their innovation and entrepreneurial capacity;

• outreach activities and the dissemination of best practices in the field of innovation with a focus on development of cooperation between higher education, research and business, including the service and financial sectors, and, where relevant, public and third sector organizations;

• RIS activities, fully integrated into the KICs multiannual strategy and linked to the relevant Smart Specialisation Strategies in order to strengthen the innovation capacity and to develop sustainable innovation ecosystems with a view to decreasing the disparities and divide in innovation performance across the Union;

• seeking synergies and complementarities between KIC activities and existing European, national and regional programmes, in particular the EIC, other European Partnerships and Missions under Horizon Europe, where appropriate;

• mobilising funds from public and private sources. KICs shall in particular seek to raise an increasing proportion of their budget from private sources and from income generated by their own activities;

• providing on request information on research and innovation outputs and results, and related intellectual property rights, developed under the KICs activities and on the relevant inventors.

In line with the '*Invitation to submit proposals for KIC Business Plans 2023-2025 (2023-2024 in case of first wave KICs), for the Cross-KIC (EIT Community) activities 2023-2025, and for the Higher Education Institutions (HEI) initiative 2023-2025'*[32], the '*Invitation to request the amendment of KIC Business Plans 2023-2025 (2023-2024 in case of first wave KICs), of the Cross-KIC activities 2023-2025, and of the Higher Education Institutions (HEI) initiative 2023-2025'*[33], the '*Invitation to submit a proposal for a KIC Business Plan 2024-2025 of EIT Culture & Creativity'*[34], and the '*Invitation to request the amendment of KIC Business Plans 2023-2025 / 2024-2025 and of the Cross-KIC activities 2023-2025'*[35], the following types of activities (i.e. topics) may receive additional funding for 2025:

1) Business Plan 2023-2025 / 2024-2025 activities
2) Cross-KIC activities 2023-2025 (shared services and strategic activities)

Remark: The grant for the continuation of the HEI Initiative in 2024 and 2025 is awarded under a separate invitation (under Annual Work Programme 2024).

Entities eligible for funding:

In accordance with the Horizon Europe Work Programme 2023-2024[36][37], in order to be eligible for funding, **the applicants must be established in one of the eligible countries**, i.e.:

— the Member States (MS) of the European Union (EU) including their outermost regions

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[32] Ares(2022)6548792

[33] Ares(2023)3421537

[34] Ares(2023)2872684

[35] To be launched in April 2024, indicatively.

[36] https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2023-2024/wp-13-general-annexes_horizon-2023-2024_en.pdf.

[37] Reference will be updated when the Horizon Europe Work Programme 2025-2026 is available.

- the Overseas Countries and Territories (OCTs) linked to the Member States[38]
- eligible non-EU countries:
    Countries associated to Horizon Europe[39]
    Certain low- and middle-income countries[40]

Legal entities, which are established in countries not listed above will be eligible for funding when their participation is considered essential for implementing the action by the EIT.

Specific eligibility criteria apply for the different topics (Business Plans, Cross-KIC activities), as indicated in the specific invitations.

Indicative award criteria:

1) **Business Plan activities:** Excellence, Impact, Quality and efficiency of implementation based on the following specific award criteria:
    - Progress in implementing the multiannual strategy (financial sustainability, impact, good governance, openness)
    - Level of financial sustainability achieved (2023)
    - Impact achieved measured by EIT core KPIs (2023)
    - Business Plan amendment proposal

2) **Cross-KIC activities** (shared services and strategic activities): Excellence, Impact, Quality and efficiency of implementation

Following the hearings in November 2025, the EIT Governing Board will take a decision on the **additional maximum EIT financial contribution for the Business Plans 2023-2025 (Business Plan 2024-2025 for EIT Culture & Creativity) and Cross-KIC activities 2023-2025**, subject to the adoption of the 2025 EIT budget following the adoption of the 2025 EU budget. The Director will take the award decisions concerning the grants.

Indicative amount of the additional award:

The EIT may award up to **EUR 104 million** to the KICs for 2025. The budgetary commitment for the additional amount for the KICs will be subject to the amount of available commitment appropriations in the EIT Budget 2025.

Maximum possible rate of co-financing:

EIT funding is provided in line with the maturity of KICs and **co-financing requirements** aligned with the EIT SIA 2021-2027.

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[38] Entities from Overseas Countries and Territories (OCT) are eligible for funding under the same conditions as entities from the Member States to which the OCT in question is linked. See the Horizon Europe Programme Guide on the portal for a complete list of OCTs.

[39] Please see the Horizon Europe Programme Guide on the Funding and Tenders Portal for up-to-date information on the current list of and the position for Associated Countries: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf

[40] See the Horizon Europe Programme Guide on the Funding and Tenders Portal for a complete list of these countries.

Additionally, as indicated in the EIT Strategic Agenda 2021-2027, some KICs' activities, due to their specific nature, might need extra incentives to be performed. To this aim, the EIT Governing Board has decided to apply more favourable funding conditions for Cross-KIC activities and RIS activities.

Eligibility date:

In accordance with Article 193(2) of the EU Financial Regulation, a grant may be awarded for an action which has already begun, provided that the applicant can demonstrate the need for starting the action prior to the signature of the grant agreement. In such cases, costs incurred prior to the date of submission of the grant application shall not be eligible.

KIC Partnership Agreements:

The actions are implemented through grants awarded, in accordance with Article 91 of the Framework Financial Regulation.

The following KIC Partnership Agreements provide the basis for 2023-2025 / 2024-2025 Grant Agreements:

1. KIC Partnership Agreement with EIT Health Knowledge and Innovation Community Legal Entity (EIT Health e.V.), signed on 20 May 2021[41], and amended on 26 December 2022[42].

2. KIC Partnership Agreement with EIT Raw Materials Knowledge and Innovation Community Legal Entity (EIT Raw Materials GmbH), signed on 19 May 2021[43], and amended on 16 December 2022[44].

3. KIC Partnership Agreement with EIT Food Knowledge and Innovation Community Legal Entity (EIT Food IVZW), signed on 19 May 2021.

4. KIC Partnership Agreement with EIT Urban Mobility Knowledge and Innovation Community Legal Entity (EIT KIC Urban Mobility SL), signed on 19 May 2021.

5. KIC Partnership Agreement with EIT Manufacturing Knowledge and Innovation Community Legal Entity (EIT Manufacturing ASBL), signed on 19 May 2021.

6. KIC Partnership Agreement with EIT Culture & Creativity Knowledge and Innovation Community Legal Entity, foreseen to be signed in April 2024[45].

