



DECISION 19/2026

OF THE GOVERNING BOARD OF

THE EUROPEAN INSTITUTE OF INNOVATION AND TECHNOLOGY (EIT)

ON THE ASSESSMENT AND ADOPTION OF THE 2025 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 2023 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 of 21 November 2023 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 2025;

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 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 2025 as well as the adoption of the consolidated annual activity report 2025.

HAS DECIDED AS FOLLOWS:

Article 1

Assessment of the Consolidated Annual Activity Report 2025

The EIT Governing Board:

1. Welcomes the results presented in the 2025 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. Welcomes that the call for selecting a new KIC for Water, Marine and Maritime Sectors was successfully launched and completed in 2025, and the winning consortium for EIT Water was successfully designated by the EIT Governing Board in November 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.
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 EUR 9.5 billion in investments.
4. Welcomes that as regards the EIT's core operations, the error rate established in the final reports on 2023 grants, estimated during ex-post verification of costs claimed by the KICs, is 0.8%, which is significantly below the materiality level of 2%.
5. Welcomes the successful implementation of key synergies via structured cooperations, including but not limited to the Memoranda of Understanding with the European Innovation Council (EIC), the European Union Intellectual Property Office (EUIPO), the European Patent Office (EPO), the European Cooperation in Science and Technology (COST) initiative, the European Investment Fund (EIF) and the European Union Agency for Law Enforcement Training (CEPOL).
6. Welcomes that in 2025, the EIT Community exceeded all its key targets laid down in the EIT Gender Equality Action Plan. The targets included at least 25% women CEOs/Owners of the EIT KICs-supported start-ups and scale-ups (reaching 26.1%), at least 25% women CEO/Owners of start-ups created off/ for innovation (28%), at least 50% women in EIT non-labelled education programmes and trainings (55.9%), at least 40%

women students of the EIT labelled education programmes (43%) and at least 40% women at the EIT Community decision-making (41.1%).

7. Expresses its satisfaction that the EU Agencies Network (EUAN) recognised the EIT's work on bridging the gender gap with the EIT winning the first prize of the EUAN Diversity & Inclusion Awards 2025 in the "Outstanding external initiative" for the EIT's Girls Go Circular Programme.
8. Welcomes that building on the positive outcome of the independent external evaluation of the Higher Education Institutions Initiative's pilot phase (2021-2024) and as a result of the programme continuation being endorsed by the EIT Governing Board until 2027, 47 EIT HEI projects will be implemented in the 2025-2027 period. In this regard it notes that the EIT launched the 5th Call for Proposals in December 2025 aiming to distribute EUR 70 million, which attracted a record 138 applications, signifying the EIT commitment to further empowering the Initiative to become engine of European innovation.
9. Notes with satisfaction that the EIT Community is outlined as one of the key contributors and actors in the New European Innovation Agenda (NEIA) adopted in 2022 by the European Commission to position Europe at the forefront of the new wave of deep tech innovation and start-ups. Expresses its satisfaction that in 2025 the EIT contributed to several actions including the Women2Invest programme, the Supernovas VC Academy, the EIT Deep-Tech Talent Initiative and the Next Generation Innovation Talents Scheme.
10. Welcomes that the strategic Deep Tech Talent Initiative has achieved its goal of training one million people in deep tech fields by 2025, working together with over 600 partner organisations, KICs and other EIT Community initiatives offering courses.
11. Recognises the European Battery Alliance (EBA) initiative with over 80 000 learners by the end of 2025. Expresses its satisfaction that building on this success, the EIT started implementing an additional three Net-zero Industry Academies – the European Solar Academy, which aims to train 100 000 workers by end of 2027, 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 in the framework of the EIT's contribution agreements with DG GROW and DG RTD.
12. 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.
13. Welcomes that in 2025, the EIT continued to implement the EIT Regional Innovation Scheme (RIS), which supported the delivery of a significant impact 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 24 EIT Community Hubs in total by the end of 2025.
14. Welcomes, that in 2025, the EIT expanded RIS activities and launched 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. In May 2025, the EIT launched a pre-pilot of the EIT RIB, with a wider pilot expanding to at least four countries expected in 2026.
15. Welcomes that until March 2025, the EIT successfully chaired the EU Agencies Network (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), and remained an active member in the EUAN Steering Board until February 2026. It expresses its satisfaction that the EIT has launched its training series on Artificial Intelligence for the EUAN, training over 800 individual participants from EU Agencies and Joint Undertakings across 23 training sessions in 2025.
16. Welcomes that following a successful pilot, the EIT continued to actively support efforts of using shared services across the EUAN by preparing a Memorandum of Understanding with two other EU agencies, the European Union Agency for Cybersecurity (ENISA) and the European Food Safety Authority (EFSA) in the areas of HR, legal services and cybersecurity, which was subsequently signed in February 2026.

17. Encourages the EIT to take further measures to further 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.
18. 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 with initiatives such as the use of shared services between ENISA and EFSA and the continued adoption of European Commission IT systems, including a successful transition to SUMMA in 2025.
19. Welcomes the fact that the EIT sustained its administrative operations effectiveness and efficiency as its administrative budget for 2025 constituted 2.5% of the overall EIT budget managed in the 2025 financial year.
20. Welcomes that the EIT's 2025 budget implementation rate reached 100% for 2025 new funds, representing an increase of 4 p.p. compared to 2024. The overall implementation rate stood at 97%, which is 9 p.p. higher than in 2024. The 2025 implementation rates demonstrate a consistent improvement compared to 2024 across all budget titles. In particular, the strengthened payment performance reflects improved financial planning and execution, as well as more effective monitoring of contractual commitments. It is acknowledged that the remaining differences are mainly attributable to the multiannual nature of administrative contracts.
21. Notes with satisfaction that the European Parliament granted discharge to the EIT in respect of the financial year 2024, which confirms the positive evaluation of the EIT's management and control systems.
22. Appreciates the fact that throughout 2025, 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.
23. Expresses satisfaction that in 2025, the EIT successfully closed all remaining IAC audit recommendations, completing the closure of all 206 recommendations.
24. 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.
25. 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.
26. 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.
27. Notices that the Declaration of Assurance is signed by the EIT Director with a Reservation, referring to five irregularities which occurred at the level of the Knowledge and Innovation Communities. Notes that these irregularities were investigated by OLAF and financial and administrative recommendations have been issued by OLAF respectively. Notes that the EIT is in the process of implementing OLAF's recommendations and the respective financial recoveries, and that furthermore, ongoing procedures related to linked investigations may result in additional recoveries, with the total financial exposure from all cases expected to be below the range of €15–20 million indicated in the CAAR for the previous reporting period.
28. Requests the EIT to continue enhancing its ex-ante and ex-post controls and strategies and to continue providing support to the KICs to improve further their antifraud and internal control capacities.

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 2025 prepared by the EIT Director is adopted as set out in Annex 1 to this decision.

Article 3
Publication

The Consolidated Annual Activity Report 2025 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 Budapest on 29 June 2026⁷

(e-signed)
Stefan DOBREV
Chairperson of the EIT Governing Board

Annex 1: Consolidated Annual Activity Report 2025

⁷ Adopted in a written procedure on 29 June 2026



European Institute of Innovation & Technology

A body of the European Union



CONSOLIDATED ANNUAL ACTIVITY REPORT 2025

FINANCIAL YEAR 2025

June 2026 | Budapest



Introduction.....	5
The EIT in brief.....	6
Executive Summary – 2025 Highlights.....	9
PART I. ACHIEVEMENTS OF 2025	17
1.1 Operational activities: KIC impact.....	17
1.3 Operational activities: EIT impact	24
1.4 EIT Governance and Corporate Communications.....	35
PART II (A). MANAGEMENT.....	51
2.1 EIT Governing Board and EIT Management	51
2.2 Major developments.....	52
2.3 Budgetary and financial management	55
2.4 Delegation and sub-delegation	65
2.5 Human Resources (HR) management	66
2.6 Strategy for efficiency gains.....	67
2.7 Assessment of audit results and ex-post evaluations during 2025	68
2.7.1 Internal Audit Service (IAS)	68
2.7.2 Internal Audit Capability (IAC).....	69
2.7.3 European Court of Auditors (ECA).....	69
2.8 A Follow up of recommendations and action plans for audits and evaluations.....	72
2.8 B Follow up of recommendations issued following investigations by OLAF.....	73
2.9 Follow-up of observations from the discharge authority.....	74
2.10 Environment management	77
2.11 Assessment by management	79
PART III. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS.....	81
3.1 Effectiveness of internal control systems	81
3.2 Conclusions of the assessment of internal control systems.....	89
3.3 Statement of the manager in charge of risk management and internal control (ICC)	92
PART IV. MANAGEMENT ASSURANCE	93
4.1 Review of the elements supporting assurance	93
4.2 Overall conclusion on assurance and reservations	94
PART V. DECLARATION OF ASSURANCE.....	95
ANNEXES.....	97
Annex I: Core business statistics: EIT KPIs 2025 (Grant Agreements 2023-2025).....	98
Annex II: Statistics on financial management	99
Annex III: Organisational chart in 2025	100
Annex V: Human and financial resources by activity.....	104
Annex VI: Grant, contribution, and service level agreements.....	105
Annex VII: Environment management	108
Annex VIII: Final annual accounts 2025.....	110

Introduction

This consolidated annual activity report provides an overview of the activities and achievements of the European Institute of Innovation and Technology (EIT) in 2025.

The EIT's Annual Activity Report 2025 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 2025 comprises four main parts and annexes as follows.

Part I: Achievements of the financial year 2025. 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 2025, 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: 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 IV: 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, educational 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, with the tenth, EIT Water, being designated in 2025:

2010



Climate KIC
Accelerate the transition to a zero-carbon economy



28DIGITAL
Drive Europe's digital transformation



InnoEnergy
Achieve a sustainable energy future for Europe

2015



EIT Health
Healthier lives for EU Citizens



EIT RawMaterials
Develop raw materials into a major strength for Europe

2017



EIT Food
Lead a global revolution in food production & innovation



EIT Manufacturing
Increase Europe's manufacturing competitiveness

2019



EIT Urban Mobility
Smart, green & integrated transport

2022



EIT Culture & Creativity
Unite Europe's creatives

2025



EIT Water
Powering water innovations across Europe

The EIT is an integral part of **Horizon Europe**, the EU Framework Programme for Research and Innovation 2021-2027. The EIT's **Strategy for 2021-2027 marks a budget of nearly €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.
- ✓ Contribute to closing Europe's innovation divide through the EIT Regional Innovation Scheme.
- ✓ Strengthen 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>28DIGITAL 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 contributes significantly to the Digital Education Action Plan and looks forward to scaling up its contributions to it.</p>
	<p>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 the supply of raw materials 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 of a circular economy by developing new designs and methodologies for material flow analysis and life-cycle assessment, as well as improving resource efficiency. It 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>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 EU 2030 goals by designing, developing, and deploying commercially viable innovations that tackle energy, societal, and economic 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 that collaborates with consumers to provide products, services, and new technologies that can deliver a healthier lifestyle for all European 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 talent 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.¹</p>
	<p>EIT Urban Mobility reimagines collective and individual mobility as tailored to local needs, community-friendly, and stimulating for the economy.</p> <p>It 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>
	<p>EIT Water will take on Europe's most urgent water challenges, including scarcity and drought, ecosystem degradation and the shift to a blue and circular economy. The EIT's newest KIC was designated in November 2025 to support innovation in the water, marine and maritime sectors and ecosystems.</p>

¹ In March 2026, EIT Manufacturing ASBL filed for liquidation, and the Court of Evry opened the liquidation procedure on 9 April 2026. The EIT monitors the liquidation procedure closely and publishes updates on its website regularly: <https://www.eit.europa.eu/news-events/news/statement-eit-manufacturing-and-support-beneficiaries>

Executive Summary – 2025 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 2025, the EIT Community has grown to over **2 420 partners** and **70 hubs**, which collectively put over **2 400 innovative products and services on the market**. The EIT KICs' education activities have benefited more than 1 300 000 learners and EIT KICs have supported over **9 900 startups and scaleups**. These companies **have raised €9.5 billion in investment**, resulting in the growth of innovative companies, which in total are worth **€71 billion**. This includes the following unicorns (companies worth over **€1 billion** that have been created or 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

DESIGNATION OF THE KIC ON WATER AND MARITIME SECTORS – EIT WATER

On 11 November 2025, the EIT chose the winning consortium to set up EIT Water, the new KIC in the water, marine and maritime sectors and ecosystems. This marked a major step towards securing the continent's water future and delivering innovations that can respond to the environmental, economic and social pressures affecting Europe's water systems.

The EIT's tenth KIC will apply an integrated approach across freshwater, marine and maritime sectors and ecosystems to solve water-related challenges. EIT Water will support entrepreneurial education and skills development, innovation projects as well as business creation by connecting innovators, researchers and educators to Europe's largest innovation network.

Building on the EIT's proven model of powering innovation, talent and entrepreneurship, this new KIC will contribute directly to the EU's priorities for a greener, more digital and more resilient Europe – turning local potential into European impact. With an on-the-ground presence in all EU Member States, the EIT ensures that new technologies and innovative solutions are developed and rapidly deployed where they are needed most.

The KIC will focus on the following areas:

1. water scarcity, drought, and floods;
2. marine and freshwater ecosystem degradation;
3. the circular and sustainable blue economy.

IMPLEMENTING THE COLLABORATION FRAMEWORK WITH THE 'FIRST-WAVE' KICS

Subsequent to EIT's signature of the Memorandum of Cooperation (MoC) with Climate KIC, 28DIGITAL and InnoEnergy in August 2024, all three KICs successfully applied for grant funding supporting 'MoC' Activities. In 2025, each KIC therefore not only continued to align itself with the EIT model and remained part of the EIT

Community, but undertook EIT-funded education, RIS and coordination activities sustaining their innovation ecosystems. Building on the thematic expertise of each KIC, the EIT has from the beginning steered these communities toward maximum impact:

- **Climate KIC** has become a strong public-private partnership focused on climate innovation. It has **provided support to over 2 300 start-ups**, which generated **€1.19 billion** worth of follow-up investment, and created **21 000 full-time jobs**.
- **28DIGITAL** has upskilled thousands of people through its education portfolio, helped **create more than 300 start-ups** and supported the scale-up of over **780 ventures** who have gone on to raise **€724 million** in external investment. It has also supported activities of 20 ‘centaurs’.
- **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 **€9.5 billion** from public and private sources between 2017 and 2024.

InnoEnergy completed major investment rounds in 2023 and 2024 with investors like Engie, Société Générale, Siemens Financial Services, and others that helped raise €155m. InnoEnergy’s portfolio includes over 200 companies and more than 1 200 partners in the renewable energy sector. It is the leader of the European Battery Alliance, the European Green Hydrogen Acceleration Centre 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 2023–2025 cycle. In 2025, allocation decisions were made to cover a second multiannual funding cycle for 2026–2028 by the EIT Governing Board. These covered **KIC Business Plans**, joint EIT Community activities, and for the EIT Higher Education Institutions (HEI) Initiative (Call HORIZON-EIT-2025-KIC-IBA).

Following this allocation decision, the EIT awarded €336 million for the EIT HEI programme and for EIT Urban Mobility in 2025. For 2026, an additional award of €643 million was planned to be implemented based on the initial allocation. The total EIT budget made available for grants under **the two multiannual funding allocations by the end of 2025 was €1.859 billion**.

SYNERGIES

During 2025, the close collaboration aimed at identifying and implementing 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), the European Patent Office (EPO), the European Cooperation in Science and Technology (COST), the European Union Agency for Law Enforcement Training (CEPOL), the Enterprise Europe Network (EEN) and the European Innovation Council (EIC).

EIT – EIC COLLABORATION

EIT – EIC collaboration further progressed in 2025. The EIT-EIC Joint Board-level Working Group met on 12 November 2025 and discussed results and future ways of cooperation.



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 3 April 2025 and included three categories:

- **EIT Women Leadership**, for exceptional members of the EIT Community. Winner: **Débora Andreia Campelo Campos** (Portugal), founder and CEO of **AgroGrin Tech**, which developed an innovative and eco-friendly process to transform industrial fruit waste into functional food ingredients.
- **Rising Innovators**, for promising young women innovators under the age of 35. Winner: **Camille Bouget** (France), co-founder of **Scienta Lab**, an AI-powered platform developed to address the therapeutic needs of people with immuno-inflammatory diseases.
- **Women Innovators**, for all women founders across Member States and countries associated with Horizon Europe. Winner: **Agnès Arbat** (Spain), co-founder of **Oxolife**, a company developing innovative drugs to enhance fertility, with a focus on improving embryo implantation and simplifying infertility treatments.

The **EIT Supernovas** programme collaborates with the EIC's **Women Leadership Programme** (WLP) to offer women entrepreneurs access to mentoring, coaching, and leadership training as well as a strong network. For example, the EIC will refer WLP participants to the SUPERNOVAS 'RocketUp' internationalisation programme. Conversely, EIT Supernovas will not incur any financial costs when participating in the EIC's WLP while EIT will select participants (i.e. EIT-supported women entrepreneurs) to join the WLP cohort.

The **Fastrack mechanism** to EIC Accelerator continued to support several KICs in submitting supported startups and scaleups. A **total of 176 EIT supported companies were selected for EIC Accelerator since 2022** through Fastrack and direct applications, which represents 15-20 % of the total number of companies being advanced to the final round of EIC Accelerator selection for grant and equity funding, pending successful negotiations for each of the considered companies.

In September 2024, the EIT, together with the EIC, launched a **joint Internship Scheme (InnoNext)** aiming to fund innovation internships for researchers and students over a two-year period in companies supported by the EIC and EIT. InnoNext is a joint initiative of the EIT and EIC together with MSCA (Marie Skłodowska-Curie Actions) and ERC (European Research Council) that offers fully funded internship placements connecting talented researchers, students, and innovators with startups and small to medium-sized enterprises (SMEs) across Europe. To date, 100 internships across EU and associated countries have been supported.

2. SUPPORTING THE INNOVATION AND ENTREPRENEURSHIP CAPACITY OF HIGHER EDUCATION

THE EIT EDUCATION AND SKILLS DAYS 2025

EIT Education and Skills Days took place over two days in October, bringing together over 500 participants from across Europe to explore innovation in education, inclusion, and future-ready skills.

At the event, the EIT unveiled new education and skills initiatives to strengthen Europe’s talent base. The **European Advanced Materials Academy** – a flagship EU initiative designed to equip people with the skills to drive innovation, sustainability, and competitiveness across Europe’s advanced materials sector – was also announced. Participants discussed skilling Europeans for the green and digital transitions, fostering collaboration, and preparing learners of all ages for the future.



The opening speech of the event was delivered by Ekaterina Zaharieva, Commissioner for Startups, Research and Innovation.

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, **47 new EIT HEI projects – the 4th Cohort – are being implemented over the period 2025–2027**. The 5th Call for proposals was open between December 2025 and March 2026 and attracted a record 138 applications. A total of €70 million will be distributed to projects in two areas: contribution to the **EU STEM Education Strategic Plan** by training 200 000 STEM participants in innovation, entrepreneurship and IP management, and to **European Universities Alliances** to enhance synergies and deepen cooperation with the EIT Community. The selected 35 consortia will start on 1 September 2026.



De-TECH, an EIT HEI Cohort 4 project uniting partners from five countries, strengthens higher education institutions’ ability to turn deep-tech research into market-ready solutions. It supports students, researchers and entrepreneurs through training, mentoring and structured programmes. In nine months, it created five new innovation support structures and enhanced two others. Its Venture Builder Competition helped 14 technologies progress towards market entry. Additional initiatives, such as

the Aerospace Tech Challenge and the She-TECH programme, foster industry collaboration and support women founders. Overall, De-TECH builds innovation capacity, accelerates spin-offs and nurtures the next generation of European deep-tech innovators.

Another example of a successful activity, **Sport-IE**, transforms sport science higher education across Europe to address physical inactivity through innovation and entrepreneurship. Building on earlier EIT HEI projects, it integrates education, business and health via training, mentoring and cross-sector partnerships. Spanning seven countries and engaging over 43 000 students and staff, it embeds entrepreneurial practices and develops innovation hubs. In nine months, it supported 13 startups, trained nearly 1 000 participants and attracted €85 000 in investment. A flagship success, WINNAS, secured over €1 million for AI-



driven movement analysis. Overall, Sport-IE fosters startups, promotes active lifestyles and delivers societal and economic impact.

THE EIT SKILLS ACADEMIES

The **European Battery Alliance (EBA) Academy** is a pilot skills academy launched in 2022 under the REACT-EU (Recovery Assistance for Cohesion and the Territories of Europe), implemented by InnoEnergy and originally launched with a grant of €10 million with over 80 000 learners by the end of 2025.



Building on this success, the EIT started implementing the **European Solar Academy** to support the upskilling and reskilling of workers in solar photovoltaic technologies, with a strong focus on SMEs. The EIT signed a grant agreement with InnoEnergy in August 2024 following the signature of the Contribution Agreement with DG GROW. The Academy aims to train 100 000 workers in the photovoltaic sector by 2027. Seed funding is provided under the Single Market Programme.

Two additional EIT Skills Academies started implementation in 2025, following the EIT's signing in 2024 of further Contribution Agreements with DG GROW and DG RTD. The **European Raw Materials Academy** aims to train 100 000 learners in the exploration, extraction, processing, and recycling of raw materials, including within SMEs, within three years of its launch by 2028, while the **European Advanced Materials Academy** will aim to train 200 000 learners in the design, development and application of advanced materials within four years of launch by 2029.

THE NEW EUROPEAN INNOVATION AGENDA



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

The EIT Community SUPERNOVAS' **Women2Invest is the only programme in Europe that trains and matches** women with backgrounds in STEAM with Venture Capital.



Through **Women2Invest, VC Academy** – the only bootcamp in Europe that trains and offers mentorship to women in venture capital – and **BA Academy**, a high-quality bootcamp designed for both novice and experienced business angels with European reach, the EIT Community SUPERNOVAS has to date trained more than 520 women in investment.



The **EIT Deep Tech Talent Initiative** was an ambitious programme aiming to offer training opportunities to 1 million deep-tech talents by 2025. Since its launch in 2022, the initiative has involved more than 620 education and training providers, enterprises, financial and other institutional partners that have committed to train more than 1 million people across Europe in deep-tech fields and sectors.

The **Next Generation Innovation Talent Initiative 'InnoNext'** is an internship scheme of the EIT, the European Innovation Council (EIC), the European Research Council (ERC) and the Marie Skłodowska-Curie Actions (MSCA). It aims to fund about 600 innovation internships for researchers and students over a two-year period in companies supported by the EIC and the EIT, covering all Member States. In 2026, EIT KICs will continue contributing to the pilot InnoNext to deliver on their commitment to the New European Innovation Agenda.



THE EIT GIRLS GO CIRCULAR EDUCATION PROGRAMME

The **EIT Girls Go Circular** programme focuses on eliminating gender bias in STEM across Europe and increasing the participation of women in STEM fields. Since its establishment in 2020, **over 78 000 young girls** (14–19 years old) have already **benefitted from mentorship in digital and entrepreneurial skills** in over 35 countries. Following Commissioner Gabriel’s announcement to expand the programme during the 2022 Women & Girls in STEM Forum, the expansion was completed 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 Türkiye. In addition, the Girls Go Circular programme has created links with the EIT Deep Tech Talent Initiative by developing three new modules focused on deep tech and innovation.

3. EIT CROSS-CUTTING ACTIVITIES – REGIONAL OUTREACH

EIT AWARDS

The **EIT Awards** are instrumental in demonstrating the EIT Community’s achievements to stakeholders and citizens, as well as in reaching out to potential investors and business partners. The EIT Awards Ceremony took place during the EIT Innovation Awards event held in Budapest on 25 November 2025, together with the **EIT Jumpstarter Grand Finale** and the **EIT Red Kalyna Awards**. The joint **European Prize for Women Innovators** ceremony took place in April 2025, rewarding three remarkable women from the EIT Community, and the 2026 call for the joint European Prize for Women Innovators was launched in June.

EIT REGIONAL INNOVATION SCHEME

In 2025, the EIT continued to strongly implement the **Regional Innovation Scheme (RIS) agenda**, which focuses on widening the geographical spread of EIT activities and contributing to bridging Europe’s persistent innovation divide.



In line with the EIT Legislative Framework, three additional countries, Albania, Bosnia and Herzegovina, and Israel, became eligible for the EIT RIS from 2025. In response to this development, as well as to address lessons learned during the implementation of the EIT RIS in 2021–2024, in February 2025, the EIT published an updated EIT RIS Implementation Framework, providing strategic guidance to the EIT KICs.

In May 2025, the EIT Governing Board, in its Vision Paper on the Future of the EIT, proposed to expand the EIT RIS by launching the EIT Regional Innovation Booster (RIB). This strategic initiative aims to better integrate innovation efforts across regions, leveraging the EIT’s extensive European network, flexibility, and presence in less-developed areas. A pre-pilot of the EIT RIB was launched in May 2025 in Poland. A wider pilot will expand the EIT RIB to at least four countries from 2026. To support this, in the course of 2025 the EIT signed memoranda of understanding with Poland, Malta and Hungary. 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 2025, 24 EIT Community Hubs were established, covering all EIT RIS-eligible EU Member States and beyond. 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 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.

