DECISION 29/2025

OF THE GOVERNING BOARD OF

THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT)

ON THE ADOPTION OF THE FINAL SINGLE PROGRAMMING DOCUMENT (2026-2028) 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;

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];

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];

Having regard to Regulation (Eu, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) (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], and in particular Article 32 and Article 33(4) thereof;

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];

Having regard to the Commission Communication [7] on the guidelines for programming document for decentralised agencies and the template for the Consolidated Annual Activity Report for decentralised agencies;

---

[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 2024/2509, 26.9.2024*
[5] *OJ L 122, 10.5.2019, p.1*
[6] *Ref. Ares(2019)6810859 - 04/11/2019*
[7] *Ref. Ares(2014)4305716 - 19/12/2014 Brussels, 16.12.2014 C(2014) 9641 final*

Having regard to Decision 01/2025 of the Governing Board of the EIT of 31 January 2025 on the adoption of the Draft Single Programming Document (2026-2028)[8];

Having regard to the Commission Opinion of 31.7.2025 on the Draft Single Programming Document (2026-2028) of the European Institute of Innovation and Technology (EIT)[9];

WHEREAS

(1) Article 32(1) of the Framework 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 European Commission.

(2) The guidelines for a Single Programming Document (SPD) issued by the Commission stated that the SPD will *"form the multi-annual and annual work programmes referred to in the founding regulation of each agency"*.

(3) 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.

(4) The Draft Single Programming Document for 2026-2028 was adopted by the Governing Board on 31 January 2025.

(5) Pursuant to Article 32(1) of the Framework 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. The European Commission issued its opinion on the Draft Single Programming Document (2026-2028) of the European Institute of Innovation and Technology (EIT) on 31 July 2025.

(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 2026 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.

(11) The EIT Governing Board shall adopt the Final Single Programming Document of the EIT for 2026-2028 together with the budget of the EIT and the establishment plan for 2026.

[8] *Ref. Ares(2025)915544*
[9] *C(2025) 4918 final*

HAS DECIDED AS FOLLOWS:

Article 1
Adoption

The Final Single Programming Document of the EIT for 2026-2028, as annexed to the present decision is hereby adopted.

Article 2
Entry into force

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 16 December 2025[10]

[E-signed]

Stefan Dobrev
Chairperson of the EIT Governing Board

Annex: Final Single Programming Document of the EIT (2026-2028)

[10] *Adopted in written procedure*

Electronically signed on 17/12/2025 11:28 (UTC+01) in accordance with Article 11 of Commission Decision (EU) 2021/2121

EITnews EIT EITeu eiteu eit.europa.eu

European Institute of Innovation & Technology

A body of the European Union

Final EIT Single Programming Document

2026 – 2028

Budapest | December 2025

Executive Summary 4
List of acronyms 9
Mission statement 11
Section I – General context 13
Section II – Multiannual programming 2026-2028 16
1. Multi-annual objectives 16
2. Multi-annual programme - Increasing the impact of KICs and knowledge triangle integration 20
2.1 Support to existing KICs 21
2.1.1 Financial support, strategic supervision, and guidance 21
2.1.2 Enhancing education programmes 22
2.1.3 Enhancing collaboration among KICs 23
2.2 Increasing the regional impact of KICs 26
2.3 Impact monitoring and evaluation 27
2.4 Supporting the entrepreneurial innovation capacity of higher education 28
2.5 Communications 29
2.6 Identify and share good practices with stakeholders 31
2.7 International cooperation 32
2.8 Synergies and complementarities with other programmes 33
3. Human and financial resources outlook for the years 2026 – 2028 36
3.1 Overview of the past and current situation 36
3.2 Resource programming for the years 2026 - 2028 36
3.2.1 Financial resources 2026 - 2028 36
3.2.2 Human resources 2026 - 2028 36
3.3 Efficiency gains 40
3.4 Negative priorities/Decrease of existing tasks 40
Section III – Work programme 2026 43
Executive Summary 43
1. Operational activities I: KIC Impact 44
1.1 Ensure an effective and compliant grant management implementing the Horizon Europe and EIT Regulation, and the SIA provisions (Call, proposal assessment, Grant Allocation, Reporting, Payments, and Audits) 44
1.2 Effective monitoring and evaluation strategy and plan to maximise EIT KIC impact, ensuring that EIT KICs become financially sustainable 46
2. Operational activities II: EIT Impact 49
2.1 Deliver impactful education and skill development programmes 49
2.2 Increasing the regional impact of the EIT Community 51
2.3 Effectively disseminate results produced by EIT Community 53
2.4 Successfully sustain the first wave KICs and their transition post-15 years 54
2.5 Enhancing the impact of the EIT Ecosystem 55
3. EIT Governance and Communications 59
3.1 Effective EIT Governance and Management 59
3.2 Communications 63
3.3 Effective administrative services 65
Annexes 75
Annex I: Organisation chart of the Agency for year 2026 76
Annex II: Resource allocation per activity 2026 – 2028 77
Annex III: Financial resources 2026-2028 79
Annex IV: Human resources – quantitative information for 2026 – 2028 86

Annex V: Human resources – qualitative information for 2026-2028 92
Annex VI: Environment management 100
Annex VII: Building Policy 102
Annex VIII: Privileges and immunities 103
Annex IX: Monitoring and Evaluations 105
Annex X: Strategy for the organisational management and internal control 108
Annex XI A: Plan for grant, contribution, and service-level agreements 115
Annex XI B: Grants 2026 130
Annex XII: EIT Awards 2025 and the European Prize for Women Innovators for 2026 149
Annex XIII: Strategy for cooperation with third countries and/or international organisations 152
Annex XIV: KICs' Strategies 2021 -2027 – objectives and KPI targets 153
Annex XV: Procurement Plan 2026 165
Annex XVI: External Experts 167

Executive Summary[1]

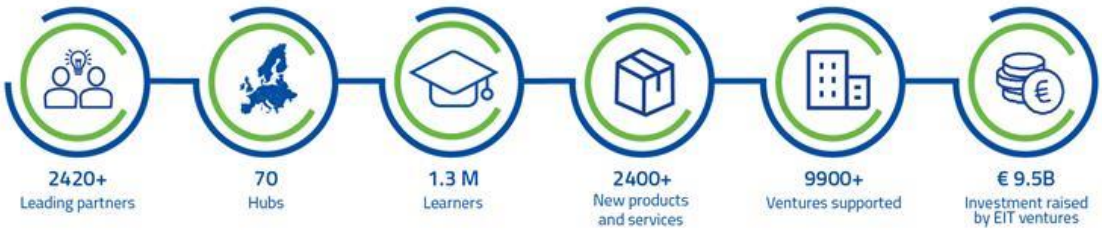
The European Institute of Innovation and Technology (EIT) is an independent body created by the European Union in 2008 to strengthen Europe's ability to innovate. Its overarching mission is *"to increase Europe's competitiveness, sustainable economic growth and job creation by promoting and strengthening cooperation among leading business, education and research organisations and power innovation and entrepreneurship in Europe."* Since 2010, the EIT has been **enhancing Europe's competitiveness** by building pan-European innovation partnerships and **connects organisations from business, education and research** from across Europe in ten thematic EIT Knowledge and Innovation Communities (KICs). EIT KICs are dynamic public-private partnerships driving innovation by tackling global challenges such as energy, climate, health, water, raw materials, digitalisation, food, urban mobility, manufacturing, and culture and creativity.

The EIT is a key tool to implement EU policy priorities. 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, Innovation Internships, and Women Entrepreneurship and Leadership schemes. These initiatives, which are also aligned with the strategic orientations of Horizon Europe Strategic Plan 2025-2027, will complement and further enhance the EIT's impact under Horizon Europe, with its Strategic Innovation Agenda adopted in May 2021. The EIT Community also started to substantially contribute to the European Commission priorities and agendas, including **Union of Skills, STEM Education Strategy, EU Startup and Scaleup Strategy and the Clean Industrial Plan**. It should be noted that the objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

Based on the strategic vision document of the EIT Governing Board adopted in mid-2025, the EIT has started to move to further enhance its impact as follows:

[1] The objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework

Here are our results as of November 2025:



As outlined in the EIT's Governing Board strategic vision adopted in mid-2025, the EIT suggests building on its achievements **by focusing on four main priorities**:

1. **Close the innovation gap by strengthening the European innovation ecosystem**. This involves establishing **new KICs that align with EU policy priorities:** security and resilience, AI and robotics, space and aerospace, rural innovation and bio-based industry. New global challenges and opportunities for innovation are rapidly emerging and are increasingly only addressable through collaboration. Transforming the EIT Regional Innovation Scheme into the European **Regional Innovation Booster** will enable the EIT provide tailored support for early-stage ventures, particularly in underrepresented areas.

2. **Close the skills gap to meet the EU's talent needs**. The EIT will consolidate its **Innovation Campus**, a coherent portfolio of coordinated education initiatives focused on innovation and entrepreneurship capacity building across audiences and sectors, to propel research to market and multiply business creation. Through the **EIT Skills Academies Hub**, the EIT will lay support the **'Union of Skills'** with a focus on **upskilling and reskilling millions of workers in critical value chains**. Universities alone cannot act with the necessary speed and agility.

3. **Commitment and dedication to simplifying operations** and improving EIT and KIC governance to make them leaner and fit for purpose, based on lessons learnt and stakeholder feedback. This involves streamlining processes to reduce administrative hurdles and improving decision-making efficiency by implementing best practices and insights gained from past experiences.

4. **Evolution from a funding body only to a content-driven Institute**. The EIT has established the largest network of organisations driving business from research and innovation in Europe.

Building on these strong results and taking initial steps into its future direction, the EIT's plans and activities for 2026 are:

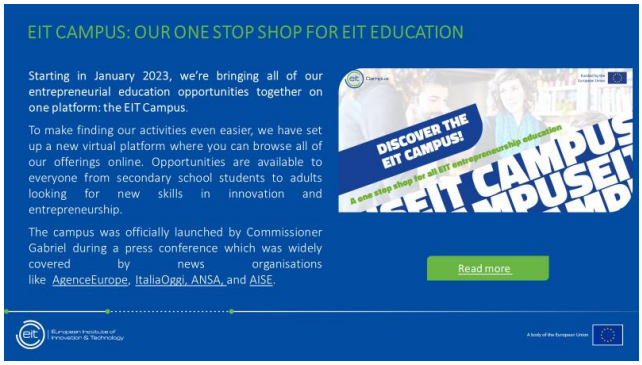
1. Increasing the impact of KICs and knowledge triangle integration

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 further 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 put in operations a new EIT Knowledge and Innovation Community designated in 2025 – EIT Water. For the existing and new KIC, the EIT will implement lessons learnt and aim to set up and transform KICs into 'model KICs' using the criteria laid down

in the EIT Governing Board's strategic vision document. This is expected to increase impact, ensure that the EIT more strongly supports and enables KICs to deliver their results and simplifies governance and operations of KICs. This strategic steering of the KICs and enhanced supervision of KICs will be central to the EIT's annual work plan 2026 onwards.

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. Up to date, the Initiative facilitated training of over 90 thousand students, academic and non-academic staff on innovation and entrepreneurship and supported over 1 700 start-ups.



The European Institute of Innovation & Technology (EIT) contributes to the EU's Union of Skills and STEM Strategy by acting as a key implementing partner. In the next phase of the Initiative the EIT will contribute to the delivery of dedicated training on innovation, entrepreneurship and IP management to 200 000 STEM higher education students, academics and staff, in synergy with the European Universities alliances and the EIT knowledge and innovation communities.

The EIT has also agreed to deliver skills initiative for other European Commission services in priority areas, for example through the Solar Academy (DG GROW) and supports innovation and skills development in further EU policy priority areas including 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), the eligibility of which was widened from 2025 in line with the criteria laid out in the EIT Legislative Framework. The EIT RIS contributes to the closure of the "innovation divide" — the regional disparities in innovation capacity present in Europe — by linking RIS-eligible countries, and the EU Outermost Regions, to the wider pan-European innovation network as well as providing tailored, place-based support to their innovation communities. From 2026 the EIT RIS will be enhanced via the Regional Innovation Booster pilot initiative which will aim to create a growing number of EIT RIS commercial success stories and plug-in with other EU and national support initiatives to create a one-of-a-kind instrument. The EIT will further complement and continue creating synergies with other EU

programmes and instruments such as the European Innovation Council, by organising joint **Women Innovator Awards**, implementing a joint Innovation Internship Scheme or collaborating together in widening RIS-eligible countries and territories as well as locations outside the EU. 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 a specific Ukraine support scheme in 2023 under its EIT Community programme which has since been further strengthened and will continue to adapt to meet Ukraine's needs in response to the dynamic situation on the ground. In 2024, the EIT launched a similar scheme in support of Moldova which was enhanced in 2025. This will be further implemented and enhanced from 2026 and potentially widened to cover other priority countries in the EU's neighbourhood.

To further increase its visibility, the EIT will focus its 2026 EIT Community communications activities on raising external stakeholders' awareness of the EIT Community activities and achievements by implementing its Communications Strategy.

2024 EIT Award winners

The EIT organises the **EIT Awards** annually to provide a platform to showcase the impact delivered by its learners, innovators and entrepreneurs across Europe. This will be accompanied by targeted communication to highlight the EIT Community's unique support to some of Europe's most breakthrough technologies and to enhance opportunities for stakeholders to interact with EIT Community beneficiaries and discover some of Europe's most promising innovations.

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's impact and visibility. In parallel, EIT Alumni will develop activities in line with the concept of the community to become a marketplace of talents for Europe.

In 2026, 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.

Through **gender mainstreaming actions and tailored women programmes**, the EIT will further strengthen its work on gender-smart innovation and increasing participation of women in the European entrepreneurship and innovation ecosystem. This work will be performed in close collaboration with the KICs and key EIT stakeholders.

The EIT will implement a simplification agenda and for example, 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 51 EU agencies and EU bodies. In 2023, the EIT joined the EUAN Steering Board (the EUAN Executive Group) for a three-year mandate.

List of acronyms

AAR	Annual Activity Report
AI	Artificial Intelligence
AMD	Amendment
BI	Business Intelligence
BP	Business Plan
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
EARTO	European Association of Research and Technology Organisations
EBA	European Battery Alliance
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
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, including the strategic orientations as detailed in the Horizon Europe Strategic Plan 2025-2027. The EIT's Knowledge and Innovation Communities (EIT KICs) are 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 Commission's policies and programmes, including the New European Innovation Agenda, which positions the EIT as one of the key innovation actors contributing to EU innovation flagship initiatives like the 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 also further strengthen its work focused on gender-smart innovation and on increasing gender balance in the EIT Community business creation & acceleration, innovation, and education programmes.

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)[2], the EIT expands 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, the EIT will facilitate operational readiness of a new KIC "EIT Water", which was designated in 2025. The estimated financial needs of the EIT in 2026-2028 are approximately EUR 1.2 billion.

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

The objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

Section I – General context[3]

The EIT is Europe's largest and self-sustainable pan-European innovation ecosystem - with an unmatched local presence - aimed at solving global challenges. As the only EU innovation instrument dedicated to integrating education and skills with research and business, the EIT's activities cover the entire innovation journey from idea to successful products and services on the market. It 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.

Over 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.

The documented evidence from **Study for the interim evaluation** of Horizon Europe, **Biennial monitoring report 2024** on partnerships in Horizon Europe, and **Final Evaluation Report of Horizon 2020** published by the European Commission demonstrated that EIT delivers on its mission:

- EIT has one of the highest leverage effects in Horizon Europe. According to the support study for the interim evaluation of Horizon Europe (Evaluation study of the European Framework Programmes for Research and Innovation for Innovative Europe), over the period of 2010 to 2022, "*1st leverage effects for EIT KICs range from 0.27 to 1.35, 2nd range from 0.64 to 5.3 and* ***3rd from 1.1 to 7.86"*** [4]. The 1st leverage effect refers to the sum of the co-funding, revenues and non-EIT financed KAVA (NEFA) relative to the EIT grant. The 2nd also includes co-investment relative to the EIT grant, and the 3rd includes also KIC complementary activities (KCA) relative to the grant.
- EIT's education activities specifically highlighted for their high relevance given the shortage of skilled workers in high-tech and deep tech sectors in the EU.
- EIT KICs add value beyond national support initiatives, primarily by operating across borders and linking KIC partners and beneficiaries with organizations and networks they would otherwise find difficult to access.

During the programming period of 2026-2028, 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. The KICs 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, namely Horizon Europe **Strategic Plan 2026-2028**, will ensure closer alignment

[3] The objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

[4] Evaluation study of the European framework programmes for research and innovation for an innovative Europe – Report phase 2 (support study for the interim evaluation of Horizon Europe), p. 63, Publications Office of the European Union, 2024.

between EIT activities and the rest of Horizon Europe. The EIT will help the KICs incorporate the Horizon Europe Strategic Plan 2026-2028 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 strategic areas through creating specific education Academies (solar energy, raw materials, advanced materials).

The EIT considers creating strong bonds with EU, national, regional, and international initiatives a top priority. Based on its proven track record, the EIT can 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) are key for the impact of this pillar. Based on a structured cooperation agreement, the EIT and the EIC plan to 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. A closer collaboration with the ERC will also be envisaged.

The EIT will contribute as 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 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 to scaling up its contributions to it.

28Digital was designed to foster European digital sovereignty by supporting the development of core digital technologies and promoting their ethical use in crucial domains.

The EIT also strongly contributes to the European Commission's priorities on the Energy Union and Climate Action. For example, through 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 Climate-KIC is complementary to that of EIT RawMaterials, which aims to develop a cost-efficient, secure, sustainable supply and use of raw materials to support the transition towards a green and circular economy.

The EIT also participates in the effort to develop sustainable energy through InnoEnergy. InnoEnergy's strategy to achieve sustainability entails reducing the cost of energy in the value chain, increasing energy security, and reducing greenhouse gas emissions.

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 connecting manufacturing players and promoting talent and entrepreneurship to accelerate sustainable innovation in Europe, 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 **EIT Culture & Creativity**. The 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 2026, the EIT plans to facilitate operational readiness of **EIT Water**, which was designated by the EIT Governing Board in 2025.

The EIT's first three KICs (**InnoEnergy**, **28Digital** and **Climate-KIC**) concluded their 15-year cycle in 2024. Following a positive independent assessment and opinion by the EIT Member States Representative Group, the EIT signed a Memorandum of Co-operation with the 3 KICs. The MoC established that each KIC would continue to offer activities aligned with the EIT model (education, innovation and business creation) and remain part of the EIT Community as financially sustainable ecosystems.

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 (now called the EUAN Steering Board) for a three-year mandate.

All this would not have been achieved without the EIT being an independent EU body steered by its Governing Board. The EIT is also highly administrative efficient, managing 10 European Partnerships with 78 staff, using only 2.1% of its budget for the administration of the programme. It is designed to facilitate synergies and has been mandated by several EU programmes outside of Horizon Europe to implement for example the European Solar Academy and the European Raw Materials Academy through several of its KICs.

It should be noted that the objectives and activities of the EIT for 2028 will depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

Section II – Multiannual programming 2026-2028[5]

The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards

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.

[5] The objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

Key Performance Indicators	2020 Baseline	2022	2023	2024	Target 2023 (Baseline 2020)	Target 2027 (Baseline 2020)	
No. of entities/organisations participating in EIT and KIC activities	1,870	1672	2,568		20% increase	50 % increase	
No. of innovations (products and services) launched on the market	327	409	249		386	1,500	4,000
Higher Education Institutions involved in EIT and KIC activities	327	481	630		285		680
No. of students involved in EIT and KICs education activities	721*	EIT labelled: 2,459 Non-EIT labelled: 81,443	5,375		8,730	8,500	25,500
No. of start-ups supported	1,428	2,381	2,015**		1,960	300	700
KICs' co-funding	135.85 MEUR	502.77 MEUR	609.0 MEUR***			700 MEUR	1,500 MEUR
No. of entities/organisations participating in EIT and KIC activities from regions outside the KICs' CLC Regions [6]	N/A	N/A	N/A		N/A	50 % increase	100 % increase

**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.*
*** Data includes numbers for the 2023-25 grant cycle.*
**** This includes committed values for the multiannual 2023-25 Grant Agreements.*

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 European Commission's policies and programmes, including 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).

[6] CLC Regions refer to the geographical areas or regional hubs where the Co-Location Centres of a KIC operate, e.g. CLC North (Sweden, Finland), CLC Central (Germany, Poland) etc.

The Horizon Europe Strategic Planning process, namely Horizon Europe Strategic Plan 2025-2027, 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, including the additional countries onboarded in 2025, in line with the EIT Legislative Framework, 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. The EIT RIS will support the objective of attracting new partners to the EIT KICs and will also leverage additional private and public funding. Starting in 2026, the EIT will launch a full pilot of the Regional Innovation Booster, a new Accelerator for EIT RIS-eligible countries and territories.

To better contribute to solving global challenges, the EIT Cultural & Creative KIC is exploiting synergies with the New European Bauhaus (NEB) initiative, which acts as an incubator for creativity to drive sustainable design across Europe and beyond.