Grant agreements:

The following model grant agreement (MGA) will be used: general-mga_horizon-euratom_en.pdf (europa.eu)

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[41] Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252)

[42] Ares(2023)241215

[43] Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252)

[44] Ares(2022)8820021

[45] Subject to the endorsement of the start-up phase by the EIT Governing Board.

Indicative timetable:

Activity	Indicative deadline
GB decision on the principles for the determination of the EIT financial allocation criteria for the additional funding allocation 2025	March 2024
Invitation to request the amendment of KIC Business Plans 2023-2025 / 2024-2025), of the Cross-KIC activities 2023-2025	April 2024
Submission of the Business Plan / Cross-KIC amendment requests	September 2024
GB decision on the allocation of the maximum additional financial contribution	November 2024
Signature of Grant Agreements 2023-2025 / 2024-2025 amendments	February/March 2025

Eligible costs for equipment, infrastructure, and other assets

According to the Horizon Europe MGA (see Article 6.2.C.2), as a default option (Option 1) in terms of cost eligibility, the depreciation costs of equipment, infrastructure, or other assets used for the action, as recorded in the beneficiary's accounts are eligible.

The HE model agreement allows for alternative options: Option 2 - to declare the full costs of purchasing equipment, infrastructure, or other assets; Option 3 – to declare both the depreciation and full cost of listed equipment, infrastructure, or other assets at grant level. The alternative options are to be used as an exception, only if justified by the nature of the action and the context of the use of the equipment or assets.

The KIC Legal Entity (LE) and the Co-location Centres (CLC) are established specifically for the purpose of facilitating the coordination and operation of a KIC. In order to achieve its objectives, the KIC LE and CLCs must have the appropriate infrastructure in place, including office space, office equipment, IT equipment, etc. Such infrastructure is established uniquely for the EIT programme and used only for the purposes of the KIC. Setting up the necessary infrastructure requires an upfront investment, and KIC LEs and CLCs have limited financial means to support it.

Based on the above justification, in order to bring the KICs closer to their objectives while limiting costs to the minimum necessary and respecting the purpose of the relevant provisions of the HE framework, the EIT applies the following:

Purchases of **equipment, infrastructure or other assets** used for the action must be declared as depreciation costs, calculated on the basis of the costs actually incurred and written off in accordance with international accounting standards and the beneficiary's usual accounting practices.

Only the portion of the costs that corresponds to the rate of actual use for the action during the action duration can be taken into account.

Costs for **renting or leasing** equipment, infrastructure or other assets are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

Moreover, for the following equipment, infrastructure or other assets purchased specifically for the action (or developed as part of the action tasks) costs may exceptionally be declared as full capitalised costs:

a) direct costs for construction of a prototype or pilot plant, if they fulfil the cost eligibility conditions applicable to their respective cost categories and if all of the following apply:

- building the prototype or pilot plant is (one of) the main action task(s) as described in the KIC Business Plan (Annex 1),

- the costs are foreseen in the estimated budget (Annex 2),

- the eligibility conditions of Articles 6.1 and 6.2 are met.

If the beneficiary records the construction costs directly under a fixed assets account in the balance sheet rather than as expenses of the year, those costs will normally be considered as compliant with Article 6.1(a)(v) provided that:

- it is in accordance with the national accounting standards and with the beneficiary's usual cost accounting practices,

- there is no double charging of costs (in particular, no charging of depreciation costs for the prototype or pilot plant to another EU or Euratom grant).

b) direct costs relevant to the set-up and development of the coordinator and Co-location Centres (CLCs), if the following conditions are met:

purchase costs are claimed by the coordinator or CLCs for the "Management area", for KIC added value activities[9] identified in the KIC Business Plan (Annex 1),

the relevant costs are claimed up to EUR 750 000 per KIC Business Plan (Annex 1) per year.

'Capitalised costs' means:

costs incurred in the purchase or for the development of the equipment, infrastructure or other assets and

which are recorded under a fixed asset account of the beneficiary in compliance with international accounting standards and the beneficiary's usual cost accounting practices.

If such equipment, infrastructure or other assets are rented or leased, full costs for **renting or leasing** are eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

Financial support to third parties

The EU Financial Regulation foresees that the action may involve financial support to third parties. In this case, the relevant provisions of the HE MGA on financial support to third parties will be implemented, together with the EIT-specific rules laid down in Annex 5 of the HE MGA. Financial support to third parties involves funding provided by the beneficiary to one or more recipients that are not a party to the grant agreement. The scheme is also called 'cascade funding'.

In order to realise the objectives laid down in the EIT Regulation and the Strategic Innovation Agenda of the EIT, KIC beneficiaries shall be allowed to provide financial support to third parties. The rules governing the provision of financial support to third parties are laid down in the Grant Agreement Article 6.2.D.1, in line with the HE MGA template.

Financial support to third parties includes sub-grants (financial support to third parties, Article 6.2.D.1 (a)) and financial support in the form of prizes (Article 6.2.D.1 (b)).

In the case of sub-grants, the maximum amount of financial support may exceed EUR 60 000, where achieving the objectives of the action would otherwise be impossible or overly difficult. As a general rule, financial support to third parties should not exceed EUR 4,000,000 per recipient for a GA with a duration of two-years, and EUR 6,000,000 per recipient for a GA with a duration of three-years.

Targets for EIT core Key Performance Indicators

KIC strategic objectives and targets for EIT core KPIs are included in Annex XIII.

Grants to be awarded to KICs under a Memorandum of Cooperation

(Subject to authorisation of the EIT Director by the EIT Governing Board to conclude Memoranda of Cooperation with KICs in line with the relevant provisions of the EIT Regulation.)

Basic act:

Regulation on the European Institute of Innovation and Technology[46] ("EIT Regulation")

Legal basis:

−   Article 12 of the EIT Regulation;
−   Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
−   Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation");
−   Title VIII Grants of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ("EU Financial Regulation"). In particular Article 195(c) of the EU Financial Regulation authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly, which is the case for the KICs, and Article 193(2) concerning the eligibility start of the action.

Budget line: 3110 KIC grants

Objectives pursued and expected results:

In accordance with the EIT Regulation, after the expiry of the Partnership Agreement, the EIT may sign Memoranda of Cooperation (MoC) with the first wave KICs. The MoC will aim to keep the KICs as an active member of the EIT Community after the expiry of the Partnership Agreement, and which will include the conditions for access to EIT competitive calls for some specific activities and transnational activities with a high Union added value.