SUPPORT FOR THE INNOVATION ECOSYSTEM IN UKRAINE



The EIT, as an EU body, fully stands behind the EU position condemning the invasion and expressing its utmost support for the people of Ukraine. EIT's support for Ukraine's innovation capacity continues to build 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 Rebuild Ukraine cohort of EIT Jumpstarter, led by the EIT Cross-KIC Strategic Regional Innovations Cluster in 2025, is a strategic initiative supporting Ukrainian innovators during national recovery by providing entrepreneurial training, mentoring, and pathways towards company creation. Altogether, 400 Ukrainian applications were submitted, out of which 99 were selected for the next stages of the programme, and 12 prize winners were awarded. 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, and the **Founders2Founders initiative**, which offered training to 75 Ukrainian startups and SMEs in 2025.

Additionally, 84 Ukrainian participants were supported by EIT HEI, 5 185 Ukrainian female students were trained by Girls Go Circular, and 25 Ukrainian organisations participated in the Deep Tech Talent (DTTI) Initiative, which trained 52 956 learners in Ukraine. The EIT Community Hub in Ukraine, launched at the end of 2023, continued to be active in 2025 by supporting Ukrainian businesses, entrepreneurs, and innovators and facilitating their access to the European innovation community and network of opportunities.

EIT ALUMNI COMMUNITY



In 2025, EIT Alumni continued to act as an engaging and impact-oriented community, strengthening knowledge-sharing processes between KIC alumni communities. This included the successful organisation of the **EIT Alumni CONNECT annual event** in Brussels. The programme featured inspiring keynote sessions, hands-on breakout workshops, and, for the first time, a **Career & Collaboration Fair** connecting alumni directly with companies, startups, and research partners. The event once again demonstrated the strength of the EIT Alumni community: diverse,

international, and united by a shared drive to innovate, bringing together innovators, talent, and industry across Europe.

Moreover, EIT Alumni actively promoted its activities and **success stories** through social media, further developed a shared database of **business opportunities** with service providers and ecosystem players, and established **new partnership agreements**.

WOMEN ENTREPRENEURSHIP AND LEADERSHIP

Throughout 2025, the EIT continued offering **targeted support to women-led ventures and entrepreneurs**. The EIT actively promoted gender equality, including gender balance and the incorporation of the gender dimension into innovation and education content, through systemic gender mainstreaming and tailored women's programmes. This combined approach addresses structural barriers and strengthens the EIT's contribution to the European Commission's objectives for a more gender-balanced and inclusive innovation and entrepreneurship ecosystem.

The **EIT Gender Equality Action Plan (GEP) 2025-2027** outlines a clear roadmap to achieve gender balance in decision-making and ensure an inclusive working environment for all; to increase participation of women in the EIT Community business creation and acceleration, innovation, and male-dominated education programmes; and to incorporate the gender dimension into innovation and education content. In 2025, the EIT Community exceeded its key GEP targets (2024 data), with: **28 % women** CEO/Owners of startups created through innovation

(GEP target 25 %), **26.1 % women** CEO/Owners of EIT KICs-supported startups and scaleups (GEP target 25 %) and **41.1 % women** at the EIT Community decision-making positions (GEP target 40 %)

In parallel, in 2025, the EIT Community continued its dedicated programmes for women.

- EIT Community **Girls Go STEM** (previously Girls Go Circular) trained over 91 000 students, including 68 500 girls, in digital and green skills across 35 countries.
- EIT Community **SUPERNOVAS** — a flagship initiative increasing women’s presence in entrepreneurship and investment — has to date **trained more than 520 women in investment** and **supported more than 100 women-led startups** from 23 countries, with €86 million in investment attracted.
- EIT Community **Red Kalyna** — an initiative celebrating Ukrainian women innovators in science and business.
- **European Prize for Women Innovators** (with the EIC)
- **EIT Food Empowering Women in Agrifood**, which supports early-stage startups in the agrifood sector and to date has trained more than 600 women, supported more than 60 startups and enabled participants to raise €13.5 million in funding.
- **EIT Health Women Entrepreneurship Bootcamp**, which to date has **trained more than 120 women founders**, and programme alumni have collectively **raised more than €37 million in funding**.

In 2025, the EIT Community expanded its contribution to the knowledge base on gender equality through new reports and guides:

- Climate KIC released a new guide on [Inclusive Design for Climate Innovation](#).
- EIT Community SUPERNOVAS launched a [new Report on gender bias in investment “Levelling the playing field”](#), with a practical tool for investors on combating gender bias.

In 2025, the EIT won the **EU Agency Network Diversity and Inclusion Award**, thereby recognising the EIT’s work and results on gender equality.

4. GOVERNANCE – EU AGENCIES NETWORK

Following the EIT chairing of the EU Agencies Network (EUAN), comprising 52 EU agencies, bodies, and Joint Undertakings, between March 2024 and February 2025, the EIT has remained an active member of the EUAN Steering Board (executive body) throughout 2025.

In 2025, the EIT launched an **EUAN training series on Artificial Intelligence**, with seven thematic sessions addressing the cross-cutting AI-specific needs of the Network. This training series saw over 800 individual participants across 23 training sessions between December 2024 and October 2025. The series is open to all agencies taking part in the work of the EUAN and its subnetworks.

Following a pilot phase, in collaboration with two other agencies, the European Union Agency for Cybersecurity (ENISA) and the European Food Safety Authority (EFSA), the EIT also started work on a **Memorandum of Understanding on Shared Services in the areas of HR and legal services and cybersecurity**.

IMPACT STORIES

ALTRIS SECURES €7.3 MILLION TO ADVANCE SODIUM-ION BATTERY DEVELOPMENT



The Swedish startup Altris, supported by **InnoEnergy**, has secured €7.3 million in additional funding from existing investors, reinforcing confidence in its strategy to bring sodium-ion batteries to market. Founded in 2017, the company develops next-generation battery technology based on its proprietary Prussian White cathode material and a fully European technology footprint.

The investment supports Altris' increased focus on commercial partnerships and project development to accelerate deployment. Sodium-ion batteries offer a cost-effective, safe and sustainable alternative to lithium-ion technologies, using abundant raw materials and supporting Europe's growing demand for energy storage solutions.

SUNWAFE SOLAR PROJECT SECURES €200 MILLION TO BOOST EUROPEAN MANUFACTURING



InnoEnergy has secured €200 million in public funding from Spain to support the development of the Sunwafe solar project, a major initiative aimed at rebuilding Europe's photovoltaic manufacturing capacity. The project will establish a large-scale wafer production facility in Asturias, with a planned capacity of 20 GW annually, representing a significant share of the European Union's 2030 production targets. By strengthening domestic solar value chains, the initiative contributes to

Europe's energy security, industrial resilience and the acceleration of the clean energy transition.

FIBRECOAT NAMED TO TIME'S BEST INVENTIONS 2025



German startup FibreCoat, supported by **EIT RawMaterials**, has been recognised as one of TIME's Best Inventions 2025 for its breakthrough in advanced materials. The company produces metal-coated fibres that combine lightweight properties with high strength and conductivity, enabling applications across sectors such as automotive, aerospace and energy. By reducing material use while improving performance,

FibreCoat's innovation contributes to more efficient industrial systems and supports Europe's transition towards sustainable manufacturing.

It's a great honour to be part of that list. When I look at the other inventions featured, major innovations like Anthropic Claude Sonnet 4 and Nvidia DGX Spark, it feels incredible to see our name among them. As a small materials startup working in a niche field, this recognition gives us valuable visibility and might connect us with customers we hadn't anticipated. It's also a huge success for our team. Everyone feels proud and energised as we head toward the end of the year.

Robert Bruell, CEO and Co-founder of Fibrecoat

EIT-BACKED DEEP-TECH COMPANY .LUMEN WAS HIGHLIGHTED BY COMMISSION PRESIDENT URSULA VON DER LEYEN AT THE STATE OF THE UNION SPEECH



EIT-backed company .Lumen was highlighted in the State of the Union 2025 speech by President von der Leyen as an example of how Europe is building a competitive and prosperous Union. The Romanian deep-tech company has developed glasses that use advanced artificial intelligence to support visually impaired people in living more independent lives. The EIT has played a central role in .Lumen's development.

Through [EIT Health](#), the startup participated in the Headstart and Catapult programmes in 2020 and later received the Healthy Longevity Catalyst Award. In 2023, .Lumen benefited from six months of tailored mentoring and training through the Better Mobility Accelerator of [EIT Urban Mobility](#). This support enhanced the startup's visibility and positioning within the European innovation ecosystem. The company also became the first Romanian startup to receive support from the European Innovation Council, securing a grant of €9.3 million.

EIT FOOD INVESTMENT IN AGRIFOOD INNOVATION GENERATES €21.50 RETURN PER EURO INVESTED



A new report commissioned by [EIT Food](#) shows that for every €1 invested in its innovation initiatives, €21.50 will be generated over 15 years. The assessment covers 252 innovation projects funded between 2019 and 2024 and provides evidence of the long-term value created through EIT Food's innovation portfolio.

The Innovation Impact Report also provides an initial benchmark for carbon savings, estimated at 1.2 million tonnes of CO₂ equivalent over 15 years, as well as a €512 million reduction in consumer health impacts.

From 2018 to 2024, EIT Food funded 252 innovation projects totalling €84 million, with an average of €334 000 per project.



List of acronyms

BP	KIC Business Plan	IAC	Internal Audit Capability
CA	Contract Agent	ICC	Internal Control Coordinator
CAAR	Consolidated Annual Activity Report	ICT	Information and Communications Technology
CEPOL	European Union Agency for Law Enforcement Training	JRC	European Commission's Joint Research Centre
CFS	Certificate on Financial Statement	KIC	Knowledge and Innovation Community
EBA	European Battery Alliance	KPIs	Key Performance Indicators
EC	European Commission	LE	Legal Entity
ECA	European Court of Auditors	MoC	Memorandum of Cooperation
EFTA	European Free Trade Association	MSRG	Member State Representatives Group
EIC	European Innovation Council	PA	Partnership Agreement
EIT	European Institute of Innovation and Technology	SA	KIC Strategic Agenda
EIT RIS	EIT Regional Innovation Scheme	SIA	EIT Strategic Innovation Agenda
ERC	European Research Council	SME	Small and Medium-sized Enterprise
EU	European Union	SNE	Seconded National Expert
EUAN	European Union Agency Network	SPD	Single Programming Document
FS	Financial Sustainability	SUGA	Start-Up Grant Agreement
GA	Grant Agreement	TA	Temporary Agent
GB	EIT Governing Board	TFS	Task Force Simplification
HE	Horizon Europe		
HEI	Higher Education Institutions		
HR	Human Resources		

PART I. ACHIEVEMENTS OF 2025

1.1 Operational activities: KIC impact

1.2 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 2025 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 & Creativity.

The EIT ensured cooperation with and support for the KICs through four EIT–KIC Forum, four Task Force Simplification (TFS) and relevant working group meetings (i.e. Reporting 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 EIT has taken several important steps to increase the strategic focus of KICs, to enhance the supervision of KICs by the EIT Governing Board and the EIT:

- Grant award EIT GB conditions on a stronger strategic focus on a limited number of priority sectors; more focus on EU priorities; conditions to bring KICs back on track to achieve financial sustainability and generate further impact.
- Optimisation of KIC Calls planning: increasing call sizes and limiting their number, streamlining thematic focus and procedures.
- EIT monitoring activities: risk-based approach, special focus on financial sustainability, monitoring of high-impact project calls.
- Simplified EIT Governing Board Rapporteur visits to KICs, enabling the Governing Board to better understand KIC activities and convey high-level messages to the partnerships.
- Detailed EIT guidelines and trainings for KICs wishing to use lump sums when providing financial support to third parties.

In addition, EIT further improved the effectiveness and efficiency of its operations, to more effectively enable bottom-up engagement of industry, academia and entrepreneurs:

- Fast-tracking of the signing of grant agreements.
- Reduced number of EIT Community/ cross-KIC grant agreements (from 6 to 4).
- In depth analysis of the HEI management costs leading to cost optimisation.
- In the Call for KIC BP 2025, the EIT introduced a minimum threshold (70 %) that KICs need to dedicate to project and start-up funding. This means stronger KIC strategic focus on business creation, education and innovation.

EIT Call to select a new KIC in the area of water, marine and maritime sectors and ecosystems was launched on 16 January and closed on 17 June. EIT carried out two Info Days – one as part of the European Ocean Days in Brussels, another online with an in-depth focus on evaluation criteria. Five consortia submitted proposals. The overall quality of proposals could be assessed as higher than for the previous KIC call, the EIT Water applications reaching the average score of 71.1, while the previous average score was 62.6.

The EIT Governing Board confirmed the results of evaluation carried out by the expert panel on 28 October and invited three consortia to the EIT GB Hearing held in Budapest on 11 November. AllWaters consortium (led by Aarhus University from Denmark) ranked the highest based on the score received by the expert panel and score

awarded by the EIT GB members and was designated as EIT Water the very same day, 11 November.

AllWaters consortium submitted a start-up plan proposal on 16 December 2025, which was evaluated by an external expert and EIT. The Start-up Grant Agreement was awarded in 2026.

Actions	Indicator [KPI]	Target	Achievements/results
#1 Funding allocation of the 2026-2028 grant agreements, including funding allocation to the KICs under PA and MoC	2026-2028 grant allocation and agreements concluded	Call for 2026-2028 Multiannual Grants launched for KICs and EIT Community projects Selected GA are signed before end of 2025, and all GAs, including GA with the first wave of KICs ready for signature by Q1 2026 Grant allocation process in line with funding allocation criteria completed in Q4 2025	Approved EIT BP, EIT Community Grants, award decisions and selected GAs (EIT UM and HEI 2026-28 were signed GB decision on funding allocation 2026-2028 was made
#2 GA 2023-2025 Amendments	2023-2025 grant agreement amendments signed Allocation of third instalment for 2023-2025 grants (3 rd BC + FA 2025) GA 2023-25 decommitments are made	All GAs Amendments signed by Q1 2025 for FA 2025 GA 2023-25 decommitments for GA 2023-25 are made in 2025 Q4	Additional 2025 allocations decommitment for GAs 2023-25 were processed Budget implementation for grant was optimized for year 2025.
#3 Ex ante verification of interim reports of 2023-25 GAs	2023-25 GAs interim reports assessment	2023-25 GA interim reports for KICs, HEI and EIT Community programmes are assessed within 90 days	All Interim payments due were made to the KICs within the legal timeframe
#4 Ex ante verification of final reports of 2023-24 GAs	2023-24 GAs final reports assessment completed	2023-24 GA final reports for first wave KICs are assessed within 90 days	Final payments were made to the first wave KICs

<p>#5 Ex post audits of costs approved for grants in 2024</p>	<p>Ex post audit reports contribute to EIT assurance.</p>	<p>Ex post audit reports delivered by audit companies in Q2 2025</p>	<p>Final ex post audit reports 2024 error rate determined by the ECA (below 2 %)</p>
<p>#6 Effective 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>EIT complementary IT tool is set for validation and improved data collection</p>	<p>eGrants running with appropriate access rights</p> <p>KIC data reported to CORDA Data Warehouse (DW) as per the data model</p> <p>F&T portal contains and displays KIC data under agreed EIT header, and SAP BO reports accessible to selected staff for period 2014-2020, 2021-2022 and 2023-2025</p> <p>EIT KICs submit data to EIT Complementary IT Portal, validated data submitted to CORDA.</p>
<p>#7 Effective EIT simplification, KIC capacity building</p>	<p>Smooth cooperation and KIC support by the EIT to support their operations and reductions in complexity on all sides</p>	<p>Shared Services concept launched</p> <p>EIT lessons learnt for KIC Governance and Operations identified and addressed</p> <p>4 TFS meetings per year in support of the EIT KIC Forum</p> <p>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 and CFS working groups</p>	<p>Shared Services concept for KICs initiated</p> <p>TFS/ Forum meeting action points followed and implemented</p> <p>EIT Register of TFS actions is continuously maintained</p> <p>Updated FAQ platform</p> <p>Guidelines and templates shared, guidance provided to KICs</p>

		meet regularly and prepare relevant concepts and templates	
#8 Selection of new KIC and Water KIC SUGA call invitation	Winning consortium to implement EIT Water selected and designated and start up phase launched	<p>Timely launch of the call and conclusion of the selection and designation process</p> <p>Targeted information campaign</p> <p>SUGA call launched</p> <p>Submission evaluation platform is set, expert selection is initiated</p>	<p>GB Decision on selecting a new KIC – AllWaters consortium selected as EIT Water</p> <p>Two Info Days held</p> <p>SUGA call launched and SUGA proposal submitted before close of the year</p>

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

In 2025, the monitoring and evaluation system, complemented by a supervision framework, enabled the EIT Governing Board to monitor and steer the activities of the EIT and the Knowledge and Innovation Communities in line with the EIT Regulation, allowing them to meet and exceed the EIT key performance indicator targets in the Strategic Innovation Agenda and their strategic agendas.

The EIT Monitoring and Evaluation Strategy (2022–2027), adopted by the EIT Governing Board in March 2022, provides a strategic direction and framework for the EIT’s monitoring and evaluation 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 during this period.

In 2025, EIT monitoring continued based on an efficient operational model which shifts the EIT’s control strategy towards the internal processes of the KICs. On this basis, a rolling multiannual monitoring plan was developed covering 2026–2027.

In accordance with the legislative package, the EIT launched in 2025 seven-year comprehensive assessments of fourth-wave KICs (EIT Urban Mobility and EIT Manufacturing), which will continue in 2026. A positive outcome of the review is a precondition for extending the Partnership Agreement between the EIT and the KICs for another seven years. The KICs are assessed against the monitoring and evaluation criteria for European Partnerships set out in the Horizon Europe Regulation and Article 11 of the EIT Regulation. The assessment is expected to be finalised in 2026, when the EIT Governing Board will decide whether to extend the Partnership Agreements with EIT Urban Mobility and EIT Manufacturing² following consultations with the Member State Representatives Group and the European Commission.

In 2025, a comprehensive impact study was conducted by an independent contractor. The study assessed the economic and societal impacts of the first eight KICs — Climate KIC, 28DIGITAL, InnoEnergy, EIT Health, EIT RawMaterials, EIT Food, EIT Manufacturing and EIT Urban Mobility — from their establishment to 2024 inclusive.

² With regard to EIT Manufacturing, please refer to the information contained in footnote on page 7, as the liquidation of EIT Manufacturing ASBL might have a significant impact on the continuation of the KIC in 2026.

While previous evaluations, including the Horizon Europe interim evaluation, have consistently confirmed the EIT’s added value in boosting innovation, technology development and entrepreneurship across Europe, this study provided a deeper, evidence-based analysis of the EIT’s impact across a wider range of activities and societal challenges.

The study’s scope was global, with a primary focus on Europe’s innovation ecosystem. It evaluated the EIT’s impact against the key performance indicators of the EIT Impact Framework, aligned with Horizon Europe’s impact pathways. The results demonstrated that the EIT and its KICs have generated substantial and measurable economic and societal benefits for Europe. Their contribution was strong across the four key Horizon Europe impact dimensions: innovation-based growth, job creation, investment leverage in research and innovation, and addressing policy priorities. The report was subsequently published: <https://www.eit.europa.eu/library/eit-impact-study>

In 2025, the EIT continued the implementation of the supervision framework. Following the EIT Governing Board hearings with the KICs in November 2024, the Governing Board issued strategic recommendations, which were followed up and assessed by the EIT in 2025.

In 2025, the EIT–KIC hearings were held in September and resulted in grant allocations to six KICs for the period 2026–2028, as well as to cross-Community activities, shared services and the Higher Education Initiative. In addition, the progress of three KICs under the Memorandum of Cooperation was discussed, and the grant allocation for these was postponed to 2026. The EIT provided business intelligence input to support the decision-making process of the hearings. During 2025, the EIT implemented an updated way of working for EIT Governing Board rapporteurs, who followed the progress of the KICs on their multiannual objectives and the implementation of their strategic agendas.

Furthermore, based on the updated approach to reporting on financial sustainability, the EIT developed summaries showcasing the progress of the KICs towards financial sustainability. The EIT also began supporting, together with the KICs, other European Partnerships in defining phasing-out strategies and implementing financial sustainability mechanisms and tools. In 2025, the EIT also carried out a specific monitoring activity related to the governance models of the KICs and their potential for simplification.

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 reports on performed intervention measures</p>	<p>Dashboard</p> <p>KIC supervision reports (e.g. FS Summaries)</p> <p>KIC challenges document</p> <p>GB rapporteur reports</p> <p>Reports/ briefings to management and EIT GB and effective actions proposed</p>

<p>#10 Monitoring plan development and coordination: strategic portfolio monitoring of KICs</p>	<p>Effective multiannual Monitoring plan 2025-2027 aligned with the EIT Monitoring and Evaluation Strategy updated, and implemented providing key intelligence</p>	<p>Monitoring Plan 2025-2027 updated for 2025 with up to 10 priority monitoring actions</p> <p>100 % of planned monitoring activities implemented, and all reports formally approved for activities completed</p> <p>Follow up of previous recommendations ensured</p>	<p>Monitoring plan 2026-2027 updated and implementation of the 2025 plan overseen</p> <p>Monitoring reports shared with management</p> <p>Recommendation repository updated</p>
<p>#11 7-year comprehensive assessment of 4th wave KIC launched</p>	<p>EIT conducts a 7-year assessment of EIT Urban Mobility and EIT Manufacturing in accordance with the adopted methodology</p>	<p>Assessment being implemented as per the methodology adopted by the EIT GB (to be finalised in Q3 2026)</p>	<p>Contract concluded</p> <p>Draft assessment report</p>
<p>#12 EIT-related evaluations and impact study</p>	<p>Timely and quality input provided to evaluations, foresight studies and impact assessments related to the EIT and KICs</p> <p>EIT conducts an impact study of the economic and societal impact generated by the first eight KICs in particular in relation to Horizon Europe and FP10</p>	<p>Relevant data, clarifications and quality review provided</p> <p>Contract with consultancy companies signed by Q1 2025</p> <p>Impact study conducted by Q3 2025</p>	<p>High-quality input to EIT-related evaluations</p> <p>EIT Impact Study report</p>

1.3 Operational activities: EIT impact

Deliver impactful education and skills development programmes.

In 2025, the EIT achieved progress in implementing **the new model of the EIT Label**. The EIT carried out the following main actions:

- Implementing the EIT Label Framework in degree education
- 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.

In the EIT Label 2025 round of assessment, the EIT received one application for a new Master's degree programme (28DIGITAL), and two new applications for non-degree education and training and the EIT Competence Certification segment (one from Climate KIC and one from EIT Culture & Creativity). All new submissions were evaluated against the provisions laid down in the EIT Label Handbook.

Five additional programmes (four by EIT Manufacturing and one by EIT Health) were due to renew their EIT Label, as they initially received the award only for a provisional period. The Expert Panel reviewed the progress reports of these programmes and confirmed that they had met the requirements set out in the EIT Decisions; as a result, these programmes received the EIT Label award for an unlimited period.

Since its establishment in 2021, the EIT Higher Education Initiative has awarded, in three consecutive calls, over €69 million to support 63 projects involving 359 higher education institutions and over 380 non-academic organisations across Europe in its pilot phase. These projects have delivered creative and original approaches to innovation and entrepreneurial capacity-building in higher education. The links established between higher education institutions, companies, research bodies and public authorities have led to integrated ecosystems in which higher education institutions act as hubs that create systematic impact and drive innovation across Europe. These projects have trained close to 90 000 students, academic and non-academic staff in innovation and entrepreneurship and have supported more than 1 700 startups and scaleups. To date, the initiative has also contributed to the creation of over 240 startups, which have collectively secured more than €14 million in investment.

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 continued³, with a set of strategic recommendations⁴, signifying the EIT's commitment to further empowering HEIs so they can become engines of European innovation. The fourth Call for Proposals⁵ awarded €63 million funding to 47 projects which bring together 628 organisations: 288 higher education institutions (HEIs), 189 businesses and 151 partner organisations (research centres, public authorities, and associations) in 46 countries to enhance their innovation capacity.

By March 2026, the 5th EIT HEI Call for Proposals⁶ was closed. A total funding of €70 million will be distributed to projects in two topics: contribution to the EU STEM Strategic Plan by training 200 000 STEM participants in innovation, entrepreneurship and IP management, and to European Universities Alliances to enhance synergies and deepen cooperation with the EIT Community.

The 2025 monitoring action focused on the sustainability of HEI activities and found evidence that the initiative has generated largely sustained results. A large majority of institutions have embedded project outcomes into core structures, governance processes and curricula, demonstrating that capacity-building actions have moved beyond temporary projects towards institutionalised practices.

In 2025, the EIT continued the implementation of the **EIT Community Girls Go Circular programme**, which developed three new deep-tech modules and trained 18 834 girls. The programme was fully extended to all EU Member States, as well as to several Horizon Europe Associated Countries, including Ukraine, Serbia, Albania, Moldova, Armenia, Montenegro, North Macedonia and Türkiye.

³ EIT Press Release (Dec 2023): <https://eit.europa.eu/news-events/news/eits-higher-education-programme-extended-2027-after-success-pilot-phase>

⁴ 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

⁵ Call for Proposals 2024: <https://eit-hei.eu/calls/previous-calls/call-for-proposals-4/>

⁶ Call for Proposals 2025: <https://eit-hei.eu/funding-support/funding-opportunities/past-calls/call-for-proposals-2025/>

The fifth edition of the **Women and Girls in STEM Forum** took place on 16 October 2025. For the first time, the EIT Community brought together four flagship education initiatives in a unique two-day event in Brussels, the **EIT Education and Skills Days**. This year’s student challenge was organised around the topic of cybersecurity, where bold ideas, practical tools, and fresh thinking on ethics, privacy and sustainability were spotlighted. The finalists from 24 European countries won a trip to Brussels to attend the **EIT Education and Skills Days** and meet inspirational female mentors.

In 2025, the EIT continued **facilitating synergies with other relevant programmes**, shared services for the KICs, and exchanges of experience and best practices between KICs. This fostered KIC collaboration (EIT Community activities) on both thematic and horizontal topics to strengthen 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 contributing to the pilot **Next Generation Innovation Talents Scheme** (InnoNext) to deliver on its commitment under 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 the KICs opportunities arising from other relevant programmes (including open calls under Erasmus+ and MSCA) to explore potential synergies. In 2025, the joint internship scheme (InnoNext) between the EIT, EIC, MSCA and ERC continued to be implemented.

Actions	Indicator [KPI]	Target	Achievements/results
#13 Monitoring of the implementation of the EIT HEI Initiative: Innovation Capacity Building for Higher Education	HEI initiative is effectively and efficiently implemented	EIT effectively monitors Call 4 within the current Grant Launch of Call 2026–2027 targeting synergies with European University Alliances	Monitoring report 2026 Cohort 5 projects kick off
#14 Oversee the new EIT Label model segments, conduct the annual evaluation of new EIT Label applications and implement continuous monitoring	EIT Label programmes are assessed in a timely and quality manner	Application round open and ready for programmes to be submitted for the EIT Label	EIT Decision awarding the Label following the 2025 round of assessment adopted
# 15 Implementation of Contribution Agreements	Effective implementation of Contribution Agreements with EC services, including the EBA Academy, European Solar Academy, Advanced Materials Academy, Raw Materials Academy, Critical Raw Materials	Overarching concept of EIT Academies in line with Union of Skills developed EBA Academy (EMPL): Final report assessed European Solar Academy (GROW): timely and adequate reporting on the	EIT Skills Academies Concept created as part of the EIT Education Strategy EIT Progress Reports submitted in line with the Contribution Agreements

	Facility, Innovate Together	implementation of the Contribution Agreement	1 st CRM-F CA Amendment signed in December 2025.
		Launch of the Advanced Materials Academy (RTD) and Raw Materials Academy (GROW)	Deliverables approved, prefinancing and interim payments made
		Implementation of the Critical Raw Materials Facility (INTPA) and Innovate Together (RTD).	Contribution Agreements for the European Wind and Hydrogen Academies concluded with DG EMPL
		Pre-financing payments for Academies/ Contribution Agreements completed	
		Reports submitted by the KIC are analysed and approved by the EIT	
		Deliverables assessment performed, additional prefinancing report assessed	

Increasing the regional impact of the EIT Community

The objective of the EIT Regional Innovation Scheme is to contribute to boosting the innovation capacity of countries and regions in Europe that belong to the groups of so-called ‘modest’, ‘emerging’ and ‘moderate’ innovators (according to the European Innovation Scoreboard⁷), as well as the EU Outermost Regions.

In 2025, the scheme remained well integrated into the multiannual strategies of the KICs and continued to significantly contribute to efforts to involve more partners and support more projects from eligible countries. The EIT closely monitored the implementation of the enhanced strategy, as well as the EIT RIS Implementation Framework (2022–2027), with support from an expert group established in 2022. Based on the results of the mid-term evaluation conducted in 2024, in February 2025, the EIT published an updated implementation framework⁸, reflecting lessons learned, recommendations received, good practices identified, and the widened geographical eligibility of the scheme.

In response to both the strengths of the scheme and the need to address identified challenges, the EIT Governing Board, in its 2025 Vision Paper on the Future of the EIT, proposed expanding the scheme through the launch of the EIT Regional Innovation Booster. This strategic initiative aims to better integrate innovation efforts across regions, leveraging the EIT’s extensive European network, flexibility and presence in less developed areas. The initiative will support local ventures by combining existing local, national and EU initiatives, creating a more seamless support system that simplifies and unifies Europe’s startup ecosystem. This shift will transform the scheme from a focus on participation and capacity-building towards delivering tangible, on-the-ground impact, particularly in regions with lower innovation capacity. A pre-pilot of the initiative was launched in May 2025 in

⁷ http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en

⁸ <https://www.eit.europa.eu/library/eit-ris-implementation-framework-updated-2025-2027>

Poland. A wider pilot will expand the initiative to at least four countries from 2026. To support this, in the course of 2025 the EIT signed memoranda of understanding with Poland, Malta and Hungary.

The EIT carried out targeted communication activities, including the publication of the 2024 activity report, as well as several events held in eligible countries and territories, many of which were organised by the network of EIT Community Hubs.

By the end of 2025, 24 EIT Community Hubs had been established, covering all eligible EU Member States and beyond. Furthermore, synergies with other funding instruments were pursued, notably the European Structural and Investment Funds and the Instrument for Pre-Accession Assistance (IPA III), alongside alignment and complementarity with Smart Specialisation Strategies. The EIT also explored synergies with relevant EU and non-EU bodies, programmes, instruments and initiatives, and, where appropriate, concluded memoranda of understanding and negotiated contribution agreements, in particular with Türkiye.

Actions	Indicator [KPI]	Target	Achievements/results
#16 Implement the RIS Implementation Framework	<p>Application of the updated RIS implementation framework improving the results and coordination of EIT RIS actions</p> <p>EIT / KICs to mobilise EU funding to achieve additional results and impact</p>	<p>EIT continues with the implementation of an effective supervision and coordination mechanism and principles for EIT RIS hubs, including the increase of consolidated EIT Community RIS Hubs</p> <p>EIT RIS country-specific roadmap (2023-2025) is implemented and new EIT RIS country-specific roadmap (2026-2028) adopted and under implementation</p> <p>EIT RIS strategic guidance documents updated</p> <p>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</p>	<p>Full implementation of the EIT RIS country-specific roadmaps</p> <p>EIT RIS mid-term evaluation report and EIT RIS strategic guidance documents updated</p> <p>Written confirmation/ MoUs with EU services/ RIS countries to mobilise funding to support delivery of EU policy priorities via EIT / KIC led activities</p>
#17 EIT supports the innovation ecosystems of EU Accession Countries including	EIT community effectively supports the innovation ecosystems of EU Accession Countries	Implementation of additional support activities targeting Ukraine, Moldova, Türkiye	Monitoring the implementation KICs' support targeting Ukraine, Moldova, Türkiye and the

Ukraine, Moldova, Türkiye and the Western Balkans	including Ukraine, Moldova, Türkiye and the Western Balkans	and the Western Balkans as well as other EU Accession Countries as appropriate	Western Balkans as well as other EU Accession Countries as appropriate
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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 2025, the EIT continued its work as an organisation capable of identifying, codifying and sharing 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 within the framework of regular EIT Community dissemination working group meetings throughout 2025.

Furthermore, in 2025, the 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 for the Cross-KIC clusters and first-wave KICs). In total, 215 results from 115 projects were uploaded by the EIT Community to the Horizon Results Platform by the end of 2025. The EIT and its KICs also disseminate their results through the EIT Knowledge Centre, an online repository containing a collection of policy reports and documents presenting good practices and lessons learned produced by the EIT Community. To date, approximately 210 documents have been shared.

Actions	Indicator [KPI]	Target	Achievements/results
#18 Effective system for EIT Community to disseminate results	Increased dissemination of results by EIT and KICs and uptake of the disseminated results	EIT disseminates policy relevant results through its online Knowledge Centre and increases its use	Updated online Knowledge Centre, and updated Country specific and KIC specific Factsheets and 2 success stories per country
		Uptake of services by EIT KICs of Horizon Europe dissemination tools, including the Horizon Results Booster and the Horizon Results Platform	10 results per EIT KIC per year published on the Horizon Results Platform
		EIT results available on the Horizon Results Platform to support dissemination of results	
		Available Fact sheets for 10 KICs, Countries that are members of the MSRG and Success Stories	

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

Following the EIT and first-wave KICs' conclusion of memoranda of cooperation (MoC) in August 2024⁹ (in accordance with the EIT Regulation), the KICs continued to contribute to the mission of the EIT and the KICs in the relevant fields as active and self-sustaining members of the EIT Community for the remainder of the Horizon Europe framework programme (2025–2027). In particular, this is accomplished 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 the KICs can continue to drive innovation, entrepreneurship and economic growth in Europe.

In 2025, the KICs signed annual Grant Agreements with the EIT for a total of €20 million (each KIC's allocation was distributed relative to the others' evaluation scores) to undertake education, RIS and coordination activities that helped sustain their innovation ecosystems.

On 7 August 2025, the KICs were invited by the EIT to submit proposals for '2026–2027 Activities', which also included 'business creation'. Two eligible proposals were received on 2 October by InnoEnergy and 28Digital. Following the evaluation of the proposals by independent experts, EIT requirements were finalised in early 2026.

Looking beyond the MoC and 2027, a comprehensive review will be undertaken in 2026 of the MoC pilot's results and framework mechanism, which will take place in the context of lessons learned from the 2026–2027 allocation and will define a future approach following its completion.

Actions	Indicator [KPI]	Target	Achievements/results
#19 Implementation of the strategic cooperation framework with KICs beyond year 15	1 st wave of KICs remain financially sustainable and deliver impact	<p>Monitoring and cooperation framework for first wave KICs developed under the Memorandum of Cooperation</p> <p>Grant Agreements under the MoC are implemented and monitored.</p> <p>Pre-financing made for 2025 grants.</p> <p>Evaluation and potential call 2026-2027</p>	<p>Strategic cooperation framework implementation</p> <p>Assessment report of pilot under the MoC in 2025 and decision and potential further calls or modification of the framework</p>

Enhancing the impact of the EIT Ecosystem

The **EIT Awards** are instrumental in demonstrating the EIT Community's achievements to stakeholders and citizens, as well as in reaching out to potential investors and business partners. The implementation of the EIT Awards included a bespoke promotional campaign, the preparation of nominees for the pitching sessions, the

⁹ 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).

establishment of a high-level jury for each award category, and the provision of monetary prizes for the winners and runners-up of the Changemaker, Innovation Team and Venture Awards. The EIT Awards Ceremony took place during the EIT Innovation Awards event held in Budapest on 25 November 2025, together with the EIT Jumpstarter Grand Finale and the EIT Red Kalyna Awards. The joint European Prize for Women Innovators ceremony took place in April 2025, rewarding three remarkable women from the EIT Community, and the 2026 call for the joint European Prize for Women Innovators was launched in June.

Actions	Indicator [KPI]	Target	Achievements/results
#20 Implementation of the 2025 EIT Awards and the EU Prize for Women Innovators 2025 and launch of the 2026 call	Timely implementation of the 2025 EIT Awards competition based on lessons learned	Successful preparation for the implementation of the EIT Awards 2025.	Selection process, communications campaign and announcement of 2025 EIT Awards winners delivered.
	Successful Joint organisation of the Women Innovators Prize with the EIC and implementation of the dedicated EIT category	Lessons learnt completed and concept for the next EIT Awards 2026 competition finalised in Q1 2026.	Selection process and communications campaign for 2025 EU Prize for Women Innovators together with EIC accomplished.
		Successful preparation for the implementation of the EIT Awards 2026, including the EIT women category under the EU Prize in 2025	2026 Call for EU Prize for Women Innovators was launched in June 2025.

The **EIT – KICs Innovation (Inno) Agenda Panel** is one of the 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. In 2025, the EIT KICs Innovation Panel delivered significant results across strategic intelligence, contributions to relevant EU policies, and ecosystem integration. Over the course of six meetings — four Innovation Panel and two IP Working Group sessions — the panel engaged 12 external speakers from key EU institutions and agencies, including DG EAC, DG RTD, DG GROW, DG CONNECT, the European Research Council (ERC), the European Union Intellectual Property Office (EUIPO), the European Patent Office (EPO), the European Cooperation in Science and Technology (COST), the Enterprise Europe Network (EEN), the European Innovation Council and SMEs Executive Agency (EISMEA), the European Association of Research and Technology Organisations (EARTO), and IMEC/Joint Research Centre (JRC). The panel facilitated knowledge-sharing on KIC innovation strategies, programmes, calls and projects, and completed two strategic surveys on EIT Innovation Principles and intellectual property (IP) strategies. Among its headline achievements, the panel published the 2025 Innovation Guide, contributed to an EIT statement on the European Commission’s Innovation Act, and provided input that was recognised in the European Commission’s Apply AI and AI in Science strategies. The panel also strengthened cross-panel collaboration through two joint meetings with the Business Creation Panel, co-hosted with the IP Working Group an EIT–EPO webinar on IP commercialisation, and saw two KIC innovation projects featured at the European Commission Research and Innovation Days held in September in Brussels. Notably, EIT Food served as a testbed for DG RTD’s IP Code of Practice, making it the first organisation to pilot this framework, while the EIT–EEN Cooperation Guidelines were formally established, creating a structured pathway for scaling innovations across the European ecosystem.

The **EIT KICs Business Creation (BC) Panel** supports community cooperation on the business creation 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 European Investment Fund (EIF) and the European Innovation Council (EIC), and ad hoc monitoring of KIC fund initiatives. Throughout 2025, the EIT Dealroom¹⁰ platform was updated with quarterly lists of KICs supported startups / scaleups. In Q2 2025, the EIT KICs Business Creation Guide 2025¹¹ was published.

Through the work of the EIT–KICs Innovation and Business Creation Panels, the EIT promoted and facilitated synergies with other European Commission 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, the Joint Research Centre (JRC), Erasmus+, the Digital Europe Programme, InvestEU, Creative Europe, EUIPO, EPO, ERC, EEN, COST, and the Copernicus Programme).

The empowerment of **women entrepreneurs** is an EIT Community objective. All EIT's KICs are committed to increasing the number of women in the entrepreneurship and innovation ecosystems and support incorporation of gender dimension into innovation programmes. In 2025, the EIT exceeded its Gender Equality Plan target of 25 % women CEOs or owners of the EIT KICs-supported startups and scaleups, reaching **28 %**, and 25 % GEP target of women CEOs or owners of startups created of/for innovation, reaching **26.1 %**. To complement these efforts, the EIT expanded 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. “Supernovas” is the only programme in Europe that trains women with STEM backgrounds and matches them with venture capital opportunities: **Women2Invest**; only bootcamp in Europe that trains and offers mentorship to women in VC: **VC Academy**; high-quality bootcamp designed for both novice and experienced business angels, with European reach: **BA Academy**; only programme in Europe focused on internationalisation of women-led scaleups: **RocketUp**.

EIT Supernovas cooperated successfully with, among others, the EIB, EIF and with EIC on the Women Leadership Programme. To date, the EIT Supernovas has **trained more than 520 women in investment** and **supported more than 100 women-led startups** from 23 countries, with **€86 million investment attracted**.

In 2025, **EIT Alumni** further strengthened its role as an engaging, impact-driven community, advancing Cross-KIC collaboration and reinforcing its position within the broader EIT ecosystem. Building on its evolving governance model and strategic alignment efforts, the community reinforced its knowledge-sharing events and deepened cooperation across KIC alumni networks. Key highlights included the successful organisation of *EIT Alumni CONNECT 2025* and the introduction of the “*Road to CONNECT*” series, alongside multiple local events across Europe, fostering networking, collaboration, and visibility. Throughout the year, EIT Alumni actively participated in major international events such as *Web Summit*, *Slush*, and the *Women and Girls in STEM Forum*, increasing its global outreach and showcasing innovation across sectors. The community also continued to expand its portfolio of initiatives, including alumni-led meetups, thematic workshops, and networking formats such as Data & Pizza events, while strengthening partnerships and collaboration opportunities within the innovation ecosystem.

By the end of 2025, the EIT Alumni community remained an active and growing network of over 20 000 members, continuing to connect talent across disciplines and geographies, and playing a key role in driving innovation, collaboration, and impact across Europe.

¹⁰ <https://eit.dealroom.co/>

¹¹ https://www.eit.europa.eu/sites/default/files/2025-07/EIT%20Impactful%20BC%20Guide%202025_updated.pdf

EIT Community (cross-KIC) cooperation further progressed in 2025. EIT Community activities focus on priority areas where cooperation between KICs can multiply the EIT’s impact and results, allow for thematic or administrative cooperation, and respond to EU policy priorities. EIT Community activities at cluster level contribute to the EIT core KPIs or provide efficiency gains through joint KIC activities. Six EIT Community clusters (Strategic Access to Finance, Strategic Outreach, Shared Services, Strategic Synergies, Strategic Education, and Strategic Regional Innovations) successfully implemented their activities. Additionally, the call for 2026–2028 was launched in Q2 2025 and resulted in a funding allocation decision for €80 million for four Cross-KIC clusters (EIT Regional Innovation & Internationalisation, EIT Innovation & Business Creation, EIT Entrepreneurial Education & Skills, and EIT Shared Services – Centre of Operational Excellence) by the EIT Governing Board in November 2025.

The objective of the **EIT Global Outreach agenda** in 2025 was to continue strengthening the position of the EIT as a global innovation community through a series of activities for KIC partners and KIC-supported startups and scaleups in Israel, the United Kingdom, Silicon Valley (closed at the end of 2025), and other key global innovation locations (Japan, Brazil, etc.), without opening additional physical hubs. Under the supervision of the EIT Governing Board and in close coordination with the European Commission (DG EAC and the European External Action Service (EEAS)), the EIT provided guidance and monitored the individual global activities of its KICs in line with the EIT Framework for Global Outreach Activities.¹²

Actions	Indicator [KPI]	Target	Achievements/results
#21 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 clusters All GAs Amendments signed by Q1 2025 for FA 2025 GA 2023-25 decommitments for GA 2023-25 are made in 2025 Q4 Call for EIT Community grants 2026-28 Selected GAs are signed before end of 2025, and all GAs ready for signature by Q1 2026 2023-25 GA interim reports are assessed within 90 days	EIT Community portfolio monitoring as per the EIT Monitoring Plan conducted Additional 2025 allocations decommitment for GAs 2023-25 were made Call for 2026-28 launched and evaluated. GB decision on funding allocation 2026-2028 made. Interim payments the KICs for 2023-25 made.
#22 EIT Pillars Panels	Implementation of the individual EIT Pillar Panels covering Business Creation, Innovation,	4 meetings for each Pillar Panel with relevant agendas	Annual reports on the work of the EIT Pillar Panels (Education, Innovation, Business Creation) against agreed annual Pillar panel

¹² https://www.eit.europa.eu/sites/default/files/2022-38_20221214_gbwp_strategic_framework_for_global_outreach_activities-min.pdf

	<p>Education and RIS to enhance EIT impact and best practice sharing.</p>	<p>Identifying potential, set up and follow up of synergies with key organisations of Horizon Europe</p> <p>Panels work programmes approved and implemented</p> <p>Priority actions implemented: Education Strategy, RIS venture booster and new KIC themes</p>	<p>priorities and SPD priorities for each Pillar delivered.</p> <p>Report from established synergies and achieved results of collaboration with EUIPO and EPO delivered.</p> <p>Updated Education strategy for 26–27 and 28 onwards delivered.</p> <p>Concept for RIS venture booster delivered.</p>
<p>#23 Horizon Europe pillar III synergies, EIC-EIT complementarity and synergies with EU programmes</p>	<p>Facilitation of an increased level of complementarity and concrete synergy actions between EIT other Horizon Europe programmes</p>	<p>Collaboration as per EIT-EIC Memorandum of Cooperation and agreed joint operational work plan</p> <p>EIT-EIC Board level WG effectively supported.</p> <p>EC pillar III Director’s meetings effectively supported</p> <p>Design concrete synergy actions with JRC, ERC, missions and European Partnerships.</p>	<p>EIT-EIC joint working group met on 12 November 2025 and discussed results and future ways of co-operation.</p> <p>Pillar III Directors meetings took place regularly in 2025, where the EIT provided comprehensive updates on EIT activities, results and upcoming opportunities.</p>
<p>#24 New European Innovation Agenda</p>	<p>Timely and impactful implementation of the DTTI to train 1 million talents by 2025</p> <p>Timely and impactful implementation of the Next Generation Innovation Talent Scheme</p>	<p>Timely implementation of the Initiative and achievement of milestone to ensure 1 million talents are trained by end 2025</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>People trained according to the approved timeline, methodology and learner certificates</p> <p>EIT KIC education and training programmes included within the Catalogue of the Deep Tech Talent Initiative</p> <p>Next Generation Innovation Talent Scheme under implementation and</p>

		The Next Generation Innovation Talents Scheme in place	contributing to the overall target
#25 Develop the EIT Alumni community	EIT Alumni community multiplies EIT impact and visibility	<p>EIT Alumni Business Plan 2025 approved and contributes to EIT’s objectives with clear strategy, membership policy, financial sustainability strategy and value creation,</p> <p>Via its Observer Role in the Alumni Board, EIT ensures that EIT Alumni strategy and governance reviewed, ensuring it represents the broader EIT Community and operates effectively and efficiently</p>	<p>The new streamlined strategy regarding EIT Alumni implemented. Alumni activities integrated within the Work Programme Talent in the education cross-KIC cluster.</p> <p>Minutes of EIT Alumni quarterly Board meetings</p>
#26 EIT Global Outreach	Effective EIT Global Outreach in alignment with EU priorities and framework	Portfolio of EIT KIC global outreach activities is monitored, ensuring it is fully aligned with EIT Global Outreach Strategic Framework, including EIT community hubs and up-to-date mapping of EIT Community and KIC individual global outreach activities	Cross-KICs and individual global outreach KIC activities in line with EIT Global Outreach Framework achieved for 2025.

1.4 EIT Governance and Corporate Communications

Effective EIT Governance and Management

In 2025, the EIT ensured the effective functioning of the EIT’s governance structures (including the 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 2025 and its budget implementation, as adopted by the EIT Governing Board and in compliance with the regulatory framework. The EIT secured adequate coordination of its operational activities, strategic policies, stakeholder engagement, and the development of the EIT’s overall strategic objectives, as set out in its Strategic Innovation Agenda 2021–2027. In June 2025, the European Commission appointed four new Governing Board (GB) members, concluding the selection process started in

2024. As the mandates of a further seven members will expire in June 2026, the EIT launched in autumn 2025 a new Call for Expressions of Interest to extend the mandate of six members for another two years and reappoint a substitute member for another four years, as set out in the EIT Regulation.

The EIT Governing Board released its updated vision in July, outlining concrete steps such as a new KIC model and proposals to strengthen the EU innovation ecosystem to boost Europe’s competitiveness under the next EU long-term budget (Multiannual Financial Framework) running from 2028 to 2034.

In 2025, the Member State Representatives Group (MSRG) Secretariat further consolidated collaboration with the Member State Representatives Group. The revised MSRG Rules of Procedure were adopted in September 2025 to further streamline collaboration, including the MSRG’s involvement in the EIT decision-making processes. The MSRG Secretariat continued sharing relevant country-level and general data and information about the EIT Community and relevant opportunities available to national stakeholders. Three meetings were organised in 2025: the first online meeting in April, the second ad hoc explanatory session related to the EIT future vision in July, and the third physical meeting at the EIT House in Brussels.

Actions	Indicator [KPI]	Target	Achievements/results
#27 Effective and efficient conduct of EIT GB meetings, EIT management and EIT decision-making	Effective EIT Governing Board (GB), Executive Committee (ExCo), Audit Committee (AC), GB Advisory Group (AG) and management 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 GB AGs.	GB, ExCo, AC, AG and Hearing agendas, minutes and decisions adopted, and GB decisions published on the EIT website
	Timely approval of GB Decisions	GB Decisions adopted in line with the strategic, operational and administrative needs and deadlines	Agenda and Action Points of Advisory Groups Newsletters (Highlight) for the GB
	Effective EIT management	Effective mobilisation of GB Members in working and advisory groups	Finalised selection report of EIT GB members
	Effective selection and onboarding of up to 4 new EIT GB members	2024 Consolidated Annual Activity Report (CAAR) for preparation	SPD 2026-2028 preparation and approval
	Launch of selection of new GB member who will be leaving the GB in 2026	Draft SPD 2027 – 2029 preparation	Weekly management meetings 4 quarterly reviews conducted
	Effective EIT management meetings and internal communications	4 all staff meetings organised	

		Effective and timely planning monitoring and reporting	
#28 Development of the EIT strategic input following mid-term review	EIT GB provides strategic input to the EU institutions for FP10	<p>2 meetings of the ExCo dedicated to the EIT strategic contributions development</p> <p>EIT GB contribution to FP10</p>	<p>In September, the EIT Governing Board provided its formal contribution to the MFF consultation process in the form of the EIT Strategy Vision.</p> <p>The EIT GB also provided its contribution to the Startup and Scaleup Strategy in April and endorsed EIT's statement to the EU Innovation Act in October.</p>
#29 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>Forum meetings action point implemented in a timely manner</p> <p>Positive feedback from Forum meetings/ CEOs</p>	<p>Four EIT - KIC Forum meetings took place, three online (6 March, 9 September and 30 October) and one in person in Brussels (22 May).</p> <p>Action points indicating deadline and responsibilities are circulated after each meeting.</p>
#30 Member State Representative Group (MSRG) contributes to EIT decision making	Effective MSRG positively contributing to EIT governance and increased 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>Two regular meetings (one online and one onsite) as well as one information session on EU GB Future Vision paper were organised</p> <p>Amended MSRG Rules of Procedure adopted</p> <p>Summary Records of Meetings published on EIT website</p> <p>Enhanced understanding of EIT's mission and activities by Representatives</p>
#31 Cooperation with EU Agency Network and synergies, including outsourcing	Effective participation in EUAN, including the Troika 2023-2026, positively supporting the EUAN strategy	Effective participation in the EUAN Troika with CEPOL in 2025 through the implementation of the priorities of the	<p>Steering Board coordination meetings minutes</p> <p>Participation and organisation of the EUAN Assembly in Brussels in February 2025 and</p>



	<p>implementation and benefit from shared services</p>	<p>EUAN strategy and Assemblies</p> <p>Shared services pilot initiative with other EUAN members implemented</p>	<p>participation in the EUAN Assembly in November 2025</p> <p>Shared Services pilot interim assessment concluded</p> <p>Preparation of MoU on Shared Services with EFSA, ENISA and EIT</p> <p>Delivery of 23 training sessions on Artificial Intelligence to the EUAN</p>
<p>#32 Implementation and Coordination of the EIT Internal Control Framework and implementation of the MoU with DG EAC</p>	<p>Efficient and Effective internal control system</p>	<p>All Agency operational; financial and administrative SOPs are updated</p> <p>90 % of the baseline Internal Control indicators set for 2024 are met</p> <p>Critical risks are identified in the Annual Work Programme and action plans to address them are in place, review as part of the Annual Activity Report</p> <p>Maximum 3 re-current exceptions/internal control weaknesses reported in 2025</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>Cooperation, submission of information/documents as per the MoU with DG EAC</p>	<p>Updated SOPs</p> <p>Register of exceptions and non-compliance</p> <p>ICC Report for 2024</p> <p>Reports to EU institutions</p> <p>ECA and IAS audit action plans status reports</p> <p>Budgetary-financial reports, documents</p> <p>Information timely submitted to DG EAC</p> <p>No recurrent irregularities reported in 2025</p> <p>All IAC and IAS recommendations implemented. 50 % of ECA recommendations closed.</p> <p>All reports to EP, ECA and Council submitted in time.</p> <p>EIT submitted all required reports as per the MoU with DG EAC</p>

#33 Anti-fraud coordination	Efficient and effective implementation of the EIT's AF Strategy 2024 - 2026	EIT 2024 -2026 Anti-Fraud strategy and action plan under implementation Follow up of recommendations from OLAF reports	EIT 2024 - 2026 Anti-Fraud strategy and action plan implemented according to the plan Implementation of recommendations from OLAF reports Report to GB and EIT management on implementation of the EIT's Anti-fraud strategy and OLAF cases
#34 Implementation of EIT horizontal agendas	The EIT Gender Equality Plan and Sustainability Action Plan are effectively and efficiently implemented	KPIs for 2025 outlined in the EIT Gender Equality Plan are met. Timely and effective implementation of sustainability action plan, incl. priorities of building management, missions and mechanism to offset remaining emissions	2025 EIT GEP annual report prepared, against plans, with targets met. The EIT implemented the following actions in the sustainability action plan: recurrent monitoring of the impact of missions, investigated the options how to improve energy efficiency, promoted the use of bikes for commuting and organised tree planting event in 2025.

Communications

In 2025, Members of the EIT Governing Board, the EIT Director and the Management Team represented the EIT in 129 public events and meetings, both online and across Europe. These offered unique opportunities to present EIT activities and opportunities to engage with the EIT Community across Europe to various audiences in the Member States.

To further engage with stakeholders and target audiences, the EIT and the EIT Community organised the EIT Education and Skills Days 2025, a two-day event with over 500 participants, including innovators, educators and decision-makers, to foster collaboration and shape the future of education and skills across Europe, equipping learners of all ages with the skills needed to thrive. Another highlight was the EIT Innovation Awards, bringing together three flagship EIT Community initiatives that showcase and celebrate the most promising early-stage innovators, the most successful entrepreneurs and the most inspiring leaders nurtured by the EIT Community, serving as a testament to the EIT's mission: the EIT Awards, the EIT Jumpstarter Grand Finale and the EIT Red Kalyana Awards.

In 2025, the Network of EIT National Contact Points (NCPs) was continuously supported, with 109 NCPs from EU Member States, Horizon Europe Associated Countries and third countries (altogether 63 countries). They received regular updates on EIT Community events, opportunities and achievements via the EIT NCP Secretariat's periodic

email alerts. The first annual meeting between the EIT NCP Network and the EIT Community took place in June 2025 in Kraków, where the EIT gave an overview of the 2024 results and 2025 priorities and highlighted the roadmap for collaboration in 2025. The second annual EIT National Contact Points meeting took place in Brussels in December. Moreover, the grant agreement for an EIT NCP Coordination and Support Action (CSA) entered into force on 1 October 2025. Overall, the collaboration between the EIT Community and the EIT NCPs was fruitful, and the EIT NCPs were satisfied with the material provided by the EIT NCP Secretariat.

In 2025, the EIT continued to strengthen the visibility of the EIT Community among stakeholders and new audiences across the European innovation landscape through a coordinated mix of communication and engagement channels. Communications followed a focused approach, ensuring clearer storytelling, stronger brand alignment and greater coherence in key messages. Social media content in 2025 focused on showcasing the impact of the EIT Community, **aligning communication more closely with EU policy priorities**. Content highlighted the EIT’s core work through startup success stories, innovation breakthroughs, education and skills initiatives, and ecosystem partnerships. New collaboration and promotional tools, including **influencer collaborations and targeted regular paid social media campaigns**, were explored to broaden the reach of key messages. Throughout the year, communication regularly featured **testimonials from innovators and partners** across the EIT KICs. The new content approach led to a significant increase in social media followers, including 16 674 new followers on LinkedIn (up 17 %) and 1 922 new followers on Instagram (up 20 %). X (formerly Twitter) did not record an increase in followers, likely due to the rebrand and the significant decline in user activity across the platform. Facebook also remained virtually unchanged, with a slight decrease, likely for the same reason and due to the active closure of accounts on Meta platforms.

The EIT further strengthened its relations with media, building on the sectoral and national outreach approach introduced in previous years. This proved particularly effective around flagship moments such as the **EIT Innovation Awards 2025**. The Awards generated **102 media articles across EU and national outlets**. Other major announcements also contributed to sustained media visibility. The **designation of the new EIT Water KIC** generated **over 100 media articles**, including Tier 1, Tier 2 and specialised sector outlets across Europe. The announcement was supported by a press release and targeted outreach to innovation and water-sector media, significantly increasing visibility for the EIT’s activities in addressing Europe’s water challenges. The campaign was amplified through social media and **collaboration with EU affairs influencers**, extending the reach of the announcement to new digital audiences. The EIT also strengthened its positioning in Europe’s skills agenda through the **EIT Education and Skills Days**, which highlighted new initiatives such as the **European Advanced Materials Academy**.

A stronger set of **branding requirements** was introduced for EIT Community initiatives with the goal of enhancing the overall visibility and recognition of the EIT. The requirements were implemented as part of the brand alignment project throughout 2025 and have paved the way for the introduction of an increased number of communication deliverables under the business planning process for the 2026–2028 KIC and Cross-KIC business plans.

Actions	Indicator [KPI]	Target	Achievements/results
#35 Develop and manage EIT Communications Framework	Implementation of EIT Communication strategy and plan	Adoption of the annual Communication Plan Effective implementation of Specific Contracts and activities to deliver the plan	External Communications Strategy 2025-2027 setting the frame for yearly communication activities was adopted in April 2025



		<p>Coordination and optimisation of EIT Community Communications Framework</p>	<p>7 dashboards presenting the communications and engagement results (regular monthly updates from May)</p> <p>Effective and efficient implementation of Communications and Events Framework and Specific Contracts was ensured. The tender dossier for new communications FWC was prepared</p> <p>EIT Community Communication Guidelines and key messaging was continuously reinforced and communicated to internal and external stakeholders (KICs in particular)</p> <p>Database of success stories was regularly updated including currently 52 stories</p>
<p>#36 Coordination of Communications Channels and Tools</p>	<p>Increased awareness and understanding of the EIT, its activities and results among EIT audiences</p>	<p>Create engaging and impactful EIT content for distribution across relevant channels and tools</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>12 EIT key messages, LTTs, FAQs and materials (corporate presentation) were regularly updated</p> <p>Eight targeted newsletters to stakeholder groups, incl. five activity reports (EIT Highlights) to GB and Commissioners sent</p> <p>Publishing of 68 EIT online publications including news articles and press releases.</p> <p>Management and update of EIT Community results, opportunities and events on the EIT website to facilitate access to relevant information from the EIT Community, including 22 success stories, 88</p>



			<p>opportunities and 34 event pages</p> <p>Website content and multilingualism function in 24 EU languages in place</p> <p>EIT Community brand alignment project successfully completed with reinforced guidelines and branding audit across the EIT Community Initiatives</p> <p>14 press releases for key EIT and EIT Community announcements</p> <p>1 press event organised</p> <p>3 media placement campaigns executed</p> <p>Response to all press queries</p> <p>Impactful social media posts</p> <p>Launch of creative campaigns to increase engagement including the use of influencers and testimonials (EIT Water campaign), the 15 years of EIT Campaign with attractive visuals and videos for the EIT Awards campaign.</p>
<p>#37 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-impact events and meetings in line with the Stakeholder Plan, with focus on the European Commission European Parliament and Council/Member States.</p> <p>Boost EIT visibility through organisation of targeted events for priority stakeholders</p>	<p>54 briefings to support EIT GB members and EIT Director's participation in 44 high-level events; 32 briefings to support EIT GB members and EIT Director's participation in high-level bilateral meetings.</p> <p>Monthly EIT Community Event overviews shared with the EC with ensured online access to the calendar</p> <p>The EIT Innovation Awards event was held in Budapest on 25 November, annual EIT -</p>



			<p>EC services meeting took place in January. Four additional dedicated events in Member States and in Brussels, including the EIT Water Info Day, Online EIT Water Info Session, EIT Education and Skills Days, and Danish Roadshow.</p> <p>Thirty-five bilateral meetings and exchanges were held with selected stakeholders including representatives from EU institutions, national, regional and sectoral R&I stakeholders based in Brussels</p>
#38 EIT NCP network	Further strengthen operations of EIT NCP network	<p>EIT National Contact Point network enhanced and EIT NCP secretariat performs efficiently and effectively</p> <p>CSA awarded and concluded with the beneficiaries, prefinancing payment carried out in Q2 2025</p>	<p>EIT NCP network maintained with 2 in-person meetings</p> <p>CSA grant awarded</p>

Effective administrative services

In 2025, the EIT implemented to a large extent its Procurement Plan, IT Master Plan, Recruitment Plan and Training Plan.

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.

Budget implementation and financial management were executed effectively, with financial transactions and reporting completed as planned. The payments implementation rate reached 100 % for the C1 fund source and 97 % overall. Late payments were reduced to 4 %, remaining below the 5 % threshold. Compared to 2024, performance improved, with budget implementation reaching 100 % for the C1 fund source and 99 % across all fund sources.

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.
- 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
#39 Procurement and contracting plan implementation	Procurement procedures completed in a timely manner and EIT contract portfolio managed according to sound financial management	Min 85 % procurement procedures completed in line with the adopted procurement plan by end of Q4 2025 (subject to the initiation of the operational units) including 100 % of the prioritised procurement procedures	Contracts are registered in ABAC / ABAC LBC New procurement procedures are concluded in PPMT. Updated procurement plan Contracts concluded and implemented in line with procurement plan
		2025 Procurement Plan is updated twice a year basis.	No procurement procedures with complaints/court.
		97 % of procurement procedures without formal complaints/court cases	SOP and Procurement Guides on intranet.
		Publication of contracts awarded in the previous year on the EIT website by end of Q2 2025	Annual publication of list of contracts in Q1/2025.
		Procurement procedures up-to-date and high level of staff awareness	Procurement training provided.



		Effective support and advice provided to OIAs	
#40 Expert management	Effective support across the EIT through the recruitment and deployment of independent experts managed smoothly and in a timely manner	<p>Approx. 40 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>Timely contracting, deployment and payment of expert was implemented. Moreover, as well transition to eExperts took place.</p> <p>The revised experts management policy and SOP was utilized under a revised EIT expert management structure within the EIT.</p>
#41 Budget	High level of absorption of EIT funds	<p>> 95 % of non-grant commitment and > 90 % payment appropriations absorbed by Q4</p> <p>Effective budget reviews and amendments</p> <p>ABAC assets and effective functioning of Asset Retirement Committee to remove written off items</p>	<p>99 % of non-grant commitment and 95 % payment appropriations absorbed by Q4</p> <p>Quarterly budget implementation vs forecast reports per unit including reports on late payments and reporting to EC in line with MoU</p> <p>Budget amendments, transfers in place</p> <p>Asset Retirement Committee minutes and decision on write off</p>
#42 Finance	Legality and regularity of commitments and payments ensured	<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 5 %</p> <p>Contribute to the validation of local system performed by DGBUDG by the deadline set</p>	<p>Updated delegations</p> <p>Salary payments via PMO</p> <p>Regular Finance trainings</p> <p>Finance SOPs up to date</p> <p>Annual verification of ABAC access rights</p> <p>SUMMA transition initiated as per the transition timeline.</p>

		Transition plan to SUMMA implemented	
#43 Accounting	EIT annual accounts adopted, without comments	<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>Quarterly accounting control report</p> <p>EIT accounts</p> <p>Report on annual inventory check</p> <p>Asset Retirement Committee minutes and decision on write off</p>
#44 Data Protection and document management	<p>The EIT is fully compliant with Data Protection Regulations and effective system to implement the rules in its operations.</p> <p>Effective implementation of EIT Decision on Document management and Policy on archiving</p>	<p>DPO is designated and fully trained.</p> <p>Data Protection Action Plan is implemented, privacy statements and data protection records included in the EIT inventory prepared by the data controller with the support of the DPO.</p> <p>EIT data protection framework, incl. decisions up to date</p> <p>Data breaches minimised and followed up in case they occur</p> <p>Timely response to access to documents requests</p> <p>Effective DMO in place, incl. effective handling of sensitive documents.</p> <p>Ensure proper maintenance of documentation, in ARES</p>	<p>Privacy statements and data protection records are published in the records register on the EIT website</p> <p>Data protection training for newcomers and to all staff ensured</p> <p>Access to document request addressed</p> <p>Electronic and physical archives up to date.</p>
#45 Legal support	High level of compliance with the requirements of the EIT and HE legal framework	Timely and effective handling of all legal requests by EIT management, complaints, and proceedings (via	Legal review of GB and EIT decisions and formal complaints

		<p>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>Monitoring of EIT trademark</p>	<p>Provision of legal information and training to EIT staff members</p> <p>EIT trademark monitoring</p>
#46 Building management	<p>EIT premises in Budapest and EIT Liaison Office in Brussels run effectively and create a positive work environment</p>	<p>Effective overall maintenance of office space at EIT in Budapest and Brussels</p> <p>Efficient health and safety measures</p> <p>Staff work environment measures implemented</p> <p>Keep up to date the security and fire safety rules and provide training to the staff (e.g. first aid training and annual fire inspection drill)</p> <p>EIT security policy implemented</p>	<p>Effective office maintenance</p> <p>Reports on security incidents if needed, safety training to the staff</p> <p>Work environment measures implemented</p> <p>EIT security policy implemented</p>
#47 Ensure compliance with Staff Regulations	<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 Q4)</p> <p>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</p>	<p>Overview table on implementing rules</p> <p>Decisions and implementing rules</p> <p>Finalised appraisal exercise and reclassification exercise</p> <p>e-HR services for all forms and procedures</p> <p>Timely implementation of the payroll</p> <p>Timely implementation of individual rights and working conditions</p>

		<p>conditions: Zero delays in the payroll process-Less than 2 % error rate</p> <p>Timely processing of individual rights and working conditions</p>	
#48 Attract and maintain high quality staff	<p>EIT is fully staffed in line with its Establishment Plan</p> <p>Effective training, skill and competence development for EIT staff</p>	<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>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 timely management of trainee contracts</p> <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>Competency Framework outline</p>	<p>Posts filled according to the adopted recruitment plan</p> <p>EIT vacancy notices and reserve lists</p> <p>Onboarding checklists and exit interview database</p> <p>Interims contracted in line with the organisational plan</p> <p>Trainees recruited in line with the organisational plan</p> <p>In-house training sessions completed according to the approved timeline indicated in the training plan</p>
#49 Staff Committee	<p>Involve staff committee efficiently and effectively in related policies (decisions, social policies)</p>	<p>Timely dialogue and consultation with SC in relevant staff-related policies</p> <p>Effective dialogue with staff committee on priority topics raised</p>	<p>Staff committee opinions</p> <p>Social Policies on staff well-being</p> <p>Implementation of priority measures</p> <p>Number and quality of social activities implemented</p>

		Priority measures agreed between the EIT staff committee and EIT management implemented	Regular meetings with EIT DIR and EIT Admin/HR Involvement of Staff Committee representatives in Staff Selection and relevant committees (e.g. JRC etc)
#50 Social policies and work environment	Increased attractiveness and improved work environment for EIT staff	Timely and effective implementation of the schooling policy, and public transport policy Medical check-ups provided to staff on an annual basis and for new recruitments Social policies updated and implemented Timely planning and implementation of activities of the Social Committee	Update and implementation of social policies Schooling policy implementation Recruitment, ad hoc and annual medical checks. Social committee actions implemented: quarterly social committee evening activities, EIT Summer BBQ 2025, EIT Xmas party 2025, and EIT Away Day 2025
#51 Provide adequate IT Governance and Management	Effective IT Services, governance and Management	Make general and individualised IT systems (hardware and software) permanently available to all staff as required and operate at a high level of efficiency and effectiveness Conduct one annual satisfaction survey among all staff 90 % assets monitored 90 % maintenance operations done 4 ITSC meetings AI act implementation ensured	Available IT systems to all staff and external users 99.99 % Annual Report of responsibilities for IT tools, ICT Strategy, Policies, SOP and functions to ITSC. Reports on IT significant incidents, availability, Master Plan, Satisfaction Survey to ITSC Quarter Reports ITSC meetings to Management AI Large Language Models assessed, and AI act implemented
#52 Ensure high level of IT security	Implementation of high level of Cybersecurity	Meet provisions of the Cybersecurity regulations	Contribute to Risk register Identifying the Existing or future risks to ICC



		incl. risk assessment in place Maturity assessment in place Compliance assessment in place Data Protection Impact Assessment in place Cybersecurity Plan in place Backup Plan in place Disaster Recovery Plan in place	Report on Assessments, audits, phishing exercise, red team exercise, Penetration test, to ITSC Report on Backup and restore incidents to ITSC Report on Implementation of the Cybersecurity Action Plan to the ITSC
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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 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 2025, 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 2025, the **EIT GB held four ordinary meetings and one extraordinary meeting**, including the hearings of the five KICs in the context of the allocation of EIT financial contribution to KICs for 2026-2028. 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 2025, the EIT Governing Board **launched a selection procedure to recruit four new members** on 18 June 2024. Following the selection procedure, the Board approved the list of shortlisted candidates to be appointed as members of the EIT GB on 06 March 2025. On 10 June 2025, the European Commission appointed four new members of the EIT Governing Board. As the mandates of further seven members will expire in June 2026, in Autumn 2025, the **EIT launched a new Call for Expressions of Interest to extend the mandate of six members** for another 2 years and **reappoint a substitute member** for another four years as set in the EIT Regulation.

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 five waves of KICs. Furthermore, a GB Advisor was appointed for the MOC KICs. The Rapporteurs and Advisors participated in face-to-face and 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 2025, the **EIT GB adopted 30 formal decisions**, which can be consulted on the EIT's website.¹³

In order to gain strategic advice on several key initiatives and matters of the EIT, the GB Advisory Groups continued operating. The composition of 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 2025, the GB Advisory Group for Selecting New Members of the EIT GB following the 2024 call concluded its operations

¹³ https://eit.europa.eu/library?f%5B0%5D=document_type%3A80

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 2025, the EIT Community has grown to over 2 420 partners and **more than 70 hubs**, which collectively have by now put over **2 450 innovative products and services** on the market, trained several thousand entrepreneurs and supported **over 9 900 startups and scaleups that attracted almost €10 billion in investments**. Furthermore, eight unicorns have been created with support from different KICs.

In November 2025, the EIT chose the winning consortium to set up **EIT Water**, the **new KIC in the water, marine and maritime sectors and ecosystems**. This marked a major step towards securing the continent's water future and delivering innovations that can respond to the environmental, economic and social pressures affecting Europe's water systems. The EIT's tenth KIC will apply an integrated approach across freshwater, marine and maritime sectors and ecosystems to solve water-related challenges. EIT Water will support entrepreneurial education and skills development, innovation projects as well as business creation by connecting innovators, researchers and educators to Europe's largest innovation network.

The **EIT Awards** Ceremony took place during the **EIT Innovation Awards** event held in Budapest on 25 November 2025, together with the EIT Jumpstarter Grand Finale and the EIT Red Kalyna Awards. The joint **European Prize for Women Innovators** ceremony took place in April 2025, rewarding three remarkable women from the EIT Community, and the 2026 call for the joint European Prize for Women Innovators was launched in June.

Subsequent to EIT's signature of the Memorandum of Cooperation (MoC) with the **"first wave KICs,"** Climate KIC, 28DIGITAL and InnoEnergy in August 2024, all three KICs successfully applied for grant funding supporting 'MoC' Activities. In 2025, each KIC therefore not only continued to align itself with the EIT model and remained part of the EIT Community, but undertook EIT-funded entrepreneurial education, RIS and maintenance of their innovation ecosystems. On 7 August 2025, the KICs were invited by the EIT to submit proposals for '2026-2027 Activities' that also included 'business creation.' Proposals' evaluation by independent experts resulted in EIT requirements being transmitted in early 2026.

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. In 2025, the allocation decisions were made to cover a second multiannual funding cycle for 2026-28 by the EIT Governing Board. These covered **KIC Business Plans**, joint EIT Community activities, and for the EIT Higher Education Institutions (HEI) Initiative (Call HORIZON-EIT-2025-KIC-IBA). Following this allocation decision, EIT awarded €336 million for the EIT HEI program and for EIT Urban Mobility in 2025. In 2026, an additional award of €643 million will be implemented based on the initial allocation. The total EIT budget made available for grants under the **two multiannual funding allocations by the end of 2025 was €1.859 billion**.

A **close collaboration** aimed at identification and implementation of 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), CEPOL, and the European Innovation Council (EIC).

In particular **EIT – EIC collaboration** further progressed in 2025. The EIT-EIC Joint Board-level Working Group met on 12 November 2025 and discussed results and future ways of co-operation. 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 again 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.

In September 2024, the EIT, together with the EIC, launched a joint **Internship Scheme (InnoNext)** aiming at funding innovation internships for researchers and students over a two-year period in companies supported by the EIC and EIT. InnoNext is a joint initiative of EIT and EIC together with MSCA (Marie Skłodowska-Curie Actions) and ERC (European Research Council) that offers fully funded internship placements connecting talented researchers, students, and innovators with startups and small to medium-sized enterprises (SMEs) across Europe. To date, 100 internships across EU and associated countries have been supported.

The EIT's **Supernovas** programme collaborates with the EIC's **Women Leadership Programme (WLP)** to offer women entrepreneurs access to mentoring, coaching, and leadership training plus a strong network. For example, the EIC will refer WLP participants to the SUPERNOVAS 'RocketUp' internationalisation programme. Conversely, EIT Supernovas will not incur any financial costs when participating in the EIC's WLP while EIT will select participants (i.e. EIT-supported women entrepreneurs) to join the WLP cohort.

The **Fastrack mechanism** to the EIC Accelerator continued to support several KICs in submitting supported startups and scaleups. **A total of 176 EIT supported companies were selected for EIC Accelerator since 2022** through the Fast Track mechanism and direct applications, which represents 15-20 % of the total number of companies advancing to the final round of EIC Accelerator selection for grant and equity funding, pending successful negotiations for each of the considered companies.

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 startups. 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, and 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 startups and scaleups**. Scaling up the model began in April 2025 with the launch of 47 HEI EIT Projects selected under the 4th Call for proposal to be implemented over the period 2025–2027. The subsequent **Call 5** further strengthened the strategic alignment of the EIT HEI Initiative with key European policy priorities. In particular, it contributes to the objectives of the **EU STEM Education Strategic Plan**, by supporting higher education institutions in expanding innovation and entrepreneurship training capacities. It also introduced a dedicated topic for **European Universities Alliances**, recognising their role in innovation ecosystems and aiming to strengthen their collaboration structures with and their long-term integration into KICs.

The **EBA Academy**, under the Recovery Assistance for Cohesion and the Territories of Europe (REACT-EU), implemented by InnoEnergy, has trained over 80 000 learners by the end of 2025. The **European Solar Academy** supports the upskilling and reskilling of people in the field of solar photovoltaic technologies, with a strong focus on employees of EU SMEs, with an aim to train 100 000 learners by end of 2027. Following the signature of the Contribution Agreement with DG GROW, the EIT signed a grant agreement with InnoEnergy in August 2024. The **European Raw Materials Academy** supports the upskilling and reskilling of people in the field of exploration,

extraction, processing, and recycling of raw materials, including SMEs, with an aim to train 100 000 learners by 2028. The **European Advanced Materials Academy** supports the upskilling and reskilling of people in the design, development and application of advanced materials, with an aim to train 200 000 learners by 2029. Following the signature of the Contribution Agreements for the Raw and Advanced Materials Academies with DG GROW and DG RTD, respectively, the EIT signed grant agreements with EIT RawMaterials within 2025.

In 2025, the EIT signed further Contribution Agreements with DG EMPL to launch call for proposals amongst the EIT KICs to start implementation of two additional Academies: the **European Wind Academy** and the **European Hydrogen Academy**, both aimed to train 100 000 learners each in their respective value chains within 3 years of 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 five years, the EIT Girls Go Circular has trained over 78000 girls, reaching over 35 European countries, and 1 000 schools across Europe. It has created the Circular Learning Space platform, hosting 25 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 2025, the EIT further advanced the implementation of its **Regional Innovation Scheme (RIS)**, significantly widening the geographical reach of EIT activities and reinforcing the EIT’s position as a leading contributor to closing Europe’s persistent innovation divide. In February 2025, the EIT published an updated EIT RIS Implementation Framework building on the results of the 2024 EIT RIS Mid-Term Evaluation. In reaction to the EIT Governing Board’s Future Vision Paper, the EIT launched a pre-pilot of a new strategic initiative – the **EIT Regional Innovation Booster (RIB)** – which aims to better integrate innovation efforts across regions, leveraging the EIT’s extensive European network, flexibility, and presence in less-developed areas. A pre-pilot of the EIT RIB was launched in May 2025 in Poland. A wider pilot will expand the EIT RIB to at least four countries from 2026. To support this, in the course of 2025 the EIT signed memoranda of understanding with Poland, Malta and Hungary.

By the end of 2025, 23 EIT Community Hubs were established, covering all EU Member States and beyond. 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 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 Rebuild Ukraine cohort of EIT Jumpstarter, led by the EIT Cross-KIC Strategic Regional Innovations Cluster in 2025, is a strategic initiative supporting Ukrainian innovators during national recovery by providing entrepreneurial training, mentoring, and pathways toward company creation. Between 2023 and 2025, Ukraine was one of the leading countries in terms of the number of applications in the programme. Altogether 400 Ukrainian applications were submitted, out of which 99 were selected for the next stages of the program and 12

prize winners were awarded. EIT Jumpstarter Next also supported three Ukrainian teams. 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 75 Ukrainian startups and SMEs in 2025.

Additionally, around 50 EIT activities were widened or specifically launched to support Ukrainian innovators including EIT HEI in which 84 Ukrainian participants were supported, or Girls Go Circular that trained 5185 Ukrainian female students by end of 2025. Moreover, 25 Ukrainian organisations participated in the Deep Tech Talent (DTTI) Initiative that trained 52956 learners in Ukraine. In solidarity with Ukraine, EIT continued the dedicated Traineeship Program to Ukrainian young professionals, adding up to 10 trainees working for the EIT between 2022 and 2025. The EIT Community Hub in Ukraine, launched at the end of 2023, continued to be active in Ukraine in 2025 as well by supporting Ukrainian businesses, entrepreneurs, and innovators by facilitating their access to the European community and opportunities network.

IV. Governance

The EIT sustained its administrative operations effectiveness and efficiency as its administrative budget for 2025 constituted 2.5 % (similarly to 2024) of the overall EIT budget managed in the financial year 2025.

Following the EIT chairing of the EU Agencies Network (EUAN), comprising of 52 EU Agencies, Bodies, and Joint undertakings between March 2024-February 2025, the EIT has remained an active member of the [EUAN Steering Board \(executive body\)](#) throughout 2025. In 2025, the EIT launched a [EUAN training series on Artificial Intelligence](#), with seven thematic sessions addressing the cross-cutting AI-specific needs of the Network. This training series saw over 800 individual participants in 23 individual training sessions between December 2024-October 2025. The series is open to all agencies taking part in the work of the EUAN and its Subnetworks. Following a pilot phase, in collaboration with two other agencies, the European Union Agency for Cybersecurity (ENISA) and the European Food Safety Authority (EFSA), the EIT also started to work on a Memorandum of Understanding on [Shared Services in the areas of HR and Legal services and Cybersecurity](#).

As a mandate of four members of the GB expired in June 2025, the EIT Governing Board launched a selection procedure to recruit four new members on 18 June 2024. Following the selection procedure, the Board approved the list of shortlisted candidates to be appointed as members of the EIT GB on 06 March 2025. On **10 June 2025, the European Commission appointed four new members of the EIT Governing Board**. As the mandates of further seven members will expire in June 2026, in Autumn 2025, the **EIT launched a new Call for Expressions of Interest to extend the mandate of six members** for another 2 years and **reappoint a substitute member** for another four years as set in the EIT Regulation.

2.3 Budgetary and financial management

Planning

The EIT's medium-term priorities were set out in its rolling Single Programming Document 2025-2027, which incorporates the annual work programme and financing decision for 2025. 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 2025 budget with an initial total amount of €425,997,598.57 was adopted by EIT's Governing Board on 17 December 2024. Three budget amendments were approved for EIT's 2025 budget increasing the EIT budget to €435,055,910.17. The implementation of revenue in 2025 is presented in the table below:

REVENUES	Executed Budget 2025
1 REVENUE FROM FEES AND CHARGES	
2 EU CONTRIBUTION	347,534,033.03
- <i>Of which assigned revenues deriving from previous years' surpluses</i>	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	78,463,565.55
- <i>Of which EEA/EFTA (excl. Switzerland)</i>	9,455,505.00
- <i>Of which third countries</i>	69,008,061.
4 OTHER CONTRIBUTIONS	8,900,000.00
5 ADMINISTRATIVE OPERATIONS	158,311.60
- <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	0.00
7 CORRECTION OF BUDGETARY IMBALANCES	-
TOTAL	435,055,910.17

In 2025, the EIT issued seventeen recovery orders, out of which two were carried over from 2025 to 2026. Eleven were cashed as follows:

- three of the recovery orders related to the 2025 European Union subsidy,
- four related to internal assigned revenue from administrative activities,
- two related to contribution agreements with DG GROW,
- one related to inter-agency balance,
- one related to MIM contribution.

The two recovery orders carried over from 2024 were processed and cashed at the beginning of 2025. In addition, one recovery order issued to CEPOL was cancelled due to an incorrect amount, and three regularisations were made to correct booking errors.

Recovery by offsetting

There were no amounts recovered under this procedure.

Implementation of internal assigned revenue

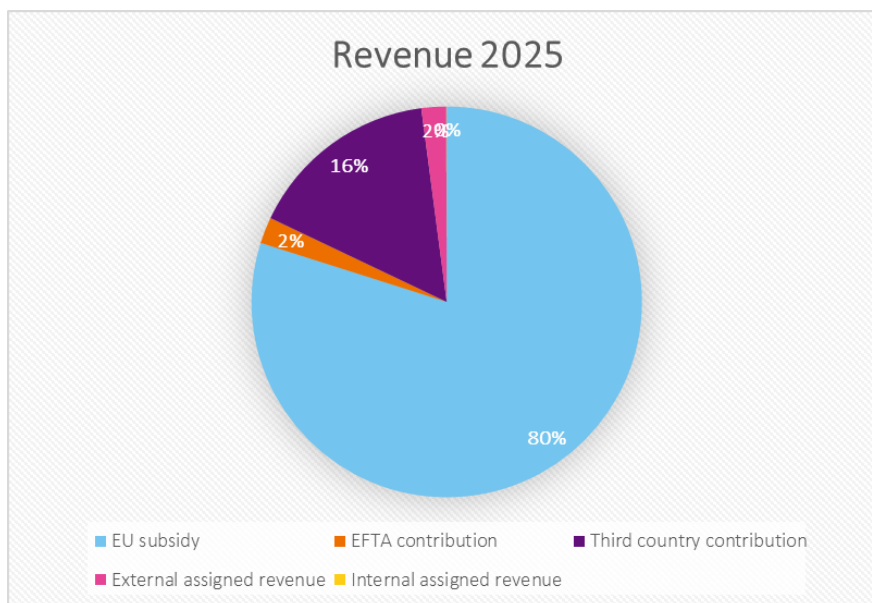
In 2025, the EIT received €158,311.60 in internal assigned revenue, representing the full amount collected from administrative activities.

Implementation of other external assigned revenue

In 2025, the EIT received €8,900,000.00 from contribution agreements.

The General Budget was the main source of revenue for the EIT in 2025, similarly to previous years.

Overview per contributor



Implementation of expenditure

In 2025, the commitment budget (Titles 1-4) of the EIT amounted to €529.087 million, an increase of €75.229 million, or 17 per cent, compared to the previous year (2024: €453.858 million). This increase is mainly due to higher amounts granted to KICs (2025: €484.362 million vs 2024: €418.535 million), and the higher amounts assigned to other grants (2025: €27.836 million vs 2024: €20.612 million).

The largest part of the commitment budget, i.e. €484.362 million (92 per cent), was allocated to grants, namely for the third-year cycle of the 2023–2025. For commitments, the EIT reached an implementation rate of 99 %, which is 4 % higher compared to 2024 (i.e. 95 %). For payments, the EIT reached an implementation rate of 97 %, which is 9 % higher compared to 2024 (i.e. 88 %).

The EIT’s administrative commitment budget is maintained on an annual basis at below 3 % of the overall EIT annual budget. In 2025, the administrative commitment budget under Titles 1 and 2 was €10.813 million, representing 2 % of the total EIT 2025 commitment budget. Out of this amount, 86 % was allocated to the staff costs on Title 1 and 14 % 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 100 %, which is 3 % higher compared to 2024 (i.e. 97 %). In the same context, payments reached 95 %, 11 % higher compared to last year.

For commitments on Title 2 (administrative expense), EIT achieved an implementation rate of 87 % cancelling €63 k, which represents 0.01 % of the overall commitment appropriations available in 2025. As for the payment appropriations, the budget consumption reached 70 %, which is 9 % higher compared to previous year, i.e. 61 %.

The budget implementation on Title 3 (operational expense) for commitments reached 100 %, which is 5 % higher compared to 2024. Similarly, for payments, the implementation rate reached 100 %, which is higher by 12 % compared to last year.

The budget implementation on Title 4 (Contribution Agreements) for commitments reached 77 % and 61 % for payments. The remaining funds were carried over to 2026.

Table 1: Budget implementation of voted budget 2025

Title	Fund Source	CD/CND	Commitment appropriations	Commitments made	Implementation rate	Payment appropriations	Payments made	Implementation rate
Title 1 Staff expense	C1	CND	9,221,847.17	9,209,773.13	100%	9,221,847.17	9,005,415.74	98%
Title 2 Administrative expense	C1	CND	1,399,475.21	1,336,638.00	96%	1,399,475.21	1,090,048.25	78%
Title 3 Operational expense	C1	CD	487,058,704.98	486,920,622.76	100%	415,376,276.19	415,345,189.93	100%
		Sum:	497,680,027.36	497,467,033.89	100%	425,997,598.57	425,440,653.92	100%

The budget implementation for **Title 1 (staff-related expenditure)** reached 100 % in terms of commitments, representing an increase of 2 % compared to 2024. The implementation rate for payments amounted to 98 %, corresponding to a significant year-on-year increase of 12 %. These results reflect a high degree of budgetary accuracy and improved payment performance compared to the previous financial year.

For **Title 2 (administrative expenditure)**, the commitment appropriations were implemented at a rate of 96 %, which is 6 % higher than in 2024. The payment implementation rate reached 78 %, reflecting a 16 % increase compared to the previous year. Although the payment rate remains lower than for other EIT budget titles, this is primarily due to the timing of contractual arrangements. In particular, several contracts covering services and goods to be delivered between the fourth quarter of 2025 and the third quarter of 2026 were concluded during the year, with the related payments scheduled to be executed in 2026. The lower payment rate therefore reflects the multiannual nature of the underlying commitments rather than any shortcoming in budget execution.

The implementation of **Title 3 (operational expenditure)** reached 100 % for both commitment and payment appropriations, ensuring full absorption of the voted budget. The high implementation rate for commitment appropriations is primarily attributable to the signature of amendments to the 2023–2025 multiannual grant agreements, which led, in the majority of cases, to partial decommitments of previously established budgetary commitments (C1).

In line with the principle of sound financial management, the decommitted C1 appropriations were subsequently re-used through new budgetary commitments in favour of the 2026–2028 multiannual grant agreements with the KICs. This approach ensured the continuity of operational activities and safeguarded the financial stability of the EIT's multiannual programming.

Overall, the 2025 implementation rates show consistent improvement compared to 2024 across all budget titles. In particular, the strengthened payment performance reflects enhanced financial planning and execution, as well as more effective monitoring of contractual commitments. The remaining differences are largely attributable to the multiannual nature of the administrative contracts.

Due to the growing number of contribution agreements concluded and expected to be concluded by the EIT, a new budget title, **Title 4 (other operational expenditure)**, has been added. Its purpose is to ensure the proper management of funds received as external assigned revenue under these contribution agreements.

In 2025, the EIT had seven ongoing contribution agreements concluded with different European Commission Directorates-General (DGs). The agreements were as follows:

- **EBA Academy** — concluded with DG EMPL
- **European Solar Academy** — concluded with DG GROW
- **CRM Facility** — concluded with DG INTPA
- **Advanced Materials Academy** — concluded with DG RTD
- **Raw Materials Academy** — concluded with DG GROW
- **Wind Academy** - concluded with DG EMPL
- **Hydrogen Academy** - concluded with DG EMPL

These contribution agreements constituted the sole component of the EIT's external assigned revenue and were implemented in accordance with the applicable financial and reporting frameworks. The total commitment and payment appropriations amounted to €27.8 million, of which €8.9 million was received in 2025.

The level of revenue received reflects the phased implementation of the agreements and the corresponding payment schedules agreed with the respective Commission services. Overall, budget execution progressed in line with planning, with no significant deviations observed at year-end. Continued implementation is expected to result in further revenue uptake in subsequent financial years, in line with contractual milestones.

Table 2: Budget 2025 implementation (C2 fund source)

Budget item	Description	Comm.Credits	Comm.Cons	Consumption	Pay.Credits	Pay.Cons.	Consumption2
3110	GRANTS TO KNOWLEDGE AND INNOVATION COMMUNITIES	-	-	0%	17,110,273.55	17,110,273.55	100%
	Total C2	-	-	0%	17,110,273.55	17,110,273.55	100%

The C2 payment appropriations were fully consumed during the year.

Table 3: Budget 2025 implementation (C3 fund source)

Budget item	Description	Comm.Credits	Comm.Cons	Consumption	Pay.Credits	Pay.Cons.	Consumption2
3202	BRAND MANAGEMENT CO	922,941.69	886,192.50	96%	-	-	0%
	Total C3	922,941.69	886,192.50	96%	-	-	0%

The commitment appropriations carried over from 2024 to 2025 were 96 % consumed. The remaining unused amount of €36,749.19 was cancelled.

Table 4: Budget 2025 implementation (C4 fund source)

Budget item	Description	Comm.Credits	Comm.Cons	Consumption	Pay.Credits	Pay.Cons.	Consumption2
1120	SCHOOLING	17,360.16	-	0%	17,360.16	-	0%
1121	KINDERGARTEN	2,899.50	-	0%	2,899.50	-	0%
1126	SOCIAL ACTIVITIES	20.00	-	0%	20.00	-	0%
2100	BUILDING RENTAL ACQ	73,776.72	-	0%	73,776.72	-	0%
2101	BUILDING MAINTENANCE	40,274.52	-	0%	40,274.52	-	0%
2109	OTHER BUILDING EXPEN	24,000.70	-	0%	24,000.70	-	0%
	Total C4	158,331.60	-	0%	158,331.60	-	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 amount was automatically carried over to 2026.

Table 5: Budget 2025 implementation (C5 fund source)

Budget item	Description	Comm.Credits	Comm.Cons	Consumption	Pay.Credits	Pay.Cons.	Consumption2
1100	REMUNERATION AND ALL	3,346.36	3,346.36	100%	3,346.36	3,346.36	100%
1120	SCHOOLING	29,879.20	29,879.20	100%	29,879.20	29,879.20	99%
3110	GRANTS TO KNOWLEDGE	2,456,523.64	2,456,523.64	100%	2,457,198.64	2,457,198.64	100%
	Total C5	2,489,749.20	2,489,749.20	100%	2,490,424.20	2,490,424.20	100%

Appropriations from assigned revenue that were cashed in 2024 but carried over to 2025 were fully committed and paid, reaching 100 % execution

Table 6: Budget 2025 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	Description	Comm.Credits	Comm.Cons	Implementation	Pay.Credits	Pay.Cons.	Implementation?
1120	SCHOOLING	48,116.22	6,401.00	13%	48,116.22	6,401.00	13%
1121	KINDERGARTEN	12,574.03	4,975.00	40%	12,574.03	4,975.00	40%
1122	RECRUITMENT	16,625.40	3,950.40	24%	16,625.40	3,950.40	24%
1123	MISSION	24,979.39	5,583.57	22%	24,979.39	5,583.57	22%
1124	MEDICAL EXPENSE	18,925.00	18,657.50	99%	18,925.00	18,657.50	99%
1125	TRAINING	13,780.26	464.94	3%	13,780.26	464.94	3%
1126	SOCIAL ACTIVITIES	15,715.87	2,178.72	14%	15,715.87	2,178.72	14%
1200	AGENCY STAFF	165,516.14	78,830.72	48%	165,516.14	78,830.72	48%
1202	TRAINEE	33,007.06	33,007.05	100%	33,007.06	33,007.05	100%
1203	ADMINISTRATIVE ASSIS	554,668.36	508,319.43	92%	554,668.36	508,319.43	92%
	Total T1	903,907.73	662,368.33	73%	903,907.73	662,368.33	73%
2100	BUILDING RENTAL ACQ	158,592.46	116,898.72	74%	158,592.46	116,898.72	74%
2101	BUILDING MAINTENANCE	115,768.15	69,736.56	60%	115,768.15	69,736.56	60%
2109	OTHER BUILDING EXPEN	1,121.93	0.00	0%	1,121.93	0.00	0%
2110	FURNITURE RENTAL AC	1,202.97	1,202.97	100%	1,202.97	1,202.97	100%
2111	TECHNICAL EQUIPMENT	482.23	0.00	0%	482.23	0.00	0%
2200	IT SOFTWARE AND HARD	135,008.24	114,169.07	85%	135,008.24	114,169.07	85%
2201	COMMUNICATION EQUIPM	37,476.59	27,038.30	72%	37,476.59	27,038.30	72%
2301	POSTAGE AND DELIVERY	123.30	0.00	0%	123.30	0.00	0%
2302	TRANSPORT COST	7,752.95	3,306.51	43%	7,752.95	3,306.51	43%
2304	HANDLING AND MOVING	1,500.15	0.00	0%	1,500.15	0.00	0%
2306	EXPENDITURE RELATED	39,151.56	9,895.63	25%	39,151.56	9,895.63	25%
2308	MEETING EXPENSE	2,474.70	2,368.31	96%	2,474.70	2,368.31	96%
	Total T2	500,655.23	344,616.07	69%	500,655.23	344,616.07	69%
3110	GRANTS TO KNOWLEDGE	120,926,170.33	116,106,536.89	96%	0.00	0.00	0%
3111	STRATEGIC SUPERVISIO	201,011.93	189,581.93	94%	0.00	0.00	0%
3112	EIT LABEL	21,600.00	20,250.00	94%	0.00	0.00	0%
3115	REGIONAL IMPACT OF K	10,875.00	674.93	6%	0.00	0.00	0%
3202	BRAND MANAGEMENT CO	713,952.64	317,554.08	44%	0.00	0.00	0%
3206	MONITORING AND EVALU	262,470.00	227,170.00	87%	0.00	0.00	0%
3300	SUPPORTING THE INNOV	14,850.00	0.00	0%	0.00	0.00	0%
	Total T3	122,150,929.90	116,861,767.83	96%	0.00	0.00	0%
	Total C8	123,555,492.86	117,868,752.23	95%	1,404,562.96	1,006,984.40	72%

Table 7: Budget 2025 implementation (R0 fund source)

Budget item	Description	Comm.Credits	Comm.Cons	Implementation	Pay.Credits	Pay.Cons.	Implementation?	Description?
4110	EBA	1,067,619.25	1,066,094.25	100%	1,067,619.25	0.00	0%	EBA
4111	ESA	6,098,250.00	6,098,250.00	100%	6,098,250.00	3,127,821.14	51%	ESA
4112	CRM FACILIT	1,869,872.00	1,869,872.00	100%	1,869,872.00	1,869,872.00	100%	CRM FACILITY
4113	EAMA	9,800,000.00	7,439,925.89	76%	9,800,000.00	6,899,925.89	70%	EAMA
4114	ERMA	9,000,000.00	5,000,000.00	56%	9,000,000.00	4,997,957.56	56%	ERMA
	Total R0	27,835,741.25	21,474,142.14	77%	27,835,741.25	16,895,576.59	61%	

This amount refers to the contribution agreements that EIT concluded with the Commission's DGs that will be implemented in the following financial years.

Amendments and transfers

Three budget amendments were adopted by the EIT Governing Board for the 2025 financial year.

AB No.	Date of adoption	Main subject Description	Official Journal reference	Impact on commitment and payment appropriations (in EUR)
	23-Sep-25	EFTA contribution increased by EUR 0.43 for commitment appropriations, and EUR 0.29 for payment appropriations due to rounding adjustments.	C/2025/5504, 31.10.2025.	CA: +6,288,194.88 PA: +2,520,259.95

1 ¹⁴		EU subsidy increased by EUR 3,767,934.79 in commitment appropriations.		
		EU subsidy increased by EUR 3,697,498.03 in payment appropriations, and the amount of the third countries' contributions for the payment appropriations decreased by the same amount.		
		It includes the recovery of EUR 20,259.66 from administrative activities ("Kindergarten": EUR 2,899.50, and "Schooling": EUR 17,360.16).		
		Creation of a new Title 4 for managing contribution agreements, including 10 new budget lines.		
		It includes the contribution of EUR 2,500,000 received from DG GROW for operational activities ("Knowledge and Innovation Communities and knowledge triangle integration").		
2 ¹⁵	16-Dec-25	It includes the recovery of EUR 86,993.06 from administrative activities ("Building rental, acquisition": EUR 55,332.54 and "Building maintenance and security": EUR 31,660.52)	C/2026/248, 30.01.2026.	CA: +6,486,993.06 PA: +6,486,993.06
		It includes the contribution of EUR 6,400,000 received from DG GROW from other operational activities ("European Solar Academy": EUR 2,400,000, "European Raw Materials Academy": EUR 4,000,000).		
3 ¹⁶	28-Jan-26	It includes the recovery of EUR 51,058.88 from administrative activities ("Building rental, acquisition": EUR 18,444.18 and "Building maintenance and security": EUR 8,614.00, "Other building expense": EUR 24,000.70)	C/2026/719, 27.02.2026.	CA: +51,058.88 PA: +51,058.88

¹⁴ Decision 16/2025 Ares(2025)8031766

¹⁵ Decision 27/2025 Ares(2025)11281905

¹⁶ Decision 03/2026 Ares(2026)988524

The EIT Director adopted 3 dedicated transfers of appropriations within the ceiling of 10 % as follows.

EIT Transfers 2025					
Transfer	Date	Item	Description	Commitment appropriation	Payment appropriation
1 ¹⁷	02/06/2025	A1200	Agency staff	€ 290,000.00	€ 290,000.00
		A1203	Administrative Assistance	€ 50,000.00	€ 50,000.00
		A2109	Other building expenditure	€ 54,800.00	€ 54,800.00
		A2200	IT software and hardware	-€ 59,800.00	-€ 59,800.00
		A2201	Communication equipment, services	-€ 45,000.00	-€ 45,000.00
		A2306	Expenditure related to EIT Governing Board	€ 50,000.00	€ 50,000.00
		B3110	Grants to Knowledge and Innovation Communities	-€ 340,000.00	-€ 340,000.00
3 ¹⁸	02/12/2025	A1100	Remuneration and allowances of temporary staff	€ 75,000.00	€ 75,000.00
		A1101	Expenses and allowances related to entering the service, transfers and termination of service	-€ 22,454.32	-€ 22,454.32
		A1110	Remuneration and allowances of contract staff	-€ 76,985.60	-€ 76,985.60
		A1121	Kindergarten	€ 4,220.00	€ 4,220.00
		A1122	Recruitment	-€ 1,000.00	-€ 1,000.00
		A1123	Mission	-€ 4,000.00	-€ 4,000.00
		A1124	Medical expense	-€ 2,850.00	-€ 2,850.00
		A1125	Training	-€ 2,044.62	-€ 2,044.62
		A1126	Social activities	-€ 1,302.73	-€ 1,302.73
		A1200	Agency staff	€ 30,288.32	€ 30,288.32
		A1201	Seconded National Expert	-€ 8,521.78	-€ 8,521.78
		A1203	Administrative assistance in support of different activities	-€ 13,088.05	-€ 13,088.05
		A2100	Building rental, acquisition	-€ 20,000.00	-€ 20,000.00
		A2101	Building maintenance and security	-€ 12,480.00	-€ 12,480.00
		A2109	Other building expenditure	-€ 9,715.36	-€ 9,715.36
		A2110	Furniture rental, acquisition and associated cost	-€ 1,000.00	-€ 1,000.00
		A2111	Technical equipment rental, acquisition and associated cost	-€ 160.00	-€ 160.00
		A2200	IT software and hardware	€ 21,835.36	€ 21,835.36
		A2201	Communication equipment and services	-€ 3,156.00	-€ 3,156.00
		A2300	Office supplies	-€ 350.00	-€ 350.00
		A2302	Transport cost	-€ 1,720.00	-€ 1,720.00
		A2303	Legal expense	-€ 7,500.00	-€ 7,500.00
		A2304	Handling and moving	-€ 300.00	-€ 300.00
		A2306	Expenditure related to EIT Governing Board	-€ 14,518.00	-€ 14,518.00
		A2308	Meeting expense	-€ 75.92	-€ 75.92
		A2309	Other administrative expense	-€ 3,947.50	-€ 3,947.50
		B3110	Grants to Knowledge and Innovation Communities	€ 917,630.95	€ 652,552.39
		B3111	Strategic supervision and guidance of Knowledge and Innovation Communities	-€ 246,971.65	-€ 146,224.90
		B3112	EIT Label	-€ 200,000.00	-€ 75,000.00
		B3202	Brand management, communications and stakeholder relations	-€ 130,205.32	-€ 73,798.51
B3204	EIT Awards	-€ 22,657.78	-€ 22,657.78		
B3206	Monitoring and evaluation of impact	-€ 241,970.00	-€ 259,045.00		
4 ¹⁹	19/12/2025	A1101	Expenses and allowances related to entering the service, transfers and termination of service	-€ 1,323.34	-€ 1,323.34
		A1110	Remuneration and allowances of contract staff	-€ 39,962.15	-€ 39,962.15
		A1122	Recruitment	-€ 32.26	-€ 32.26
		A1125	Training	-€ 4,649.23	-€ 4,649.23
		A1200	Agency staff	-€ 38,071.24	-€ 38,071.24

¹⁷ Decision 21/2025 Ares(2025)4411346

¹⁸ Decision 36/2025 Ares(2025)10832647

¹⁹ Decision 27/2025 Ares(2025)11281905

	A1203	Administrative assistance in support of different activities	-€ 4,201.02	-€ 4,201.02
	A2101	Building maintenance and security	-€ 4,405.47	-€ 4,405.47
	A2200	IT software and hardware	-€ 5,046.60	-€ 5,046.60
	A2306	Expenditure related to EIT Governing Board	-€ 5,000.30	-€ 5,000.30
	B3111	Strategic supervision and guidance of Knowledge and Innovation Communities	€ 59,196.39	€ 59,196.39
	B3202	Brand management, communications and stakeholder relations	€ 43,495.22	€ 43,495.22

The Governing Board adopted 1 transfer of appropriations.

GB Transfers 2025					
Transfer	Date	Item	Description	Commitment appropriation	Payment appropriation
2 ²⁰	8/10/2025	A1100	Remuneration and allowances of temporary staff	€ 64,000.00	€ 64,000.00
		A1101	Expenses and allowances related to entering the service, transfers and termination of service	€ 49,454.32	€ 49,454.32
		A1110	Remuneration and allowances of contract staff	€ 170,985.60	€ 170,985.60
		A1120	Schooling	-€ 20,000.00	-€ 20,000.00
		A1121	Kindergarten	€ 10,500.00	€ 10,500.00
		A1122	Recruitment	-€ 18,250.00	-€ 18,250.00
		A1123	Mission	-€ 16,400.00	-€ 16,400.00
		A1125	Training	€ 35,000.00	€ 35,000.00
		A1200	Agency staff	€ 14,513.20	€ 14,513.20
		A1202	Trainees	-€ 68,783.02	-€ 68,783.02
		A1203	Administrative assistance in support of different activities	-€ 35,000.00	-€ 35,000.00
		A2100	Building rental, acquisition	-€ 99,234.00	-€ 99,234.00
		B3111	Strategic supervision and guidance of Knowledge and Innovation Communities	-€ 86,786.10	-€ 86,786.10
		B3116	Other grants	-€ 21,435,741.25	-€ 21,435,741.25
		B4110	European Batteries Alliance Academy (EBA)	€ 1,067,619.25	€ 1,067,619.25
		B4111	European Solar Academy	€ 3,698,250.00	€ 3,698,250.00
		B4112	CRM Facility	€ 1,869,872.00	€ 1,869,872.00
B4113	European Advanced Materials Academy	€ 9,800,000.00	€ 9,800,000.00		
B4114	European Raw Materials Academy	€ 5,000,000.00	€ 5,000,000.00		

²⁰ Decision 19/2025 Ares(2025)8540922

Final Budget

Following the amendments and transfers, the 2025 final budget shows a 1 % increase in commitment appropriations, while payment appropriations remain unchanged compared to the initial budget.

Table 8: EIT budget 2025

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	8,806,805.09	8,806,805.09	415,042.08	415,042.08	9,221,847.17	9,221,847.17	5%	5%
Title 2	1,566,249.00	1,566,249.00	(166,773.79)	(166,773.79)	1,399,475.21	1,399,475.21	-11%	-11%
Title 3	483,539,038.05	415,624,544.19	3,519,666.93	(248,268.00)	487,058,704.98	415,376,276.19	1%	0%
Total C1	493,912,092.14	425,997,598.28	3,767,935.22	0.29	497,680,027.36	425,997,598.57	1%	0%
Fund source R0								
Title 4, R0	18,935,741.25	18,935,741.25	8,900,000.00	8,900,000.00	27,835,741.25	27,835,741.25		
Total Contributions: C1, R0	493,912,092.14	425,997,598.28	12,667,935.22	8,900,000.29	525,515,768.61	453,833,339.82	6%	7%
Fund Source C4								
Assigned revenue*			158,311.60	158,311.60	158,311.60	158,311.60		
Total C1, R0, C4	493,912,092.14	425,997,598.28	12,826,246.82	9,058,311.89	525,674,080.21	453,991,651.42	6%	7%
Fund source C5								
Carry over of unused appropriations from internal assigned revenues			2,489,749.20	2,490,424.20	2,489,749.20	2,490,424.20		
Total: C1, R0, C4, C5	493,912,092.14	425,997,598.28	15,315,996.02	11,548,736.09	528,163,829.41	456,482,075.62	7%	7%
Fund Source C2								
Non-automatic carry over, by decision			-	17,110,273.55	-	17,110,273.55		
Total: C1, R0, C4, C5, C2	493,912,092.14	425,997,598.28	15,315,996.02	28,659,009.64	528,163,829.41	473,592,349.17	7%	11%
Fund Source C3 - partially cancelled								
Non-automatic carry over, by decision			922,941.69	-	922,941.69	-		
Total: C1, R0, C4, C5, C2, C3	493,912,092.14	425,997,598.28	16,238,937.71	28,659,009.64	529,086,771.10	473,592,349.17	7%	11%
Note:								
The non-automatic carry over on decision for commitment appropriation from 2024 to 2025 amounting for EUR 922,941.69 was partially consumed by 31 March 2025, the unused amount of EUR 36,749.19 is cancelled.								
The non-automatic carry over on decision for payment appropriation from 2024 to 2025, amounting for EUR 17,110,273.55 was fully consumed.								

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

KPI	Target	2025 result	2024 result	2023 result
1 Commitment implementation rate (C1)	95 %	100 %	99 %	100 %
2 Payment implementation rate (C1)	90 %	100 %	96 %	94 %
3 Commitment implementation rate for all non-grant related expense (C1)	95 %	99 %	96 %	94 %
4 Late payment rate	5 %	4 %	4 %	5 %
5 Execution rate of carried over amounts from 2024				
Title 1 Staff expenditure	85 %	73 %	69 %	75 %
Title 2 Administrative expense	85 %	69 %	68 %	43 %
6 Maximum rate of carryover to year N+1 of total commitments within title				
Title 1	10 %	2 %	9 %	10 %
Title 2	20 %	18 %	26 %	24 %
Title 3	30 %	31 %	23 %	30 %
Average		31 %	22 %	30 %

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

The ceilings under KPI 6 are those applied by the European Court of Auditors (ECA) for audit purposes and are used for guidance only.

Reporting

Budget execution was reported to EIT management on a quarterly basis, including deviations from budget execution targets by budget chapter, thereby identifying mitigating actions where necessary. In addition, implementation of the EIT Annual Work Programme was continuously monitored. This allowed corrective actions to be taken where needed to optimise the use 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 05/2025 of 17 February 2025, signed by the EIT Director, which identifies responsibilities per budget line and the need to establish financial circuits in compliance with the organisational structure, control systems and procedures suited to the performance of his duties in implementing EIT activities.

The EIT Director acts as Authorising Officer. In line with the EIT Financial Regulation, the Authorising Officer has delegated powers for the implementation of revenue and expenditure to Heads of Department and Heads of Unit up to an amount of €143 000 per transaction. The subdivision of a single operation with a view to circumventing the application of upper limits is prohibited. The only exception applies to 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 to a limited number of budget lines.

Deputisation for Authorising Officers by Delegation is regulated through requests by the Authorising Officer by Delegation for periods longer than three working days. The request must indicate material transactions expected during the deputisation period. On a quarterly basis, each Authorising Officer by Delegation reports to the Authorising Officer on the implementation of appropriations for which he or she is responsible.

2.5 Human Resources (HR) management

Recruitment

A total of four external selection procedures were launched in accordance with the EIT recruitment guidelines in 2025. A total of three selection procedures were completed during the year. On average, it took 4.5 months to complete these procedures, from the deadline of the vacancy notice to the establishment of the reserve list. The EIT continues to strive for greater efficiency in recruitment processes, for example through conducting interviews online and outsourcing the organisation of tests to an external service provider.

One traineeship call was successfully launched in 2025 to attract young and motivated talent to the EIT. During 2025, a total of 15 young professionals participated in traineeship opportunities at the EIT, either starting or completing their traineeships during the year.

In 2025, the EIT procured interim services²¹ to cover long-term absences, projects and peak workloads, where identified, following the adoption of a new interim framework contract in July 2023. A total of 30 interim service contracts were concluded in 2025, involving 19 interim staff members.

Learning & development

At the end of each year, the Human Resources section proposes a training programme to EIT management, enabling Heads of Unit to identify the needs and requests of staff members within their units, as well as areas of weakness or underperformance and the most appropriate solutions to address them.

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

The training programme is primarily targeted at in-house learning activities. It enables the development of training activities tailored to the needs of the agency and specifically to the needs of EIT staff members.

In 2025, most training activities were delivered online. Examples of general training offered to staff included ethics and integrity, anti-fraud, data protection, IT security awareness, artificial intelligence and cybersecurity, as well as procurement, budgeting and finance. In addition, regular awareness sessions were held in 2025 on topics related to social media and diversity and inclusion. First aid training was also organised to ensure that designated staff members received basic first aid training.

Staffing situation

Out of the 78 posts allocated under the 2025 establishment plan, 75 posts were filled as of 31 December 2025.²² Of the three posts vacant on that date, one was a temporary agent (AST) post and two were contract agent positions. While recruitment procedures are ongoing, 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 in order to address its structural understaffing, which has been confirmed by the ECA. The EIT introduced several dedicated IT systems to improve the efficiency of budget planning and establish paperless financial workflows. Between 2017 and 2019, the EIT introduced Commission IT tools such as ARES for document management and SYSPER for human resources management, and outsourced the Accounting Officer function. In recent years, new IT tools supporting EIT administrative operations have been introduced with the aim of increasing the operational efficiency and effectiveness of the organisation. These include the procurement tool PPMT, Q-Sign (electronic signature), and various SYSPER modules. In 2025, the EIT started reviewing the possibility of using artificial intelligence tools, in accordance with the legal framework, to further increase operational effectiveness.

The EIT uses several Commission framework contracts for procuring services in order to achieve efficiency gains in procurement activities. In addition, the EIT has a Memorandum of Understanding with CEPOL, also located in Budapest, covering several joint activities such as joint procurement, IT backup and staff exchanges to recruitment panels. The EIT also signed a Service Level Agreement with the European Union Agency for Fundamental Rights in 2023, appointing the Fundamental Rights Agency Accounting Officer as the EIT Accounting Officer as of 1 October 2023; this arrangement continued throughout 2025.

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

²² This does not include offer letters accepted by 31/12/2025, but the actually filled positions.

Furthermore, in 2025, the EIT implemented the following actions with a view to achieving further efficiency gains and successfully implementing its work programme during the 2021–2027 programming period:

- 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 collaboration
- Staff exchange between agencies
- 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 these efforts, the staffing situation remains unsustainable in the long term. To effectively carry out the new tasks resulting from the reinforced EIT Strategic Agenda 2021–2027 and the enhanced EIT mandate, as well as the significant growth in tasks over recent years, the EIT requested approval for 10 additional establishment plan posts from 2027 onwards.

2.7 Assessment of audit results and ex-post evaluations during 2025

2.7.1 Internal Audit Service (IAS)

In April 2023, the IAS completed its Strategic Internal Audit Plan (SIAP) for the European Institute of Innovation and Technology (EIT) for the period 2023 – 2025. The SIAP outlined the following three areas of potential high risk and high impact on the EIT office and activities:

Identified high risks areas / prospective audit topics	Indicative years for the IAS audits
Audit on the EIT process for selection of new Knowledge and Innovation Communities (KICs)	2023 – 2024 (finalised)
Audit on Physical and IT security	2024– 2025
Audit on EIT monitoring arrangements for the implementation of the business plans by the KICs	2025– 2026

In 2024, the IAS performed its audit on the [EIT process for selection of new KICs](#), including a detailed assessment of the latest KIC selection (EIT Culture & Creativity). The final audit report was issued in October 2024. It was positive overall, confirming that the EIT carried out the selection process in a professional and transparent manner in compliance with the applicable rules.

The report contains one recommendation for further improvement of the process, namely the need for the EIT to make more efficient use of its own lessons learned, accumulated and recorded during previous KIC selection processes. This recommendation was addressed as part of the ongoing process for the selection of a new KIC, EIT Water, and was subsequently reported to the IAS as implemented in December 2025.²³

In addition, in 2025, there were six pending IAS observations originating from the previous two audits – one from the audit on human resources and five from the audit on management of experts. All six recommendations were reported by the EIT to the IAS as ‘implemented’ in October 2024. The IAS followed up these recommendations and closed them in July 2025.

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

Audit title	Number of open recommendations	Priority	Status s at 31/12/2025
IAS audit on human resources management	1	Important	Closed as “implemented” by IAS.
IAS audit on management of experts	5	4 Important 1 very important	
IAS audit on the process of KIC selection	1	Important	Reported as “implemented” by EIT in 2025. ²³

In summary, all pending IAS recommendations have been successfully implemented and closed. The initially planned Audit on Physical and IT security and Audit on EIT monitoring arrangements for the implementation of the business plans by the KICs have been postponed and may be included in the next SIAP if found to be still relevant during the in-depth risk assessment exercise that is planned by the IAS to be carried out in 2026.

2.7.2 Internal Audit Capability (IAC)

By means of 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 effect from 1 April 2022, after which it 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, as well as assessing the efficiency and effectiveness of the internal control and audit systems applicable to each operation for the implementation of the EIT budget.

Furthermore, the role of the Internal Control Coordinator has been consistently strengthened. Its tasks include coordinating internal control activities and reporting at the EIT, including the implementation of audit recommendations; coordinating audits and liaising with external audit bodies; coordinating the risk management function for the office; and contributing to financial and operational management in the area of responsibility, including procurement, contract implementation, 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 closing all pending IAC recommendations. By the end of 2024, the EIT had closed 200 out of 206 recommendations. The remaining six recommendations were closed in Q1 2025. The table below presents the current status of the IAC recommendations:

Rating	Rec. accepted	Closed in previous years	Closed by Q1 2025	Closed in total	Current rating of open issues
Critical	12	8		8	0

²³ This recommendation was closed by IAS in Feb’2026, Reg. number: Ares(2026)1954830 from 20/02/2026

Very important	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 for the year 2023

Based on the ECA audit report for 2023, the European Parliament (EP), through its plenary vote on 7 May 2025, granted discharge to the European Institute of Innovation and Technology (EIT) for its 2023 budget implementation.

At the same time, the EP Committee on Budgetary Control (CONT) issued amendments to the discharge decision, reflecting concerns regarding agencies stemming from the ECA reports for 2023. The following points refer to the EIT:

‘.....Amendment 19 para 7a. CONT regrets that the general budget of the agencies (Union decentralised agencies, executive agencies and bodies) more than doubled in 10 years to reach 4.7 billion in 2023 (compared to 4.5 in 2022); is concerned that for four of the agencies – EIT, eu-LISA, ELA and ENISA – the error rate is between 3.2 and 4.1 %, representing more than €28 million, which is problematic in terms of honesty in the use of public funds, but also in view of the large number of agencies; notes that ineligible costs have been identified for the EIT and calls for such situations not to be repeated;

Amendment 73. CONT notes with concern that, in 2023, the staff turnover rate was more than 5 % in 18 out of 33 agencies (namely Cedefop, CEPOL, EBA, EFCA, EIGE, EIOPA, EIT, ELA, EUDA, ETF, EUAA, eu-LISA, Eurofound, Eurojust, Europol, EUSPA), and that three of them exceeded the 10 % rate (namely BEREC, CdT, Eurojust); commends the agencies that have taken targeted measures to prevent high staff turnover rates; highlights the importance for all agencies to implement measures with a view to improving talent management and retention; counts on EUAN to be a forum for its member agencies with regard to exchanging good practices and, where possible, joining forces in this regard;

Amendment 87. CONT is concerned that the Court's second observation on the EIT refers to the agency's move to a multi-annual grant agreement structure, but procedures and guidelines for ex post checks of grant payments have not been updated to account for the implications; welcomes that EIT is already in the process of updating its ex-post control mechanism to address these implications;

Financial audit on Year 2024

ECA published **a non-qualified annual audit report on the EIT in October 2025**, stating that: ‘... the EIT’s accounts for the year ended 31 December 2024 present fairly, in all material respects, the EIT’s financial position as at 31 December 2024 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.’

In its report for 2024 ECA included the following non-qualified observations:



No.	ECA's observation	EIT's reply
3.8.14	<p>The EIT uses an interinstitutional framework contract for travel services. We discovered that the EIT does not use order forms or specific contracts to order travel services, as required by the terms of the contract. The EIT uses staff mission orders as a legal commitment, but the mission orders are not communicated to the contractor. Instead, the EIT requires travelling staff members to order their travel services by sending an email to the contractor, thereby delegating the full responsibility for ensuring that the services ordered correspond to the legal commitment. We also found that in three cases, mission orders and cost claims were not approved by a formally delegated staff member. In addition, we detected that the EIT does not have a reliable system to ensure that the consumption of the framework contract remains within the available contract ceiling.</p>	<p>In regard to the instances claimed by ECA as “not approved by formally delegated staff member” it was clarified that automatic approval took place in MIPS as a result of systematic issue, which was beyond EIT’s control and was reported to PMO accordingly and acknowledged by them. Regarding the monitoring process of the framework contract ceiling implementation, the EIT confirms that the FWC ceiling has not been exceeded.</p>
3.8.15	<p>We audited a sample of budgetary commitments carried over to 2025. We found that one of the commitments carried over was for staff costs (remuneration and allowances for 2024). The commitment had not been cancelled by the end of 2024, according to the rule for staff costs; instead, an amount of €118 697 was carried over to 2025 as C9 appropriations contravening Article 12(5) of the Framework Financial Regulation.</p>	<p>The EIT acknowledges the European Court of Auditors' observation and takes the opportunity to emphasize that there was no residual risk since the non-cancelled commitments could not be utilised in the new financial year. However, the EIT commits to strengthen its internal controls to ensure that such commitments are timely cancelled in accordance with the regulatory requirements.</p>
3.8.16	<p>On 28 February 2025, the EIT published an amending budget in the Official Journal of the European Union. The amending budget shows total revenue of €463.6 million and total expenditure of €446.7 million, which is contrary to the budgetary principles of accuracy and equilibrium referred to in Articles 8 and 16 of the Framework Financial Regulation.</p>	<p>The EIT published a corrected version of the amending budget in the Official Journal, under reference OJ C/2025/90029, on 31.03.2025. This corrected version ensures that the budget figures comply with the principles of budgetary accuracy and equilibrium.</p>
3.8.17	<p>In 2024 the EIT received €16.7 million of external assigned revenue from three different contribution agreements. This external assigned revenue was added to its amending budget No 3 under Title 2 ‘Contributions’, in the same way as the European Commission contribution. This is contrary to the budgetary principles of unity, universality and specification referred to in Articles 8, 20, 21 and 25 of the Framework Financial Regulation.</p>	<p>The EIT acknowledges ECA’s observation regarding the presentation of external assigned revenue in the 2024 amending budget. Therefore, in 2025, the EIT will revise its budget structure as to include a dedicated chapter to the contribution agreements in both the statement of revenue and the statement of expenditure.</p>

Financial audit on Year 2025

The audit for the financial year 2025 is still ongoing. In the preliminary audit carried out by ECA in November 2025, covering the period Jan-Sept 2025, was issued in Q1 2026 without any findings. The final report for 2025 will be issued by ECA in October 2026.

ECA open observations from previous audits

Below is a summary of the status of the ECA observations that were open at the time of conclusion of their audit for 2024

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 persisted in 2024. 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.	In 2023 the EIT organised meetings with the departments concerned to clarify the correct procedures. We did not detect any similar issues in 2024.	Closed
3	2023	An estimated amount of €12.2 mill of grant payments was affected by error. This represented 3.2 % of the total audit population of €385.2 million in 2023.	The amounts unduly paid were recovered. The estimated error rate affecting EIT 2024 grant payments is 0.8 %, which is way below the 2 % threshold.	Closed
4	2023	The EIT has developed a set of procedures and guidelines for the performance of ex post checks of grant payments. However, these procedures and guidelines have not yet been updated to take account of the implications of the EIT's move to a multiannual grant agreement structure on its ex-post control strategy.	The procedures and guidelines are still being updated. ²⁴	Open

²⁴ The ex-post procedure for grants was amended and adopted in Q1 of 2026

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

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

- **Internal Audit Capability (IAC)** – 100 % of all 206 IAC recommendations were closed as at 31 December 2025, and the remaining recommendations were closed in Q1 2025.
- **Internal Audit Service (IAS)** – All six open observations from previous IAS audits were closed by IAS in July 2025. Only one recommendation from the latest IAS audit on the process of selection of a new KIC remained open and was reported as ‘implemented’ by the EIT in December 2025. This observation was closed by IAS in February 2026, shortly after the reporting period.
- **ECA** – One out of four open observations from previous audits was closed. Substantial progress on two other observations has been reported. One observation in ‘open’ status since 2019 is beyond the EIT’s control.

For the external evaluations please refer to Part II B.

2.8 B Follow up of recommendations issued following investigations by OLAF

Three cases were closed by OLAF in 2024, which resulted in financial and administrative recommendations. In 2025, due to the complexity of two of the three cases, the EIT continued to work on the implementation of the related financial and administrative recommendations. Consultation with the European Commission’s Legal Services, OLAF, the European Public Prosecutor’s Office (EPPO), and DG BUDG took place in relation to the implementation of these three cases.

As part of this continuous effort and further to the respective financial recommendations, in 2025, the EIT established the amounts to be reimbursed, based on completed contradictory procedures and confirmation of eligible costs, as follows:

- Under one of the three cases, an amount to be reimbursed was established for the grants provided to a KIC in the period 2020–2022. The amount was claimed by the EIT and confirmed by the grant recipient, and a repayment schedule has been agreed consisting of nine instalments in the period December 2025–December 2027, with an interest rate of 5.65 %. The amount agreed to be repaid is €9 801 000, which includes a principal amount of €9 157 000 and estimated interest under the repayment schedule of €645 000. By the end of 2025, the EIT had recovered the first instalment of €454 000, which includes repayment of the initial recovery as well as payment of the related interest for the whole amount. The EIT has recognised this amount as receivable and it is included under heading 2.4 of the EIT Annual Accounts for 2025. Collection of this amount may be subject to administrative and/or legal processes and affected by the counterparty’s financial capacity. There is significant uncertainty regarding its recovery.²⁵

In December 2025, OLAF concluded another case linked to the case mentioned above and submitted its report to the EIT. Investigation under this case is ongoing for a possible amount to be reimbursed regarding grants allocated to this organisation in the period 2023–2025, as well as to another

²⁵ In March 2026 EIT was informed that the KIC in question had filed for liquidation. The liquidation procedure was officially opened by the competent court on 9 April 2026, and it is ongoing as of the date of this report.

organisation for the period 2020–2025. Once these ongoing contradictory procedures are concluded, the EIT will establish the final amount to be reimbursed, which is expected to remain below the range of €15 000 000 to €20 000 000, as indicated in the 2024 accounts. Under the second of the three cases, an ineligible amount of €22 000 was established and the grant recipient was informed accordingly. This case is being followed up as part of the final report assessment of the 2023-25 grant agreement with the KIC.

- Under the third of the above-mentioned cases, the amount for reimbursement has been established and the grant recipient has been informed. Once the standard post-notification process is finalised, and unless there are objections from the grant recipient, the EIT will issue the debit note. Based on the currently available information, it is not expected that the amount would exceed €360 000.

In addition to the above-mentioned cases, during 2025 OLAF concluded another case and submitted the final case report to the EIT. The report contains recommendations for reimbursement of amounts. The EIT reviewed the findings and established the amount to be claimed for repayment. The EIT consequently submitted a pre-information letter to the grant recipient, informing them of the EIT’s intention to recover the specified amounts, the reasons for the planned recoveries, and the deadline for submitting objections. In the absence of comments or objections from the debtor, debit notes will be issued. However, if valid reasons are received against the recovery of the amounts, either the full amount or part of the amount to be recovered will need to be reassessed before establishing the final amounts. Based on the currently available information, it is not expected that the recoveries would exceed €2 million.

2.9 Follow-up of observations from the discharge authority

In 2025, the EIT responded to three horizontal questionnaires from the discharge authority. These questionnaires included questions raised to all EU agencies. The EIT also submitted its answers to a questionnaire by the discharge authority with specific questions addressed to the EIT in November 2025. Below is a summary of the specific questions to the EIT and the EIT’s responses.

Ref	Observation of the Discharge Authority	Response and measures taken by the Agency
Based on the information provided in your Annual activity Report and annual Accounts on the follow up of recommendations issued following investigations by OLAF can you clarify the following aspects?		
1	Can you confirm no EIT personnel was involved? If yes, what categories of personnel and at what level? Was EIT management involved in the issues investigated by OLAF?	The final reports of three OLAF investigations have been communicated to the EIT. In the conclusions of the reports or recommendations of those finalised investigations OLAF has not indicated involvement of EIT staff
2	What specific internal control improvements are needed to prevent similar fraud and irregularities in the future?	While the investigated cases do not directly concern the EIT office, but rather under grants contracted by the EIT KICs, EIT invests consistent efforts to mitigate the risk of such case in the future at two levels: <ul style="list-style-type: none"> - In line with its Grant Assurance strategy, the EIT carries out supervision and monitoring of EIT KICs’ activities, including governance reviews as well as ex-ante and ex-post controls,

Ref	Observation of the Discharge Authority	Response and measures taken by the Agency
		<p>and oversees the follow up to the monitoring, control and audit recommendations.</p> <ul style="list-style-type: none"> - By supporting the KICs' efforts to build and develop their Anti-fraud capacity through working with the KICs' Anti-fraud staff, ensuring that efficient Anti-fraud legal framework and mechanisms are put in place, as well as that there is compliance with the adopted governance principles <p>EIT undertakes respective corrective measures towards the KICs in case of established fraud cases, which might include rejection or reimbursement of claimed expenditures, suspension or reduction of funding, enhanced monitoring and other measures under the EIT's Supervision Framework.</p>
3	<p>How does the potential financial impact of the OLAF investigations affect the EIT's ability to achieve its Strategic Innovation Agenda for 2021-2027?</p>	<p>According to the EIT Strategic Innovation Agenda, the EIT's budget in the period 2021–27 is €2,965,000,000. Compared to this overall budget envelope, the potential financial impact of the OLAF investigations is insignificant (less than 0.5 % - see answer to the next question). Therefore, the investigations are not expected to affect, in a substantial way, the EIT's ability to achieve the impact foreseen in the EIT Strategic Innovation Agenda over the seven-year period. It is important to note that EIT has ten Knowledge and Innovation Communities (KICs) delivering pan-European innovation ecosystems and knowledge triangle integration activities. Therefore, even if an investigation affecting a particular KIC may lead to a slowing-down of activities or reduced delivery, it will not impact substantially the EIT Community's overall results and impact.</p>
4	<p>The Court mentions that in 2024 the EIT made a pre-financing payment of €52.1 million in relation to the 2023 grant agreement and what is EIT's estimation of the amounts to recover? (According to information in the AAR 15-20 million)</p>	<p>The EIT-KIC grant agreement in question covers the period 2023-25, and it was terminated in September 2025. Currently, the beneficiaries of the grant agreement are in the process of submitting the final report package, which the EIT will assess in line with the relevant Horizon Europe rules and regulations. The EIT will quantify the financial impact of the OLAF recommendation, as well any amounts to be recovered, as a result of that comprehensive assessment in the first quarter of 2026. As of today, the EIT still estimates that the total amount to be recovered or deducted from the grant payments will be in the range of €15-20 million as indicated in the AAR.</p>
5	<p>How have the personnel shortages within the EIT impacted its ability to detect, prevent, and respond to instances of fraud, particularly in relation to the activities of the Knowledge and Innovation Communities (KICs)?</p>	<p>The EIT Director wishes to recall the limitation of the EIT's staffing capacity that gives rise to critical risks in relation to the legality and regularity of grant payments to KICs, EIT staff health and well-being and the EIT's reputation. This risk has been highlighted strongly by the EIT Director in consecutive Annual Activity Reports since 2017, without respective mitigation measures being taken by the budgetary authorities, such as allocating adequate staff resources to the EIT in view of its wide and growing objectives and substantial budget under implementation during the same period. As outlined in the AAR 2024, this risk started to materialise more strongly in that year. This is</p>

Ref	Observation of the Discharge Authority	Response and measures taken by the Agency
		<p>indicated by the substantial findings in EIT’s monitoring and ex-ante control activities, the results of ex-post audits, and irregularities reported.</p>
7	<p>For CdT, CEPOL, EBA, EIT, EMA, ESMA: you received an “emphasis of matter” from the Court of Auditors for 2024. On what subject (e.g., SUMMA implementation, outstanding payments, others) and what corrective actions have been implemented?</p>	<p>(1) Grants multi-annuality</p> <p>In its report for EIT for 2024 the Court of Auditors has noted 3 “emphasis of matter”. In two of those, the Court flags the uncertainty for certain conclusions at the time of the audit due to the multi-annuality of the EIT grants. As the Court notes, the final conclusions in those cases will be made upon finalisation of those grants and confirmation of the final amounts. Since this is due to the nature of the grant contract, the Court has noted that these emphasis of matter do not influence their final conclusions. Respectively, there are no required actions from EIT in this regard. The two “emphasis of matter” are provided here-below for reference:</p> <p><i>Quote: “p. 3.8.6. We draw attention to notes 1.2.3, 1.3.5, 2.3, 2.7.1, 3.3.1, 3.3.2 and 3.3.3 to the EIT’s annual accounts, describing the accounting policy and the underlying assumptions applied to estimate the operational costs (grant expenses) which are accrued and presented as a decreasing item of prefinancing assets on the balance sheet. Grant expense accrual is a significant estimate, which inherently entails uncertainties. Our opinion is not modified in respect of this matter.”</i></p> <p><i>“p.3.8.10. We examine advance payments when the recipient of funds provides justification for their proper use, and when an agency accepts the justification by clearing the advance payment in the same year or later (paragraphs 3.1.8 and 3.8.2). In 2023 the EIT changed its grant agreements structure from annual to multiannual grants. In accordance with Article 111(4) of the EU Financial Regulation, the assessment of the legality and regularity of multiannual grants can only be performed at the time of interim and final payments. In 2024 the EIT paid an amount of €412.0 million in prefinancing payments related to multiannual grant agreements, which corresponds to 92.9 % of the 2024 total payments amounting to €443.2 million. The assessment of the legality and regularity of these payments can only be performed in future years”</i></p> <p>(2) Recoveries under OLAF recommendations</p> <p>In its third “emphasis of matter” the Court refers to the uncertainty created by pending requests for recovery under concluded OLAF investigations. The uncertainty resulted from the fact that at the time of the conclusion of the audit, EIT was in process of verifying the amounts recommended by OLAF to be potentially recovered. Once this process is concluded the Court will be in the position to quantify their impact on EIT’s annual accounts and respectively – address the “emphasis of matter”.</p> <p><i>Quote: “p.3.8.7. We draw attention to notes 4.8 and 4.9 to the EIT’s annual accounts, describing the impact on EIT contingent assets of</i></p>

Ref	Observation of the Discharge Authority	Response and measures taken by the Agency
		<i>recovery recommendations resulting from European Anti-Fraud Office (OLAF) investigations and the uncertainty of EIT estimation of the amounts to recover at the time of preparing the annual accounts.”</i>

2.10 Environment management

The EIT strives to **become a climate neutral agency** by operating as sustainably as possible, contributing to the European Union’s ambition under the European Green Deal to become climate neutral by 2050.

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

For example, 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 startups as vehicles for replacing dirtier technologies with cleaner ones.

Other KICs focusing on sustainable energy, food, urban mobility, raw materials and manufacturing also address the climate crisis through significant parts of their activities. Altogether, the EIT contributed an estimated €1.2 billion to climate-related adaptation and 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 three-, seven-, ten- and fifteen-year comprehensive reviews of their impact. Additionally, the EIT adopted the Simplified Impact Framework by Decision 08/2022 of the EIT Governing Board, in which **KPIs track the societal impact of KIC activities**, such as:

- EIT grant invested in climate action, biodiversity, clean air, digital transformation, health and sustainable development.
This indicator is estimated based on the ‘RIO markers’ methodology developed by the OECD. The values (0 %, 40 %, 100 %) are reported at portfolio level
- Impact of KICs on achieving the Sustainable Development Goals.

This indicator assesses the impact that KICs have through their activities on achieving specific SDGs

The EIT is taking environmentally conscious measures regarding its premises and staff. The main progress achieved in 2025 is as follows

The level of annual greenhouse gas emissions originating from the EIT’s operations in 2025 is estimated to be similar to 2024 (**228 tonnes of CO2 equivalent**). **This estimation takes into account that there were no major changes in the operation of the EIT compared to 2024.**

GHG emission derived from EIT missions(travel only)	2019	2022	2023	2024	2025
(tCO2eq.)	69,1	49,7	42,6	35,5	29,9

(data source: MIPS+)

In 2025, the EIT made further progress, supported by a Sustainability Action Plan strengthened by the **EIT Sustainability Committee** to accelerate progress towards becoming a climate-neutral agency, including the following actions:

- The EIT revised and adopted the Missions Policy, introducing sustainability criteria.
- The EIT phased out the use of plastic water bottles and paper cups by installing water filtering machines, thereby reducing their use by 100 %.
- The EIT took further action to reduce paper use in the office through the introduction of electronic systems (i.e. Sysper, ARES, Bluebell already in use).
- The EIT aims to reduce electricity use by 30 % through the use of energy-saving office equipment, for example by replacing older laptops with more energy-efficient ones.
- The EIT incentivises its staff members to contribute to the reduction of CO₂ emissions through targeted social policies, such as encouraging the use of public transport rather than cars (including subsidising public transport tickets). A Transportation Policy was adopted.
- The building hosting the EIT's office has a **LEED Silver** certificate issued by the US Green Building Council. As a response to the new hybrid way of working, the EIT significantly reduced its office space at the end of November.
- An annual 'EITree' event involving tree-planting team-building activities took place.
- Participation in the VeloMai competition among EU institutions.
- The EIT **compensated in 2024** for the agency's residual greenhouse gas emissions from 2021 and 2022, which were calculated at 574 t CO₂ equivalent, by purchasing 574 Verified Emission Reductions (VERs) from the Gold 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** supported by the eGrants platform. To ensure full compliance, any changes in the legal framework and model grant agreements are incorporated by the EIT into the Partnership Agreements (PA) and Grant Agreements (GA) signed with KICs. In 2025, relevant updates of guidelines were made available, providing detailed instructions to KICs, for example updates covering the 2023–2025 GA periodic reporting and amendments of KIC business plans, cross-KIC activities and HEI GA. To avoid compliance issues, any doubts regarding the interpretation of 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 Horizon Europe Mutual Insurance Mechanism (MIM), which is an additional financial risk mitigation measure.

In 2025, interim payments for the GA 2023–2025 grant agreements and **final payments** for the 2023–2024 grant agreements signed with the first wave of KICs were executed. The EIT performed the technical and financial assessment of the reports to determine the interim and final grant amounts due. In line with the EIT’s Grant Assurance Strategy, revised in 2023, and regarding cost eligibility, the EIT relies primarily on Certificates on the Financial Statements (CFSs) issued by independent auditors. To address previously observed deficiencies in the quality of CFSs, since 2016 the audit exercise has been centralised, meaning that audit companies performing CFS audits are contracted directly by the EIT or by one of the KICs (EIT Urban Mobility in 2025) under EIT cross-KIC shared services, instead of individual beneficiaries or affiliated entities contracting auditors. Taking into account the high coverage and generally good quality of the CFSs, combined with 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 has developed and implemented an **ex-post audit strategy**. This complements ex-ante controls embedded in the KICs’ grant management processes.

Ex-post audits of costs approved for grants in 2024 were performed by an external service provider in 2025 (selected under a framework contract of the European Commission). The external auditors carried out the audits and reported their findings to the EIT. Eight beneficiaries or affiliated entities of the EIT Culture & Creativity SUGA were selected for ex-post audits. To ensure representativeness, the entities in the sample were selected using the monetary unit sampling method. As a second stage, for each entity, a sample of a minimum of three and a maximum of fourteen cost items was selected for testing. The sampling was carried out in collaboration with the ECA, which relies largely on the results of ex-post audits when forming its opinion on the legality and regularity of grant implementation by the EIT. The resulting error rate of 0.8% is significantly below the materiality threshold of 2% used by ECA.

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

3.1 Effectiveness of internal control systems

Compliance with and effectiveness of the Internal Control Framework

The EIT uses an organisational structure and 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 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 Technology²⁶, which reiterated the adopted ICF and introduced several new elements, including the role of the EIT Internal Control Coordinator.

On 7 November 2020, the EIT adopted Decision 19/2020 on the annual assessment of the internal control system (ICS) at the EIT, defining the indicators to be used for assessing the implementation of the new ICF based on the indicative list provided by the Commission, thus establishing the targeted baselines for the 2020 to 2022 assessment exercises. This Decision was amended by EIT Decision 11/2024 adopted in April 2024²⁷, which introduced an updated list of KPIs based on peer review with the Commission and EUAN-set standards and adapted to the EIT's current needs.

The 2025 internal control assessment exercise, whose results are reflected in this report, was performed in Q1 2026. It was based on the following main sources of information:

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

Risk Management

The EIT implements the risk assessment exercise as part of the annual programming cycle. The latest risk assessment exercise was performed in August–October 2025 on the basis of the EIT Risk Management Policy and Procedure.²⁸ The latter introduced two risk categories, namely 'threats' and 'opportunities', which correspond to the European Commission's definition of risk, where missed opportunities are also considered risks. For each of

²⁶ Ref. Ares(2024)7656310 – 28.10.2024

²⁷ Ref. Ares(2024)2970743 – 21.04.2024

²⁸ Ref. Ares(2024)7656310 – 28/10/2024

the risks identified, the office establishes mitigating actions for threats and enhancing actions for opportunities, together with action owners and deadlines. The identified risks and their respective attributes are validated by the EIT senior management and recorded in the EIT's Risk Register²⁹. Significant and critical risks assessed above the set risk threshold are indicated in the EIT Single Programming Document (SPD) and are subsequently reported in the Consolidated Annual Activity Report (CAAR).

The following main risks were identified in October 2025 as having a high likelihood of occurrence and a significant impact on the EIT's activities in the foreseeable future:

Main Threats

- ***The European Institute of Innovation and Technology (EIT) was not explicitly referenced in the new Commission proposal for the next innovation programme framework for the period 2028–2034. This omission raises concerns about the Institute's long-term role and sustainability, particularly beyond the current Horizon Europe framework ending in 2027. The absence of strategic visibility could translate into political or financial decisions leading to closure, downsizing or significant restructuring of the EIT.***

This risk is viewed as critical since, in the longer term, it impacts the potential future of the organisation and its legacy, and in the shorter term it has a strong negative impact on the EIT's ability to carry out effective strategic planning and limits its ability to establish new long-term partnerships, and attract and retain high-quality staff. It also creates uncertainty regarding the future operational and financial framework of the KICs. While certain mitigating measures are in place, any prolongation of uncertainty regarding the EIT's future increases the scale of the negative impact.

- ***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)***

This risk, related to operations, has been identified by the EIT since 2017 and has remained at a critical level, as the EU institutions have not provided the EIT with the staff resources required to deliver on its mandate and objectives. In the meantime, the EIT has taken mitigating measures by prioritising certain tasks and managing stakeholders' expectations, supporting staff to improve the working environment, outsourcing selected operational activities such as IT and communications, and continuously requesting additional resources from the budgetary authority.

The legislative financial statement acknowledged that 'the EIT administrative costs are very low, at less than 2 % of the total budget, compared to the average of 4.6 % reported for Horizon 2025'. This major risk is also acknowledged by the ECA and the Commission's Internal Audit Service. The latter reported, in an audit of the EIT's human resources, a high likelihood of irregularities due to understaffing and the heavy workload of EIT staff, which 'is believed to be leading to tensions, sickness and inability to implement the EIT's multiannual work programme and provide assurance on the managed funds'. In recent years, the EIT has made significant efforts to address this issue internally, including through optimisation and simplification of processes and structural reorganisation.

On the positive side, the Commission allocated four additional posts in 2024 (one AD5 post and three CA posts), which has partially reduced the gap. However, this risk will persist and will continue to be reported as critical unless a comprehensive solution to the staff resource shortfall is implemented.

²⁹ Ares (2025)8445761 - 06/10/2025

- *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)*

This risk relates to planning processes and systems and is mitigated by regular coordination meetings with relevant Commission counterparts and regular reporting to the EIT Governing Board. Moreover, the EIT maintains a robust monitoring and reporting system based on its Monitoring and Evaluation Strategy, ex-ante and ex-post KIC audits, KIC reviews, and the EIT's Anti-fraud Strategy and action plan. The potential impact of this risk is assessed as major.

- *A cyber-attack might have a severe impact on the organisation'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 organisation's reputation and may slow down or even halt certain activities. – very high risk (3)*

This IT-related risk is continuous in nature and relates to potential failures of hardware or software or data breaches, particularly in the context of hybrid working arrangements. The EIT regularly addresses this risk through testing, improvements to security systems and dedicated staff training on cybersecurity and data protection. These measures contributed to the absence of major IT security or data protection incidents in 2024. This risk was downgraded in 2023 from critical to very high and retained this rating in 2024 but remains among the 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.

Overall, the number of identified agency level "threats" increased from three (3) in the previous reporting period to four (4), mainly due to the lack of clarity for EIT's future beyond the current Horizon framework. In addition to the central risk register, EIT continues to maintain risk registers also at the department and unit level, and risks registered in it are also tracked, managed and reported against, albeit directly by the unit identified as "risk owner".

Main Opportunities

- *Strategic vision of the EIT Governing Board unveiled through its Vision Paper published in Q1 of 2025 presents an opportunity to improve the future EIT model (1)*
- *Synergies — the synergies that EIT aims to achieve as part of its strategy might contribute to strengthening its presence and role in the innovation space (2)*

Based on the data, findings and conclusions from the five HE reports and various case studies, 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.

- *Synergies — the synergies that EIT aims to achieve through cooperation with European University Alliances under the Higher Education Initiative (HEI) might contribute to strengthening its presence and role in the innovation space (3)*
- *Positive elements regarding EIT and the KICs in external evaluations create an opportunity to showcase the EIT's highlights (4)*
- *Collaboration with the EIE and EIC might reinforce the building of a pan-European innovation ecosystem that leverages regional strengths and addresses specific needs (outcome of the HE interim evaluation) (5)*

The five opportunities above are supplementary and focus on the possibility for EIT to capitalise on potential areas for expanding the outreach of its programme, as outlined by external evaluation reports. Relevant actions supporting those opportunities must be included in the EIT's long-term strategy once there is clarity about the EIT's future.

- *The establishment of the EIT Water KIC creates an opportunity for EIT to demonstrate how the EIT model evolves into the 'ideal KIC', thus helping EIT to generate additional policy support (6)*
- *Operational efficiencies — the transition to lump-sum grants might lead to considerable efficiency gains (7)*

In order to achieve efficiency gains from that transition, the EIT must also support the KICs in their lump-sum calls to ensure competition, as well as monitor the possibility of extending lump sums to a wider range of projects and areas.

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

With the introduction of SUMMA, EIT finance staff are increasing their professional knowledge in budget, finance and accounting. Furthermore, the new system provides reliable and unified data in a systematised way, as well as an integrated management approach to most areas of office data. The system is still in the implementation phase, and its full potential for efficiency and cost savings will be realised in the future.

Conclusions

Overall, the number of identified agency-level threats increased from three (3) in the previous reporting period to four (4). The new critical threat is related to the lack of clarity about the EIT's future and its impact on all aspects of the organisation. In addition to the central risk register, the EIT continues to maintain risk registers at department and unit level, and risks recorded in these registers are also tracked, managed and reported, albeit directly by the unit identified as the risk owner. The evolution of the risk management concept, by including 'opportunities' as part of the annual exercise in 2024 and 2025, aligns the EIT's approach more closely with the Commission's definition of risk and allows for a more holistic approach to analysing 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. 3 above, the EIT remains particularly concerned about the insufficient capacity of some KICs to detect and address cases of fraud and irregularities in a timely and efficient manner, with potentially significant financial or reputational impact for both the KICs and the EIT. Therefore, the EIT continues to work, in cooperation with the auditing bodies, to improve its mitigating measures through updates to its ex-post policies, implementing its anti-fraud strategy, and maintaining continuous cooperation with KIC anti-fraud and internal control focal points.

Analysis of audit observations

The detailed analysis of pending audit observations is presented separately in the 'Internal Control Coordinator report on implementation of open recommendations', which is updated periodically and reported to the Audit Committee on a biannual basis.

Summary tables are provided here-below for reference:

- Recommendations of the EIT Internal Audit Capability (IAC) as of **30 April 2025**

Rating	Rec. accepted	Closed by Oct'2024	Closed by Q1 2025	Closed in total	Open issues
Critical	12	8		8	0
Very important	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

Note: Part of the accepted 'Critical', 'Very important' and 'Important' recommendations were eventually downgraded to 'Desirable' due to partial implementation, merged with other recommendations, or written off as obsolete.

- Recommendations of the Internal Audit Service (IAS)

Audit title	Number of open recommendations	Priority	Status as at 31/12/2025
IAS audit on human resources management	1	Important	Closed by IAS ³⁰
IAS audit on management of experts	5	4 Important, 1 Very important	
IAS audit on the process of KIC selection	1	Important	Reported as implemented by EIT ³¹

- Open Observations of the ECA

In its final report for the EIT for the year 2024, concluded in September 2025, the ECA made the following observations:

Observations on management and control systems

ECA observation 3.8.14. The EIT uses an interinstitutional framework contract for travel services. We discovered that the EIT does not use order forms or specific contracts to order travel services, as required by the terms of the contract. The EIT uses staff mission orders as a legal commitment, but the mission orders are not communicated to the contractor. Instead, the EIT requires travelling staff members to order their travel services by sending an email to the contractor, thereby delegating the full responsibility for ensuring that the services ordered correspond to the legal commitment. We also found that in three cases, mission orders and cost claims were not approved by a formally delegated staff member. In addition, we detected that the EIT does not have a

³⁰ Ref. Ares (2025)5962240 – 22/07/2025

³¹ Reported as "closed" by IAS in February 2026, Ref. Ares(2026)1954830 - 20/02/2026

reliable system to ensure that the consumption of the framework contract remains within the available contract ceiling.

EIT's response: In regard to the instances claimed by ECA as “not approved by formally delegated staff member” it was clarified that automatic approval took place in MIPS as a result of systematic issue, which was beyond EIT's control and was reported to PMO accordingly and acknowledged by them. Regarding the monitoring process of the framework contract ceiling implementation, the EIT confirms that the FWC ceiling has not been exceeded.

Observations on budgetary management

ECA observation 3.8.15. We audited a sample of budgetary commitments carried over to 2025. We found that one of the commitments carried over was for staff costs (remuneration and allowances for 2024). The commitment had not been cancelled by the end of 2024, according to the rule for staff costs; instead, an amount of €118 697 was carried over to 2025 as C9 appropriations contravening Article 12(5) of the Framework Financial Regulation.

EIT's response: The EIT acknowledges the European Court of Auditors' observation and takes the opportunity to emphasize that there was no residual risk since the non-cancelled commitments could not be utilised in the new financial year. However, the EIT commits to strengthen its internal controls to ensure that such commitments are timely cancelled in accordance with the regulatory requirements.

ECA observation 3.8.16. On 28 February 2025, the EIT published an amending budget in the Official Journal of the European Union. The amending budget shows total revenue of €463.6 million and total expenditure of €446.7 million, which is contrary to the budgetary principles of accuracy and equilibrium referred to in Articles 8 and 16 of the Framework Financial Regulation.

EIT's response: The EIT published a corrected version of the amending budget in the Official Journal, under reference OJ C/2025/90029, on 31.03.2025. This corrected version ensures that the budget figures comply with the principles of budgetary accuracy and equilibrium.

ECA observation 3.8.17. In 2024 the EIT received €16.7 million of external assigned revenue from three different contribution agreements. This external assigned revenue was added to its amending budget No 3 under Title 2 ‘Contributions’, in the same way as the European Commission contribution. This is contrary to the budgetary principles of unity, universality and specification referred to in Articles 8, 20, 21 and 25 of the Framework Financial Regulation.

EIT's response: The EIT acknowledges ECA's observation regarding the presentation of external assigned revenue in the 2024 amending budget. Therefore, in 2025, the EIT will revise its budget structure as to include a dedicated chapter to the contribution agreements in both the statement of revenue and the statement of expenditure.

In 2025 EIT managed to close 1 of the 4 open observations from previous audits and completed a number of actions towards implementing the remaining 3 observations. The summary is provided in the table below:

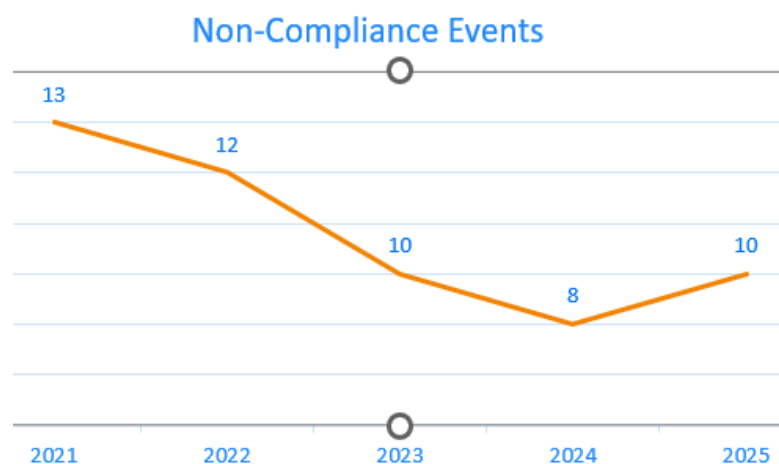
No	Year of ECA observation	ECA observation (summary)	Corrective action taken and other relevant developments (summary)	Status of ECA observation (Open / Closed)
1	2019	The increase in the EIT's budget and the growing number of knowledge and innovation communities (KICs) to oversee have not been accompanied by a respective increase in the number of posts.	The situation persists. 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.	In 2023 the EIT organised meetings with the departments concerned to clarify the correct procedures. We did not detect any similar issues in 2024.	Closed
3	2023	An estimated amount of €12.2 million of grant payments was affected by error. This represented 3.2 % of the total audit population of €385.2 million in 2023.	The estimated error rate affecting EIT 2024 grant payments is 0.8 %, way below the 2 % threshold. However, ECA decided to still keep this observation open.	Open
4	2023	The EIT has developed a set of procedures and guidelines for the performance of ex post checks of grant payments. However, these procedures and guidelines have not yet been updated to take account of the implications of the EIT's move to a multiannual grant agreement structure on its ex post control strategy.	The procedures and guidelines are still being updated in coordination with ECA. Note: The SOP on ex post checks on grants is finalised in 2026.	Open

Note: In November 2025, the ECA performed the first part of its audit for financial year 2025 by reviewing the period January–September 2025. In Q1 2026, the ECA issued a ‘clean’ report, with no observations arising from this audit. The final audit for the closure of the 2025 financial year is currently ongoing, and the final report is expected to be published in October 2026.

Exceptions’ reporting, analysis of internal control weaknesses or control failures recorded.

In 2025, the EIT followed its standard operating procedure on Exception and Non-Compliance reporting. All instances of overriding controls or deviations from established processes and procedures were documented in the EIT 2025 Non-compliance events and Exceptions’ report.

The number of non-compliance events, including Non-Compliance Reports (NCRs) and Exception Reports (ERs), in 2025 compared to the previous year increased from 8 to 10. Despite the increase in the number of non-compliance events compared to the previous year, the figure remains lower than at the beginning of the five-year period (i.e. 2021 and 2022), and a generally positive trend can be observed in this regard.



The total value of the reported non-compliances in 2025 amounted to €7 376, which is significantly lower than that recorded in 2024 (€208 600).

The analysis of the NCRs indicates that, while in the past the most frequent issues were related to expert management, the EIT has now fully addressed this aspect, and no expert-related NCRs were registered. This is due to the substantial effort invested by the EIT in improving the processes and controls related to expert management following the Internal Audit Service audit of the expert management function in 2022. Five out of the current six NCRs were due to human error and, while their impact is lower than in previous years, these non-compliances still create financial and reputational risks. The EIT therefore needs to continue 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 March 2024, the revised EIT Anti-Fraud Strategy for 2024–2026 was adopted by Decision of the EIT Governing Board.³² The strategic objectives of the revised Anti-Fraud Strategy were driven by the EIT’s strategic priorities and values, as set out in its Strategic Innovation Agenda 2021–2027. The EIT set objectives to counter fraud at all levels within the EIT Community, the largest and fastest-growing innovation ecosystem in Europe, including at the level of the Community, the Knowledge and Innovation Communities, the Governing Board, EIT staff and external contractors, thereby 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

³² Ref. Ares(2024)2296059

organisation including but not limited to: EU financial controls (such as delegations for approval), access rights to IT systems, data, and conflicts of interest (CoI).

EIT continued its regular meetings with the AF focal points of the KICs, including an annual AF meeting of all KICs. These meetings help 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 for strong anti-fraud and internal controls functions, and some of them have put in place control systems.

The collaboration with OLAF also continued – 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 anti-fraud guidance, for EIT as well as for KIC’s audience. For updates on the status of implementation of the administrative and financial recommendations under the concluded OLAF investigations, please refer to point 2.8B hereinabove.

3.2 Conclusions of the assessment of internal control systems

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

The 2025 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.

Overall assessment

As an outcome of the 2025 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:

Principle-specific observations

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

While all KPIs under this Principle remain well implemented, the KPI related to staff perceptions about “transparency of decisions” continues to show a moderate deviation from the target. Compared to the previous reporting period, the perception remains relatively stable, with some indications of improvement in communication practices at management level. The deviation is assessed as moderate and perception-based rather than linked to a structural control weakness. EIT should continue its targeted efforts to improve

transparency, particularly in HR-related decision-making.

Principle 4. The EIT demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives

This principle continues to present structural challenges. While certain KPIs show positive developments, such as improved satisfaction with learning and development opportunities and continued fulfilment of key HR processes, several indicators remain below target or show deterioration.

In particular:

- Staff turnover remains above target levels
- Geographical diversity continues to decline slightly
- Business continuity perception remains below target, reflecting concerns about limited capacity
- Learning and development is perceived as insufficiently tailored

The main issue identified is not related to absence of processes, but rather to capacity constraints and structural limitations, including understaffing and workload distribution. EIT has continued to mitigate these risks through measures such as outsourcing, prioritisation of activities and support to staff. However, these measures do not fully address the underlying structural constraints.

Future efforts should focus on:

- Staff retention and attractiveness of employment conditions
- Capacity planning and business continuity
- Diversification and targeting of learning opportunities

It should also be recognised that some of these factors (e.g. long-term job security, country salary coefficient, labour market constraints) are largely outside the EIT's control.

Principles 12 and 17. The EIT deploys control activities through corporate policies that establish what is expected and procedures that put policies into action.

These principles are generally functioning well, with improvements observed compared to the previous reporting period.

However, some deficiencies were identified under this principle, related to staff awareness of reporting procedures on exceptions (Principle 12) and internal control deficiencies (Principle 17), which remain below target. While the number and value of non-compliance events remain limited and show a positive trend overall, survey results indicate that a certain proportion of staff do not fully understand the concept of exception and/or IC deficiency, and relevant reporting procedures.

This represents a moderate deviation linked primarily to:

- Staff turnover
- Increased reliance on interim staff
- Need for continuous training and awareness efforts

The control framework itself is functioning, but consistency of application requires continuous reinforcement. This is partially achieved through onboarding training sessions of newcomers.

Audit and control environment

In 2025, the EIT continued to invest efforts in following up on all open audit recommendations. In summary:

- All **Internal Audit Capacity (IAC)** recommendations have been closed, completing a long-term implementation cycle

- **Internal Audit Service (IAS)** recommendations have been largely implemented and are pending confirmation or closure
- **European Court of Auditors (ECA)** observations are being actively addressed, with one observation closed and progress made on the remaining ones

Notably, the preliminary audit work of the ECA for financial year 2025 resulted in a clean report with no observations, confirming the overall robustness of the control environment.

Anti-fraud and risk environment

The EIT continued to implement its Anti-Fraud Strategy (2024–2026), strengthening its control framework both internally and at KIC level.

The follow-up of OLAF investigations remains ongoing and has led to:

- Identification of significant amounts to be recovered
- Implementation of recovery procedures and monitoring mechanisms

While these cases demonstrate the effectiveness of detection and follow-up controls, they also highlight continued exposure to risks at KIC level.

Additionally, **key organisational risks** remain, notably:

- Uncertainty regarding the EIT's future beyond 2027
- Structural understaffing and capacity constraints
- Dependence on KIC performance and alignment
- Cybersecurity risks

These risks are actively managed but remain significant in terms of potential impact.

Final assessment

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 deficiencies are limited, non-systemic, and manageable, and are mainly linked to:

- Staff perceptions
- Awareness gaps
- Structural capacity constraints

These are reflected in the EIT Register of deficiencies and corresponding corrective actions.

Similar to the previous reporting period, a risk related to potential significant negative financial impact on the accounts as a result of risk of collection of substantial amount estimated as repayable by a KIC to the EIT due to irregularities established by an OLAF investigation. Therefore, while the EIT Internal Control System is assessed as effective and efficient (Category 1), with only limited and non-systemic improvements required, **the EIT Director is advised to sign the Declaration of Assurance for 2025 with a reservation.**

Overall, the EIT should continue to closely monitor:

- The financial and reputational impact of ongoing OLAF-related recovery procedures
- The structural risk related to staffing constraints
- The strategic uncertainty regarding the future of the organisation

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,

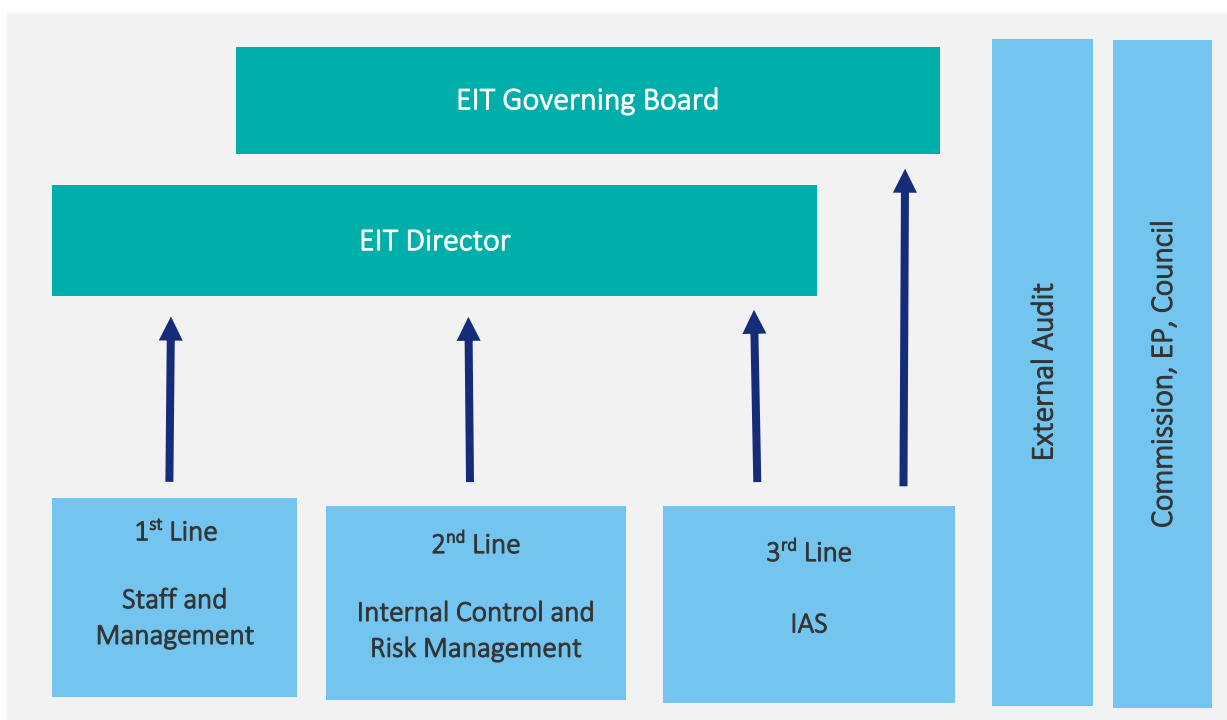
Tzvetan ZAFIROV,

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 lines model or building blocks of assurance:



Since January 2020, 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 is among others the substantial findings in the EIT's monitoring and ex ante control activities, the qualified opinion provided by the ECA 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 the 2024 expenditure in the EIT's accounts.

As regards the EIT's core operations, the error rate established in the final reports on 2023 grants, which were paid by EIT in 2024, estimated during ex-post verification of costs claimed by the Knowledge and Innovation Communities (KICs), is 0.8 %, which is significantly below the materiality threshold of 2 %.

Nevertheless, as stipulated in this report and previous EIT activity reports, the critical risks resulting from the structural understaffing of the EIT remain valid. This also creates unsustainable risks to the health and well-being of EIT staff, given the increasing workload. The EIT Director therefore continues to call upon the EU institutions to effectively address the structural understaffing of the EIT in relation to its budget and mandate, as confirmed by independent auditors, including the ECA and the Commission's Internal Audit Service.

In addition, the critical risks related to KICs not progressing towards the achievement of their strategic objectives due to non-alignment with the EIT, or due to fraud and irregularities, also remain a key concern. In this regard, the EIT carefully monitors the conclusion of several European Anti-Fraud Office (OLAF) investigations, particularly in relation to one KIC. This was the reason for the reservation included in the EIT's CAAR for the previous reporting period, due to the expected high amount potentially to be claimed by the EIT for reimbursement from the KIC based on the concluded contradictory procedures. A significant part of the overall recovery under this OLAF case was determined in 2025 and has been formally claimed by the EIT and recognised as repayable by the KIC. However, the financial capacity of the KIC to reimburse this amount in full is uncertain, as the KIC legal entity filed for liquidation in March 2026. This situation creates major financial, operational, strategic and reputational risks for the EIT and therefore constitutes the basis for adding a reservation to the Declaration of Assurance in this CAAR.

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 provide sufficient 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

Reservation

This reservation relates to irregularities identified at the level of the Knowledge and Innovation Communities (KICs), which are independent legal entities, and affecting grant agreements implemented in the period 2020–2025. The irregularities were investigated by the European Anti-Fraud Office, which concluded three cases in 2024 and two cases in 2025, and issued financial and administrative recommendations accordingly. In the CAAR for 2024 a reservation related to the three irregularities reported in 2024 was raised. That reservation remains valid for the 2025 final accounts, with some updates, as elaborated below.

In 2025, the European Institute of Innovation and Technology (EIT) continued the implementation of the recommendations stemming from 2024, and started implementing the recommendations issued in 2025, including through the completion of contradictory procedures and the establishment of amounts to be recovered. For one case, an amount of €9.2 million was formally established and partially already recovered in 2025, with a repayment schedule extending until 2027. There is uncertainty as to the EIT's ability to recover this amount in full, as the debtor has filed for liquidation in the meantime. However, based on the best estimation available at the time of reporting, it is likely that EIT will be able to recover most of the debt in the course of 2026 through offsetting, as disclosed 2.4.2 of the Final Annual Accounts of the EIT for the financial year 2025.

For the remaining cases stemming from 2024, recovery amounts have been established or are in the process of being finalised following the necessary contradictory procedures with the affected beneficiary organisations (€22

thousand for one case and up to €360 thousand for another). For the two additional cases concluded in 2025, the contradictory procedures are ongoing with an estimated total financial impact below €1.9 million. Once the follow-up and contradictory procedures have been concluded, the EIT will proceed to recovering the amounts in question.

As a consequence, the total financial exposure from all five cases is expected to be below the range of €15–20 million that was indicated in the CAAR for the previous reporting period, and, at the time of reporting, EIT estimates that the majority of the amounts at stake will be recovered in the course of 2026.

The EIT has taken precautionary measures and continues to implement OLAF's recommendations, including the issuance of recovery orders and the follow-up of administrative actions. However, the recovery of part of the established amount remains uncertain as explained above, in particular related to the KIC Legal Entity that entered liquidation proceedings in 2026. This situation creates significant financial and reputational risks and may affect the effective recovery of EU funds.

In addition, structural weaknesses persist, notably related to the EIT's limited human resources, which continue to affect the sustainability of effective control activities, as highlighted also by external audit bodies. Risks related to the performance and governance of KICs, including exposure to irregularities, also remain.

Despite the corrective measures implemented, the progress made in establishing and initiating recoveries, and the prospects of offsetting the due amount at least partially, a residual financial risk to the EIT budget remains.

Therefore, as Authorising Officer, I issue a reservation in the Declaration of Assurance.

The reservation will be lifted once recovery procedures are completed, the underlying control weaknesses at KIC level have been adequately addressed, and the EIT's staffing capacity has been reinforced to match the level of responsibilities, mandate and budget entrusted to it by the co-legislators in the EIT Regulation and EIT Strategic Innovation Agenda 2021-27.

Date: 29/06/2026

Name: Signed electronically in ARES,

ADAM ROTTENBACHER

ANNEXES

Annex I: Core business statistics: EIT KPIs 2025 (Grant Agreements 2023-2025)³³

EIT core KPI		28 Digital	Climate KIC	InnoEnergy	EIT Health	EIT Raw Materials	EIT Food	EIT Manufacturing	EIT Urban Mobility
EITHEO 1.1	Intellectual property rights	0	0	43	0	20	9	1	102
EITHEO 2.1	Marketed Innovations	15	0	62	10	45	114	40	74
EITHEO 2.4	Marketed Innovations with sales of 10,000 EUR	13	0	15	10	32	80	40	67
EITHEO 3.1	KIC Supported Start-ups/Scale-ups	59	10	112	464	91	306	282	328
EITHEO 4.1	Start-ups created of/for innovation	8	0	0	8	9	44	11	32
EITHEO 4.4	Start-ups created of/for innovation with a sales revenue of 10,000 EUR	6	0	0	0	4	11	11	9
EITHEO 5.1	Start-ups created of EIT labelled MSc/PhD programmes	3	0	10	7	16	28	7	9
EITHEO 6.1	Investment attracted by KIC supported start-ups/scale-ups	50.9 MEUR	69.5 MEUR	1,165.6 MEUR	146.1 MEUR	76.3 MEUR	140.3 MEUR	92.2 MEUR	53.0 MEUR
EITHEO 7.1	Graduates from EIT labelled programmes	434	0	482	370	309	18,589	0	695
EITHEO 8.1	Participants in non-labelled education and training	4,344	1,049	7,746	10,348	14,520	13,258	1,234	14,673
EITHEO 9.1	Students enrolled in EIT-labelled programmes	392	0	0	651	231	1,332	0	441
EITHE1 1.1	FS revenues (EUR)	n/a	24.4 MEUR	21.46 MEUR	7.28 MEUR	12.28 MEUR	8.03 MEUR	15.27 MEUR	6.16 MEUR

³³ The table includes 2025 reported KPIs for all KICs. The assessment of KPIs is ongoing. The FS revenues (EITHE11) are based on the preliminary FS reports of the EIT KICs. The final FS report for 2025 is only to be received by end of July 2026.

Annex II: Statistics on financial management

Budget outturn and cancellation of appropriations

Budget outturn	2023	2024	2025
Revenue actually received (+)	363,687	465,795	435,056
Payments made (-)	-341,855	-432,449	-444,827
Carryover of appropriations (-)	-24,232	-39,929	-11,549
Cancellation of appropriations carried over (+)	3,387	20,978	398
Adjustment for carryover assigned revenue appropriations from previous year (+)	2,781	7,549	21,425
Exchange rate differences (+/-)	-0.1	27	-0.5
Adjustment for negative balance from previous year (-)			
TOTAL	3,768	21,971	502

Annex III: Organisational chart in 2025



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

Establishment Plan:

Category and grade	Establishment plan 2025		Actually filled in as of 31/12/2025	
	officials	TA	Officials	TA
AD 16		0		0
AD 15		1		1
AD 14		0		0
AD 13		0		0
AD 12		1		0
AD 11		3		5
AD 10		6		6
AD 9		11		11
AD 8		11		7
AD 7		5		4
AD 6		2		6
AD 5		1		1
Total AD		41		41
AST 11				
AST 10				
AST 9				
AST 8				
AST 7		0		
AST 6		1		1
AST 5		3		2
AST 4		0		0
AST 3		1		1
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 2025	Executed FTE as of 31/12/2025
Function Group IV	21	21
Function Group III	10	8
Function Group II	N/A	N/A
Function Group I	N/A	N/A
TOTAL	31	25

Seconded National Experts	FTE corresponding to the authorised budget 2025	Executed FTE as of 31/12/2025
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 (31/12/2025)

Job Type and Category	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
ADMINISTRATIVE SUPPORT AND COORDINATION	18.75 %	20 %	20 %	16.1 %	16.8 %
Top-Level Administrative Coordination ³⁴	1	1	1	1	1
Administrative Services and Support ³⁵	12	12	12	10	10
OPERATIONAL	70.3 %	70.7 %	70.7 %	75.0 %	76.6 %
Top-Level Operational Coordination ³⁶	6	7	7	7	7
Programme Management & Implementation ³⁷	19	18	17	22	24
Evaluation & Impact Assessment ³⁸	10	11	13	16	20
General Operational ³⁹	10	10	9	6	7
NEUTRAL	10.93 %	9.2 %	9.2 %	8.8 %	6.5 %
Finance	5	5	4	4	5
Control	2	1	2	2	1

³⁴ Head of Administration Unit

³⁵ Administration excl. Finance

³⁶ Director, Head of Units (excl. Head of Administration unit)

³⁷ OPSI

³⁸ OPSII

³⁹ Directorate and Legal

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 ⁴⁰	17	10	0	27	413,648,011	2,409,359	416,057,370
Supporting the innovation capacity of higher education ⁴¹	8	3	0	11	63,675	242,386	306,061
EIT cross-cutting activities: ⁴²	9	3	1	13	664,454	1,701,369	2,365,823
- <i>out of which Impact monitoring and evaluation</i> ⁴³	5	1	1	7	169,963	944,850	1,114,813
- <i>out of which synergies and complementarities with other programmes</i> ⁴⁴	4	2	0	6	494,491	756,519	1,251,010
Strategy: Coordination and implementation ⁴⁵	5	4	0	9	269,523	1,221,094	1,490,617
Administrative support and coordination ⁴⁶	6	9	0	15	4,021,269	1,284,836	5,306,105
TOTAL	45	29	1	75	418,666,932	6,859,044	506,687,280

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.

⁴⁰ OPSI

⁴¹ Innovation Ecosystem Unit

⁴² Communication and Engagement Unit

⁴³ Communication Section

⁴⁴ Stakeholder Engagement Section

⁴⁵ Directorate and Legal

⁴⁶ Administration Unit

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 ⁴⁷	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 ⁴⁸	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 ⁴⁹	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

⁴⁷ The actions were implemented by 31/12/2024, but the reports were submitted to the EIT and assessed in 2025, and the corresponding final payments were also carried out in 2025.

⁴⁸ The actions were implemented by 31/12/2024, but the reports were submitted to the EIT and assessed in 2025, and the corresponding final payments were also carried out in 2025.

⁴⁹ The actions were implemented by 31/12/2024, but the reports were submitted to the EIT and assessed in 2025, and the corresponding final payments were also carried out in 2025.

General Information					
	Date of signature	Total amount	Duration	Counterpart	Short description
					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
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 Initiative 2023-2025	04 April 2023	EUR 79,853,967.07	3 years	EIT RawMaterials	EIT Higher Education Institutions (HEI) Initiative
17. 28Digital activities 2025	23 June 2025	EUR 6,666,667.00	1 year	28Digital	Implementation of the MoC KIC's activities
18. Climate-KIC activities 2025	27 June 2025	EUR 6,887,625.00	1 year	Climate-KIC	Implementation of the MoC KIC's activities
19. InnoEnergy activities 2025	23 June 2025	EUR 6,333,333.00	1 year	InnoEnergy	Implementation of the MoC KIC's activities
20. EIT Urban Mobility Business Plan 2026-2028	15 December 2025	EUR 206,871,493.00	3 years	EIT Urban Mobility	Implementation of the KIC's Business Plan
21. HEI Initiative 2026-2028	11 December 2025	EUR 129,999,002.00	3 years	EIT RawMaterials	EIT Higher Education Institutions (HEI) Initiative
22. EIT-BEST	25 September 2025	EUR 3,248,422.50	4.5 years	NCPs	Training, networking and best practices initiative for EIT NCPs
Total grant agreements				EUR 1,469,166,462.07	
1. EBA Academy Contribution Agreement	20 December 2021	EUR 10,200,000	3 years	EC, DG Employment	Support of the European Battery Alliance Academy
	01 December 2023	EUR 9,000,000	4 years	EC, DG GROW	



	General Information				
	Date of signature	Total amount	Duration	Counterpart	Short description
2. European Solar Academy Contribution Agreement	(amended on 10 April 2024)				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				EUR 47,200,000	

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, 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 startups 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 €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 2025 are:

The level of annual greenhouse gas emissions originating from the EIT’s operations in 2025 is estimated to be similar to 2024, **(228 tons of CO2 equivalent)**. **This estimation takes into account that there were no major changes in the operation of the EIT compared to 2024.**

GHG emission derived from EIT missions(travel only)	2019	2022	2023	2024	2025
(tCO2eq.)	69,1	49,7	42,6	35,5	29,9

(data source: MIPS+)

In 2025, 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 2025:

- 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.
- Participate in the VeloMai competition among EU institutions
- The EIT **compensated in 2024** 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 2025

Separate document: EIT GB Decision 18/2026 [Ares(2026)6528463]