The EIT will continue developing the EIT Label as a certificate of quality that is awarded to excellent educational programmes. The EIT launches 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 launched in 2025 will be finalised by mid-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 (Climate-KIC, 28Digital, and InnoEnergy) after reaching their 15-year period are sustained in the EIT Community network under a new collaboration modality framed by the Memorandum of Cooperation (MoC) concluded in 2024. In 2026, the EIT will develop a comprehensive framework for post-15 year KICs based on learnings from the MoC pilot (captured inter alia through a 2026 mid-term review of MoC implementation, as per Art. 12.4) that will help determine whether to maintain the KIC as an active member of the EIT Community and as a contributor to its mission and to the relevant EU policy objectives, while also safeguarding the corporate aims of the KIC.

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 continue establishing and implementing 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.

After joining the EU Agencies Network Troika in 2023, the EIT will continue its Troika participation until February 2026.

2. Multi-annual programme - Increasing the impact of KICs and knowledge triangle integration[7]

Between 2026 and 2027, the EIT will focus on actions at the EU level that contribute to achieving the objectives of **Horizon Europe**, including its Strategic Plan 2025-2027, and the New European Innovation Agenda. Firstly, the EIT will continue to support Europe's innovation capacity and ecosystems through the EIT KICs. 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.

The EIT introduced its **Impact Framework** in 2021 to strengthen the impact-focused approach up to-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. An Impact Framework will be developed for the next programming period once the post-2027 EIT SIA and FP 10 KPIs are agreed by the Commission.

In the innovation domain, the EIT will steer its KICs into activities with higher critical mass, focusing on flagship initiatives or clusters of projects. The EIT will constantly encourage its KICs to more effectively mainstream the Responsible Research and Innovation (RRI) concept into their operations. From 2026, the EIT will have fully established its new **network of EIT Community Hubs** covering all EIT RIS-eligible countries. Starting in 2026, the EIT will also consider extending the EIT Community Hub model beyond EIT RIS-eligible countries in order to cover other EU priority countries including Moldova.

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 the domain of education, the EIT will implement its flagship initiative: the **EIT Label**. To strengthen the EIT Label, 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, the EIT will be supporting the development of innovation capacity in higher education in collaboration with EIT KICs through the EIT HEI Initiative. The EIT will continue developing sectoral Skills Academies as well as other actions contributing to the EU's **Union of Skills, Startup and Scaleup Strategy, and STEM Education strategy.**

The EIT will continue developing **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).

The EIT will ensure that, where appropriate, KICs' innovation activities are closely aligned with the objectives of the **Competitiveness Compass** (including the EU Innovation Act and the EU Start-up and Scale-up Strategy), the Clean Industrial Deal, the Preparedness Union Strategy, and the forthcoming European Biotech Act. EIT will also

[7] The objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

strengthen the role of KICs in supporting EU Industrial Alliances and in delivering on the New European Bauhaus, thereby reinforcing Europe's competitiveness, sustainability and resilience.

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 results and 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 continue its contribution to the **New European Innovation Agenda** by offering targeted support to women-led ventures and bringing women talent to European innovation. In addition to consequent gender mainstreaming actions, the EIT will continue its targeted 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 its new Communication Strategy 2025-2027) 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 XIV.

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 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 and support on horizontal and specific issues. 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. In 2026, a new **KIC on Water, Marine and Maritime Sectors and Ecosystems** will undergo a start-up phase under the Start-up Grant Agreement with EIT, and at the end of 2026/ early 2027 the KIC will sign the Partnership Agreement with the EIT and commence its first year of operations. The EIT aims at further supporting KICs in the simplification of the grant implementation by ensuring a sound framework for applying lump sums. This will help reducing the administrative burden imposed on the project partners (subgrantees) and reduce any potential error.

Following the **Communication on the European Economic Security Strategy and the Commission Recommendation on critical technology areas** for the EU's economic security, 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, as provided in the Horizon Europe Regulation (Article 22 (5) and (6)) 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. Additionally, the EIT will assess, on a case-by-case basis, if the specific KIC award procedures affect security or public order, in particular concerning strategic assets and interests of the Union or its Member States, including the protection of the integrity of digital infrastructure, communication and information systems, and related supply chains, in accordance with Article 136 of the EU Financial Regulation (recast).

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. 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. As part of its strategic supervision and guidance activities, the EIT will apply to the KICs of the subsequent waves the lessons learned from the experience with the three first-wave KICs. The EIT will continue to collect structured information on the KICs' diverse sources of revenues as well as the use of the resources, outputs, results and impacts, and will make that information available to the Commission.

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

In today's rapidly evolving global landscape, innovation and entrepreneurship stand as critical drivers of economic growth and societal progress. Recognizing the paramount importance of nurturing these skills from an early stage, the European Institute of Innovation and Technology (EIT) is streamlining and consolidating its education portfolio

into **EIT Innovation Campus**: a coherent portfolio of education and training initiatives, targeting the following audiences: Higher Education Institutions (HEIs), Youth, Companies & Public Organizations, with the ultimate goal of providing to Europe the talents it needs. Building on the specific sectoral Academies from the Net Zero Industry Act (including European Raw Materials Academy and European Advanced Materials Academy), the EIT will skill, upskill and reskill 2 million students and adult learners in key sectors and in critical value chains. This entails conducting continuous skills intelligence, to provide granular insights into current and future skills needs and the creation of a skills passport system, to certify transferable skills that are recognized across sectors and regions, laying the foundations of a 'European Union of Skills'. 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 2026-2028 sustain the implementation of the newly updated EIT Label model, build on a more effective quality management mechanism. The link between the Label and other initiatives to support the entrepreneurship and innovation capacity of European HEIs will be further exploited. The EIT Higher Education Initiative will deliver on the STEM Education Strategy by contributing to the provision of dedicated training on innovation, entrepreneurship and IP management to 200 000 STEM higher education students, academics and staff by 2028.

Between 2023-2025, the **EIT Deep Tech Talent Initiative** was able to successfully train 1 million people in deep tech sectors, creating a deep tech talent pipeline across Europe. The initiative engaged learners of all ages - from school pupils through higher education students, to professionals and entrepreneurs. As a continuation linked to the European Union of Skills, the EIT will further provide skilling and upskilling opportunities in STEM fields under the new EIT STEM Tech Talent Induction between 2026-2028.

A central tenet of the **EIT Education Strategy** is the cultivation of an entrepreneurial mindset among younger generations. This involves shaping the educational landscape from high schools upwards, instilling in students the skills and mindset necessary for innovation and entrepreneurship. The EIT Girls Go Circular initiative aims to increase girls' participation in STEM fields by equipping at least 40,000 girls aged 14-19 with digital and entrepreneurial skills by 2025, focusing on challenges related to the circular economy. The program involves schools and is supported by a free online learning platform, offering resources in multiple languages aligned with European competence frameworks. To date, the EIT Girls Go Circular has trained more than 70,000 girls from over 35 countries, including all 27 Member States and 8 additional Horizon Europe Associated Countries. The launch of the new EIT Girls Go STEM programme, coming from the European STEM Education Strategic Plan, aims to train further 100 000 girls within STEM disciplines within 2026-2028.

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 (Cross-KIC) 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. A broad and inclusive optimisation and consolidation process of EIT Community activities was carried out in 2024-2025, building on lessons learnt from the 2023-2025 cycle and through extensive consultation with KIC management teams and Cross-KIC Cluster coordinators. As a result, the number of EIT Community Cross-KIC Clusters was streamlined from six to four, and more than one third of Work Packages were consolidated or discontinued. Some of the improvements introduced include a clearer definition of activities to be implemented, an enhanced focus on impact, and greater clarity on the budget allocated per Work Package. With a total estimated budget of 80 MEUR, the four Cross-KIC Clusters for 2026-2028 are the following:

- The EIT Community activity **Shared Services** are aimed at increasing efficiency and deepening cooperation among the EIT KICs. The EIT incentivised development and utilisation of shared services between KICs, such as audit services, grant management support, IT systems, consolidation of Co-location Centres, etc.

In addition, the EIT supports EIT KICs in exchanging experiences and good practices. Extended use of shared services between the KICs shall be further explored.

- The EIT Community **Innovation and Business Creation** enhances impact through a coordinated and joint approach by the EIT Community in EU policy priority areas, specifically Artificial Intelligence (AI) & Robotics, New European Bauhaus (NEB), and Women Entrepreneurship and Leadership ("Supernovas").
- The EIT Community **Entrepreneurial Education & Skills** contributes to the EIT Girls Go STEM, EIT STEM Tech Talent Induction, and the further development of the EIT Campus and the EIT Alumni Community, including the Innovation Internship Scheme.
- The EIT Community **Regional Innovation and Internationalisation** Cluster maximises collaboration between EIT KICs in the EIT RIS-eligible geographical area, and other emerging innovation regions in Europe. *Inter alia*, this is done by establishing and maintaining EIT Community Hubs, one-stop-shops for the whole EIT Community, across the whole EIT RIS-eligible eligible area and, starting in 2026, beyond. The EIT Regional Innovation Booster will be piloted by the Cluster starting in 2026. The Cluster also aims at further developing the EIT Global Outreach Programme activities, delivered via EIT Community hubs outside the EU.

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. It will continue contributing to the achievement of the EIT's strategic objectives and priorities, including the New European Innovation Agenda, such as the promotion of an entrepreneurial mind-set and the enhancement of opportunities for innovation and business creation in Europe. The EIT Alumni Community will be supported by a dedicated activity to strengthen its ability to deliver quality services to its members. By fostering collaboration, knowledge sharing, training, and networking, the initiative will bring clear added value to members beyond individual KICs' alumni communities, fully aligning with the vision of establishing the EIT Alumni Community as Europe's marketplace of talents.

The EIT will continue its strategic steering of the EIT Alumni Community, aiming to continuously increase the engagement of Alumni in EIT-supported outreach and communication activities. The Innovation Internship Scheme will focus on aspiring Innovators and to equipping KICs Alumni with essential business experience and entrepreneurial skills, empowering them to contribute to real-world solutions.

Action lines	Targets	Implementation year		
		2026	2027	2028[8]
Financial support, strategic supervision, and guidance	✓ Strengthen innovation ecosystems by providing strategic supervision and 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 post-year 15 cooperation with the first wave KICs, including a comprehensive framework	☒	☒	☒

[8] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

		for post-15-year cooperation based on the MoC pilot			
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 Net Zero Industry Act through the implementation of industry Academies, including the European Solar Academy, European Raw Materials Academy and the European Advanced Materials Academy.	☒	☒	☒
	✓	Increase skilling and upskilling in STEM sectors and fields through the EIT STEM Tech Talent Induction.	☒	☒	☒
	✓	Enhance youth education in science, technology, engineering, arts and mathematics through the EIT Girls Go STEM programme.	☒	☒	☒
	✓	Incentivise strategic and thematic collaboration and support continuous exchanges of knowledge among all KICs through the implementation of EIT Community knowledge triangle integration activities	☒	☒	☐
Enhancing collaboration	✓	Supervision on the implementation of the EIT Alumni Community's business plan	☒	☒	☒
	✓	Development and increased use of shared services	☒	☒	☒
	✓	Maintain and strengthen the network of EIT Community Hubs covering EIT RIS-eligible countries and territories as well as extend the EIT Community Hubs model beyond to enhance the EIT's on-the-ground support to priority countries	☒	☒	☒

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 2026 - 2028, 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 updated RIS **Implementation Framework**[9].

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) with special attention to be increasingly given to rural areas, amongst others. 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.

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 "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 and interregional initiatives (including the Managing Authorities of the European Structural and Investment Funds (ESIF) and the Instrument for Pre-Accession Assistance (IPA) III).

EIT will roll out a pilot programme of the EIT Regional Innovation Booster, a new flagship initiative of the EIT, offering targeted support to startups and scaleups in modest and moderate innovator countries, helping them grow towards commercial success, access international markets, and attract further investment. The EIT Regional Innovation Booster pilot, running in 2026-2028 will build on the lessons learned during the pre-pilot in 2025. It will simplify and connect Europe's innovation support landscape by creating country-specific support ecosystems connecting existing funding and initiatives, therefore, offering the most promising start-ups a seamless path to commercial success and internationalisation. The EIT plans to invest at least €30 million in piloting the EIT RIB until 2028.

Action lines	Targets	Implementation year		
		2026	2027	2028[10]
Increasing the regional impact of KICs	✓ Ensure that KICs have an inclusive approach that strengthens their relationships with national, regional, and local innovation actors	☒	☒	☒

[9] https://www.eit.europa.eu/library/eit-ris-implementation-framework-updated-2025-2027

[10] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

	✓ Ensure full implementation of the updated EIT RIS Implementation Framework, inter alia, reflecting the recommendations of the 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	☒	☒	☒
	✓ Launch and implement the EIT Regional Innovation Booster pilot in at least four countries	☒	☒	☒

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), ensuring coherence with Horizon Europe, and its Strategic Plan 2025-2027. 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 fourth 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 **without prejudice to the next MFF**. 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 2027. 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. Furthermore, the EIT's impact study conducted in 2025 will feed into the discussions of FP10 and EIT post-2027 strategy.

In 2026-2027 the EIT Impact Framework will be revised in close consultation with the KICs through the EIT Impact Working Group to reflect the FP10 objectives and targets, impact pathways and the post-2027 EIT Strategic Innovation Agenda. Similarly, in 2027-2028 the EIT Monitoring and Evaluation Strategy for the post-2027 period will be revised.

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 Support Centre (CSC) 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		
		2026	2027	2028[11]
Monitoring and evaluation of impact	✓ The EIT Impact Framework implemented	☒	☒	☒
	✓ 7-year assessment of EIT Urban Mobility and EIT Manufacturing finalised	☒	☐	☐
	✓ 3-year interim review of EIT Health and EIT RawMaterials	☒	☒	☐
	✓ 3-year 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	☒	☒	☒
	✓ EIT KIC Funds initiatives monitoring report	☒	☒	☒

Table 4

2.4 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[12], 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.

Between 2026-2027, one more call for new HEI Projects is expected to take place in line with the set of recommendations GB identified to further scale up the initiative in its post-pilot phase[13], and to deliver on high level policy objectives as defined in The Union of Skills.

[11] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards
[12] See Ares(2023)8036119
[13] See Ares(2023)8036119 Annex I.

In synergy with the European Universities Alliances, the Initiative will contribute to the implementation of the STEM Strategic Education Plan by driving systemic, long-term change in higher education, building an inclusive, entrepreneurial STEM talent pipeline to enhance Europe's competitiveness and resilience in particular in key technologies.

Action lines	Targets	Implementation year		
		2026	2027	2028[14]
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 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	☒	☒	☒
	✓ Implementation of the activities to support the contribution to the goals and objectives of The Union of Skills, the STEM Education Strategic Plan and the Start Up and Scale Up Strategy	☒	☒	☒

Table 5

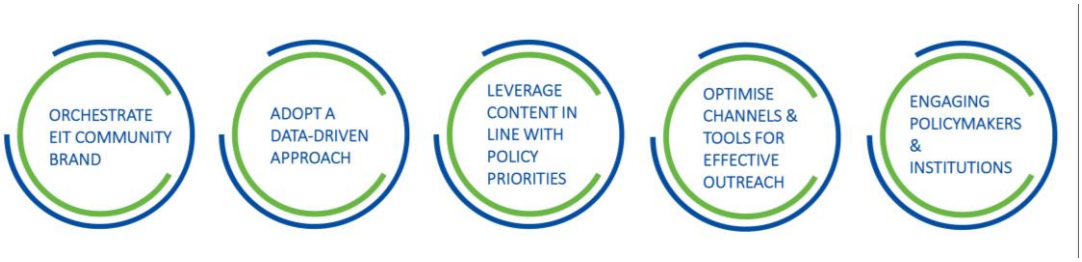
2.5 Communications

The EIT's 2021-2027 SIA highlights that the EIT will strengthen its recognition as a quality brand for innovation under Horizon Europe, while increasing the availability and quality of information at the national and EU level. To this end, the EIT will reinforce its efforts to raise awareness of its activities, initiatives, and opportunities to students, entrepreneurs, and innovators and will promote the EIT Community achievements, efficiency and impact with data driven approaches and will work closely with the Commission to boost the visibility of the activities. During the 2026-2028 period, the EIT will roll out its new Communications Strategy 2025-2027 and continue to build up its brand as Europe's largest innovation ecosystem; strengthen relations with priority stakeholders and extend its outreach towards stakeholders across the EU innovation landscape. Implementing the new EIT Communications and Stakeholder Engagement Strategy will be key to ensuring that our activities are impactful, visible, and trusted. It will help us build stronger connections with stakeholders and citizens across Europe,

[14] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

reinforcing the EIT's role as an open, transparent, and collaborative organisation at the heart of Europe's innovation ecosystem. The focus until 2027 will thus be effective communication of:

- the EIT's activities in implementing its mandate,
- the EIT's achievements in its work to boost innovation across the EU, and
- the EIT Governing Board's future vision and the preparation for any new areas of responsibility under the EU's future Multi-annual Financial Framework 2028-2034.



By combining compelling communications content with relevant data, the EIT will showcase the impact of the EIT Community across its various channels and tools, fostering greater participation in EIT opportunities across Europe. The EIT will also maintain active engagement with journalists to reach a broader spectrum of stakeholders and citizens. All communications efforts will be closely coordinated with its KICs to ensure consistent and coherent outreach to audiences across Europe.

The EIT will continue to strengthen relations with key stakeholders, 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. The EIT Liaison Office in Brussels will continue to play a central role in facilitating and maintaining relations with the EU Institutions and Brussels-based stakeholders. The Stakeholder Forum will be the EIT's main platform to promote interaction between the EIT Community and knowledge triangle stakeholders.

The EIT Awards recognises successful innovation teams, cutting-edge start-ups, and graduates from EIT education programmes and courses within KICs. Every year, it showcases EIT impact stories and enhances the awareness of the EIT's support. As part of the joint actions with the EIC, the Women Leadership Award will also continue to be awarded in the framework of the European Prize for Women Innovators. A dedicated communications campaign will support the EIT Awards and the jointly organised European Prize for Women Innovators with the EIC. 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.

Action lines	Targets	Implementation year		
		2026	2027	2028[15]
Brand management and communications	✓ Implementation of the new EIT Communications and Stakeholder Engagement Strategy as part of the overarching visibility framework	☒	☒	☒

[15] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards

Action lines	Targets	Implementation year		
		2026	2027	2028[15]
	✓ Enhanced EIT Community visibility through promotion across corporate communications channels with an emphasis on digital communications tools	☒	☒	☒
	✓ Continuous enhancement of the EIT website with new functions and design	☒	☒	☒
Stakeholder engagement	✓ Organisation of the EIT Stakeholder Forum	☒	☐	☒
	✓ Continued engagement with key stakeholders, including the EIT Member State Representatives Group (MSRG) and EIT National Contact Points (NCPs)	☒	☒	☒
EIT Awards	✓ EIT Awards	☒	☒	☒
EIT Women Leadership Award (as part of the European Prize for Women Innovators)	✓ Implementation of the EIT prize category	☒	☒	☒
EIT Alumni	✓ Supervision on the implementation of the EIT Alumni Community's business plan	☒	☒	☒

Table 6

2.6 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 now requires KICs to deliver on the following targets:

1. Submit as part of the annual reporting on grant implementation, information 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		
		2026	2027	2028[16]
Dissemination of results: Identification and sharing of good practices	✓ Provide guidance and assistance on dissemination-related aspects to the EIT KICs	☒	☒	☒
	✓ 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 7

2.7 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, whilst ensuring alignment with Horizon Europe Strategic Plan 2026-2027, 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		
		2026	2027	2028[17]
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 8

[16] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.
[17] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

2.8 Synergies and complementarities with other programmes

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. In years 2026 - 2028 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 2026-2028 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, including via the EIT Regional Innovation Booster pilot initiative. Collaboration opportunities between researchers from EIC Pathfinder or the EIC 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 collaboration scope and modality will be adjusted taking take into consideration the results of the mid-term evaluation of Horizon Europe.

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, namely through participation in the joint InoNext pilot internship scheme. EIT will further strengthen collaboration between the MSCA and EIT Alumni organisations.

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 partners Higher Education Institutions, the EIT KICs' summer schools, or other relevant training activities (for instance, on entrepreneurship and innovation management). EIT 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.

The EIT will support the implementation of the various EU policies including the European Green Deal, the Europe Industrial Strategy, and the 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. During the 2026-2028 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.

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 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.

Cooperation with the **European Union Intellectual Property Office (EUIPO)** and the **European Patent Office (EPO)** will be further strengthened in 2026-2028 for the benefit of the KICs, including with the EIT Culture and Creative Industries.

EIT will further leverage the renewed Memorandum of Understanding with the **European Cooperation in Science and Technology (COST)**, and facilitate joint activities by COST and the EIT KICs aimed at raising awareness among their beneficiaries and partners about participation and access to further European research and innovation funding schemes, as well as cross-fertilisation of activities.

The EIT is an active member of the **EU Agencies Network (EUAN)**, seeking synergies and efficiency gains opportunities. Currently EUAN has 52 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 2024, the EIT started the preparation and implementation of further contribution agreements, foreseen to be signed with different DGs of the European Commission, such as the **European Raw Materials Academy**, the **European Advanced Materials Academy**, the **Critical Raw Materials Facility** and the **Innovate Together call**. The funding of these activities will come from different EU programmes, such as the Single Market Programme, Horizon Europe framework programme, and the Neighbourhood, Development and International Cooperation Instrument (NDICI) programme.