Description of the activities to be funded:

The competitive calls of the EIT may address the following main areas of activities of the KICs under MoC:
-   specific activities, such as in the field of education and training, RIS, innovation ecosystems, dissemination and outreach, synergies and complementarities with other EU Programmes and initiatives, early-stage business creation schemes, Cross-KIC activities and shared services;
-   transnational coordination activities of high Union added value, such as maintenance of the pan-European character of the ecosystem of the KIC, geographical balance of the overall KIC

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[46] Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

ecosystem across Europe; reduction of the regional innovation divide, enhancing cooperation among Co-location centres and RIS Hubs, addressing cross-sectoral challenges of EU policy significance at a pan-European level.

The specific invitation(s) will provide for the detailed description of the activities.

Eligible participant(s):

The specific invitation(s) will be addressed to the first wave KICs (subject to the signature of the MoC between the EIT and the KIC), in accordance with Article 195(c) of the EU Financial Regulation which authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly.

Award criteria (indicative):

The proposals and the estimated budgets will be assessed on the basis of the following main criteria:
– excellence,
– impact,
– quality and efficiency of the implementation.

Indicative amount of award, duration:

In 2025, EIT may award up to **EUR 90 million** for the different activities to the KICs under MoC for a duration of 3 years.

Maximum possible rate of co-financing:

The maximum rate of co-financing will be indicated in the specific invitation(s).

Eligibility date:

In accordance with Article 193(2) of the EU Financial Regulation, a grant may be awarded for an action which has already begun, provided that the applicant can demonstrate the need for starting the action prior to the signature of the grant agreement. In such cases, costs incurred prior to the date of submission of the grant application shall not be eligible.

The eligibility start date shall be determined by the specific invitation(s).

Memoranda of Cooperation:

The following Memoranda of Cooperation will provide the basis for 2025-2027 Grant Agreements, subject to their signature:

1. Memorandum of Cooperation with KIC Digital Legal Entity, foreseen to be signed in 2024;

2. Memorandum of Cooperation with KIC InnoEnergy Legal Entity, foreseen to be signed in 2024;

3. Memorandum of Cooperation with Climate-KIC Legal Entity, foreseen to be signed in 2024.

Grant agreements:

The following model grant agreements (MGA) will be used, subject to the precise definition of eligible activities and conditions to be laid down in the specific invitations:

For action grants:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/ls-mga_en.pdf

For operating grants:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/og-mga_en.pdf

Indicative timetable:

Activity	Indicative deadline
EIT Governing Board decision on the principles for the determination of the EIT financial allocation criteria for the additional funding allocation	March - April 2024
Invitation(s) to submit the proposals	June 2024
Submission of the proposals	September 2024
Evaluation	October - November 2024
EIT Governing Board decision on the allocation of the maximum financial contribution	November 2024
Award decisions and signature of the grant agreements	January – February 2025

Financial support to third parties:

The EU Financial Regulation foresees that the action may involve financial support to third parties. In this case, the relevant provisions of the HE MGA on financial support to third parties (Article 6.2.D.1) will be implemented. Financial support to third parties involves funding provided by the beneficiary to one or more recipients that are not a party to the grant agreement. The scheme is also called 'cascade funding'.

Financial support to third parties includes sub-grants (financial support to third parties, Article 6.2.D.1 (a)) and financial support in the form of prizes (Article 6.2.D.1 (b)).

In the case of sub-grants, the maximum amount of financial support may exceed EUR 60 000, where achieving the objectives of the action would otherwise be impossible or overly difficult. As a general rule, financial support to third parties should not exceed EUR 2,000,000 per recipient for a grant agreement with a duration of three-years.

Annex XII: Strategy for cooperation with third countries and/or international organisations

According to the amended EIT Regulation and to the Statutes in order to contribute to the competitiveness and to reinforce the international attractiveness of the European economy and its innovation capacity, the EIT and the EIT KICs should be able to attract partner organisations, researchers and students from all over the world, including by encouraging their mobility, as well as to cooperate with third-country organisations. With this purpose the EIT adopted a Strategic Framework for EIT Community Global Outreach Activities in as updated in 2022[47], which foresees the following EIT Outreach activities:

i.   position EIT's innovation model among other successful innovation initiatives at an international level, enabling European innovation to reach major markets worldwide;

ii.   showcase EIT supported innovation and activities and attract support for EIT innovators;

iii.   strengthen the EIT's innovation ecosystems by attracting partners, organisations and students from all over the world to contribute to the EU's competitiveness and reinforce its attractiveness;

iv.   contribute to enhancing Europe's leadership in addressing the world's major challenges by building bridges to and forging synergies with global innovation leaders;

v.   provide a high brand profile leading to investment in European and EU-outreach country collaborative innovation.

By implementing the EIT Community Global Outreach Strategy, the EIT and the EIT KICs should ensure that the cooperation and synergies with third countries will contribute to achieving the objectives of the Horizon Europe framework programmes for research and innovation. The EIT Community should ensure that their Outreach activities contribute to the achievement of the Sustainable Development Goals and are aligned with the 2030 Agenda and that the EU interests are preserved and EU values are promoted through their *Outreach activities.*

EIT Community outreach activities should contribute to fostering international cooperation in research and innovation, by being open to the world and maintaining the EU's presence at the highest level of international scientific endeavour, in line with the overall research and innovation strategy and priorities set within the Horizon Europe Association Agreements and the Science and Technology agreements between the EU and third countries. Through international cooperation and synergies with third countries the EIT aims to facilitate collaboration of European companies and innovators with leading players aiming to provide access to global value chains. Internationalisation opportunities provided through the KICs' network could support European companies prospering in fast-growing international markets, a success that will deliver more and better jobs for the EU citizens.

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47 https://eit.europa.eu/sites/default/files/2022-38_20221214_gbwp_strategic_framework_for_global_outreach_activities-min.pdf

Annex XIII: KICs' Strategies 2021 -2027 – objectives and KPI targets

The EIT KICs adopted the 2021 -2027 Strategic Agendas (SAs) in alignment with the provisions and priorities of Horizon Europe and the EIT SIA 2021 -2027[48]. The SAs are aligned with the EIT's impact framework high level objectives to:

(a) Increase the impact of KICs and knowledge triangle integration;

(b) Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs);

(c) Increase the regional outreach of the EIT in order to address regional disparities in innovation capacity across the EU.

