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Design of the Master Programme in Business Excellence

Join us in boosting entrepreneurship and education for a strong digital Europe.



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1 Introduction

EIT Digital Deep Tech Education seeks digital deep-tech education providers to assist in designing master program that incorporate business-focused elements. Through a master's program in business excellence, it aims to equip executives with advanced strategic and digital leadership skills. By collaborating with industry partners, the initiative ensures alignment with real-world needs, supporting professionals in enhancing their skills to drive digital transformation.

To this end, the EIT Digital launches on **16 June 2025** an open call with submission deadline on **14 August 2025**. The project will run from from October 2025 to December 31, 2025.

The process is guided by the five focus areas of the EIT Digital's SIA (Strategic Innovation Agenda): Digital Tech, Digital Industry, Digital Cities, Digital Wellbeing and Digital Finance. An overview is available on page 13 of the SIA. As a result, deep tech education proposals are expected to be aligned with these areas.

2 EIT Digital Deep Tech Education

EIT Digital emphasizes the development of T-shaped talents equipped with both solid technical knowledge to develop and access the value of technology, and the necessary entrepreneurial and business skills to spot opportunities, understand market needs and capitalize on them. This approach is a fundamental pillar of EIT Digital's strategy, which is dedicated to delivering high-quality digital education at the master's level and for young and high-level professionals. Across all EIT Digital programs, participants acquire core technical competencies in in key digital areas associated to an entrepreneurial lens of business model thinking.

The EIT Digital deep tech educational offering includes EIT Labelled Master programmes, Summer School, Professional School, and Industrial Doctoral School and the newly launched (d)-academy platform. The offering is delivered through the schools belonging to the EIT Digital Deep Tech Education:

- The **EIT Digital Master School** offers 9 EIT Labelled programmes which leverage on the expertise of EIT Digital partner universities to propose an education offer that can enable T-shaped engineers to drive innovation. In comparison to traditional technology-focused programmes, our programmes are expected to have a much more immediate impact on Europe's digital transformation.
- The **EIT Digital Summer School** offers intensive trainings to tomorrow's digital entrepreneurs and innovators, where they can tackle societal challenges related to EIT Digital's focus areas (with real cases proposed by EIT Digital industry partners). The Summer School is a mandatory component of the EIT Digital Master Programme, but it is also open to external students and professionals.
- The **EIT Digital Industrial Doctoral School** offers the opportunity to tackle research problems relevant to industry and work closely with the industrial partners to deliver tomorrow's solutions to challenging problems, while learning the fundamental skills to transform research results in the next big entrepreneurial venture.

- The **EIT Digital Professional School** delivers high-impact, lifelong learning courses tailored to industry needs. It leverages the EIT ecosystem by working with industrial partner in identifying promising venues of development.
- The **(d)Academy** is a strategic initiative aimed at addressing Europe's urgent need for digital skills, by upskilling and reskilling workers across the continent.

Partners are invited to co-invest with us and benefit from the impact of improved Education contributing to the digital transformation of Europe and the creation of a European talent pool and a digitally skilled workforce.

The selected partners will be responsible for designing the **Master Programme in Business Excellence during 2025**, conditional upon the receipt of funding from the European Institute of Innovation and Technology (EIT). This means that the collaboration will only proceed if the funding is formally awarded. As part of the implementation activities, partners will also be required to organise a **Winter School** by the end of 2025. This event will serve to introduce the programme's structure, objectives, and distinguishing elements to prospective students and key stakeholders, thereby increasing the programme's visibility and reinforcing its strategic positioning within the EIT Digital ecosystem and the broader educational landscape.

The overall structure and requirements of the EIT Digital Master School Programme are outlined in Section 3 of this call. The newly designed programme is expected to be fully implemented and integrated into the EIT Digital Education portfolio, with its first intake of students starting in September 2026.

3 Master School

3.1 Programme Structure

EIT Digital Master programmes are dual degree programmes (2-years and 120 ECTS) with the requirement to study in two different countries. The curriculum includes 1 year of studies at the Entry University (60 ECTS) and 1 year of studies at the Exit University (60 ECTS). The Programme curricula include a mandatory Innovation & Entrepreneurship (I&E) minor (30 ECTS) taught over 2 years. Upon fulfilment of all degree requirements, students will receive two degrees:

- one from the Entry University, and
- another from the Exit University.

Students will also receive an EIT Label Certificate endorsed by EIT and issued by EIT Digital. The

Certificate is based upon the two degrees issued by both Universities and confirms that the EIT Label and EIT Digital Master School Innovation and Entrepreneurship (I&E) requirements of the Master School programmes have been met.

EIT Digital Master School programmes follow the embedded model of EIT labelled programmes as laid out in the EIT Label Handbook. This Agreement is subject to compliance with the requirements for the

embedded EIT labelled Master programmes and therefore, subject to sustained approval of the EIT Label, as may be evaluated from time to time by EIT.

Language of instruction

The language of instruction for the EIT Digital Master School Programme must be English.

Geographical mobility

The geographical mobility of EIT Digital Master programmes is set to 60 ECTS per university. The number of ECTS may vary slightly with different combinations due to university-specific regulations. When applying, the students must indicate their preferences regarding their major along with a choice of Entry and Exit Universities (called the study track). Each student proposed for admission will be offered a study track that will honour his/her preferences to the extent possible.

Cross-organizational mobility

EIT Digital Master programmes include an organizational mobility requirement of at least 20 ECTS. In the design of this Programme, the organizational mobility is enabled with the Master Thesis project that is based on an industrial internship (30 ECTS).

The Master thesis project must be industrially as well as scientifically relevant. The model is an integrated and co-planned combination of a Master's thesis and an explicit internship at an industrial (non-academic) organization, preferably an EIT Digital Partner.

The Innovation and Entrepreneurship (I&E) Minor

The Innovation & Entrepreneurship Minor (I&E Minor) is an organized set of courses (30 ECTS). Its development, under the lead of EIT Digital, is done jointly between EIT Digital and Partner Universities and it is executed by the Partner Universities. It is mandatory that all Partner Universities implement and use this set of courses in the Master School programmes. All implementations of the set of courses shall attain the current Intended Learning Outcomes (ILOs) for the following courses and modules:

- I&E Basics (5-8 ECTS) (*)
- Business Development Lab I&E (7-10 ECTS) (*)
- Summer School I&E programme (4 ECTS)
- I&E Elective course (5 ECTS)
- I&E Study (6 ECTS).

(*) I&E Basics and Business development Lab I&E offering a total of 15 ECTS

The I&E courses and modules may be offered in an online, blended or flipped classroom format.

Admission to EIT Digital Master Programmes

EIT Digital and the Master School Partner Universities agree on the admission process. This process is jointly executed by EIT Digital and Partner Universities. The admission proposal (i.e. the student ranking list) is generated by the Programme committees. Both Partner Universities and EIT Digital will contribute to provide students scholarships or tuition fee waivers. The allocation of scholarships or tuition fee waivers is handled by EIT Digital and is based on the student ranking.

Number of Students

It is the joint responsibility of EIT Digital and Partner Universities to ensure an EIT Digital study environment that secures an ERB (Knowledge Triangle; Education-Research-Business) integrated I&E education that fulfils the promises about a unique digital T-shaped master's degree (EIT Label).

To ensure sustainability and provide a meaningful EIT labelled educational experience to students, a minimum number of students per Entry and Exit is required. EIT Digital and Partner Universities agree that an optimal minimum number of students per Entry and Exit is 10. However, 5 to 9 students per Entry and Exit could provide a meaningful EIT labelled educational experience to students, especially in universities active in several Entry and Exit points.

3.2 Expected Responsibilities from the Universities during the Master School Programme

Universities selected through this call will play a central role in the design and preparatory activities for the **Master School Programme in Business Excellence** during 2025. Their responsibilities, conditional upon EIT funding, will include the following:

- **Programme Design:** Collaborate with EIT Digital and partner institutions to co-develop the curriculum, structure, and learning outcomes of the new Master School programme in line with the EIT Label requirements and strategic focus areas.
- **Winter School Implementation:** Organise a Winter School by the end of 2025 to present the programme's objectives, structure, and distinctive features to prospective students and stakeholders. This event will support visibility, stakeholder engagement, and strategic positioning within the EIT Digital ecosystem.
- **Preparatory Actions for Programme Launch:** Contribute to all necessary steps to ensure the programme is ready for full implementation, including delivering course documentation, aligning administrative procedures, and planning for mobility pathways across institutions.

The fully designed programme is expected to be launched as part of the EIT Digital Education portfolio with its first student intake in **September 2026**.

4 How to participate

EIT Digital is a partnership-based organization. Therefore, proposers are expected to be or become Partner of EIT Digital once the proposal is selected.

A recommendation to Partners, especially to new Partners, is to be in contact with EIT Digital before the submission date to ensure a clear understanding of the requirements.

Please refer to Annexes for more details on the proposal submission and evaluation processes.

Eligible countries are the Member States (MS) of the European Union (EU) including their outermost regions and countries which associated to Horizon Europe¹.

For partners from Hungary: the Council Implementing Decision 2022/2506 might directly impact the implementation of Master School grant. This Decision stipulates that legal commitments must not be entered into with any public interest trusts established on the basis of the Hungarian Act IX of 2021 or any entity maintained by such a public interest trust. This applies as of 16 December 2022 for as long as the measures are in place.

We advise partners from these countries to connect with the relevant Regional Directors to confirm under which conditions they can participate in the call. The Master School website contains information about the Info Session and the FAQs for this call.

All participating EIT Digital Partners must provide their Participant Identification Codes (PICs) within the Proposal submission. This submission is mandatory and serves as a formal verification step to ensure proper identification and eligibility of the partners involved in the proposal.

4.1 Eligibility Criteria

To be eligible, the proposal must meet the following requirements:

- The consortium shall be composed of at least two universities from two different eligible countries².
- The consortium shall include at least one university that is an EIT Digital partner. This requirement ensures that each funded project is anchored in a trusted network with proven capabilities, aligned governance structures, and a track record of delivering impact within the EIT framework. While the call remains open to new participants, the inclusion of an established EIT Digital partner supports the programme's integration into EIT Digital's educational model and contributes to its long-term strategic development
- At least one of the participating universities shall hold an international accreditation.

¹ https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-euratom_en.pdf

² https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-euratom_en.pdf

5 Annexes

Annex A. Proposal submission

All proposals need to be filled and submitted via the EIT Digital submission system that can be reached via the [EIT Digital intranet page](#). Proposals need to be formally submitted via the EIT Digital submission system before the hard **deadline on 14 August, 5 pm CEST (Brussels time)**.

Information events will take place in **25 June 2025** to provide additional information to the applicants to improve their chances of successful applications.

Should the quality of proposals be insufficient based on the evaluation criteria listed in Annex C, EIT Digital reserves the right to open a second submission to collect and assess new Education Activity proposals.

The detailed process, including requirements, criteria and evaluation methodology for Deep Tech Education Activity proposals, is presented in Annex B and Annex C and .

For any enquiries or requests for clarification regarding this call, please contact the EIT Digital Team at proposal_support@eitdigital.eu . Applicants can also find a list of FAQs on the webpage where the call is published.

This Call is subject to potential refinement and amendments contingent upon forthcoming directives directed towards EIT Digital. Applicants are advised to routinely monitor the call pages hosted on the EIT Digital website for any updates. Any changes to this Call Document will be highlighted in red and published at the top of the website.

Annex B. Process overview

B.1. Requirements

The **maximum EIT funding amount** is **100.000€** for **Master School¹** programme.

¹ The submissions shall consider there is no double funding for the submitted budget of all proposals.

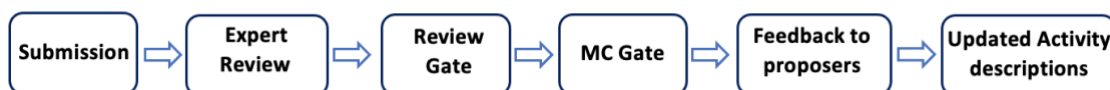
After the master's programme is designed, it will be launched and included in the portfolio of the EIT Digital Master School.

B.2. Review process

B.2.1. Evaluation Gates

Each Education Activity proposal will be reviewed in three Evaluation Gates. Each Gate decision supersedes the previous one.

1. First Gate - Experts Review: Submitted proposals are assessed by independent external experts. Each expert individually evaluates each proposal following the evaluation criteria described in Annex C and provides comments to the Activity proposal supporting their assessment and feedback to the applicants, plus, recommendations to the Review Gate.
2. Second Gate - Review Gate: Experts come together and discuss each proposal based on their own individual assessments, following the requirements and guidelines of this document. The outcome is a consensus evaluation for each proposal that integrates and supersedes individual assessments as well as recommendations to MC Gate.
3. Third Gate – MC Gate: The Management Committee of EIT Digital analyses the Review Gate outcomes and recommendations to build a strong strategic education portfolio for the EIT Digital Business Plan. The outcome is the final go/no-go decision for each proposal and changes requests to the proposal, such as budget changes or changes in the Activity descriptions.



B.2.2. Feedback and following steps:

4. Applicants will find the feedback to their proposals, as “go/no-go”, including any changes requests, in the feedback tab of the submission system approximately three weeks after the deadline date. Note that for proposals involving organisations applying for an EIT Digital partnership, proposal acceptance is dependent on the EIT Digital Supervisory Board’s approval of the partnership application.
5. Applicants with “go” feedback may receive requests for changes to the Activity proposal and must implement those, as presented on the feedback tab of the submission system. These may include adjustments to the content of the Activity (outputs, KPIs, descriptions, etc.) and budget changes (re-dress procedure). Once changes are made, the reviewed proposal needs to be resubmitted in the EIT Digital submission system. If the required budget changes are not implemented within 5 business days from the communication of the results, then the financials

will be automatically and linearly adjusted for all Activity Partners to meet the requested target values.

6. Proposals for the Master School Programme design that receive positive feedback are expected to provide the course descriptions by **September 2025**. The programme design and preparatory activities are expected to take place between **October and 31 December 2025**. Communication activities funded by the grant (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media), dissemination activities and any, equipment, supplies or major result funded by EIT Digital must acknowledge the EU support and display the EIT Digital logo, the European flag (emblem) and funding statement: “EIT Digital is supported by the European Institute of Innovation and Technology (EIT), a body of the European Union”. The duration of the contract is indicated in the Grant Agreement.
7. EIT Digital includes the selected Activities in the EIT Digital Business Plan and sends it for internal approval to its governing bodies and the EIT. Once EIT Digital receives feedback from the EIT on the Business Plan, the Education Activity Leader may be required to implement additional changes to the Activity proposal on the request from the EIT.

B.3. Appeal procedure

EIT Digital will, in good faith, address any potential disputes on the outcome of the selection process described in this document in a timely manner. An appeal should be issued, by the proposers, to the attention of the relevant Node Director, by factually underpinning the alleged incorrections in the evaluation and feedback provided by EIT Digital.

Note that the External Experts evaluation cannot be appealed.

B.4. Review Process timeline

To respect the tight timeline, the following will apply:

1. Publication of the results: approximately three weeks after the submittal deadline.
2. Proposers should bring the appeal to the attention of the relevant Node Director within 5 business days from the publication of the results.
3. The Node Director examines the appeal, and if the grounds for the appeal are found with merit, then the appeal will be sent for a second review by the Management Committee. The EIT Digital Management Committee will review the appeal and make a final decision.

Action	Date
Submission system opens	16 June 2025
Info Session	25 June 2025
Proposal Submission closes	14 August 2025
Feedback to selected/rejected activities	August-September 2025
Appeal window (5 business days)	August -September 2025
Proposal adjustments window (5 business days)	September 2025
Activities start	October 2025

Annex C. External experts' evaluation criteria

In line with the submission requirements, Education Activity proposals will be reviewed based on their quality and impact, market relevance, and financial sustainability of EIT Digital following the evaluation process previously described.

The assessment by independent individual external experts will be based on the questions reported in the table below. Reviewers will be asked to provide a score and comments for each question, as well as an assessment of the whole proposal.

Questions for Education Activity external experts (first gate)

Dimension	Question		Score Range	Min Required Score
Strategic Importance Excellence	Question 1	How effectively does the proposal align with EIT Digital's Focus Areas, Strategic Innovation Agenda, and targeted geographical outreach?	0-5	3
	Question 2	How many distinct international accreditations (e.g., EQUIS, AACSB, AMBA) are held by the leading partner?	0-5	0
	Question 3	How many distinct international accreditations (e.g., EQUIS, AACSB, AMBA) are held collectively by the consortium partners, excluding duplicates of the same accreditation across institutions?	0-5	0
Impact	Question 4	To what extent does the proposal integrate emerging digital technologies (e.g., AI, data science, blockchain, cybersecurity, XR) into the business education curriculum in a structured and meaningful way?	0-5	3
	Question 5	How effectively does the proposal promote a technology-driven mindset among students through its learning approach (e.g., project-based learning, real-world use cases, digital tools, collaboration with tech industry stakeholders)?	0-5	3
Quality of Proposal	Question 6	How appropriate and complementary is the composition of the team in terms of roles, responsibilities, and institutional balance to effectively implement the proposed educational activities?	0-5	3
	Question 7	To what extent does the team demonstrate relevant academic, pedagogical, and/or professional expertise that enhances the quality and credibility of the proposed educational activities?	0-5	3
Quality and efficiency of the implementation	Question 8	To what extent does the team demonstrate prior experience in managing and delivering educational or innovation initiatives of similar scope and complexity to the proposed activities?	0-5	3
	Question 9	How effectively does the team's past experience support their ability to ensure the efficient, timely, and high-quality implementation of the proposed activities?	0-5	3
Market Relevance	Question 10	How does the proposal help bridge the digital skill gap for participants?	0-5	3
Minimum Required Score*				24/50

* Minimum Required Score' should be achieved in all the above categories for a proposal to proceed.

Experts score each question on a scale from 0 to 5:

0 – Proposal fails to address the criterion or cannot be assessed due to missing or incomplete information.

1 – Poor. The criterion is inadequately addressed or there are serious inherent weaknesses.

2 – Fair. The proposal broadly addresses the criterion, but there are significant weaknesses.

3 – Good. The proposal addresses the criterion well, but a number of shortcomings are present.

4 – Very good. The proposal addresses the criterion very well, but a small number of shortcomings are present.

5 – Excellent. The proposal successfully addresses all relevant aspects of the criterion. Any shortcomings are minor.

The assessment by independent individual external experts will be based on the questions reported in the table above. Reviewers are asked to score each proposal with respect to each question and provide a textual comment for each question, as well as an assessment for the whole proposal.

After the individual review by the external experts, EIT Digital runs a Review Gate meeting (second gate) in which these experts come together and evaluate each proposal based on their own individual assessments. The goal is to reach a consensus evaluation of each proposal that integrates and supersedes individual assessments.

Afterwards, during the third and final gate, the EIT Digital Management Committee (MC) analyses the Review Gate outcome and recommendations and makes a final selection in order to build a strong strategic portfolio. The Management Committee (MC) will receive evaluation scores based on the criteria established for the call. These scores will be derived from a consensus meeting, referred to as the “Second Gate,” where evaluators discuss and reconcile their individual assessments initially expressed during the “First Gate” evaluation phase. This process ensures that the final scores reflect a collective agreement among evaluators, enhancing the fairness and accuracy of the evaluation outcome.

Annex D. Annex D: Costs Reporting and KPIs

This Annex includes important additional information related to formal requirements on KPIs, financial costs and partnership for funded activities that will be included in the EIT Digital Business Plan. **It is therefore important that applicants read this section carefully.** All Business Plan Activities need to comply with the Horizon Europe and EIT requirements, which may be subject to changes. A dedicated EIT Digital intranet page (requiring a valid EIT Digital intranet account to be accessed) contains further essential information for proposal authors and will be kept up to date with the latest information. Please get in contact with EIT Digital staff to make sure you can access the EIT Digital intranet. This is especially relevant for activity partners that are not EIT Digital Partners yet.

Type of Financial Support: The financial support offered by EIT Digital is structured in the form of reimbursement of actual costs declared in the activity proposal budget.

D.1. Cost Reporting

The financial justification of the activity is detailed in the EIT Digital submission system (tab “5. Tasks and Costs”, tab “6. Cost justification” and in tab “7. Funding”). The budget information needs to be precise and concrete, considering the requirements from the Horizon Europe Model Grant Agreement (MGA) and the EIT Digital Financial Support Agreement (FSA). These are key documents defining the general framework under which Activities need to operate. These are shared with EIT Digital Partners via the EIT Digital intranet page. It is highly recommended for activity partners that are not EIT Digital Partners yet, to get in contact with EIT Digital staff early on to gain access to the intranet, where both the Strategic Innovation Agenda (SIA) and the Model Grant Agreement (MGA) documents, as well as the submission system, can be found.

It is very important that the activity proposal assigns its budget to the correct cost categories, amongst the following:

- A. Personnel costs
- B. Sub-contracting costs
- C. Purchase costs
- D. Other cost categories
- E. Indirect costs. This is a flat rate of 25% calculated on the eligible direct costs (categories A-D, except volunteer's costs, subcontracting costs, financial support to third parties and exempted specific cost categories, if any).

Please note the following about the content in the Model Grant Agreement and EIT Digital submission system:

- The “action” refers to the EIT Digital Business Plan including its Annexes.
- Costs need to be allocated to one or more tasks. Tasks define how the work is broken down between partners and how much each part of the work costs. It is possible to model the budget of a Task based on planning assumptions, while the reporting will have to be based on actual costs, which cannot exceed the approved budget.
- Financial Support to Third Parties (or sub-granting) can be used to allocate budget to third parties outside of the EIT Digital partnership requirement. The sub-grantee selection process should be open, transparent and follow all applicable rules (as defined in the Model Grant Agreement). It is recommended to make a limited use of this cost category.
- Sub-contracting needs to be explicitly defined in the proposal that will be included in the Business Plan and follow all applicable rules, especially regarding the value for money and avoidance of conflict of interest.
- Full Time Equivalents (FTE): We strongly recommend a commitment of at least 0.2 FTEs per partner and Task Leader/Contributor to ensure a meaningful involvement and the allocation of enough capacity to the specific task.

As set out in Art. 20 of the HE MGA, each beneficiary must keep appropriate and sufficient evidence to prove the eligibility of all the costs declared, proper implementation of the action and compliance with all the other obligations under the Grant Agreement. The evidence must be verifiable, auditable and

available. It must be correctly archived for the duration of the project indicated in the Grant Agreement. In general, the evidence must be kept for at least 5 years after final payment or longer if there are ongoing procedures (audits, investigations, litigation, etc.).

D.2. Financing tranches

Action	Payment percentages	Linked deliverable
October 2025	25%	Detail description of the program with draft schedule
March 2026	75%	Implementation plan and evaluation

D.3. Conflict of Interest

Beneficiaries must take all measures to prevent any situation that could compromise the impartial and objective implementation of the Agreement for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect interest (“conflict of interest”).

Beneficiaries must formally notify the granting authority without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The granting authority may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

D.3.1. Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced.

D.4. Key Performance Indicators (KPIs)

For this call, no ongoing KPI reporting is required. However, the proposed activity is expected to establish target values for a defined set of relevant Key Performance Indicators (KPIs) to be measured upon the launch of the Master School programme. These KPIs will serve as benchmarks to assess the initial performance and impact of the programme.

- EIT-Level KPIs (EIT KPIs): defined by the EIT for the entire EIT community (KICs). These are the most important KPIs and require supporting formal evidence of achievement. For example:
 - **Targeted EITHE07-09:** Students-Graduates from EIT-labelled programmes
- KIC-Internal KPIs (INT KPIs): defined by EIT Digital as additional monitoring parameters. For example:
 - **INT10:** Number of Women part of the Activity Team
 - **INT11:** Number of Industry Partners engaged in Education Activities

To define their KPI targets, proposal authors need to be aware of the acceptance requirements of KPIs. Without the required evidence documentation, KPIs may not be accepted by EIT in the formal Activity review process. Please note that financial penalties may be applied by the EIT and EIT Digital in case of under-delivery, including under-achievements in any of the 3 above categories of targets and KPIs.

As valuable KPI achievements may also materialise during subsequent years, Partners will be asked to support the reporting of KPI results related to their Activity even after its official end.

Furthermore, EIT Digital follow-up the selected activities up to 5 years after activity completion to track long-term impact and to ensure the achievement of KPIs after the activity end.

Gender Equality

EIT Digital is committed to promoting gender equality and diversity across all its activities, as outlined in its Gender Mainstreaming Policy. Applicants are encouraged to integrate gender considerations into the design of their proposed activities, ensuring inclusivity and equal opportunities. Additionally, during the contract performance, applicants should share their measures and strategies that promote gender equality, contributing to a more equitable digital innovation ecosystem.

D.5. Activity Monitoring

All activities selected for funding undergo continuous monitoring by EIT Digital to ensure effective progress and implementation and to trigger payments according to the achievement of milestone, deliverables and KPIs. The mid-term monitoring in May will cover several aspects relating to the activity implementation including, but not limited to: achievement of outputs, milestones, deliverables and KPIs; risk management; financial management; quality assurance; progress against KPI achievement and impact delivery; communication and dissemination; co-branding. EIT Digital will request a Deliverable.

In the case of under-performance, significant delay of implementation, or any other reason jeopardizing the timely implementation of the activity identified during the monitoring process, EIT Digital reserves the right to discontinue or restructure the funding of the activity at any point during its implementation.

Annex E. Annex E: Communication, Dissemination and Visibility

E.1. Communication, Dissemination and Promotion

Unless otherwise agreed with EIT Digital, the partners of the selected Activities must promote the activity.

Before engaging in a communication or dissemination activity expected to have a major media impact, the partners must inform EIT Digital.

E.2. Visibility: the European Flag and Funding Statement

Unless otherwise agreed with EIT Digital, communication activities of the partners related to the Activity (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by EIT Digital must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages where appropriate). Other allowed layouts/backgrounds can be found in the EIT Digital Intranet.



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The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. logos of partners), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the partners may use the emblem without first obtaining approval from EIT Digital. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

E.3. Quality of Information: Disclaimer

Any communication or dissemination must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or EIT Digital. Neither the European Union nor EIT Digital can be held responsible for them.”

E.4. Specific Communication, Dissemination and Visibility Rules

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced.

E.5. Dissemination, communication, and exploitation of the results of the activities

Applicants need to respect the provisions of Article 16 regarding the Intellectual Property Rights (IPR) — Background And Results — Access Rights And Rights and Article 17 regarding Communication, dissemination and visibility of the (Model) Grant Agreement. Applicants should engage in dissemination, communication and exploitation of the results of the activities.

E.6. Intellectual property

Participating entities agree to respect IPR Rules (Article 16) of the (Model) Grant Agreement.