An additional Contribution Agreement **(EIT AHEAD – African Higher Education and Development)** is under preparation with the Directorate-General for International Partnerships (DG INTPA) to implement activities focusing on **improving the innovation capacity of HEIs in Africa and its affiliated research centres** [18] within Global Gateway priority areas, such as: Agrifood, Biodiversity, Climate and Renewable Energies, Critical Raw Materials, Digital, Health and Transportation.

The EIT will also continue its contribution to the **New European Innovation Agenda** by offering targeted support to women-led ventures and bringing women talent to European innovation. 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 KICs will also seek the collaboration of the **InvestEU Advisory Hub**s 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** and **STEP 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**.

The EIT will continue to encourage KICs to develop synergies with the Clean Hydrogen Alliance and the Renewable and Low Carbon Fuels Alliance. 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.**

EIT Culture & Creativity will aim to develop synergies and complementarities with the **Creative Europe Programme** and the **New European Bauhaus**.

[18] On 28 July 2025, the European Commission published a Communication on "Study and Research in Africa" as part of their Multi-Annual Action Plan 2025-2026 for Sub-Saharan Africa. The Action is structured around three components covering: (1) Opportunities, (2) Partnerships, (3) Targeted Support.
EIT has been asked to specifically focus on activities and targets related to "Component 2- Partnerships" of their Action Document: "Support the role of higher education institutions in the innovation ecosystem, decent, gender equal job generation, green growth, and public and private partnerships under the key value chains of the Global Gateway at (multi) country and regional level."

Action lines	Targets	Implementation year		
		2026	2027	2028[19]
Synergies and complementarities with other programmes	✓ Initiate the most impactful priority synergies with other EU programmes, mainly EIC and EIE	☒	☒	☒
Activities through contribution agreements with the European Commission	✓ European Battery Alliance Academy ✓ European Solar Academy ✓ European Raw Materials Academy ✓ European Advanced Materials Academy ✓ Critical Raw Materials Facility ✓ EIT AHEAD – African Higher Education and Development ✓ European Wind Academy ✓ European Hydrogen Academy	☒	☒	☒

Table 9

[19] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

3. Human and financial resources outlook for the years 2026 – 2028[20]

3.1 Overview of the past and current situation

Staff population overview for 2025[21]

The EIT has continued to maintain a highly competent staff. The Institute updates regularly its recruitment practices and puts effort in reaching out to more candidates by means of efficient advertising of its available posts, among others. Substantial efforts are invested on a recurrent basis regarding staff management and staff retention through the reorganisation, improved work environment, a more efficient and effective way of working, and the introduction of impactful social policies. The total number of staff is 71[22] as of 31 December 2024 (excluding trainees, interim staff, and external service providers).

Detailed information on EIT staffing is provided in Table 1 of Annex IV. An estimated 36% 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 2026-2028 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 2025

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

3.2 Resource programming for the years 2026 - 2028

3.2.1 Financial resources 2026 - 2028

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 2026 - 2028

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 priorities of the European Commission by

[20] The objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.
[21] EIT Staff population overview on 31 December 2024.
[22] Including 3 offers sent and accepted as of 31 December 2024.

connecting business, research, and education to address the societal challenges that the EIT Community addresses. These include the Union of Skills, Startup and Scaleup Strategy and the Clean Industrial Deal. The EIT also contributes directly to other thematic priorities of the Commission through its innovation communities, which, among others in areas such as AI, Cybersecurity, Critical Raw Materials, Water, Health or Sustainable Energy . It has demonstrated a track record of delivering impact results over the past 15 years and demonstrated its ability to adapt to new challenges. However, structural problems surrounding the EIT's human resources limited the EIT's potential to fully deliver on its mission and to fully supervise, steer and enable KICs to deliver their results. As a positive step, starting 1 January 2025, EIT was allocated 4 posts of the 10 requested: 3 contracted agents FGIV and 1 temporary agent AD5. Those were allocated across the organisation in each of its organisational structures. These and further new posts received by the EIT were linked to its increased budget and level of activities related to new countries being associated to Horizon Europe and the EIT taking on new tasks from Commission services via Contribution Agreements.

However, the EIT's tasks have been growing significantly over the years and beyond the punctual staff received. 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 factors 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 (EIT Culture and Creativity and EIT Water), the implementation of the action to increase the innovative capacities of Higher Education Institutions, a reinforced role in the EIT Regional Innovation Scheme, should also have seen an increase in the current staffing capacity, which did not materialise. 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 could not be fully exploited and the supervision and support that the EIT could provide towards its KICs has remained constraint.

The issue of the EIT's human resource capacity 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[23]. 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

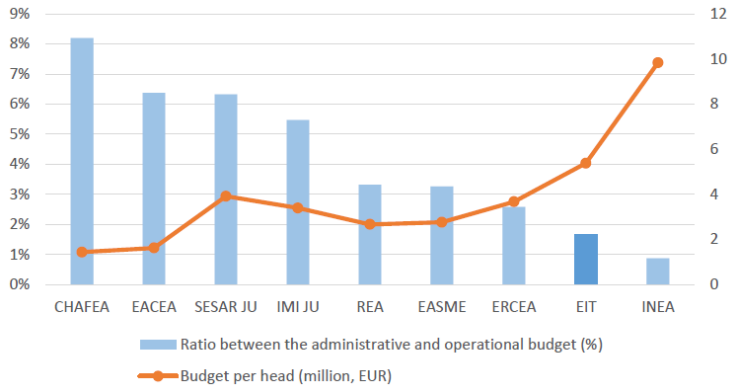
[23] The Consumers, Health, Agriculture and Food Executive Agency (CHAFEA), the Executive Agency for Small and Medium-Size Enterprises (EASME), the Innovation and Networks Executive Agency (INEA), the Education, Audiovisual and Culture Executive Agency (EACEA), the Research Executive Agency (REA), the 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.

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:

- ✓ programme management cost-efficiency (the ratio between the administrative and operational budgets for payments)
- ✓ 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 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**.



In terms of efficiency gains, EIT, together with other EU Agencies such as ENISA implements a shared services project since July 2024 under the EUAN umbrella. The objective is to establish a shared service capacity among EU Agencies by allocating staff to deliver value-added services to participating Agencies and to pilot the new shared services model, with the possibility of scaling it up if successful. The identified priority areas are HR, IT/ Cybersecurity, Legal and procurement. The initiative aims to leverage existing in-house expertise and launch joint projects, such as procurement and recruitment. EFSA joined the pilot in 2025. In 2026 EIT will allocate one contracted agent post from its existing establishment posts to support EUAN shared services administrative activities, similarly to the other agencies participating in the Shared Service Project. The EIT is also exploring how AI tools could bring further efficiency gains.

Post allocation as of 2027

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 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 profiles, as from 2027, **4 contracted agent posts of the EIT's Establishment Plan** would need to be transformed into temporary agent posts as follows:

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

- Managing the existing KICs and launching new KICs in 2028, if/as tasked[24]
- 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

Two posts are requested to be upgraded to temporary posts for the above tasks, in particular:

KIC Programme Officer (1 posts, TA/AD6 grade) – EIT Water, EIT Culture & Creativity

- Support KICs in the 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.

EIT Community Programme Officer (1 posts, TA/AD6) – 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 additional Higher Education Institutions in EIT and KIC activities.
- Managing the related budget.

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

Education Programme Officers (2 posts, 2 TA/AD6 grade)

- Coordinate the EIT's new action to strengthen the innovation capacity of Higher Education Institutions (HEIs).

[24] The objectives and activities of the EIT for 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

- 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 STEM Tech Talent Induction)

3.3 Efficiency gains

As the EIT's requests for additional posts has not been fully addressed, **the EIT will implement the following actions to achieve further efficiency gains and to successfully implement its 2026 work programme:**

- Focused recruitments and re-training to address capacity gaps (e.g. investment, entrepreneurship, education, competence, transition to SUMMA), including strengthened management capacity and skills, mobility, and diversity.
- Further outsourcing of some activities via experts, consultants, shared services, and EIT Community activities.
- Bringing in new knowledge by leveraging staff exchange with other agencies.
- Sharing services with other agencies or further outsourcing of services (e.g. archiving, IT security, Communication, EUAN, etc.)
- 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 and free up capacity to work on projects aiming to reach the goal of EIT.
- Leveraging new multiannual budget planning system (e.g. Anaplan) to further optimise internal resource allocation and resource allocation. Introduce AI into administrative processes, e.g. following the outcomes of the EUAN working group on AI.

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 2026:

1. Rationalise scope of the **EIT Stakeholder Forum** / **INNOVEIT** activities to have smaller and more focused events; the EIT will limit itself to a few flagship events during the EU Presidencies, while leaving other events to be organised by KICs (while still providing general guidance).
2. Reduce the EIT engagement in leading EUAN activities as in March 2026, the EIT will leave the EUAN Steering Board.
3. The EIT will focus on a few select synergies, including with the European Innovation Council (EIC) and the European Innovation Ecosystem (EIE) instrument via the European Innovation and SME Executive Agency (EISMEA), the European Research Council (ERC), 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), while leaving others listed above for KICs to take the lead.

4. Reduced number of physical stakeholders' meetings. Based on lessons learnt, the EIT continues to maintain a large amount of meetings online, whenever feasible, including the EIT GB, ExCo, EIT KIC Forum, Advisory Groups, MSRG, NCPs, and participation in external events. While in some cases physical meetings make sense or are necessary, they create higher administrative and financial costs and have a negative impact on the EIT's carbon footprint and therefore should be minimised.

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. Further optimisations were introduced in the Administration unit in 2024, by merging finance and procurement sections into one, thus rationalising the unit's structure and gaining efficiency. In 2025, EIT carried out a workload analysis which led to a further reallocation of posts. The outcome of the workload analysis and subsequent reallocation of some posts is indicated in the post distribution across the EIT.

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	41[25]	41	41	41	41	45
	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**	**46**	**46**	**46**	**46**	**46**	**50**
Other staff (in FTE)															
Contract staff (CA)		23	23	23	26[26]	26	26	26	27[27]	31[28]	31	34	34[29]	34	30
Seconded National Experts (SNE)		2	2	2	1	1	1	1	1	1	1	1	1	1	1
Total other staff		**25**	**25**	**25**	**27**	**27**	**27**	**27**	**28**	**32**	**32**	**35**	**35**	**35**	**31**
TOTAL EIT STAFF		**70**	**70**	**70**	**72**	**72**	**72**	**72**	**73**	**78**	**78**	**81**	**81**	**81**	**81**

Table 10

[25] Including the 1 new TA post assigned with DG BUDG.

[26] 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 Academy funding and 1 FGIV charged against TCC 3rd country contributions.

[27] Including the one additional CA post due to the European Solar Academy Contribution Agreement signed with DG GROW.

[28] Including the 3 new CA posts signed with DG BUDG, 3 contribution agreements signed on Solar Academy, CRM Facility, Advanced Material Academy, DG GROW, and excluding the 1 expiring EBA Academy agreement (+3+3-1).

[29] Including the new contribution agreements signed on Study and Research in Africa, Green Growth Greenland, European Wind Academy and European Hydrogen Academy.

Section III – Work programme 2026

Executive Summary

In 2026, the EIT will continue the implementation of its Strategic Innovation Agenda 2021-2027 and contribute to EU priorities such as the Union of Skills, STEM Education Strategy, Startup and Scaleup Strategy and the new Industrial deal. It continues to support the priorities of 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 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 2026 the EIT will continue its collaboration with the EU Agencies.

The EIT will organise the next edition of the joint Prize for Women Innovators with the EIC to amplify the importance of women leaders and innovators in the European and global arena and it will organise its annual EIT Awards to evidence EIT impact.

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

Targeted external communications and stakeholder engagement activities based on the EIT's strategy 2025-27 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, proposal 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 2026, the main focus will be on managing the 2023-2025 and 2026-2028 Grant Cycles as follows.

Overarching KPIs:

1. Carry out the assessment of the continuous and periodic (final) reporting on the 2023-2025 grant agreements (including the 2025 MoC grant agreements);
2. Utilise and finetune IT systems supporting Grant Cycle and Business Intelligence for 2023-2025 and 2026-2028 grants;
3. Sign the final 2026-2028 grant agreements (including the 2026-2027 MoC grant agreements);
4. Finalisation of 2025 ex post audits (incl. recovery orders, if applicable);
5. Awarding the Start-up Grant Agreement (SUGA) to the winning consortium to set up EIT Water.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 2026-2028 grant agreements, including the KICs under PA, MoC and those originating from Contribution Agreements	2026-2028 grant agreements are concluded, including grants under Contribution Agreements	All planned GAs and Contribution Agreements signed by Q1 2026	Approved EIT BP, Cross-KIC non academy Grants, award decisions and signed GAs Prefinancing payments are made in line with legal due dates

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#2 Ex ante verification and payments based on reports of 2023-25 GAs and Contribution Agreements	2023-25 GAs final and interim reports assessment and payments are concluded	2023-25 GA final reports for KICs BPs, HEI and EIT Community programmes and Contribution Agreement related grants (incl. 2025 MoC GAs reports) are assessed within 90 days	Interim and final payments made to the KICs under grants
#3 Ex post audits of costs approved for grants in 2025	Ex post audit reports contribute to EIT assurance.	Ex post audit reports delivered by audit companies in Q2 2026	Final ex post audit reports 2025 error rate determined by the ECA
#4 Effective grant management and BI IT tools	EIT data is fully accessible in relevant EC tools and via KIC activity data, including project and participant level, KPI data, proposals, KIC Calls and other 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/datasets into EIT Portal based on the data model supporting grant management (eGrants) EIT IT tool (EIT Portal) is set for validation and improved data collection. Successful transformation of EIT Community relevant data into EC Tools – CORDA/eCORDA based on the structure developed by DG RTD	eGrants running with appropriate access rights All KIC data following the data model developed by DG RTD available in CORDA Data Warehouse (DW). EIT Portal contains all collected data from the whole EIT Community (e.g. projects, proposals, KIC Calls etc) available for EIT Staff members for validation and use.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#5 Effective EIT simplification, KIC capacity building	Simplification measures tackle effectively operational issues faced by the EIT Community and lead to tangible results.	4 Task Force Simplification meetings TFS actions implemented by timeline set Queries received from KICs are answered within 10 working days and receive positive feedback from TFS Updated FAQ document(s) continuously available to KICs Reporting and payment and CFS working groups meet regularly and prepare relevant simplified concepts and templates Shared Services Centre of Administrative Excellence operations launched	TFS/ Forum meeting action points followed and implemented EIT Register of TFS actions is continuously maintained Updated Annotated GA and templates, updated FAQ page Centre of Administrative Excellence in place.
#6 Start-up Phase EIT Water	Start-up Phase for EIT Water to be concluded, including lessons learnt and shared services available Partnership Agreement signed between EIT and the KIC, including Strategic Agenda	Start-Up Grant Agreement between EIT and the Coordinator of the winning consortium signed Partnership Agreement, incl. Strategic Agenda signed between the EIT and the KIC Model KIC criteria applied	Start-up Grant Agreement SUGA Prefinancing payments are made Partnership Agreement Strategic Agenda

Table 11

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 Business Intelligence data 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;
5) Timely completion of an impact study of the KICs

In 2026, the EIT will continue to implement its monitoring strategy, focusing primarily on KICs' internal processes in line with the KIC operational model and HE framework. In line with its supervision framework, the EIT will devote specific attention to KICs with emerging strategic concerns, as well as duly follow up on previously detected issues, requiring for example close supervision of EIT Culture & Creativity, a recently established KIC with a newly developed control environment.

The EIT Monitoring and Evaluation Strategy adopted in 2022 will guide the development of the 2026-27 Monitoring Plan, 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, progress towards financial sustainability)
- 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
#7 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 visits completed Updated Business Intelligence and improved KIC challenges briefings for EIT GB	Updated Business Intelligence KIC supervision reports KIC challenges document related to potential KIC Hearing GB rapporteur minutes of meeting Reports/ briefings to management and EIT GB and effective actions proposed

		Supervision Framework of KICs applied; timely delivery of high-quality reports on performed intervention measures	
#8 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 2026-2027 with up to 10 priority monitoring actions 100% of planned monitoring activities implemented and all reports formally approved for activities completed Follow up of previous recommendations by KICs ensured, linked to grant report assessments and payments	Monitoring plan 2025-2027 updated for 2026 and implementation overseen Monitoring reports Recommendations implementation repository updated
#9 EIT related evaluations and reviews	EIT conducts a 7-year assessment of EIT Urban Mobility and EIT Manufacturing and 3-year reviews of EIT Health and EIT RawMaterials in accordance with the adopted methodologies	Assessments being implemented as per the methodologies adopted by the EIT GB	Assessment reports GB decision on continuation of the Partnership Agreement with EIT Manufacturing and EIT UM

Table 12

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: 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, and contribute to closing the skills gap identified in the EU STEM strategy in synergy with European Universities initiative.

Following the positive evaluation of the pilot phase (2021-2023) and the GB Decision on continuation of the Initiative beyond the pilot phase, in 2026, the EIT will continue implementing this activity to support entrepreneurship and innovation in higher education as introduced in the SIA 2021-2027 and in line with the commitment and ambition laid down in the STEM Strategy, engaging the European Universities alliances.

Sub-Objective #2: Implement a set of targeted EIT Community actions that promote knowledge triangle integration and contribute to the Union of Skills (i.e EIT Girls Go STEM and STEM Induction).

The European Union's future competitiveness depends on a highly skilled workforce, particularly in STEM fields. The “Union of Skills” highlights significant challenges: underrepresentation of women and individuals from disadvantaged backgrounds in STEM, a lack of engagement with STEM subjects among young people, and insufficient development of entrepreneurial mindsets. These issues hinder the EU's ability to reach its full potential in innovation and growth.

To address this issue the EIT is committed to deliver actions contributing to the Union of Skills:

- EIT Girls Go STEM – empowering the next generation of STEM leaders;
- EIT STEM Tech Talent Induction: from Deep Tech to STEM

Sub-Objective #3: To deliver the objectives set out in the EIT Innovation Campus, the EIT KICS activities on Education, 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
- Building on the know-how developed so far with the Skills Academies implementation, the EIT will expand the learner target of existing Academies and launch new ones in key sectors and critical value chains

Overview and monitor implementing of the new elements of the EIT Label model, extending it beyond academic education.

Sub-Objective #4: The EIT will facilitate synergies with other relevant programmes, shared services towards the KICs, and exchanges of experiences and best practices between KICs.

In 2026, the EIT will continue exploring synergies in education with other programmes and initiatives. 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 **Entrepreneurial Education & Skills** EIT Community cluster, the EIT will continue building up the EIT Innovation Campus as an umbrella initiative to integrate all education programmes. Through the Education Panel the EIT will connect KICs with other relevant programmes to explore potential synergy opportunities to be followed up by KICs.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#10 Monitoring of the implementation of the EIT HEI Initiative: Innovation Capacity Building for Higher Education	HEI initiative is effectively and efficiently implemented	EIT effectively monitors Call 4 implementation Implementation of Call 5 in 2026-27 targeting synergies with European University Alliances and the STEM Education Strategy	Monitoring reports (Call 4) EIT approves Call 5 selection report
#11 Oversee the new EIT Label model	EIT Label programmes are assessed in a timely and quality manner	Application round for new EIT Label programmes Annual evaluation of applications Effective quality assurance mechanism in place (expert advice) Continuous monitoring ensuring labelling of all education and slikks programmes	2026 EIT Decisions awarding label adopted Quality assurance mechanism delivers reports Evaluation and monitoring report for the label
#12 Implementation of Contribution Agreements	Effective implementation of Contribution Agreements with EC services	Implementation of the European Solar Academy (GROW), the European Advanced Materials Academy (RTD), the European Raw Materials Academy (GROW), the European Hydrogen Academy (EMPL) and the European Wind Academy (EMPL).	Contribution Agreements under implementation. Deliverablesassessment, Monitoring Reports Payments completed. Skills Academies concept EIT Progress Reports submitted in line with

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Implementation of the Critical Raw Materials Facility (INTPA). Implementation of EIT AHEAD - African Higher Education and Development (INTPA). Further Contribution Agreements concluded as appropriate Pre-financing and Interim payments for Academies / Contribution Agreements completed. Monitoring, deliverables assessment performed, additional prefinancing report assessed. Overarching concept of EIT Academies under Net-Zero Industry Act and Union of Skills	the Contribution Agreements and monitoring.

Table 13

2.2 Increasing the regional impact of the EIT Community

Objective: Deliver the EIT Regional Innovation Scheme and focus additional outreach support activities on EU candidate countries, including Ukraine, Moldova, Türkiye and Western Balkan countries and EU Outermost Regions.

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[30]), as well as in the EU Outermost Regions. The EIT is also committed to supporting EU candidate countries and other priority countries in the EU's neighbourhood which need to boost their innovation capacity but are not eligible for the EIT RIS in line with the provisions of the EIT Legislative Framework.

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

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

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 and enhanced from 2025. 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.