The strategic documents focus on the KICs development and achievements over the next 7-year period and consistency with the strategic objectives of the European Union, in particular Horizon Europe, and KIC's contribution to achieving these goals. The SAs target alignment with good governance principles set by the EIT and the cross-KIC collaboration and synergies with other programmes, aiming at maximising the EIT Regional Innovation Scheme results.

The following main objectives and KPI targets were set by the EIT KICs for 2021-2027:

(1) EIT Climate – KIC:

Focus Areas: *Amplify Climate-KIC impact across four major systems – cities, materials, land-use, and finance – where progress on cutting emissions and building resilience is arguably slowest.*

Strategic Objectives: **Sustainable** Innovation **Ecosystems**: The KIC will strengthen sustainable innovation and entrepreneurial ecosystems across Europe, particularly in those countries and their regions in the RIS programme and supported by the EIT Higher Education Initiative.

Next-Generation Climate Entrepreneurship: Capitalizing on a growing number of mature technology start-ups and the progression of the climate innovation challenge from one of technology *development* to one of technology *diffusion,* we will move into a more systemic approach.

Funding: Attract other sources of funding beyond EIT with the aim to achieve full financial sustainability by 2024. This will include diversifying streams of revenue to build resilience but also focusing on attracting funders who share our ambition and who can help us maintain at least €100m per year for climate innovation, education, and entrepreneurship activities.

Governance, capability, and inclusion: Enhance the governance, legal entities, and capabilities at the core of our innovation community to act as an orchestrator and catalyst. We also commit to openness and transparency, including publishing full open calls, having an open-access community, being pan-European and nurturing inclusion from diverse innovation actors.

Knowledge sharing and diffusion: Share knowledge and experience with other organisations looking to test and learn from systemic innovation models and gathering more insights into its relative impact potential, including through conducting an external evaluation of EIT Climate-KIC's work.

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[48] Dependent on adoption of Horizon Europe and EIT Legislative package

Synergies and alignment: Climate-KIC will continue to contribute to the Union's climate objectives as laid down in law and seek to bolster Europe's INDC and National Energy and Climate Plans (NECPs) through innovation, seeking cooperation and synergy with other EU instruments and partnership, including with the European Innovation Council, the European Investment Bank and naturally with the other EIT KICs.

By 2027 EIT Climate-KIC will have:

1. Helped Europe avoid over **500 million tons** (CO2eq) of emissions;
2. Strengthened the resilience of **10 million people** to the impacts of climate change;
3. Generate 50.000 green jobs;
4. Leveraged over **€100bn** to support the scale-up of innovations to tackle climate change;
5. Become the strategic partner of choice for over **50 cities, regions, countries and large-scale businesses across Europe**, orchestrating change through innovation to achieve net-zero emissions and climate resilience aligned to the 2015 Paris Climate Change Agreement;
6. Enhanced the innovation and entrepreneurial skills of over **200,000 people across Europe**, equipping them to be leaders of change.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	14	13	12	12	12	12	12	87
EITHE02.1	#Marketed Innovations	20	20	18	20	20	20	20	141
EITHE03.1	#Supported Start-ups/Scale-ups	152	150	150	130	120	120	120	960
EITHE04.1	#Start-ups created of/for innovation	0	3	3	3	3	3	3	21
EITHE04.2 EITRIS	#EIT RIS Start-ups created of/for innovation								60%
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	1	4	4	5	5	5	5	29
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	17M	30M	30M	25M	20M	20M	20M	170M
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	200	240	230	230	230	230	230	1640

EITHE08.1	#Participants in (non-degree) education and training	1105	1500	1500	1500	1500	1200	1200	9505
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	3	10	10	10	10	10	10	70
EITHE10.1	# Active KIC Partners	180	170	160	160	150	150	150	Average 160 partners
EITHE11.1	FS revenues	€6.2 M	€8.5 M	€11.6 M	€15.8 M	€18.5 M	€23.2 M	€27 M	€110.7M
EITHE12.1	% Co-funding rate	60%	77%	105%	163%	229%	252%	272%	145% average
EITHE13.1	# KIC success stories	20	20	20	20	10	10	10	110

(2) EIT Digital:

Focus Areas: *EIT Digital will strategically concentrate its 'deep tech' investments in selected focus areas: Digital Tech, Digital Cities, Digital Industry, Digital Wellbeing, Digital Finance.*

Strategic Objectives:

Building world-class European industry players in digital: strongly increase deep tech innovation investments so as to take mature research results out of the labs and into the market, especially by means of entrepreneurship.

Increased EU Member States digital competitiveness: further address fragmentation to support digital enterprises and entrepreneurs, with special focus on countries with a DESI of below 50.

Increased societal and economic impact from European Digital R&D investments in areas strategic for Europe: raise R&D investments in digital technologies, with an emphasis on software, Digital Wellbeing, Digital Finance, and Digital Cities.

A European higher education system delivering entrepreneurial digital skills: Adapt the European education system to the digital reality to equip people with the right digital skills and to deploy digital technology and support education, and therefore increase digital talent development in Europe with a stronger focus on societal needs and societal entrepreneurship, while also increasing gender equality in digital education in Europe.

Bring European values to the digital world: Europe needs to focus on scaling up disruptive digital ventures that have the ambition to conquer the world.

<u>By 2027 EIT Digital will have</u>:

Created yearly **40** new equity positions from the venture creating activities in the Innovation Factory and **25** new equity positions the RIS Venture Programme's teams, totalling more than 600 equity positions for EIT Digital by the end of 2027.
Increased EU Member States digital competitiveness by +130% increase in participation (100% MS participation);
Increased the KIC's Master School intake with over **2.000** eligible applicants for each Master School cohort and will have recruited more than **500** new students every year, while, at the same time, reducing the cost per student by making a more efficient use of the scholarships and by optimizing tuition fee waivers; keeping the quality standards and services provided to the students.
Enrolled **1.5 million** online learners; ensured **50% women participation** in the Digital programmes, reached an average DESI for Human Capital development in Europe >75

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	63	65	67	70	70	70	70	475
EITHE02.1	# Marketed Innovations	63	65	67	70	70	70	70	475
EITHE03.1	# Supported Start-ups/Scale-ups	97	100	110	120	120	120	120	787
EITHE04.1	# Start-ups created of/for innovation	38	40	50	60	60	60	60	368
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	15	20	25	30	30	30	30	180
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	45	55	60	70	70	70	70	440
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	350	400	450	500	500	500	500	3200
EITHE08.1	# Participants in (non-degree) education and training	450	600	800	1000	1000	1000	1000	5850
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	20	20	20	20	20	20	20	140
EITHE10.1	# Active KIC Partners	330	360	400	450	505	570	650	650
EITHE11.1	FS revenues (Million EUR)	8	10.25	13.25	16	19.5	22.5	24.6	114.1
EITHE12.1	% Co-funding rate	40%	50%	50%	50%	50%	50%	50%	
EITHE13.1	# KIC success stories	17	19	20	25	25	25	25	156

