



DECISION 12/2025

OF THE GOVERNING BOARD OF

THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT)

ON THE ASSESSMENT AND ADOPTION OF THE 2024 ANNUAL ACTIVITY REPORT OF THE AUTHORISING OFFICER OF THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY

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

Having regard to Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology (recast),¹ (hereinafter referred to as the 'EIT Regulation'), and in particular, Article 19 (2) thereof, point (1) (b) of section 2 and point (6) (d) of section 5 of the Statutes of the EIT provided in Annex I to the EIT Regulation (hereinafter the 'Statutes of the EIT');

Having regard to Commission Delegated Regulation (EU) No 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 Council² (hereinafter referred to as the 'Framework Financial Regulation'), and in particular Article 48 thereof;

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)³;

Having regard to Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the EIT⁴ (hereinafter referred to as the 'EIT Financial Regulation'), and in particular Article 1 thereof;

Having regard to Decision 18/2023 of the Governing Board of the EIT of 12 May 2022 on the Charter of the Audit Committee and on the Members and Chairperson for the EIT Audit Committee⁵ and Decision 37/2023 of the Governing Board of the EIT amending Decision 18/2023 on the Charter of the Audit Committee and Chairperson of the EIT Audit Committee⁶;

Having regard to the draft consolidated annual activity report prepared by the Authorising Officer in respect of the year 2024;

WHEREAS

- The Authorising Officer shall report to the Governing Board on the performance of his or her duties in a form of a consolidated annual activity report pursuant to Article 48(1) of the Framework Financial Regulation;

¹ OJ L189 of 28.05.2021, p. 61.

² OJ L122 of 10.5.2019, p. 1.

³ OJ L, 2024/2509, 26.9.2024.

⁴ Ares(2019)6810859-04/11/2019

⁵ Ref. Ares(2023)3472176 - 17/05/2023

⁶ Ref. Ares(2023)8035963

- The consolidated annual activity report shall be submitted to the Governing Board for assessment in accordance with Article 48(1) of the Framework Financial Regulation;
- The Governing Board shall adopt the consolidated annual activity report of the EIT based on the draft prepared by the Director pursuant to point (1) (b) of Section 2 and point (6) (d) of Section 5 of the Statutes of the EIT;
- No later than 1 July each year the consolidated annual activity report together with its assessment shall be sent by the Governing Board to the Court of Auditors, to the Commission, to the European Parliament and the Council in line with Article 48(2) of the Framework Financial Regulation;
- In line with the Charter of the Audit Committee, the Audit Committee shall advise the Governing Board regarding the assessment of the annual activity report of the Authorising Officer;
- The EIT Audit Committee expressed its positive opinion on the draft annual activity report prepared by the Director and supports the adoption of the Governing Board's assessment of the consolidated annual activity report 2024 as well as the adoption of the consolidated annual activity report 2024.

HAS DECIDED AS FOLLOWS:

Article 1

Assessment of the Consolidated Annual Activity Report 2024

The EIT Governing Board:

1. Welcomes the results presented in the 2024 Consolidated Annual Activity Report of the EIT's Authorising Officer (the 'CAAR') and appreciates the presentation of all the underlying building blocks that underpin the declaration of assurance. Expresses its satisfaction and appreciation of the results achieved by the EIT and the high level of commitment of the Director and his staff, and the effectiveness and efficiency of work of the EIT.
2. Acknowledges that the 2024 marked the end of the 15-year support period for the "first wave KICs" outlined in their Partnership Agreements. The first three KICs reaching financial sustainability marks a strategic milestone for the EIT and proofpoint for its model. Following the positive outcome of their final review conducted in 2023, and the EIT Governing Board's decision on the duration, content, and structure of the memoranda of cooperation, the EIT Director signed a Memorandum of Cooperation (MoC) with EIT Climate-KIC, EIT Digital and EIT InnoEnergy in October 2024.
3. Welcomes the fact that under the Strategic Innovation Agenda 2021-2027, the EIT Community continues to increase in size and the positive impact of its activities on Europe's competitiveness and in addressing global challenges, and has collectively now enabled over 2 400 innovative products and services to be put on the market, trained several thousands of entrepreneurs and supported over 9 900 start and scale-ups that attracted close to EUR 10 billion in investments.
4. Welcomes that the EIT following the transition to a multiannual funding approach and further integration with Horizon Europe, the fully fledged new multiannual and simplified operational model for implementation as of the 2023-25 cycle was introduced. The Board expresses its satisfaction that following an additional allocation of EUR 105 million in 2023, an additional funding envelope of EUR 119 million was available for the KICs by the end of 2024 to further enhance their results.
5. Notices that as regards the EIT's core operations, the detected error rate during ex-post verification of costs claimed by the KICs for 2021-22 grants in the final reports was 3.2%, which is above the materiality level of 2%.
6. Welcomes that the call for selecting a new KIC for Water, Marine and Maritime Sectors was prepared and promoted in 2024 and the call for the new KIC was successfully launched in January 2025. The Board is of

the view that this KIC addresses a high policy priority for the European Union in a strategic sector, which is reflected in the high interest in the call to establish a KIC in this area.

7. Welcomes that the EIT received a very positive assessment from the Internal Audit Service of the European Commission (IAS) evaluating the selection process of EIT Culture & Creativity confirming that the EIT carried out the process in a professional and transparent manner, fully abiding to all applicable principles and rules. Takes note that following the signature of the Start Up Grant Agreement (SUGA) with the EIT Culture & Creativity KIC in February 2023, the consortium successfully achieved the milestones of the start-up phase leading to an initial Funding Allocation to the KIC in 2024.
8. Welcomes the successful implementation of key synergies via structured cooperations, for example, under the Memoranda of Understanding with the European Innovation Council (EIC), the European Union Intellectual Property Office (EUIPO), the European Patent Office (EPO), the COST initiative, the European Investment Fund (EIF) and the European Union Agency for Law Enforcement Training (CEPOL).
9. Acknowledges that the EIT work on bridging the gender gap by successfully implementing the EIT Gender Equality Plan target of 25% women CEOs/Owners of the EIT KICs-supported start-ups and scale-ups, reaching 27%.
10. Welcomes that building on the positive outcome of the independent external evaluation of the Higher Education Institutions Initiative's pilot phase (2021-2024) and that as a result of the programme continuation being endorsed by the EIT Governing Board until 2027, the EIT began re-shaping HEI's business model in 2024, with the 4th Call for Proposals launched in September 2024 that aims to fund up to 42 HEI projects, signifying the EIT commitment to further empowering the Initiative to become engine of European innovation.
11. Welcomes the fact that the New European Innovation Agenda (NEIA) adopted on 5 July 2022 by the European Commission to position Europe at the forefront of the new wave of deep tech innovation and start-ups and outlined the EIT Community as one of its key contributors and actors of the European Innovation Ecosystem. Expresses its satisfaction that in 2024 the EIT contributed to several actions including the Women2Invest programme, the EIT Deep-Tech Talent Initiative and the Next Generation Innovation Talents Scheme. Highlights that the strategic Deep Tech Talent Initiative in particular created a high level of response among Europe's industry, recognising the need for rapid tech and entrepreneurship skill development in Artificial Intelligence and other strategic technologies as essential element for Europe's competitiveness.
12. Welcomes the success of the European Battery Alliance (EBA), which successfully trained 100 000 direct learners, and 700 000 indirect learners by the end of 2024 with further plans to expand the scheme with 150 000 direct learners in the next 3-5 years. Expresses its satisfaction that building on this success, the EIT started implementing the European Solar Academy and signed a grant agreement with EIT InnoEnergy in August 2024 to train 100 000 workers by end of 2027. Acknowledges that two additional Net-Zero Industry Academies (the European Raw Materials Academy to train 100 000 learners within 3 years and the European Advanced Materials Academy to train 200 000 learners within 4 years) will start its implementation from 2025 following the signature of contribution agreements in 2024 with DG GROW and DG RTD.
13. Welcomes the EIT Community's continuous support to the people of Ukraine. Expresses its satisfaction that the EIT, as an EU body, fully stands behind the EU position condemning the invasion by Russia and that the EIT Community launched several bespoke Ukraine support activities aimed at nurturing Ukrainian talent by making easier for them to access the opportunities offered by the EIT Community.
14. Welcomes that in 2024, the EIT celebrated the 10th anniversary of the establishment of the EIT Regional Innovation Scheme, which supported over 3 661 ventures and launched 501 innovations throughout 1 185 KIC partners and 104 offices in the RIS area. Aimed at widening the geographical spread of EIT activities and contributing to bringing Europe's persistent innovation divide and further advanced implementation of its EIT Regional Innovation Scheme agenda, the EIT established 18 EIT Community Hubs in total by the end of 2024. Welcomes, that in 2024, the EIT started developing the EIT Regional Innovation Booster (RIB) strategic initiative, aiming to attract ventures from RIS regions towards commercial success, to create and

support a pathway for local ventures and to decomplexify and defragment Europe's startup and scaleup support landscape.

15. Welcomes that from March 2024, the EIT took over and successfully chaired the EU Agency Network Troika (the network comprising of 52 EU agencies and bodies) in collaboration with the other EU Agency based in Hungary, the European Union Agency for Law Enforcement Training (CEPOL). It expresses its satisfaction that the EIT under its chairmanship concluded the EUAN governance reform, started among others the EUAN training series on Artificial Intelligence for EU bodies and institutions, and launched the EUAN Troika pilot of Shared Services in the areas of HR, Procurement and Cybersecurity, which promises to lead the way towards administrative efficiency increases.
16. Encourages the EIT to take further measures to more broadly disseminate the results achieved, more broadly incorporate information about the EIT achievements and present the EIT Community success stories in its communication and external stakeholders activities as well as mobilise EIT KICs to contribute more strongly to these agendas.
17. Expresses its satisfaction that the EIT further advanced its simplification agenda aimed at reducing and simplifying the administrative procedures and outsourcing basic administrative tasks, allowing the organisation to focus on implementing impactful activities.
18. Welcomes the fact that the EIT sustained its administrative operations effectiveness and efficiency as its administrative budget for 2024 constituted 2.5% of the overall EIT budget managed in the 2024 financial year.
19. Notes that despite the complexities introduced by the transitioning to a new grants' mechanism, the 2024 budget implementation rate of the EIT was 96% for 2024 new funds, which is 2 p.p. higher compared to 2023. The overall implementation level is 88%, which is just below the implementation rate of 2023. This decrease is linked to the reschedule of the payment concerning the Higher Education Initiative (HEI) from Q4 2024 to 2025 and the consequent cancellation of 2023 funds reserved for that action.
20. Notes with satisfaction that the European Parliament granted discharge to the EIT in respect of the financial year 2023, which confirms the positive evaluation of the EIT's management and control systems.
21. Appreciates the fact that throughout 2024, the EIT Director kept the Governing Board fully informed of the EIT's activities and progress by way of regular Governing Board meetings, facilitated by a structured agenda and regular activity reports, as well as actively engaged the Board members in additional activities to support the EIT, inter alia as Rapporteurs for KICs and in Advisory Groups of the EIT Governing Board.
22. Expresses satisfaction that by the end of 2024, the EIT closed 200 out of 206 IAC audit recommendations.
23. Notices that no significant weaknesses are detected in any of the EIT's Internal Control system components, as regards to financial transactions and/or operations with financial impact performed directly by the EIT, which could jeopardise the achievement of operational, financial or control objectives.
24. Notes with concerns that the critical risks due to structural understaffing of the EIT remain valid and that this also creates non-sustainable risks to EIT's staff health and well-being given the increasing workload.
25. Seconds the EIT Director to continue calls upon the EU institutions to effectively address the structural understaffing of the EIT compared to its budget and mandate, which was confirmed by independent auditors, including the European Court of Auditors and the Commission's Internal Audit Service.
26. Notices the EIT Director reservation that three irregularities occurred at the level of the Knowledge and Innovation Communities and that despite the robust internal control system and detected signs of the potential irregularities through its monitoring and control activities, their follow up required investigative tools not available to the EIT and therefore could not be fully detected by the EIT's recurrent ex-ante and ex-post controls. Notes that suspected irregularities detected were reported as relevant to OLAF for further investigation and as a result, some of the payments made by the EIT on grant agreements 2020-2023 may have been irregular and may have to be recovered due to non-compliance with EU rules based on the irregularities detected.
27. Requests the EIT to continue developing its ex-ante and ex-post controls and strategies and provides support to the KICs to develop their antifraud and internal control capacities and follow up to OLAF's financial recommendations and once it has finalized its respective assessments, to proceed to recover or

reduce the grant by the total amount(s) established as a result of the contradictory procedures embodied in the respective grant agreement(s).

Article 2

Adoption of the Consolidated Annual Activity Report

Based on the assessment of the Governing Board, as set out in Article 1 of this decision, the Consolidated Annual Activity Report 2024 prepared by the EIT Director is adopted as set out in Annex 1 to this decision.

Article 3

Publication

The Consolidated Annual Activity Report 2024 shall be sent by the Chairperson of the EIT Governing Board, on behalf of the Governing Board, to the European Court of Auditors, to the Commission, to the European Parliament and the Council and shall be published on the website of the European Institute of Innovation and Technology.

Article 4

Entry into force

This decision shall enter into force on the day of its signature.

Done in Brussels on 16 June 2025

(e-signed)

Stefan DOBREV

Chairperson of the EIT Governing Board

Annex 1: Consolidated Annual Activity Report 2024





A body of the European Union



CONSOLIDATED ANNUAL ACTIVITY REPORT 2024

FINANCIAL YEAR 2024

June 2025 | Budapest



Introduction.....	4
The EIT in brief	5
Executive Summary – 2024 Highlights	8
PART I. ACHIEVEMENTS OF 2024	17
1.1 Operational activities: KIC impact	17
1.2 Operational activities: EIT impact	24
1.3 EIT Governance and Corporate Communications	35
PART II (A). MANAGEMENT.....	55
2.1 EIT Governing Board and EIT Management	55
2.2 Major developments.....	56
2.3 Budgetary and financial management	59
2.4 Delegation and sub-delegation	68
2.5 Human Resources (HR) management	68
2.6 Strategy for efficiency gains.....	69
2.7 Assessment of audit results and ex-post evaluations during 2024	71
2.7.1 Internal Audit Service (IAS)	71
2.7.2 Internal Audit Capability (IAC).....	72
2.7.3 European Court of Auditors (ECA).....	73
2.8 A Follow up of recommendations and action plans for audits and evaluations.....	76
2.8 B Follow up of recommendations issued following investigations by OLAF.....	76
2.9 Follow up of observations from the discharge authority	77
2.10 Environment management	80
2.11 Assessment by management	83
PART II (B). EXTERNAL EVALUATIONS	85
PART III. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS	86
3.1 Effectiveness of internal control systems	86
3.2 Conclusions of the assessment of internal control systems.....	95
3.3 Statement of the manager in charge of risk management and internal control (ICC)	98
PART IV. MANAGEMENT ASSURANCE	99
4.1 Review of the elements supporting assurance	99
4.2 Overall conclusion on assurance and reservations	100
PART V. DECLARATION OF ASSURANCE.....	101
ANNEXES.....	103
Annex I: Core business statistics: EIT KPIs 2023 (Grant Agreements 2023-2025).....	104
Annex II: Statistics on financial management	105
Annex III: Organisational chart in 2024	106
Annex IV: Establishment plan and additional information on Human Resources management	107



Annex V: Human and financial resources by activity	110
Annex VI: Grant, contribution, and service level agreements.....	111
Annex VII: Environment management	114
Annex VIII: Final annual accounts 2024.....	117

Introduction

This consolidated annual activity report provides an overview of the activities and achievements of the European Institute of Innovation and Technology (EIT) in 2024.

The EIT's Annual Activity Report 2024 is a report of the EIT Director. It is a key component of the strategic planning and programming cycle and the basis on which the EIT Director takes responsibility for the management of resources and the achievement of objectives. It also allows the EIT Director to decide on the necessary measures to address any potential management and control weaknesses identified. It is in compliance with Article 47 of the EIT Financial Regulation.

The Annual Activity Report 2024 comprises four main parts and annexes as follows.

Part I: Achievements of the financial year 2024. Mirroring the structure of the Annual Work Programme of the EIT for the year 2024, Part I provides information on the achievement of objectives set in the annual work programme. This section also includes references to progress against Key Performance Indicators (KPIs) and targets.

Part II: Management. This section provides information on the functioning of the EIT Governing Board. It also includes major internal and external developments which had an impact on the EIT during the reporting year as well as information on budgetary and financial management, Human Resources management, assessment by the EIT management, and assessment of audit results during 2024, along with the follow-up of recommendations and action plans resulting from the audits. It also includes components on the follow-up of observations from the Discharge authority.

Part III: External evaluations. This section presents a summary of the action plans to follow up on the conclusions of the evaluations referred to in paragraph 3 of Article 29 and the report on its progress in accordance with art 29(4) FFR.

Part IV: Assessment of the effectiveness of the internal control systems. The report details the most important risks associated with the EIT's operation as well as compliance with and effectiveness of the Internal Control Standards.

Part V: Management assurance. The report concludes with a declaration of assurance in which the EIT Director, in his role as Authorising Officer, takes responsibility for the legality and regularity of all financial transactions.

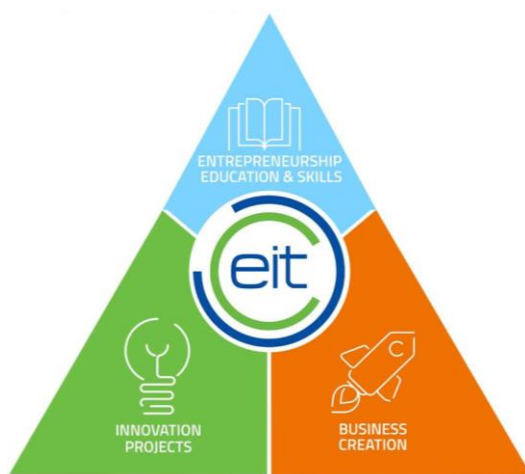
In the annexes, the report provides statistics and information on the EIT core KPIs, financial management, organisational chart, establishment plan, Human and Financial resources used by activity, the EIT's final annual accounts, and further specific annexes related to Part II and Part III of the report.

The EIT Annual Activity Report is a public document and is available on the EIT website. It follows the template provided by the European Commission.

The EIT in brief

The European Institute of Innovation and Technology (EIT) was set up to drive innovation across Europe. The EIT's mission is to contribute to the **competitiveness** of Europe, its **sustainable economic growth** and **job creation**, as well as to create favourable environments for **creative thought** and **enable ground-breaking innovation to thrive in Europe**. It does this by promoting and strengthening synergies and cooperation among businesses, education institutions, and research organisations, the so-called 'knowledge triangle'.

The EIT promotes innovation in Europe by bringing together organisations from these dimensions to cooperate in long-term partnerships through its **Knowledge and Innovation Communities (KICs)**. The partners of the KICs are **excellent innovators** that work together to tackle some of **Europe's greatest societal challenges**.



EDUCATION & SKILLS

Creating future innovators:

Deliver entrepreneurs and provide business and industry with a skilled workforce



INNOVATION

Breaking down the barriers for collaboration:

Innovation projects between universities, research organisations and business that helps to turn research into commercial products and services



BUSINESS CREATION

Turning ideas into businesses.

Help start-ups and ventures to start and accelerate the growth of their business.

To date, the EIT has established nine KICs; one more is expected to be designated in 2025:









THE EIT KICs AND THEIR PARTNERS MAKE UP THE EIT COMMUNITY



The EIT is now an integral part of **Horizon Europe**, the EU Framework Programme for Research and Innovation 2021-2027. The EIT's new **Strategy for 2021-2027 marks a budget of nearly EUR 3 billion** and a mandate to:

- ✓ Focus on the societal impact of our Innovation Communities by addressing the needs of innovators and through the creation of sustainable innovation ecosystems.
- ✓ Improve the EIT Community's openness, inclusiveness, and cooperation.
- ✓ Work harder to close Europe's innovation divide through the EIT Regional Innovation Scheme.
- ✓ Strengthening the innovation capacity of Higher Education even beyond the EIT Community.
- ✓ Enlarge our network with the creation of two new Innovation Communities: the first for the Cultural and Creative Sectors and Industries in 2022, the second for the Water, Marine and Maritime Sectors in 2026.

Individually, each Knowledge and Innovation Community focuses on addressing societal challenges on which the Sustainable Development Goals ('SDGs') are based: climate change, renewable energy, digital transition, urban mobility, raw materials, smart manufacturing, food, socio-economic and health.

	<p>EIT Digital was designed to foster European digital sovereignty by supporting the development of core digital technologies and promoting their ethical use in crucial domains. In this regard, 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.</p>
	<p>EIT Climate-KIC strongly contributes to the European Commission's priorities on the Energy Union and Climate Action as it integrates climate adaptation and mitigation research efforts. It also stimulates climate entrepreneurship among students and professionals through educational activities that foster sustainable development</p>
	<p>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. It 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. EIT Raw Materials aims to design 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.</p>
	<p>EIT InnoEnergy strives towards achieving its strategic goal of reducing greenhouse gas emissions, increasing the security of the energy system (operability of assets and autonomy in supply), and decreasing the cost of energy across the value chain, aligned with the 2030 EU climate objectives. The KIC is contributing to EU30 goals, by designing, developing, and deploying commercially viable innovations that tackle the energy, societal and economical challenges.</p>
	<p>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.</p>
	<p>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</p>



	<p>citizens and a sustainable agrifood system (thereby contributing to the EU's Farm to Fork strategy, as well as to the Horizon Europe Strategic Plans).</p>
	<p>EIT Manufacturing boosts the global competitiveness of Europe's manufacturing sector by connecting manufacturing players and promoting talents and entrepreneurship to accelerate sustainable innovation in Europe. It promotes sustainable European Manufacturing, facilitating responsible consumption and production: reducing waste, raw materials, and energy consumption for an increasingly circular and carbon-neutral economy.</p>
	<p>EIT Urban Mobility reimagines collective and individual mobility as tailored to local needs, community friendly, and stimulating for the economy.</p> <p>EIT Urban Mobility plans to create liveable urban spaces by encouraging the development of more efficient and integrated transport systems across various modes. It will address the mobility sector, which 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.</p>
	<p>EIT Culture & Creativity'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. Its key focus areas are fashion and textiles; architecture and cultural heritage; audiovisual and games.</p>

Executive Summary – 2024 Highlights

1. INCREASING THE IMPACT OF KICS AND KNOWLEDGE TRIANGLE INTEGRATION

Since the EIT was set up in 2008, its activities have continued to deliver **impact and ground-breaking innovations, and it has created the largest innovation community in Europe**. The EIT model has been tried, tested and proven. By the end of 2024, the EIT Community has grown to over **2 400 partners** and **70 hubs**, which collectively have by now put over **2 400 innovative products and services on the market**, trained **880 000 learners** in innovation, entrepreneurship and deep tech, and supported over **9 900 start-ups and scale-ups**. These companies **have raised almost EUR 10 billion in investments** and resulting in the growth of innovative companies, which in total are worth **€71.2 billion**. This includes the following unicorns (companies worth over **€1 billion**, which have been created supported by different KICs:



VERKOR (FR)
low-carbon batteries
Supported by EIT InnoEnergy



CLIMEWORKS (CH)
carbon dioxide (CO2) collectors
Supported by EIT Climate-KIC



OWKIN (FR)
better patient drugs by machine learning
Supported by EIT Health



H2 GREEN STEEL (SE)
large-scale steel producer based on a
fossil-free process
Supported by EIT InnoEnergy



SWORD HEALTH (PT)
virtual care for patients
Supported by EIT Health

DEVELOPING THE COLLABORATION FRAMEWORK WITH THE FIRST WAVE OF KICS

2024 marked the end of the 15-year support period for the “first wave KICs” outlined in their Partnership Agreements. Following the positive outcome of their final review conducted in 2023, and the EIT Governing Board’s decision on the duration, content, and structure of the memoranda of cooperation, the EIT signed a Memorandum of Cooperation (MoC) with EIT Climate-KIC, EIT Digital and EIT InnoEnergy in October 2024. The MoC establishes that each KIC will 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, as their fifteen-year partnership agreements expire in 2025. Building on the thematic expertise of each KIC, the EIT has from the beginning steered these communities toward maximum impact:

- **EIT Climate-KIC** has become a strong public-private partnership focused on climate innovation. It has helped **build over 2 300 start-ups**, which generated **EUR 1.1 billion** of investment, created **15 000 full-time jobs** and powered **790 new products**.
- **EIT Digital** has upskilled hundreds of thousands of people through its education portfolio, helped **create 275 start-ups** and supported the scale-up of over **720 ventures** who have gone on to raise **EUR 660 million** in external investment. It has also supported activities of 20 ‘centaurs’.
- **EIT InnoEnergy** is one of the largest cleantech investors. It boasts more than **200 portfolio companies** in areas like energy storage, transport, and renewables which have collectively raised over **EUR 4.8 billion** from public and private sources.

EIT InnoEnergy itself reached ‘unicorn’ status in 2023 following a major investment round with investors like Engie, Société Générale, Siemens Financial Services, and others. EIT InnoEnergy’s portfolio includes over 200 companies and more than 1 200 partners in the renewable energy sector. It is both the leader of the European Battery Alliance and Secretariat of the European Solar PV Industry Alliance.

MULTIANNUAL FUNDING

Following [the transition to a multiannual funding](#) approach and further integration with Horizon Europe, the EIT introduced a new multiannual and simplified operational model for implementation as of the 2023-25 cycle. It included an invitation to submit proposals for [KIC Business Plans](#), joint EIT Community activities, and for the EIT Higher Education Institutions (HEI) Initiative (Call HORIZON-EIT-2022-KIC), for the above-mentioned period. Following the initial call published on 28 April 2022, the EIT awarded EUR 885 million to the KICs based on the allocation by the EIT Governing Board. In 2023, an additional allocation of EUR 105 million was decided. By the end of 2024 a top up of EUR 119 million was allocated to the KICs. The total EIT budget available for grants for [the multiannual funding allocation at the end of 2024 was EUR 1.109 million.](#)

SYNERGIES

During 2024, the close collaboration aimed at identification and implementation synergies between the EIT and the European Commission continued (particularly with DG EAC, DG GROW, DG RTD, DG EMPL, and the JRC). The EIT continued its collaboration with other partners such as the European Union Intellectual Property Office (EUIPO), the European Investment Fund (EIF), European Patent Office (EPO), the European Cooperation in Science and Technology (COST), the European Union Agency for Law Enforcement Training (CEPOL), and the European Innovation Council (EIC).

EIT – EIC COLLABORATION



[EIT – EIC collaboration](#) further progressed in 2024. The EIT participates in the [EIC Women Leadership Programme](#), empowering women to advance in their careers by leading the transition of their research to market, creating their own spin-off or spinouts, or taking over leading positions in existing companies. EIT partnered with the EIC in the organisation of the joint European Prize for Women Innovators, which included the EIT Women Leadership Award amongst the prize categories. The [joint European Prize for Women Innovators](#) ceremony took place on 18 March 2024 and included three categories:

- [EIT Women Leadership](#), for exceptional members of the EIT Community. Winner: [Yuliia Bialetska](#) (Ukraine), CEO and Co-Founder of [S.lab](#), which develops alternatives to plastic foam packaging.
- [Rising Innovators](#), for promising young women innovators under the age of 35. Winner: [María González Manso](#) (Spain), CEO and Co-Founder of [tucuvi](#), which automates follow-up phone consultations with empathetic AI.
- [Women Innovators](#), for all women founders across Member States and Associated Countries to Horizon Europe. Winner: [Rana Sanyal](#) (Türkiye), Chief Scientific Officer and Co-Founder of [RS Research](#), which develops smart nanomedicines for targeted chemotherapy.



The [Fastrack mechanism](#) to EIC Accelerator continued to support several KICs to submit supported start-ups and scale-ups. A [total of 171 EIT supported companies were selected for EIC Accelerator since 2022](#) through Fastrack and direct applications, which is 15-20% of the total number of companies being advanced to the final round of EIC Accelerator selection for Grant + Equity funding, pending successful negotiations for each of the considered companies. In September 2024, the EIT, together with the EIC, has launched a [joint Internship Scheme](#) aiming at funding innovation internships for researchers and students over a two-year period in companies supported by the EIC and EIT.

2. SUPPORTING THE INNOVATION AND ENTREPRENEURSHIP CAPACITY OF HIGHER EDUCATION

THE EIT HIGHER EDUCATION INITIATIVE

Following the successful external evaluation of the EIT Higher Education Initiative’s pilot phase (2021–2024) which implemented 65 HEI projects and the EIT Governing Board decision on the programme’s extension until 2027, **the 4th Call for Proposals was launched in September 2024, with the plan to fund up to 42 new projects.**



One of the HEI projects is the **Skills2Scale – Deep Tech Empowerment for Higher Education Institutes** activity, which enhanced institutional innovation capacity by embedding educational best practices and promoting entrepreneurship. It fostered strong collaboration across institutions with varying innovation maturity levels, resulting in 39 partnerships, 32 startups supported, and the creation of 19 support structures. Notably, **10 startups were launched**—five generating over €10,000 in revenue. **The project attracted €1.32 million in investment and exceeded all training targets:** 1,008 students trained, 204 academic and 176 non-academic staff upskilled, and 219 individuals mentored.

Another example of a successful activity is the **ILCA – Innovation Labs for Climate Action** project, which transformed traditional HEIs into climate-conscious, innovation-driven institutions by integrating Climate Innovation Labs and fostering collaboration with businesses and local governments. It exceeded all targets by establishing 16 partnerships (vs. 6 projected), supporting 62 startups (vs. 20), attracting €532,655 in investment, and training over 1,600 students and 780 staff.



THE EIT SKILLS ACADEMIES

The **European Battery Alliance (EBA) Academy** is a successful skills academy launched in 2022 under the REACT-EU (Recovery Assistance for Cohesion and the Territories of Europe), implemented by EIT InnoEnergy and originally launched with a grant of EUR 10 million. **By the end of 2024, EBA has grown to train 100 000 direct learners, and 700 000 indirect learners. Plans to expand it include 150 000 direct learners in the next 3-5 years.**



Building on this success, the EIT started implementing the **European Solar Academy** to support the upskilling and reskilling of the solar photovoltaic technologies’ workers, with a strong focus on SMEs. The EIT signed a grant agreement with EIT InnoEnergy in August 2024 following the signature of the Contribution Agreement with DG GROW. The Academy is being delivered through education and training providers in EU Member States aiming to train 100 000 workers in the photovoltaic sector by end of 2027. Its seed funding is made available under the Single Market Programme.

European Battery Alliance Academy



100 000 Direct learners
700 000 Indirect learners

End of 2024

European Solar Academy



100 000 learners by the end of 2027

European Raw Materials Academy*



100 000 learners within 3 years of launch

European Advanced Materials Academy*



200 000 learners within 4 years of launch

*Expected to launch in 2025

Two additional Net-Zero Industry Academies will start its implementation from 2025 following EIT’s signature in 2024 of further Contribution Agreements with DG GROW and DG RTD to launch call for proposals amongst the EIT KICs to start them.

The **European Raw Materials Academy** will aim to train 100 000 learners for exploration, extraction, processing, and recycling of raw materials, including SMEs within 3 years from the launch while the **European Advanced Materials Academy** will aim to train 200 000 learners in design, development and application of advanced materials within 4 years from the launch.

THE NEW EUROPEAN INNOVATION AGENDA



The **New European Innovation Agenda (NEIA)** adopted by the EC in 2022 aims to position Europe at the forefront of the new wave of deep tech innovation and start-ups. NEIA sets out 25 dedicated actions under five flagship areas, of which the EIT contributes to several actions.

The **Women2Invest programme** seeks to help women with backgrounds in STEAM to start careers in venture investment. Two groups of 131 beneficiaries from 25 European nationalities have already followed eight-week internships in Venture Capital funds under the programme. Additional groups will be selected in 2024-2025.