A new EIT Community Hub is also planned to be established in Kosovo in order to cement the EIT's on-the-ground presence across all Western Balkan economies. In 2026-2028, the EIT Community will continue supporting the Ukrainian innovation ecosystems, whilst support to Moldova will be boosted through the establishment of a new EIT Community Hub. An EIT Community Hub is also planned for Armenia to better contribute towards EU policy priorities. 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 further 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 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. Building on the EIT Strategy on Outermost Regions adopted in 2024, the EIT will dedicate greater effort to maximising the innovation potential of the EU Outermost Regions.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#13 Implement the RIS Implementation Framework	Application of the updated RIS implementation framework improving the results and coordination of EIT RIS actions The EIT Regional Innovation Booster Pilot common implementation framework operationalised	EIT continues with the implementation of an effective supervision and coordination mechanism and principles for EIT Community Hubs, having integrating all existing EIT RIS Hubs from the end of 2025 New EIT RIS country-specific roadmap (2026-2028) adopted and under implementation EIT RIB implementation in at least 4 Pilot Countries (PL, MT, HU, HR)	Adoption and full implementation of the EIT RIS country-specific roadmaps (2026-2028) Continued implementation of the EIT RIS implementation Framework (2022-2027) Written confirmation/ MoUs with EU services/ RIS countries The EIT Regional Innovation Booster implementation

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#14 EIT supports the innovation ecosystems of EU Accession Countries including Ukraine, Moldova, Türkiye and the Western Balkans	EIT community effectively supports the innovation ecosystems of EU Accession Countries including Ukraine, Moldova, Türkiye and the Western Balkans	Implementation and monitoring of additional support activities targeting Ukraine, Moldova, Türkiye and the Western Balkans as well as other EU Accession and priority neighbourhood Countries as appropriate, New EIT Community Hubs in Moldova, Armenia and Kosovo	KICs' support implemented targeting Ukraine, Moldova, Türkiye and the Western Balkans

Table 14

2.3 Effectively disseminate results produced by EIT Community

Objective: EIT Community results are disseminated effectively and increasingly put into use
Overarching KPIs[31]:

- 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.

- 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 continue its participation with EIT KICs 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 can be implemented by the EIT 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.

[31] Aligned with EIT's Impact Framework.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#15 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 and increases its use Uptake of services by EIT KICs of Horizon Europe dissemination tools, including the Horizon Results Booster and the Horizon Results Platform EIT results available on the Horizon Results Platform to support dissemination of results Concept for EIT level community of successful start ups in place and under implementation Available Fact sheets for 10 KICs, Countries that are members of the MSRG and Success Stories	Updated online Knowledge Centre, and updated Country specific and KIC specific Factsheets and 3 success stories per country 15 results per EIT KIC per year published on the Horizon Results Platform Successful start up community support in place and under implementation Fact sheets per MSRG countries and per KIC with key data and success stories

Table 15

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 Memorandum of Cooperation framework, with the closure of the pilot grants for the 2025 MoC activities and the implementation of the 2026-2027 grant. The EIT will supervise and monitor the implementation of the KIC post-15 activities in 2026 and manage the grant. It shall also undertake, with external expert support, a review of the implementation of the MoC before the end of the Horizon Europe Framework Programme.

Overarching KPIs:

1. Number of KICs delivering results and impact beyond 15 years.

2. Number 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
#16 Implementation of the strategic cooperation framework with KICs beyond year 15	1st wave of KICs remain financially sustainable and deliver impact and EU added value	Monitoring and cooperation framework developed based on the pilot implementation of the Memorandum of Cooperation Continued supervision of MoCs implementation with the first wave KICs Review of the implementation of the MoC with recommendations to the GB for continuation options	Strategic cooperation framework implementation

Table 16

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 and EU Prize for Women Innovators

Objectives:

- ***To implement the EIT 2026 Awards concept that will recognise the most promising innovators and entrepreneurs in Europe and also increase the EIT's visibility.***
- ***To jointly organise the Prize for Women Innovators with the EIC.***

The Awards will raise the visibility of key EIT activities through a dedicated communication campaign and will also include 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.

The EIT will also jointly organise the EU Prize for Women Innovators 2026 with the European Innovation Council (EIC) as well as launch the call for the 2027 edition.

More specifically:

Actions [main activities]	Indicator [KPI]	Target	Main outputs
#17 Implementation of the 2026 EIT Innovation Awards and the European Prize for Women Innovators 2026 and launch of the 2027 call	Timely implementation of the 2026 EIT Innovation Awards competition based on lessons learned. Successful joint organisation of the European Prize for Women Innovators with the EIC.	Successful preparation for the implementation of the EIT Innovation Awards 2026. Lessons learnt completed and concept based onEIT Innovation Awards 2025. Successful preparation for the implementation of the EIT women category under the European Prize for Women Innovators	Process and communications campaign for 2026 EIT Innovation Awards winners selection and announcement delivered. Process and communications campaign for 2026 EU Prize for Women Innovators together with EIC and launch of new call.

Table 17

More detailed information is provided in Annex XII.

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. Each of the EIT Community cross-KIC activities are of strategic nature, implemented by a lead KIC and closely supervised by the EIT. 2026 will be the first year of implementation of the new funding cycle.

Currently the EIT Community cross-KIC activities are grouped in the following 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 Regional Innovations and Internationalisation (Jumpstarter, EIT Community Hub collaboration, Western Balkans, Ukraine, Moldova, Israel, UK, Global Platform)
3. EIT Community Innovation & Business Creation (Artificial Intelligence, New European Bauhaus, Women Entrepreneurship and Leadership "Supernovas")
4. EIT Community Entrepreneurial Education & Skills (DTTI, EIT Youth, EIT Alumni, EIT Campus, the Next Generation Innovation Talents scheme)

Global Outreach

The objective in 2026 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.

2026 will be the fourth 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 international activities. By doing so, the EIT Global Outreach Programme (implemented via the EIT Community Strategic Outreach 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.

Synergies and complementarities with other programmes

The objective in 2026 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, ENEST, MENA, CNCT, JRC, EISMEA, the European Structural and Investment Funds, Erasmus, Digital Europe Programme, InvestEU, Creative Europe, COSME, EUIPO, EPO, and the Copernicus Programme).

Actions	Indicator [KPI]	Target	Main outputs
#18 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 activities clusters All GAs Amendments signed by Q1 2026 for FA 2026-2028 2023-25 GA final reports are assessed within 90 days	EIT Community activities portfolio monitoring as per the EIT Monitoring Plan Final payments made to the KICs for 2023-25

Actions	Indicator [KPI]	Target	Main outputs
#19 EIT Community coordination and Horizon Europe pillar III synergies	Implementation of EIT Community coordination and synergies covering Business Creation, Innovation, Education and RIS to enhance EIT impact and best practice sharing.	4 meetings for each Pillar Panel with relevant agendas, action points and ensuring integrated approach among panels Panel minutes, action points provided Set up and follow up of synergies with Horizon Europe and beyond (e.g. Partnerships, MSCA, ERC, COST, JRC, NEB, EUIPO) Collaboration as per EIT-EIC Memorandum of Cooperation and agreed joint operational work plan EIT-EIC Board level WG effectively supported EC pillar III Director's meetings effectively supported	Action points panels Report from established synergies with MoUs EIC-EIT operational cooperation in place EIC-EIT Joint Board WG meeting materials and action points Pillar III Directors materials prepared and action points followed up MoUs with other services
#20 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 individual global outreach activities focussed on UK, Israel and India	Cross-KICs and individual global outreach KIC activities in line with EIT Global Outreach Framework

Table 18

3. EIT Governance and 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 2025 Internal Control self-assessment presented to the EIT Management
2. Mitigating measures proposed in 2025 and implemented in 2026 which address internal weaknesses and major risks.
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 2025 and SPD 2027-2029 timely prepared.

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.
- 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's Member State Representatives Group (MSRG), including regular updates about EIT's activities and results at national and EU levels, facilitation of exchanges on strategic issues and overall 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 other as relevant, 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	Indicator [KPI]	Target	Main outputs
#21 Effective and efficient conduct of EIT GB meetings, EIT management and EIT decision-making	Effective EIT Governing Board (GB), Executive Committee (ExCo), Audit Committee (AC), GB Advisory Group (AG) and management of EIT	Effective and timely preparation and implementation of at least four regular GB meetings, four regular Executive Committee (ExCo) Meetings, two Audit Committee meetings, regular meetings of GB AGs. GB Decisions adopted in line with the strategic, operational and administrative needs and deadlines	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 2025 preparation SPD 2027-2029 preparation and approval

Actions	Indicator [KPI]	Target	Main outputs
		Effective mobilisation of GB Members in working and advisory groups Effective selection and onboarding of new EIT GB members Effective EIT management meetings and internal communications Effective and timely planning monitoring and reporting	Draft SPD 2028 – 2030 preparation Weekly management meetings Four quarterly reviews conducted Four all staff meetings organised
#22 EIT KIC Forum	The EIT KIC CEO Forum tackles effectives strategic issues faced by the EIT community	Four Forum meetings with action points Supervise implementation of EIT Community cooperation principles	Forum meetings action point implemented in a timely manner EIT Community cooperation principles
#23 Member State Representative Group (MSRG)	Effective MSRG positively contributing to EIT governance and increases EIT visibility	Effective organisation of two annual meetings and regular communication on key developments and achievements via the MSRG secretariat maintained throughout the year Improved participation and engagement of MSRG in the EIT's governance and awareness raising at national and regional levels, in particular through regular exchanges on strategic issues and provision of information and data relevant for MS	Meeting Minutes and Public Summaries MSRG opinions and strategic advice delivered to the GB in line with the EIT Regulation MSRG members stakeholder engagement actions
#24 Implementation and Coordination of the EIT Internal Control Framework	Efficient and Effective internal control system	All Agency operational; financial and administrative SOPs are updated 90% of the baseline Internal Control indicators set for 2025 are met	Updated SOPs Register of exceptions and non-compliance ICC Report 2025 Updated Risk Register Reports to EU institutions

Actions	Indicator [KPI]	Target	Main outputs
		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 5 re-current exceptions/internal control weaknesses reported in 2026 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 Cooperation, submission of information/documents as per the MoU with DG EAC	ECA and IAS audit action plans status reports Budgetary-financial reports, documents Information timely submitted to DG EAC Action points from the coordination calls with DG EAC implemented
#25 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 Follow up and implementation of recommendations from OLAF reports	EIT 2024 -2027 Anti-Fraud strategy and action plan implemented according to the plan Implementation of recommendations from OLAF reports Report to GB and EIT management on implementation of the EIT's Anti-fraud strategy and OLAF cases
#26 Implementation of EIT horizontal agendas	The EIT Gender Equality Action Plan and Sustainability Action Plan are effectively and efficiently implemented Effective participation in EUAN, positively supporting the EUAN strategy	Core KPIs outlined in the EIT Gender Equality Action Plan 2025-2027 are met. Timely and effective implementation of the sustainability action plan,. Effective participation in the EUAN Steering Board with CEPOL until March 2026	Report from the implementation of the EIT Gender Equality Action Plan 2025-2027. Annual Sustainability action plan, incl. Annual Carbon Footprint report to the EIT EUAN Shared Service activity report

Actions	Indicator [KPI]	Target	Main outputs
	implementation and benefit from shared services	EUAN Shared service initiative with other EUAN members implemented based on MoU AI training provided to EUAN members	AI training

Table 19

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 and citizens 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. More beneficiaries reached by EIT Community activities across the entire innovation pipeline.
3. Key stakeholders increase their support for the EIT mission, its objectives, and its activities

To achieve this objective, the EIT will keep on implementing its communications strategy.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#27 Develop and manage EIT Communications Framework	Implementation of EIT Communication strategy and plan aligned with the Governing Board's future vision and EU policy priorities	Adoption of the annual Communication Plan 2026 with defined priorities, objectives, and KPIs Effective implementation of Specific Contracts and activities to deliver the plan ensuring quality and timely outputs Coordination and optimisation of EIT Community Communications Framework including joint initiatives, messaging	Communications Annual Plan 2026 Monthly dashboard delivered for communications and engagement results Implementation of Communications and Events Framework and Specific Contracts, with strengthened communication coordination with KICs Annual update of EIT Community Communication Guidelines and regular revision of key messaging

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		alignment, and brand simplification Maintain and comprehensively use EIT pitch	Collection of real-life impact examples and success stories (learners, startups, partners) EIT pitch
#28 Coordination of Communications Channels and Tools	Increased awareness and understanding of the EIT's unique value, its activities and results among priority EIT audiences	Develop engaging and accessible EIT content for distribution across channels, leveraging visuals and multimedia Manage and improve EIT website and social media channels to ensure content is of high quality, accessible and up to date and increases visibility Strengthen EIT relations with media to increase EIT Community press coverage through tailored engagement with journalists, press trips, proactive pitching, and optimised media placement Boost following and engagement on EIT website and social media channels EIT history project completed	Maintain up-to-date corporate communication assets (key messages, FAQs, LTTs, presentations) Deliver targeted newsletters to stakeholder groups, incl. regular activity reports to GB and Commissioners Publish online corporate reports (Impact Report, country/KIC factsheets, evaluations), Management and update of EIT Community results, opportunities and events on the EIT website to facilitate access to relevant information from the EIT Community Press releases and news items for key EIT and EIT Community announcements around milestones to increase reach and visibility Two press events and media placements organised linked to EU priorities/EIT milestones Response to all press queries in a timely manner Impactful and engaging website and social media posts, incl. videos Launch of creative campaigns to increase engagement

Actions [main activity]	Indicator [KPI]	Target	Main outputs
			Operation and maintenance of the EIT website ensured, including continuous improvement of its functionalities EIT model and history published
#29 Coordination of Engagement Channels and Tools	Build, maintain and strengthen trusted relations with EIT stakeholders in line with Strakeholder strategy	Strengthen relations with external stakeholders through EIT participation in high-impact events and meetings in line with the Stakeholder Strategy and Plan, with focus on the European Commission European Parliament and Council/Member States. Boost EIT visibility through organisation of targeted events for priority stakeholders	Comprehensive support EIT GB members and EIT Director and EIT management staff participation in high-level events Organisation of the EIT Stakeholders Forum at the EIT House, annual EC services meeting as well as dedicated meetings in events in Member States and in Brussels. Bilateral meetings and exchanges with EU, national, regional and sectoral R&I stakeholders based in Brussels
#30 EIT NCP network	Further strengthen operations of EIT NCP network	EIT National Contact Point network well maintained and EIT NCP secretariat performs efficiently and effectively CSA grant implemented according to Call milestones	EIT NCP network maintained with two in-person meetings CSA grant implemented

Table 20

3.3 Effective administrative services

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

Overarching KPIs:
1. Administrative procedures are up-to-date;
2. IT tools are put in place which save time on administrative tasks;
3. Transition to SUMMA is successfully completed;

3. Outsourced activities leading to real efficiency gains are contracted.

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, the implementation and execution of a learning and development policy for staff.

This includes the following activities:

- 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;
- Provide reliable human resources planning and procedures;
- Implement appraisal and reclassification exercise;
- Continue to ensure the availability of highly qualified staff to meet the EIT's objectives;
- Support the professional development of staff and further strengthen their competency and skills base, as well as their efficiency;
- Ensure a high-quality working environment and promote equal opportunities;
- Ensure a sound framework for management and administration of the EIT's staff.

3.3.2 Finance, Budget, Procurement and Accounting

Objective: 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:

- Ensure accurate budget planning;
- Implement multiannual budgetary planning system to ensure budget planning and monitoring for the full MFF period;
- Ensure that budget implementation follows forecasts and results in high absorption of commitment and payment appropriations;
- Provide compliant, effective, and efficient financial framework and procedures;
- Provide compliant, effective, and efficient procurement system and procedures;
- Provide timely assistance and support to the EIT's accountant in fulfilling his function[32] by providing relevant financial and budgetary data and information;
- Provide relevant training in finance, budget and procurement matters to all EIT staff to increase awareness and compliance with financial frameworks and procurement system procedures;
- Ensure compliance with the EU and EIT's Financial Regulations and the relevant internal procedures;
- Provide reasonably assured a true and fair view of the financial position of EIT in all material aspects;
- Complete transition from ABAC to SUMMA, with extensive support of finance and budget team members and local account managers. Ofsite hhyber care will be provided in the

3.3.3 ICT and Infrastructure

Management of Information and Communication Technologies (ICT)

[32] The EIT is outsourcing the accountant function from FRA, by concluding an MoU in 2023.

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 2026 according to the ICT Strategy, ICT Policy, Cybersecurity Policies, IT Service Catalogue.
- Continue the implementation of the Cyber-Security Regulation by EC.
- Outsourced L2 support under EIT FWC.
- Apply efficiently the adopted PM2.
- Training and awareness on Cybersecurity and AI.
- Support on external tools: e-Grants, KIC IT Tool, Business Intelligence, SUMMA.
- 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:

- Continue implementation of the data protection action plan to ensure compliance with data protection rules.
- Involvement of the DPO in the set-up of new processes.
- 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.

The implementation of this objective is focused on two main areas, including but not limited to:

1. 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.

2. 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.

3.3.7 Legal support

Objective: To provide legal support to the EIT operations to ensure a high level of compliance with the requirements of the EIT and HE legal framework

This will be achieved through:

- timely and effective handling of all legal requests by EIT management, complaints, and proceedings (in line with the prioritised legal coordination table);
- legal review of EIT GB and EIT decisions and of responses to complaints;
- providing legal advice to and raising awareness of EIT staff members of the EIT and HE legal framework

3.3.8 Sustainability of EIT administration

Objective: To effectively deliver the EIT contribution to EU climate targets and becomes carbon neutral through offsetting of its footprint.

This will be achieved through timely and effective implementation of the EIT's sustainability action plan, including priorities of building management, missions and carbon compensation after the residual emission on a yearly basis.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#31 Procurement and contracting 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 31 December 2026 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures. 2026 Procurement Plan is updated twice a year basis. 97% of procurement procedures without formal complaints/court cases.	Contracts are registered in SUMMA/ABAC. All procurement procedures are concluded in PPMT. Procurement plan is kept updated during the year, as well as subject of mid-term approval. Contracts concluded and implemented in line with procurement plan. Total number of procurement procedures with complaints/court are

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Publication of contracts awarded in the previous year on the EIT website by end of Q2 2026. Procurement procedures up-to-date and high level of staff awareness. Effective support and advice provided to OIAs.	below 3% (targeted figure: 0%). Annual publication of list of contracts is completed by 30 June 2026. Procurement SOPs and Guides are uploaded and available on the intranet.
#32 Expert management	Effective support across the EIT through the recruitment and deployment of independent experts managed smoothly and in a timely manner	Approx. 20 experts contracted in due time and in line with policy/ SOP. Effective support to the relevant projects confirmed by EIT staff.	Timely contracting, deployment and payment of experts. Application of the revised experts management policy and SOP.
#33 Budget	High level of absorption of EIT funds	> 95% of non-grant commitment and > 90% payment appropriations absorbed by Q4/2026. Effective budget reviews and amendments. EIT's assets are inventoried and effective functioning of the Asset Retirement Committee to remove written off items.	Quarterly budget implementation vs forecast reports are drafted per unit/department including reports on late payments and reporting to EC in line with MoU. Budget amendments, transfers are put in place and amendments are published in the OJ. Regular budget.
#34 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.	Financial delegations are up to date and available on the SharePoint. Salary payments via PMO. Regular Finance trainings. Finance and Budgetary SOPs are up to date. Annual verification of IT access rights based on

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Share of late payments is maximum 5% . Contribute to the validation of local system performed by DGBUDG by the deadline set. Transition plan to SUMMA implemented.	appointment by the Director. SUMMA is used at the EIT for financial and accounting purposes.
#35 Accounting	EIT annual accounts adopted, without comments	Maintain SLA with FRA for Accounting Officer Timely performance of accounting and accounting correspondent tasks, incl. recovery enforcement. Annual audit of accounts. Ensure that inventory checks carried out before the end of the year and with >98% accuracy, updated. Asset retirement	SLA Accounting officer Quarterly accounting control report. EIT preliminary and final accounts. Report on annual inventory check (incl. IT). Asset Retirement Committee minutes and decision on write off. Enforcement of recoveries by Accountant
#36 Data Protection and document management	The EIT is fully compliant with Data Protection Regulations and effective system to implement the rules in its operations. Effective implementation of EIT Decision on Document management and Policy on archiving	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 controller with the support of the DPO. EIT data protection framework, incl. decisions up to date. Data breaches minimised and followed up in case they occur. Timely response to access to documents requests.	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. Access to document request addressed. Document Management via ARES, Sharepoint and physical archives up to date. DM focal point network minutes. Data Protection Impact Assessment prepared upon need.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Effective document management system in place, incl. effective handling of sensitive documents. Ensure proper maintenance of documentation in ARES. Data Protection Impact Assessment in place.	
#37 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 (in line with the prioritised legal coordination table). 100% legal review of EIT GB and EIT decisions and responses to complaints. High level of awareness of EIT staff members of the EIT and HE legal framework.	Legal review of GB and EIT decisions and legal advice and training provided to EIT management and staff via prioritisation of legal coordination table. Legal review of responses to complaints and litigations.
#38 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 in Budapest and Brussels. 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).	Effective office maintenance. Reports on security incidents if needed, safety training to the staff.
#39 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	Adopt implementing rules of the Staff Regulation within the deadlines. Timely completion of appraisal (by Q2) and reclassification (by Q4).	Overview table on implementing rules. Decisions and implementing rules. Finalised appraisal exercise and reclassification exercise.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
	e-services and related IT tools	All HR processes are fully integrated in SYSPER, ARES and EIT Intranet, workflows and online forms adjusted. 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.	SYSPER modules available. E-ticketing service tracker. e-HR services for all forms and procedures. Timely implementation of the payroll. Timely implementation of individual rights and working conditions.
#40 Attract and maintain high quality staff	EIT is fully staffed in line with its Establishment Plan Effective training, skill and competence development for EIT staff	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. 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 and support by the trainee coordinator. Support implementation of management action plan from staff survey 90% of in-house training sessions provided according to plan.	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. In-house training sessions completed according to the approved timeline indicated in the training plan. Monitor implementation of Management Action Plan based on staff survey 2024 Annual survey on staff well-being. Confidential Counsellor System Competency Framework in use.

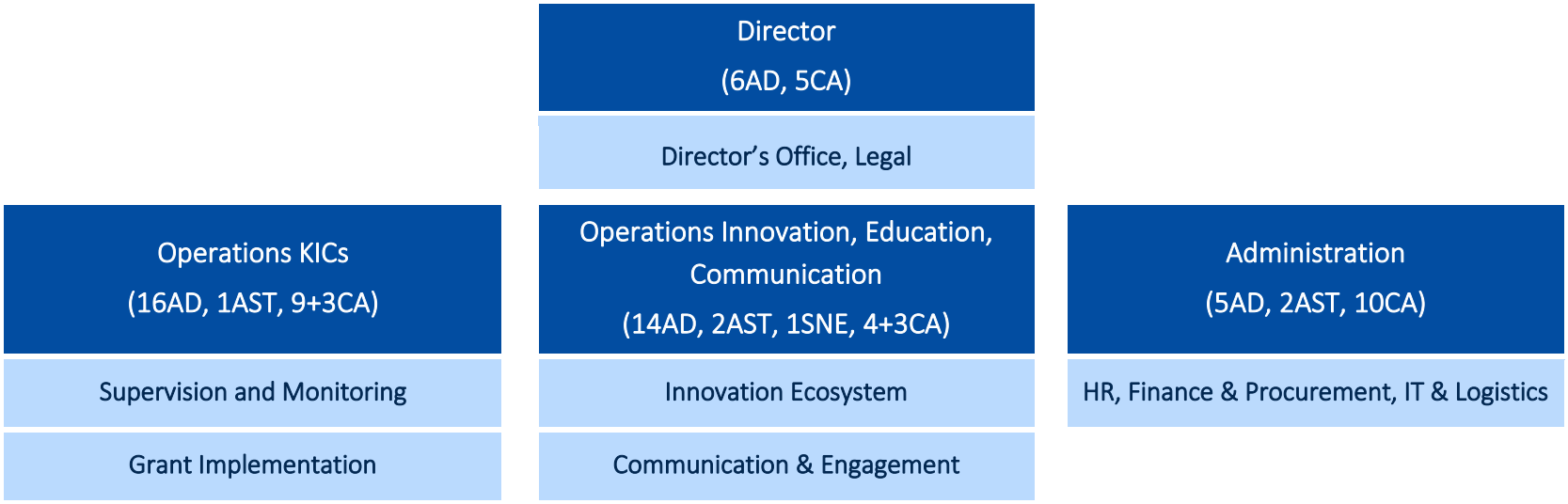
Actions [main activity]	Indicator [KPI]	Target	Main outputs
		All staff have training and development plans and implement them by 90%. Confidential Counsellor System implemented in line with Staff Regulations. Competency Framework finalised.	
#41 Staff Committee, social policies and work environment	Involve staff committee efficiently and effectively in related policies and decision making (decisions, social policies) Increased attractiveness and improved work environment for EIT staff	Timely dialogue and consultation with SC in relevant staff-related policies Effective dialogue with staff committee on priority topics raised Priority measures agreed between the EIT staff committee and EIT management implemented Timely and effective implementation of the schooling policy, and public transport policy. Medical check-ups provided to staff on an annual basis and for new recruitments. Additional Social policies implemented. Timely planning and implementation of activities of the Social Committee.	Staff committee opinions. Number and quality of social activities implemented (in cooperation with EIT Social Committee). Implementation of social policies. Schooling policy implementation. Recruitment, ad hoc and annual medical checks.
#42 Provide adequate IT Governance and Management	Effective IT Services, governance and Management	Make general and individualised IT systems (hardware and software) available to all staff as required and operate at a high level of efficiency and effectiveness.	Available IT systems to all staff and external users 99.99% ICT Governance published on Intranet (Strategy, Plans, SoP, Policies).

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Perform two annual satisfaction survey to all staff. 90% assets monitored. 90% maintenance operations done. 4 ITSC meetings. AI act implementation ensured.	Reports on IT significant incidents, availability, Master Plan, Satisfaction Survey and monitoring of the ICT Strategy implementation to the ITSC . Quarter Reports ITSC meetings to Management. AI Large Language Models assessed, and AI act implemented.
#43 Ensure high level of IT security	Implementation of high level of Cybersecurity	Meet provisions of the Cybersecurity regulations incl. risk assessment in place, subject to regular reviews. Maturity assessment in place, subject to regular reviews. Compliance assessment in place. Data Protection Impact Assessment in place. Cybersecurity Plan in place, subject to regular reviews. Cybersecurity Framework and policies in place, subject to regular reviews.	Maintain and update the IT Risk Register by identifying existing and emerging risks. Report the results of assessments, audits, phishing simulations, red team exercises, and penetration tests to senior management and the ITSC. Report significant cybersecurity incidents directly to senior management/Board and provide operational updates to the ITSC. Report on the implementation status of the Cybersecurity Plan to senior management, while coordinating execution and progress tracking with the ITSC.

Table 21

Annexes

Annex I: Organisation chart of the Agency for year 2026



Annex II: Resource allocation per activity 2026 – 2028[33]

Activity	2025			2026			2027			2028[34]		
	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	12	490,698,202*	16	12	489,998,16	17	11	422,504,45	17	11	476,253,793
Supporting the innovation capacity of higher education	2	4	0	2	7	0.00	5	4	57,200	5	3	59,488
EIT cross-cutting activities	12	4	4,624,317	12	4	1,297,000	12	4	5,541,145	12	4	5,762,791
out of which Impact monitoring and evaluation	*6*	*2*	*337,180*	*6*	*2*	*94,000*	*6*	*2*	*2,036,298*	*6*	*2*	*1,500,000*
out of which synergies and complementarities with other programmes	*6*	*2*	*4,287,137*	*6*	*2*	*1,203,000*	*6*	*2*	*1,182,554*	*6*	*2*	*4,262,791*
Strategy: Coordination and implementation	10	1	426,242	10	1	720,370	10	1	1,580,091	10	1	1,650,000
Administrative support and coordination (ADM)	6	11	10,938,519	6	11	11,728,425	6	11	11,548,270	6	11	12,010,201
Total:	**46**	**32**	**506,687,280**	**46**	**35**	**503,743,96**	**50**	**31**	**441,231,159**	**50**	**30**	**495,736,273**

**Includes EUR 8,900,000 stemming from contribution agreements concluded with EC DGs*

[33] The financial and FTEs needs for year 2028 will depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.
[34] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

Annex III: Financial resources 2026-2028[35] [36]

Table 1 – Revenue

General Revenues

REVENUES	2025	2026
	Revenues estimated by the Agency	Budget forecast
EU contribution	413,701,301	422,864,440
Other revenues	83,978,726	80,879,523**
TOTAL REVENUES	**497,680,027**	**503,743,963**

***Includes EUR 69.885.048 third countries contributions*

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

[36] The financial needs for year 2028 will depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

REVENUES	General revenues						
	Executed Budget 2024	Estimated Budget 2025	Draft Budget 2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028[37]
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	413,415,727	413,701,301	422,864,440	422,864,440	2.21	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)	14,492,964	83,978,726	80,879,523	80,879,523	-3.69	15,085,554	16,949,067
- Of which EEA/EFTA (excl. Switzerland)	*14,492,964*	*11,273,168*	*10,994,475*	*10,994,475*	*-2.00*	*15,085,554*	*16,949,067*
- Of which candidate countries	*p.m.*	*72,705,559*	*69,885,048*	*69,885,048*	*-4.00*		
4 OTHER CONTRIBUTIONS	16,669,872	8,900,000					
5 ADMINISTRATIVE OPERATIONS	33,225	107,253					
- 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	238,117						
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	**444,849,905**	**506,687,280**	**503,743,963**	**503,743,963**	**-0.58**	**441,231,159**	**495,736,273**

EFTA: Estimated rate is 3.54% that is based on figure for 2024.
EFTA: Estimated rate is 2.75% which is based on figure for 2025 and 2.60% for 2026.

[37] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

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

REVENUES	Additional EU funding: contribution, grant and service level agreements						
	Executed Budget 2024	Estimated budget 2025	Draft Budget 2026		VAR 2026/2025 (%)	Envisaged 2027	Envisaged 2028 [38]
			Agency request	Budget forecast			
Additional EU funding stemming from grant agreements (FFR Art.7)							
Additional EU funding stemming from contribution agreements (FFR Art.7)	16,669,872	8,900,000	56,942,128	56,942,128	540	4,120,000	200,000
Additional EU funding stemming from service level agreements (FFR Art. 43.2)							
TOTAL	**16,669,872**	**8,900,000**	**56,942,128**	**56,942,128**	**540**	**4,120,000**	**200,000**

Table 2 – Expenditure

Expenditure	2025		2026	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure	9,330,346	9,330,346	10,244,195	10,244,195
Title 2 – Infrastructure and operating expenditure	1,500,921	1,500,921	1,484,230	1,484,230
Title 3 – Operational expenditure	486,956,013	415,273,585	492,015,538	442,862,500
Title 4 – Other operational expenditure	8,900,000	8,900,000	p.m	p.m
TOTAL EXPENDITURE	**506,687,280**	**426,104,851**	**503,743,963**	**454,590,925**

[38] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

EXPENDITURE	Commitment appropriations						
	Executed Budget 2024	Budget 2025	Budget 2026		VAR 2026/2025	Envisaged in 2027	Envisaged in 2028 [39]
			Agency request	Budget forecast			
Title 1 Staff Expenditure	**9,557,994**	**9,330,346**	10,244,195	10,244,195	**9.79**	**9,939,326**	**10,336,899**
11 Staff expenditure	7,816,287	7,972,671	8,921,269	8,921,269	11.90	8,237,886	8,567,401
12 External personnel	1,741,707	1,357,675	1,322,926	1,322,926	-2.56	1,701,440	1,769,488
Title 2 Building, equipment and associated costs	**1,771,142**	**1,500,921**	**1,484,230**	**1,484,230**	**-1.11**	**1,608,944**	**1,673,302**
21 Building, equipment and associated costs	674,596.92	391,918	294,840	294,840	-24.77	417,552	434,254
22 Information and communication technology	600,861.19	642,739	652,400	652,400	1.50	700,190	728,198
23 Miscellaneous expenditure	495,683.95	466,264	536,990	536,990	15.17	491,202	510,850
Title 3 Operational expenditure	**433,520,770**	**486,956,013**	**492,015,538**	**492,015,538**	**1.04**	**429,682,889**	**483,726,072**
31 KICs and knowledge triangle integration	431,060,495	482,331,696	490,718,538	490,718,538	1.74	424,084,544	477,903,793
32 EIT cross-cutting activities	2,361,500	4,624,317	1,297,000	1,297,000	-71.95	5,541,145	5,762,791

[39] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

EXPENDITURE	Commitment appropriations						
	Executed Budget 2024	Budget 2025	Budget 2026		VAR 2026/2025	Envisaged in 2027	Envisaged in 2028 [39]
			Agency request	Budget forecast			
33 Supporting the innovation capacity of higher education	83,925	0	0	0	0	57,200.00	59,488 .00
Title 4 Other operational expenditure	0	8,900,000					
41 Contribution agreements with EC DGs	0	8,900,000	p.m	p.m			
TOTAL EXPENDITURE	444,849,905	506,687,280	503,743,963	503,743,963	1.20	441,231,159	495,736,273

EXPENDITURE	Payment appropriations						
	Executed Budget 2024	Budget 2025	Draft budget 2026		VAR 2026/2025 (%)	Envisaged in 2027	Envisaged in 2028 [40]
			Agency request	Budget forecast			
Title 1 Staff Expenditure	9,557,994	9,330,346	10,244,195	10,244,195	9.79	9,939,326	10,336,899
11 Staff expenditure	7,816,287	7,972,671	8,921,269	8,921,269	11.90	8,237,886	8,567,401
12 External personnel	1,741,707	1,357,675	1,322,926	1,322,926	-2.56	1,701,440	1,769,498
Title 2 Building, equipment and associated costs	1,771,142	1,500,921	1,484,230	1,484,230	-1.11	1,608,944	1,673,302

[40] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

	Payment appropriations						
EXPENDITURE	Executed Budget 2024	Budget 2025	Draft budget 2026		VAR 2026/2025 (%)	Envisaged in 2027	Envisaged in 2028 [40]
			Agency request	Budget forecast			
21 Building, equipment and associated costs	674,597	391,918	294,840	294,840	-24.77	417,552	434,254
22 Information and communication technology	600,861	642,739	652,400	652,400	1.50	700,190	728,198
23 Miscellaneous expenditure	495,684	466,264	536,990	536,990	15.17	**491,202**	**510,850**
Title 3 Operational expenditure	**452,246,912**	**415,273,585**	**442,862,500**	**442,862,500**	**6.64**	**435,829,433**	**444,433,464**
31 KICs and knowledge triangle integration	449,777,374	413,056,791	440,686,307	440,686,307	6.69	431,186,340	439,604,648
32 EIT cross-cutting activities	2,435,788	2,216,794	2,176,193	2,176,193	-1.83	4,606,588	4,790,852
33 Supporting the innovation capacity of higher education	33,750.00	p.m.	0	0	0	36,504	37,964
Title 4 Other operational expenditure	p.m.	8,900,000	p.m.	p.m.	p.m.	p.m.	p.m.
41 Contribution agreements with EC DGs	p.m.	8,900,000	p.m.	p.m.	p.m	p.m.	p.m.
TOTAL EXPENDITURE	**463,576,047.22**	**435,004,851**	**454,590,925**	**454,590,925**	**6.69**	**447,377,703**	**456,443,665**

Table 3 – Budget outturn and cancellation of appropriations

EUR '000

Budget outturn	2022	2023	2024
Revenue actually received (+)	448,612	363,687	465,795
Payments made (-)	-439,586	-341,855	-432,449
Carryover of appropriations (-)	-9,858	-24,232	-39,929
Cancellation of appropriations carried over (+)	1,267	3,387	20,978
Adjustment for carryover assigned revenue appropriations from previous year (+)	3,320	2,781	7,549
Exchange rate differences (+/-)	-32		27
Adjustment for negative balance from previous year (-)			
TOTAL	**3,723**	**3,768**	**21,971**

Annex IV: Human resources – quantitative information for 2026 – 2028 [41]

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

A. Statutory staff and SNE

Staff	Year 2024			Year 2025	Year 2026	Year 2027 [42]	Year 2028 [43]
ESTABLISHMENT PLAN POSTS	**Authorised budget**	**Actually filled in as of 31/12/2024**	**Occupancy rate %**	**Authorized staff**	**Envisaged staff**	**Envisaged staff**	**Envisaged staff**
Administrators (AD)	40	38	95.0	41	41	45	45
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	42	93.3	46	46	50	50
EXTERNAL STAFF	**FTE corresponding to the authorised budget**	**Executed FTE as of 31/12/2024**	**Execution Rate %**	**Envisaged FTE 2025**	**Envisaged FTE 2026**	**Envisaged FTE 2027**	**Envisaged FTE 2028**
Contract Agents (CA)	26	25	96.2	31	34[44]	31	30[45]
Seconded National Experts (SNE)	1	1	100	1	1	1	1

[41] Personnel needs for year 2028 will depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.
[42] Based on 3.2.2. Human resources 2026 – 2028 - as from 2027, **4 contracted agent posts of the EIT's Establishment Plan** to be transformed into temporary agent posts.
[43] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.
[44] New contribution agreements under Study and Research in Africa, Green Growth Greenland, European Wind Academy and European Hydrogen Academy.
[45] Contribution Agreement on Solar Academy ends in 2027.

TOTAL EXTERNAL STAFF	27	26	96.3	32	32	28	28
TOTAL STAFF	72	68	94.4	78	81	81	80

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

Human Resources	Year 2025	Year 2026	Year 2027	Year 2028 [46]
	Authorised FTE	Authorised FTE	Envisaged FTE	Envisaged FTE
Temporary Agents (TA)	0	0	0	0
Contract Agents (CA) –plus 6 contribution agreements.	3	6	6	5[47]
Seconded National Experts (SNE)	1	1	1	1
TOTAL	4	7	7	6

C. Other Human Resources

- Structural service providers[48]

Intra-muros	Actually in place as of 31/12/2024
IT	1
Communications	1
Maintenance and reception	2

[46] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards

[47] Contribution Agreement on Solar Academy ends in 2027.

[48] 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 31/12/2024
Programme Management	8
Governance	3
Communications	1
Administration	0
Total interims	12

Table 2 - Multi-annual staff policy plan year 2026 - 2028

Category and grade	Establishment plan 2024		Actually filled in as of 31/12/2024		Establishment plan 2025		Envisaged 2026		Envisaged 2027		Envisaged 2028[49]	
	officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	officials	TA
AD 16		0		0		0		0		0		0
AD 15		0		0		1		1		1		1
AD 14		1		1		0		0		0		0
AD 13		0		0		0		0		0		0
AD 12		1		0		1		2		3		4
AD 11		2		5		3		4		5		6
AD 10		9		5		6		7		8		8
AD 9		10		11		11		10		9		9
AD 8		10		6		11		7		7		7
AD 7		6		4		5		6		5		6
AD 6		1		6		2		3		7[50]		4
AD 5		0		0		1		1		0		0
Total AD		**40**		**38**		**41**		**41**		**45**		**45**
AST 11												
AST 10												
AST 9												

[49] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

[50] Based on 3.2.2. Human resources 2026 – 2028 - as from 2027, **4 contracted agent posts of the EIT's Establishment Plan** to be transformed into temporary agent posts.

AST 8												
AST 7		0		0		0		0		1		2
AST 6		0		1		1		2		2		1
AST 5		3		2		3		2		1		1
AST 4		1		1		0		0		1		1
AST 3		1		0		1		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**		**42**		**46**		**46**		**50**		**50**

Contract Agents

Contract Agents	FTE corresponding to the authorised budget 2024	Executed FTE as of 31/12/2024	Headcount as of 31/12/2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026	FTE corresponding to the envisaged budget 2027	FTE corresponding to the envisaged budget 2028[51]
Function Group IV	13	13	17	21	24[52]	20[53]	19[54]
Function Group III	13	9	8	10	10	10	10
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	25[55]	31	34	30	29

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2024	Executed FTE as of 31/12/2024	Headcount as of 31/12/2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027	FTE corresponding to the envisaged budget 2028
TOTAL	1	1	1	1	1	1	1

[51] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.
[52] 3 new contribution agreement posts envisaged
[53] Based on 3.2.2. Human resources 2026 – 2028 - as from 2027, **4 contracted agent posts of the EIT's Establishment Plan** to be transformed into temporary agent posts.
[54] One contribution agreement ends in 2027.
[55] Includes offer letters sent and accepted (2 FGIV and 1 FGIII) as of 31 December 2024.

Table 3 - Recruitment forecasts for 2026 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		1			FGIV
CRM Facility, Advanced Materials, DG GROW		2			FGIV
EIT AHEAD, Green Growth Greenland, European Wind Academy, European Hydrogen Academy		3			FGIV

Annex V: Human resources – qualitative information for 2026-2028 [56]

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 recruitment guide adopted in 2018 was updated in 2024 to incorporate the lessons learnt and align to HR best practices adapted to an EU institutional context [57].

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 proceedings of the Selection Board are 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.

[56] The financial and FTEs needs for year 2028 depend on the mandate and tasks entrusted to the EIT in the next Multiannual Financial Framework.

[57] Ref.: Ares(2024)3870150 – 30/05/2024.

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.

The EIT endeavours to maintain a geographical balance among staff recruited at the Institute, although this is difficult to fully achieve due to the small size of the Institute, due to the low correction coefficient (75.5%) applied to the salaries in Budapest in 2025 and discussions about the future MFF, which hampers recruitment from Member States where higher salaries can be attained. As specific measures to counterbalance 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 the EIT remains an attractive employer for expatriates. Additionally, starting 2026, under the traineeship scheme at the EIT, quotas for the underrepresented MS will be introduced.

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 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 Board.

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 and 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).

Recruitment of Seconded National Experts

Regarding the recruitment of SNEs, 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.

External service providers

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 2025 an ongoing EIT framework contract, concluded in 2024 with an IT service provider, following an open procurement procedure, is in place.

Interim staff: The EIT concluded a framework contract for the provision of interim staff services in August 2023, whereby, the EIT can 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.

Recruitment grades

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 AD15 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	2021	2022	2023	2024	2025[58]	Actual average over 5 years[59]	Average over 5 years (According to C(2015)9563)
AD05							2.8
AD06	2.90	3.91	2.02		5.56	3.60	2.8
AD07	3.50	3.00		3.33	2.00	2.96	2.8
AD08	2.44	2.50	3.09	3.00		2.76	3
AD09	2.00		4.25		4.00	3.42	4
AD10				3.50		3.5	4
AD11							4
AD12							6.7
AD13							6.7
AST 1							3
AST 2							3
AST 3	3.00					3.00	3
AST 4			2.00	3.00	4.42	3.14	3
AST 5				5.00		5.00	4
AST 6							4
AST 7							4
AST 8							4
AST 9							N/A
AST 10							5
AST/ SC 1							4
AST/ SC 2							5
AST/ SC 3							5.9
AST/ SC 4							6.7
AST/ SC 5							8.3

[58] Based on staff proposed for reclassification (not the final staff reclassified).
[59] Based on staff proposed for reclassification (not the final staff reclassified).

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2023	How many staff members were reclassified in 2024	Average number of years in grade of reclassified staff members
CA IV	18	1		
	17			
	16	6		
	15	1		
	14	6	2	2.73
	13	2		
CA III	12	1		
	11	1		
	10	6	1	3.67
	9	0		
	8	0		
CA II	7			
	6			
	5	0		
	4			
CA I	3			
	2			
	1			
Total		24	3	

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 31/12/2024 statutory staff

		Official		Temporary		Contract Agents		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	AD level			18	42.86	18	72.00		
	Assistant level (AST & AST/SC)			4	9.52				
	Total			**22**	**52.38**	**18**	**72.00**	**40**	**59.7**
Male	AD level			20	47.62	7	28.00		
	Assistant level (AST & AST/SC)			0	0.00			0	
	Total			**20**	**47.62**	**7**	**28.00**	**27**	**40.3**
Grand Total				**42**	100.00	25	100.00	67[60]	100.00

Gender representation - breakdown by contract type and category (as of 31/12/2024):

Gender	Category				TOTAL
	TA		CA	SNE	
	AST	AD	FG		
Male	0	20	7	1	28
Female	4	18	18	0	40
TOTAL	**4**	**38**	**25**	**1**	**68**

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

		2020	2021	2022	2023	2024
Senior Management						
	Male	1	1	1	1	1
	Female	0	0	0	0	0
Middle Management	Male	3	3	4	5	3
	Female	1	1	1	1	4
Total Management		**5**	**5**	**6**	**7**	**8**

[60] +1 SNE will make the total 68

E – Geographical balance - breakdown by contract type and category (as of 31/12/2024):

	AD + CA FGIV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		Total	
Nationality	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	2	3.57	1	8.33	3	8.82
BE	1	1.79			1	1.47
CZ						
DE	3	5.36			4	5.88
EL						
ES	2	3.57			2	2.94
FIN						
FR	3	5.36			3	8.82
HR			1	8.33		
HU	24	42.86	8	66.66	32	47.05
IT	3	5.36	2	16.66	5	7.35
LT	1	1.79			1	1.47
LV	1	1.79			1	1.47
MT	1	1.79			1	1.47
NL	1	1.79			1	1.47
PL	3+1[61]	7.24			4	5.88
PT	2	3.57			2	2.94
RO	3	5.36			3	8.82
SK	4	7.24			4	5.88
SV						
IE	1	1.79			1	1.47
TOTAL	**56**	100%	**12**	**100%**	**68[62]**	100%

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

Nationality	2020	2021	2022	2023	2024
Hungarian	28	26	27	30	32
%	**43%**	**41%**	**42%**	**46%**	**47%**

[61] One SNE (PL) counted.
[62] One SNE (PL) counted.

F – Schooling

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

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: **18 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 8 MoU's with Budapest International schools and 10 MoU's with Budapest International kindergartens/nurseries. The international schools include American International School of Budapest, The British International School of Budapest, International School of Budapest, Deutsche Schule, Lycée Français, Britannica International School, SEK International School and REAL School International Primary School. The kindergartens include The English Garden, Kid's Kiosk, Sasadi, Fondation du Lycée Français Gustvae Eiffel de Budapest, American International School of Budapest, Deutsche Kindergarten Budapest, A to Z International kindergarten, Little Star and Happy Kids.

The schooling and kindergarten social policies of the EIT have been fine-tuned in several occasions, 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 2025/2026 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 is EUR 25,307.53 and for school transport is EUR 6,944.00
2. The ceiling for the EIT contribution to the kindergarten fees for the period between September 2025 and August 2026 is EUR 14,983.36 and for the kindergarten transport is EUR 2,500.20.

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.
- 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. It is to be continued in the period 2026-2028.
- The GHG emissions of the agency is calculated annually and reported. The priority of the annual action plan on the reduction activities is revised yearly. The EIT plans to encourage KIC LEs (Knowledge Innovation Communities legal entities) to reduce their carbon footprint, calculate, and report on it.
- In 2023, the EIT calculated first 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 action plan implementation is continuous.
- In the period of 2026-2008, it is planned keep on a reduced level the emissions related to business travels. In 2023, the EIT reached the objective to reduce travels at least 40% compared to 2019. This target achieved through an increase of online meetings and events, interviews of prospective candidates as well as controlling the business travels of staff, currently by budget consumption.
- The EIT incentivises its staff members to contribute to the reduction of CO_2 emissions via targeted social policies, such as the use of public transport rather than cars (by subsidising public transport tickets).
- The EIT keep continuing to look solutions at premises to reduce electricity demand eg. purchase of Energy Star labelled computers, copiers, printers, kitchen equipment.
- 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).
- Since 2022 the EIT is an active member of the EUAN Greening Sub Network which creates a conducive environment towards more sustainability for the EU Agencies.

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.

- 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.
- 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 Seat 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	124 sqm until 31st December 2024 - 100 sqm - 24 sqm 392 sqm since 1st January 2025 -379 sqm -13 sqm -The majority of the space (292 sqm) is sublet to another EU Agency under SLA
Annual rent (in EUR) Host country support	Approximately: 580,560 EUR (2,806 sqm) The Hungarian Government covers the rental costs of 2,806 sqm for 20 years starting from 2009.	Approximately: 124sqm = 24,800.00 EUR; 392 sqm = 99,042.72 EUR
Type and duration of rental contract	Fixed-term contract for 2,806 sqm, from 1.12.2009 to 30.11.2029	Fixed-term contract for 9 years until 30.09.2027

Annex VIII: Privileges and immunities[63]

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 HUF 600000 approximately EUR 1500.
    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.

[63] 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

Impact Framework

In 2026, 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 2026 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 2026, 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 2026, 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 2025.*

Evaluations

On the basis of continuous monitoring of the KICs, the EIT will, under the supervision of the GB, finalise in 2026 the seven-year comprehensive assessment of the 4th wave of KICs (EIT Manufacturing and EIT Urban Mobility), launched in 2025, that 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[64] 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

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

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

Also, in 2026 the EIT will conduct a 3-year review of 2nd wave KICs, EIT Health and EIT RawMaterials. The review will cover the first three years of the 2nd Partnership Agreements with the KICs and will be implemented in line with the GB-adopted methodology [65]. Based on the review outcomes the EIT GB may recommend areas of improvement to the KICs.

[65] Ref. Ares (2022) 5860816-20/08/2022.

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[66] 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.[67] 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. The EIT performed in early 2024 a reassessment and update of its internal control KPIs in regard to the monitoring of the assessment cycles in next several years, which is aimed at strengthening the internal controls in the office and addressing more efficiently possible weaknesses in the systems that need to be addressed in the medium- to long-term run. The updated KPI system was successfully tested in the annual assessment of the EIT internal controls for the year 2023. In September 2024 EIT adopted its Risk Management Policy and Procedure, which broadened the risk definition by introducing "risks with positive potential impact" defined as "opportunities" in addition to the "risks with negative potential impact" defined as "threats". Subsequently EIT performed its annual risk assessment exercise and identified its "highest risks". The latter are defined as risks with high probability and potential impact, positive or negative, regarding the implementation of EIT's programme and mandate. The table below presents the snapshot report of EIT's highest risks as at October 2025.

In 2026 the EIT will perform the EIT internal control assessment of the year 2025, with the aim to identify any gaps and further improve its organisational management.

[66] GB Decision 01/2020 from 31/01/2020, ARES(2020)616311.

[67] The full text of the Internal Control-Integrated Framework is available at www.coso.org.

EIT Higher Threats 2025									
Key risk	Risk type	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 response	Action plan summary		
							Description	Owner	Deadline
T1. The European Institute of Innovation and Technology (EIT) was not explicitly referenced in the new Commission's proposal for the next innovation programme framework for the period 2028-2034. This omission raises concerns about the Institute's long-term role and sustainability, particularly beyond the current Horizon Europe framework ending in 2027. The absence of strategic visibility could translate into political or financial decisions leading to closure, downsizing, or significant restructuring of the EIT	External environment	Effective EIT Governance and Management	5	4	4	Mitigate	1. Proactively engage with EU institutions (European Commission, Parliament, Council) to highlight EIT's impact and unique value-added. 2. Develop evidence-based advocacy materials showcasing measurable contributions of EIT and KICs to EU innovation goals. 3. Proactive communication with Member States that benefit most from EITprogrammes. 4. Define clear scenarios (continuation, restructuring, phase-out) and associated operational responses. 5. Transparent internal communications so as to maintain staff engagement and morale. Retention planning for critical staff/expertise.	EIT Director, with support from MT, GB and EC	31.12.2027

EIT Higher Threats 2025									
Key risk	Risk type	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 response	Action plan summary		
							Description	Owner	Deadline
T2. Insufficient human resources might lead to non-implementation of core elements of EIT Annual Work Programme and / or disruption of business continuity (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 in accordance with the foreseen EIT needs for the next 12 months and implemented 4. Timely planning for contracting interim staff to support implementation of the AWP	EIT Director	Recurrent
T3. KICs 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 objectives 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 the EIT GB Supervision framework for KIC 2. Implement Grant Assurance Strategy, Monitoring and Evaluation Strategy and annual plans, incl. ex-post audits and KIC reviews 3. Recurrent guidance provided to KICs, including in the Task Force Simplification and its working groups 4. Implement Anti-Fraud Strategy and Action Plan	OPS-KICs (Operations 1)	Recurrent

EIT Higher Threats 2025									
Key risk	Risk type	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 response	Action plan summary		
							Description	Owner	Deadline
T4. A cyber-attack might have a severe impact on the organization's business continuity by causing data loss, data not being available and service disruptions in the short or longer term. These incidents may also have an impact on an organization's reputation and may slow down or even halt certain activities. (very high)	Legality and Regularity	Efficient and effective IT services supporting EIT operations and administrations as well as security enhancement	4	4	4	Mitigate	1. Periodic security review/Audits (CERT-EU, ENISA, ECA, External Partners) 2. Annual penetration testing of critical information systems (vulnerability tests) 3. Annual phishing Exercise to all EIT 4. Local backups and replication to Disaster Recovery Site, as per defined on the IT Backup Plan 5. Data Protection Impact Assessment 6. Annual IT Security Awareness Session to all EIT 7. CERT-EU Cybersecurity crisis management 8. EIT as member of EUAN/IICB can directly benefit from best practices and contribute to policies.	Administration / IT	Recurrent

EIT Higher Opportunities 2024									
Key risk	Risk type	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 response	Action plan summary		
							Description	Owner	Deadline
O1. Strategic vision of the EIT Governing Board unveiled through their Vision Paper published in Q1 of 2025 present an opportunity to improve the future EIT model	People and Organization	Increasing the impact of the EIT Community and and Ecosystem	3	5	4	Enhance	1. Contribute to key initiatives such as the Clean Industrial Deal and the EU Startup and Scaleup Strategy. 2. Provide policy input to other initiatives, such as the Europe Innovation Act. 3. Proactively engage with EU institutions (European Commission, Parliament, Council) to highlight EIT's impact and unique value-added. 4. Develop evidence-based advocacy materials showcasing measurable contributions of EIT and KICs to EU innovation goals.	EIT Director with support from EC, GB, MT	31.12.2027
O2. Synergies - the synergies that EIT aims at based on the cooperation with European University Alliances under the Higher Education Initiative (HEI) might contribute to strengthening its presence and role in the innovation space.	External Environment	Synergies and complementarities with other programmes	3	4	4	Exploit	1. Extract data, findings and conclusions from the 5 HE reports and the case studies that can be useful for communication purposes (by expert/s in communication) 2. Prepare infographics, other visuals and communication materials for publication (by expert/s in communication)	OPS2	Recurrent

EIT Higher Opportunities 2024									
Key risk	Risk type	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 response	Action plan summary		
							Description	Owner	Deadline
O3. Positive elements regarding EIT and the KICs in external evaluations create opportunity to showcase the EIT's highlights	Communica-tion and information	Increasing the impact of the EIT Community and Ecosystem	3	4	4	Enhance	Address this opportunity in the EIT Strategy	OPS1/HoS ME OPS2/HoU COMMS	Recurrent
O4. Collaboration with the EIE and EIC might reinforce the building of a pan-European innovation ecosystem that leverages regional strengths and addresses specific needs (outcome of the HE interim evaluation)	External Environment	Increasing the impact of the EIT Community and Ecosystem	4	4	4	Enhance	Address this opportunity though EIT strategy, annual workplans and other as relevant	OPS2	Recurrent
O5. Establishment of EIT Water KIC creates an opportunity for EIT to demonstrate how the EIT model evolves into the 'ideal KIC', thus helping EIT to generate additional policy support.	Communicati on and Information	Increasing the impact of the EIT Community and Ecosystem	4	4	4	Exploit	Address this opportunity though EIT strategy, annual workplans and other as relevant	OPS1/OPS2	31.12.2027

EIT Higher Opportunities 2024									
Key risk	Risk type	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 response	Action plan summary		
							Description	Owner	Deadline
O6. Operational efficiencies - transition to "lump sum" in grants might lead to considerable efficiency gains.	Planning Processes and Systems	Ensure an effective and compliant grant management implementing the HE, EIT Regulation, and SIA provisions	3	4	4	Exploit	1. Encourage KICs in piloting lump sum calls with amounts higher than 60,000€ per project/subgrantee. 2. Supporting KICs in their first lump sum calls to ensure compliance 3. Monitor the possibility of extending lump sums to a wider scope of project types and areas.	OPS1/HoU GI	30/06/2026
O7. Operational efficiencies due to Introduction of SUMMA	Planning Processes and Systems	Budget, Finance, Accounting function	3	5	4	Enhance	With the introduction of SUMMA the EIT finance colleagues will increase their professional knowledge as regards budget, finance and accounting. Furthermore, the system used will provide unified reliable data in a systemised way.	HoS FIN	31/12/2026
Q8. The EU Agency Network (EUAN) creates opportunity for synergies regarding cross-agency issues.	Planning Processes and Systems	Synergies and complementarities with other programmes	5	3	4	Exploit	EIT will participate actively in all relevant EUAN initiatives discussions, such as those related to shared services, AI, HR policies etc. thus both contributing to shared tools, approaches etc, as well as having access to other agencies' ideas, innovative solutions and info resources.	HoU Admin	Recurrent

Annex XI A: Plan for grant, contribution, and service-level agreements [68]

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
Grant agreements										
1. 28Digital MoC 2026-2027	Q1 2026	Not yet known	2 years	28Digital	Implementation of the MoC activities					
						Number of CA	0.5	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
2. Climate-KIC MoC 2026-2027	Q1 2026	Not yet known	2 years	Climate-KIC	Implementation of the MoC activities					
						Number of CA	0.5	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
3. InnoEnergy MoC 2026-2027	Q1 2026	Not yet known	2 years	InnoEnergy	Implementation of the MoC activities					
						Number of CA	0.5	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
4. EIT Health Business Plan 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT Health	Implementation of the KIC's Business Plan		TBC	N/A	N/A	N/A
						Number of CA	0.75	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A

68 The grant allocation to KICs is linked to strategic recommendations and conditions.

[69] The next Multiannual Financial Framework will set out activities for research and innovation funding from 2028 onwards.

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
5. EIT RawMaterials Business Plan 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT RawMaterials	Implementation of the KIC's Business Plan					
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
6. EIT Food Business Plan 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT Food	Implementation of the KIC's Business Plan					
						Number of CA	0.75	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	
7. EIT Urban Mobility Business Plan 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT Urban Mobility	Implementation of the KIC's Business Plan					
						Number of CA	0.75	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
8. EIT Manufacturing Business Plan 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT Manufacturing	Implementation of the KIC's Business Plan					
						Number of CA	0.75	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
9. EIT Culture & Creativity Business Plan 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT Culture & Creativity	Implementation of the KIC's Business Plan					
						Number of CA	0.5	N/A	N/A	N/A

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
						Number of SNEs	N/A	N/A	N/A	N/A
10. EIT Water and Maritime Start-up activities 2026	Q1 2026	5,000,000	1 year	EIT Water and Maritime designated consortium	Implementation of the Start-up Grant Agreement					
						Number of CA	N/A	-	-	
						Number of SNEs	N/A	-	-	
11. EIT Cross-KIC Shared Services 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	Not yet known	Joint services of KICs (audit services, joint IT grant management system, joint offices of KICs, etc.)					
						Number of CA	0.5	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
12. EIT Cross-KIC Regional Innovation & Internationalisation 2026- 2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT Health	Joint KIC activities in their hubs outside EU					
						Number of CA	0.5	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
13. EIT Cross-KIC 14. Innovation & Business Creation 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT Food	Joint implementation of the cross-cutting synergies					
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
15. EIT Cross-KIC Entrepreneurial Education & Skills 2026- 2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT RawMaterials	Joint implementation of the EIT Education agenda					
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
16. HEI 2026-2028	Q4 2025-Q1 2026	Not yet known	3 years	EIT RawMaterials	EIT Higher Education Institutions (HEI) Initiative					
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
17. European Solar Academy GA	Signed in August 2024	8,820,000	3 years	InnoEnergy	Implementation of the European Solar Academy					
						Number of CA	0.75	0.75	0	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
18. European Raw Materials Academy GA	Signed in 2025	9,800,000	3 years	EIT Raw Materials and InnoEnergy	Implementation of the European Raw Materials Academy		TBC	N/A	N/A	N/A
						Number of CA	0.75	0.75	0.5	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
19. European Advanced Materials Academy GA	Signed in 2025	9,800,000	4 years	EIT Raw Materials	Implementation of the European Advanced Materials Academy		TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	N/A

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
						Number of SNEs	N/A	N/A	N/A	N/A
20. **EIT AHEAD – African Higher Education and Development Grant Agreement**	Q1 2026	29,400,000	5 years	EIT KICs	Implementation of EIT AHEAD – African Higher Education and Development		TBC	N/A	N/A	N/A
						Number of CA	1	1	1	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
21. Critical Raw Materials Facility GA	Signed in 2025	5,880,000	3 years	EIT Raw Materials and InnoEnergy	Implementation of the CRM Facility activities		TBC	N/A	N/A	N/A
						Number of CA	1	1	1	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
22. European Wind Academy GA	Q1 2026	4,900,000	3 years	EIT KICs	Implementation of the European Wind Academy		TBC	N/A	N/A	N/A
						Number of CA	1	1	1	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
23. European Hydrogen Academy GA	Q1 2026	4,900,000	3 years	EIT KICs	Implementation of the European Hydrogen Academy		TBC	N/A	N/A	N/A
						Number of CA	1	1	1	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
Total grant agreements						Amount	N/A	N/A	N/A	N/A
						Number of CA	N/A	N/A	N/A	N/A

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
						Number of SNEs	N/A	N/A	N/A	N/A
Contribution agreements										
1. European Solar Academy Contribution Agreement	Signed on 1 December 2023 (amended on 10 April 2024)	EUR 9,000,000	4 years	European Commission, DG EMPL	Support of the European Solar Academy	EUR 9,000,000				
						Number of CA	NA	NA	NA	
						Number of SNEs	N/A	N/A	N/A	
2. European Raw Materials Academy Contribution Agreement	Signed in September 2024	EUR 10,000.000	4 years	European Commission, DG EMPL	Support the upskilling and reskilling, by education and training providers in EU Member States, of the workforce required in the EU for, among others, exploration, extraction, processing, and recycling of raw materials, including SMEs.					
						Number of CAs				
						Number of SNEs	N/A	N/A	N/A	N/A

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
3. European Advanced Materials Academy Contribution Agreement	Signed in September 2024	EUR 10,000.000	5 years	European Commission, DG RTD	Provide support to the training of a new generation of scientist and the upskilling and reskilling by education and training providers in EU Member States of the workforce required in the EU for the design, development and application of advanced materials, embedding the features of safe and sustainable by design and circularity.					
						Number of CAs				
						Number of SNEs	N/A	N/A	N/A	N/A
4. Study and Research in Africa Contribution Agreement	Q4 2025/Q1 2026	EUR 30,000.000	6 years	European Commission, DG INTPA	Improve the innovation capacity of HEIs in Africa and its affiliated research centres within Global					

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
					Gateway priority areas.					
						Number of CAs				
						Number of SNEs	N/A	N/A	N/A	N/A
5. Critical Raw Materials Facility Contribution Agreement	Signed in September 2024	EUR 6,000.000	3 years	European Commission, DG INTPA	Develop and integrate sustainable raw materials value chains between the EU and selected natural resource-rich partner countries					
						Number of CAs				
						Number of SNEs	N/A	N/A	N/A	N/A
6. European Wind Academy Contribution Agreement	To be signed by end of 2025	EUR 5,000.000	42 months	European Commission, DG EMPL	Support Member State actions to upskill and reskill workers in the wind energy value chain, thus promoting the competitiveness of the sector, the development of the wind value chain and the modernisation of its industry.					

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
						Number of CAs				
						Number of SNEs	N/A	N/A	N/A	N/A
7. European Hydrogen Academy Contribution Agreement	To be signed by end of 2025	EUR 5,000.000	42 months	European Commission, DG EMPL	Support Member State actions to upskill and reskill workers in the hydrogen value chain, thus promoting the competitiveness of the sector, the development of the hydrogen value chain and the modernisation of its industry.					
						Number of CAs				
						Number of SNEs	N/A	N/A	N/A	N/A
Service-level agreements[70]										
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,	Amount				

[70] The list of the most important SLAs.

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
					and the Accounting Officer's services.					
						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, and editing of source texts.	Amount				
						Number of CA				
						Number of SNEs				
03. SLA with DG HR	22.01.2018	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	European Commission DG HR	The provision of services, goods or works in the field of HR in the form of human or financial resources.	Amount				
						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				

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
						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				

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
						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				
09. SLA with FRA	01.04.2023	69K EUR + indexation	Tacit renewal automatically on a yearly basis.	European Union Agency for Fundamental Rights	Accounting Services	Amount				
						Number of CA				
						Number of SNEs				
10. MOU with European Parliament	30.12.2024	9013.96 EUR	4 years	European Parliament	Sustainable Public Procurement Helpdesk	Amount				
						Number of CA				
						Number of SNEs				
11. Inter-agencies SLA EUAN-SSO	14.08.2025	21k EUR (estimate)	indefinite period.	European Food Safety Authority	Shared Support Office (SSO) is the office designated to assist the	Amount	21k	22k	23k	24k

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2025	2026	2027	2028 [69]
					Network Chair in facilitating the coordination among Network members					
						Number of CA				
						Number of SNEs				

Annex XI B: Grants 2026

Grants to be awarded under Grant Agreements 2026-2028 to the second, third, fourth and fifth wave of KICs[71]

Basic act:

Regulation on the European Institute of Innovation and Technology[72] ("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) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198(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 196(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-

[71] KICs under Memorandum of Cooperation may also participate in Cross-KIC and HEI Initiative activities in 2026-2027.

[72] 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 request the amendment of KIC Business Plans 2026-2028, of Cross-KIC activities 2026-2028 and the HEI activities 2026-2028*[73]*,* the following types of activities (i.e. topics) may receive funding:

- Business Plan 2026-2028 activities,
- Cross-KIC activities 2026-2028.
- Higher Education Institutions Initiative (HEI) 2026-2028 activities: only in case it has not received funding from the EIT Budget 2025 in December 2025.

Entities eligible for funding:

In accordance with the applicable Horizon Europe Work Programme[74], 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
– the Overseas Countries and Territories (OCTs) linked to the Member States[75]
– eligible non-EU countries:
  - Countries associated to Horizon Europe[76]

[73] Ref. Ares(2025)6999925.

[74] https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2025/wp-14-general-annexes_horizon-2025_en.pdf

[75] 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.

[76] 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

- Certain low- and middle-income countries[77]

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, HEI), as indicated in the specific invitations.

In line with the applicable Horizon Europe Work Programme, the following restrictions still apply:

- **Legal entities established in Russia, Belarus, or in non-government controlled territories of Ukraine** — Given the illegal invasion of Ukraine by Russia and the involvement of Belarus, there is currently no appropriate context allowing the implementation of the actions foreseen in this programme with legal entities established in Russia, Belarus, or in nongovernment controlled territories of Ukraine. Therefore, even where such entities are not subject to EU restrictive measures, such legal entities are not eligible to participate in any capacity. This includes participation as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties (if any). Exceptions may be granted on a case-by-case basis for justified reasons. **Measures for the protection of the Union budget against breaches of the principles of the rule of law in Hungary** — Following the Council Implementing Decision (EU) 2022/2506, as of 16 December 2022, no legal commitments can be entered into with Hungarian public interest trusts established under the Hungarian Act IX of 2021 or any entity they maintain. Affected entities may continue to apply to calls for proposals. However, as long as the Council measures are not lifted, such entities are not eligible to participate in any funded role (beneficiaries, affiliated entities, subcontractors, recipients of financial support to third parties, etc).etIn addition, as a new Horizon Europe requirement, participants must not fall under the **restrictions for the protection of European Communication networks**, as laid down in the Horizon Europe Work Programme 2023-2025, General Annexes, Point B – Eligibility, page 7, as follows: "The protection of European communication networks has been identified as an important security interest of the Union and its Member States[78]. In line with the Commission Recommendation on the cybersecurity of 5G networks of 2019[79] and the subsequent report on EU coordinated risk assessment of the cybersecurity of 5G networks of 2019,[80] the EU Toolbox on 5G cybersecurity, [81] the second report on Member States' progress in implementing the EU toolbox on 5G cybersecurity of 2023,[82] and the related Communication on the implementation of the 5G cybersecurity toolbox of 2023,[83] the Commission together with the Member States has worked to jointly identify and assess cyberthreats and security risks for 5G networks.[84] The toolbox also recommends adding country-specific information (e.g. threat assessment from national security services, etc.). This work is an essential component of the Security Union Strategy and supports the protection of electronic communications networks and other critical infrastructures.

[77] See the Horizon Europe Programme Guide on the Funding and Tenders Portal for a complete list of these countries.
[78] European Council conclusions of 1 and 2 October 2020 (EUCO 13/20), point 11; Council Conclusions on the significance of 5G to the European Economy and the need to mitigate security risks linked to 5G, 14517/19.
[79] Commission Recommendation (EU) 2019/534 of 26 March 2019 Cybersecurity of 5G networks, L 88/42.
[80] NIS Cooperation Group, Report on EU coordinated risk assessment of the cybersecurity of 5G networks, 9 October 2019.
[81] NIS Cooperation Group, EU Toolbox on 5G Cybersecurity, 29 January 2020.
[82] NIS Cooperation Group, Second report on Member States' progress in implementing the EU Toolbox on 5G Cybersecurity, June 2023.
[83] Communication from the Commission: Implementation of the 5g cybersecurity Toolbox, Brussels, 15.6.2023 C(2023) 4049 final.
[84] Within the NIS framework NIS 1 + 2 [Directive - 2022/2555 - EN - EUR-Lex (europa.eu)].

Entities assessed as "high-risk suppliers", are currently set out in the second report on Member States' progress in implementing the EU toolbox on 5G cybersecurity of 2023 [85] and the related Communication on the implementation of the 5G cybersecurity toolbox of 2023[86].

The toolbox also underlines that further developing European capacities in the area of 5G and post-5G technologies by leveraging EU Research & Innovation Funding programmes is a strategic risk mitigating measure. This entails the need to avoid the participation of high-risk supplier entities in the development of other technologies linked to the evolution of European communication networks to prevent technology transfer and the persistence of dependencies in materials, semiconductor components (including processors), computing resources, software tools and virtualisation technologies, as well as related cybersecurity.

In order to protect the specific policy requirements of the Union and/or its Member States, it is therefore appropriate that the following additional eligibility criteria apply to actions identified as "subject to restrictions for the protection of European communication networks" and to proposals within the MSCA part[87] that concern the evolution of European communication networks (5G, post-5G and other technologies linked to the evolution of European communication networks):

Entities that are assessed as high-risk suppliers of mobile network communication equipment (and any entities they own or control) are not eligible to participate as beneficiaries, affiliated entities and associated partners.

The assessment is based on the following criteria:

- likelihood of interference from a non-associated third country, for example due to:
  - the characteristics of the entity's ownership or governance (e.g. state-owned or controlled, government/party involvement);
  - the characteristics of the entity's business and other conduct (e.g. a strong link to a third country government);
  - the characteristics of the respective third country (e.g. legislation or government practices likely to affect the implementation of the action, including an offensive cyber/intelligence policy, pressure regarding place of manufacturing or access to information).
- (cyber-)security practices, including throughout the entire supply chain;
- risks identified in relevant assessments of Member States and third countries as well as other EU institutions, bodies and agencies, if relevant.

Exceptions may be requested from the granting authority and will be assessed case-by-case, taking into account the criteria provided for in the 5G cybersecurity toolbox, the security risks and availability of alternatives in the context of the action."

Furthermore, in line with Article 22 (5) and (6) of the Horizon Europe Regulation, in exceptional and justified circumstances, the EIT may limit the participation in programme actions when there is a justified need to safeguard the EU's strategic assets, interests, autonomy or security, or may set out additional eligibility criteria to take into account specific policy requirements or the nature and the objectives of a specific action. The EIT will apply safeguards whenever necessary and appropriate, after consultation with the Commission services.

The above indicated new restriction shall apply to third parties receiving financial support too.

[85] NIS Cooperation Group, Second report on Member States' progress in implementing the EU Toolbox on 5G Cybersecurity, June 2023.

[86] Communication from the Commission: Implementation of the 5G cybersecurity Toolbox, Brussels, 15.6.2023 C(2023) 4049 final.

[87] Doctorial Networks, Postdoctoral Fellowships, Staff Exchanges, Cofund.

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
   - Impact achieved measured by EIT core KPIs
   - Business Plan amendment proposal

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

3) **HEI:** Excellence, Impact, Quality and efficiency of implementation

Following the hearings, on 23 September 2025 the EIT Governing Board has taken a decision[88] on the **maximum EIT financial contribution for the Business Plans 2026-2028, Cross-KIC activities and HEI 2026-2028**, subject to the adoption of the 2026 EIT budget following the adoption of the 2026 EU budget. The Director will take the award decisions concerning the grants.

Indicative amount of the award:

The EIT may award up to **EUR 979 [89] million** to the KICs.

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.

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, RIS and HEI activities.

Eligibility date:

In accordance with Article 196(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 2026-2028 Grant Agreements:

[88] https://www.eit.europa.eu/sites/default/files/2025-10/GB%20Decision-17-2025_2026-28%20Funding%20allocation.pdf

[89] 2026-2028 GAs awards shall be partially funded from 2025 budget

- KIC Partnership Agreement with EIT Health Knowledge and Innovation Community Legal Entity (EIT Health e.V.), signed on 20 May 2021[90], and amended on 26 December 2022[91].

- KIC Partnership Agreement with EIT RawMaterials Knowledge and Innovation Community Legal Entity (EIT RawMaterials GmbH), signed on 19 May 2021[92], and amended on 16 December 2022[93].

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

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

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

- KIC Partnership Agreement with EIT Culture & Creativity Knowledge and Innovation Community Legal Entity, signed on 21 June 2024.

Grant agreements:

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

Indicative timetable for the 2026-2028 grants:

Activity	Indicative deadline
GB decision on the principles for the determination of the EIT financial allocation criteria for the funding allocation 2026-2028	April 2025
Invitation to submit KIC Business Plans 2026-2028, of the Cross-KIC activities and HEI for 2026-2028	June 2025
Submission of the proposals	2 September 2025
GB decision on the allocation of the financial contribution	23 September 2025
Signature of Grant Agreements 2026-2028	Some by the end of 2025, the rest until February/March 2026

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

[90] Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252).
[91] Ares(2023)241215.
[92] Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252).
[93] Ares(2022)8820021.

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:

- 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 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).

- 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 6,000,000 per recipient for a GA with a duration of three-years.

Use of lump sums

The EIT has prepared guidance documents for KICs to be used when launching lump sum calls for projects.

Use of lump sums for financial support of third parties for amounts exceeding EUR 60 000 must follow the guidelines of the EIT. In 2025, to ensure a correct understanding and support its applicability, EIT has organised a specific event for KICs to train the KICs' PMO staff in defining compliant lump sum calls and identifying the appropriate applicability rules (monitoring, reporting and payment). Further support will be provided in 2026 as well.

Granting authority right to object to transfers or licensing of results

The EIT may, up to 4 years after the end of the action, object to a transfer of ownership or to the exclusive licensing of results, as set out in the specific provision of Annex 5 of the Horizon Europe MGA.

Targets for EIT core Key Performance Indicators

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

Grants to be awarded to KICs under a Memorandum of Cooperation (MoC grants for 2026-2027)

Basic act:

Regulation on the European Institute of Innovation and Technology[94] ("EIT Regulation")

Legal basis:

- Article 12 of the EIT 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) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198(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 196(2) concerning the eligibility start of the action;
- 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");
- Decision 29/2023 of the Governing Board of the EIT on the Memoranda of Cooperation and on mandating the EIT Director[95].

Budget line: 3110 KIC grants

Objectives pursued and expected results:

In accordance with the EIT Regulation, the EIT signed Memoranda of Cooperation (MoC) with the first wave KICs in 2024. The MoC – entered into force on 1 January 2025 – aims to keep the KICs as an active member of the EIT Community after the expiry of the Partnership Agreement and includes the conditions for access to EIT competitive calls for some specific activities and transnational activities with a high Union added value.

Following the signature of the MoC with the first wave KICs, a one-year grant was awarded to these KICs for the MoC activities in 2025.

For the 2026-2027 period, a two-year grant will be awarded in the beginning of 2026, following the Invitation launched in July 2025.

Description of the activities to be funded:

The action will 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;

[94] 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.
[95] Ares(2024)4919314.

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

Eligible participant(s):

The invitation is addressed to the first wave KICs, in accordance with Article 198(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.

In line with Article 22(5) and (6) of the Horizon Europe Regulation, in exceptional and justified circumstances, the EIT may limit the participation, included for third parties receiving financial support, in programme actions when there is a justified need to safeguard the EU's strategic assets, interests, autonomy or security, or may set out additional eligibility criteria to take into account specific policy requirements or the nature and the objectives of a specific action. The EIT will apply safeguards whenever necessary and appropriate, after consultation with the Commission services.

Award criteria:

The proposals and the estimated budgets are assessed on the basis of the following main criteria:

- excellence,
- impact,
- quality and efficiency of the implementation.

Indicative amount of award, duration:

In 2026, EIT may award up to **EUR 60 million** for the different activities to the KICs under MoC for a duration of 2 years.

Maximum possible rate of co-financing: the maximum rate of co-financing is 100%.

Eligibility date:

In accordance with Article 196(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 1 January 2026, as determined by the invitation, until 31 December 2027.

Memoranda of Cooperation:

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

- Memorandum of Cooperation with KIC Digital Legal Entity, signed on 26 August 2024;
- Memorandum of Cooperation with KIC InnoEnergy Legal Entity, signed on 26 August 2024;
- Memorandum of Cooperation with Climate-KIC Legal Entity, signed on 26 August 2024.

Grant agreements:

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

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

Indicative timetable:

Activity	Indicative deadline

Key dates	Date and time or indicative period
Launch of the Invitation	6 August 2025
Opening date for accessing the submission platform	21 August 2025
Deadline for submission	2 October 2025
Evaluation period	30 October – 28 November 2025
EIT requirement letters sent to the KICs	2 December 2025
KICs to submit final proposals	12 December 2025
Grant award decisions by EIT Director	January 2026
Signature of the Grant Agreements	February 2026
First pre-financing payments	Within 30 days following the signature of the GAs

Financial support to third parties:

Financial support to third parties involves funding provided by the beneficiary (i.e. the KIC LE) to a recipient that is not a party to the grant agreement. Financial support to third parties includes sub-grants (financial support to third parties, Article 6.2.D.1 (a) of the GA) and financial support in the form of prizes (Article 6.2.D.1 (b) of the GA). EIT-specific rules are laid down in Annex 5 of the HE MGA.

Within the MoC invitation, the maximum amount of financial support to third parties should not exceed EUR 1,000,000 per recipient for the grant agreement.

Granting authority right to object to transfers or licensing of results

The EIT may, up to 4 years after the end of the action, object to a transfer of ownership or to the exclusive licensing of results, as set out in the specific provision of Annex 5 of the Horizon Europe MGA.

Grant under Contribution Agreement for African Higher Education and Development (EIT AHEAD)

Basic act:

Regulation on the European Institute of Innovation and Technology[96] ("EIT Regulation")

Legal basis:

- Regulation (EU) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, amending and repealing Decision No 466/2014/EU of the European Parliament and of the Council and repealing Regulation (EU) [97].("NDICI Regulation");
- Article 7 and 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) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198 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 196(2) concerning the eligibility start of the action;
- 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");
- "Study and Research in Africa" (Annex 2) is part of DG INTPA's Multi-Annual Action Plan 2025-2026 for Sub-Saharan Africa[98]. The Action is structured around three components covering: (1) Opportunities, (2) Partnerships, (3) Targeted Support. EIT is tasked to implement the action under the "Partnerships" component.
- Contribution Agreement between the European Commission and the EIT (foreseen to be signed in December 2025/January 2026).

Budget line: 3116 Other grants

Objectives pursued and expected results:

The general objective of the action is to launch the Initiative to enhance the innovation capacity of HEIs in Africa and its affiliated research centres within Global Gateway priority areas.

Targeted countries: Countries in the region of Sub-Saharan Africa[99]

Targeted thematic areas within Global Gateway priority areas, such as: Agrifood, Biodiversity, Climate and Renewable Energies, Creative Industries, Critical Raw Materials, Digital, Health, Transportation

[96] 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), OJ L 189, 28.5.2021, p. 61.
[97] https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:L:2021:330:FULL&from=EN.
[98] https://international-partnerships.ec.europa.eu/countries/sub-saharan-africa_en.
[99] https://international-partnerships.ec.europa.eu/countries/sub-saharan-africa_en" \l "countries-in-the-region

Description of the activities to be funded:

The EIT AHEAD Initiative will:

I. Improve an enabling environment, knowledge partnerships and capacity-building in Global Gateway priority areas to increase relevance and responsiveness of the higher education sector in Africa to drive innovation, climate resilience, low carbon and climate-adapted growth and gender-equal job generation.
II. Strengthen Africa-EU sustainable networks, innovation hubs and partnerships of HEIs and other actors.

Eligible participant(s):

The invitation will be addressed to all nine (9) existing Knowledge and Innovation Communities (KICs) under Article 198 of Financial Regulation, due to their unique technical competences in knowledge triangle integration, high degree of specialisation and administrative powers within the European Union.

Thematic areas of KICs cover all the Global Gateway priority areas, such as Agrifood, Biodiversity, Climate and Renewable Energies, Creative Industries, Critical Raw Materials, Digital, Health, Transportation.

Award criteria (indicative):

The proposal and the estimated budget will be assessed on the basis of the following main criteria:

Criteria	Maximum points:
1. Relevance	40
2. Quality	40
3. Impact	20
Total scores	100

Indicative amount of award, duration:

In 2026, EIT may award a grant up to EUR 29 400 000

Eligibility date:

In accordance with Article 196(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 of this action shall be defined in the invitation.

Grant agreement:

The following model grant agreement (MGA) will be used (TBC): https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/relex/agr-contr/mga_relex_en.pdf

Indicative timetable:

Activity	Indicative deadline
Signature of Contribution Agreement with the European Commission	December 2025/January 2026
Invitation to submit the proposal	January 2026
Submission of the proposal	February/ March 2026
Evaluation	April/ May 2026
Award decision and signature of the grant agreement	May/ June 2026

Grants under the Contribution Agreement for the European Wind Academy and Contribution Agreement for the European Hydrogen Academy

Basic act:

Regulation on the European Institute of Innovation and Technology[100] ("EIT Regulation")

Legal basis:

- Regulation (EU) 2021/690 of the European Parliament and of the Council establishing a Programme for the internal market, competitiveness of enterprises, including small and medium-sized enterprises, the area of plants, food and feed, and European statistics (SMP) and repealing Regulations (EU) No 99/2013, (EU) No 1287/2013, (EU) No 254/2014 and (EU) No 652/2014 ("Single Market Programme");
- Title VIII Grants of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198 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 196(2) concerning the eligibility start of the action;
- Article 7 and 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");
- 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");
- Commission Implementing Decision C(2025)6215 of 17.9.2025 amending Implementing Decision C(2024)8194 as regards the implementation of certain actions under the Single Market Programme;
- Two Contribution Agreements between the European Commission and the EIT (foreseen to be signed in December 2025/January 2026).

Budget line: 3116 Other grants

Objectives pursued and expected results:

The overall objective of the actions is to launch the **European Wind Academy** and the **European Hydrogen Academy** to support upskilling and reskilling by education and training providers in EU Member States of the workforce required in the EU for, among others, developing, producing, installing, maintaining, repairing, re-using and recycling wind/hydrogen technologies, with a strong focus on employees in EU SMEs.

[100] 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), OJ L 189, 28.5.2021, p. 61.

Description of the activities to be funded:

Main activities of the European Wind Academy:

- Supporting the education and training of workers in the wind technology value chain and competent public authorities in Europe, addressing critical needs of the sector consistent with the objectives of the Net-Zero Industry Act and outlined, among others, in the EU Wind Power Action Plan.
- Developing learning programmes, content and learning and training materials for the wind technologies' value chain; promote the use of the learning programmes, content and materials by education and training providers in the Member States; develop and deploy learning credentials.
- Providing direct support to SMEs to access the learning content to up- and reskill the workforce for the wind manufacturing supply chain in the EU. The primary focus of the action would be SMEs, whose access to the learning programmes, content and learning and training materials should be promoted by the design of the terms and conditions of their use. Large businesses would also be entitled to participate but subject to conditions that take into account their larger education and training resources.

Main activities of the European Hydrogen Academy:

- Supporting the education and training of workers in the hydrogen technology value chain and competent public authorities in Europe, addressing critical needs of the sector consistent with the objectives of the Net-Zero Industry Act.
- Developing learning programmes, content and learning and training materials for the hydrogen technologies' value chain; promote the use of the learning programmes, content and materials by education and training providers in the Member States; develop and deploy learning credentials.
- Providing direct support to SMEs to access the learning content to up and reskill the workforce for the hydrogen value chain in the EU. The action would focus in particular on SMEs, whose access to the learning programmes, content and learning and training materials should be promoted by the design of the terms and conditions of their use. Large businesses would also be entitled to participate but subject to conditions that take into account their larger education and training resources.

Eligible participant(s):

The invitation will be addressed to all nine (9) existing Knowledge and Innovation Communities (KICs) under Article 198 of Financial Regulation, due to their unique technical competences in knowledge triangle integration, high degree of specialisation and administrative powers within the European Union.

Award criteria (indicative):

The proposal and the estimated budget will be assessed on the basis of the following main criteria:

Criteria	Maximum points:
- Relevance	40
- Quality	40
- Impact	20
Total scores	100

Indicative amount of award, duration:

In 2026, EIT may award a grant up to

- EUR 4 900 000 for the European Wind Academy (3 years),
- EUR 4 900 000 for the European Hydrogen Academy (3 years).

Eligibility date:

In accordance with Article 196(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 of this action shall be defined in the invitation.

Grant agreement:

The following model grant agreement (MGA) will be used: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/smp/agr-contr/general-mga_smp_en.pdf

Indicative timetable:

Activity	Indicative deadline
Signature of Contribution Agreements with the European Commission	December 2025/January 2026
Invitations to submit the proposal	February 2026
Submission of the proposal	March 2026
Evaluation	April/ May 2026
Award decision and signature of the grant agreements	May/ June 2026

Grant under a Contribution Agreement with Sardinia Region

Basic act:

Regulation on the European Institute of Innovation and Technology[101] ("EIT Regulation")

Legal basis:

- 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[102];
- Title VIII Grants of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198 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 196(2) concerning the eligibility start of the action;
- Article 7 and 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");
- 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");
- Contribution Agreement between Sardinia Region and the EIT (foreseen to be signed in December 2025/January 2026).

Budget line: 3116 Other grants

Objectives pursued and expected results:

The purpose of the action is to support the development and implementation of activities related to digital skills training, advanced education, and support for online training in strategic sectors, with the specific goal of opening a new EIT office in Sardinia.

Description of the activities to be funded:

The action will contribute to the implementation of the following:

- Increasing the impact of KICs and knowledge triangle integration, and finding new ways to help re-skill and up-skill the workforce of industries of the future and grow the talent pool for -ups and unicorns;
- Supporting the innovation and entrepreneurship capacity of higher education, to skill, re-skill and up-skill at least 1 thousand specialists and entrepreneurs within deep tech fields such as advanced materials and manufacturing, artificial intelligence, biotechnology, robotics, photonics, sustainable energy, and cleantech;
- Supporting the EIT Regional Innovation Scheme.

[101] 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), OJ L 189, 28.5.2021, p. 61.
[102] OJ L 170 of 12.5.2021, p. 1.

Eligible participant(s):

The invitation will be addressed to Knowledge and Innovation Communities (KICs), in particular to 28Digital and EIT RawMaterials, under Article 198 of the Financial Regulation, due to their unique technical competences in knowledge triangle integration, high degree of specialisation and administrative powers within the European Union.

Award criteria (indicative):

The proposal and the estimated budget will be assessed on the basis of the following main criteria:

Criteria	Maximum points
- Excellence	40
- Quality and efficiency of implementation	40
- Impact	20
Total scores	100

Indicative amount of award, duration:

The amount of the grant is EUR 150,000 for the 2 years foreseen.

Eligibility date:

In accordance with Article 196(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 of this action shall be defined in the invitation.

Grant agreement:

The following model grant agreement (MGA) will be used: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf

Indicative timetable:

Activity	Indicative deadline
Signature of Contribution Agreement with the European Commission	December 2025/January 2026
Invitation to submit the proposal	February 2026
Submission of the proposal	March 2026
Evaluation	April/ May 2026
Award decision and signature of the grant agreements	May/ June 2026

Annex XII: EIT Awards 2025 and the European Prize for Women Innovators for 2026

Basic act: The European Institute of Innovation and Technology Regulation ("EIT Regulation")

Legal basis:

- 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 ("Horizon Europe Regulation");
- Articles 209 and 210 of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation") concerning the award of prizes;
- Article 92 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 of the Council ("Framework Financial 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");
- Memorandum of Understanding between the European Institute of Innovation and Technology (EIT) and DG Research and Innovation on the cooperation between the EIT and the EIC[103].

Budget line: 3204

Objectives:

1) The **EIT Awards 2026** showcases and highlights successes from the EIT Community in the following categories: EIT Venture Award, EIT Innovation Team Award, EIT Changemaker Award, and, additionally, the EIT Public (Citizen) Award. The latter is a non-monetary prize.

2) The **European Prize for Women Innovators 2026** celebrates the women entrepreneurs behind Europe's game-changing innovations, so that they may inspire other women and girls realise their full potential as the EU's future scientists, innovators, and tech leaders. This prize supports a culture within research and innovation organisations and companies allowing women to become the innovators and entrepreneurs of tomorrow. The prize is awarded every year to women from across the EU and countries associated to Horizon Europe, who have transformed their ideas into disruptive innovations to benefit people and the planet.

As for the previous editions, the European Prize for Women Innovators 2026 is organised jointly by the by the European Innovation Council and SMEs Executive Agency (EISMEA) and the EIT.

It is foreseen that the prize has three categories, two funded by the EIC (the Women Innovators and the Rising Innovators categories) and one by the EIT (the EIT Women Leadership category)[104].

[103] memorandum_of_understanding-eic-eit_08012021_signed.pdf (europa.eu).

[104] The categories might be subject to change.

Indicative amounts:

- EIT Awards 2026: Financial prizes of EUR 50.000 for the first places of the Venture Award, Innovation Team Award and EIT Changemaker Award. Financial prizes of EUR 30.000 EUR and EUR 20.000 respectively for the second and third places. No financial prize is foreseen to be awarded for the EIT Public (Citizen) Award.

- EIT Women Leadership category European Prize for Women Innovators Award 2026: EUR 50.000, EUR 30.000 and EUR 20.000 for the three highest ranked proposals for the EIT Women Leadership category European Prize for Women Innovators Award.

Indicative award criteria:

- EIT Awards 2026: the specific criteria, the scoring and the applicable threshold will be indicated in the respective Calls for Nominations.

- EIT Leadership category European Prize for Women Innovators 2026:

    - Breakthrough innovation
    - Impact
    - Inspiration

The specific criteria, the scoring and the applicable thresholds will be indicated in the Rules of Contest.

Evaluation Committee (both prizes):

An EIT Evaluation Committee will be appointed in order to give an advisory opinion on the admissibility, eligibility and exclusion criteria. Each member shall sign a declaration of absence of conflict of interest and confidentiality before starting the evaluation.

Appointment and composition of the jury (both prizes):

The EIT will appoint a jury composed of three external high-level experts, in order to evaluate the applications against the award criteria. All members shall be experienced specialists with prominence in their field and will be competent to evaluate the nominations given the scope of the award. The selection and appointment procedure shall comply with equal treatment and no conflict-of-interest principles. The jury members shall declare that they are not in a situation of conflict at the time of appointment and that they undertake to inform the EIT if any conflict of interests should arise in the course of the evaluation procedure.

Indicative timetable

1. EIT Awards 2026:

Activity	Deadline
Publication of the Calls for Nominations	Q1/Q2 2026
Deadline for submitting applications to the EIT	End of Q2 2026
Evaluation	Q3 2026
Information on evaluation results / award	Q4 2026

2. European Prize for Women Innovators 2026:

Activity	Deadline
Publication of the Rules of Contest on Funding and Tenders Portal	June 2026
Deadline for submitting applications to the EIT	September 2026
Evaluation	October 2026 – February 2027
Information on evaluation results / award	February – May 2027

Annex XIII: 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 which foresees the following EIT Outreach activities:

- position EIT's innovation model among other successful innovation initiatives at an international level, enabling European innovation to reach major markets worldwide;
- showcase EIT supported innovation and activities and attract support for EIT innovators;
- 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;
- contribute to enhancing Europe's leadership in addressing the world's major challenges by building bridges to and forging synergies with global innovation leaders;
- 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.

Annex XIV: 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[105]. The SAs are aligned with the EIT's impact framework high level objectives to:

- Increase the impact of 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 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, 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 Climate-KIC's work.

[105] 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 Climate-KIC will have:

- Helped Europe avoid over **500 million tons** (CO2eq) of emissions;
- Strengthened the resilience of **10 million people** to the impacts of climate change;
- Generate **50.000 green jobs**;
- Leveraged over **€100bn** to support the scale-up of innovations to tackle climate change;
- Become the strategic partner of choice for over **100 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;
- 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	#intellectual Property Rights	14	15	0	0	0	0	0	29
EITHE02.1	#Marketed Innovations	35	27	0	0	0	0	0	62
EITHE03.1	#Supported Start-ups/Scale-ups	163	291	50	20	0	0	0	524
EITHE04.1	#Start-ups created of/for innovation	1	3	0	0	0	0	0	4
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	1	4	0	0	0	0	0	5
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	22	36	10	15	20	20	20	147
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	200	240	10	0	0	0	0	450
EITHE08.1	#Participants in (non-degree) education and training	2959	1500	0	0	0	0	0	4459
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	3	16	0	0	0	0	0	19
EITHE10.1	# Active KIC Partners	180	170	160	160	150	150	150	Average 160 partners
EITHE11.1	FS revenues (in €M)	6.2	8.5	11.6	15.8	18.5	23.2	27	110.7
EITHE12.1	% Co-funding rate	60%	77%	105%	163%	229%	252%	272%	145% average

(2) 28Digital:

Focus Areas: *28Digital 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.

By 2027-28 Digital will have:

- 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 28Digital 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 Innovators	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

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	45	55	60	70	70	70	70	440
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	350	400	450	500	500	500	500	3 200
EITHE08.1	#Participants in (non-degree) education and training	450	600	800	1 000	1 000	1 000	1 000	5 850
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 (in €M)	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) InnoEnergy:

Thematic Fields: *Smart Electric Grids, Energy Storage, Smart and Efficient Buildings and Cities, Energy for Circular Economy, Renewable Energies, Energy Efficiency and Energy for Transport and Mobility*

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.

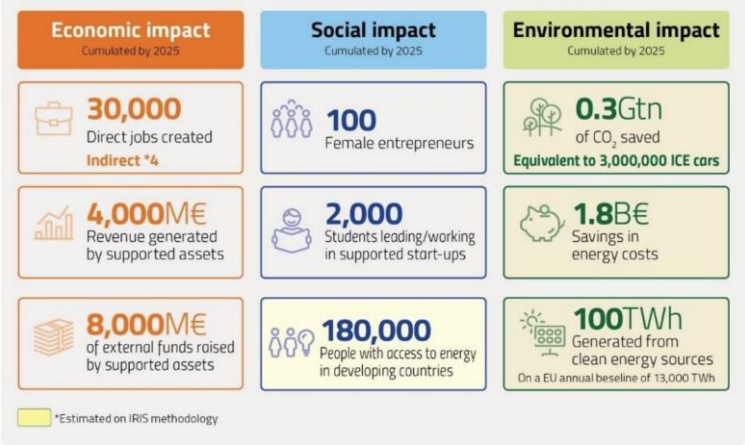
The goal of InnoEnergy by 2027 is to:

- 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;
- Expand **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 (in €M)	400	600	800	1 000	1 000	1 000	1 000	5 800
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	182	250	275	300	325	350	350	2 032
EITHE08.1	#Participants in (non-degree) education and training who joined Start-ups	51 410	50 000	50 000	50 000	50 000	50 000	50 000	351 410
EITHE09.1	#EIT labelled MSc/PhD students & 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 (in €M)	30	46.2	61.2	92.2	120.2	151.2	182.2	683.2
EITHE12.1	% Co-funding rate	50	40	30	20	10	10	10	
EITHE13.1	#KIC success stories	20	20	20	20	20	20	20	140

(4) EIT Health:

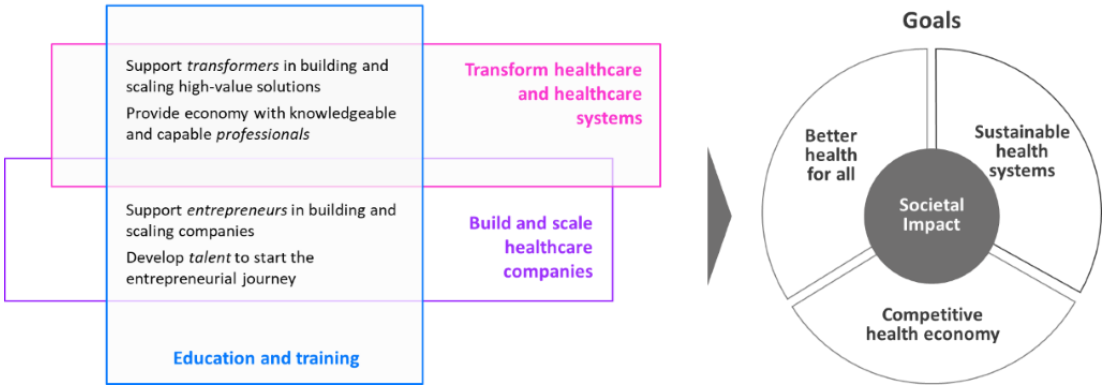
Focus Areas: *towards health continuum care pathways, bringing care home, creating the enabling environment for healthcare transformation, from the workplace to the health place, harnessing the power of real-world data, fostering healthy lives by introducing behavioural change.*

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	KPIs	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

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
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 (in €M)	151	166	199	211	191	206	186	1 307
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	60	90	50	160	190	220	240	1 010
EITHE08.1	#Participants in (non-degree) education and training who joined Start-ups	2 890	3 240	3 640	4 240	4 840	5 540	6 340	30 730
EITHE09.1	#EIT labelled MSc/PhD students & 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 (in €M)	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 RawMaterials:

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:

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.

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.

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:

- Attracted **investments** in primary resources and advanced materials development worth **1.3 billion euro;**
- 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;**
- **Improve** gender balance **in RM sector education programs– to 50%;**

- **Reached 50%** of new processing plants of the raw materials in sector**, with Zero Liquid Discharge** implemented.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#intellectual Property Rights	2	4	15	15	15	15	15	81
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	4	4	6	7	9	11	12	53
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	10	10	40	40	40	40	40	240
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	184	140	144	162	180	180	180	1170
EITHE08.1	#Participants in (non-degree) education and training who joined Start-ups	5 835	4 327	3 903	3 370	3 370	3 370	3 370	27 545
EITHE10.1	# Active KIC Partners	300	300	300	300	300	300	300	Average 300 partners
EITHE11.1	FS revenues (in €M)	9.3	9.5	11.65	€13.55	€15.95	21.85	28.75	110.55

(6) EIT Food:

Focus Areas: Alternative Proteins, Sustainable Agriculture, Targeted Nutrition, Sustainable Aquaculture, Digital Traceability and Circular Food Systems

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 Food envisages:

- That **212,000 people** will actively engage with us to develop healthier, sustainable behaviour;
- To support the **design** and testing of almost **one thousand innovations**;
- 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	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 (in €M)	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 (in €M)	5.35	6.75	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%	72.90%
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(7) EIT Urban Mobility

Areas of focus: Active Mobility, Intermodality, Mobility Infrastructure, Mobility for all, Sustainable City Logistics, Creating Public Realm, Future Mobility, Mobility and Energy, and Pollution

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 KIC envisages to:

- 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 42,500 **people in innovation and entrepreneurship, technology implementation**, system transformation and change;
- 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;
- Co-create with citizens and citizen associations in **40 European cities to foster user-centric design** and fast uptake of sustainable urban mobility solutions;
- Support the increase in the average number of public transport stations per square km (underground/metro stations, bus stops, trams) in 90% of City Club cities from levels of 2021;
- **Decrease in 100%** of City Club cities the greenhouse **gas emissions derived from the transport sector**;
- Support the **decrease of the car ownership per capita** (registered private cars per capita) **in 80%** of City Club cities from levels of 2024.

Code	KPIs	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 (in €M)	3	5	8	9	10	11	12	58
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	0	50	130	300	450	500	550	1 980
EITHE08.1	#Participants in (non-degree) education and training	2 700	2 700	4 100	6 000	7 500	9 000	10 500	42 500
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	1 350
EITHE11.1	FS Revenues (in €M)	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	20

(8) EIT Manufacturing

Focus Areas: AI/Data, Industrial Metaverse, Circular Economy, Net Zero Industry, Renewable Energy

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:

- Increase the number of **upskilled employees** working in the manufacturing sector to **36% 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	KPIs	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	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 (in €M)	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

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
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 (in €M)	6.594	8.975	12.523	14.262	19.603	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

(9) EIT Culture & Creativity

Focus areas: Fashion, Architecture, Cultural Heritage, Audio-Visual Media, Gaming

Strategic Objectives:

- **Future-proofing students and professionals** with entrepreneurial and cross-disciplinary skills for the green and digital transition.
- **Deploying and scaling innovations** on green and digital technologies and new business models unlocking positive societal and economic impact.
- **Accelerating and scaling market opportunities** in the cultural and creative sectors and industries to compete globally.

By 2027, EIT Culture & Creativity aims to:

- Support **36 organisations** with revenue growth trading or employing innovations;
- Reduce the **volume of CO2 emissions** in the cultural and creative sectors and industries by **0.6%**;
- Create **2000 new jobs** in start-ups and scale-ups and **sustain 2000 jobs** through innovations;
- Raise **funds of €15.92 million** for the growth of the cultural and creative sectors.

Code	KPIs	2024	2025	2026	2027	Total
EITHE01.1	#Intellectual property rights	0	0	50	65	115
EITHE02.1	#Marketed Innovations	0	17	60	78	155
EITHE03.1	#Supported Start-ups/Scale-ups	30	60	114	236	440
EITHE04.1	#Start-ups established as a result / based on the output(s) of KAVA	0	8	38	113	159
EITHE05.1	#Start-ups created by students and graduates from EIT-labelled programmes	0	1	8	23	32
EITHE06.1	Investment attracted by KIC supported Startups/Scale-ups (in €M)	0.75	0.75	2.06	13.44	16.25
EITHE07.1	#Graduates from EIT-labelled programmes	0	114	1 215	2 031	3 390
EITHE08.1	#Participants in (non-degree) education and training	150	1 000	6 125	11 475	18 750
EITHE09.1	#Students enrolled in EIT-labelled programmes	0	219	2 081	3 332	5 632
EITHE10.1	#Active KIC Partners collaborating in the KIC	49	87	218	272	626
EITHE11.1	FS revenues (in €M)	1.8	5.3	10.7	14.5	32.3
EITHE12.1	% KICs SIA funding rate	91%	76%	77%	76%	80%
EITHE13.1	Financial asset valuation (accumulated)	0	2.22	4.59	7.38	14.19

Annex XV: Procurement Plan 2026

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 2026 amounts to **EUR 9 800 000**.

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 2026 for an indicative amount of **EUR 1 300 000**.

Areas / subjects	Indicative type of contract(s)[106]	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Professional travels	OF /NEW FWC	3	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	OF/ NEW FWC	23	Q1-Q4
Trainings for EIT staff	SER/OF	15	Q1-Q4
Schooling/kindergarten	SLA	8	Q1-Q4
Interim staff	OF / NEW FWC		24Q1-Q4
Organization of social events	SER /NEW FWC	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 (procurement initiated in 2025)	21	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC/	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	16	Q1-Q4
External legal advice	NEW FWC/SC	3	Q1-Q4
Security related expenses	SER	3	Q1 -Q4

[106] 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 2026 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 4 397 000.

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 contract107	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Operational activities KICs impact					
1.1. Effective monitoring and evaluation strategy					
EIT data KPI validation tool	3 111	55 750	SC	2	Q1-Q4
Quality Assurance of EIT Label	3 112	200 000	SC	2	Q2-Q3
Audits	3 111	350 000	SC	3	Q2-Q3
Workshops	3 111		SC	3	Q1-Q4
1.2. Monitoring and evaluation					
KICs reviews	3 206	40 000	SC	1SC	Q1-Q4
3. EIT Governance and Communications					
3.2. Communication					
Brand management, communication, stakeholders	3 202	3 751 000	SC	10 SCs	Q1-Q4

[107] 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 XVI: 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 2026 amounts to **EUR 300 950**.

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 contract[108]	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Increasing the impact of KICs and knowledge triangle integration					
1.1. Support to existing KICs					
1.1.1.1 Strategic supervision and guidance					
External experts	3 111	206,950,00	EXP	20	Q1-Q4
1.3.1 EIT Awards					
External experts	3 204	40,000,00	EXP	3	Q1-Q4
1.5. Monitoring and evaluation					
External experts	3 206	54,000,00	EXP	6	Q1-Q4

[108] 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.