(3) EIT InnoEnergy:

Thematic Fields: *Energy for Circular Economy; Energy for Transport; Renewables; Smart Cities; Smart Grid and Storage; Innovation Projects Strategy and Services*

Strategic Objectives (aligned with the 2030 EU climate objectives)**:**

- Develop innovative products and services that will **decrease the cost of energy**, increase the **operability of the energy system** or **decrease the emission of GHG** & have them implemented by market players;
- Produce the "**game changers**" in sustainable energy;
- **Create** high growth high potential **start-ups** and support the growth of high potential SEs;
- **Secure** the operational and **financial sustainability** of the company in the long term.
- Demonstrate that the knowledge triangle integration brings better efficiencies to innovation ecosystems.
- Develop and **implement synergies** and complementarities with other EU instruments.

<u>The goal of EIT InnoEnergy by 2027 is to</u>:

Become the preferred "go to" trusted ecosystem for impact minded innovators in the EU and the US;
Become financially independent and reach a **financial model, all product lines blended** [those money making (e.g. Highway, Innovation Projects, …) and those breaking even (e.g. Master School since all the surpluses will go to the Universities)] of **1€ cost incurred, 2€ value created AND monetized**. The target **investment** capacity managed by 2027 is **an annual run rate of 300M€** coming from 100M€ from the net proceeds of our previous investments, 100M€ from managing **revolving** third-party facilities (impact Fund, green bonds, convertibles, …) and 100M€ (grants and/or financial instruments) coming from the EU since we will remain a key enabler of the Energy transition and Green Deal;
Expended geographically the KIC's ecosystem to the US, and support over 100 ventures landings;
Secure long-term strategic sustainability by enabling 3 strategic value chains, including a
Replication of EBA (European Battery Alliance) in **2 other strategic industrial value chains** (i.e. Green H2, PV reborn in EU, Hyperloop, Building refurbishment.)
Implementation of EBA Academy activities, in accordance with the separate grant agreement to be concluded in 2022.

Forecast of the accumulated KIC impact is represented in the diagram below:
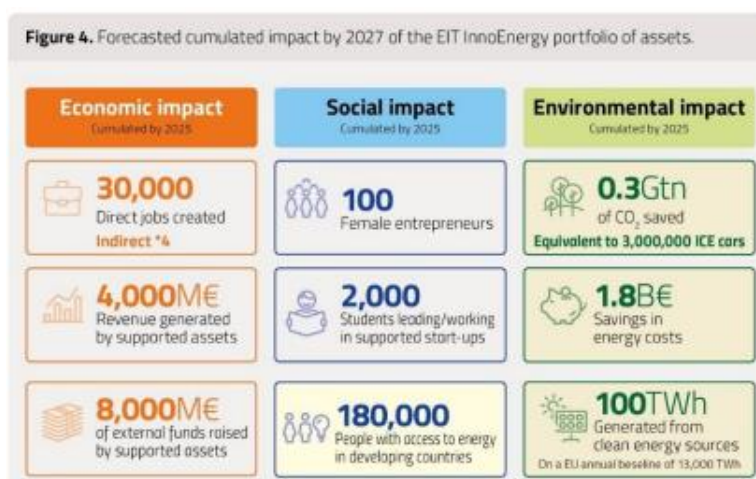
Figure 4. Forecasted cumulated impact by 2027 of the EIT InnoEnergy portfolio of assets.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	32	32	40	40	40	40	40	264
EITHE02.1	# Marketed Innovations	55	60	60	60	60	60	60	415
EITHE03.1	# Supported Start-ups/Scale-ups	77	77	90	90	90	90	90	604
EITHE04.1	# Start-ups created of/for innovation	3	3	3	3	3	3	3	21
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	7	6	6	6	6	6	6	43
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	400	600	800	1000	1000	1000	1000	5800
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	182	250	275	300	325	350	350	2032
EITHE08.1	# Participants in (non-degree) education and training	51.410	50.000	50.000	50.000	50.000	50.000	50.000	351,410
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	40	40	40	40	40	40	40	280
EITHE10.1	# Active KIC Partners	400	400	450	450	450	450	450	average 435
EITHE11.1	FS revenues (Million EUR)	30	46.2	61.2	92.2	120.2	151.2	182.2	683.2
EITHE12.1	% Co-funding rate *(EIT co-funding)*	50	40	30	20	10	10	10	
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(4) EIT Health:

Focus Areas: *towards health continuum care pathways, bringing care home, creating the enabling environment for healthcare transformation, from the workplace to the health place, harnessing the power of real-world data, fostering healthy lives by introducing behavioural change.*

Strategic objectives:

- Promoting better health for all;

- Strengthening healthcare systems in Europe;

- Contributing to a sustainable health economy in Europe.
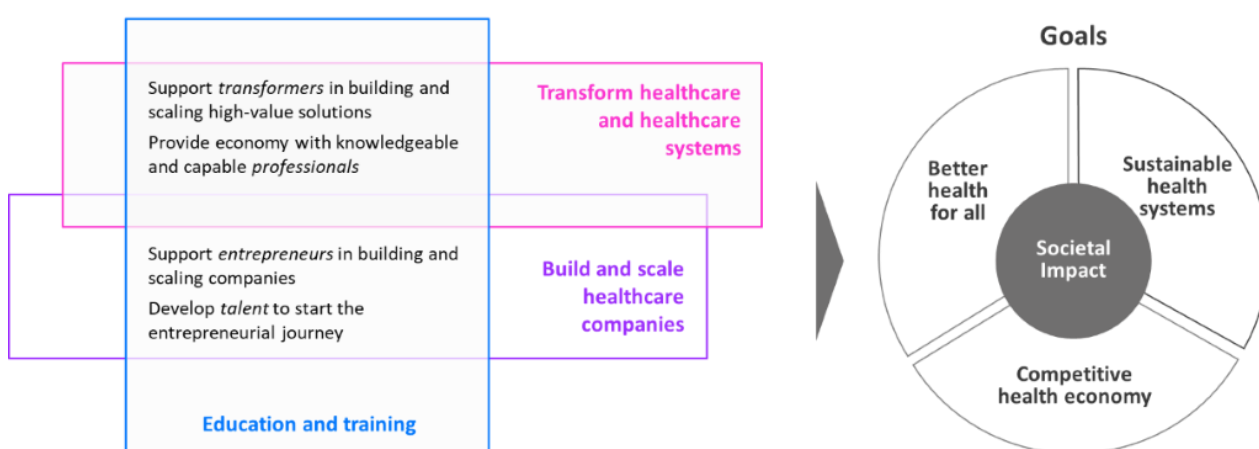
By 2027, the KIC will have:

Established an "**EIT Health Impact Facility**" that absorbs return from investments in start-ups or other revenues from projects. It will be leveraged by grants and potentially by further contributions from partners, connected to projects that it will finance from 2028 onwards. By 2027 **funds accumulated** should amount to **~ €31.1 million**.