EIT Deep Tech Talent Initiative
Securing the future of Europe's competitiveness: 1 million people skilled by 2025



The **EIT Deep Tech Talent Initiative** is an ambitious scheme aiming to offer training opportunities to 1 million deep-tech talents by 2025. Since it was launched in 2022 the initiative has involved more than 500 education and training providers, enterprises, financial and other institutional partners that have committed to train more than 1 million people.

The **Next Generation Innovation Talent Initiative 'InnoNext'**, is an internship scheme of EIT and EIC. It is aimed at funding about 600 innovation internships for researchers and students over a two-year period in companies supported by the EIC and EIT, covering all Member States.



GIRLS GO CIRCULAR EDUCATION PROGRAMME TO EXPAND ACROSS EUROPE

The **EIT Girls Go Circular** programme is focused on eliminating gender bias in STEM across Europe and increasing the participation of woman in STEM fields. Since its establishment in 2020, **over 60 000 young girls** (14-19 years old) have already **benefitted from mentorship in digital and entrepreneurial skills** in over 35 countries. Following Commissioner Gabriel’s announced to expand the program back in 2022’s Women & Girls in STEM Forum, the expansion was finally concluded in 2024 by making the **programme accessible in all 27 EU Member States**. The programme is also available in several Horizon Europe Associated Countries such as Ukraine, Serbia, Albania, Moldova, Armenia, Montenegro, North Macedonia, and Turkey. In addition, the Girls Go Circular programme has started to bridge links with the newly launched EIT Deep Tech Talent Initiative by building three new modules focused on deep tech and innovation.



3. EIT CROSS-CUTTING ACTIVITIES – REGIONAL OUTREACH

EIT REGIONAL INNOVATION SCHEME

In 2024, the **EIT Regional Innovation Scheme (RIS) agenda** celebrated its 10th anniversary. The EIT RIS is widening the geographical spread of EIT activities and contributing to bringing Europe’s persistent innovation divide.



In February 2024, the EIT published a **Strategy aimed at boosting participation from the EU Outermost Regions**, the first of its kind under Horizon Europe. The Strategy was officially launched in Gran Canaria in March 2024.

The **roll-out of the new network of EIT Community Hubs**, aimed at more effectively and efficiently amplifying the EIT’s impact continued. By the end of 2024, 18 EIT Community Hubs were established, in line with the target of having Hubs in place covering all EIT RIS eligible countries and territories by the end of 2025. EIT Community Hubs provide local innovators with a centralised source of information regarding the entire EIT Community. They serve as a gateway to all EIT KICs, attracting and engaging an increasing participant into EIT Community activities. The Hubs additionally spearhead the EIT Community’s engagement with local authorities, including providing policy support and expertise.

SUPPORT FOR THE INNOVATION ECOSYSTEM IN UKRAINE



The unprovoked aggression of Russia’s attack on Ukraine in February 2022 fundamentally changed EU priorities and strategies in many areas. **The EIT, as an EU body, fully stands behind the EU position condemning the invasion and expressing its utmost support to the people of Ukraine.** EIT’s support towards Ukraine’s innovation capacity keeps building on the initiatives launched in the immediate aftermath. The EIT Community has launched support activities directly aimed at nurturing Ukrainian talent by making it easier for them to access the opportunities offered by the EIT Community.

The EIT Cross-KIC Strategic Regional Innovations Cluster included a dedicated Ukraine Work package, which, inter alia, resulted in a launch of the **Jumpstarter ReBuild Ukraine Cohort**. This initiative helped to attract over 120 applications from Ukrainian start-ups to the 2024 EIT Jumpstarter edition (out of which 10 teams participated in the Grand Final and 5 teams received a prize). Other Ukrainian-support initiatives include the **Infrabooster Foundation Courses** (training employees from research organisations), the **Red Kalyna programme** recognising and giving visibility to highly promising Ukrainian female entrepreneurs, or the **Founders2Founders initiative** which offered training to 70 Ukrainian start-ups and SMEs.



Additionally, around 50 EIT activities were widened or specifically launched to support Ukrainian innovators including EIT HEI (41 supported Ukrainian participants), or Girls Go Circular (1 656 Ukrainian female students trained in 2024). In 2024, 16 Ukrainian organisations joined the Deep Tech Talent (DTTI) Initiative.

EIT ALUMNI COMMUNITY



In 2024, EIT Alumni continued to act as an engaging and impact-oriented community. With its reformed EIT Alumni governance structure, it strengthened knowledge sharing processes between KICs alumni communities. This included organisation for its members **EIT Alumni CONNECT annual event**, this year **in cooperation with EUIPO** to place special attention to the importance of intellectual property in business successes.

Moreover, EIT Alumni organised 2 alumni local events (Vienna, Budapest), further developed a shared database of special business opportunities with service providers and ecosystem players adding up to establish at least 15 partnership agreements. The Community further grew reaching **approximately 20 000 members**.

WOMEN ENTREPRENEURSHIP AND LEADERSHIP

Throughout 2024, the EIT continued offering **targeted support to women-led ventures and entrepreneurs**. This included supporting women leading deep-tech innovations and connecting the European Innovation Council's Women Leadership Programme to the EIT network. 2024 Horizon Europe Report highlights that **the EIT has brought down barriers to women's participation in the European innovation ecosystem**. **Key EIT Community women entrepreneurship and leadership projects expended in 2024**, including: EIT SUPERNOVAS, EIT Food EWA – empowering women in agrifood; EIT Manufacturing STRADA – women leadership programme with a focus on manufacturing, EIT Health Women Entrepreneurship Bootcamp, EIT Red Kalyna (EIT Jumpstarter), and EIT Girls Go Circular. For the 2nd time, the EIT joined forces with the EIC to organize the **European Prize for Women Innovators** (Award Ceremony in 2025) – with the EIT Women Leadership Award being one of the three Award categories. In the course of 2024, the EIT formed **new strategic partnership for gender equality** with the European Union Intellectual Property Office (EUIPO).

4. GOVERNANCE – EU AGENCIES NETWORK



In 2024 the EIT together with the other EU Agency based in Hungary, European Union Agency for Law Enforcement Training (CEPOL) chaired the EU Agency Network, which currently comprises of 52 EU Agencies, Bodies and Joint Undertakings.

Under its chairmanship the EIT **concluded the EUAN governance reform**. In December 2024, the EIT also launched **the EUAN training series on Artificial Intelligence**, with seven thematic sessions addressing the cross-cutting AI-specific needs of the Network. The series is open to all agencies taking part in the work of the EUAN and its Subnetworks. In collaboration with two other agencies, the European Union Agency for Cybersecurity (ENISA) and the European Insurance and Occupational Pensions Authority (EIOPA), the EIT started the **EUAN Troika pilot of Shared Services in the areas of HR, Procurement and Cybersecurity**. Following the pilot phase assessment, the scheme might be extended to other EUAN members in 2025. During its chairmanship in 2024, the EIT organised **seven EUAN hybrid subnetwork meetings** in Budapest and **three high-level meetings of Heads of HR, Heads of Resources and Heads of Agencies**.

IMPACT STORIES

EIT INNOENERGY-SUPPORTED UNICORN VERKOR SECURES EUR 1.3 B LOAN



The French start-up responds to growing electric battery demand in an economy increasingly built around electric vehicles and stationary storage and secured the support of 16 commercial and three public banks. The funds will be directly allocated to the construction and financing of Verkor’s gigafactory in Dunkirk (which is due to be operational in 2025). Verkor’s total financing for the gigafactory and its Verkor Innovation Centre are now peaking at over EUR 3 billion (Verkor’s valuation at over a billion dollars earned it ‘unicorn’ status). EIT InnoEnergy supported the creation of Verkor in 2020 as part of its overall objective to grow the electric battery industry in Europe and the EIT KIC is a shareholder in this venture.

USD 1 BILLION DEAL BETWEEN EIT HEALTH ECOSYSTEM MEMBERS

EIT Health-supported start-up Ochre Bio signed a USD 1 billion deal (over EUR 918 million) with EIT Health partner Boehringer Ingelheim, a leading global pharmaceutical company. Ochre Bio is a biotechnology company developing RNA therapies for chronic liver diseases and is a graduate of EIT Health’s Gold Track accelerator. The deal with Boehringer Ingelheim will support the venture’s research into treatments that could potentially harness the liver’s capacity to self-repair.



” Participating on EIT Health’s Gold Track programme gave us direct access to industry leaders who could advise and open doors for us. The people involved in Gold Track are top drawer and we have remained in touch with many of them until today.

Jack O’Meara, Co-Founder and CEO at Ochre Bio

EIT FOOD-BACKED NOTPLA RAISES OVER EUR 23 MILLION



Sustainable packaging innovator Notpla has announced the successful completion of a EUR 23 million fundraising round. Notpla is part of EIT Food’s investment portfolio, further demonstrating EIT Food’s commitment to backing game-changing innovations in agrifood. The London-based start-up aims to transform the packaging industry with its regenerative packaging solutions, which use seaweed and plants to create nature-based packaging that offers direct replacements to many single-use plastics.

Luminate Medical raises USD 15 million to accelerate innovative cancer care technology

Galway-based start-up Luminare Medical has secured USD 15 million in Series A funding to accelerate the development of its cutting-edge medical technologies aimed at preventing chemotherapy side effects. The investment round, led by ARTIS Ventures, also saw participation from Metaplanet, Lachy Groom, and 8VC, alongside healthcare executives from companies like Dexcom, and additional support from SciFounders, Faber, and others.



Winner of the 2022 EIT Health Catapult Audience Choice Awards, Luminare Medical was founded in 2018 as a spin-out from the University of Galway. The start-up is pioneering wearable medical devices that mitigate painful chemotherapy-induced side effects such as hair loss and peripheral neuropathy. This latest funding brings the company's total financing to over USD 25 million, following a USD 5 million investment in May 2022 and significant grant funding from sources like Europe's EIC Accelerator and Enterprise Ireland's Disruptive Technology Innovation Fund.



List of acronyms

BP	KIC Business Plan	HR	Human Resources
CA	Contract Agent	IAC	Internal Audit Capability
CAAR	Consolidated Annual Activity Report	ICC	Internal Control Coordinator
CCSI	Cultural and Creative Sectors and Industries	ICT	Information and Communications Technology
CEPOL	European Union Agency for Law Enforcement Training	JRC	European Commission's Joint Research Centre
CFS	Certificate on Financial Statements	KAVA	KIC Added Value Activities
CLC	KIC Co-Location Centre	KIC LE	KIC Legal Entity
DEAP	Digital Education Action Plan	KIC(s)	Knowledge and Innovation Community(ies)
EBA	European Battery Alliance	KPIs	Key Performance Indicators
EC	European Commission	LE	Legal Entity
ECA	European Court of Auditors	MGA	Model Grant Agreement
EFTA	European Free Trade Association	MoC	Memorandum of Cooperation
EIC	European Innovation Council	MOOCs	Massive Open Online Courses
EIT	European Institute of Innovation and Technology	MSRG	Member State Representatives Group
EIT RIS	EIT Regional Innovation Scheme	PA	Partnership Agreement
ERC	European Research Council	PIO	Partner In and Out tool
ESIF	European Structural and Investment Funds	SA	KIC Strategic Agenda
EU	European Union	SIA	EIT Strategic Innovation Agenda
EUAN	European Union Agency Network	SME	Small and Medium-sized Enterprise
EXCO	EIT Executive Committee	SNE	Seconded National Expert
FS	Financial Sustainability	SPD	Single Programming Document
GA	Grant Agreement	SUGA	Start-Up Grant Agreement
GB	EIT Governing Board	TA	Temporary Agent
HE	Horizon Europe	TFS	Task Force Simplification (EIT-KICs operational task force)
HEI	Higher Education Institutions	WP	Work Programme

PART I. ACHIEVEMENTS OF 2024

1.1 Operational activities: KIC impact

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

As regards the multiannual grant allocation cycle 2023-2024/2025, multiple Grant Agreements were under implementation in 2024 with nine KICs covering main KIC Business Plans, the EIT Community activities (cross-KIC activities), EIT Higher Education Initiative activities and the start-up grant agreement activities with EIT Culture and Creativity.

Cooperation with and support of KICs by the EIT was ensured via four EIT-KICs Forum, four Task Force Simplification (TFS) and relevant working group meetings (i.e. Report and Payment Working Group, CFS Audit Working Group), as well as through several workshops, reporting guidelines and Q&As Guide on Grant Management 2023-2025, with the main objective to set-up procedures to effectively implement the EIT-KIC operational model.

The call for selecting a new KICs was prepared and promoted in 2024 as planned. The call was for EIT Water launched on 16 January 2025.

Actions	Indicator [KPI]	Target	Achievements/results
#1 Funding allocation and amendment of the 2023-2025 grant agreements, including additional funding allocation to the KICs	2023-2024/25 Grant Agreement amendments signed	All amended GAs signed by Q1 2024	Amendments were signed in Q1 and Q2 2024.
	2023-2025 Grant Agreement amendments for EIT Community activities, shared services and HEI		
	Allocation of third instalment for 2023-2025 grants (3rd BC + FA 2025)	Grant allocation process in line with funding allocation criteria completed in Q4 2024	The Allocation of the third instalment by the GB was concluded in December 2024.

<p>#2 Ex-post audits of 2021-22 grant agreements for costs claimed within the 2022 reporting period</p>	<p>Timeliness and quality of the EIT review of the draft ex-post audit reports</p>	<p>Final ex-post audit reports delivered by the audit company in Q1 2024</p>	<p>Final ex-post audit reports were delivered in Q2 2024. 2023 error rate was determined by the ECA – 3.4%.</p>
<p>#3 Ex-ante verification of additional pre-financing and interim reports covering 2023-2025 grant implementation</p>	<p>Efficient and timely assessment of pre-financing reports and subsequent payment</p> <p>Efficient and timely assessment of interim reports</p>	<p>Prefinancing reports are assessed in Q1 2024</p> <p>Additional pre-financing payments made within 60 days following the submission of the additional prefinancing report</p> <p>HE-compliant CFS reports are delivered in full alignment with the Grant Assurance Strategy</p> <p>Assessment of interim reports for 11 GAs launched</p>	<p>Prefinancing reports were assessed in Q1-Q2 2024</p> <p>All payment were made with the respect of legal due date, no late payments occurred.</p>
<p>#4 Effective use of grant management and BI IT tools</p>	<p>EIT data is fully accessible in relevant EC tools and via KIC activity data, including project level, from the agreed data model for supervision, monitoring and reporting</p>	<p>Efficient IT support to the KICs and the EIT, all queries are addressed in a timely fashion</p> <p>Relevant modules of the eGrants suite are functioning</p> <p>KIC IT tools (including common KIC IT tool) to provide all relevant information based on the data model supporting grant management (eGrants)</p>	<p>eGrants workflows were used effectively for amendment, report assessment and payment processing. In the case of HEI, the system did not support the adjustment of the MIM contribution.</p> <p>CORDA and EIT IT tool development was ongoing, project level data were made available by the KICs with various maturity.</p>
<p>#5 Effective simplification, capacity building and service and</p>	<p>Smooth cooperation and KIC support by the EIT to support their operations</p>	<p>Based on a survey, agreement with KICs on priority simplifications and</p>	<p>TFS meeting action points and presentations were agreed and followed up (including simplification measures) for each meeting (4 meetings in 2024).</p>

<p>helpdesk provision to KICs (TFS, WG, FAQs)</p>	<p>and reductions in complexity on all sides</p>	<p>substantial progress in implementation</p> <p>4 TFS meetings per year in support of the EIT KIC Forum</p> <p>Forum/TFS actions implemented by timeline set</p> <p>Queries received from KICs are answered in a timely manner and receive positive feedback from Forum and TFS</p> <p>Updated FAQ document(s) continuously available to KICs</p> <p>REPORTING and PAYMENT + CFS working groups meet regularly and prepare relevant concepts and templates</p> <p>EIT KIC Shared Service Centre concept and feasibility study completed</p>	<p>Based on discussions, agreement with KICs on priority simplifications was achieved.</p> <p>EIT Register of TFS actions was continuously maintained and monitoring of agreed actions was conducted.</p> <p>Updated Q&A document on 2023-2025 Grant management was developed, as well as other reference documents shared on EIT Reference page.</p> <p>Queries received from KICs were answered in a timely manner.</p> <p>Reporting and Payment, as well as CFS working groups met regularly and prepared concepts and templates.</p> <p>EIT-KIC Shared Service Centre was included in the call to KICs to amend the 2023-25 Shared Services grant agreement in 2024. No proposal was received for this call. The Shared Service concept will be refined and included in the call for 2026-28 Business Plans.</p>
<p>#6 Preparation of the Call package for the 2025 call</p>	<p>Call for EIT Water prepared based on the state of the art EIT model and potential beneficiaries are aware of the upcoming call</p>	<p>Call package approved by GB by Q4 2024</p> <p>Awareness and information activities targeting relevant stakeholders and potential applicants to maximise participation implemented by the end of 2024</p>	<p>The Call package was approved in Q4 2024 and EIT Water Call was launched as planned on 16 January 2025</p> <p>Media campaign was ongoing since the publishing of EC Staff Working Document in June 2024</p> <p>Prior to the publishing of the Call, a series of online webinars took place, B2B</p>

			platform opened to potential applicants, Call evaluation Criteria and EIT Innovation Model paper was published. Also, EIT participated in two Water Europe events to promote the call.
#7 Launch of Critical Raw Materials Facility	Invitation launched following the foreseen signature of the Contribution Agreement with DG INTPA	Launch of Invitation, award of grant agreement to beneficiaries Prefinancing payment to beneficiary/ies Timely and adequate reporting on the implementation of the Contribution Agreement	Call invitation was launched. The GA signature and the prefinancing payments are to be implemented in 2025 Q1.
#8 Launch of the Innovate Together action	Activity to be included in the Business Plan amendment 2025 following the foreseen signature of the Contribution Agreement	Launch of Amendment Invitation 2025 Timely and adequate reporting on the implementation of the Contribution Agreement	This action was terminated due to administrative reasons.

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

In 2024, the monitoring and evaluation system, complemented with a supervision framework, enabled the EIT Governing Board to monitor and steer the EIT and KIC activities in line with the EIT Regulation, allowing EIT KICs to meet and exceed the EIT KPI targets in the SIA and their Strategic Agenda. The EIT Monitoring and Evaluation Strategy (2022-2027), adopted by the EIT GB in March 2022, provides a strategic direction and framework for the EIT for its monitoring and evaluations of the KICs, including their progress towards financial sustainability, cost-efficiency and openness to new members for the period 2022 - 2027. It serves as a reference for monitoring and evaluation activity plans to be implemented by the EIT with regard to the KICs and EIT-led initiatives in the period 2022 – 2027.

In 2024, the EIT monitoring continued based on an efficient operational model which shifts the EIT's control strategy towards the KICs internal processes. Subsequently, a rolling multiannual Monitoring plan was developed covering 2025-2027.

In accordance with the legislative package, the EIT conducted in 2023-2024 a seven-year comprehensive assessment of EIT Food. A positive outcome of the review is a precondition to the extension of the Partnership Agreement for another seven years between EIT and EIT Food. The KIC was assessed against the monitoring and evaluation criteria for European Partnerships set out in the HE Regulation and Article 11 of the EIT Regulation. EIT Food was assessed positively on all criteria. In particular, EIT Food was assessed as demonstrating a strong EU added value, having an excellent coverage of EU Member States, including a strong EIT RIS Hubs network, as well as EIT Food has been positively acknowledged for having achieved or overachieved most of its KPIs. The results of the review were shared and discussed with the Member State Representatives Group. The results of the assessment were also presented to the EIT Governing Board and on 30 September 2024 EIT GB agreed on the Extension of the Partnership Agreement with EIT Food, authorising the EIT Director to sign the Partnership Agreement with EIT Food. The Governing Board further requested the EIT to closely monitor the KIC’s progress in the areas of improvement identified in the comprehensive assessment, particularly financial sustainability, revenue diversification and impact delivery.

In 2024, the EIT continued with implementation of the supervision framework. Following the EIT GB Hearings with KICs in November 2023, the Governing Board issued Strategic Recommendations to the KICs which were followed-up and assessed by the EIT in 2024.

In 2024, the EIT-KIC Hearings were performed resulting in additional Grant Allocations to 4 KICs, to Cross-KIC activities and shared services, to the continuation of the EIT Higher Education Initiative and a decision on the progress of EIT Culture & Creativity in achieving the milestones of the start-up phase leading to an initial Funding Allocation to the KIC in 2024. In addition, the progress of 3 KICs under the Memorandum of Cooperation was discussed and the Funding Allocation for these was moved to 2025. The EIT provided business intelligence input to support the decision-making process of the Hearings.

In line with the Supervision framework, the EIT facilitated sharing of best practices during a Financial Sustainability Workshop with all EIT KICs. Furthermore, in 2024 the EIT piloted successfully an updated way of reporting on KIC’s financial sustainability which will enable a better understanding of the progress of the KICs in this area.

Actions	Indicator [KPI]	Target	Achievements/results
#9 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)	<p>Timely, complete and appropriate intelligence provided to EIT GB and management in order to implement the Supervision Framework</p> <p>EIT GB rapporteur reports completed</p> <p>Updated Dashboard and improved KIC challenges briefings for EIT GB</p> <p>Supervision Framework of KICs applied; timely delivery of high-quality</p>	<p>Business Intelligence provided to EIT GB throughout the year and specifically during the workflow of GB Rapporteurs and for the EIT GB-KIC Hearings</p> <p>EIT GB Rapporteur process concluded with Reports.</p> <p>New format of the Dashboard provided and complemented by improved KIC Challenges briefings for the EIT GB-KIC Hearings.</p>

		<p>reports on performed intervention measures</p> <p>SA revision and PA Amendments signatures</p>	<p>Measures of the Supervision Framework were applied with focus on best practice sharing in the area of Financial Sustainability.</p> <p>SA revision requests were processed and concluded with signature of amended Partnership Agreements.</p>
#10 Monitoring plan development and coordination: strategic portfolio monitoring of KICs	<p>Effective multiannual Monitoring plan 2023-2027 aligned with the new EIT Monitoring and Evaluation Strategy updated, and implemented providing key intelligence</p>	<p>Monitoring Plan 2023-2027 updated for 2024 with up to 10 priority monitoring actions focussed on key areas such as KIC project selection and portfolio management, financial sustainability, EIT GB strategic recommendations.</p> <p>100% of planned monitoring activities implemented and all reports formally approved for activities completed</p>	<p>Monitoring Plan 2024-2027 updated.</p> <p>8 activities have been implemented within 2024. The monitoring activity regarding good governance was postponed to 2025 and four activities were finalised in 2025.</p>
#11 7-year comprehensive assessment of 3 rd wave KIC finalised	<p>EIT conducts the 7-year assessment of EIT Food in accordance with the adopted methodology</p>	<p>Assessment and GB Decision on continuation or termination of the Partnership Agreement with EIT Food completed by Q4 2024</p>	<p>The 7-year assessment of EIT Food was completed as planned. Considering the positive outcomes of the assessment, the EIT GB decided to extend the Partnership Agreement for a 7-year period.</p>
#12 Horizon Europe mid-term evaluation	<p>The EIT's achievements in Horizon Europe are fairly reflected in the Commission's HE evaluations as input to the EIT mid-term review</p>	<p>Quality input provided as per the EC timescale for the studies and related activities</p>	<p>Four studies featuring the EIT and the first 8 KICs were completed and published (Innovative Europe; Resilient Europe, Digital and Industrial Transition and Green Transition). In addition, the first 8 KICs were positively</p>



			assessed in the Biannual Monitoring Report.
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1.2 Operational activities: EIT impact

Deliver impactful education and skills development programmes.

In 2024, the EIT achieved progress in implementing **the new model of the EIT Label**. In line with the actions and tasks laid down in the EIT Label Revision Action Plan, the EIT carried out the following main actions:

- Implementing the new enhanced and improved model of the EIT Label Framework in degree education (and converting old existing Label programmes into the new model).
- Expanding the EIT Label to the non-degree education programmes (professional, executive education, etc.) and the new EIT Fellowship emphasising the individual learner-centric approach.
- Further expanding the EIT Campus to further support the EIT Label model and EIT education towards internal and external stakeholders.

The **EIT Higher Education Initiative** was launched in 2021, with the first three years designated as the pilot phase by the EIT Strategic Innovation Agenda. It demonstrated remarkable performance and successfully expanded its scope, incorporating strategic emphasis on deep-tech sectors in its 3rd Call for Proposals and deepening synergies with the New European Innovation Agenda. The Initiative's impact in numbers during the pilot phase (2021-2023):

- 3 Calls for Proposal launched;
- 65 HEI consortia established with project funding up to EUR 78.8 million of a network of 458 organisations who received EIT funding as full partners: 322 higher education institutes (including 26 from Ukraine) and 136 industry partners (including 9 from Ukraine);
- 509 partnerships created;
- 90 000 students and staff trained or mentored;
- 1 700 start-ups and scale-ups supported.

Building on the positive outcome of the independent external evaluation of the pilot phase and the EIT Governing Board decision in November 2023 the programme was continued¹, with a set of strategic recommendations², signifying our commitment to further empowering HEIs so they can become engines of European innovation. A new Call for Proposals was launched in September 2024 with the aim to fund up to 42 HEI Projects.³

In 2024 the EIT continued the implementation of the **EIT Community Girls Go Circular** programme, which developed three new deep tech modules, and trained 21 335 girls. The programme was fully extended to all EU Member State countries, and also to several Horizon Europe Associated countries including Ukraine, Serbia, Albania, Moldova, Armenia, Montenegro, North Macedonia, and Turkey.

The fourth edition of the Women and Girls in STEM Forum took place on 10 October 2024. It gathered over 1,500 policy makers, researchers, industry leaders, secondary school students, and teachers who discussed how to empower women with artificial intelligence. A Student Challenge was organised in the run-up to the Forum, in which the teams of Girls Go Circular female students were tasked to develop an AI tool to help reduce gender inequalities in the area of their choice. The finalists from 24 European countries won a trip to Budapest to attend the Forum and meet inspirational female mentors.

¹ EIT Press Release (Dec 2023): <https://eit.europa.eu/news-events/news/eits-higher-education-programme-extended-2027-after-success-pilot-phase>

² EIT GB Decision (38/2023) and Recommendations: https://eit.europa.eu/sites/default/files/2023-12/GB_Decision_38-2023_HEI%20Initiative%20Continuation%202024_web.pdf

³ Call for Proposals 2024: <https://eit-hei.eu/calls/previous-calls/call-for-proposals-4/>

In 2024 the EIT continued **facilitating synergies with other relevant programmes**, shared services towards the KICs, and exchanges of experiences and best practices between KICs. This fostered KIC collaboration (EIT Community activities) on both thematic and horizontal topics to elevate the impact of the EIT Education Agenda. The EIT launched implementation of a new action to support entrepreneurship and innovation for learners and graduates. In cooperation with other EU programmes (EIC, MSCA, ERC) the EIT KICs worked on contribution to the pilot Next Generation Innovation Talents scheme (InnoNext) to deliver on its commitment to the New European Innovation Agenda.

As part of the Strategic Education EIT Community cluster, the EIT continued building up the **EIT Campus** as an umbrella initiative to integrate all education programmes. Through the Education Panel the EIT shared with KICs opportunities resulting from the other relevant programmes (open calls under Erasmus+, MSCA) to explore potential synergy opportunities.

Actions	Indicator [KPI]	Target	Achievements/results
#13 Development of a new education strategy for EIT	EIT Education Agenda strategically developed based on EIT Campus as umbrella.	Strategic integration of different elements of the EIT education pillar in a coherent way (EIT Label programmes, HEI initiative, New European Innovation Agenda (DTTI, GGC, Internships), Thematic Academies). Expansion of the EIT Campus to more KICs and courses (the min. number of new courses = 60) and link to other programmes ensured	Development of a new Education strategy is ongoing Target Achieved. The EIT Campus has expanded to 7 KICs and by the end of 2024 offered 200 courses.
#14 Monitoring of the implementation of the EIT HEI Initiative: Innovation Capacity Building for Higher Education	Finalization of the pilot phase of the HEI initiative HEI initiative is effectively and efficiently expanded.	The HEI pilot phase is finalized The concept of the initiative beyond pilot stage is developed into GA preparation documents	The HEI pilot phase has been successfully finalized with 65 HEI Projects Amendment of the GA expanding the HEI initiative has been fully adopted (in July 2024) 4 th Call for Proposal was launched in September 2024 with the aim to fund up to 42 new HEI Projects post-pilot phase

<p>#15 Finalize the EIT Label model revision, conduct the annual evaluation of new EIT Label applications and implement continuous monitoring</p>	<p>Timely and effective implementation of the EIT Label Revision Action plan to increase quality, impact, sustainability, and visibility of EIT education programmes.</p> <p>EIT Label programmes are assessed in a timely and quality manner</p>	<p>EIT Label Revision Action Plan fully implemented</p> <p>Application round open and ready for programmes to be submitted for the EIT Label</p>	<p>In the last step of the EIT Label model update the EIT worked with the external expert on the approach to European degree, micro-credentials and scaling up EIT programmes</p> <p>Application round was opened and 8 new applications received and evaluated</p>
<p>#16 Continuation of implementation of European Battery Alliance Academy under the European Social Fund+ programme</p>	<p>Additional EIT results achieved through the effective implementation of Deliver EU policy priority skills agenda via the Contribution Agreement concluded with DG Employment</p>	<p>Timely and adequate reporting to DG Employment on the implementation of the Contribution Agreement.</p> <p>Reports submitted by the KIC are analysed and approved by the EIT</p>	<p>Progress reviews were conducted.</p> <p>Reports submitted by the KIC were analysed and approved by the EIT.</p>
<p>#17 Launch of the European Solar Academy</p>	<p>Deliver EU policy priority skills agenda via the Contribution Agreement concluded with DG GROW</p>	<p>Launch of Invitation, award of grant agreement to beneficiary.</p> <p>Prefinancing payment to beneficiary</p> <p>Timely and adequate reporting on the implementation of the Contribution Agreement.</p>	<p>Invitation launched on 15 February 2024.</p> <p>Grant Agreement between EIT and EIT InnoEnergy concluded on 26 August 2024.</p> <p>Prefinancing payment to beneficiary made on 24 October 2024.</p>
<p>#18 Launch of the European Raw Materials Academy</p>	<p>Deliver EU policy priority skills agenda via the Contribution Agreement foreseen to be concluded with the European Commission</p>	<p>Launch of Invitation, award of grant agreement to beneficiary/ies.</p> <p>Prefinancing payment to beneficiary/ies.</p> <p>Timely and adequate reporting on the</p>	<p>Invitation to submit proposal for the for the European Raw Materials Academy launched by the EIT on 28 October 2024.</p>

		implementation of the Contribution Agreement.	
#19 Launch of the European Advanced Materials Academy	Deliver EU policy priority skills agenda via the Contribution Agreement foreseen to be concluded with the European Commission	<p>Launch of Invitation, award of grant agreement to beneficiary/ies.</p> <p>Prefinancing payment to beneficiary/ies.</p> <p>Timely and adequate reporting on the implementation of the Contribution Agreement.</p>	Invitation to submit proposal for the for the European Advanced Materials Academy launched by the EIT on 28 October 2024.

Increasing the regional impact of EIT Community

The objective of the EIT RIS is to contribute towards boosting the ability to innovate of countries and their regions in Europe that belong to the groups of so-called ‘modest / emerging and moderate’ innovators (according to the European Innovation Scoreboard⁴), as well as, the EU Outermost Regions.

In 2024, the EIT RIS remained well integrated in the KICs’ multi-annual strategies and continued to significantly contribute to efforts to involve more partners, and support more projects, coming from the EIT RIS eligible countries. The EIT closely monitored the implementation of the enhanced RIS strategy by the KICs as well as the EIT RIS Implementation Framework (2022-2027), with support from an EIT RIS Expert Group which was established in 2022. In 2024, the EIT RIS was also subject to a mid-term evaluation. Results, lessons learned, and good practices are shared with relevant European Commission services, the European Parliament and with Member States through existing fora and was also reflected in a updating exercise of the EIT RIS strategic documents. The EIT carried out targeted EIT RIS communication activities such as the publication of the 2023 EIT RIS Activity Report, an EU-13 Success Stories media campaign to mark 20 years since the 2004 EU Enlargement, EIT-KIC events held in EIT RIS eligible countries and territories, including an event targeting the EU Outermost Regions during which a new Strategy for the EU Outermost Regions was launched, and EIT RIS information sessions jointly with other EU bodies, programmes, instruments and initiatives. The key EIT RIS event in 2024 was held on 28 November 2024 in Budapest and marked ten years since the establishment of the EIT RIS, including its contribution towards tackling Europe’s innovation gap.

By the end of 2024, 18 EIT Community Hubs had been established, well on track to establish Hubs covering all EIT RIS eligible countries and territories by the end of 2025. Furthermore, synergies with other funding instruments were sought after, notably ESIF and IPA III, and alignment and complementarity with the Smart Specialisation Strategies, as well as explore synergies and complementarities with relevant EU and non-EU bodies, programmes, instruments and initiatives, including, where deemed of added value, conclude Memoranda of Understanding.

⁴ http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en

Actions	Indicator [KPI]	Target	Achievements/results
#20 Implement the RIS Implementation Framework	Application of the RIS implementation framework improving the results and coordination of EIT RIS actions	<p>EIT has in place an effective supervision and coordination mechanism and principles for EIT RIS hubs, including the increase of consolidated EIT Community Hubs</p> <p>EIT RIS country roadmap is implemented</p> <p>EIT RIS evaluation completed</p> <p>EIT RIS Expert Group provides guidance and advice</p>	<p>EIT RIS Mid-Term Evaluation completed and recommendations reflected in updated EIT RIS strategic documents.</p> <p>EIT Community Hubs roll-out proceeding smoothly and on schedule</p> <p>EIT RIS country roadmap under rolling implementation</p> <p>EIT RIS Expert Group functional and contributing to the work of the EIT.</p>
#21 EIT supports utilisation of EU non-Member States funding opportunities, ESIF and IPA III	EIT / KICs to mobilise EU funding to achieve additional results and impact.	Commitments from EC services and national authorities to mobilise such funds contributing to EIT / KIC led activities via Contribution Agreements or similar to achieve additional results.	€2.1 million in IPA III funding agreed to support boosting activities in the Western Balkans, Turkiye and Albania
#22 EIT supports Ukrainian and Moldovan innovation ecosystems	EIT community effectively supports the Ukrainian & Moldovan innovation ecosystems	Implementation of the additional Ukraine and Moldova Support Activities.	Ongoing implementation of Ukraine and Moldova Support Activities

Effectively disseminate results produced by EIT Community

The EIT has a key role in facilitating the dissemination of results and good practices. To this end, during 2024 the EIT further developed its role as an organisation able to identify, codify and share good practices from its activities in a structured and coherent way. In this context, the EIT provided guidance and assistance on dissemination related aspects and encouraged EIT KICs to accelerate the dissemination of EIT Community results through the established European Commission dissemination tool, the Horizon Results Platform. Exchanges with KICs on these topics were facilitated in the framework of regular EIT Community working group meetings throughout 2024.

Furthermore, 2024 was the first year in which EIT KICs were required to implement the compulsory deliverable of disseminating a minimum of 10 results on the Horizon Results Platform (with lower annual targets from the cross-KIC clusters). All in total 85 results were uploaded by the EIT Community on HRP by the end of 2024. The

EIT and its KICs also disseminate their results through the EIT Knowledge Centre, an online repository with a collection of policy reports and documents presenting good practices and learnings produced by the EIT Community. By now, approximately 190 documents shared.

Actions	Indicator [KPI]	Target	Achievements/results
#23 Effective system for EIT Community to disseminate results	Increased dissemination of results by EIT and KICs and uptake of the disseminated results	<p>EIT disseminates policy relevant results through its online Knowledge Centre</p> <p>EIT results available on Horizon Europe Results Platform to support dissemination of results both from and to KICs</p> <p>EIT contributes to EC WG to facilitate knowledge valorisation</p>	<p>Number of documents uploaded on the EIT Knowledge Centre continued to increase: 190 by the end of 2024</p> <p>85 results were uploaded by the EIT Community on Horizon Results Platform by the end of 2024</p> <p>EIT Food initiated a pilot of DG RTD’s IP Code of Practice (results in 2025 – potentially to be then expanded to other KICs)</p>

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

In line with the EIT legal framework, the term of the Partnership Agreements between the EIT and the first-wave EIT KICs; EIT Climate-KIC, EIT Digital and EIT InnoEnergy, came to an end at the end of 2024. After their expiry, the EIT and the KICs concluded memoranda of cooperation (MoC) with the aim of keeping KICs as active members of the EIT Community.

The rationale for the EIT’s continued collaboration with the KICs that successfully sustain themselves as having significant proven added value is to further contribute to the mission of the EIT and the KIC in the relevant fields, in particular by maintaining the KIC ecosystem and network, pursuing knowledge triangle integration activities and EIT-KIC joint initiatives that create synergies and complementarities among the KICs as well as with other actors and initiatives at Member State, European Union and global level. By continuing to work together as part of the EIT Community, the EIT and KICs can continue to drive innovation, entrepreneurship, and economic growth in Europe.

In accordance with the EIT Regulation, three MoCs were signed with the first-wave KICs in August 2024⁵ spanning the remainder of the Horizon Europe framework programme (2025-2027). This took into account an in-depth, independent study, conducted by the EIT before the end of 2023 which assessed the KICs’ efforts to achieve financial sustainability and identified those activities where continuation might be at risk due to a lack of resources. Furthermore, a pre-condition was a positive outcome to the final reviews of the impact and results all three KICs achieved before the expiry of the partnership agreement, as well as the positive opinion of the Member State Representative Group..

⁵ Decision 24/2024 of the EIT Governing Board on the conclusion of the Memorandum of Cooperation with EIT Climate-KIC, EIT Digital and EIT InnoEnergy, respectively Ares(2024)6076513 (Climate-KIC); Ares(2024)6076433 (InnoEnergy) and Ares(2024)8180028 (EIT Digital).

Subsequently, in light of the MEUR 20 made available for activities in 2025, the KICs were invited by the EIT to submit their '2025 Activities' proposals on 9 August, 2024⁶. Three KIC proposals were received on 26 September 2024. Following their evaluation by independent experts and the transmission of EIT requirements on 3 December 2024, the EIT Governing Board approved the MEUR 20 distribution to KICs, relative to one another's evaluation scores in 2025 at its meeting on 21 March 2025⁷.

Actions	Indicator [KPI]	Target	Achievements/results
#24 Establish a strategic cooperation framework with KICs beyond year 15	Strategic cooperation framework in place with first wave KICs beyond 15 years of their lifecycles	<p>Sign MoCs with KICs based on the relevant GB decision</p> <p>Prepare and launch Invitation for the 1st wave KICs</p> <p>Develop necessary legal framework and templates</p>	<p>Three MoCs were signed with the first-wave KICs in August 2024.</p> <p>The KICs were invited by the EIT to submit their '2025 Activities' proposals on 9 August 2024.</p> <p>Necessary templates were developed.</p>

Enhancing the impact of the EIT Ecosystem

The **EIT Awards** finals are instrumental to demonstrate the EIT Community's achievements to stakeholders as well as citizens and to reach out to potential investors and business partners. Most of the preparatory work for the 2024 edition was carried out in 2023. The implementation of the EIT Awards included a bespoke promotional campaign, the preparation of nominees for the pitching sessions, the set-up of a high-level jury for each Award category, the organisation of the Award Ceremony during the 2024 EIT Summit held in Brussels on 20 February 2024 and the implementation of a monetary prize for the winners and runners-up of the Changemaker, Innovation Team and Venture Award. The joint European Prize for Women Innovators ceremony took place in March 2024 rewarding three remarkable women from the EIT Community.

Actions	Indicator [KPI]	Target	Achievements/results
#25 Implementation of the 2024 EIT Awards	<p>Timely implementation of the 2024 EIT Awards competition based on lessons learnt</p> <p>Successful Joint organisation of the Women Innovators Prize</p>	<p>Successful implementation of the EIT Awards, including the EIT women category under the EIC Prize in 2024</p> <p>Lessons learnt completed and concept for the next EIT Awards</p>	<p>Three prizes awarded in the Changemaker, Innovation Team and Venture category of the EIT Awards well as a Public Award winner (non-monetary prize)</p> <p>Three prizes awarded in the EIT Women Leadership</p>

⁶ Ref. Ares(2024)6123893

⁷ EIT GB Decision 05/2025 On the Allocation of the Financial Contribution for activities under the Memorandum of Cooperation (MoC) for 2025 to the First Wave KICs (Ref Ares(2025)2484294)

	with the EIC and implementation of the dedicated EIT category	competition finalised by Q4 2024	category of the European Prize for Women Innovators Lessons learnt prepared for both competitions
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The **EIT – KICs Innovation (Inno) Agenda Panel** is one of key instruments of the EIT Strategic Innovation Agenda 2021-2027 for fostering a structured dialogue between the EIT and the EIT KICs on Innovation related topics. The Panel, which met six times in 2024, serves as a forum for sharing of relevant information and knowledge, present impactful projects, good practices (including financial sustainability), and analysis of calls for innovation activities. Representatives of other EU institutions (EUIPO, EPO) joined the meetings. The Panel also served as a forum for sharing of relevant information and knowledge to the EIT and the EIT KICs Dissemination & Exploitation teams as well as the Intellectual Property (IP) Working Group (WG), which met once in 2024. The **EIT KICs Business Creation (BC) Panel** supports community cooperation on the BC agenda and Access to Finance EIT Community cluster supervision. The Panel agenda covers a wide spectrum of topics from entrepreneurship, business creation, access to finance and financial sustainability, to EIT KIC activities related to investors and investments, synergies with the EIF, and EIC, and complimentary monitoring of KIC Funds Initiatives. In Q1 2024, the EIT Dealroom⁸ platform was launched to provide access to data of EIT KICs supported startups. In Q1 2024, the EIT KICs Business Creation Catalogue 2024⁹ was published.

Through the work of the EIT-KICs Innovation and Business Creation panels, the EIT promoted and facilitated synergies with other EC DGs and other EU programmes and bodies (notably but not exclusively Horizon Europe missions, DG RTD, DG EAC, DG GROW, EISMEA, the European Structural and Investment Funds, DG Joint Research Centre (JRC), Erasmus, Digital Europe Programme, InvestEU, Creative Europe, COSME, EUIPO, EPO, ERC, COST, and the Copernicus Programme).

The empowerment of **women entrepreneurs** is an EIT Community objective. Each of the EIT's Knowledge and Innovation Communities are committed to increasing the number of women in the entrepreneurship and innovation ecosystems. In 2024, the EIT exceeded its Gender Equality Plan target of 25% women CEOs/Owners of the EIT KICs-supported start-ups and scale-ups, reaching 27%. To complement these efforts, the EIT expended its dedicated EIT Community women entrepreneurship project “Supernovas”, launched in 2022. “Supernovas” positions the EIT as the European leader in women entrepreneurship and investment, equipping women in skills to advance in venture capital, investment and leadership, and increase investment in women-led startups. The project cooperated successfully with the EIB, EIF and with EIC on the Women Leadership Programme. By the end of 2024, the programme trained in investment 486 women, supported 116 start-ups, and raised EUR 40 million investment through the SUPERNOVAS Rocket Up acceleration programme.

In 2024, **EIT Alumni** continued to act as an engaging and impact-oriented community. With its reformed EIT Alumni governance structure, it strengthened knowledge sharing processes between KICs alumni communities. This included providing opportunities to its members, such as organising EIT Alumni CONNECT in cooperation with EUIPO to place special attention to the importance of intellectual property in business successes. Moreover, EIT Alumni organised 2 alumni local events (in Vienna and in Budapest), further developed of its database of special deals with service providers and ecosystem players adding up to more than 10 established partnership

⁸ <https://eit.dealroom.co/>

⁹ https://eit.europa.eu/sites/default/files/2024-02/FINAL_EIT%20BC%20Catalogue%202024.pdf

agreements, launched 3 Alumni Newsletter (Alumni Bites), continued offering meeting space at the first EIT Alumni Node in Barcelona. The Community grew adding up to approximately 20 000 members in 2024.

EIT Community (cross-KIC) cooperation further progressed in 2024. The EIT Community activities focus on priority areas where cooperation between KICs can multiply the EIT impact and results, allow for thematic or administrative cooperation, and respond to EU policy priorities. The EIT Community activities on a cluster level contribute to the EIT core KPIs or provide efficiency gains through the joint KIC activities. Six EIT Community clusters (Strategic Access to Finance, Strategic Outreach, Shared Services, Strategic Synergies, Strategic Education, and Strategic Regional Innovations) were running their activities successfully. Additionally, the Call for 2025 Amendment was launched in in Q2 2024 and resulted in a Funding Allocation decision by the EIT GB in November 2024.

The objective of the **EIT Global Outreach agenda** in 2024 was to continue strengthening the standing of the EIT as the global innovation community through a series of activities for KIC partners and KICs supported startups / scaleups, in Israel, UK (re-opening of the Hub), Silicon Valley and other key global innovation locations, without the opening of additional physical hubs. Under the supervision of the EIT Governing Board and in close coordination with the European Commission (EAC, EEAS) the EIT provided guidance, and also monitored its Knowledge and Innovation Communities individual Global activities.

Actions	Indicator [KPI]	Target	Achievements/results
#26 Strategic EIT Community activities	Additional results in strategic and thematic priority areas for the EIT and EU through EIT Community cooperation	Supervision and monitoring of EIT Community cooperation clusters (Shared Services, Strategic Education, Strategic Outreach, Strategic Access to Finance, Strategic Synergies, Strategic Regional Innovation)	The 2024 the EIT Community (Cross-KICs) clusters and activities plans achieved. Continuously monitored implementation of the EIT Community clusters Grant Agreements implementation.
#27 Additional ecosystem impact from the innovation agenda	EIT community results on innovation beyond individual projects facilitated by EIT	Minimum 4 Innovation Panel meetings with relevant agenda Identifying potential, set up and follow up of synergies with key organisations of Pillar I and Pillar II of HE Programme	Meetings of the EIT KICs Innovation panel were held as planned and the planned priorities for 2024 were achieved. Note presenting the implementation of the 2024 Innovation Panel activities prepared. Reports from established cooperation with EUIPO and EPO and achieved results from these collaborations in

			2024 were prepared and published.
#28 Horizon Europe pillar III synergies, EIC-EIT complementarity and synergies with EU programmes	Facilitation of an increased level of complementarity and synergy actions between EIT and EIC/EIE and other EU programmes in line with MoUs and other cooperation tools, supporting joint initiatives and avoidance of duplications	<p>Collaboration as per EIT-EIC Memorandum of Cooperation and agreed joint operational work plan, in particular on the Fast Track scheme, joint activities promoting Women Entrepreneurship, joint communication, regional innovation collaboration and global outreach activities.</p> <p>EIT-EIC Board level collaboration intensified and effectively supported.</p> <p>EC pillar III Director's meetings effectively supported.</p>	<p>Collaboration with EIC continued, but Joint Board WG EIC-EIT meetings were not held despite the different attempts due to EIC Board members availability.</p> <p>EIT contributions to the Pillar III Directors meetings were provided timely and follow up of action points was ensured</p>
#29 EIT community business creation (BC) agenda	EIT effectively supports business creation and women entrepreneurship and leadership (WEL) agendas within the EIT community	<p>Business creation panel work programme implemented, including facilitation of collaboration with financial investors.</p> <p>Management of a women investor's community</p>	<p>Meetings of the EIT KICs BC panel were held as planned, and the objectives for 2024 were achieved.</p> <p>Note presenting the implementation of the 2024 Business Creation Panel activities was prepared.</p>
#30 New European Innovation Agenda	<p>Timely and impactful implementation of the DTTI to train 1 million talents by 2025</p> <p>Timely and impactful implementation of the</p>	Timely implementation of the Initiative and achievement of milestones to ensure 1 million talents are trained by end 2025.	<p>Over 1 million pledged talents and 986 000 trained talents.</p> <p>Four new Girls Go Circular modules on deep tech innovation and eighteen EIT education programmes on the</p>



	<p>Next Generation Innovation Talent Scheme</p>	<p>Effective integration of existing deep tech skill related activities into the DTTI, including KIC specific programmes, Girls Go Circular and activities of existing KIC partners.</p> <p>Effective Joint Task Force between EIT and EIT Manufacturing designing and implementing the Initiative.</p> <p>The Next Generation Innovation Talents Scheme developed and launched (by the end of the year at least 10 internships to be launched)</p>	<p>platform. Deep tech also featured and highlighted on the EIT Campus.</p> <p>Active Working Group between the EIT and EIT Manufacturing. Active Advisory Board, which includes EIT and Pledger representatives, as well as industry experts.</p> <p>Internships scheme was launched in September 2024 and 80 internships are expected to be provided in 2025.</p>
<p>#31 Develop the EIT Alumni community</p>	<p>EIT Alumni community multiplies EIT impact and visibility</p>	<p>The EIT Alumni Business Plan 2024 approved and contributes to EIT's objectives with clear strategy, membership policy, financial sustainability strategy and value creation.</p> <p>EIT Alumni strategy and governance reviewed, ensuring it represents the broader EIT Community and operates effectively and efficiently</p>	<p>Approved Business Plan of the Strategic Education Cluster 2024, including the Alumni Work Package</p> <p>Work on the Alumni strategy ongoing</p> <p>Impact report 2023 developed.</p>
<p>#32 EIT Global Outreach</p>	<p>Effective EIT Global Outreach in alignment with EU priorities and framework</p>	<p>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</p>	<p>EIT KIC activities implemented in line with the EIT Community Global Outreach plan and in line with EIT Global Outreach Framework.</p>

	up-to-date mapping of EIT Community and KIC bilateral outreach activities	The up-to-date mapping of the KICs global outreach activities was prepared.
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1.3 EIT Governance and Corporate Communications

Effective EIT Governance and Management

In 2024, the EIT ensured well-functioning the EIT’s governance structures (including EIT Governing Board and its advisory groups) and internal processes. The EIT’s management team and the Director’s Office oversaw the implementation of the Work Programme in 2024 and the budget implementation, as adopted by the EIT Governing Board and in compliance with the regulatory framework. The EIT ensured adequate coordination of its operational activities, strategic policies and stakeholder engagement, and development of the overall EIT’s strategic objectives as set in its Strategic Innovation Agenda 2021-2027. In July 2024 the European Commission appointed five new GB members, concluding the selection started in 2023. As the mandates of further four members will expire in April 2025, in July 2024, the EIT launched a new Call for Expressions of Interest to recruit up to four new members to join the GB.

The EIT further advanced its simplification agenda aimed at reducing and streamlining the administrative procedures and outsourcing basic administrative tasks, allowing the organisation to focus on implementing impactful activities. This included for example further integration with the EC IT operational framework or further simplification of internal operational procedures.

In 2024, the MSRSG Secretariat continued to facilitate the collaboration with representatives of EU Member States and associated countries, including their involvement in the EIT decision-making processes through adoption of opinions, as well as sharing relevant country level and general data and information about the EIT Community and opportunities available to national stakeholders. Three meetings were organised throughout 2024, the first in-person meeting in Budapest on January, the second online meeting in May and the third meeting in Brussels in November, which also included an interactive session on how to further enhance collaboration between the Member States and the EIT.

Actions	Indicator [KPI]	Target	Achievements/results
#33 Effective and efficient conduct of EIT GB meetings, EIT management and EIT decision-making	Effective EIT Governing Board (GB), Executive Committee (ExCo) meetings, Audit Committee (AC) meetings, GB Advisory Group (AG) meetings and management team meetings	Effective and timely preparation and implementation of at least 4 regular GB meetings, 4 regular Executive Committee (ExCo) Meetings, 2 Audit Committee meetings, regular meetings of AGs.	Five regular GB and ExCo and two AC meetings took place as planned. Additionally, GB members participated in five GB Advisory Groups, provided reporting officers reports, acted as GB Rapporteurs for KICs.



	<p>Timely approval of GB Decisions</p> <p>Effective EIT management</p>	<p>GB Decisions adopted in line with the strategic, operational and administrative needs and deadlines</p> <p>Effective mobilisation of GB Members in working and advisory groups</p> <p>Effective selection and onboarding of 5 new EIT GB members in 2024</p> <p>Launch of the selection process for 4 new EIT GB members whose mandate will expire in April 2025</p> <p>Effective EIT management meetings and internal communications</p> <p>Effective and timely planning monitoring and reporting</p>	<p>Meetings agendas and meetings summary and action points were prepared and followed up.</p> <p>GB meeting summary minutes published on the EIT website.</p> <p>GB decisions were adopted in line with the strategic, operational and administrative needs and deadlines.</p> <p>Quarterly activity reports for the GB were prepared before each GB meeting.</p> <p>Weekly management meetings were organised and minuted.</p> <p>Four internal quarterly reviews were implemented.</p> <p>Four General Staff meetings took place.</p> <p>CAAR 2023 was prepared and approved</p> <p>SPD 2025-2027 was prepared and approved</p> <p>The call for 4 GB members to join the EIT GB in 2025 was launched in July 2024</p> <p>The Commission appointed 5 new GB members in July 2024, concluding the GB selection started in 2023.</p>
<p>#34 Development of the EIT strategic input following the HE mid-term review</p>	<p>EIT GB strategic input contributions</p>	<p>2 meetings of the ExCo dedicated to the EIT strategic contributions development</p> <p>Participation of the GB members in at least</p>	<p>The EIT Vision paper developed by the Board for the approval in early 2025</p> <p>All GB and ExCo meetings included parts relating to the strategic positioning of the EIT in the next MFF</p>

		<p>two high level meetings</p> <p>EIT GB contribution to the HE mid-term evaluation</p>	<p>Strategy Advisory Group was set up to facilitate the GB contributions to the next MFF programming</p>
#35 Effectively use EIT KIC Forum to resolve critical operational issues for the EIT KIC results and impact	The Forum tackles effective strategic issues faced by the EIT community	<p>Correct action points identified in Forum meetings and implemented in a timely manner</p> <p>Positive feedback from Forum meetings/ CEOs</p>	<p>Four Forum meetings took place.</p> <p>Forum presentations were prepared, and action points were drafted and followed-up</p>
#36 Member State Representative Group (MSRG) contributes to EIT decision making	Effective MSRG positively contributing to EIT governance, visibility	<p>Two annual meetings organised</p> <p>Opinions delivered to the GB in line with the EIT Regulation</p> <p>75% positive feedback received via dedicated survey to MSRG</p> <p>MSRG Secretariat maintained throughout the year</p>	<p>Three meetings organised, two in person and one online.</p> <p>MSRG opinions were delivered to the GB in line with the EIT regulation.</p> <p>The next satisfaction survey is planned in 2025.</p> <p>The MSRG Secretariat was maintained.</p>
#37 Cooperation with EU Agency Network and synergies, including outsourcing	Effective participation in EUAN, including the Troika 2023-2025, positively supporting the EUAN strategy implementation and benefit from shared services	<p>Effective chairing EUAN Troika in 2024 through the implementation of the priorities of the EUAN strategy</p> <p>Effective chairing and coordination and follow up of the EUAN sub-networks, working groups and task forces</p> <p>Effective coordination mechanism in operation with CEPOL, SSO and other Troika members</p>	<p>All EUAN Troika meetings started from March 2024 were effectively chaired by the EIT.</p> <p>The effective coordination mechanism in operation with CEPOL, SSO and other Troika members was ensured through the weekly calls</p> <p>The EUAN AWP 03.24-02.25 was implemented as planned, including successful implementation of the EUAN governance reform, AI training for the EUAN network and launch of the Troika Shared Services Pilot.</p>



		<p>Shared services pilot initiative with other EUAN members in launched.</p>	<p>Seven hybrid subnetwork meetings and three high-level Heads of HR, Resources and Agencies meetings organised. The EIT chaired the Heads of Agencies; the Communication (HCIN), Legal (IALN), IT (ICTAC) and Greening subnetworks.</p> <p>Shared Services Pilot in HR and Procurement started in July 2024, with Cybersecurity component launched in November 2024.</p>
<p>#38 Implement MoU with the partner DG of the Commission (DG EAC)</p>	<p>Effective cooperation with Commission services, in particular partner DG (DG EAC)</p>	<p>Submission of information/documents as per the MoU</p> <p>Regular coordination mechanism in operation</p> <p>Replies to requests provided within one week (or as per agreed with DG EAC)</p> <p>Weekly coordination calls</p>	<p>Budgetary and financial reports, documents and requested information submitted to EAC timely.</p> <p>Regular coordination mechanisms through regular coordination calls on different collaboration areas was set-up and followed up.</p> <p>Action points from weekly calls were followed up.</p>
<p>#39 Implementation and Coordination of the EIT Internal Control Framework</p>	<p>Efficient and Effective internal control system</p> <p>EIT achieves a high level of implementation of Internal Control Framework</p> <p>EIT risks are identified and addressed</p>	<p>All Agency operational; financial and administrative SOPs are updated.</p> <p>90% of the baseline Internal Control indicators set for 2023 are met.</p> <p>Critical risks are identified in the Annual Work Programme and action plans to address them are in place, review as</p>	<p>All SOPs due for update in 2024 were reviewed and if needed - updated in a timely manner</p> <p>85% of the baseline KPIs were met for 2024, however under 90% of the remaining ones, a substantial progress was noted and they were close to target.</p> <p>Critical risks, including critical threats and critical opportunities, have been identified and presented in the</p>



		<p>part of the Annual Activity Report</p> <p>Maximum 3 re-current exceptions/internal control weaknesses reported in 2024</p> <p>Timely follow up of open audit recommendations. At least 90% of all audit action plans are implemented in time.</p> <p>Timely reporting to EC, EP, ECA and Council</p> <p>Coordination of ECA and IAS audits leading to accurate audit opinions on the EIT.</p>	<p>AAR, respective mitigating measures and action plans have been adopted.</p> <p>The reported non-compliance reports in 2024 were 4, marking slight deviation from the target.</p> <p>This target is fully met, the follow up to all audit recommendations led to the implementation and/or closure of approx. 96% of all pending ones.</p> <p>The EIT timely reported to EC, EP, ECA and Council</p> <p>This target is met. ECA and IAS audits were fully supported, and they issued timely final reports.</p>
<p>#40 Anti-fraud coordination</p>	<p>Efficient and effective implementation of the EIT's AF Strategy 2024 - 2027</p>	<p>100% of the EIT's action plan for implementation of the 2023 activities is implemented by Q1 2024</p> <p>EIT 2024 -2027 Anti-Fraud strategy and action plan adopted</p> <p>90% of the EIT's action plan for implementation of the 2024 activities is implemented</p>	<p>The revised EIT Anti-Fraud Strategy for 2024-2026 was adopted on 26.03.2024.</p> <p>80% of the EIT's actions planned for 2024 were successfully implemented, reflecting progress towards the objectives set up in the revised Antifraud Strategy (AF).</p> <p>The key actions delivered included: implementation of the adopted Policy on Conflict of Interest, annual meeting with the KICs, adoption of the standardised reporting template on the implementation of the KICs AFS and adoption of the Model Code of Conduct, Fraud</p>



			<p>Risk Register updated, annual review of access rights conducted and regular cooperation with OLAF.</p>
<p>#41 EIT to implement EIT Gender Policy</p>	<p>EIT effectively implements EIT Gender Policy</p>	<p>KICs implement gender action plans in line with their GE policies.</p>	<p>Gender Equality Plan (GEP) was effectively implemented and resulted in increase in women's participation in all core areas of operations, across the EIT Community.</p> <p>As stated in the 2024 Horizon Europe Report the EIT brought down barriers to women's participation in the European innovation ecosystem</p>

Communications

The EIT continued its efforts to significantly strengthen the visibility of the EIT Community towards stakeholders and new audiences within the European innovation landscape through an efficient mix of communication and engagement channels and tools. At the heart of communications, a more focused and simplified approach was followed and executed across all channels, ensuring simplification and alignment in branding and key messages.

The EIT continued to strengthen its relations with media. A significant shift in strategy was applied building on the approach identified in 2023 adopting a sectoral and national focus. The new approach worked well for the EIT Summit 2024 and the EIT Awards, which included the press conference and programme of 31 journalists, coordinating 68 interviews, which resulted in over 185 organic articles (65% increase from 2022) for the EIT. The success of the EIT Awards media programme is evidenced in the journalist survey which found a 96% success rate. Further media relations in 2024 included the dissemination of 15 press releases and several associated interview pitching and briefings for the EIT Director. In addition a comprehensive media placement was undertaken to celebrate the mark of EIT's first three mature KICs and 15 years of impact, which included op-eds and publications by the EIT Director, EIT Chairperson, EIT Governing Board Members and former EC President José Manuel Barroso which have appeared in print and web in pan-EU Tier 1 publications such as Politico Europe, Tech.eu and Euractiv. EIT and EIT KICs mentions in press averages 582 articles per month for the year of 2024.

The EIT also developed, executed and monitored notable campaigns throughout 2024, including:

- EIT Summit 2024 and INNOVEIT 2024
- EIT Awards, Joint Prize for Women Innovators with EIC
- EIT Water campaign building on key milestones to be delivered in 2024: the greenlight for EIT Water as well three information webinars (average attendance 250 participants),
- Celebrating 10 years of the EIT Regional Innovation Scheme and the launch of new EIT Community hubs, which included a flagship conference for the EIT Jumpstarter grand finale.

Social media content focused on diversifying content across the EIT's channels and centring it around the EIT's three main pillars of activities: entrepreneurial education, innovation-driven research and business creation. A special focus was put on featuring testimonials from EIT partners and innovators, routinely showcasing EIT Community impact stories and the added value of EIT KICs to respond to policy objectives (ex, global challenges, skilling). The new content approach led to a significant increase in social media followers, including: 12 284 new followers on LinkedIn, 2 450 followers on Facebook and 1 514 new followers on Instagram. X (formerly Twitter) did not receive an increase in followers likely due to the change in ownership/rebrand and significant drop among all users.

In 2024, Members of the EIT Governing Board, the EIT Director and Management Team represented the Institute in 131 public events and meetings both online and across Europe. These offered unique opportunities to present EIT activities and how to engage with the EIT Community across Europe to various audiences across the Member States. To further engage with stakeholders and target audiences, the EIT and entire EIT Community mobilised to deliver INNOVEIT 2024, focused on providing ample opportunities to discover how the EIT Community support an entrepreneur or learner's innovation journey across cross-cutting themes: deep tech, women entrepreneurship, sustainability, and more across four events: EIT Summit 2024 in Brussels on 20 February 2024 as well as the INNOVEIT participation at key European tech conferences in HelloTomorrow, the GreenTech Festival and Slush.



In 2024, the Network of EIT National Contact Points (NCP) was continuously supported with 102 NCPs from 62 EU Member States, Horizon Associated countries, and Third countries. They received regular updates on EIT Community events, opportunities, and achievements via the EIT NCP Secretariat's periodic e-mail alerts. The First Annual Meeting between the EIT NCP Network and the EIT Community took place in February 2024 in Brussels, where the EIT gave an overview on the 2023 results and 2024 priorities and highlighted the roadmap for 2024 collaboration. The 2nd Annual EIT National Contact Points (NCPs) meeting took place in Budapest in November. Moreover, the invitation for a EIT NCP Coordination and Support Action (CSA) was launched on 22 November 2024. Overall, the collaboration between the EIT Community and the EIT NCPs was fruitful and EIT NCPs were satisfied with the material provided by the EIT NCP Secretariat.

Actions	Indicator [KPI]	Target	Achievements/results
#42 Develop and manage EIT Communications & Engagement framework	Implementation of EIT Communication & Engagement strategy and plan	Adoption of the annual Communication, Stakeholder Engagement, and Dissemination Plan	The annual Communication, Stakeholder Engagement, and Dissemination Plan was adopted and activities were implemented.
		Effective implementation of Specific Contracts and activities to deliver the plan.	Successful management and implementation of Communications and Events Framework and Specific Contracts
		Coordination of EIT Community Communications, Engagement and Dissemination actions and tools and Working Groups	Dashboard monitoring performance across channels and tools in place. Increased cooperation between EIT and KICs benefiting the various strands, including on branding, asset creation, coordination of meetings and events was achieved as a result of EIT Community working groups for communications, dissemination and EU affairs.
#43 Coordination of Communications Channels and Tools	Increased awareness and understanding of the EIT, its activities and results among EIT audiences	Create engaging and impactful EIT content for distribution across relevant channels and tools	Delivered with updated messaging, LTTs as required and updated presentation. EIT newsletter disseminated to database and stakeholders.
		Plan and execute EIT integrated	Delivered with dedicated and tailored campaigns for the EIT



		<p>communications campaigns (INNOVEIT 2024, EIT Water)</p> <p>Manage EIT website to ensure content is of high quality and up to date and to enhance the user experience and site visits</p> <p>Strengthen EIT relations with media to increase EIT Community press coverage</p> <p>Boost following and engagement on EIT social media channels</p>	<p>Summit and the INNOVEIT 2024 events series, EIT Awards 2024, EU Joint Prize for Women Innovators and EIT Water. Campaigns amplified through all EIT Community channels.</p> <p>Achieved with continuous improvements developed based on user feedback.</p> <p>Website updated on a regular basis to continuously provide key information on EIT Community opportunities and results.</p> <p>6,488 articles were published about the EIT Community in 2024. Compared to 5,865 in 2023, resulting in a 10.62% increase.</p> <p>10 press releases were issued by the EIT with follow-up to all media queries in a timely manner.</p> <p>Press event organised in margin of EIT Summit and pro-active pitching for INNOVEIT 2024.</p> <p>Compelling content and creative concepts launched on EIT social media channels resulting in the followers increase per channel:</p> <ul style="list-style-type: none"> • Instagram: 18.59% • LinkedIn: 14.10% • Facebook: 4,17% • X: -1%
<p>#44 Coordination of Engagement Channels and Tools</p>	<p>Build, maintain and strengthen relations with EIT stakeholders</p>	<p>Strengthen relations with external stakeholders through EIT participation in high-</p>	<p>131 high-level events and meetings participated in by EIT Governing Board and EIT Director</p>



		<p>impact events and meetings</p> <p>Effective engagement with stakeholders in line with the strategy and plan</p> <p>Boost EIT visibility through organisation of events for external stakeholders</p>	<p>Bi-monthly EIT Community Event Overviews shared with the EC</p> <p>Delivered in line with plan ensuring meetings and exchanges with key EU, national, regional and sectoral R&I stakeholders based in Brussels and in Member States</p> <p>Organisation of the EC services meeting (taking place in January 2025)</p> <p>Coordination of the EIT's Horizon Europe Pillar 3 meeting participation</p> <p>Delivered with EIT Summit 2024 and INNOVEIT 2024 events series, EIT Water webinars, roadshows, EIT Community Hub openings and participation in EU led events such as Europe Day.</p>
#45 EIT NCP network	Further strengthen operations of EIT NCP network	EIT National Contact Point network enhanced, CSA invitation launched and EIT NCP secretariat performs efficiently and effectively	Two meetings organised, regular updates and information provided as well as CSA invitation launched

Effective administrative services

In 2024, the EIT implemented to a large extent its procurement plan, IT Master Plan, and recruitment plan. The implementation of the IT Master plan helped the office to further automate part of its administrative processes. Several examples to be mentioned on this regard as the procurement tool PPMT, Q-Sign (electronic signature), and the introduction of various modules of SYSPER.

The implementation of the recruitment plan, retention policy and positive work environment allowed the office to keep more than 90% of its post occupied throughout the year, and generally enabled succession and business continuity.

In regard to budget implementation and finance, financial transactions and reporting were successfully processed, with a payments' implementation ratio of 96%. The EIT has decreased the late payments just below the 5% percent threshold, and the remaining late payments were mostly due to external factors, e.g., mission claims processed by PMO in Brussels. Budget implementation similar as in 2023, slightly above the 95% target

The office continued to keep in its focus on other critical areas, such as security (both physical and cybersecurity), staff wellbeing and staff development.

- Staff wellbeing - EIT management continuously worked with the Staff Committee, in order to advance further on the agenda of the work-life balance. Elements that need to be mentioned in this regard include but are not limited – introduction of the Commission decision on hybrid mode of work, which allows for up to 60% telework and up to 10 days working away from the place of employment; agreeing on a list of social measures introduced in 2023; adopting a long-term plan for improvement and re-design of the office.
- Staff development – EIT has adopted and implemented its annual Training Plan which offered different learning and training activities, for all staff as well as for target audience, and in compliance with the office and individual staff needs.

Actions	Indicator [KPI]	Target	Achievements/results
#46 Procurement plan implementation	Procurement procedures completed in a timely manner and EIT contract portfolio managed according to sound financial management	Min 85% procurement procedures completed in line with the adopted procurement plan by end of Q4 2024 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures 2024 Procurement Plan is updated twice a year basis.	91% of the procurements planned in 2024 were completed by the end of Q4/2024. The 2024 procurement plan was updated on a quarterly basis, with an officially approved ARES update during the mid-term review in beginning of Q3/2025. 100% of procurement procedures were without



		<p>97% of procurement procedures without formal complaints/court cases</p> <p>Publication of contracts awarded in the previous year on the EIT website by end of Q2 2024</p> <p>Procurement procedures up-to-date and high level of staff awareness</p> <p>Effective support and advice provided to OIAs</p>	<p>formal complaints/court cases.</p> <p>The publication of the contracts awarded in the year 2023 it was published on the EIT website in a timely manner, before the set deadline of end June 2024.</p> <p>Dedicated training “Procurement Day” for all staff on procurement and contract management was provided on 24 September 2024, including external presenters.</p> <p>Effective support and advice are regularly provided to operational initiators and verifiers.</p>
#47 Expert management	<p>Effective support across the EIT through the recruitment and deployment of independent experts managed smoothly and in a timely manner</p>	<p>Approx. 60 experts contracted in due time and in line with policy/ SOP</p> <p>Effective support to the relevant projects confirmed by EIT staff</p>	<p>Experts were successfully selected to support evaluations, monitoring and report assessment processes.</p> <p>A new expert sub list was approved</p> <p>Transition from EMI tool to ESC was prepared.</p> <p>An update of the EIT expert policy and SOP was approved.</p>
#48 Budget	<p>High level of absorption of EIT funds</p>	<p>> 95% of non-grant commitment and > 90% payment appropriations absorbed by Q4</p> <p>Effective budget reviews and amendments</p>	<p>In 2024, the EIT registered 95% as commitment implementation rate and 88% as payment implementation rate¹⁰.</p> <p>The non-grant related commitment implementation reached 96%.</p>

¹⁰ The 88% rate is linked to the reschedule of the payment concerning the EIT Higher Education Initiative from Q4 2024 to Q1 2025. In addition, the amount of 18 936 kEUR of earmarked appropriations (R0) was carried over to the following financial year.



		<p>ABAC assets and effective functioning of Asset Retirement Committee to remove written off items</p>	<p>Budget amendments, transfer decisions were approved and recorded following regular budget monitoring.</p>
#49 Finance	<p>Legality and regularity of commitments and payments ensured</p>	<p>Up-to-date delegations and regular staff trainings</p> <p>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</p> <p>Share of late payments is maximum 2 %</p> <p>Contribute to the validation of local system performed by DGBUDG by the deadline set</p>	<p>Delegations were updated on a regular basis, and regular budget and finance trainings were provided to EIT staff member both by internal and external trainers.</p> <p>89% of all the invoices and were registered within the targeted time limit (including cost claims), which is mainly due to understaffing. 95% of all commitments were registered within the set deadline.</p> <p>Salary payments were processed regularly.</p> <p>The share of the late payments is 5%.</p> <p>The EIT's LAM contributed to the validation of the local systems performed by DG BUDG by the set deadline.</p>
#50 Accounting	<p>EIT annual accounts adopted, without comments</p>	<p>Timely performance of accounting correspondent tasks</p> <p>Annual audit of accounts</p> <p>Ensure that inventory checks carried out before the end of the year and with >98% accuracy, updated</p>	<p>EIT accounts were completed and published on the EIT website.</p> <p>Quarterly accounting control performed on a regular basis by the accountant.</p> <p>In 2025 the EIT closed the 2024 inventory process. In 2025, the Asset Retirement Committee minutes and decision on write off were registered in ARES</p>

<p>#51 Document management</p>	<p>Effective implementation of EIT Decision on Document management and Policy on archiving</p>	<p>Effective DMO in place.</p> <p>Train all newly recruited staff in ARES and relevant document management procedures and manage the EIT internal network of document managers</p> <p>Ensure proper maintenance of documentation, including annual opening and closure of files in ARES</p>	<p>A new DMO was appointed, and business continuity was ensured.</p> <p>All newcomers received training on Document Management and ARES</p> <p>ARES filling plan was kept up to date according to the EIT organigram.</p> <p>File opening and closure exercises were addressed promptly and complied with the applicable framework.</p>
<p>#52 Data Protection</p>	<p>The EIT is fully compliant with Data Protection Regulations and effective system to implement the rules in its operations.</p>	<p>DPO is designated and fully trained.</p> <p>Data Protection Action Plan has been implemented, privacy statements and data protection records included in the EIT inventory prepared by the data controller with the support of the DPO.</p> <p>EIT data protection framework, incl. decisions up to date</p> <p>High level of awareness of EIT staff of the key data protection requirements</p> <p>Data breaches minimised and followed up in case they occur</p> <p>Timely response to access to documents requests</p>	<p>The Data Protection Action Plan was effectively implemented; in particular, seven new privacy statements were adopted, and four existing statements were updated to reflect new or revised data processing activities.</p> <p>A comprehensive Data Protection Session was delivered in September 2024 to the EIT staff, focusing on key topics such as the responsible use of AI tools.</p> <p>Data breaches were effectively minimised thanks to implementation of appropriate measures, such as awareness sessions and the exercise conducted on access rights management, which limited the risk of data breaches. One data breach occurred and was promptly and timely addressed.</p> <p>A high percentage of data protection advice and</p>



			consultations were provided within expected timeframes.
#53 Legal support	High level of compliance with the requirements of the EIT and HE legal framework	<p>Timely and effective handling of all legal requests by EIT management, complaints, and proceedings (via prioritised legal coordination table)</p> <p>100% legal review of EIT GB and EIT decisions and formal complaints</p> <p>High level of awareness of EIT staff members of the EIT and HE legal framework</p>	<p>Legal review of all EIT acts, and timely and effective handling of legal requests and processes have been ensured, in line with the outcomes of the legal coordination in place with all EIT units and sections.</p> <p>High level of awareness of the EIT and Horizon Europe legal framework is ensured by continuous guidance by the EIT legal section and close collaboration between the EIT legal officers and the other EIT colleagues.</p>
#54 Building management	<p>EIT premises in Budapest and EIT Liaison Office in Brussels run effectively and create a positive work environment</p> <p>Timely update of the EIT offices in line with the concept paper on the creative and sustainable office</p>	<p>Effective overall maintenance of office space at EIT</p> <p>Efficient health and safety measures</p> <p>Up to date security and fire safety rules implemented (e.g. first aid training and annual fire inspection drill)</p> <p>EIT security policy drafted and submitted for approval</p> <p>Sustainable and creative office concept has been fully implemented by Q2 2024 (renovation and new furniture)</p>	<p>All necessary and planned maintenance was carried out on time.</p> <p>All health and safety measures were effectively and reassuringly ensured.</p> <p>The safety rule is up to date. First aid training was provided to first aid responders. The annual fire inspection drill was carried out by Q4 of 2024.</p> <p>Security policy was prepared and approved.</p> <p>The renovation of the office was concluded in Q2 2024. New office furniture was purchased and installed in the offices.</p>

<p>#55 Sustainability of EIT administration</p>	<p>Sustainability: EIT effectively delivers its contribution to EU climate targets and becomes carbon neutral through offsetting of its footprint.</p>	<p>Methodology of contribution of EIT as EU Agency to climate goals in place</p> <p>Timely and effective implementation of sustainability action plan, incl. priorities of building management, missions and mechanism to offset remaining emissions</p>	<p>GHG calculation on scope1 - 3 and action plan created in 2024 as in previous years.</p> <p>The implementation of the action plan was adequate.</p> <p>EIT piloted the purchase of carbon credit certificates for the operation of the EIT 2021-2022.</p> <p>In 2024, the EIT Summit was organized as a climate neutral event. The GHG calculation implemented, and the organizers purchased VERs, ensured carbon compensation after the unavoidable emissions occurred. See Annex</p>
<p>#56 Ensure compliance with Staff Regulations</p>	<p>Effective and efficient adoption of provisions under the Staff Regulations</p> <p>All HR services are available efficiently and effectively for staff via e-services and related IT tools</p>	<p>Adopt implementing rules of the Staff Regulation within the deadlines</p> <p>Timely completion of appraisal (by Q2) and reclassification (by Q3)</p> <p>Implementation of comprehensive end-to-end e-recruitment system All HR processes are fully integrated in SYSPER, ARES and EIT Intranet, workflows and online forms adjusted</p> <p>Timely payroll and processing of individual rights and working conditions: Zero delays in the payroll process-Less than 2% error rate</p> <p>Timely processing of individual rights and working conditions</p>	<p>The appraisal exercise was completed by mid-April 2024 and the reclassification exercise was completed by Q4/2025.</p> <p>Sysper, ARES and the EIT's intranet are used at the EIT for most of the HR processes: objective setting, career monitoring, appraisal, others. The EIT does not use e-Recruitment system, except for the CV Online tool.</p> <p>Payroll processed on time and with no error rate.</p> <p>Individual right and working conditions were processed timely, and where further clarifications were required, parties were informed accordingly.</p>

			<p>Overview table on implementing rules is in place.</p> <p>Decisions and implementing rules are up to date.</p>
#57 Recruitments	EIT is fully staffed in line with its Establishment Plan	<p>Timely and compliant completion of staff selection procedures</p> <p>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</p> <p>Ensure diversity is promoted through recruitments.</p> <p>Effective onboarding and exit procedures for new staff and staff leaving the EIT.</p> <p>Effective and timely management of interim contracts</p> <p>Effective and time management of trainee contracts</p>	<p>Recruitment processes completed timely.</p> <p>Reserve list established 3.6 months after application deadline.</p> <p>In the vacancy notice where there in the team women and underrepresented, a quote is included to encourage female applications.</p> <p>On-boarding and exit checklists are updated real-time.</p> <p>Interim and trainee trackers are in place and are managed on a timely manner.</p> <p>Interims and trainees are recruited in line with the EIT's organisational plan.</p>
#58 Training plan	Effective training, skill and competence development for EIT staff	<p>90% of in-house training sessions provided according to plan</p> <p>All staff have training and development plans and implement them by 90%</p>	<p>All in-house mandatory training sessions completed according to the approved timeline indicated in the training plan.</p> <p>No data is available for the training and development of the staff.</p>
#59 Staff Committee	Involve staff committee efficiently and effectively	Timely dialogue and consultation with SC in	Effective and timely dialogue with EIT Director and EIT management on staff-



	<p>in related policies (decisions, social policies)</p> <p>Social activities that break silos and make the working at the EIT more impactful, less formal, and enjoyable for all EIT Staff</p>	<p>relevant staff-related policies</p> <p>Effective dialogue with staff committee on priority topics raised</p> <p>Effective EIT social committee and policies</p> <p>Priority measures agreed between staff committee and EIT management implemented</p> <p>Timely planning and implementation of activities of the Social Committee</p>	<p>wellbeing, priority measures, social policies and staff-related matters.</p> <p>Effective and timely input to staff-related policies</p> <p>Active participation in Assembly of Agencies Staff Committee meetings.</p> <p>Enabling a channel of communication between EIT Management and Staff Members raising general issues, questions and contributing to transparency.</p> <p>Organizing calls for volunteers and establishing social committee</p> <p>Contributing to organization of EIT Away Days/Christmas parties and all-staff events.</p>
#60 Social policies and work environment	<p>Increased attractiveness and improved work environment for EIT staff</p>	<p>Timely and effective implementation of the schooling policy (including implementation via MoUs, transport policy, ceiling setting and mechanism to add and remove schools)</p> <p>Medical check ups provided to staff on an annual basis and for new recruitments</p> <p>Social policies updated and implemented (e.g. Schooling Policy, sports clubs, team building and reimbursement of public transportation)</p>	<p>Implementation of the schooling policy is timely and effective (including implementation via MoUs, transport policy, ceiling setting and mechanism to add and remove schools) archived</p> <p>Medical check-ups provided to staff and for new recruitments is archived.</p> <p>All social policies are up-to-date. In 2024 the Policy on Public transportation was updated and approved, the implementation started in 2025.</p>
#61 Provide adequate IT systems and tools	<p>Adequate IT and infrastructure tools available to staff made</p>	<p>Make general and individualised IT systems</p>	<p>ICT systems were fully operational, and business continuity was ensured for all</p>



	<p>available and backup solutions in place</p>	<p>permanently available to all staff as required and operate at a high level of efficiency and effectiveness</p> <p>Effective EIT IT governance, incl. register of Business Owners and Access managers kept up to date and function effectively</p> <p>Services availability > 99%</p> <p>Planned maintenance < 3,65 days (1% services unavailability)</p> <p>Ensure that efficiency gains and productivity increase is delivered via Generative AI tools through an action plan</p> <p>IT SC operates effectively</p> <p>Effective planning, implementation and supervision of the IT Master Plan</p> <p>ICT facilities and services used in an appropriate, secure and responsible manner</p> <p>Annual satisfaction survey</p>	<p>staff and external users. 99% availability report registered in ARES.</p> <p>Business continuity plan and a logging and monitoring plan were in place and registered in ARES.</p> <p>The Backup Plan and Disaster Recovery plan were tested and registered in ARES.</p> <p>Maintenance procedures were in place as per the Maintenance Plan registered in ARES.</p> <p>Quarterly ITSC meetings, reporting on the IT Masterplan implementation (54% projects implemented) and Staff satisfaction surveys with IT Services (4.5 satisfaction result out of 5), registered in ARES.</p> <p>The Action plan for the implementation of Generative AI a PoC of GPT@EIT was developed and aimed for deployment in 2025 Q2. In addition, Generative AI training was provided from EU-LearnICT facilities and services used in an appropriate, secure and responsible manner – 1 asset lost and 1 asset stolen, registered in ARES as per the SoP on Lost, Damaged and Stolen Assets.</p> <p>ENISA delivered cybersecurity training to EIT in October 2024.</p>
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			<p>The additional self-paced training on AI was provided to EIT staff from EU-Learn.</p> <p>EC AI tools were made available to all staff on the EIT Intranet homepage.</p>
<p>#62 Ensure high level of IT security</p>	<p>Effective implementation of General Information Security Policy preventing data breach, loss or systems malfunction</p>	<p>100% of IT security threats eliminated or mitigated and threats reported to management</p> <p>IT Security projects implemented</p> <p>Local backups and Disaster Recovery Site replication according to backup Plan</p> <p>Number of IT security incidents reported to CERT_EU & EDPS < 4</p> <p>LAM, CISO and LISO operate effectively</p> <p>Access to ABAC and other IT systems used at EIT have been checked 1 time during the year and verified</p>	<p>IT section risk register contribution was provided to the EIT ICC.</p> <p>IT Security projects implemented and reported as per the IT Masterplan</p> <p>Local and remote backups were performed as per the Backup Plan and tested. Disaster Recovery Site abandoned since EIT is fully on the Cloud.</p> <p>Mitigation measures were implemented according to the recommendations.</p> <p>17 CISO reports provided</p> <p>Validation of user access rights granted was prepared only ABAC and Intranet.</p>

PART II (A). MANAGEMENT

2.1 EIT Governing Board and EIT Management

Based on the recast EIT Regulation, as from 2021, the EIT Governing Board (EIT GB) consists of **15 members that are appointed by the European Commission**, aiming to ensure gender and geographical balance, as well as a balance between those with experience in business, higher education, and research. The members of the Board act in the interests of the EIT, safeguarding its goals, mission, identity, autonomy and coherence, in an

independent and transparent way. The EIT GB is assisted by an Executive Committee composed of five EIT GB members, including the Chairperson of the EIT GB and a Commission Representative.

In 2024, the EIT conducted **two exercises of conflict of interest verification** of EIT GB members, the annual exercise and the update before the main GB meeting on funding allocation and KIC supervision. In cases where an actual or potential conflict of interest was identified, appropriate measures were implemented depending on the associated risk level of the identified conflict.

In 2024, the **EIT GB held five ordinary meetings**, including the hearings of the five KICs in the context of the allocation of EIT financial contribution to KICs for 2023-2025. At the June GB meeting, the EIT GB **had a discussion with the Chairpersons of the Supervisory Boards of the KICs** to discuss strategic issues. The Executive Committee met regularly via videoconference meetings to prepare for the EIT GB meetings.

As a mandate of four members of the GB expired in June 2024, the EIT Governing Board **launched a selection procedure for up to four new members** on 24 July 2023. Following the resignation of one GB member from the EIT Governing Board, submitted in August 2023, the call text was amended to select up to five new members of the EIT GB. Following the selection procedure, the Board approved the list of shortlisted candidates for the position at the EIT GB meeting in March 2024. On 25 July 2024, the European Commission appointed five new members of the EIT Governing Board.

The mandates of further four members of the EIT GB expires in May 2025, therefore, the EIT Governing Board launched the **selection procedure for appointing up to four new GB members** on 19 July 2024. The call was promoted across the EIT's social media channels and in addition the EIT informed a wide range of stakeholders in Europe through newsletters and direct messaging. The EIT also advertised the call in the Economist, Politico, EuroBrussels Jobs, Times Higher Education Jobs as well as in Science|Business newsletters. The Call was closed on 28 October 2024, and the EIT received 296 eligible applications. Following the evaluation procedure the EIT Governing Board approved the list of shortlisted candidates in March 2025.

The EIT GB members took an **active role in the grant allocation process** for the KICs. Specifically, four EIT GB members acted as Rapporteurs and Associated Rapporteurs for the four waves of KICs. The Rapporteurs participated in online meetings with EIT KICs' management and governance teams and followed up on the strategic recommendations put forward by the EIT GB in 2023.

Besides actively attending the EIT GB meetings, the members took on additional roles **in promoting the EIT amongst key stakeholders** in bilateral meetings and with speaking engagements at high-level conferences and events, including various conferences under the Presidencies of the Council of the EU. In 2024, the **EIT GB adopted 43 formal decisions**, which can be consulted on the EIT's website.¹¹

In order to gain strategic advice on several key initiatives and matters of the EIT, the GB Advisory Groups continued operating. Following lessons learnt from their operations and to simplify as well as refocus the GB work two new AG were set up, the EIT Strategy and EIT Stakeholder AGs, replacing Global Outreach Advisory Group, Education Advisory Group and the EIT GB's Visibility Advisory Group. The composition of remaining AGs, namely EIT Audit Committee, EIT-EIC Joint Working Group, the EIT GB Appeals Committee, the Conflict of Interest Advisory Committee was kept updated. In 2024 GB Advisory Group for Selecting New Members of the EIT GB following the

¹¹ https://eit.europa.eu/library?f%5B0%5D=document_type%3A80

2023 call concluded its operations, while the new GB Advisory Group for Selecting New Members of the EIT GB was appointed in June 2024.

2.2 Major developments

I. Impact

Since the EIT was set up in 2008, its activities have continued to deliver **impact and ground-breaking innovations, and it has created the largest innovation community in Europe**. The EIT model has been tried, tested and proven. By the end of 2024, the EIT Community has grown to over 2 400 partners and **70 hubs**, which collectively have by now put over **2 400 innovative products and services** on the market, trained several thousand entrepreneurs and supported **over 9 900 start-ups and scale-ups that attracted almost EUR 10 billion in investments**. Furthermore, eight unicorns have been created with the support by different KICs.

2024 marked the end of the 15-year support period for the “**first wave KICs**” outlined in their Partnership Agreements. Following the positive outcome of their final review conducted in 2023, and the EIT Governing Board’s decision on the duration, content, and structure of the memoranda of cooperation, the EIT signed a Memorandum of Cooperation (MoC) with EIT Climate-KIC, EIT Digital and EIT InnoEnergy in October 2024. The MoC establishes that each KIC will continue to offer certain activities aligned with the EIT model and remain part of the EIT Community as financially sustainable ecosystems.

Following **the transition to a multiannual funding** and further integration with Horizon Europe, the fully fledged multiannual and simplified operational model for implementation as of the 2023-25 cycle was implemented in 2024. In terms of funding, MEUR 885 was allocated to the KICs by the end of 2022. In 2023, an additional allocation of MEUR 105 was processed, and by the end of 2024 a top up of MEUR 119 was made available to the KICs. The total EIT budget available for grants for the multiannual funding allocation by the end of 2024 was MEUR 1.109.

A **close collaboration** aimed at identification and implementation synergies between the EIT and the EC DGs continued (particularly with DG EAC, DG GROW, DG RTD, DG EMPL, and DG JRC). The EIT continued its collaboration with the European Union Intellectual Property Office (EUIPO), the European Investment Fund (EIF), European Patent Office (EPO), the European Cooperation in Science and Technology (COST), the European Union Agency for Law Enforcement Training (CEPOL), and the European Innovation Council (EIC).

In particular **EIT – EIC collaboration** further continued in 2024. The EIT kept joining forces with the EIC in the Women Leadership Programme, empowering women to advance in their careers by leading the transition of their research to market, creating their own spin-off or spinouts, or taking over leading positions in existing companies. EIT partnered with the EIC in the organisation of the joint European Prize for Women Innovators, with the EIT Women Leadership Award becoming one of the three prize categories. The joint European Prize for Women Innovators ceremony took place on 18 March 2024 during which 10 prizes were awarded to successful women in three categories. Also, the EIT collaborated with the EIC to develop a joint Internship Scheme aimed at funding about 600 innovation internships for researchers and students over a two-year period in companies supported by the EIC and EIT. The Fastrack mechanism to EIC Accelerator was used successfully in 2024 by several KICs to submit supported start-ups and scale-ups with a total of 171 EIT supported companies that were selected for EIC Accelerator since 2022.

II. Education

The European Commission adopted the **New European Innovation Agenda (NEIA)** on 5 July 2022 to position Europe at the forefront of the new wave of deep tech innovation and start-ups. The new European Innovation Agenda sets out 25 dedicated actions under five flagship areas. The EIT is contributing to several actions including the Women2Invest programme, the EIT Deep Tech Talent Initiative, the Next Generation Innovation Talent Initiative InnoNext.

Building on the positive outcome of the independent external evaluation of the **Higher Education Initiative's** pilot phase (2021-2024), in December 2023 the EIT Governing Board endorsed the Initiative continuation and its scaling up in line with a set of recommendations **to further empower HEIs to become engines of European innovation**. Between 2021-2024, 65 HEI Projects with a **network of 458** organisations received EIT funding as “full partners”, including **322 higher education institutes** and **136 industry partners**. Their collaboration resulted in the training and mentoring of **90 000 students and the establishment of 1 700 start-ups and scale-ups**. Re-shaping its model began early 2024, with the 4th Call for Proposals launched in September 2024 that aims to fund up to 42 HEI Projects.

The **European Battery Alliance (EBA) Academy**, under the Recovery Assistance for Cohesion and the Territories of Europe (REACT-EU), implemented by EIT InnoEnergy, by the end of 2024, 100 000 direct and 700 000 indirect learners were trained. Additionally, 150 000 direct learners will be trained in the next 3-5 years. Following the success of the EBA Academy, the EIT extended this approach with the implementation of **the European Solar Academy** to support the upskilling and reskilling of a workforce in the field of solar photovoltaic technologies, with a strong focus on employees of EU SMEs. Following the signature of the Contribution Agreement with DG GROW, the EIT signed a grant agreement with EIT InnoEnergy in August 2024. European Solar Academy aims to train 100 000 workers by end of 2027. In 2024, the EIT signed further Contribution Agreements with DG GROW and DG RTD to launch call for proposals amongst the EIT Knowledge and Innovation Communities to start implementation of two additional Net-Zero Industry Academies: the **European Raw Materials Academy** to train 100 000 learners for exploration, extraction, processing, and recycling of raw materials, including SMEs within 3 years and the **European Advanced Materials Academy** to train 200 000 learners in design, development and application of advanced materials within 4 years from the launch.

The EIT Community Education activities strongly contribute to the New European Innovation Agenda and goals set in Action 13 of the European Digital Education Plan 2021-2027 – encourage women's participation in STEM. Education programme which deserves particular attention is the **EIT Girls Go Circular**, addressing the gender gap in digital and STEM fields, by equipping young women, aged 14-19, with digital and entrepreneurship skills, around the topic of circular economy. The programme is also a part of the EIT Ukraine Support Actions and contributes towards the EIT Deep Tech Talent Initiative. Over the past four years, the EIT Girls Go Circular has trained over 60 000 girls, reaching over 35 European countries, and 1 000 schools across Europe. It has created the Circular Learning Space platform, hosting 18 courses in over 24 languages. In a show of solidarity with students affected by the war in Ukraine, the programme has also translated all its educational materials into Ukrainian, actively supporting the country's education system during this time of crisis.

III. Regional Outreach

In 2024, the EIT further advanced implementation of its **EIT Regional Innovation Scheme (RIS) agenda**. The EIT RIS marked 10 years since its establishment. The contribution of the EIT RIS is significantly widening the geographical spread of EIT activities as well as its leading contribution to close Europe's persistent innovation divide. In February 2024, the EIT published a strategy aimed at boosting participation from the EU Outermost Regions, the first of its kind under Horizon Europe. The strategy was officially launched during a dedicated event held in March 2024. By the end of 2024, 18 EIT Community Hubs were established, fully in line with the target of having Hubs in place covering all EIT RIS eligible countries and territories by the end of 2025. EIT Community Hubs provide local

innovators with a centralised source of information on all services and opportunities provided by the entire EIT Community. They serve as a gateway to all EIT KICs, attracting and engaging an increasing number of participants into EIT Community activities. The Hubs additionally spearhead the EIT Community's engagement with local authorities, including providing policy support and expertise as required.

The unprovoked aggression of Russia's attack **on Ukraine** in February 2022 fundamentally changed European Union priorities and strategies in many areas. The EIT, as an EU body, fully stands behind the EU position condemning the invasion and expressing its utmost support to the people of Ukraine. Building on the support initiatives launched in the immediate aftermath of the Russian invasion, in 2023 the EIT Community launched several bespoke Ukraine support activities aimed at nurturing Ukrainian talent by making it easier for them to access the opportunities offered by the EIT Community. The EIT Cross-KIC Strategic Regional Innovations Cluster spearheaded the EIT Community's support towards Ukraine, including a dedicated Ukraine Work package, which, *inter alia*, resulted in a launch of the Jumpstarter ReBuild Ukraine Cohort, which helped to attract over 120 applications from Ukrainian start-ups to the 2024 EIT Jumpstarter edition (out of which 10 teams participated in the Grand Final and 5 teams received a prize), Infrabooster Foundation Courses (training employees from research organisations), Red Kalyna programme recognising and giving visibility to highly promising Ukrainian female entrepreneurs, or the Founders2Founders initiative which offered training to 70 Ukrainian start-ups and SMEs. Beyond on the EIT Cross-KIC Strategic Regional Innovations Cluster, around 50 EIT activities were widened or specifically launched to support Ukrainian innovators including EIT HEI (41 supported Ukrainian participants), or Girls Go Circular (1 656 Ukrainian female students trained in 2024), 16 Ukrainian organisations joined the Deep Tech Talent Initiative (DTTI) and 4 Ukrainian women participated in the EIT Supernovas activities. A dedicated Ukraine Advisory Board has been set up with 8 local representatives from diverse fields to better assess the local needs.

IV. Governance

The EIT sustained its administrative operations effectiveness and efficiency as its administrative budget for 2024 constituted 2.5% (similarly to 2023) of the overall EIT budget managed in the financial year 2024.

Following the EIT joining the EU Agency Network (EUAN) Troika (the EUAN Executive Group) in 2023 and drafting the Network's Annual Work Programme, the EIT took over the **EUAN Troika** chairmanship in March 2024 jointly with another EU Agency based in Hungary, European Union Agency for Law Enforcement Training (CEPOL). Under the EIT and CEPOL chairmanship, **the EUAN governance reform was concluded**, introducing a new governance structure. In December 2024, the EIT also launched the **EUAN training series on Artificial intelligence**, with seven thematic sessions addressing the cross-cutting AI-specific needs of the Network. The series have been open to all agencies taking part in the work of the EUAN. In collaboration with other agencies in the EUAN Troika – the European Union Agency for Cybersecurity (ENISA) and the European Insurance and Occupational Pensions Authority (EIOPA), the EIT also implemented a **EUAN pilot of Shared Services in the areas of HR, Procurement and Cybersecurity**. Following the pilot phase, the scheme is planned to be extended to other EUAN members in the future. In 2024, the EIT organised seven EUAN hybrid subnetwork meetings and three high-level meetings in Budapest. During the EIT's and CEPOL's joint Chairmanship, the Network welcomed its 52nd member, the Anti-Money Laundering Authority (AMLA).

As a mandate of four members of the EIT Governing Board expired in June 2024, the EIT GB launched a **selection procedure for up to four new members** on 24 July 2023. After the resignation of one GB member, the call text was amended to select up to five new members of the Board. Following the selection procedure, the GB approved the list of shortlisted candidates in March 2024. On 25 July 2024, the European Commission has appointed five new Governing Board members. The mandate of further four members of the GB expires in May 2025, therefore, the EIT Governing Board launched another **selection procedure for selecting up to four new GB members** on 19

July 2024. The call was closed on 28 October 2024. Following the evaluation procedure the EIT Governing Board approved the list of shortlisted candidates in March 2025.

2.3 Budgetary and financial management

Planning

The EIT's medium-term priorities were set out in its rolling Single Programming Document 2024–2026, which incorporates the annual work programme and financing decision for 2024. The Single Programming Document is adopted by the EIT Governing Board on the basis of proposals by the EIT Director following the opinion of the European Commission.

Implementation of revenue

The EIT 2024 budget with an initial total amount of EUR 423,754,864 was adopted by EIT's Governing Board on 18 December 2023. Three budget amendments were approved for EIT's 2024 budget increasing the EIT budget to EUR 494,994,871.74.

The implementation of revenue in 2024 is presented in the table below:

REVENUES	Executed Budget 2024
1 REVENUE FROM FEES AND CHARGES	
2 EU CONTRIBUTION	413,415,727
- <i>Of which assigned revenues deriving from previous years' surpluses</i>	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	14,492,964
- <i>Of which EEA/EFTA (excl. Switzerland)</i>	14,492,964
- <i>Of which candidate countries</i>	<i>p.m.</i>
4 OTHER CONTRIBUTIONS	16,669,872
5 ADMINISTRATIVE OPERATIONS	33,226
- <i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 61)</i>	-
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	238,117
7 CORRECTION OF BUDGETARY IMBALANCES	-
TOTAL	444,849,905

In 2024 the EIT issued 21 recovery orders, out of which two (2) were carried over from 2024 to 2025. The remaining nineteen (19) were cashed as follows:

- three (3) of the recovery orders related to the 2024 European Union subsidy,
- twelve (12) related to internal assigned revenue from administrative and operational activities,
- three (3) related to contribution agreements with DG INTPA, and DG GROW and DG RTD,

- one (1) was a cancellation of the recovery order issued for the grant agreement EIT/EIT HEALTH/SGA2016/1 (SGA2016) and EIT/EIT HEALTH/SGA2017/1 as late payment interest due to wrong booking.

The two recovery orders carried over to 2025 were cashed at the beginning of 2025.

In addition, in 2024 the two recovery orders that were carried over from 2023 were also cashed in the amount of EUR 230,567.58.

Recovery by offsetting

There were no amounts recovered under this procedure.

Implementation of internal assigned revenue

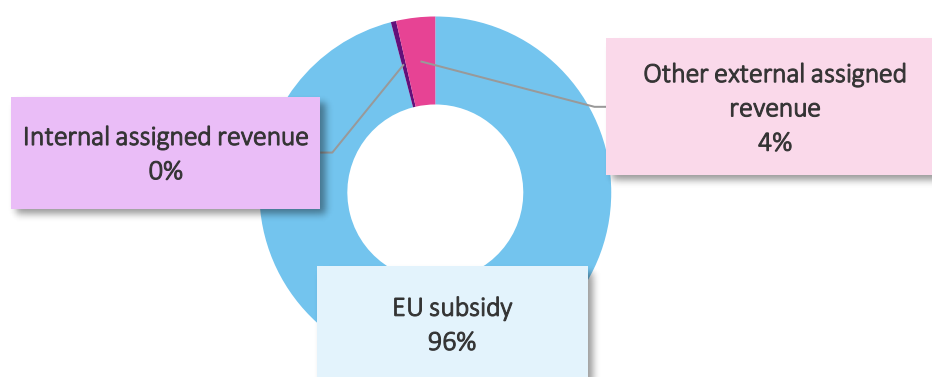
In 2024, the Agency received EUR 2,254,235.00 of internal assigned revenue. Out of this amount EUR 27,603.94 were received from administrative activities: 21,717.33 were received as inter-agency balance due to staff movement between EU Institutions and EUR 5,886.61 from the American International School of Budapest due to the relocation of a staff member. EUR 2,226,631.06 were received from operational activities: EUR 117,348.13 as recovery of the MIM contribution related to the grant agreement for the EIT-H2CITIES project with EIT KIC URBAN MOBILITY SL due to early termination of the project, and EUR 2,109,282.93 as repayment of unused grant (recovery from EIT KIC URBAN MOBILITY SL due to early termination of the project of the H2CITIES project, and EUR 7,549.05 as late payment interest on recovery orders issued in 2023 but paid in 2024.) EUR 7,343.01 recovered as late payment interest was cancelled due to incorrect booking.

Implementation of other external assigned revenue

In 2024, the Agency received EUR 16,669,872.00 from contribution agreements. The amount of EUR 1,869,872.00 was received from DG INTPA for the support of the CRM Facility, EUR 9,800,000.00 from DG RTD for the Advanced Material Academy and EUR 5,000,000.00 from DG RTD and DG GROW for the Raw Materials Academy.

The General Budget was the main source of revenue for the EIT in 2024, similarly to previous years.

Overview per contributor



Implementation of expenditure

In 2024 the commitment appropriations of the EIT amounted to EUR 453,857,931,30 representing a 1 % decrease compared to the previous year (2023: kEUR 459 544). This decrease is mainly due to the lower amounts granted to KICs (2024: kEUR 418 535 vs 2023: kEUR 442 727), however this decrease is somewhat offset by the higher amount assigned to other grants. At the same time the payment appropriations amounted to EUR 494,944,871,74, which represents a 31% increase compared to the 2023 figure (EUR 377,465,189.07). It is mainly due to the third country contributions in the amount of EUR 24,600,000.00 and the other contributions in the amount of 16,669,872.00 stemming from contribution agreements concluded with different DGs.

The largest part of the commitment budget, i.e. kEUR 418 535 (92 %) was allocated to grants, namely for the 2nd year cycle of the 2023-2025 multiannual KIC grants.

For commitments, the EIT reached an implementation rate of 99 % for C1 funds, which is similar to 2023 (i.e. 100 %). The overall implementation rate, for all types of funds, reached 95 %, which is 3 percentage points (pp) less compared to the implementation rate of the last year (2023: 98 %, 2022: 94 %, 2021: 97 % and 2020: 98 %).

Table: Budget implementation of voted budget 2024

Title heading	Fund Source	CD/CND	Commitment appropriations	Commitments made	Implementation rate %	Payment appropriations	Payments made	Implementation rate %
Title 1 Staff expense	C1	CND	9,528,452.59	9,291,495.19	98%	9,528,452.59	8,197,654.67	86%
Title 2 Administrative expense	C1	CND	1,771,142.06	1,591,906.32	90%	1,771,142.06	1,091,251.09	62%
Title 3 Operational expense	C1	CD	416,609,096.38	414,642,574.72	100%	435,335,238.38	417,969,461.91	96%
		Sum:	427,908,691.03	425,525,976.23	99%	446,634,833.03	427,258,367.67	96%

For payments, the EIT reached an implementation rate of 96 % for C1 funds. The overall implementation level is 88 %, which is below the implementation rate of 2023 (i.e. 91 %). This decrease is linked to the reschedule of the payment concerning the EIT Higher Education Initiative from Q4 2024 to Q1 2025 and the consequent cancellation of C2 funds reserved for that action (i.e. kEUR 20 575). In addition, the amount of kEUR 18 936 of earmarked appropriations (R0) was carried over to the following financial year. This amount refers to the contribution agreements that EIT concluded with Commission's DGs that will be implemented in the following financial years.

The EIT's administrative commitment budget is kept on a yearly basis, below a 3 % ratio compared to the overall EIT annual budget. In 2024, the administrative commitment budget on Titles 1 and 2 was kEUR 11 350, which represents 2.5 % of the total EIT 2024 commitment budget. Out of this amount, 84 % was allocated to the staff costs on Title 1 and 16 % to the general administrative expenditure on Title 2.

The budget implementation on Title 1 (staff related expense) in terms of budget used by commitments was 97 %, similar to last year. In the same context, payments reached 84 %, 4 percentage points lower compared to last year. The main reason is due to the reduction of the coefficient correction for Hungary with retrospective effect as from 1st July 2024 from 86.2 % to 75.5 % affecting the salaries paid during the second semester of the year.

For commitments on Title 2 (administrative expense), EIT achieved an implementation rate of 90 % cancelling kEUR 179, which represents 0.04 % of the overall commitment appropriations available in 2024. As for the payment appropriations, the budget consumption reached 61 %. This resulted to an increase of automatic carried forward compared to last year (38 % in 2024 and 25 % in 2023).

The budget implementation on Title 3 (operational expense) for commitments under C1 funds reached 100 %. The implementation for commitments under all fund sources is 95 %, which is 3 percentage points lower compared to 2023. The reason for this decrease is due to the fact that in 2024 the EIT entered into new contribution agreements with European Commission's DGs where earmarked funds were received. These funds will be implemented through new calls for proposals (i.e. grants) that will be concluded during 2025. Similarly, for payments, the implementation rate under all types of funds reached 88 %, which is lower by 4 percentage points compared to last year. Part of the payment appropriations cancelled refers to the payment concerning the EIT Higher Education Initiative, which as it is explained above it was postponed for Q1 2025. The remaining payment appropriations were mainly carried over to the following financial year.

Table: Budget 2024 implementation (C2 fund source)

Budget Item	Budget Item Description	Comm.Credits	Comm.Cons.	% Committed	Pay.Credits	Pay.Cons.	% Paid
3110	Grants to Knowledge and Innovation Communities	0.00	0.00	0%	20,575,093.88	0.00	0%
	Total C2	0.00	0.00	0%	20,575,093.88	0.00	0%

The payment concerning the EIT Higher Education Initiative was rescheduled from Q4 2024 to Q1 2025 and this resulted in the cancellation of C2 funds reserved for that action.

Table: Budget 2024 implementation (C3 fund source)

Budget Item	Budget Item Description	Comm.Credits	Comm.Cons.	% Committed	Pay.Credits	Pay.Cons.	% Paid
3204	EIT Awards	400,000.00	400,000.00	100%	0.00	0.00	0%
	Total C3	400,000.00	400,000.00	100%	0.00	0.00	0%

Table: Budget 2024 implementation (C4 fund source)

Budget Item	Budget Item Description	Comm.Credits	Comm.Cons.	% Committed	Pay.Credits	Pay.Cons.	% Paid
1100	Remuneration and allowances of temporary staff	3,346.36	0.00	0%	3,346.36	0.00	0%
1120	Schooling	29,879.20	0.00	0%	29,879.20	0.00	0%
3110	Grants to Knowledge and Innovation Communities	2,457,198.64	675.00	0%	2,457,198.64	0.00	0%
	Total C4	2,490,424.20	675.00	0%	2,490,424.20	0.00	0%

Pursuant to Article 12(4) of the FFR, unused appropriations from internal assigned revenue shall be carried over for one year only. The unused amounts were automatically carried over to 2025.

Table: Budget 2024 implementation (C5 fund source)

Budget Item	Budget Item Description	Comm.Credits	Comm.Cons.	% Committed	Pay.Credits	Pay.Cons.	% Paid
1120	Schooling	17,012.46	17,012.46	100%	17,012.46	17,012.46	100%
3110	Grants to Knowledge and Innovation C	2,429,681.61	2,429,681.61	100%	2,429,681.61	2,429,681.61	100%
	Total C5	2,446,694.07	2,446,694.07	100%	2,446,694.07	2,446,694.07	100%

Appropriations of EUR 2,446,694.07 from assigned revenue cashed in 2023 but carried over to 2024 were committed and paid at a volume of 100%.

Table: Budget 2024 implementation (C8 fund source)

Pursuant to Article 12(6) of the FFR, non-differentiated appropriations, corresponding to obligations duly contracted at the close of the financial year, are carried over automatically to the following year.

Budget Item	Budget Item Description	Comm.Credits	Comm.Cons.	% Committed	Pay.Credits	Pay.Cons.	% Paid
1120	Schooling	75,547.24	15,618.13	21%	75,547.24	15,618.13	21%
1121	Kindergarten	43,895.33	11,340.20	26%	43,895.33	11,340.20	26%
1122	Recruitment	15,085.00	14,295.00	95%	15,085.00	14,295.00	95%
1123	Mission	21,095.35	7,182.01	34%	21,095.35	7,182.01	34%
1124	Medical expense	3,502.92	3,422.50	98%	3,502.92	3,422.50	98%
1125	Training	9,591.09	5,925.00	62%	9,591.09	5,925.00	62%
1126	Social activities	10,451.71	5,680.55	54%	10,451.71	4,790.87	46%
1127	Representation	1,798.88	222.00	12%	1,798.88	0.00	0%
1200	Agency staff	356,819.05	256,811.21	72%	356,819.05	256,811.21	72%
1201	Secoded National Expert	44,902.32	44,902.32	100%	44,902.32	44,902.32	100%
1202	Trainee	60,502.85	34,847.92	58%	60,502.85	34,816.86	58%
1203	Administrative assistance in support of different activities	147,192.17	141,667.17	96%	147,192.17	135,614.54	92%
	Total Title I	790,383.91	541,914.01	69%	790,383.91	534,718.64	68%

Budget Item	Budget Item Description	Comm.Credits	Comm.Cons.	% Committed	Pay.Credits	Pay.Cons.	% Paid
2100	Building rental, acquisition	20,897.24	20,897.24	100%	20,897.24	20,897.24	100%
2101	Building maintenance and security	117,213.93	89,533.66	76%	117,213.93	51,560.22	44%
2109	Other building expense	15,556.37	14,000.00	90%	15,556.37	14,000.00	90%
2110	Furniture rental, acquisition and associated cost	0.00	0.00	0%	0.00	0.00	0%
2111	Technical equipment rental, acquisition and associated cost	512.23	396.00	77%	512.23	195.89	38%
2200	IT software and hardware expenditure	54,914.99	41,332.69	75%	54,914.99	40,932.69	75%
2201	Communication equipment and services	35,017.03	34,261.49	98%	35,017.03	34,261.49	98%
2300	Office supplies	1,698.60	1,600.05	94%	1,698.60	1,600.05	94%
2301	Postage and delivery charges	153.38	17.53	11%	153.38	17.53	11%
2302	Transport cost	1,996.79	207.28	10%	1,996.79	207.28	10%
2303	Legal expense	0.00	0.00	0%	0.00	0.00	0%
2304	Handling and moving	0.00	0.00	0%	0.00	0.00	0%
2305	Subscriptions, publications	0.00	0.00	0%	0.00	0.00	0%
2306	Expenditure related to EIT Governing Board	62,576.35	6,794.69	11%	62,576.35	2,677.82	4%
2307	Studies and surveys	0.00	0.00	0%	0.00	0.00	0%
2308	Meeting expense	2,154.53	1,172.34	54%	2,154.53	1,070.77	50%
2309	Other administrative expense	15,009.96	12,846.12	86%	15,009.96	12,846.12	86%
	Total Title II	327,701.40	223,059.09	68%	327,701.40	180,267.10	55%
3110	Grants to Knowledge and Innovation Communities	123,841,966.15	122,384,322.71	99%	0.00	0.00	0%
3111	Strategic supervision and guidance of Knowledge and Innovation Communities	417,856.00	398,913.00	95%	0.00	0.00	0%
3112	EITLabel	31,500.00	31,500.00	100%	0.00	0.00	0%
3113	Enhancing collaboration among Knowledge and Innovation Communities	0.00	0.00	0%	0.00	0.00	0%
3114	New Knowledge and Innovation Communities	0.00	0.00	0%	0.00	0.00	0%
3115	Regional impact of Knowledge and Innovation Communities	118,540.00	115,540.00	97%	0.00	0.00	0%
3116	Other grants	0.00	0.00	0%	0.00	0.00	0%
3201	Synergies and complementarities with other programmes	0.00	0.00	0%	0.00	0.00	0%
3202	Brand management, communications and stakeholder relations	2,334,623.63	1,858,843.93	80%	0.00	0.00	0%
3203	EIT Alumni	6,912.50	3,487.50	50%	0.00	0.00	0%
3204	EIT Awards	32,850.00	12,645.00	38%	0.00	0.00	0%
3205	International cooperation	9,000.00	9,000.00	100%	0.00	0.00	0%
3206	Monitoring and evaluation of impact	266,567.00	248,039.95	93%	0.00	0.00	0%
3207	Identification and sharing of good practices	0.00	0.00	0%	0.00	0.00	0%
3300	Supporting the innovation capacity of higher education	14,850.00	14,850.00	100%	0.00	0.00	0%
	Total Title III	127,074,665.28	125,077,142.09	98%	0.00	0.00	0%
	Total C8	128,192,750.59	125,842,115.19	98%	1,118,085.31	714,985.74	64%

Table: Budget 2024 implementation (R0 fund source)

Budget Item	Budget Item Description	Comm.Credits	Comm.Cons.	% Committed	Pay.Credits	Pay.Cons.	% Paid
3116	Other grants	21,679,741.25	4,987,619.25	23%	21,679,741.25	2,744,000.00	13%
	Total R0	21,679,741.25	4,987,619.25	23%	21,679,741.25	2,744,000.00	13%

The amount of EUR 18,935,741.25 of earmarked appropriations was carried over to the following financial year. This amount refers to the contribution agreements that EIT concluded with Commission's DGs that will be implemented in the following financial years.

Amendments and transfers

The EIT Director adopted 5 dedicated transfers of appropriations within the ceiling of 10% as follows.

Transfer No	Date of adoption	Main subject Description	Impact on commitment appropriations (EUR)	Impact on payment appropriations (EUR)
1 ¹²	07 February 2024	Funds were reallocated within Title III to cover the payment needs to be made for the running contract from 2023 for an expert contract.	N/A N/A	Title 3: -9,000 Title 3: +9,000
2 ¹³	03 May 2024	The budget estimates on budget line 1123 "Missions" were insufficient to cover the increased number of missions due to the organization of the EIT SUMMIT and EUAN meetings, The cost of the new expert contracted for the HEI initiative was not foreseen in the initial planning for 2024 on budget line 3300 "Supporting the innovation capacity of higher education".	Title 1: +20,000.00 Title 3: -20,000.00 Title 3: +14,850.00 Title 3: -14,850.00	Title 1: +20,000.00 Title 3: -20,000.00 N/A N/A
3 ¹⁴	26 June 2024	The appropriation on budget lines 1100 "TA remuneration and allowances ", 1101 "TA entitlements related to entering, leaving and termination ", 1123 "Mission ", 1124 "Medical expense", 1125 "Training", 1200 "Agency staff" and 2307 "Studies and surveys" were not sufficient to cover the business needs.	Title 1: +349,250.00 Title 2: +30,000.00 Title 2: -20,000.00 Title 3: -359,250.00	Title 1: +349,250.00 Title 2: +30,000.00 Title 2: -20,000.00 Title 3: -359,250.00
5 ¹⁵	15 November 2024	The appropriation on budget line 3115 "Regional impact of Knowledge and Innovation Communities" was not sufficient to cover the payments arising from the concluded legal commitments.	N/A	Title 3: +76.040,00 Title 3: -76.040,00
6 ¹⁶	18 December 2024	The appropriation on budget line 1201 "Seconded National Expert", 1203 "Administrative Assistance", 2100 "Building rental, acquisition" and 3111 "Strategic supervision and guidance of Knowledge and Innovation Communities" to cover the business needs and on budget line 3110	Title 1: +333,247.91 Title 1: - 336,145.32 Title 2:	Title 1: +333,247.91 Title 1: - 336,145.32 Title 2:

¹² Ares(2024)915062

¹³ Ares(2024)3256164

¹⁴ Ares(2024)4611995

¹⁵ Ares(2024)8126186

¹⁶ Ares(2024)9091204

		“Grants to Knowledge and Innovation Communities” was not sufficient to cover the payments arising from the concluded legal commitments.	+171,765.36 Title 2: -112,183.30 Title 3: +224,023.00 -280.707.65	+171,765.36 Title 2: -112,183.30 Title 3: +379,351.78 -212,013.43
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The Governing Board adopted 1 transfer of appropriations. This transfer refers to the reallocation of the surplus under operational expenditure (Title III) to administrative expenditure (i.e. Title I and II) as well as to readjustments of funds within Title III. The impact of transfers is summarised in the table below.

Transfer No	Date of adoption	Main subject Description	Impact on commitment appropriations (EUR)	Impact on payment appropriations (EUR)
4 ¹⁷	12 September 2024	The appropriation on budget lines 1100 “TA remuneration and allowances”, 1101 “TA entitlements related to entering, leaving and termination”, 1123 “Mission”, 1126 “Social activities”, 1200 “Agency staff”, 1201 “Seconded National Expert”, 1203 “Administrative Assistance”, 2302 “Transport”, 2304 “Handling and moving”, 3110 “Grants to Knowledge and Innovation Communities” and 3111 “Strategic supervision and guidance of Knowledge and Innovation Communities” were not sufficient to cover the business needs.	Title 1: +540,000.00 -260,000.00 Title 2: +25,000.00 -25,000.00 Title 3: +2,050,000.00 -2,330,000.00	Title 1: +540,000.00 -260,000.00 Title 2: +25,000.00 -25,000.00 Title 3: -280,000.00

Since both actions (AB2 and Transfer nr. 2) were adopted by the GB, they were included in a single document. However, as from 2025, they will be separated.

Final Budget

Following the amendments and transfers the 2024 final budget increased by 1% for commitments and by 5% for payments compared to the initial budget.

¹⁷ Ares(2024)6469851



Table: EIT budget 2024

Title	Initial budget (EUR)		Amendments/Transfers (EUR)		Final budget (EUR)		% Variation	
	Commitment Appropriation	Payment Appropriation	Commitment Appropriation	Payment Appropriation	Commitment Appropriation	Payment Appropriation	Commitment Appropriation	Payment Appropriation
Fund course C1								
Title 1	8,882,100.00	8,882,100.00	646,352.59	646,352.59	9,528,452.59	9,528,452.59	7%	7%
Title 2	1,701,560.00	1,701,560.00	69,582.06	69,582.06	1,771,142.06	1,771,142.06	4%	4%
Title 3	413,315,062.00	413,171,204.00	3,294,034.38	22,164,034.38	416,609,096.38	435,335,238.38	1%	5%
Total C1	423,898,722.00	423,754,864.00	4,009,969.03	22,879,969.03	427,908,691.03	446,634,833.03	1%	5%
Fund source R0								
Title 3, R0 DGINTPA-CRM Facility, DGRITD-AMA, DGRITD+GROW-RMA	-	-	21,679,741.25	21,679,741.25	21,679,741.25	21,679,741.25		
Total Contributions: C1, R0	423,898,722.00	423,754,864.00	25,689,710.28	44,559,710.28	449,588,432.28	468,314,574.28	6%	11%
Fund Source C4								
Assigned revenue*			2,490,424.20	2,490,424.20	2,490,424.20	2,490,424.20		
Total C1, R0, C4	423,898,722.00	423,754,864.00	28,180,134.48	47,050,134.48	452,078,856.48	470,804,998.48	7%	11%
Fund source C5								
Carry over of unused appropriations from internal assigned revenues	-	-	2,446,694.07	2,446,694.07	2,446,694.07	2,446,694.07		
Total: C1, R0, C4, C5	423,898,722.00	423,754,864.00	30,626,828.55	49,496,828.55	454,525,550.55	473,251,692.55	7%	12%
Fund Source C2 - cancelled								
Non-automatic carry over, by decision	-	-	-	20,575,093.88	-	20,575,093.88		
Total: C1, R0, C4, C5, C2	423,898,722.00	423,754,864.00	30,626,828.55	70,071,922.43	454,525,550.55	493,826,786.43	7%	17%
Fund Source C3								
Non-automatic carry over, by decision	-	-	400,000.00	-	400,000.00	-		
Total: C1, R0, C4, C5, C2, C3	423,898,722.00	423,754,864.00	31,026,828.55	70,071,922.43	454,925,550.55	493,826,786.43	7%	17%

Note:
The non-automatic carry over on decision for commitment appropriation from 2023 to 2024 amounting for EUR400,000.00 was fully consumed by 31 March 2024.
The non-automatic carry over on decision for payment appropriation from 2023 to 2024, amounting for EUR20,575,093.88 was not used, and therefore was lost on 31 December 2024.

The key performance indicators (KPIs) applicable to the implementation of the budget are listed in the table below:

KPI	Target	2024 result	2023 result	2022 result
1 Commitment implementation rate (C1)	95%	99%	100%	94%
2 Payment implementation rate (C1)	90%	96%	94%	98%
3 Commitment implementation rate for all non-grant related expense (C1)	95%	96%	94%	93%
4 Late payment rate	5%	4% ¹⁸	5% ¹⁹	5% ²⁰
5 Execution rate of carried over amounts from 2022				
Title 1 Staff expenditure	85%	69%	75%	84%
Title 2 Administrative expense	85%	68%	43%	75%
6 Maximum rate of carryover to year N+1 of total commitments within title				
Title 1	10%	9%	10%	11%
Title 2	20%	26%	24%	25%
Title 3	30%	23%	30%	17%
Average		22%	30%	18%

¹⁸ For the calculation of the late payments rate, the late payments related to reimbursement of missions were excluded, since they are not under the remit of the EIT but fall under the responsibility of the PMO (out of the EIT's control).

¹⁹ For the calculation of the late payments rate, the late payments related to reimbursement of missions were excluded, since they are not under the remit of the EIT but fall under the responsibility of the PMO (out of the EIT's control).

²⁰ For the calculation of the late payments rate, the late payments related to reimbursement of missions were excluded, since they are not under the remit of the EIT but fall under the responsibility of the PMO (out of the EIT's control).

The above performance indicators, which are used for internal monitoring and control, are important measurements of the EIT's budget management. It must be noted that KPIs 1 and 2 are critical, since a failure to meet the targets for the implementation of appropriations can impact the amount of EU contribution paid to the EIT's budget in the subsequent year.

The ceilings under KPI 6 are those applied by the European Court of Auditors for their audit work and are used for guidance only.

Reporting

Budget execution was reported to EIT Management on a quarterly basis with deviations from budget execution targets by budget chapters, thereby identifying mitigating actions if and when needed. In addition, the implementation of the EIT Annual Work Programme was continuously monitored. These allowed for corrective actions to be taken where needed to optimise the utilisation of available human and financial resources.

2.4 Delegation and sub-delegation

The mechanism of delegation is set up through an Internal Note and EIT Decision 68/2022 of 08 October 2022, signed by the EIT Director which identifies the responsibilities per budget lines and the need to put in place financial circuits in compliance with the organisational structure and control systems and procedures suited to the performance of his duties in order to implement the EIT activities.

The EIT Director acts as Authorising Officer. In line with the EIT Financial Regulation, the Authorising Officer has delegated his power of implementation of revenue and expenditure to Heads of Department up to the amount of EUR 140 000 and Heads of Unit up to the amount of EUR 60 000 per transaction. Subdivision of a single operation with a view to evading application of any upper limits is prohibited. The only exception is applicable for the transactions related to salaries, as the Head of Administration Unit has unlimited rights on salary budget lines. In the absence of the Head of Administration Unit, the EIT Director acts on transactions related to salaries. Delegations are granted without time limits. The function of Authorising Officer by sub-delegation is not applicable. Co-delegation is applied on a limited number of budget lines.

Deputization for AOD is regulated via requests by the AOD for periods longer than three working days. The request shall indicate material transactions expected during the period for deputization. On a quarterly basis, each AOD reports to the AO on the implementation of appropriations he/she is responsible for.

2.5 Human Resources (HR) management

Recruitment

A total of 9 external selection procedures were launched in accordance with the EIT recruitment guidelines in 2024. A further 2 selection procedures, consulting the EPSO database, were conducted. A total of 6 selection procedures were completed over the course of 2024. It took an overall average of 3.6 months to complete these selection procedures, from the deadline of the vacancy notice to the establishment of the reserve list. The EIT

continues to strive to create efficiencies in the areas of recruitment, e.g., carrying out interviews online and outsourcing the organisation of tests to an external service provider.

One traineeship call was successfully launched in 2023 to attract young and motivated talent to the EIT. Over the course of 2024, a total of 17 young professionals participated in traineeship opportunities at the EIT (either starting or completing their traineeships in 2024).

In 2024, the EIT proceeded to procure interim services²¹ to cover long-term absences, projects and peak workload, where identified, following the adoption of a new interim framework contract in July 2023. A total of 16 interim service contracts were successfully concluded or extended in 2024.

Learning & development

At the end of every year, the HR section proposes to the EIT management a training map programme that enables Heads of Units to identify the needs and requests of staff members working within their units, and to identify areas of weaknesses or poor performance and best solutions to addressing performance problems.

By adopting a training map programme before the end of the year, Heads of Units are able to use it as a tool to improve the general performance of the Unit as well as to plan the general objectives of the Unit directly linked to the content of the training.

The aforementioned training map is mainly targeted at in-house learning activities. It allows for the development of trainings that are tailor-made to the needs of the Agency and specifically the needs of EIT staff members.

In 2024, most trainings were offered online. Examples of the general trainings which were offered to staff included: Ethics & Integrity, Anti-fraud, Data Protection, IT Security Awareness, Artificial Intelligence and Cybersecurity training, as well as trainings on procurement, budgeting and finances. In addition, regular awareness sessions were held in 2024, addressing topics in the fields of social media and diversity and inclusion. First Aid training was also organized to get appointed staff members trained on first aid basics.

Staffing situation

Out of the 72 posts allocated according to the 2024 establishment plan, 68 posts were filled as of 31 December 2024²². Out of the 4 posts that were vacant on 31 December 2024, 3 were TA (AD), and 1 CA positions. While recruitments are ongoing, the vacant positions are typically filled by interim staff.

2.6 Strategy for efficiency gains

The EIT has been striving to achieve efficiency gains for many years now in order to address its structural under-staffing, which has been confirmed by the European Court of Auditors. The EIT introduced several dedicated IT systems to improve the efficiency of budget planning and to introduce paperless finance workflows. In 2017-2019, the EIT introduced the Commission IT tools such as ARES for document management, SYSPER for HR management, and outsourced its Accounting Officer function. In last years, new IT tools supporting EIT administrative operations were launched with the ultimate objective of increasing the operational efficiency and

²¹ EIT has concluded a framework contract for interim services in 2023.

²² This does not include offer letters accepted by 31/12/2024, but the actually filled positions.

effectiveness of the organisation. These include the procurement tool PPMT, Q-Sign (electronic signature), and the introduction of various modules of SYSPER. In 2024 the EIT started reviewing possibility of using AI tools, in accordance with the legal framework to further increase the EIT's operational effectiveness.

The EIT uses several of the Commission's framework contracts for ordering services to achieve efficiency gains in its procurement activities. In addition, the EIT has a Memorandum of Understanding with CEPOL, also located in Budapest, covering several joint activities like. In 2024, CEPOL helped the EIT prepare for taking up and co-chairing the European Union Agency Network Troika. The EIT has also signed in 2023 a Service Level Agreement (SLA) with the European Union Agency for Fundamental Rights, appointing the FRA Accounting Officer as the Accounting Officer of the EIT as of 01 October 2023.

Several new operational activities including development of the KICs' joint IT platform and preparations for EIT InnovEIT 2024 were further outsourced to the KICs.

Furthermore, in 2024, the EIT implemented the following actions with a view to achieving further efficiency gains and successfully implementing its work programme in the new programming period 2021 -2027:

- Focused recruitments and retraining to address capacity gaps (e.g., investment, entrepreneurship, education, competence), including strengthened management capacity, mobility, and diversity
- Further outsourcing of some activities via experts, consultants, shared services, and cross-KIC
- Sharing services with other agencies or outsourcing some services (e.g., IT security, EUAN Chair, etc.).
- Wider and targeted use of interim and intra-muros staff and trainees.

Despite all efforts the staffing situation was not sustainable in the long run. To be able to effectively carry out the new tasks resulting from the reinforced the EIT Strategic Agenda 2021-2027 and enhanced the EIT's mandate, the significant growth of new tasks over the past years, the EIT requested the approval of 10 additional establishment plan posts from 2024 onwards. In 2024, 4 additional posts financed from third country contributions were granted to the EIT. This does not fully address the resource gap but substantially support the EIT's annual plan implementation and enhanced the EIT's impact.

2.7 Assessment of audit results and ex-post evaluations during 2024

2.7.1 Internal Audit Service (IAS)

In April 2023 IAS completed its Strategic Internal Audit Plan (SIAP) for the European Institute of Innovation and Technology (EIT) for the period 2024-26. The SIAP outlined three areas of potential high risk and high impact on the EIT office and programme, respectively:

Identified areas	Year of planned review by IAS
Audit on the EIT process for selection of new Knowledge and Innovation Communities (KICs)	2024
Audit on Physical and IT security	2025
Audit on EIT monitoring arrangements for the implementation of the business plans by the KICs	2026

In 2024 IAS performed as planned its audit on the **EIT process for selection of new Knowledge and Innovation Communities (KICs)**, by evaluation in detail of the latest KIC selection (EIT Culture and Creativity). The final audit report was issued in October 2024. It was overwhelmingly positive, confirming that the EIT carried out the process in a professional and transparent manner, fully abiding to all applicable principles and rules. The report contains one recommendation for further improvement of the process, namely the need for the EIT to take more efficiently use of its own lessons learned accumulated and registered under previous KIC selection processes. This recommendation was immediately addressed, as part of the ongoing process for selection for a new KIC, EIT Water.

The IAS audit on management of experts in the European Institute of Innovation and Technology (EIT), carried out in 2022 was concluded in April 2023. The objective of the audit was to assess if the internal control system set-up for the expert management process (selection, contracting and payment) in the EIT:

- is adequately designed and effectively implemented to ensure that the experts selected adhere to the criteria (in terms of experience, skills, knowledge, and independence) defined for the fulfilment of their tasks.
- ensures compliance with the applicable rules.

In addition to the above, there were 6 pending IAS observations originating from the previous two audits – 1 from the audit on Human Resources and 5 from the audit on Management of Experts. All these 6 recommendations were reported by the EIT to IAS as “implemented” in October 2024 and have been awaiting IAS’s review for confirmation and the final closure.

The current status of all IAS recommendations is presented in the summary table here-below:

Audit title	Number of open rec/s	Priority	Status as at 31/12/2024
IAS audit on human resources management	1	Important	Reported as “implemented” by EIT, pending review and closure by IAS.
IAS audit on management of experts	5	4 Important 1 very Important	
IAS audit on the process of KIC selection	1	Important	In process of implementation by EIT

2.7.2 Internal Audit Capability (IAC)

By means of the Governing Board Decision 12/2022 on the improved EIT audit environment and transition of the Internal Audit Capability (IAC), the IAC function at the EIT was abolished with date of effect 1 April 2022, after which, the IAC function was transformed into an additional capacity to monitor KICs.

Currently the internal auditing function is performed by the Commission’s internal auditor (Internal Audit Service), whose tasks include assessing the suitability and effectiveness of internal management systems and the performance of units in implementing programmes and actions by reference to the risks associated with them and assessing the efficiency and effectiveness of the internal control and audit systems applicable to each operation for implementation of the budget of the EIT. Furthermore, the role of the Internal Control Coordinator has been consistently strengthened, and its tasks include coordinating internal control activities and reporting at the EIT, including implementation of the audit recommendations; coordinating audits (inputs) and liaising with external auditing bodies; coordinating the risk management function for the office, and contributing to the financial and operational management in the area of responsibility, including procurements, implementation of contracts, payments and reporting.

The transition of the current setup included a handover of the pending IAC recommendations, based on the IAC audits performed by July 2022. The EIT committed to close all pending IAC recommendations. As at end of 2024, EIT closed 200 out of 206 recommendations overall. The remaining 6 recommendations were closed slightly after the reporting period, in Q1 2025. The below table presents the present status of the IAC recommendations

Rating	Rec. accepted	Closed in previous years	Closed as at Q1 2025	Closed in total	Current rating of open issues
Critical	12	8		8	0
Very imp.	64	29	1	30	0
Important	63	51	1	52	0
Desirable	67	83	4	87	0
Merged or obsolete		29		29	0
Total	206	200	6	206	0

2.7.3 European Court of Auditors (ECA)

Financial (discharge) audit on year 2022

The European Court of Auditors published its annual audit report on the EIT in October 2023, **issuing a unqualified (clean) opinion stating that** “...the EIT’s accounts for the year ended 31 December 2023 present fairly, in all material respects, the EIT’s financial position as at 31 December 2023 and the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its financial regulation and with accounting rules adopted by the Commission’s accounting officer. These are based on internationally accepted accounting standards for the public sector.”²³

Based on the audit report, the CONT Committee of the European Parliament voted, on 11 April 2024, **in favour of granting full discharge to the Director of the EIT in respect of the implementation of the EIT budget in 2022.**

Financial audit on Year 2023

The European Court of Auditors published its annual audit report on the EIT in October 2024, **issuing a qualified opinion stating that** “In our opinion, except for the effects of the matters explained in the “*Basis for qualified opinion on the legality and regularity of payments underlying the accounts*” paragraphs (here-below), the payments underlying the accounts of the EIT for the year ended 31 December 2023 are legal and regular in all material respects. ”.

Basis for qualified opinion on the legality and regularity of payments underlying the accounts.

“The EIT checks the legality and regularity of its grant payments ex post. For the final payments incurred in the 2023 financial year, the ex-post verifications were performed by external firms until June 2024, based on agreed-upon-procedures with EIT. Overall, the external firms examined a representative sample of 174 costs items and reported findings in relation to 39 of them. The EIT has validated these findings and informed us that, in its assessment, 27 of them included ineligible costs. We have reviewed the verifications performed by the external firms and the related follow-up carried out by the EIT. We found that, in addition to the 27 cost items mentioned above, there are further three which also include ineligible costs. The cost items in question concerned salary costs of three seconded employees. In such a case, the provisions of the grant agreement, which are explained in the annotated grant agreement, require the costs to be actually incurred, i.e., real and definitively and genuinely borne by the beneficiary, as well as identifiable and verifiable, i.e., reconcilable with records and supporting documents showing what was actually paid. In this case however, the costs were paid in September 2024, only after we had asked for a proof of payment, 17 months after the invoice was issued, while the invoice indicated a one-month payment deadline. While, under certain conditions, beneficiaries are allowed to claim costs before paying them, they must demonstrate that the eligibility conditions mentioned above are fulfilled (i.e., that the costs have been subsequently paid). At the time of our audit, this was not the case, as the payment only occurred following our request for a proof of payment. In line with our audit methodology, since this correction was not made independently from our audit, the related expenditure, which is representative for the whole population of EIT grants, is consequently irregular for the purposes of our audit opinion. The total irregular amount for the 30 cost items concerned was €188.1 thousand. This corresponds to an estimated error rate of 3.4 %. By applying this error rate to the €359.9 million EIT’s cleared grant payments in 2023, we estimate that €12.2 million is affected

²³ https://www.eca.europa.eu/ECAPublications/SAR-AGENCIES-2023/SAR-AGENCIES-2022_EN.pdf

by error. This represents 3.2 % of the total audit population of €385.2 million in 2023. This exceeds the materiality threshold set for this audit.”

[EIT’s response to the qualified opinion of ECA](#)

“The EIT does not accept one of the errors reported by the Court, related to a single case, affecting three cost items, which, in its opinion are eligible. One of the EIT’s grant beneficiaries (Company A) reported the salary costs of three employees seconded to it by a related entity (Company B) that is owned by the same parent company. These employees worked on an innovation project, which delivered all intended tasks and outcomes as per the grant agreement. Reporting costs of seconded personnel is explicitly allowed by the Horizon Europe grant agreement (“Cost category A.3 – seconded persons”). Company B, which employed the three individuals, continued to pay the salaries and related charges, and they invoiced the total cost of the three employees to Company A, in line with the secondment agreement in place. All salaries and charges were paid by Company B during the duration of the grant agreement in 2022, and the total cost invoiced to Company A was included in Company A’s audited financial statements for 2022, meaning that the cost of secondment of the three individuals was actually incurred by Company A. The Horizon Europe Grant Agreement sets a series of conditions that need be in place for the cost of seconded employees to be eligible. In EIT’s assessment, all of the 13 eligibility conditions that are applicable to the costs of seconded personnel were fulfilled by the beneficiary. Therefore, the costs of seconded persons were considered eligible to be reimbursed by EIT. In particular, EIT considers that the costs in question were definitively and genuinely borne by the beneficiary (Company A), as the costs were booked in the beneficiary’s accounting records and included in their audited financial statements for 2022. It is only the settlement of the invoice from Company B to Company A that took place at a later stage, which is regular business practice between related entities. EIT considers that there is no condition or requirement in the Horizon Europe grant agreement or in the Annotated Grant Agreement or in the grant agreement signed with the beneficiary as to when a payment needs to be made. In particular, the Annotated Grant Agreement provides as follows: “If costs are invoiced or paid later than the end date, they are eligible only if the debt existed already during the action duration (supported by documentary evidence) and the final cost are known at the moment of the final report.” This is what happened: the cost (debt) existed already during the action duration, which is supported by documentary evidence. While EIT considers that the case in question is not affected by error and does not require recovery from the beneficiary, it takes note that the Court’s assessment is based on the application of its audit methodology. The EIT notes that, without this case, the estimated error rate reported by the Court would be below the 2 % materiality threshold, leading to a clean audit opinion on the legality and regularity of EIT’s payments.”

[Pending ECA observations and EIT’s response](#)

In its audit performed in 2024 for 2023, ECA made two observations, one of which with a “qualified” opinion due to established error of 3.4% in the grants’ spending, exceeding the 2% threshold of “acceptable” error. ECA’s opinion and EIT’ response are provided hereinabove, under the previous point.

The other observation, which is with “non-qualified” opinion concerns the need to update the existing ex-post strategy for grants as to align it with the new grants modality. Both observations call for increased and updated ex-post approach, hence EIT is updating its strategy both in regard to grants as well as to non-grants operations.

In 2024 EIT managed to close 3 of the 5 open observations from previous ECA audits. Moreover, EIT has reported to ECA progress on one of the remaining 2 observations concerning “issuing a contract before the commitment” and is expecting a positive decision from ECA in 2025 on closing this observation

Financial audit on Year 2024

The audit for the financial year 2024 is still ongoing

No.	Year of ECA observation	ECA observation	Corrective action taken and other relevant developments	Status of ECA observation
1	2019	The increase in the EIT's budget and the growing number of knowledge and innovation communities to oversee have not been accompanied by a respective increase in the number of posts.	The situation has not changed in 2023, as the request for additional posts was not accepted by the EU budgetary authorities. This issue is not within the EIT's control.	Open
2	2022	For two audited payments in 2021 and three in 2022, the EIT had authorised budgetary commitments only after the contracts were signed. This goes against Article 73(2) of the Framework Financial Regulation.	The EIT organised meetings with the departments concerned to clarify the correct procedures. One instance of a budgetary commitment signed after the legal commitment was still detected in 2023.	Open
3	2022	The legality and regularity of the EIT's grants, which constitute 98 % of the EIT's budget, was verified ex post by an independent external auditor. For the 2021 grants, the EIT established an error rate of 1.7 %. However, unlike in previous years this error rate was not disclosed in the EIT's 2022 annual activity report due to the late conclusion of the annual exercise for its calculation.	In its 2023 annual activity report, the EIT published the error rate for the previous year.	Closed
4	2022	For a software renewal order, the EIT did not carry out an ex ante verification to confirm whether the contractor had charged the correct price and uplift fee. This is contrary to the provisions of Article 30 of the EIT financial regulation on ex ante controls.	We have found no similar cases in our 2023 audit.	Closed
5	2022	Twice in 2022, the EIT paid interest on late payments in relation to grants. In one case, for a payment of €39.5 million, delayed by 3 days, the interest amounted to €11.4 thousand and in the other, for a payment of €3.2 million, delayed by 67 days, the interest amounted to €20.7 thousand. In both cases, the EIT did not adequately	In 2023, the EIT completed the last grant cycle where payment transactions had to be processed and encoded manually. All such transactions were processed in line with legal due dates, thanks to an improved coordination between the	Closed

No.	Year of ECA observation	ECA observation	Corrective action taken and other relevant developments	Status of ECA observation
		monitor the regulatory deadlines, which demonstrates a weakness in the EIT's payment workflow.	operational and finance teams. As of 2023, EIT has completed its transition to the eGrants tool that supports the complete grant management cycle, including the monitoring of payment transactions, and the automation of payments. This mitigates the risk of similar issues occurring in the future.	

2.8 A Follow up of recommendations and action plans for audits and evaluations

As stated hereinabove, the EIT has managed to conclude around 96% of its pending audit observations from all audit authorities. This includes:

- **Internal Audit Capability (IAC)** – 97% of all 206 IAC recommendations were closed as at 31/12/2024, and the remaining 3% were closed in Q1 2025.
- **Internal Audit Service (IAS)** – all open observations from previous audits have been either closed or reported as “implemented” by the EIT. The latter are pending review and the potential closure by IAS. Only one (1) recommendation from the latest IAS audit on the process of selection of a new KIC is open and being implemented currently by the EIT.
- **European Court of Auditors (ECA)** – 3 out of 5 open recommendations from previous audits were closed. Following to the “qualified” opinion from ECA for the financial year 2023, presented hereinabove, the EIT is currently working on updating its Grants ex-post strategy (to be finalized in the first half of 2025).

For the external evaluations please refer to Part IIB

2.8 B Follow up of recommendations issued following investigations by OLAF

In August 2024, the pending financial recommendation issued in a case closed in 2022 was implemented. In particular, the amount: 163 421.70 EUR (including late interest 7,343.01 EUR), as outlined by OLAF in its report, was recovered from the identified beneficiary.

Three cases were closed by OLAF in 2024 followed by Financial and Administrative recommendations. The investigated periods in the three cases vary from one to several years respectively. The EIT is currently working in the implementation of the different Financial and Administrative Recommendations for potential adoption and implementation. Due to the complexity of one of the three cases, the EIT is closely working with the Commission

legal services, OLAF and DG BUDG. The EIT will be in the position to quantify the financial impact of these three cases when it adopts fully or partially the financial recommendations of the above-mentioned investigations.

2.9 Follow up of observations from the discharge authority

In response to the European Parliament decision on discharge in respect of the implementation of the budget of the EIT for the financial year 2022, the EIT informed the Discharge Authority of follow-up actions taken and progress made in respect of observations made by the European Parliament. The following actions have been taken in order to address the observations of the European Parliament (observations are presented here-below per status of implementation, as per latest report submitted by the EIT in November'2024):

Ref	Observation of the Discharge Authority	Response and measures taken by the Agency
1	ECA issued a qualified opinion on the legality and regularity of payments underlying the accounts of the EIT. The EIT does not accept one of the three additional errors reported by the Court and argues that without that error, the estimated error rate would be below the materiality threshold. However, can the EIT explain if the other two errors reported by ECA were correct and what is the difference between those 2 errors and the one which the EIT is contesting in its written replies?	<p>As reported by the Court of Auditors, the EIT and the Court agreed that 27 cost items in the audit sample included some ineligible costs. The error rate resulting from these errors, which the EIT accepts, would have been 1.43% for the audited sample of expenditure. However, based on a review carried out by the Court, they concluded that three further cost items were ineligible, and therefore the final error rate, in the opinion of the Court, was calculated at 3.4% for the grants paid by EIT. The EIT does not agree with the Court's opinion, as none of the additional three cost items were affected by error or irregularity. In fact, in the EIT's assessment, all of the Horizon Europe eligibility conditions that are applicable to the three cost items, referring to costs of seconded personnel, were fulfilled by the beneficiary. Therefore, the costs were considered eligible to be reimbursed by EIT. The Court of Auditors acknowledged during the audit contradictory process that there is no need for the EIT to recover any amounts from the grant beneficiary, but they considered the three items erroneous based on their methodology, as the financial settlement of costs between the related companies took place at a later stage. While this is not against any Horizon Europe rule, it was not acceptable for the Court based on their internal methodology.</p> <p>The EIT finds it unfortunate that such a matter, where the interpretation of the applicable legal basis is different between the Court and the audited entity, can lead to the qualification of the audit opinion on the EIT accounts. Moreover, the EIT would like to highlight that all errors occurred at the level of grants implemented by the EIT's Knowledge and Innovation Communities, not in the operations of EIT as EU Agency.</p>
2	With an estimated error rate of 3.2% in grant payments, how is the EIT addressing the underlying	First, it is important to refer back to the previous question, as the EIT is of the opinion that the representative error rate in the EIT grants for 2023 was 1.43%. It is also important to recall that EIT has received an unqualified (clean) audit opinion in the last seven years, meaning our

Ref	Observation of the Discharge Authority	Response and measures taken by the Agency
	<p>causes of ineligible costs? What corrective actions are being implemented to minimize future errors and avoid exceeding the materiality threshold?</p>	<p>threshold for error has consistently been below the 2% materiality threshold. This is in contrast to the European Commission, Horizon 2020 and Horizon Europe which has consistently received qualified audit opinions during this same period. EIT's error rate, even by the Court's calculation of 3.2%, is still below the Horizon Europe average error rate. That said, as a result of the audit report, EIT is taking all steps necessary to reinforce our internal control strategy which relates to overseeing EIT KICs' grant payments. The EIT has launched a dedicated monitoring activity focused on KICs' financial control systems to strengthen the KICs' capacity to ensure financial compliance with Horizon Europe eligibility requirements for sub-grants reported by partner organisations. In parallel, the EIT is reinforcing its ex-ante controls conducted on KICs' expenditure before EIT grant is paid. Finally, the EIT is providing KICs with continuous guidance in a dedicated working group composed of KICs' Chief Financial Officers and Chief Operating Officers.</p>
3	<p>The EIT claims to support regional innovation and job creation. Can you provide specific data on how much funding was directed to SMEs and local entrepreneurs within each member state in 2023, rather than large multinational companies?</p>	<p>Indeed, the EIT Community has been at the forefront to support SMEs and local entrepreneurs, and to boost regional innovation and job creation, since it was founded in 2018. As of today, 35% of all active KIC partners are SMEs, which is above the Horizon Europe average participation rate for SMEs.</p> <p>As regards funding, according to our data, which is available through the Commission's Corda system, 100.9 MEUR of EIT grant has been directed to SMEs, in contrast to 77.9 MEUR that has been made available to non-SME companies for their innovation projects.</p> <p>A detailed breakdown is available as follows:</p>



Ref	Observation of the Discharge Authority	Response and measures taken by the Agency																																																				
		<table border="1"> <thead> <tr> <th data-bbox="767 331 1107 383">Member State</th> <th data-bbox="1107 331 1334 383">EIT grant to SMEs</th> </tr> </thead> <tbody> <tr><td data-bbox="767 383 1107 409">Austria</td><td data-bbox="1107 383 1334 409">3 581 135,61</td></tr> <tr><td data-bbox="767 409 1107 436">Belgium</td><td data-bbox="1107 409 1334 436">1 398 164,10</td></tr> <tr><td data-bbox="767 436 1107 463">Bulgaria</td><td data-bbox="1107 436 1334 463">738 491,59</td></tr> <tr><td data-bbox="767 463 1107 490">Croatia</td><td data-bbox="1107 463 1334 490">589 479,21</td></tr> <tr><td data-bbox="767 490 1107 517">Cyprus</td><td data-bbox="1107 490 1334 517">885 565,74</td></tr> <tr><td data-bbox="767 517 1107 544">Czechia</td><td data-bbox="1107 517 1334 544">3 263 112,73</td></tr> <tr><td data-bbox="767 544 1107 571">Denmark</td><td data-bbox="1107 544 1334 571">2 079 287,56</td></tr> <tr><td data-bbox="767 571 1107 598">Estonia</td><td data-bbox="1107 571 1334 598">1 866 908,01</td></tr> <tr><td data-bbox="767 598 1107 624">Finland</td><td data-bbox="1107 598 1334 624">284 979,12</td></tr> <tr><td data-bbox="767 624 1107 651">France</td><td data-bbox="1107 624 1334 651">8 569 175,62</td></tr> <tr><td data-bbox="767 651 1107 678">Germany</td><td data-bbox="1107 651 1334 678">14 077 200,23</td></tr> <tr><td data-bbox="767 678 1107 705">Greece</td><td data-bbox="1107 678 1334 705">6 491 590,05</td></tr> <tr><td data-bbox="767 705 1107 732">Hungary</td><td data-bbox="1107 705 1334 732">2 691 019,14</td></tr> <tr><td data-bbox="767 732 1107 759">Ireland</td><td data-bbox="1107 732 1334 759">2 470 895,65</td></tr> <tr><td data-bbox="767 759 1107 786">Italy</td><td data-bbox="1107 759 1334 786">8 624 525,35</td></tr> <tr><td data-bbox="767 786 1107 813">Latvia</td><td data-bbox="1107 786 1334 813">1 769 010,26</td></tr> <tr><td data-bbox="767 813 1107 840">Lithuania</td><td data-bbox="1107 813 1334 840">1 513 020,38</td></tr> <tr><td data-bbox="767 840 1107 866">Luxembourg</td><td data-bbox="1107 840 1334 866">158 200,00</td></tr> <tr><td data-bbox="767 866 1107 893">Malta</td><td data-bbox="1107 866 1334 893">864 543,35</td></tr> <tr><td data-bbox="767 893 1107 920">Netherlands</td><td data-bbox="1107 893 1334 920">4 136 312,19</td></tr> <tr><td data-bbox="767 920 1107 947">Poland</td><td data-bbox="1107 920 1334 947">2 899 689,41</td></tr> <tr><td data-bbox="767 947 1107 974">Portugal</td><td data-bbox="1107 947 1334 974">3 753 731,41</td></tr> <tr><td data-bbox="767 974 1107 1001">Romania</td><td data-bbox="1107 974 1334 1001">1 490 620,16</td></tr> <tr><td data-bbox="767 1001 1107 1028">Slovakia</td><td data-bbox="1107 1001 1334 1028">1 819 462,00</td></tr> <tr><td data-bbox="767 1028 1107 1055">Slovenia</td><td data-bbox="1107 1028 1334 1055">1 349 075,00</td></tr> </tbody> </table>	Member State	EIT grant to SMEs	Austria	3 581 135,61	Belgium	1 398 164,10	Bulgaria	738 491,59	Croatia	589 479,21	Cyprus	885 565,74	Czechia	3 263 112,73	Denmark	2 079 287,56	Estonia	1 866 908,01	Finland	284 979,12	France	8 569 175,62	Germany	14 077 200,23	Greece	6 491 590,05	Hungary	2 691 019,14	Ireland	2 470 895,65	Italy	8 624 525,35	Latvia	1 769 010,26	Lithuania	1 513 020,38	Luxembourg	158 200,00	Malta	864 543,35	Netherlands	4 136 312,19	Poland	2 899 689,41	Portugal	3 753 731,41	Romania	1 490 620,16	Slovakia	1 819 462,00	Slovenia	1 349 075,00
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4	<p>As KICs are funded to foster innovation, how does the EIT ensure that these communities operate in alignment with the national interests of each member state, supporting local enterprises and not disadvantaging them in favor of a centralist European approach?</p>	<p>Indeed, as also confirmed by the independent mid-term evaluation of Horizon Europe, the EIT contributes significantly to reducing the innovation divide in Europe by promoting collaboration among higher education, research and business in regions and countries that are considered moderate and emerging innovators as well as linking their local innovation ecosystems with our pan-European networks. Local enterprises can receive additional support from the EIT Knowledge and Innovation Communities, which allows them to accelerate their growth through additional connectivity across Europe. The KICs as pan-European Innovation Ecosystems can give them additional access to funding, advise, clients, expertise, market access, training, talents etc., which such enterprises cannot access nationally. This constitutes strong European added value as shown in evaluations of the EIT and its KICs. As a result, the innovative companies supported by EIT KICs are valued at EUR 72 billion, which contributes to Europe's competitiveness. This support is especially prominent and adding value in EU countries with more modest innovation capacity, i.e. more limited support availability than in leading innovation countries. Moreover, we launched the EIT Regional Innovation Scheme (EIT RIS) in 2014 as our main tool for reducing Europe's regional innovation disparities. It helps innovators from eligible countries to access our activities, creates links among regional innovation actors, and offers tailor-made programmes to support moderate and emerging innovating countries, as classified in the European Innovation Scoreboard, and the EU Outermost Regions.</p>																																																				

Ref	Observation of the Discharge Authority	Response and measures taken by the Agency
		<p>The EIT KICs work with local organisations to create ‘RIS hubs’ in eligible countries and regions. These hubs serve as representatives of their respective KICs, mobilising local innovation ecosystems to take part in joint activities and integrating local innovators into EIT Community activities. We are currently establishing a new network of EIT Community Hubs that will bring together our existing on-the-ground presence and serve as one-stop-shops for the whole EIT Community. Central to the RIS's impact is therefore its highly unique place-based approach to innovation support, driven by the network of on-the-ground hubs that fully recognize the specific needs of each targeted country and align with local smart specialization strategies. This approach has significantly expanded the EIT’s presence and impact across the EU and beyond. The above-mentioned mid-term evaluation repeatedly underlined the EIT’s “unique position in less-developed regions” and highlighted “its ability to operate in local languages”. This allows the EIT to support talent development across the EU and beyond and to play “a crucial role in preventing brain drain” by offering local talent access to our vast network while enabling them to remain in their home countries. Our results speak for themselves: 2021-2023 accumulated data shows that EIT RIS-eligible countries enjoyed an unprecedented EIT participation rate of over 60% and had attracted more than 40% of the total EIT grant.</p>

2.10 Environment management

The EIT strives to **become a climate neutral agency** by operating as sustainably as possible to contribute to the European Union’s ambition (European Green Deal) of becoming climate neutral by 2050.

The EIT is taking a series of steps towards impactful environment management and will disseminate such measures in the EIT Community while tracking the societal impact of the EIT Knowledge and Innovation Communities (KIC). **The EIT is Europe's largest innovation ecosystem and a leading instrument under Horizon Europe to tackle climate change and related challenges.**

For example, EIT Climate-KIC is working to accelerate the transition to a zero-carbon economy. It identifies and supports innovation that helps society mitigate and adapt to climate change. Through innovation project scaling, it uses start-ups as vehicles for replacing dirtier technologies for cleaner ones.

Other KICs focusing on sustainable energy, food, urban mobility, raw materials and manufacturing also address the climate crisis with large parts of their activities. Altogether, the EIT contributed an estimated EUR 1.2 billion to reach climate related adaptation/mitigation targets during 2014-2022.

The EIT annually assesses and **monitors the performance** of its Knowledge and Innovation Communities and the EIT Governing Board allocates funding based on the results and impact achieved. KICs are also subject to 3, 7, 10 and 15 year comprehensive reviews on their impact. Additionally, the EIT adopted the Simplified Impact

Framework by the Decision 08/2022 of the Governing Board of the EIT, in which **KPIs track the societal impact of KIC activities**, such as:

- EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, sustainable development.

The indicator will be estimated based on the “RIO markers” methodology developed by OECD. The values (0%, 40%, 100%) are 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.

The EIT actively contributes to **impactful environment management** by taking environmentally conscious measures regarding its premises and staff. The main progress/result archived in 2024 are:

- The amount of GHG emissions originating from the EIT’s operation in the year 2024 was **228 tons of CO2 equivalent**. The corporate carbon footprint report of the EIT for 2024 used CLIM’FOOT, a tool developed from the Bilan Carbone® method. The emission intensity of 2.59 tons of CO2e per EIT staff member corresponds to an average figure in Europe for an office-based employee. There is a 10% decrease compared with 2021-2023 data (on average 250 t CO2e), which can only interpret with careful regarding the uncertainty elements of the result of the GHG calculation due to the data availability or methodological elements.
- Consumptions data were partially available for 2024. The EIT consumption of the EIT HQ premises proportionated from the consumption data of the entire building for water consumption and heating, which based on square meters calculated as 11%. The methodology of the calculation is described in the EIT Carbon Footprint report 2024. Consumption of the EIT House was not available for the year 2024, therefore at the yearly GHG emission calculation, assumptions were applied.

Table Calculated consumption data of the EIT premises for 2024

Consumptions / generated waste	EIT office (Budapest)
Water consumption	5071 m ³ /year
Energy consumption (electricity)	1557 kWh/year
Energy consumption (*district heating)	2696 GJ/year
Paper consumption	181.6 kg/year
Waste generation (municipal)**	374 m ³ / year
Waste generation (plastic)	141 kg/year
Waste generation (paper)	3958 kg/year
Sewage water	5071 m ³ / year

*District heating: 90% natural gas, 10% heat reuse from incinerator

** Municipal waste generated: based on 2022 data

- The plan to reduce travel by at least 40% compared to 2019 by 2025 was archived in 2023. The GHG emission related to the EIT’s travels decreased in 2022, 2023 and in 2024 too compared with the emission data of 2019. While in 2022, it was reduced to 66%, in 2023 to 61% while in 2024 to the **81.5 % of the carbon footprint of year 2019**. The reduction of the mission related emissions keeps being a priority area in 2025.

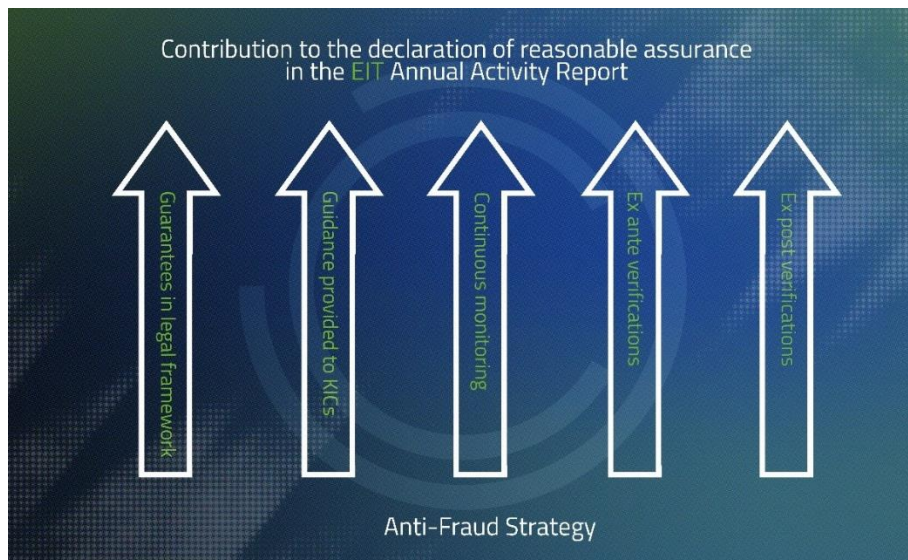
GHG emission derived from EIT missions (tCO ₂ eq.)	2019	2022	2023	2024
	76.7	50.9	46.60	62.5

- The EIT took a significant step toward sustainability by assessing and addressing the carbon footprint of its major event of the year, the 2024 EIT Summit. The total greenhouse gas emissions generated by the event amounted to approximately 214.33 tonnes of CO₂ equivalent. The EIT compensated the event's entire 2024 carbon footprint by purchasing 215 carbon credits issued by Anthesis Group. The offsets were acquired through VCS-certified Afforestation and Reforestation projects, which are recognized for their contributions to carbon sequestration and biodiversity.
- In 2024 the EIT made further progress as described above with a Sustainability Action Plan boosted by the **EIT Sustainability Committee** to accelerate reaching its goal of becoming a climate neutral agency and continuing actions in 2024:
 - The EIT revised and adopted the Missions Policy introducing Sustainability Criteria
 - The EIT phased out the use plastic water bottles or paper cups, installing water filtering machines, thus reducing their use by 100%.
 - The EIT took further action to reduce paper use in the office through the introduction of electronic paperless systems (i.e., Sysper, ARES, Bluebell already in use).
 - The EIT aims to reduce the use of electricity by 30% through the utilisation of energy saving office equipment, which is implemented by eg. replacing more energy efficient laptops.
 - The EIT incentivises its staff members to also contribute to the reduction of CO₂ emissions, via targeted social policies, such as the use of public transport rather than cars (subsidising public transport tickets). Transportation Policy was adopted.
 - The building hosting the EIT's office has a **LEED SILVER** certificate issued by US Green Building Council. As a response to the new hybrid way of working, the EIT significantly reduced the office space at the end of November.
 - Annual EITree event with tree planting team building activity took place.
 - Bike to Work - awareness raising campaign on public transport and electric bikes.
 - The EIT lead the implementation of the working program for 2024 of the **EUAN Greening Subnetwork** to strengthen inter-agency cooperation, as a chair in 2024.
 - The EIT **compensated** after the agency's residual GHG emission from 2021 and 2022, which was calculated and estimated for 574 t CO₂eq., by purchasing 574 Verified Emission Reductions (VERs) from the Golden Standard.



2.11 Assessment by management

The EIT Grant Assurance Strategy relies on the following building blocks of assurance:



Ex-ante measures applied to grant transactions

The EIT consistently carries out **ex-ante verification of both commitment and payment transactions**. To ensure full compliance, any changes in the legal framework and model grant agreements are taken over by the EIT and incorporated in the Partnership Agreements (PA) and Grant Agreements (GA) signed with KICs. In 2024, relevant guidelines were made available providing detailed instructions to KICs, for example, guidelines for the 2023-25 GAs interim reporting and amendments of KIC BPs, Cross-KIC activities and HEI GA. To avoid compliance issues, any doubts as regards interpretation of the legal provisions are regularly discussed with KICs as part of the EIT-KIC Forum and Task Force Simplification meetings. Furthermore, the EIT falls under the scope of the HE Mutual Insurance Mechanism (MIM) which is an additional financial risk mitigating measure.

In 2024, a **final payment** for the 2022-23 SUGA was executed, and a Cross-KIC Thematic Innovation GA terminated – part of the pre-financing was recovered. The EIT performed the technical and financial assessment of the reports to assess the adequacy of the grant implementation to establish the final grant amount due. In line with its EIT's Grant Assurance Strategy, which was revised in 2023, in terms of cost eligibility, the EIT relies mostly on Certificates on the Financial Statements (CFSs) issued by independent auditors. In order to address deficiencies observed previously in the quality of the CFSs, since 2016 the CFS audit exercise has been centralised, i.e., audit companies performing the CFS audits have been contracted by the EIT directly or by one of the KICs (EIT Urban Mobility in 2024) under EIT Cross-KIC Shared Services, instead of letting the individual beneficiaries/ affiliated entities to contract the auditors. Taking into consideration the high coverage and the generally good quality of the CFSs, combined with the additional checks carried out by the EIT, **it can be concluded that the assurance provided by the EIT ex-ante assessment as regards the legality and regularity of grant expenditure is reasonable.**

Ex-post verification of grants

To obtain reasonable assurance on the legality and regularity of expenditure reported by the KICs and with a view to detecting and correcting errors, the EIT developed and implemented an **ex-post audit strategy**. This complements ex-ante controls embedded in the KICs' grant management processes.

Ex-post audits of 2021-22 Grant Agreements for cost claimed in final reports were performed by external service providers in 2024 (two selected using a Framework Contract of the European Commission). Considering that the indicative audit programme under Horizon Europe was not yet developed by the Commission services, the EIT in agreement with the Commission continued the use of the H2020 agreed upon procedures adapted to the HE rules with EIT-specific elements added. The external auditors carry out the audits and report to the EIT on the results. For the costs declared at final reporting for the 2021-22 GAs, 26 beneficiaries/ affiliated entities (1 for EIT Climate-KIC, 3 for EIT Digital, 2 for EIT InnoEnergy, 4 for EIT RawMaterials, 4 for EIT Health, 5 for EIT Food, 4 for EIT Manufacturing and 3 for EIT Urban Mobility) were selected for ex-post audits. In order to ensure representativeness, the entities in the sample were selected by applying the monetary unit sampling method. As a second stage, for each entity, a sample of 6 cost items was selected for testing, with some exceptions: for one entity 5 cost items and for two entities 4 cost items were selected; furthermore, for two entities hit twice a sample of 12 items, and for one entity hit three times a sample of 17 items was selected. The sampling was done in collaboration with the European Court of Auditors, which relies mostly on the results of ex-post audits when drawing its opinion on the legality and regularity of grant implementation by the EIT.

PART II (B). EXTERNAL EVALUATIONS

In 2024, the Horizon Europe mid-term evaluation continued with the following four studies involving the EIT, focusing on the period 2021-2023:

- Innovative Europe: included six case studies on EIT:
 - ✓ Provision of Business Support and Business Acceleration Services – EIT KICs and EIC
 - ✓ EIT KICs Innovation spillover effects
 - ✓ EIT KICs Impacts of EIT RIS Country Activities
 - ✓ EIT Added Value
 - ✓ EU Added Value of EIT KICs (Regional Focus) – benchmark study
 - ✓ EIE's, EEN's and the EIT KICs' capacity in promoting collaboration and networking among innovators – benchmark study
- Resilient Europe featuring EIT Health
- Green Transition focusing on EIT Climate-KIC, EIT InnoEnergy, EIT Urban Mobility and EIT Food
- Digital and Industrial Transition assessing EIT Digital, EIT RawMaterials and EIT Manufacturing

The evaluation highlighted the EIT's crucial role in supporting innovative start-ups and scale-ups through high-level services that help secure customers and raise capital. It also found that with its broad geographic reach across all EU member states, EIT has reduced the innovation gap between more and less developed regions by fostering direct support and collaboration among innovation players. It concluded that KICs acted as hubs, connecting stakeholders and promoting trust, knowledge exchange, and innovation ecosystems. According to the evaluation, the EIT offered unique skills-building support through Academies, while its governance framework enhanced the overall impact of its community. Additionally, the EIT's performance-based funding model contributing to significant financial success and generating a high leverage effect, was positively assessed.

The evaluation recommended maintaining the EIT's performance-based funding approach to maximize resource impact while ensuring clarity within Horizon Europe and reflecting EIT-specificities in data management. The EIT's revenue model should align with its public mandate, prioritising transparency alongside efficiency. It was suggested to encourage private industry investment and establish a balance between flexibility and stability in operations, while promoting structured best practice exchanges among KICs. The recommendations also emphasised harmonising monitoring of Sustainable Development Goals, fostering exploitation activities for effective innovation deployment, and streamlining business acceleration services across KICs to enhance uptake of opportunities by companies.

PART III. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

3.1 Effectiveness of internal control systems

Compliance and effectiveness of the Internal Control Framework

The EIT uses the organisational structure and the internal control systems suited to achieving its policy and internal control objectives in accordance with the 17 internal control principles and takes into consideration the risks associated with the environment in which it operates.

In January 2020, the EIT Governing Board adopted Decision 01/2020 on the Internal Control Framework of the European Institute of Innovation and Technology, which was largely based on the European Commission's Internal Control Framework ('ICF') with limited adjustments to the EIT context. This Decision was amended by the current one, namely Decision 05/2024 of the EIT Governing Board on the adoption of the minimum standards and internal control framework of the European Institute of Innovation and Technology²⁴, which reiterated the adopted ICF and introduced several new elements among which the role of the EIT Internal Control Coordinator.

The last two assessment exercises are based on EIT Decision 11/2024 adopted in April 2024²⁵, which amended the previous EIT Decision 19/2000 and introduced an updated list of KPIs derived from peer reviews with the Commission and EUAN-set standards and adapted to the EIT current needs.

The 2024 assessment exercise, whose results are reflected in this report, was performed in Q1/2025. It was based on the following main sources of information:

- Results of the risk assessment exercise(s);
- Evaluation of audit findings and follow-up of recommendations;
- Analysis of registered non-compliances and exception events that may reveal underlying deficiencies;
- Fraud prevention and detection measures.
- Assessment of the internal control indicators and the specific actions implemented by the EIT contributing to each principle;

Risk Management

²⁴ Ref. Ares(2024)1867946

²⁵ Ref. Ares(2024)2970743

The EIT implements the risk assessment exercise as part of the annual programming cycle. The latest risk assessment exercise was performed in August-October 2024 on the basis of the EIT Risk Management Policy and Procedure²⁶. The latter introduced two risk categories, namely – “threats” and “opportunities”, which corresponds to the EC definition of “risk”, where “missed opportunities” are considered to be risks as well. For each of the risks identified, the office establishes mitigating actions for the threats and enhancing actions for the opportunities, action owners, and deadlines for these actions. The identified risks and their respective attributes are validated by the EIT Senior Management and recorded in the EIT’s Risk Register³. Significant and critical risks assessed above the set risk threshold are indicated in the EIT Single Programming Document (SPD) and later on they are reported in the Consolidated Annual Activity Report (CAAR).

The following main risks were identified in October 2024 as having a high likelihood of occurrence and significant impact on the EIT’s activities in the foreseeable future:

Main Threats

- ***Insufficient human resources might lead to non-implementation of core elements of EIT Annual Work Programme and/or disruption of business continuity – critical risk (1)***

The risk related to the operations area has been identified by the EIT since 2017, and it has remained at a critical level over the years as the EU institutions (as part of the EU budget negotiations) have not provided the EIT with the staff resources that would allow it to deliver on its mandate and objectives. In the meantime, the EIT has taken measures to mitigate the risk by prioritising certain tasks and managing of stakeholder’s expectations, providing support to staff to improve the work environment, outsourcing some operational activities (such as IT and communications), and continuously requesting additional resources from the Budgetary Authority. EIT has repeatedly requested additional posts to be able to deliver on its substantially increased mandate and budget of EUR 3 billion (e.g. the launching of two new KICs in 2021-2027 and a new Higher Education Initiative, among other tasks). The legislative financial statement did acknowledge that ‘the EIT administrative costs are very low with less than 2.5% of the total budget compared to the average of 4.6% reported for Horizon 2020’⁵. This major risk is acknowledged by the European Court of Auditors and the Commission’s Internal Audit Service, which also acts as Internal Auditor of the EIT. The IAS reported in an audit of the EIT’s Human Resources the high likelihood of irregularities due to understaffing and the EIT staff’s heavy workload which “is believed to be leading to tensions, sickness and impossibility to implement the EIT’s multi-annual work programme and provide assurance on the managed funds”. In the past several years EIT has invested its best efforts to address this issue internally, including through optimization and simplification of processes and structural reorganization.

On the positive side, the Commission has allocated 4 additional posts in 2024 (one AD5 post and three CA posts), which has helped to partially close the gap, but this risk will sustain and will continue to be reported as “Critical” unless a holistic resolution of the existing staff resource deficiency is not put in place.

- ***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 risk (2)***

²⁶ Ref.Ares(2024)7656310 – 28/10/2024

The risk relates to the planning processes and systems and is mitigated by regular coordination meetings organised with relevant EC counterparts and regular reports to the EIT Governing Board as planned in the AWP of the EIT and as prescribed by the GB Supervision Framework. Moreover, the EIT maintains a robust monitoring and reporting system, based on its Monitoring and Evaluation Strategy, regular ex-ante and ex-post KIC audits, KIC reviews, the EIT's Anti-fraud Strategy and respective Action Plan etc. The potential impact of the risk is assessed as major. The latter is further emphasized by the fact that some of the KICs are still lagging in terms of establishing a robust antifraud systems and sound internal control mechanisms. EIT tracks this process through its ex-post controls, as well as through the implementation of its current Antifraud strategy which puts a strong emphasis on providing support to- and cooperating with the KICs' antifraud focal points. EIT also works closely with OLAF, both in terms of investigating reported KIC cases, but also – in coaching the KIC antifraud staff. In 2024 three cases related to KICs on which the OLAF investigations were concluded, and are currently reviewed by EIT for final conclusions, and at least one might potentially have substantial negative financial impact and requiring the recovery of funds.

- ***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 risk (3)***

The IT-related risk is of a continuous nature and relates to potential malfunction/failure of hardware, software or data breach, especially when taking into account the hybrid working setup. The EIT recurrently addresses this risk including in 2024, by performing various tests, recurrent improvements of the perimeter security systems for automated attacks and dedicated staff trainings. The latter included trainings on cybersecurity, data protection etc. The multitude of measures contributed to the lack of any major IT security and/or data protection related incidents registered in 2024 at the EIT main office. This risk was downgraded in 2023 from “critical” to “very high” and retained its grade in 2024 but is still reported as part of EIT's “highest risks”.

The main reasons for this risk to be retained among the “highest” for the office, despite the series of measures put in place, are: (1) its detrimental potential impact on the office and (2) the ever-evolving sophistication of the cyberattacks combined with consistently increasing focus of the hackers on the EU Institutions. Furthermore, EIT abides to, and implements as applicable, the respective Regulation (EU, Euratom) 2023/2841 laying down measures for a high common level of cybersecurity at the institutions, bodies, offices and agencies of the Union. Moreover, in its capacity as Chair of EU agency network (EUAN), EIT represented the EUAN to the Interinstitutional Cybersecurity Board (IICB), established as part of the measures introduced by the above-mentioned Regulation to monitor the implementation of the Regulation and advise the EU entities in their overall cybersecurity efforts.

Overall, the number of identified agency level “threats” decreased from five (5) in the previous reporting period to three (3). In addition to the central risk register, the EIT continues to maintain risk registers at the department and unit levels as well, and risks registered in it are also tracked, managed and reported against, albeit directly by the unit identified as “risk owner”.

Main Opportunities

- ***Synergies - the synergies that EIT aims at, as part of its strategy might contribute to strengthening its presence and role in the innovation space (1)***

Based on the data, findings and conclusions from the five HE reports and various case studies, the EIT could prepare infographics, other visuals and communication materials for publication, thus reaching out to a broader audience in the innovation space. This opportunity should be addressed in the future EIT strategy.

- *Horizon Europe and other evaluations being positive about the EIT and the KICs - an opportunity to showcase the EIT's highlights (2)*
- *Capitalise on the findings of the Horizon Europe evaluation that the EIT KICs provide valuable expertise and support for industry and local universities, serving as trusted entry points for innovation and act as "spiders in the web", connecting stakeholders and building trust between them (3)*
- *The conclusion of the Horizon Europe evaluation that the EIT KICs are well-positioned in less developed regions, operating in local languages, provides an opportunity to continue to expand the regional and local outreach of the EIT and the KICs by establishing EIT RIS Hubs that offer customized support to address local and national needs and reinforce the unique qualities of each region (4)*
- *Collaborate with the EIE (an continue collaborating with EIC) to reinforce the building of a pan-European innovation ecosystem that leverages regional strengths and addresses specific needs (outcome of the HE interim evaluation) Conclusions (5)*

The four opportunities here-above are supplementary and focus on the possibility for the EIT to capitalize on potential areas of expansion of the outreach of its programme, as outlined by external evaluation reports. Relevant actions, support those opportunities must be included in the EIT's long-term strategy.

- *Operational efficiencies - transition to "lump sum" in grants might lead to considerable efficiency gains. (6)*

In order to achieve efficiency gains of that transition the EIT must encourage KICs in piloting lump sum calls with amounts higher than 60,000€ per project/subgrantee. Furthermore, the EIT must also support the KICs in their first lump sum calls to ensure competition as well as monitor the possibility of extending lump sums to a wider type of projects/areas.

- *Operational efficiencies due to Introduction of SUMMA (7)*

With the introduction of SUMMA the EIT finance colleagues will increase their professional knowledge as regards budget, finance and accounting. Furthermore, the new system will provide unified reliable data in a systemized way, as well as integrated management approach to most massifs of office data.

Conclusions

Overall, the number of identified agency level "threats" decreased from five (5) in the previous reporting period to three (3). In addition to the central risk register, the EIT continues to maintain risk registers at the department and unit levels as well, and risks registered in it are also tracked, managed and reported against, albeit directly by the unit identified as "risk owner". The evolvement of the risk management concept by including "opportunities" as part of the annual exercise aligns the EIT's approach better with the Commission's definition of "risk" and allows for a more holistic approach to analysing the risks and linking them to the EIT strategy and planning. The EIT continues to maintain its risk register and report the highest, cross-cutting risks together with the respective mitigating measures as part of its regular corporate reporting. As mentioned under critical threat no. 2 here-above, EIT remains particularly concerned about the insufficient capacity of some of the KICs to detect and address timely and efficiently cases of fraud and irregularities with high potential negative financial and/or

reputational impact for their organizations and for EIT. Therefore, EIT continues to work, in cooperation with the auditing bodies, to improve its mitigating measures through updating its ex-post policies, through implementing its antifraud strategy and through continuous cooperation with the KICs antifraud and internal control focal points.

Analysis of audit observations

Summary tables as at end of 2024 are provided here-below for reference

- Pending Recommendations of the EIT Internal Audit Capability (IAC) as at end of 2024. 27

Rating	Accepted	Closed by Oct'2024	Closed by Q1 2025	Closed in total	Current rating of open issues
Critical	12	8		8	0
Very imp.	64	29	1	30	0
Important	63	50	2	52	0
Desirable	67	83	4	87	0
Merged or obsolete		29		29	0
Total	206	199	7	206	0

- Open Recommendations of the Internal Audit Service (IAS)

Audit title	Number of open rec/s	Priority	Status as at 31/12/2024
IAS audit on human resources management	1	Important	Reported as "implemented" by EIT, pending review and closure by IAS.
IAS audit on management of experts	5	4 Important, 1 Very Important	In process of implementation by EIT
IAS audit on the process of KIC selection	1	Important	

- Open Observations of the European Court of Auditors (ECA)

In 2024 EIT managed to close 3 out of 5 open observations from previous ECA audits. Moreover, the EIT reported to ECA progress on one of the remaining 2 observations concerning "issuing a contract before the commitment" and is expecting a positive decision from ECA in 2025 on closing this observation. The summary is provided in the below table:

²⁷ The last 6 open recommendations were finalised in 2024 but efficiently closed by decisions of the EIT Director in Q1 of 2025.



No	Year of ECA observation	ECA observation	Corrective action taken and other relevant developments	Status of ECA observation
1	2019	The increase in the EIT's budget and the growing number of knowledge and innovation communities to oversee have not been accompanied by a respective increase in the number of posts.	The situation has not changed in 2023, as the request for additional posts was not accepted by the EU budgetary authorities. This issue is not within the EIT's control.	Open
2	2022	For two audited payments in 2021 and three in 2022, the EIT had authorised budgetary commitments only after the contracts were signed. This goes against Article 73(2) of the Framework Financial Regulation.	The EIT organised meetings with the departments concerned to clarify the correct procedures. One instance of a budgetary commitment signed after the legal commitment was still detected in 2023.	Open
3	2022	The legality and regularity of the EIT's grants, which constitute 98 % of the EIT's budget, was verified ex post by an independent external auditor. For the 2021 grants, the EIT established an error rate of 1.7 %. However, unlike in previous years this error rate was not disclosed in the EIT's 2022 annual activity report due to the late conclusion of the annual exercise for its calculation.	In its 2023 annual activity report, the EIT published the error rate for the previous year.	Closed
4	2022	For a software renewal order, the EIT did not carry out an ex ante verification to confirm whether the contractor had charged the correct price and uplift fee. This is contrary to the provisions of Article 30 of the EIT financial regulation on ex ante controls.	We have found no similar cases in our 2023 audit.	Closed
5	2022	Twice in 2022, the EIT paid interest on late payments in relation to grants. In one case, for a payment of €39.5 million, delayed by 3 days, the interest amounted to €11.4 thousand and in the other, for a payment of €3.2 million, delayed by 67 days, the interest amounted to €20.7 thousand. In both cases, the EIT did not adequately monitor the regulatory deadlines, which demonstrates a weakness in the EIT's payment workflow.	In 2023, the EIT completed the last grant cycle where payment transactions had to be processed and encoded manually. All such transactions were processed in line with legal due dates, thanks to an improved coordination between the operational and finance teams. As of 2023, EIT has completed its transition to the eGrants tool that supports the complete grant management cycle, including the monitoring of payment transactions, and the	Closed

No	Year of ECA observation	ECA observation	Corrective action taken and other relevant developments	Status of ECA observation
			automation of payments. This mitigates the risk of similar issues occurring in the future.	

The European Court of Auditors published its annual audit report on the EIT in October 2024, **issuing a qualified opinion stating quote:** “In our opinion, except for the effects of the matters explained in the “*Basis for qualified opinion on the legality and regularity of payments underlying the accounts*” paragraphs (here-below), the payments underlying the accounts of the EIT for the year ended 31 December 2023 are legal and regular in all material respects. ”.

[Basis for qualified opinion on the legality and regularity of payments underlying the accounts.](#)

“The EIT checks the legality and regularity of its grant payments ex post. For the final payments incurred in the 2023 financial year, the ex-post verifications were performed by external firms until June 2024, based on agreed-upon-procedures with EIT. Overall, the external firms examined a representative sample of 174 costs items and reported findings in relation to 39 of them. The EIT has validated these findings and informed us that, in its assessment, 27 of them included ineligible costs. We have reviewed the verifications performed by the external firms and the related follow-up carried out by the EIT. We found that, in addition to the 27 cost items mentioned above, there are further three which also include ineligible costs. The cost items in question concerned salary costs of three seconded employees. In such a case, the provisions of the grant agreement, which are explained in the annotated grant agreement, require the costs to be actually incurred, i.e., real and definitively and genuinely borne by the beneficiary, as well as identifiable and verifiable, i.e., reconcilable with records and supporting documents showing what was actually paid. In this case however, the costs were paid in September 2024, only after we had asked for a proof of payment, 17 months after the invoice was issued, while the invoice indicated a one-month payment deadline. While, under certain conditions, beneficiaries are allowed to claim costs before paying them, they must demonstrate that the eligibility conditions mentioned above are fulfilled (i.e., that the costs have been subsequently paid). At the time of our audit, this was not the case, as the payment only occurred following our request for a proof of payment. In line with our audit methodology, since this correction was not made independently from our audit, the related expenditure, which is representative for the whole population of EIT grants, is consequently irregular for the purposes of our audit opinion. The total irregular amount for the 30 cost items concerned was €188.1 thousand. This corresponds to an estimated error rate of 3.4 %. By applying this error rate to the €359.9 million EIT’s cleared grant payments in 2023, we estimate that €12.2 million is affected by error. This represents 3.2 % of the total audit population of €385.2 million in 2023. This exceeds the materiality threshold set for this audit.”

[EIT’s response to the qualified opinion of ECA](#)

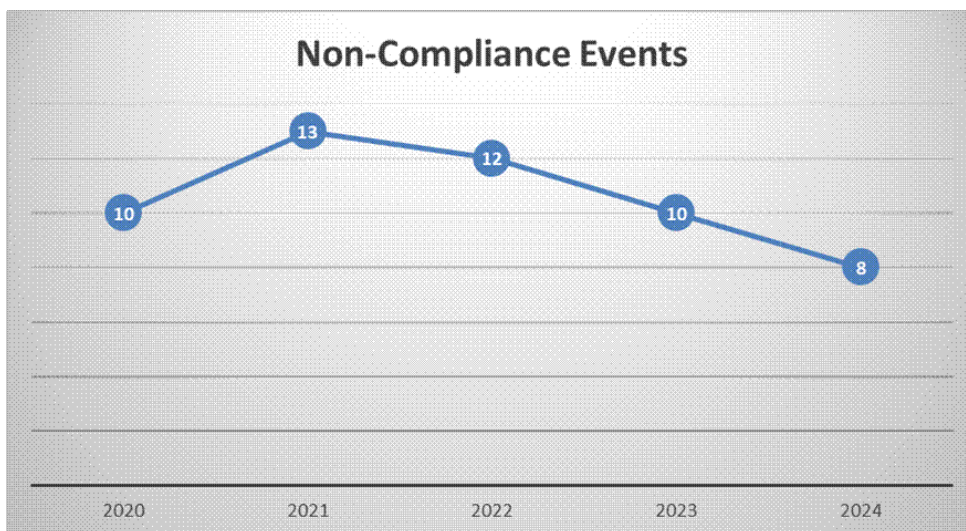
“The EIT does not accept one of the errors reported by the Court, related to a single case, affecting three cost items, which, in its opinion are eligible. One of the EIT’s grant beneficiaries (Company A) reported the salary costs of three employees seconded to it by a related entity (Company B) that is owned by the same parent company. These employees worked on an innovation project, which delivered all intended tasks and outcomes as per the grant agreement. Reporting costs of seconded personnel is explicitly allowed by the Horizon Europe grant agreement (“Cost category A.3 – seconded persons”). Company B, which employed the three individuals, continued to pay the salaries and related charges, and they invoiced the total cost of the three employees to Company A, in line with the secondment agreement in place. All salaries and charges were paid by Company B

during the duration of the grant agreement in 2022, and the total cost invoiced to Company A was included in Company A's audited financial statements for 2022, meaning that the cost of secondment of the three individuals was actually incurred by Company A. The Horizon Europe Grant Agreement sets a series of conditions that need be in place for the cost of seconded employees to be eligible. In EIT's assessment, all of the 13 eligibility conditions that are applicable to the costs of seconded personnel were fulfilled by the beneficiary. Therefore, the costs of seconded persons were considered eligible to be reimbursed by EIT. In particular, EIT considers that the costs in question were definitively and genuinely borne by the beneficiary (Company A), as the costs were booked in the beneficiary's accounting records and included in their audited financial statements for 2022. It is only the settlement of the invoice from Company B to Company A that took place at a later stage, which is regular business practice between related entities. EIT considers that there is no condition or requirement in the Horizon Europe grant agreement or in the Annotated Grant Agreement or in the grant agreement signed with the beneficiary as to when a payment needs to be made. In particular, the Annotated Grant Agreement provides as follows: "If costs are invoiced or paid later than the end date, they are eligible only if the debt existed already during the action duration (supported by documentary evidence) and the final cost are known at the moment of the final report." This is what happened: the cost (debt) existed already during the action duration, which is supported by documentary evidence. While EIT considers that the case in question is not affected by error and does not require recovery from the beneficiary, it takes note that the Court's assessment is based on the application of its audit methodology. The EIT notes that, without this case, the estimated error rate reported by the Court would be below the 2 % materiality threshold, leading to a clean audit opinion on the legality and regularity of EIT's payments."

Exception reporting, analysis of internal control weaknesses or control failures recorded.

In 2024, the EIT followed its standard operating procedure on Exception and Non-Compliance reporting⁸. All instances of overriding controls or deviations from established processes and procedures were documented in the EIT 2024 Non-compliance events and Exceptions' report⁹.

The number of non-compliance events, including Non-Compliance Reports (NCR) and Exception Reports (ER) in 2024 compared to the previous year decreased from 10 to 8. This is the lowest number of non-compliance events in the last five years, and one can observe a positive trend in that regard.



The total value of the reported non-compliances in 2024 amounted to EUR 208,600, which is with 22% less than the total financial impact in 2023.

The analysis of the NCRs indicates that while in the past the most frequent issues were related to expert management, currently the EIT has entirely addressed this aspect, and no expert-related NCR was registered. The latter is due to the substantial effort invested by the EIT in improving the processes and controls related to expert management, further to the IAS audit of the expert management function in 2022. The current 4 NCRs were due to omissions and/or delays in the HR and Procurement areas, and while their impact is lesser than previous years, these non-compliances still create financial and reputational risks, hence the EIT needs to pay attention to consistently improving its ex-ante and ex-post controls.

The EIT management continued to closely monitor the reported internal control deficiencies and planned relevant measures to address them.

Fraud prevention and detection

On 26.03.2024 the revised EIT Anti-Fraud Strategy for 2024-2026 was adopted with a Decision of the EIT Governing Board²⁸.

The strategic objectives of the revised Anti-Fraud Strategy were driven by the EIT's strategic priorities and values, listed in its SIA 2021-2027. The EIT set objectives to counter fraud at all levels within the EIT's fastest growing and largest innovation ecosystem in Europe, i.e., at the level of its Community, at the level of its KICs, the Governing Board, and at the level of the EIT staff and external contractors, thus reinforcing public trust in its activities.

The following objectives were set for the 2024-2026 period:

- O1. Maintain and enhance an anti-fraud culture underpinned by a high level of awareness, integrity, impartiality, and transparency within the EIT community.**
- O2. Ensure EIT's control over the financing, monitoring and evaluation of KIC activities and enhance the EIT's control over the KIC anti-fraud activities**
- O3. Strengthen anti-fraud measures to limit the risk of fraud in the identified areas of the EIT as an organization including but not limited to: EU financial controls (such as delegations for approval), access rights to IT systems, data, and conflicts of interest ('Col').**

Like its predecessor, the new revised Antifraud strategy maintains the three main objectives (see above) while the action plan was amended to reflect the latest changes: the revised legal framework and a new funding model. The aim is to have a targeted action plan addressing the increased risks in relation to the KICs due to the implementation of the new funding model while building on the work done under the 2021-2023 action plan.

The EIT continued its regular meetings with the Anti-Fraud (AF) focal points of the KICs, including an annual AF meeting of all KICs. These meetings hold track the implementation of the good governance principles in the KICs but are also an excellent platform for exchange of practices, ideas and documents. The KICs increasingly see the need of strong anti-fraud and internal controls functions, and some of them have put in place control systems.

²⁸ Ref. Ares(2024)2296059

The collaboration with OLAF also continues – in addition to their primary function to review reported KIC cases with suspected fraudulent actions, they also carried out dedicated presentations on OLAF’s functions and overall antifraud guidance, for EIT as well as for KIC’s audience.

In 2024 Q4, the European Anti-Fraud Office (OLAF) completed the investigation of 3 cases. OLAF in its final reports recommends recovery of amounts. EIT is currently performing a thorough assessment of the exact amounts to be recovered. As soon as the assessment is completed, the EIT will send pre-information notices to the potential debtors informing them of its intention to recover the specified amount, the reason for the planned recovery, and the deadline for the potential debtors to submit their observations. In the absence of comments or objections from the debtors, the debit notes will be issued. However, in case valid reasons are received against the recovery of the amounts, either in full or in part, to be recovered, the EIT will have to reassess the situation before establishing the final amount to be recovered.

3.2 Conclusions of the assessment of internal control systems

1. OVERALL CONCLUSION ON THE EFFICIENCY OF THE INTERNAL CONTROL SYSTEM

The 2024 EIT Internal Control Self-Assessment was carried out in line with all general standards, using the following classification for the adopted 17 principles, in terms of their level of implementation at the EIT:

- Category 1 – the ICF principles are present and functioning well, only minor improvements needed.
- Category 2 – the ICF principles are present and functioning, but some improvements are needed.
- Category 3 – the ICF principles are partially present and functioning, major improvements are needed.
- Category 4 – the ICF principles are not present and are not functioning.

As an outcome of the 2024 EIT Internal Control Self-Assessment it was identified that there is an overall effective and efficient internal control system at the EIT, falling under Category 1:

- Sixteen (16) internal control principles are efficient and are functioning well, with at times minor improvements needed, thus falling under Category 1.
- One (1) internal control principle remains efficient, meaning that it is present and functioning, but it needs some improvements that could be qualified as “moderate”, thus falling under Category 2.

Following a detailed assessment of each principle, the conclusion is that the overall internal control systems at the EIT are effective, falling under Category 1. However, some improvements are needed, as regards Principle No 4, classified for the purposes of this report under Category 2. The summary of those expected improvements and/or deficiencies is presented here-below:

(1) Principle 1. EIT demonstrates a commitment to integrity and ethical values.

- While all KPIs under this Principle are well implemented, under one KPI, namely the staff perceptions about “transparency of decisions” still maintains a moderate deviation from the target. The staff comments in the IC survey indicate that the negative perceptions are mostly in regard to HR-related decisions. However, there

is substantial improvement of this indicator compared to the previous period, which shows that the implementation of the measures included in the Management Action Plan adopted in 2024 as response to the latest Staff Survey, worked successfully, and the EIT should continue building on this approach.

- (2) Principle 4. The EIT demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.
- KPI “% of women in management positions” at the EIT is currently 50% and falls within the target of 40-60%, which is a substantial improvement further to EIT’s consistent effort. The Establishment Plan was also met, that is almost all available positions were filled as at end of 2024 (68 filled out of 72 total number of posts). However, KPIs on turnover and geographical diversity of staff have slightly worsened further. The EIT has continued to invest efforts so as to impact this indicator and increase the geographical diversity of staff. These measures include advertising new posts through more channels (EPSO, corporate website, KICs, social media etc.), having consistent dialogue with the Staff Committee on the package of social measures etc. There should be a strong focus in the future on this issue, not only on attracting qualified international staff, but also - on their retention. This would need the targeted effort of the EIT Management with the support of HR and Staff Committee. It has to be recognized though, that some of the factors (low salary coefficient, long-term job insecurity etc.) are beyond the EIT management scope, hence there is a risk that these KPIs might deteriorate further.
 - There is also a need to look at business continuity. The staff perception on this KPI has substantially improved from the last period, but there is room for further improvement. The staff is positive about the clarity of (re)distribution of functions, but their main concern is the lack of capacity to assume additional tasks in case of long absences of staff. This is partially addressed through recruitment of interim staff and outsourcing functions to external service providers.
- (3) Principle 12. The EIT deploys control activities through corporate policies that establish what is expected and procedures that put policies into action.
- The EIT continues to register for the 4th year in a row a non-compliance event referring to a posteriori budgetary commitment (in 2024 it is related to a delayed BC for SLA with DGHR). However, mitigating measures in regard to the above are already in place, they are effective and should be followed.
- (4) Principle 17. While in general this principle is found to be well-functioning, there is a moderate concern flagged by the IC staff survey, which indicates that still around 11% of the staff have observed deficiencies from the Internal controls, which have not been followed through appropriately. While this is down from the 18.4 % registered last year, and is in some cases established on the basis of perceptions rather than facts (as validated by the comments section the staff survey), it will be explored further, and staff will be reminded how to report such cases if need be. This action will also help to improve the performance under the KPI “Staff is aware how to report an exception to the rules”, which is still slight below target.

In 2024, the EIT continued to invest efforts in following up to all open audit recommendations. Based on the review of their implementation status (pls refer to tables under p.3b “Analysis of audit observations” hereinabove), 45 open IAC observations were closed in 2023, thus bringing the number of closed IAC observations to altogether 189 and leaving 17 IAC observations still open, at different stage of implementation. 11 of these remaining 17 open recommendations were closed in 2024, and the remaining 6 were closed in Q1 of 2025, thus completing the whole implementation cycle of approx. 10 years of consecutive efforts to follow up to all IAC recommendations.

Regarding IAS pending observations, the EIT has reported to IAS all the pending observations from the previous two audits, namely – on Human Resources and Management of Experts, as “implemented”, and they are pending IAS review and potential closure. The open recommendation from the IAS latest audit, performed in 2024, on the Process of Selection of KICs, is currently being implemented as part of the selection process of the Water KIC.

Regarding ECA’s observations from the audit for financial year 2023, the EIT’s focus is currently in addressing the auditors’ recommendations for updating the ex-post approach to grants and aligning it with the new grants’ multiannual setup.

Regarding Antifraud, EIT is implementing its Antifraud Strategy adopted in 2024. The recent findings of OLAF, as indicated hereinabove, confirm the right direction of the EIT’s increasing focus on the antifraud systems and respective efforts of the KICs. The EIT has an indirect but vital role and impact on the KICs’ control systems, through its ex-ante and ex-post controls, as well as through its ongoing advisory and control role to the KICs on reinforcing their antifraud capacity, as outlined by the Antifraud strategy and the signed partnership agreements between the EIT and the KICs.

Based on the above assessment it could be concluded that overall, no significant weaknesses are detected in any of the EIT’s Internal Control system components, as regards to financial transactions and/or operations with financial impact performed directly by the EIT, which could jeopardise the achievement of operational, financial or control objectives. The identified minor deficiencies under the adopted KPIs are listed in the EIT’s Internal Control Self-Assessment Report for the financial year 2024 in Annex 2 EIT Register of deficiencies & Corrective action plan.

However, the EIT needs to take into consideration the most recent concluded OLAF investigation reports on funds under EIT grants implemented by KICs. Those reports are undergoing an internal review by the EIT, and there is a high probability that one of these cases might lead to a substantial claim from the EIT for reimbursement thus putting at risk the implementation of the current Strategic Innovation Agenda (SIA) and cause serious reputational damage for the EIT and its partners. This case falls under EIT Critical Threat No.2, and respective mitigating measures are recurrently being put in place. Unfortunately, the capacity for the latter is limited by the consistent EIT understaffing, which has been identified by the EIT as Critical Threat No.1 for the last 10 years.

3.3 Statement of the manager in charge of risk management and internal control (ICC)

Statement of the Manager in charge of risk management and internal control

I, the undersigned, Manager in charge of risk management and internal control within the EIT,

In my capacity as Internal Control Coordinator in charge of risk management and internal control, I declare that in accordance with EIT's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the EIT Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Place Budapest,

Signed electronically in ARES,

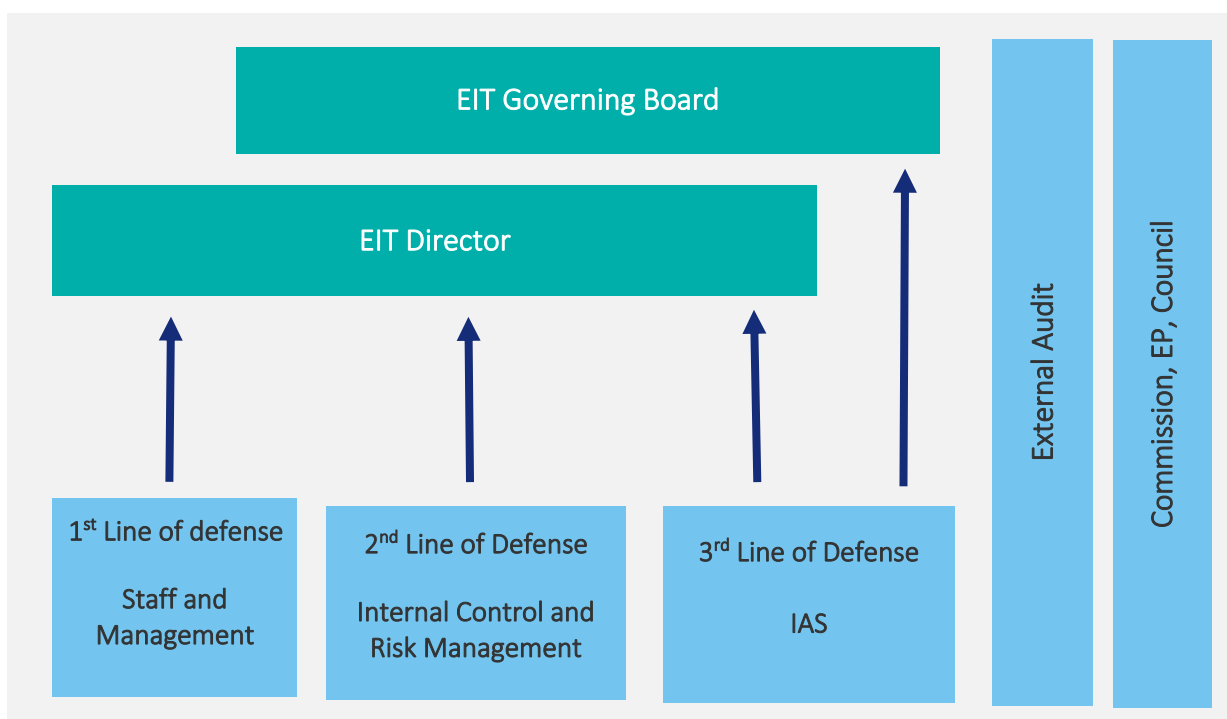
Tzvetan ZAFIROV,

Internal Control Coordinator

PART IV. MANAGEMENT ASSURANCE

4.1 Review of the elements supporting assurance

The EIT's corporate governance framework is ensured through the following three main lines of defence or building blocks of assurance:



The Agency applies since January 2020 the updated COSO internal control framework promoted by the Commission, adjusted to the EIT dimension, through the Internal Control components and principles.

The information reported in Parts II, III and IV derives from the results of the management supervision of activities and audit observations contained in the audit reports listed. These reports are based on a systematic analysis of the evidence available. This approach provided sufficient guarantees as to the completeness and reliability of the information reported and ensures complete coverage of the EIT budget.

In conclusion, the management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated, and necessary improvements and reinforcements are being implemented. The Director of the EIT, in his capacity as Authorising Officer has signed the Declaration of Assurance. Nevertheless, the EIT Director wishes to recall the remaining critical risk concerning **the limitation of the EIT's staffing capacity that gives rise to critical risks in relation to the legality and regularity**

of future grant payments to KICs, EIT staff health and well-being and the EIT's reputation by diminishing its ability to achieve its strategic objectives set out in its Strategic Innovation Agenda for 2021-2027. This risk has been highlighted strongly by the EIT Director in consecutive Annual Activity Reports since 2017 without the respective mitigation measures such as adequate staff resourcing of the EIT in view of its wide objectives and budget, being addressed by the budgetary authorities. In 2024, this risk started to materialise more strongly. An indication of this are among other the substantial findings in EIT's monitoring and ex ante control activities, the qualified opinion provided by the European Court of Auditors for 2023, and the serious irregularities reported by OLAF in several grants 2020-2023.

4.2 Overall conclusion on assurance and reservations

The information reported in Parts II, III and IV does not result in any major issues meriting a reservation as regards 2024 expenditure in the EIT's accounts.

As regards the EIT's core operations, the detected error rate during ex-post verification of costs claimed by the KICs for 2021-22 grants in the final reports was 3.2%, which is above the materiality level of 2%.

Nevertheless, as stipulated in this report and past EIT activity reports, the critical risks due to structural understaffing of the EIT remain valid. This also creates non-sustainable risks to EIT's staff health and well-being given the increasing workload. The EIT Director therefore continue calls upon the EU institutions to effectively address the structural understaffing of the EIT compared to its budget and mandate, which was confirmed by independent auditors, including the European Court of Auditors and the Commission's Internal Audit Service.

PART V. DECLARATION OF ASSURANCE

I, the undersigned,

Director of the European Institute of Innovation and Technology

In my capacity as authorising officer

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions. ,

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the ex-ante assessment, ex-post controls, the work of the internal audit capability, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

However, the following reservation has to be noted

Three irregularities occurred at the level of the Knowledge and Innovation Communities, which are independent legal entities. Although the EIT has a robust internal control system and detected signs of the potential irregularities through its monitoring and control activities, their follow up required investigative tools not available to the EIT and therefore could not be fully detected by the EIT's recurrent ex-ante and ex-post controls. The suspected irregularities detected were reported as relevant to OLAF for further investigation. As a result, some of the payments made by the EIT on grant agreements 2020-2023 may have been irregular and may have to be recovered due to non-compliance with EU rules based on the irregularities detected. The EIT continues to develop its ex-ante and ex-post controls and strategies and provides support to the KICs to develop their antifraud and internal control capacities.

The recommendations of the investigators are currently being reviewed by EIT for potential adoption and implementation. **The EIT is in the process of quantifying the entire scope and impact of the financial recommendations of the above-mentioned investigations. The EIT review processes on the three cases concluded so far have provided an estimated amount in the range of EUR 15-20 million Euro.** The exact amount to be recovered or deducted from the grant payments will result from the ongoing contradictory procedures embodied in the respective grant agreements.

To ensure the potential recovery of any expenditures qualified as "irregular", the EIT has implemented relevant precautionary measures. In follow up to OLAF's financial recommendations and once it has finalized its

respective assessments, the EIT would proceed to recover or reduce the grant by the total amount(s) established as a result of the contradictory procedures embodied in the respective grant agreement(s). The EIT will also proceed with implementation of any OLAF administrative recommendations, as relevant.

Once the exact amounts due are established and the KIC has improved its controls and processes as required, the reservation can be lifted.

16 June 2025

Martin Kern

ANNEXES

Annex I: Core business statistics: EIT KPIs 2024 (Grant Agreements 2023-2025)²⁹

EIT core KPI		EIT Digital	EIT Climate-KIC	EIT InnoEnergy	EIT Health	EIT Raw Materials	EIT Food	EIT Manufacturing	EIT Urban Mobility
EITHEO 1.1	Intellectual property rights	1	0	72	14	13	3	33	0
EITHEO 2.1	Marketed Innovations	59	0	60	12	35	112	45	61
EITHEO 2.4	Marketed Innovations with sales of 10,000 EUR	25	0	48	12	26	93	30	50
EITHEO 3.1	KIC Supported Start-ups/Scale-ups	210	180	189	372	78	238	273	383
EITHEO 4.1	Start-ups created of/for innovation	44	0	3	2	25	37	8	40
EITHEO 4.4	Start-ups created of/for innovation with a sales revenue of 10,000 EUR	25	0	0	2	15	23	2	28
EITHEO 5.1	Start-ups created of EIT labelled MSc/PhD programmes	3	0	11	11	13	16	6	9
EITHEO 6.1	Investment attracted by KIC supported start-ups/scale-ups	60.9 MEUR	101.9 MEUR	3,927.3 MEUR	239.97 MEUR	91.2 MEUR	222.9 MEUR	60.3 MEUR	66.2 MEUR
EITHEO 7.1	Graduates from EIT labelled programmes	707	19	45203	257	203	9,726	778	503
EITHEO 8.1	Participants in non-labelled education and training	7,945	2133	580	20,464	26,396	6,608	23,037	13,032
EITHEO 9.1	Students enrolled in EIT-labelled programmes	269	0	0	442	345	7,437	0	238
EITHEO 1.1	FS revenues (EUR)	7.02 MEUR	13.24 MEUR	26.44 MEUR	8.41 MEUR	10.46 MEUR	5.72 MEUR	10.39 MEUR	4.86 MEUR

²⁹ The table includes 2024 reported KPIs for all KICs. The assessment of KPIs is ongoing.

Annex II: Statistics on financial management

Budget outturn and cancellation of appropriations

Budget outturn	2022	2023	2024
Revenue actually received (+)	448,612,223	367,607,241	465,795,129
Payments made (-)	-439,585,731	-343,781,041	-432,449,062
Carryover of appropriations (-)	-9,857,948	-29,241,958	-39,928,927
Cancellation of appropriations carried over (+)	1,266,587	3,386,820	20,978,193
Adjustment for carryover assigned revenue appropriations from previous year (+)	3 319 891	5,796,963	7,548 750
Exchange rate differences (+/-)	- 32 357	-119	26,523
Adjustment for negative balance from previous year (-)			
TOTAL	3,722,665	3,767,906	21,970,606

Annex III: Organisational chart in 2024



Annex IV: Establishment plan and additional information on Human Resources management

Establishment Plan:

Category and grade	Establishment plan 2024		Actually filled in as of 31/12/2024	
	officials	TA	Officials	TA
AD 16				
AD 15		0		0
AD 14		1		1
AD 13		0		0
AD 12		1		0
AD 11		2		5
AD 10		9		5
AD 9		10		11
AD 8		10		6
AD 7		6		4
AD 6		1		6
AD 5		0		0
Total AD		40		38
AST 11				
AST 10				
AST 9				
AST 8				
AST 7				
AST 6				1
AST 5		3		2
AST 4		1		1
AST 3		1		0
AST 2				
AST 1				
Total AST		5		4
AST/SC 6				
AST/SC5				
AST/SC4				
AST/SC3				
AST/SC2				
AST/SC1				
Total AST/SC				
TOTAL		45		42

Contract Agents	FTE corresponding to the authorised budget 2024	Executed FTE as of 31/12/2024
Function Group IV	16	17
Function Group III	10	8
Function Group II	N/A	N/A
Function Group I	N/A	N/A
TOTAL	26	25

Seconded National Experts	FTE corresponding to the authorised budget 2024	Executed FTE as of 31/12/2024
TOTAL	1	1

a) Information on the entry level for each type of post

Key functions	Type of Contract (TA, CA)	Function group, grade of recruitment	Indication whether the function is dedicated to administrative support or operations
Director (level 1)	TA	AD 14	Management (both administration and operational)
Chief Operating Officer (level 2)	TA	AD 11	Management (both administration and operational)
Head of Unit (level 3)	TA	AD9	Management (both administration and operational)
Senior Officer	TA	AD8	Operational
Officer (Programme)	TA/CA	AD6/FGIV	Operational
SUPPORT FUNCTIONS			
Head of Unit Services and Finance	TA	AD9	Administration
Head of Section Human Resources	TA	AD6	Administration
Head of Section Finance and Budget	TA	AD8	Administration
Communications Officer	TA	AD6	administration and operational
Head of Section IT	TA	AD 8	administration
Officer (Policy)	TA	AD6	administration and operational
SPECIAL FUNCTIONS			
Data Protection Officer (Legal officer appointed, not a separate function)	TA	AD6	Administration
Legal Officer	TA	AD6	Administration
Internal Auditor	TA	AD7	Administration

b) Result of the job screening exercise (31/12/2024)

Job Type and Category	Year 2021	Year 2022	Year 2023	Year 2024
ADMINISTRATIVE SUPPORT AND COORDINATION	18.75%	20%	20%	16.1%
Top-Level Administrative Coordination	1	1	1	1
Administrative Services and Support	12	12	12	10
OPERATIONAL	70.3%	70.7%	70.7%	75.0%
Top-Level Operational Coordination	6	7	7	7
Programme Management & Implementation	19	18	17	22
Evaluation & Impact Assessment	10	11	13	16
General Operational	10	10	9	6
NEUTRAL	10.93%	9.2%	9.2%	8.8%
Finance	5	5	4	4
Control	2	1	2	2

Annex V: Human and financial resources by activity

Activity	TA	CA	SNE	Operational HR ¹	Operational exp., EUR ²	Overheads, EUR ³	Total cost (operational exp. and overheads), EUR
Increasing the impact of KICs and knowledge triangle integration	16	6	0	22	413,648,011	2,409,359	416,057,370
Supporting the innovation capacity of higher education	1	2	0	3	63,675	242,386	306,061
EIT cross-cutting activities:	10	7	1	18	664,454	1,701,369	2,365,823
<i>out of which Impact monitoring and evaluation</i>	6	3	0	9	169,963	944,850	1,114,813
<i>out of which synergies and complementarities with other programmes</i>	4	4	1	9	494,491	756,519	1,251,010
Strategy: Coordination and implementation	9	1	0	10	269,523	1,221,094	1,490,617
Administrative support and coordination	6	9	0	15	4,021,269	1,284,836	5,306,105
TOTAL	42	25	1	68	418,666,932	6,859,044	425,525,976

1 The operational Human Resources consist of the total number of Temporary and Contract Agents directly involved in operations.

2 The operational expenditure is the amount of contracts concluded for implementation of the projects of the AWP.

3 The overheads are costs indirectly involved in the implementation of the projects of the AWP. These include fixed costs such as salaries, rent, software licences and other similar costs. In addition, overheads include variable costs such as office equipment and supplies, ICT equipment, telecommunication costs and other similar expenses. The total overheads are distributed to each area of activity in proportion to the operational staff employed in each area of activity.

Annex VI: Grant, contribution, and service level agreements

	General Information				
	Date of signature	Total amount	Duration	Counterpart	Short description
1. EIT Digital Business Plan 2023-2024	Q1 2023	EUR 33,696,216.00	2 years	EIT Digital	Implementation of the KIC's Business Plan
2. EIT Climate-KIC Business Plan 2023-2024	Q1 2023	EUR 22,712,147.00	2 years	EIT Climate-KIC	Implementation of the KIC's Business Plan
3. EIT InnoEnergy Business Plan 2023-2024	Q1 2023	EUR 47,991,636.73	2 years	EIT InnoEnergy	Implementation of the KIC's Business Plan
4. EIT Health Business Plan 2023-2025	Q1 2023	EUR 160,024,833.85	3 years	EIT Health	Implementation of the KIC's Business Plan
5. EIT RawMaterials Business Plan 2023-2025	Q1 2023	EUR 170,517,769.00	3 years	EIT RawMaterials	Implementation of the KIC's Business Plan
6. EIT Food Business Plan 2023-2025	Q1 2023	EUR 211,411,004.99	3 years	EIT Food	Implementation of the KIC's Business Plan
7. EIT Urban Mobility Business Plan 2023-2025	Q1 2023	EUR 161,219,765.25	3 years	EIT Urban Mobility	Implementation of the KIC's Business Plan
8. EIT Manufacturing Business Plan 2023-2025	Q1 2023	EUR 119,780,232.74	3 years	EIT Manufacturing	Implementation of the KIC's Business Plan
9. EIT Culture & Creativity Business Plan 2024-2025	December 2024	EUR 24,999,996.10	2 years	EIT Culture & Creativity	Implementation of the KIC's Business Plan
10. EIT Cross-KIC Shared Services 2023-2025	17 May 2023	EUR 19,026,994.00	3 years	EIT Digital	Joint services of KICs (audit services, joint communication and dissemination, joint offices of KICs)
11. EIT Cross-KIC Strategic Outreach 2023-2025	27 June 2023	EUR 6,381,150.00	3 years	EIT Health	Joint KIC activities in their hubs outside EU



General Information					
	Date of signature	Total amount	Duration	Counterpart	Short description
12. EIT Cross-KIC Strategic Regional Innovations 2023-2025	17 April 2023	EUR 9,679,911.58	3 years	EIT Health	Joint implementation of the EIT RIS agenda
13. EIT Cross-KIC Strategic Synergies 2023-2025	13 April 2023	EUR 13,394,681.26	3 years	EIT Food	Joint implementation of the cross-cutting synergies
14. EIT Cross-KIC Strategic Education 2023- 2025	04 April 2023	EUR 25,916,948.00	3 years	EIT RawMaterials	Joint implementation of the EIT Education agenda
15. EIT Cross-KIC Strategic Access to Finance 2023-2025	04 April 2023	EUR 2,552,666.00	3 years	EIT Manufacturing	Joint collaboration with EIC and EIF
16. HEI	04 April 2023	EUR 79,853,967.07	3 year	EIT RawMaterials	EIT Higher Education Institutions (HEI) Initiative
Total grant agreements				1,109,159,919.57 EUR	
1. EBA Contribution Agreement	Signed on 20 Dec 2021	EUR 10,200,000	3 years	EC, DG Employment	Support of the European Battery Alliance Academy
2. European Solar Academy Contribution Agreement	Signed on 1 Dec 2023 (amended on 10 April 2024)	EUR 9,000,000	4 years	EC, DG GROW	Support of the European Solar Academy
3. European Raw Materials Academy Contribution Agreement	September 2024	EUR 10,000.000	3 years	EC, DG GROW and DG RTD	Support of the European Raw Materials Academy
4. European Advanced Materials Academy Contribution Agreement	September 2024	EUR 10,000.000	3 years	EC, DG RTD	Support of the European Advanced Materials Academy
5. Critical Raw Materials Facility Contribution Agreement	September 2024	EUR 6,000.000	3 years	EC, DG INTPA	Develop and integrate sustainable raw materials value chains between the EU and selected natural resource-rich partner countries
6. Innovate Together call Contribution Agreement	September 2024	EUR 2,000.000	2 years	EC, DG RTD	Support the implementation of the Innovate Together call
Total contribution agreements				47,200,000 EUR	



General Information				
Date of signature	Total amount	Duration	Counterpart	Short description

Annex VII: Environment management

The EIT strives to **become a climate neutral agency** by operating as sustainably as possible to contribute to the European Union's ambition (European Green Deal) of becoming climate neutral by 2050.

The EIT is taking a series of steps towards impactful environment management and will disseminate such measures in the EIT Community while tracking the societal impact of the EIT Knowledge and Innovation Communities (KIC). **The EIT is Europe's largest innovation ecosystem and a leading instrument under Horizon Europe to tackle climate change and related challenges.**

For example, EIT Climate-KIC is working to accelerate the transition to a zero-carbon economy. It identifies and supports innovation that helps society mitigate and adapt to climate change. Through innovation project scaling, it uses start-ups as vehicles for replacing dirtier technologies for cleaner ones.

Other KICs focusing on sustainable energy, food, urban mobility, raw materials and manufacturing also address the climate crisis with large parts of their activities. Altogether the EIT contributed an estimated EUR 1.2 billion to reach climate related adaptation/mitigation targets during 2014-2022.

The EIT annually assesses and **monitors the performance** of its Knowledge and Innovation Communities and the EIT Governing Board allocates funding based on the results and impact achieved. KICs are also subject to 3, 7, 10 and 15 year comprehensive reviews on their impact. Additionally, the EIT adopted the Simplified Impact Framework by the Decision 08/2022 of the Governing Board of the EIT, in which **KPIs track the societal impact of KIC activities**, such as:

- EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, sustainable development.

The indicator will be estimated based on 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.

The **EIT** actively contributes to impactful environment management by taking environmentally conscious measures regarding its premises and staff. The main progress/result archived in 2024 are:

- The amount of GHG emissions originating from the EIT's operation in the year 2024 was **228 tons of CO2 equivalent**. The corporate carbon footprint report of the EIT for 2024 used CLIM'FOOT, a tool developed from the Bilan Carbone® method. The emission intensity of 2.59 tons of CO2e per EIT staff member corresponds to an average figure in Europe for an office-based employee. There is a 10% decrease compared with 2021-2023 data (on average 250 t CO2e), which can only interpret with careful regarding the uncertainty elements of the result of the GHG calculation due to the data availability or methodological elements.
- Consumptions data were partially available for 2024. The EIT consumption of the EIT HQ premises proportionated from the consumption data of the entire building for water consumption and heating, which based on square meters calculated as 11%. The methodology of the calculation is described in the EIT Carbon Footprint report 2024. Consumption of the EIT House was not available for the year 2024, therefore at the yearly GHG emission calculation, assumptions were applied.

Table Calculated consumption data of the EIT premises for 2024

Consumptions / generated waste	EIT office (Budapest)
Water consumption	5071 m ³ /year
Energy consumption (electricity)	1557 kWh/year
Energy consumption (*district heating)	2696 GJ/year
Paper consumption	181.6 kg/year
Waste generation (municipal)**	374 m ³ / year
Waste generation (plastic)	141 kg/year
Waste generation (paper)	3958 kg/year
Sewage water	5071 m ³ / year

*District heating: 90% natural gas, 10% heat reuse from incinerator

** Municipal waste generated: based on 2022 data

- EIT revised and adopted the Missions Policy introducing Sustainability Criteria.
- The plan to reduce travel by at least 40% compared to 2019 by 2025 was archived in 2023. The GHG emission related to the EIT's travels decreased in 2022, 2023 and in 2024 too compared with the emission data of 2019. While in 2022, it was reduced to the 66%, in 2023 to the 61% while in 2024 there is an increase to the **81.5 % of the carbon footprint of year 2019**. The reduction of the mission related emissions keep being a priority area in 2025.

GHG emission derived from EIT missions (tCO ₂ eq.)	2019	2022	2023	2024
	76.7	50.9	46.60	62.5

- The EIT took a significant step toward sustainability by assessing and addressing the carbon footprint of its major event of the year, the 2024 EIT Summit. The total greenhouse gas emissions generated by the event amounted to approximately 214.33 tonnes of CO₂ equivalent. The EIT compensated the event's entire 2024 carbon footprint by purchasing 215 carbon credits issued by Anthesis Group. The offsets were acquired through VCS-certified Afforestation and Reforestation projects, which are recognized for their contributions to carbon sequestration and biodiversity.
- In 2024 the EIT made further progress as described above with a Sustainability Action Plan boosted by the **EIT Sustainability Committee** to accelerate reaching its goal of becoming a climate neutral agency and continuing actions in 2024:
 - The EIT revised and adopted the Missions Policy introducing Sustainability Criteria
 - The EIT phased out the use plastic water bottles or paper cups, installing water filtering machines, thus reducing their use by 100%.
 - The EIT took further action to reduce paper use in the office through the introduction of electronic paperless systems (i.e., Sysper, ARES, Bluebell already in use).
 - The EIT aims to reduce the use of electricity by 30% through the utilisation of energy saving office equipment, which is implemented by eg. replacing more energy efficient laptops.
 - The EIT incentivises its staff members to also contribute to the reduction of CO₂ emissions, via targeted social policies, such as the use of public transport rather than cars (subsidising public transport tickets). Transportation Policy adopted.
 - The building hosting the EIT's office has a **LEED SILVER** certificate issued by US Green Building Council.
 - Annual EITree event with tree planting team building activity.



- Bike to Work - awareness raising campaign on public transport and electric bikes.
- The EIT lead the implementation of the working program 2024 of the **EUAN Greening Subnetwork** to strengthen inter-agency cooperation, as chair in 2024.
- The EIT **compensated** after the agency's residual GHG emission from 2021 and 2022, which was calculated and estimated for 574 t CO₂eq., by purchasing 574 Verified Emission Reductions (VERs) from the Golden Standard.



Annex VIII: Final annual accounts 2024

Separate document: EIT GB Decision 11/2025 [Ares(2025)5011562]