Established synergies with other EC bodies and programmes: ERA Health, Health and care systems transformation, Personalised Medicine, Rare Diseases, One Health/AMR, High Performance Computing, Key Digital Technologies, Smart Networks and Services, AI, data and robotics, IHI; HE Missions; Connecting Europe Facility (CEF); Structural Funds (ERDF/Cohesion); InvestEU; Venture Centre of Excellence (VCoE) instrument; Erasmus Plus: EIT health strongly supports knowledge;

Created **3023 new jobs** and **30730 professional/graduates** completed Health related training/education programmes.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	18	23	19	18	19	16	16	129
EITHE02.1	# Marketed Innovations	17	13	20	11	11	9	6	87
EITHE03.1	# Supported Start-ups/Scale-ups	103	154	154	139	126	109	109	894
EITHE04.1	# Start-ups created of/for innovation	3	3	3	3	3	3	3	21
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	4	4	8	10	12	14	16	68
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	151	166	199	211	191	206	186	1307
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	60	90	50	160	190	220	240	1010
EITHE08.1	# Participants in (non-degree) education and training	2890	3240	3640	4240	4840	5540	6340	30730
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	6	8	12	14	18	20	24	102
EITHE10.1	# Active KIC Partners	555	565	575	585	595	605	615-	
EITHE11.1	FS revenues (Million EUR)	11.9	13.1	16.3	18.6	22.6	33.4	30.4	146.3
EITHE12.1	% Co-funding rate	27.6	27.6	36.7	38.3	38.5	40.8	58.1-	
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(5) EIT Raw Materials:

Focus Areas: *exploration and raw materials resource assessment; mining in challenging environment; increased resource efficiency in mineral and metallurgical processes; recycling and material chain optimization for end-of-life products; substitution of critical and toxic materials in products and for optimized performance; design of products and services for the circular economy.*

Strategic Objectives:

- **(1) Securing raw materials supply:** EIT RawMaterials focuses on securing raw materials supply from within Europe by strengthening and shortening raw materials supply chains in Europe from mines and secondary sources and enabling sustainable new extraction and processing of raw materials.

- **(2) Designing materials solutions:** by accelerating and upscaling the design and production of advanced and engineered materials, the KIC will counter the trend of advanced materials development moving from Europe to other regions.

- **(3) Closing materials loops:** the KIC contributes to the design for a circular economy by developing new designs and methodologies for material flow analysis and life-cycle assessment, as well as improving resource efficiency.

By 2027, EIT RawMaterials will have:

1. Attracted **investments** in primary resources and advanced materials development worth **1.3 billion euro**;
2. Improved industrial competitiveness of the raw materials sector and advanced material sector in Europe, by **increasing savings and sales resulting** from improved material and energy units**,** estimated at **100 million euro;**
3. **Carbon savings** in the RM sector **– by 20%;**
4. **Improve** gender balance **in RM sector – by 50%;**
5. **Reached 50%** of new processing plants of the raw materials in sector**, with Zero Liquid Discharge** implemented.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	2	4	14	15	15	15	15	80
EITHE02.1	# Marketed Innovations	71	44	29	30	30	30	30	264
EITHE03.1	# Supported Start-ups/Scale-ups	75	50	50	50	50	50	50	375
EITHE04.1	# Start-ups created of/for innovation	6	2	2	10	10	10	10	50
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	3	4	7	8	10	12	13	57
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	10	10	10	10	10	10	10	70
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	183	140	160	180	200	200	200	1264
EITHE08.1	# Participants in (non-degree) education and training	5.835	4.327	3.903	3.370	3.370	3.370	3.370	27.545
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	4	6	9	11	14	17	18	79
EITHE10.1	# Active KIC Partners	300	300	300	300	300	300	300	2100
EITHE11.1	FS revenues (Million EUR)	8.6	10.2	12.5	16.4	21.3	27.9	44	140.9
EITHE12.1	% Co-funding rate *(EIT co-funding)*	35%	28%	30%	31%	34%	39%	50%	
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(6) EIT Food:

Focus Areas: *With consumers at its core, EIT Food empowers a trusted multi-stakeholder community that includes market-leading and start-up businesses, technology innovators, best-in-class research institutions and educators, and advanced farmers and consumers.*

Strategic Objectives:

Overcome low consumer trust: by engaging citizens to promote an appreciation of food 'value' and sustainable 'cost'.

Create consumer-valued food for healthier nutrition: enable individuals to make informed and affordable personalised nutrition choices

Build a consumer-centric connected food system: engage consumers in an integrated food system, making personalised nutrition and more sustainable food choices a reality.

Enhance sustainability through resource stewardship: to transform the traditional linear 'produce-use-dispose' model into a circular bioeconomy. **Educate to engage, innovate and advance:** 'food system' skills for students, entrepreneurs and (SME) professionals addressing specific skill gaps through advanced training programmes.

Catalyse food entrepreneurship and innovation: the creation of start-ups and support of SMEs to unleash their innovation potential

By 2027, EIT Health envisages:

1. That **212,000 people** will actively engage with us to develop healthier, sustainable behaviour;
2. To support the **design** and testing of almost **one thousand innovations**;
3. To support over **1300 graduates** from EIT labelled MSc/ PhD programmes, and engage over **345,000 online learners**;

To support **180 entrepreneurs** into the food system and help scale up over **800 companies** to secure over **350 million euro** investment funding.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	86	90	100	110	120	120	120	746
EITHE02.1	# Marketed Innovations	12	51	65	70	75	75	75	423
EITHE03.1	# Supported Start-ups/Scale-ups	208	120	120	120	120	120	120	840
EITHE04.1	# Start-ups created of/for innovation	5	10	15	20	20	20	20	110
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	0	8	15	18	20	20	20	101
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	50.25	50	50	54	62	62	60	388
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	27	100	165	180	220	120	320	1132
EITHE08.1	# Participants in (non-degree) education and training	3244	5000	6900	8200	9600	10000	10000	52944
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	5	14	20	20	25	35	40	159
EITHE10.1	# Active KIC Partners	225	240	255	270	285	285	285	1845
EITHE11.1	FS revenues (Million EUR)	5.35	6.95	8.625	10.475	10.85	11.5	12.5	66.05
EITHE12.1	% Co-funding rate	78.7%	77.6%	76.4%	72.4%	70.2%	69.5%	68.4%	72.9%
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/ Tested Innovations	86	90	100	110	120	120	120	**746**
EITHE02.1	#Marketed Innovations	12	51	65	70	75	75	75	**423**
EITHE03.1	#Supported Start-ups/Scale-ups	208	120	120	120	120	120	120	**840**
EITHE04.1	#Start-ups created of/for innovation	6	13	18	20	20	20	20	**119**
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	8	15	18	20	20	20	**101**
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	50.25 M	50M	50M	54M	62M	62M	60M	**388M**

									Total
EITHE07.1	**#Graduates from EIT labelled MSc/PhD** programmes	27	100	165	180	220	120	320	**1132**
EITHE08.1	#Participants in (non-degree) education and training	3244	5000	6900	8200	9600	10000	10000	**52944**
EITHE09.1	**# EIT labelled MSc/PhD students and graduates** who joined Start-ups	5	14	20	20	25	35	40	**159**
EITHE10.1	# Active KIC Partners	225	240	255	270	285	285	285	**1845**
EITHE11.1	**FS revenues**	€5.35M	€6.75M	€8.625M	€10.475M	€10.85M	€11.5M	€12.5M	**€66.05M**
EITHE12.1	% Co-funding rate	78.7%	77.6%	76.4%	72.4%	70.2%	69.5%	68.4%	**72.90%**
EITHE13.1	**# KIC success stories**	20	20	20	20	20	20	20	**140**

(7) EIT Urban Mobility

Areas of focus: City Club: Defining challenges and sharing best practice; Academy: Closing the knowledge gap; Business Creation: Creating a business out of innovations; Innovation: From research to applied ideas; Factory: Leveraging solutions globally.

Strategic Objectives:

Create liveable urban spaces: Encouraging the development of more efficient and integrated transport systems across various modes.

Close the knowledge gap: The mobility sector is in transformation driven by the demand for safer, cleaner, and more efficient solutions in combination with new enabling technologies and a changed vision regarding the role of the car.

Deploy user-centric, integrated mobility solutions: Ensure the fundamental right of mobility for all and boosting the use of alternative modes of transport, and at the same time addressing air quality and public health concerns.

Accelerate market opportunities: Build an enabling environment in Europe to become the world leader in innovative urban mobility solutions.

Promote effective policies and behavioural change: Act as the change agent for urban mobility policies and behaviour's change by effectively engaging with the citizens in co-creation activities.

By 2027, the KICs envisages to:

1. Become the leading and by far the largest provider of urban mobility specific and targeted education and training in Europe. It will have enhanced entrepreneurial and innovation capacity of education for the transport sector: By 2027 EIT Urban Mobility has educated over **50.000 people in innovation and entrepreneurship, technology implementation**, system transformation and change;
2. Make Europe the leader in sustainable urban mobility transformation and support the **creation of 500.000 new "green" jobs** linked to cycling, public transport and shared Mobility in Europe by 2027;
3. Co-create with citizens and citizen associations in **40 European cities to foster user-centric design** and fast uptake of sustainable urban mobility solutions;
4. Support the increase in the average number of public transport stations per square km (underground/metro stations, bus stops, trams) by 90% of City Club cities from levels of 2021;
5. **Decrease by 100%** in City Club cities the greenhouse **gas emissions derived from the transport sector**;
6. Support the **decrease the car ownership per capita** (registered private cars per capita) **by 80%** of City Club cities from levels of 2024.

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	17	30	30	30	35	35	35	**212**
EITHE02.1	# Marketed Innovations	15	17	20	22	27	30	33	**164**
EITHE03.1	# Supported Start-ups/Scale-ups	118	100	100	100	100	110	120	**748**
EITHE04.1	# Start-ups created of/for innovation	19	10	10	10	10	10	10	**79**
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	2	4	7	11	14	18	23	**79**
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	3	5	8	9	10	11	12	**58**
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes	0	50	130	300	450	500	550	**1980**
EITHE08.1	# Participants in (non-degree) education and training	2700	2700	4100	6000	7500	9000	10500	**42500**
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	2	10	20	30	35	40	**137**
EITHE10.1	# Active KIC Partners	182	202	223	233	233	243	253	**1350**
EITHE11.1	FS revenues (Million EUR)	5	6.6	8.4	8.4	9.9	11.2	12.7	**62.4**
EITHE12.1	% Co-funding rate	tbd	tbd	tbd	tbd	tbd	tbd	tbd	**tbd**
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	**140**

(8) EIT Manufacturing

Focus Areas: *to bring manufacturing actors of Europe together in an innovation ecosystem that adds unique value to European products, processes, services – and inspire the creation of globally competitive and sustainable manufacturing.*

Strategic objectives:

- **Competitive Manufacturing Skills and Social Sustainability:** Increase skill agility and reduce skill gaps, empower women in Manufacturing, and make working in manufacturing attractive.

- **Powerful Manufacturing Innovation Ecosystem:** Establish open innovation ecosystems, foster business creation, start-ups and SMEs.

- **Globally Competitive and Resilient Manufacturing:** Increase competitiveness through high innovative capacity, increasing system agility, flexibility and resilience.

- **Environmentally Sustainable Manufacturing:** Enable manufacturing for a circular economy and decarbonize manufacturing.

- **Manufacturing fit for the Digital Age:** Exploit the potential of digital tools, industrial data, and digital (business) platforms.

By 2027, EIT Manufacturing aim to:
1. Increase the number of **highly qualified employees** working in the manufacturing sector to **30% by 2027** and reduce the related number and type of skill gaps and shortages;
2. **Empower Women in Manufacturing**, by contributing to an increase in the share of female (25-64) scientists and engineers in manufacturing to **at least 30%;**
3. Trigger an increase to **40% of small manufacturing enterprises** in sector employment;
4. Enable Manufacturing for a **Circular Economy**, by achieving an increased circular material use rate in **manufacturing sector of 15%;**
5. **Decarbonise manufacturing, by reducing** with at least 25% the green-house gas emissions (compared to 2005).

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovations	21	22	28	30	30	30	30	**191**
EITHE02.1	# Marketed Innovations	11	20	22	23	25	26	27	**154**
EITHE03.1	# Supported Start-ups/Scale-ups	90	130	171	208	229	252	277	**1.357**
EITHE04.1	# Start-ups created of/for innovation	2 (0%)	7 (25%)	8 (30%)	10 (30%)	11 (35%)	12 (35%)	12 (40%)	**62 (N/A)**
EITHE05.1	# Start-ups created of EIT labelled MSc/PhD programmes	0	0	0	4	9	15	18	**46**
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (Million EUR)	4	9	22	38	41	45	47	**206**
EITHE07.1	# Graduates from EIT labelled MSc/PhD programmes (thereof women)	0	0	116 (35%)	251 (36%)	388 (38%)	590 (39%)	758 (39%)	**2.103**
EITHE08.1	# Participants in (non-degree) education and training	642	1.496	2.566	3.902	5.561	7.611	10.136	**31.914**
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	0	16	34	53	83	108	**294**
EITHE10.1	# Active KIC Partners	132	200	280	300	310	315	320	**320**
EITHE11.1	FS revenues (Million EUR)	6.594	8.975	12.523	14.262	19.6	21.762	23.733	**107.452**
EITHE12.1	% Co-funding rate	19%	18%	19%	20%	21%	21%	21%	**N/A**
EITHE13.1	# KIC success stories	15	20	25	30	30	30	30	**180**

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
					146				
EITHE01.1	#Designed/Tested Innovations	21	22	28	30	30	30	30	**191**
EITHE02.1	#Marketed Innovations	11	20	22	23	25	26	27	**154**
EITHE03.1	#Supported Start-ups/Scale-ups	90	130	171	208	229	252	277	**1357**
EITHE04.1	#Start-ups created of/for innovation (thereof by female leaders)	2 (0%)	7 (25%)	8 (30%)	10 (30%)	11 (35%)	12 (35%)	12 (40%)	**62 N.A.**
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	0	0	4	9	15	18	**46**
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups	4M	9M	22M	38M	41M	45M	47M	**206M**
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes (thereof women)	0	0	116 (35%)	251 (36%)	388 (38%)	590 (39%)	758 (39%)	**2,103**
EITHE08.1	#Participants in (non-degree) education and training	642	1496	2566	3902	5561	7611	10136	**31,914**
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	0	16	34	53	83	108	**294**
EITHE10.1	# Active KIC Partners	132	200	280	300	310	315	320	**1,857**
EITHE11.1	FS revenues	€6.594 M	€8.975M	€12.523M	€14.262M	€19.603M	€21.762M	€23.733M	**€107,452M**

EITHE12.1	% Co-funding rate		19%	18%	19%	20%	21%	21%	21%	**N.A.**
EITHE13.1	**# KIC success stories**		15	20	25	30	30	30	30	**180**

Annex XIV: Procurement Plan 2025

Procurement is used to implement both administrative appropriations (Title 2 and part of Title 1) and operational appropriations (from Title 3).

The overall budgetary allocation reserved for procurements (including budgetary commitments other ongoing contracts) in 2024 amounts to **EUR 4 165 000**.

Administrative appropriations

The **administrative appropriations** concern the implementation of EIT operations under its administrative autonomy. According to Article 71(1) of EU Framework Financial Regulation, administrative appropriations may be implemented without prior financing decisions.

The planned procurement procedures will cover the following main areas/subjects within the administrative budget in 2024, for an indicative amount of **EUR 1 850 000**.

Areas / subjects	Indicative type of contract(s)[49]	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Professional travels	OF	2	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	OF	1	Q1-Q4
Trainings for EIT staff	SER/OF	10	Q1-Q4
Schooling/kindergarten	SLA	8	Q1-Q4
Interim staff	OF	24	Q1-Q4
Organization of social events	SER	2	Q2-Q3
Studies and surveys	OF	1	Q4
Organisation of meetings, events (catering, travel, and technical services), e.g. EIT Governing Board and Executive Committee meetings, other meetings	SC/OF/NEW FWC	20	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC/NEW FWC	3	Q1-Q4
Acquisition and renting of IT equipment and software	SC/OF/SUP	10	Q1-Q4
Acquisition of mobiles and landline	SC	3	Q1-Q2
Reception, logistics and building management	OF/SER/SUP/NEW FWC	14	Q1-Q4
External legal advice	NEW FWC/SC	3	Q1-Q4
Security related expenses	SER	3	Q1 -Q4

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49 SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

Operational appropriations

The **operational appropriations** cover the implementation of actions contributing to the achievement of the objectives of the EIT referred to under the EIT 2024 Annual Work Programme.

According to Article 72(2) of EU Framework Financial Regulation, the Annual Work Programme of the EIT shall be equivalent to a financing decision for the activities it covers.

The indicative amount of procurement procedures linked to operational activities amounts to:
 EUR 2 315 000.

The table, as set out below, provides the subject of the key planned procurement procedures, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract50	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Operational activities KICs impact					
1.1. Effective monitoring and evaluation strategy					
KICs reviews	3206	315,000	SC	2	Q1-Q4
1.3.1. Communication					
1.3.1.1. Stronger branding strategy and communication					
Engagement with institutional and knowledge triangle	3202	2,000,000	SC	2 SCs	Q1-Q4

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50 SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

Annex XV: External Experts

EIT concludes expert contracts with external experts to implement operational appropriations (from Title 3).

The overall budgetary allocation reserved for external expert contracts and award in 2024 amounts to EUR 896 850.

The table, as set out below, provides the subject of the planned key external expert contracts, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract51	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Increasing the impact of KICs and knowledge triangle integration					
1.2. Support to existing KICs					
1.1.1. Financial support, strategic supervision and guidance					
External experts	3111	555,400	EXP	66	Q1-Q4
1.1.1.2. EIT Label					
External experts	3112	120,500	EXP	6	Q1-Q4
1.1.2. Regional impact					
External experts	3115	38,250	EXP	2	Q1-Q4
1.2. IHEI					
External experts	3300	22,500	EXP	1	Q1-Q4
1.5. Impact monitoring and evaluation					
Monitoring and evaluation activities	3206	160,200	EXP	4	Q1-Q4

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51 SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement