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EIT DIGITAL2025
EIT DIGITAL 2025 ACTIVITIES

List of participants

Participant No. *	Participant organisation name	Country
1 (Coordinator)	EIT Digital	Belgium

Executive Summary

EIT Digital is about building a strong Digital Europe through creating world players in areas strategic for Europe and thus contributing to European Digital Sovereignty fully aligned with the priorities of the European Commission; its activities are focused on areas essential for European digital sovereignty identified in the EIT Digital SIA: digital tech, wellbeing, cities, industry, and finance.

EIT Digital works with a “student-to-unicorn” innovation funnel approach that starts at breeding and up-skilling talents to equip them with both the entrepreneurial and deep tech skills needed to start their own ventures (a term we dubbed “unipreneurship”) and keeps skilling-up and mentoring wannabe entrepreneurs and entrepreneurs in building new ventures all the way to the scaling of existing ventures.

A strong digital economy depends on people and organisations equipped with deep technical competences, strong entrepreneurial skills and agility to act. To this end, EIT Digital under this MoC commits to nurture these competences and skills through its Deep Tech and Entrepreneurial education by strengthening its position as European leader in Digital education. It does so by launching a new Master programme in Green and Digital competences, priority topics for the European Union, as well as by expanding its portfolio of entrepreneurial education with mentoring and training programmes, such as the Speed Launcher, Mentor Me, and SPIN programme. It is paving the way towards the future of job markets by introducing predictive upskilling and re-skilling through its very own (d)academy platform, which will be able to direct learners onto learning trajectories able to equip individuals with skills and knowledge that will help them land their future jobs.

EIT Digital continues to champion its “student-to-unicorn” innovation funnel by defining a training and mentoring path that can increase appetite to undertake an entrepreneurial journey, while receiving hands on mentoring and training that can ease typical hinderances of the process. In the spirit of the MoC, EIT Digital joined EIT Climate-KIC to deliver “ClimaTech Connect”, a novel entrepreneurial training leveraging the deep expertise of each KIC in a cross-KIC fashion, aiming at supporting entrepreneurial journey framed from a Climate conscious perspective, responding to EU call of actions that can help in addressing the Climate challenges of today and contributing to the twin digital & green transition. Underpinning the ability to deliver on its ambition, EIT Digital requires a well-functioning ecosystem that can enable and ease connections through its pan-European partnership and by activating opportunities in EIT RIS countries. Here, in the spirit of the New European Innovation Agenda, EIT Digital identifies regional excellences and ensures their integration into the broader European innovation ecosystem, unlocking their potential and connecting them to a continental network of opportunities and collaboration.

To further support the execution of its strategy, beyond the plans of this MoC and reinforce its leadership in the digital transformation of Europe and increase its impact at both European and national level, EIT Digital is increasingly engaging with EU-wide and national initiatives, such as the Digital Europe Program (DEP), the

European Digital Innovation Hubs (EDIH), Horizon Europe, the European Digital Infrastructure Consortia (EDIC), the European Innovation Council (EIC), the European Investment Fund (EIF), the European Innovation Ecosystems (EIE), InvestEU, NextGenerationEU and the structural funds in the Member States.

The increasing recognition of our organization is confirmed by the record growth of the EIT Digital's partner network: from 30 partners in 2010, we reached more than 300 partners in 2024; in 2025 we expect a further expansion of our ecosystem by growing the partnership by 10% annually with a focus on industry and SMEs and by driving the geographic expansion to RIS and widening countries. In 2025 about 130 partners from 23 RIS and widening countries will be part of our ecosystem with a growing engagement in our innovation and education activities, driving impact, sustainability, and operational excellence.

A strong digital economy depends on people and organizations equipped with deep technical competence, strong entrepreneurial skills and agility to act. To this end, EIT Digital develops and engages talents in its selection of schools, offering master and professional level education on the latest digital technologies and on the business opportunities they enable. In 2025 we expect around 300 Master School graduates, an intake of at least 450 freshmen at our Master School. Embedded Innovation and Entrepreneurship modules assure the schools to deliver digital talent with an entrepreneurial mindset, which is proven by the strong track record of EIT Digital alumni that have created successful ventures. Increasingly Master School students participate in our innovation activities through internships and venture creation. Up-skilling is one of the focuses of our Summer and Professional Schools centred on key themes aligned with our focus areas and built and executed in close collaboration with our academic and industry partners. Our strategy of online trainings and MOOCs is converging into the (d)Academy concept. Nonetheless, in 2025, we will further grow our MOOCs portfolio to 50 courses and reaching a total of 800,000 learners contributing to impact, outreach and financial sustainability. Our Summer School co-locates tomorrow's digital entrepreneurs and innovators during summertime for intensive two-weeks trainings to jointly tackle societal challenges related to our five focus areas. In 2025, we will run 4 summer schools with more than 350 participants (including 100 paying participants). The growing engagement of partners from RIS countries is further demonstrated by having at least half of the summer schools taking place in RIS countries in 2025.

All EIT Digital activities are concentrated in strategic areas that are essential for European digital sovereignty identified in the EIT Digital Strategic Innovation Agenda¹: digital tech, digital wellbeing, digital cities, digital industry, and digital finance. Digital tech addresses innovation in core digital technologies key for Europe, being artificial intelligence, cybersecurity and next generation networks. The other areas are focused on the application of digital technology in crucial domains, addressing challenges and opportunities like the emerging digital platforms for industry, data-driven applications for promoting a healthier lifestyle and more liveable urban environments or the future of finance. As part of Activities 2025, activities in these domains are increasingly carried out in collaboration with other EIT Knowledge and Innovation Communities, such as EIT Climate-KIC in digital tech, EIT Health and EIT Food in the wellbeing domain, EIT Manufacturing in digital industry and EIT Urban Mobility in digital cities.

To build a strong digital Europe, EIT Digital is increasingly engaging in thought leadership initiatives, such as the Makers and Shapers conversations²: captains of industry and high-profile start-up executives (the Makers) and policymakers from EU Institutions and Authorities (the Shapers) are brought to share their vision on key areas of digital innovation and the way forward to a strong digital Europe. We are also increasingly working on policy recommendations to support the decision makers at European level: following our highly praised policy report on the "Digital Transformation of the European industry"³, we launched in mid 2020 a new report on "European Digital Infrastructure and Data Sovereignty"⁴ that received a lot of positive attention, including from the office of President von der Leyen. The next policy report, "A European Approach to AI"⁵, was launched as a result of the cross-KIC initiative in Artificial Intelligence. In 2024, two Makers and Shapers reports have been issued, reaching a total number of 9 reports since the launch of the initiative: "Generative AI: Europe's Quest for Regulation and Industry Leadership"⁶ and "AgriTech: Digital Innovation for a sustainable European Agri-

¹ EIT Digital has produced the 7-year Strategic Agenda 2021-27, as annex 1 to Partnership Agreement No. PA2021/EIT/EIT Digital.

² Makers and Shapers

³ <https://www.eitdigital.eu/fileadmin/files/2019/report/Digital-Transformation-of-European-Industry-Summary.pdf>

⁴ <https://www.eitdigital.eu/fileadmin/files/2020/publications/data-sovereignty/EIT-Digital-Data-Sovereignty-Summary-Report.pdf>

⁵ <https://www.eitdigital.eu/fileadmin/files/2020/publications/EIT-Digital-Artificial-Intelligence-Report.pdf>

⁶ https://www.eitdigital.eu/fileadmin/2024/ecosystem/downloads/EIT-Digital_AiNed_Generative-AI-Report-web.pdf

Food sector⁷”. New Makers and Shapers reports are foreseen for the 2025 period addressing relevant topics with EU-level relevance, such as defence, Virtual Worlds and Advanced Materials.

EIT Digital’s strong track record, highlights presented in the table below, on delivering entrepreneurial talent forms the basis for Activities 2025, which is the next step in the execution of the EIT Digital Strategic Innovation Agenda (SIA) and will deliver a record number of graduates and ventures.

Table 1: KPI overview past and future

Area	EIT level KPIs	Validated 2021-2022	Amended Business Plan 2023-2024	Target 2025
Education	EITHE07 – Graduates and enrolled students from EIT labelled programmes in year N	531 (256+275)	654	700
	EITHE05 - # Start-ups created by students and graduates from EIT labelled programmes	0	30	30
	EITHE08 – Participants in non-labelled education and training	1357	3232	800

Diversity and inclusion are top priorities for Europe and EIT Digital. Since 2017, when the first Gender Balance Action Plan was delivered, EIT Digital has consistently met or exceeded the yearly targets. EIT Digital’s strategy aims at promoting gender diversity at all levels of the organization and during the whole employee’s lifecycle at EIT Digital: from the first interactions during the recruitment phase, till the engagement and development phases. A significant improvement from 2019 to 2020 has also been made when it comes to leadership roles. In this case, the female representation has grown from 13% to 36%, thanks to the appointment (hiring or promotion) of additional female managers in 2023-2024. The Management Committee of EIT Digital consists of a total of 6 members, out of which 3 members (50%) are females. In 2025 we will further build on the results of previous years, aiming at increasing the percentage of female hires to 60%, the percentage of women in leadership roles to more than 40%, the proportion of female students and graduates to 30% and the one of entrepreneurs to 40%. In addition, in 2024 EIT Digital has started developing its own women leadership offering as part of the Speed Master initiative: an edition specifically tailored to women leadership in entrepreneurship and investing that will launch in 2025 to support women led startups and scaleups and venture capital funds looking to diversify their leadership teams. EIT Digital remains strongly connected with the other EIT Knowledge and Innovation Communities and is very active in most of the cross-KIC initiatives and leads two of high relevance, AI Community and Silicon Valley Hub.

For the implementation of Business Plan 2025 and reaching the ambition in terms of impact and sustainability, EIT Digital will fully comply with the EIT principles, namely the EIT Financial Sustainability principles, KIC fund principles, Innovation Principles, EIT RIS Hub Minimum Standards and Good Governance principles.

Because of its unique positioning between the public and private sector, its strong links with regional, national and European ecosystems and wide European outreach, EIT Digital is increasingly positioning itself as the Gateway to European Digital Innovation for its partner network. Starting in 2022, EIT Digital has established strategic partnerships with several EU organisations, such as the European Innovation Council, the European Central Bank, the European Investment Fund, the Open Edge and HPC Initiative, the European Business Angel Network, the European Women in VC Association and more. EIT Digital is also increasingly acting as a successful facilitator of EU and nationally funded projects, covering, amongst others, programmes such as Horizon Europe, the Digital Europe Programme, and InvestEU. EIT Digital is acknowledged as preferred and trusted partners for EU activities in digital. The integration of these programmes in its activities is a core ingredient of EIT Digital’s mid-term strategy approved by the EIT Digital Supervisory Board in July 2022 and represents a strong Unique Selling Point for EIT Digital partners and members who can, thanks to their affiliation to EIT Digital, engage with a growing number of activities at European level. In 2025, EIT Digital aims at securing more than €50M funding for its partner network to deploy impactful knowledge triangle integration activities aligned with its Strategic Agenda 2021-2027 and the broader EIT and EU agenda. Particular emphasis will be put on the Digital Europe Programme and Horizon Europe Pillar III; the former will be the main instrument to further sustain, develop and grow EIT Digital NEFA activities.

⁷ https://www.eitdigital.eu/fileadmin/2024/ecosystem/downloads/EIT-Digital_AgriTech-Report-web.pdf

EIT Digital’s ambition is to seek to new avenues to deliver the same level of impact despite the decreasing EIT financial support. EIT Digital is therefore further developing its sustainability strategy to generate income to be reinvested in impactful activities. Our sustainability strategy is based on several components: co-investment from partners, income generation, the construction of assets mainly through an equity portfolio, as well as collaboration with innovation instruments at the EU, national and regional levels. The overall sustainability approach shows steadily increasing results in all areas. Table 2 below indicates the summary budget of the 1-year activities.

Table 2: Summary of 2025 budget

Work Package	EIT Contribution	Total
WP1. Deep Tech Education	€ 2,82M	€ 2,82M
WP2. Entrepreneurial Education	€ 0,80M	€ 0,80M
WP3. ClimaTech Connect	€ 0,13M	€ 0,13M
WP4. EIT RIS	€ 0,66M	€ 0,66M
WP5. Transnational Coordination Activities	€ 1,81M	€ 1,81M
WP6. Communication, Dissemination and exploitation of results	€ 0,44M	€ 0,44M
2025 Activities Proposal Total	€ 6,66M	€ 6,66M

1. Excellence in regards to the KIC's Multiannual Strategic Agenda 2021-2027

1.1 Objectives and ambitions

EIT Digital is about building a strong Digital Europe through creating world players in areas strategic for Europe and thus contributing to European Digital Sovereignty fully aligned with the top priorities of the European Commission. The most recent analysis of Europe competitiveness delivered in the Draghi report, underlines Digitalization and Decarbonization as the necessary area of actions for the coming years. Among the fundamental aspect to be addressed is the Union's ability to scale skilling and re-skilling capacity with regard in Digital and Deep Tech, echoing the skills priority included in the New European Innovation Agenda, but also being one of the quadrants of the Digital Decade policy compass, and a fundamental enabling factor to achieve the goal of significant digital transformation of businesses and public services.

EIT Digital draws on these recommendations as well as on its own experience from 14 years of contributing to tackle EU Digital challenges to define its portfolio of activities by doubling-down on activities that have delivered significant impact, such as its EIT Labelled programmes for which a 40% increase y/y of learners is expected. Additionally, based on the experience gained through the EIT Digital Open Innovation Factory and Accelerator, it has become apparent the need for entrepreneurial teams to be provided with knowledge tools that can support their journey, which has led to broaden the education, training and mentoring programmes focusing on progressively more sophisticated type of trainings for entrepreneurs and want to be entrepreneurs. One topical example is the introduction of SPIN, a new programme aimed at helping scientists who are at the root of the fundamental discoveries of university and research system, a known strength of the EU, in living up to their potential by creating the premises to successfully move research to market.

In envisaging this plan EIT Digital is also guided by the EIT Digital Strategic Agenda 2021-2027, which is further operationalized in 3-year refinements, EIT Digital Strategic Innovation Agenda (SIA) with an increased focus on the digital transformation of key sectors of our society and further strengthening of our organization in terms of impact, sustainability, diversity and outreach. All our activities are concentrated in strategic areas that are essential for European digital sovereignty identified in the SIA: digital tech, digital wellbeing, digital cities, digital industry and digital finance. By aligning regional excellence with these focus areas, EIT Digital leverages the unique strengths and capabilities of its various locations across Europe. This is reflected in concrete projects coordinated at regional level, for example Region North in alignment with the Digital Cities and Digital Health Focus Areas is coordinating respectively the "Metacities" and "UNITE" projects, while Region South is strongly aligned with Digital Industry (EDIH Lombardia, RIVCircular and Agri-Digital growth projects) and Region East with Digital Tech and Digital Finance (Digital Tech EDIH and SME4DD projects). This approach not only drives innovation at a regional level but also integrates these contributions into a pan-European ecosystem, fostering cross-border collaboration, scaling up impactful solutions, and addressing critical challenges to enhance Europe's digital sovereignty and global competitiveness.

The impact of EIT Digital is best understood by considering the three pillars of our organization (ecosystem, deep tech education, entrepreneurial education) and their contribution to the five focus areas. In this proposal the focus is on activities that are considered characterizing for EIT Digital addressing deep tech and entrepreneurial themes in contributing to tackle the EC priority challenges emphasis on what a KIC can do best.

EIT Digital has a thriving, open ecosystem of over 300 partners, which will further grow to more than 350 in 2025. With the addition of new office locations in several countries the number of our locations will reach more than 25, in 17 European countries. Our expansion strategy is putting a strong emphasis on RIS countries, with a full and seamless integration of RIS countries into our ecosystem. In 2025 at least 130 partners from 20 RIS countries will be part of our ecosystem with a growing engagement in our innovation and education activities, driving impact, sustainability, and operational excellence.

In 2025, we maintain our cross-KIC collaboration efforts, compatibly with EIT requirement, by actively engaging in all the 5 cross-KIC strategic themes, in the Higher Education Capacity Building Initiative, in the Deep Tech Talent Initiative. As part of the cross-KIC Strategic Synergies cluster, we will further develop the very topical cross-KIC AI activity and in the Strategic Outreach cross-KIC, we will continue operating the EIT Hub in Silicon Valley.

EIT Digital will amplify its "gender diversity action plan" with the goal of Attracting, Engaging, Developing, and Supporting women in the EIT Digital ecosystem. We plan to attract +10% females through our Education programmes, Master School (45% female applicants), Unipreneurship (35% female applicants); to achieve these ambitious goals we will build on the good results achieved until 2024 and will consider the development of new initiatives such as specific support to women's applicant and network community building.

In line with the EIT Digital Strategic Innovation Agenda⁸, we concentrate education activities in five focus areas: Digital Tech, Digital Industry, Digital Cities, Digital Wellbeing, and Digital Finance. These strategically chosen areas have strong European relevance and leadership potential.

The DeepTech Education (WP1), Entrepreneurial Education (WP2), EIT RIS (WP4) all contribute to the five focus areas:

- DeepTech Education is about breeding T-shaped entrepreneurial digital talent focused on innovation through a blended Education strategy that includes a Master School, and a Summer School. The latter has become a part of a larger effort to support entrepreneurship at the university and research level, named as Unipreneurship.
- Entrepreneurial Education is about training and mentoring future and present entrepreneur to navigate the intricacies of taking an idea to market and nourishing and growth a startup around it, this includes SpeedLauncher, SpeedMaster, MentorMe programs as well as the SPIN programme targeting scientists and staff in Tech Transfer Office to bring a venture to life.
- EIT RIS target organizations and participants from RIS countries and include activities of ecosystem building, in addition to activities from the previous two WPs specifically tailored to RIS.

The development of a sound financial sustainability strategy is key for EIT Digital in order to generate income to be reinvested in impactful activities and ensure the long-term development and growth of the organization. At the same time there are areas which have a clear value in fulfilling the EIT mission but require resources to build up sufficient critical mass and in some other cases like the ecosystem is a requirement to deliver pan-European and local support, but our sustainability strategy is based on several components: co-investment from partners, income generation, and the construction of assets mainly through an equity portfolio. The overall sustainability approach for the education pillars shows steadily increasing results and ambitions as described in the following sections. At the ecosystem level, after three years of the Membership Fees increases, we are stabilizing the fees, which we expect will generate €3.50 - €3.75M. At a national and regional level, the establishment of new office locations will be fully financed by Partners or national/regional governments and funding authorities, modelled after the successful examples of the EIT Digital offices in Athens, Bolzano, Cluj, Edinburgh, Tallinn, Thessaloniki, while there are efforts to open new offices in RIS and widening countries: Belgrade, Bari, Cagliari, Kosice, Riga, as well as in strong innovation and regions, such as Ireland; these will drive more than €1M non-EIT financial support to EIT Digital, thus contributing to maintaining a pan-European presence in a financially sustainable way. Lastly, as part of its mid-term strategy defined in 2022 by the EIT Digital Supervisory Board, EIT Digital has grown to be a strong contender in other EU programmes supporting the development of the ecosystem, in particular the Digital Europe Programme, Horizon Europe Pillar II and III and InvestEU. As part of the Digital Europe Programme, EIT Digital is part of 8 successful European Digital Innovation Hub proposals, which are in execution till 2026 and for which it is expected new funding opportunities will open up during 2025. Following the launch of the Regional Innovation Valley initiative by the European Commission, as part of the New European Innovation Agenda, EIT Digital succeeded in securing two out of the six awarded projects, it coordinates UNITE, a RIV focused on improving healthcare through deep tech digital innovation. This achievement shows the ability of EIT Digital to be a strong partner for European regions committed to enhance the coordination and direction of their research, innovation and policies by bringing together less and more innovative regions to address Europe's biggest tech challenges.

All these initiatives combined will drive an amount of at least €8,15M non-EIT financial support in 2025 with further growth expected in 2026 and beyond.

In particular, the equity portfolio from 2026 will reach its maturity and thanks to the valorisation initiatives deployed in previous years will further grow its value and generate income over the years. By keeping a close

⁸ EIT Digital has produced the 7-year Strategic Agenda 2021-2027, as annex 1 to Partnership Agreement No. PA2021/EIT/EIT Digital, and works with 3-year refinements, hence the Strategic Innovation Agenda 2022-2024, which is aligned with the most recent update of the Strategic Agenda 2021-2027 submitted in March 2021.

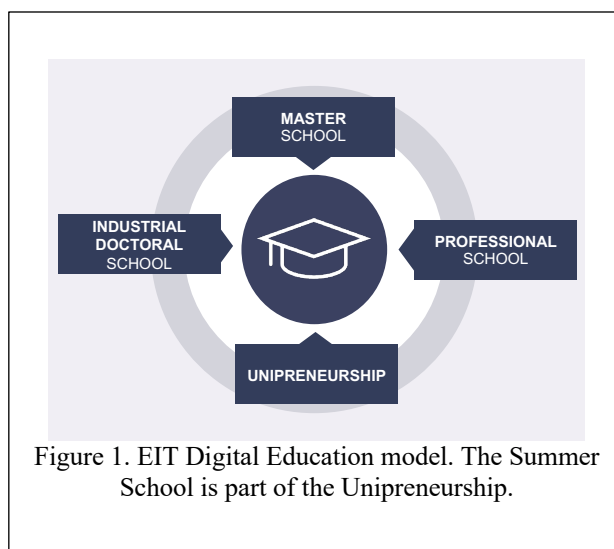
eye on trends, economic changes, we will sell some of our investments strategically, unlocking value when the market is right; in addition, we will further adjust our strategy to ensure that the relevant proceedings will be further reinvested in impactful startups addressing Europe's societal challenges. In essence, our equity portfolio is not just a set of assets, but a dynamic resource that we're strategically growing ensuring a steady stream of revenues for our organization's future.

Deep Tech Education

EIT Digital strongly believes in 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. Having this approach as core ingredient, EIT Digital focuses on the digital high-end degree education for master, young and high-level professionals. In all EIT Digital programmes, participants learn core technical competencies 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. What makes the (d)Academy particularly innovative is its integration of skill intelligence and demand analysis with tailored learning opportunities. The platform uses advanced data analytics to identify current and future skill requirements across industries, ensuring that training programs are aligned with actual market needs. This intelligence-driven approach enables the (d)Academy to anticipate labour market trends and offer relevant, flexible learning pathways, helping both individuals and businesses adapt quickly to technological changes. By connecting demand for skills with tailored education opportunities,

(d)Academy provides a dynamic, data-driven solution to Europe's evolving digital landscape, ensuring that the workforce is equipped with the competencies required to thrive in the digital age.

In 2025, EIT Digital aims to achieve a major impact in deep tech education across Europe, fostering the development of entrepreneurial skills and competences of a wide target group, including master graduates as well as digital entrepreneurs, innovators, young professionals, and executives. To reach this goal, the objective and strategic priorities of our Schools will be the following:

The **EIT Digital Master School** aims to achieve an intake of more than 1,500 eligible applicants for Cohorts 2025 and to recruit 450 new students, while at the same time reducing the cost per student, by making a more efficient use of the scholarships and by optimizing tuition fee waivers. In 2025 following the revision of the programme portfolio during the last two years, we plan to extend the footprint of our Master School to new European countries, especially RIS countries, but also make significant steps to expand the curricula to address topical priorities such as Green and Digital, with particular attention to Climate Tech.

The approach follows EIT Digital successes of the past two years where together with a cadre of its MSL delivering University partners, the SPECTRO, EMAI4EU, RESCHIP4EU, ACHIEVE, LEADSx2030 were awarded in the context of the Digital Europe Program calls, for a total EU contribution of € 20M. Through these awards have started the process of updating the Autonomous System programme to Robotics, and the Cybersecurity programme with novel cutting-edge cybersecurity topics, as well as adding an eight programme on Emotional AI. This has enabled to grow the number of universities part of the EIT Digital Network to 25, notably in RIS countries we are also tapping into regional excellence by bringing on board universities with strong expertise in specific digital applications, such as Aegean with Maritime Informatics and Politecnico di Bari with a specialization in Robotics.

In addition, the winning of these four projects will enable EIT Digital to award more scholarship opportunities to students for a total value of over € 3M. This will allow us to further develop the scholarship programme and ensure long-term sustainability of the Master School. The financial aid tools available to students will also include a fee deferral payment scheme under the guarantee agreement signed between EIT Digital and the European Investment Fund (EIF). The Master School will also continue strengthening its Knowledge Triangle Integration approach, by developing an **Access to Talent** service consisting of three elements: matching EIT Digital students with consultancy work requested on business cases, fulfilment of internship requests - providing students an increasing number of business cases and internship opportunities at EIT Digital partners and start-ups/scale-ups from the EIT Digital Entrepreneurship ecosystem - and matching students and alumni profiles to job descriptions for entry level talent for acquisition.

The **EIT Digital Summer School** will coordinate and support the execution of a total of more than 5 summer schools in 2025, including at least 2 in RIS countries, while at the same time focusing on increasing the engagement of EIT Digital industry partners and attracting talents to Europe the offer from US and GCC states market. Summer Schools will be themed around the five EIT Digital focus area with particular emphasis on disruptive topics for the European digital market such as Quantum Computing, Metaverse and Green Digital.

In the **EIT Digital Professional School**, the focus will be on delivering high-impact, lifelong learning opportunities tailored to industry needs. Key initiative include piloting a C-Suite Training on Business Excellence to equip executives with advanced strategic and digital leadership skills. The programme will be developed in collaboration with industry partners to ensure alignment with real-world demands, fostering the upskilling of professionals to drive digital transformation and business innovation.

In the **EIT Digital Industrial Doctoral School**, the focus will be on fostering collaboration between academia and industry to drive applied research and innovation. Leveraging strong connections with industry partners, some of whom have actively requested this initiative, the programme will provide doctoral candidates with opportunities to work on industry-relevant research projects that address real-world challenges. This initiative aims to create a seamless continuation of studies, integrating advanced academic knowledge with practical industrial applications, and positioning graduates as key contributors to technological advancement and competitiveness in Europe.

The **(d)academy** will coordinate the full-fledged roll-out of the digital upskilling and reskilling initiatives, ensuring a comprehensive approach to workforce transformation across Europe. This will involve the development of targeted training programs, leveraging advanced data analytics to identify skills gaps and emerging trends in the digital market. By collaborating with industry experts, academic institutions, and regional stakeholders, the (d)Academy will deliver tailored learning pathways that address the specific needs of different sectors, ensuring that workers are equipped with the competencies required to navigate the evolving technological landscape. In addition, the (d)Academy will work to establish partnerships with leading companies and public institutions to create a dynamic ecosystem that supports continuous learning and professional growth

Entrepreneurial Education

It is our belief that Europe needs to (1) build ventures by bringing research results out of the labs and into the market (2) scale its existing start-ups to create dominant industry players. These objectives drive the EIT Digital vision of a single entrepreneurial journey for innovators and entrepreneurs were tailored and appropriate training has been developed to propel their journey towards success.

At each stage of the journey (Figure 2), different skills and knowledge can enable successfully moving to the next phase, and when combined with close interaction with experienced mentors can further improve the business insights, which ultimately can take an idea capitalizing on research results all the way to a mature successful startup, With this in mind, Digital developed a set of four programmes aimed providing such support :

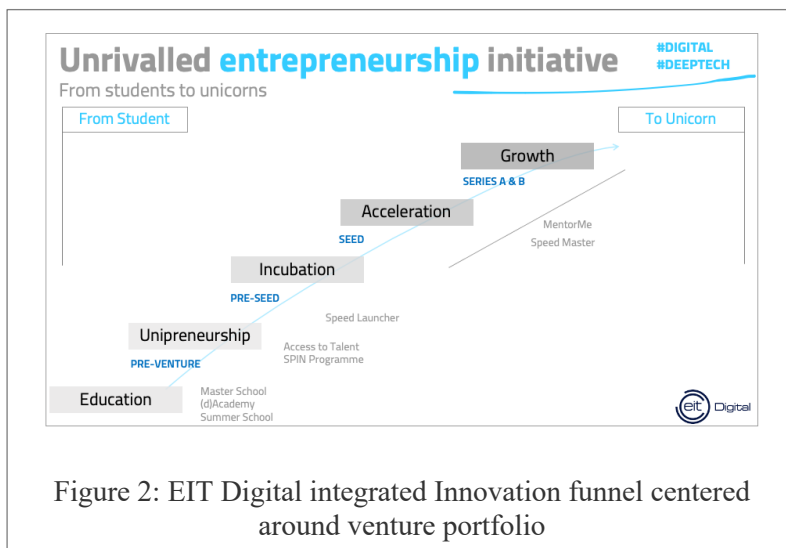


Figure 2: EIT Digital integrated Innovation funnel centered around venture portfolio

- **Speed Launcher:** a new programme designed to empower aspiring founders and individuals curious about entrepreneurship by providing a safe space to explore and learn essential entrepreneurial skills. The 12 weeks long program focuses on personal growth, upskilling, and reskilling, giving participants the confidence and tools to take the leap toward becoming successful entrepreneurs. The hands-on curriculum includes essential skills like problem identification, ideation and validation; team selection; technology adoption; business planning and go-to-market strategies. The program also targets graduates of EIT-labelled programs.
- **Speed Master:** a 4-month executive training program designed for startup executives and founders of early-stage startups and later-stage startups in need of levelling up their ventures. The objective of is to train 80 entrepreneurs and managers from early-stage startups a year starting. The program is divided in 4-week modules covering management, strategy, business development and access to finance. Since July 2023, it has already successfully trained 97 entrepreneurs and managers from startups. Enrolment in this programme has been integrated into the support offered to entrepreneurs of EIT Digital Equity portfolio companies as well as companies enrolled in EIT Digital Growth Services (NEFA). This opportunity was intended to provide additional support to the early-stage startups that the ultimate success can support EIT Digital FS. As part of the intentionally flexible design of this executive education initiative, EIT Digital will be launching a women leadership edition focused on women founders and entrepreneurs and women investors.
- **MentorMe:** a new mentoring and coaching program for budding- to advanced entrepreneurs to make sure that they stay on the course, avoid the typical pitfalls and become successful founders. Typically, entrepreneurs fail because of these three main reasons: (1) they are trying to build something that has no real market need; (2) the entrepreneurial team is not suitable to the task; (3) they can't get funding on time to realize their full potential. Our hand-picked core mentors and domain specialists are focusing on these three key topics, as well as the specific issues and problems that hinders their success – for example technology-, marketing-, sales-, HR-, finance-related problems. Regular webinars from top

voices will ensure vision and perspective. MentorMe will leverage EIT Digital's incubator network, utilizing the partners as sourcing channel, educators and mentors. Services from this program is a core part of the SpeedLauncher program, and an optional element for SpeedMaster participants, and it is also available as an individual program for 3rd party of equity portfolio entrepreneurs. As an individual program, engagement lasts for 6 months.

- **SPIN** a new entrepreneurial training and venture building programme for researchers and scientists, designed by EIT Digital. Its goal is to uncover and realise the commercial potential of Deep Tech innovations developed in European universities and research institutions. A program in two phases: (1) Explore and (2) Rise. The first phase being an Online training course, led by experts of 10 hours spread over 5 weeks.

The programmes have a good potential to generate FS return, but also to support the triangle of knowledge, additionally they well align with the EIT Digital FS strategy of nurturing innovative ventures parts of its Equity Portfolio, which consists of about 300 equity positions. The overall valuation of the portfolio companies is steadily growing from €116M at the end of 2020, the EIT Digital equity portfolio companies will reach an overall valuation of more than €400M at the end of 2024. Accordingly, the EIT Digital equity share on these companies will grow up to more than €50M. Several companies part of the portfolio have already attracted investors and customers and therefore EIT Digital can already explore opportunities to monetize some of its equity positions in 2023-2024 to reinvest the income in impactful activities. Aligned with this strategy, in 2022 we launched an action plan for engaging with investors in the countries we operate in to support our ventures. The Memorandum of Understanding between the European Business Association Network and the European Women in VC are examples of such action plan which will be further developed in 2023-2024 to include other associations representing investor networks that will support the increase in exposure of the EIT Digital portfolio.

1.2 Methodology

Portfolio set up – activity selection

The 2025 Activities portfolio is being built in compliance with EIT guidelines as well as MoU requirements and by ensuring sound financial management, continuous and proactive risk management, adherence to anti-fraud guidelines; moreover, information events and training sessions for internal staff and Activity coordinators on understanding essential operational, reporting, financial and audit aspects will be organized.

Considering the Activity selection at area level, this defers depending on the business needs as follows:

- Deep Tech Education
 - Open call process for the Summer School
 - Open call process with EIT Digital Partners for new EIT-labelled master programme
 - Direct award process for the EIT-labelled Programmes, the Master School and, occasionally, Summer School (in case of replacement of an awarded programme is needed)
 - Internal Activities for overall management of the Master Schools which are not subject to any call
- Entrepreneurial Education
 - Internal Activity for the overall management coordination of the Speed launcher
 - Internal Activity for the overall management and implementation of the SpeedMaster
 - Internal Activity for the overall management and implementation of the MentorMe
 - Open Call among EIT Digital partners for the implementation of SPIN Programme
 - Internal Activity for the overall management coordination of the SPIN Programme
- EIT Digital RIS
 - Open call among EIT Digital partners for the RIS edition of Entrepreneurial Academy (Summer School, SPIN Programme and Speed Launcher)
 - Internal Activities for the overall management of EIT Digital portfolio of activities linked to thematic activities in RIS countries, including the development and expansion of the ecosystem
- Ecosystem
 - Internal Activities for the overall KIC management

- Communication
 - Internal Activity covering the KIC communication, dissemination, and exploitation processes

EIT Digital has since the beginning of its operation been committed to follow the principle and process of sound financial management and pays close attention to ensure wide pan-European coverage and impact when planning its Calls for proposals.

Thanks to its continuous scouting of digital innovation and education opportunities at EU level as well as in the Member States and Horizon Europe Associated Countries, EIT Digital is able to effectively act as a forward-looking compass for its community, ensuring that new initiatives are always strategically aligned with the evolving demands of society, industry, and the European R&I landscape. In addition, by strategically engaging with other actors and initiatives at European level (e.g. EIT, EIC, EIF, DG Connect, European Green Digital Coalition, VR/AR Coalition, European multi-stakeholder platform on ICT Standardisation, etc..) EIT Digital is able to provide input in a timely basis to the relevant bodies and EU agencies in charge of designing the new EU R&I frameworks and initiatives.

Direct award is implemented following the EIT Metroline guideline and the elements as described in the minimum requirements for Activity selection. The EIT will be timely informed of such awards, and for the evaluation and feedback sharing will follow the same approach as for the open calls. EIT Digital is planning to mainly use this opportunity of awarding in the Entrepreneurial Academy.

A specific selection process is designed for the ClimaTech Connect program developed in conjunction with Climate-KIC. The ClimaTech Connect represents an ambitious trajectory that takes entrepreneurial teams with a brilliant idea from concept to MVP (TRL 5-6). The ClimaTech Program selection process is a sound stage-gated evaluation procedure. The selection panel is composed of external experts together with an EIT Digital and Climate-KIC team. The evaluation process comprises the following steps. First, each expert of the panel performs an individual assessment of the key parameters such as team, market, technology, product, impact, and risk. The subsequent consensus meeting based on the individual reviews serves to shortlist the 10 teams with highest potential. Then the panel hosts a conference call and Q&A session with the shortlisted teams to clarify any questions. Lastly, during the final consensus meeting, the panel selects the winners Teams that presents the strongest concept and qualify for the a 2-month mentorship period, offering in-depth support and guidance. For the second evaluation process (final prize), each expert of the panel individually evaluates the key aspects pertinent to the MVP during a Demo-Day, and the 4 winners (2 per KIC) are selected by the panel at the subsequent consensus meeting.

EIT Digital Marketing and Communication team is presenting to the wide audience the services provided by the EIT Digital Entrepreneurial Education are published and extensively advertised on various platforms, making them available for the widest possible audience. Moreover, impressive entrepreneurial results in terms of market outreach and fundraising are shared when concluded.

Portfolio Monitoring and post-assessment of activities

When it comes to monitoring the impact and sustainability of its Activities EIT Digital has developed a set of financial and impact KPIs that have been defined for the period 2025-2027 by the EIT Digital management following a business logic with clear responsibility and accountability at Regional and Pillar level. KPIs are tracked in dashboards on a monthly basis following a monitor & act approach. In addition, an in-depth session per Region and per Pillar is organized every quarter to ensure that corrective actions can be taken timely. The full list of KPIs includes: number of Partners in the Region and related income from Membership Fees, non-EIT financial support attracted to support Regional operations, Regional contribution to the development of EIT Digital's education programmes. Targets are assigned at senior management level and cascaded accordingly to the relevant staff in the KIC; these are also embedded in the HR policies and performance management system applied to all EIT Digital employees.

On the financial monitoring, EIT Digital elaborates, with the help of external consultancy firm (a quarterly costs report of all legal entities. Each report includes detailed information on all the costs and incomes split by tasks and ledger. It allows for tracking incurred costs and for making forecasts at:

- KIC level, with report for all tasks and legal entities

- Pillar level: monitoring costs vs. delivery for education, ecosystem, and innovation
- Activity and task level: monitoring activity progress against the budget
- Costs at legal entity level for different organizations: e.g.: Accelerator, Education Foundation, Region, etc.

All quarterly reports are cumulative, along the fiscal year. In addition to these reports, the legal entities undergo annual financial audit performed by external auditor.

As internal control, EIT Digital implements in 2024 a P&L dashboard for different services and projects.

Besides the overall monitoring, at pillar level EIT Digital has implemented specific monitoring mechanisms.

- To ensure a successful implementation of courses and education programmes in each School, the **EIT Digital Deep Tech Education** has established through years an internal monitoring process, which will be continued in 2025 in parallel to the formal reporting process guided by the EIT Digital Operations Team. This internal monitoring process is guided by the Heads of the Schools, who manage the education portfolio and quality processes, steer and manage the recruitment process and manage relations with university and industry partners. The process also involves the Ecosystem Leads and Administrators across Europe, who are following local activities on a regular basis. For activities related to the delivery of short courses, we also require partners to submit intermediate reports during the year to detail course preparation and execution.

After Activity lifetime, the EIT Digital teams in charge of a specific area seek to keep track of the evolution of Cross-KIC or HE initiatives.

Potential barriers and requirements

Running a diverse, geographically spread innovation ecosystem demands special attention for external barriers and requirements that can affect the implementation of the activities both during the business plan execution and beyond. These are external influences, including geopolitical factors, that can significantly impact the success or failure of the organization. EIT Digital is therefore always analysing the broader geopolitical landscape in a proactive manner and is ready to adapt quickly and act fast. This has been already observed in 2020 when the COVID-19 pandemic hit the world and most business were severely affected; at that point EIT Digital not only managed to move all its activities only and ensure business continuity over a long period of time, but also launched special initiatives to support its partnership and ecosystem in the hardship.

Being proactive and adaptable in the face of challenges is key to achieving long-term success despite uncertainties in the operating environment. At current stage the main external barriers and associated requirements analysed are:

1. Inflation:
 - Barrier: inflation can increase the cost of execution of the planned activities reducing the available resources for the implementation
 - Requirements:
 - i. Diversifying funding sources to provide a more stable financial base
 - ii. Implement cost controls to regularly review and manage operational expenses
 - iii. Build and manage reserves and contingency funds to cushion the impact of unexpected expenses or inflation and avoid cashflow pressure
2. War:
 - Barrier: conflicts can disrupt supply chains, cause economic instability, and lead to under-delivery
 - Requirements:
 - i. Adopt risk mitigation strategies to diversify the geographic exposure of activities
 - ii. Implementation support initiatives run by governmental bodies to the benefit of affected ecosystems (e.g. UkraineTech initiative launched in 2022 by the European Commission)
3. Regulatory Environment and EU policy landscape:
 - Barrier: changes in regulations can impact operations, compliance costs and affect the viability of EIT Digital in the next MFF

- Requirement:
 - i. Regular monitoring of regulatory developments
 - ii. Engaging with policymakers in order to improve positioning
 - iii. Adapting the KIC Strategic Agenda to comply with new frameworks and needs of the wider European innovation landscape (e.g. defense sector)
- 4. Technological Changes:
 - Barrier: Rapid technological advancements can make existing focus areas obsolete, affecting competitiveness
 - Requirements:
 - i. Continuous innovation monitoring and foresight initiatives
 - ii. Forward-looking approach to stay ahead of technological changes

FAIR - Data management

Personal and administrative data will be collected and managed to communicate with the stakeholders involved in the implementation as well as in relation to the open calls. Four foundational data management principles — Findability, Accessibility, Interoperability, and Reusability (FAIR) — will be followed to manage and handle the data collected within the project. All the data, as necessary and relevant, will be compliant with the GDPR including the data collection or acquisition, organisation, curation, storage, (long-term) preservation, security, quality assurance, allocation of persistent identifiers, provision of metadata in line with disciplinary requirements, licensing, and rules and procedures for sharing of data. A Data Management Plan (WP5) deliverable is foreseen to be submitted during H1-2025, which describes the management of data in accordance with the principles described in above. EITD will name DPO for the project.

Open Science

By being fully integrated in Horizon Europe pillar III and well connected and engaged with a number of other EU programmes (e.g. Horizon Europe pillar II activities, Digital Europe Programme, InvestEU, etc.), EIT Digital strongly believes that the open science policy priority of the European Commission is a key element to improve quality, efficiency and responsiveness of EU Research and Innovation. Moreover, the COVID-19 pandemic has demonstrated the importance of science, technology, and innovation to ensure citizen's quality of life, safety, security and business continuity. It is therefore of paramount importance that all the relevant players (academia, industry, research centres, public authorities, citizen groups) are active part of the research and innovation process. This increases the trust in science and facilitates the deployment of technology out of the labs into real applications benefiting people and businesses. EIT Digital therefore provides open access to all reports, articles, factsheets and other materials, in so far as to make this comply with applicable intellectual property rights. Moreover, EIT Digital leverages its Social Media channels and its website to publish information of events, conferences, workshops, new report releases, achievements of community members (Partners, scaleups, students, etc.). More broadly, our strategic aim for the European landscape is to provide, where possible, wide and open access to such documents, repositories and datasets in order to support validation of projects. In order to better serve the EU community, aggregated results are also made available in the form of an annual report that contains both qualitative and quantitative results of EIT Digital activities. This report also allows the recognition and early identification of trends in the landscape of digital. The quantitative analysis is complemented by qualitative success stories and case studies.

A concrete example of EIT Digital's approach towards open science is represented by the activities executed in 2020 and 2021 aiming at re-opening Europe after the pandemic: on top of running, in 2020, more than 10 Innovation activities deploying data-driven solutions against COVID-19, EIT Digital put in place several measures (e.g. "Reopen society using physical COVID-19 contact tracing tokens" webinar) to engage with citizens, contact tracing experts, customers, policy makers and entrepreneurs to ensure that these solutions were widely deployed by businesses, adopted by governments and accepted by citizens.

Lastly, in order to share best practices and increase the overall trust of citizens in EU Research and Innovation, EIT Digital contributes to the EIT and cross-KIC citizen engagement activities.

Social Science

EIT Digital firmly believes in creating a strong digital Europe which safeguards European values by being inclusive, fair, and sustainable. Achieving this ambitious goal needs to seriously consider the cross-cutting issue of social science innovation and fully embed it into the design, development and implementation of new technologies targeting solutions to societal issues. At EIT Digital, every innovation activity proposal is asked to describe both its societal and economic impact and these dimensions are taken into account in the review and selection process; moreover, EIT Digital impact pathways provide a comprehensive framework and set of KPIs,

targets and goals to measure EIT Digital's contribution to a number of important societal challenges, aligned with the UN SDGs (see Annex I of the EIT Digital Strategic Agenda 2021-2027 for the complete list of EIT Digital Impact Pathways).

Examples of topics with social relevance, tackled by EIT Digital as part its activities in the five focus areas are:

- Health, Demographic Change and Wellbeing: as part of the Digital Wellbeing focus area, EIT Digital activities support the economic and social issue of alleviating the pressure on public health systems, by better serving citizens with digital technology inside and outside hospitals and care centres (e.g. in their own homes);
- Smart, green and integrated transport: as part of the Digital Cities focus area, EIT Digital activities support the socio-economic analysis of aspects related to new transport systems and their impact on the daily life of citizens (incl. prospective studies and technology foresight);
- Climate action and resource efficiency: as part of the Digital Industry focus area, EIT Digital activities tackle the cultural, behavioural, socio-economic and institutional changes needed in order to move to a more sustainable production and more resource efficient economy and society;
- Europe in a changing world: as part of the Digital Tech and Digital Finance focus areas, EIT Digital addresses a number of topics covering innovation in the public sector enabled by digital, trust and transformation of the financial institutions, strategies and governance structures for overcoming the crisis in Europe, digital technologies to re-start European economy in the post-pandemic with business model innovation, social innovation and by leveraging the European cultural heritage, history, culture and identity.

Gender Dimension

Alongside with social impact, diversity and inclusion are also key aspects taken into account by EIT Digital when designing its activities. We strongly believe that innovation should leave no one behind and promote activities that benefit all citizens.

EIT Digital is committed on supporting this global challenge, and in particular UN SDG 5 on gender equality, UN SDG 4.2 on gender disparities in education, UN SDG 11.2 on sustainable cities and communities and UN SDG 8 on decent work and economic growth. For more information, see Annex I of the EIT Digital Strategic Agenda 2021-2027 which includes the complete list of EIT Digital Impact Pathways and their mapping to the relevant UN SDGs. At EIT Digital these objectives are particularly addressed as part of the Education portfolio and activities linked to the Digital Cities and Digital Wellbeing focus areas. The priority of incorporating the gender dimension into EIT Digital's core programs—such as innovation, entrepreneurship, and education—is multifaceted. The gender dimension is defined primarily as increasing female participation in these key areas. This involves establishing and implementing best practices that promote gender equality and enhance the involvement of women specifically within EIT Digital's KIC Activities.

The EIT Digital strategy for gender diversity is threefold: on the one hand, EIT Digital promotes equality policies at internal level, on recruitment, positions, decision taking etc. All relevant decision taking boards: C-level, Regional Directors, Supervisory Board are being monitored and for gender diversity and all ratio have improved over the years.

As the second pillar of the gender diversity strategy, EIT Digital applies its policies to all activities it deploys. At the level of Education, EIT Digital is committed to developing both female and male ICT entrepreneurs, leaders, and professionals. The goal is to enhance the supply of skilled ICT workers and address the significant under-representation of women in ICT sectors by attracting more female students into the EIT Digital Academy. By increasing the number of women entering and succeeding in these programs, EIT Digital aims to help bridge the skill gap and improve gender balance in the ICT field. To support this objective, EIT Digital plans to promote gender equality awareness within its ecosystem and among its partners, ensuring that efforts to increase female participation are integrated into all activities.

Female participation is around 31% in STEM (science, technology, engineering and mathematics) related sectors according to the 2023 report on gender equality in the EU2. EIT Digital is of the opinion that such participation rate is far too low. To address gender equality in ICT related sectors, concerted efforts are required by all actors operating in the ICT field to improve access and encourage more women to enter the ICT workforce.

The third pillar is contributing to boost gender diversity policies even further with the EU, by designing and running specific activities to improve the current status. Below list of Non-EIT proposals with clear objective to boost the gender diversity in the last period:

Acronym	Reference	Call Title	Program	Title
ICT-GEM	ERASMUS-EDU-2024-POL-EXP-DIGITAL	European policy experimentation	Erasmus plus	InClusive Tech: Gender Equity Mission in ICT Education and Careers
DIGITWISE	DIGITAL-2024-ADVANCED-SKILLS-06-WOMEN	Girls and Women in Digital	Digital Europe	Fostering DIGITWISE: Empowering Women in the Digital Sector
PROWIT	DIGITAL-2024-ADVANCED-SKILLS-06-WOMEN	Girls and Women in Digital	Digital Europe	Promoting girls and women in ICT
WIDCON	DIGITAL-2024-ADVANCED-SKILLS-06-WOMEN	Girls and Women in Digital	Digital Europe	Connecting Women in Tech
BRIGITE	DIGITAL-2024-ADVANCED-SKILLS-06-WOMEN	Girls and Women in Digital	Digital Europe	Bridging the Gender Gap in ICT in Europe
HER-ICT-AGE	DIGITAL-2024-ADVANCED-SKILLS-06-WOMEN	Girls and Women in Digital	Digital Europe	Harnessing Empowerment and Resilience in Information and Communication Tech and Gender Equality
WOManITy	DIGITAL-2024-ADVANCED-SKILLS-06-WOMEN	Girls and Women in Digital	Digital Europe	International investigation and engaging measures to foster girls' and WOMen's involvement in ICT and a HUMAN-centric digital transformation to reduce gender gap

2. Impact

2.1 KIC's pathways towards impact

Area	Budget	Outcomes	Impact
Deep Education Tech	€2,81M	<p>EIT Digital strongly believes in 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 as well as understand and capitalize on market needs. All EIT Digital education programmes have this approach as a core ingredient. EIT Digital focuses on the digital high-end degree education for master and doctoral graduates, young and high-level professionals.</p> <p>In 2025, EIT Digital will continue to deliver education programmes across Europe through two schools and with a new Programme:</p> <ul style="list-style-type: none"> The EIT Digital Master School aims to achieve an intake with over 1,500 eligible applicants, recruit 300 new students, expand the scholarship programme for EU applicants and ensure the long-term sustainability of the Master School. <p>Expand the Master School Programme by addressing EU policy priority by</p>	<p>Within this Business Plan, EIT Digital will strengthen its efforts to achieve digital talent development in Europe with a more qualified offer and addressing a wider audience, by means of lowering the financial hurdles for prospect students as well as continuously seeking new synergies with other EU instruments to deliver Digital education. This is also expected to increase the attractiveness of the EIT Digital Entrepreneurial Academy.</p> <p>The long-term impact is the creation of systemic collaborations between European Educational institutions able to deliver top notch education in the</p>

Area	Budget	Outcomes	Impact
		<p>developing 1 new programme: 1. Green and Digital Skills</p> <ul style="list-style-type: none"> The EIT Digital Summer School will coordinate and support the execution of a total of 3 summer schools in 2025. Summer schools will be themed around the three EIT Digital focus areas with particular emphasis on disruptive topics such as Quantum Computing, Metaverse and Green Digital. The Summer School will also continue offering a fee-deferral payment scheme under the agreement with the European Investment Fund (EIF). <p>EIT Digital educational activities directly translate into increasing digital and entrepreneurial education across Europe, supporting the development of entrepreneurial skills and competences of a wide target group, including master and doctoral graduates as well as digital entrepreneurs, innovators, young and high-level professionals. The programmes are being expanded to include universities and training providers from RIS countries with low DESI index, thus contributing to lower the innovation gap in these countries and make the workforce ready for new job opportunities.</p>	<p>Digital and Entrepreneurship domain.</p> <p>The delivery through different schools will cater a broad target audience, contributing to the lifelong learning goals set out by the European Commission.</p> <p>The Deep Tech Academy will also contribute to address the pronounced and increasing skill gap experienced by employers, who are looking to hire profile with a strong understanding of digital as well as being able to skill-up their workforce. EU competitiveness partly depends in the ability to breed digitally competent workforce.</p>
Entrepreneurial Education	€0,80M	<p>EIT Digital Entrepreneurial education is a portfolio of four training and mentoring activities.</p> <p>1. SpeedLauncher, 2. SpeedMaster and 3. MentorMe, delivering hands-on approach to understand and embrace the entrepreneurial journey and master it, with the goal is to deliver 305 new learners</p> <ul style="list-style-type: none"> The SPIN programme will train 60 universities staff (i.e. scientist, Technology Transfer officers) with entrepreneurial skills and venture building knowledge with the goal of boosting venture building activities in EU universities capitalizing on research results. A total of rs from across the three courses. 	<p>The long-term effects of supporting entrepreneurial skills and tailored mentoring through the different phases of a venture are expected to provide a fertile ground for innovator and entrepreneurs to take a leap and creating a venture and nurture it to success.</p> <p>The SPIN programme will support the achievement of boosting deep tech digital R&D results brought to the market in areas strategic for Europe.</p> <p>Furthermore, the provision of skilling and mentoring aimed at breeding healthy and strong digital ventures will likely drive jobs creation and potential for sustaining jobs in the area of digital.</p>
ClimaTech Connect	€0,13M	ClimaTech Connect joint entrepreneurial training and mentoring programme	Driving the contribution to EU Policies priorities by

Area	Budget	Outcomes	Impact
		<p>combining the unique competencies of two EIT KICs, Digital and Climate, to deliver entrepreneurial and climate-specific skills to about 100 learners selected from early-stage startup founding/leadership teams.</p>	<p>reinforcing skills that can increase the success of ClimaTech R&I results to market. Indirectly, progresses in ClimaTech can generate systemic effects pushing the evolution of other IT infrastructure (i.e. deploying high speed networks) to meet customers' demands. The novel IT infrastructure will create the foundation to develop new market opportunities.</p> <p>In this constellation, countries with low DESI index can leverage the possibility of initially growing tech talent and subsequently nurture a local Tech ecosystem linked to the wider European one.</p>
EIT RIS	€0,66M	<p>In 2025, the Speed Launcher aims to support 50 innovators and wannabe entrepreneurs to be equipped with all necessary skills and knowledge that can support them in framing their idea in terms of a viable business with particular attention to the specific challenges that can be experienced in RIS countries. This activity is directly aimed at improving EU Member States digital competitiveness by fostering an entrepreneurial attitude and foundational knowledge that can in second instance lead to ventures with innovative digital solutions.</p> <p>One summer school will be hosted in a EIT RIS country focusing on addressing Digital skills gap.</p>	<p>The long-term effect of supported activities in these countries is to contribute to increasing digital competitiveness in EU Member States with a DESI (Digital Economy and Society) < 50.</p> <p>In addition, the continued effort for digital upskilling of European professionals will allow to build the competencies needed to keep the pace of fast-paced digital technology development.</p>
Transnational Coordination Activities	€1,82M	<p>EIT Digital with the current 2025 activities proposal is continuing its ambition to nurture digital tech ecosystems across Europe, by growing of an additional 15%/year its community of universities, research centres, large companies, SMEs, associations and scale-ups from the over 300 members in 2024, many of them being SMEs and organisations from RIS countries. The growth is driven by increased recognition of our impact through our results, our partners, our students, our entrepreneurs, as well as our alumni.</p>	<p>The continuous effort in building a pan-European ecosystem is expected to have a spillover effect on supporting the creation of new digital innovation ecosystems.</p>

Area	Budget	Outcomes	Impact
Communication, Exploitation and Dissemination	€0,44M	EIT Digital keeps contributing to the European Policy discussion through the development of specific policy reports on strategic topics for the European Union, such as Digital Finance, and Disruption in Digital Education. Lastly, EIT Digital will keep growing its effort to build synergies with other EU and National programs in order to pursue its mission, such as the very active participation in several Digital Innovation Hubs as well as close collaborations with EIF on Education that should ease access to educational programs for prospect students.	In the long-term, EIT Digital aims to contribute to the evolution of European regulation and digital standards that address key European values such as ethics of AI, data protection, trusted social media platforms and

Table 2.1.a List of mandatory EIT KPIs

EIT Area	KPI Code	EIT KPI	Target 2025	WP(s)
Education	[EITHE05.1]	Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes	30	WP1
	[EITHE05.2]	Start-ups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes	6	WP1
	[EITHE07.1]	Graduates from EIT-labelled MSc and PhD programmes and other education activities awarded EIT label	700	WP1, WP2, and WP4
	[EITHE07.2]	Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries Number of graduates from EIT labelled master's, PhD programmes and other education activities awarded EIT Label (in year N) with citizenship in EIT RIS countries	210	WP1, WP2, and WP4
	[EITHE08.1]	Participants in non-labelled education and training Number of successful participants in EIT professional development courses, online training courses and other education/training activities delivered or in a process of delivery (by country and type of programme), including data on country of citizenship and gender. Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.	800	WP2 and WP3
	[EITHE08.2]	Participants in non-labelled education and training with citizenship in EIT RIS countries Number of successful participants in EIT professional development courses,	240	WP1, WP3, and WP4

EIT Area	KPI Code	EIT KPI	Target 2025	WP(s)
		<p>online training courses and other education/training activity delivered or in a process of delivery with citizenship in EIT RIS countries.</p> <p>Only participants, who successfully finished the programme, will be counted. For this KPI, only those education and training activities which have clearly defined learning outcomes, and which carries out competency assessment method are applicable.</p>		
Knowledge Triangle Integration/ KIC ecosystems	[EITHE10.1]	<p>Active partners collaborating in the KIC</p> <p>Number of active partners collaborating in the KIC per profile (research; business; HEIs; cities, regions, NGOs; other). Active partner means organisations signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).</p>	300	WP5
	[EITHE10.2]	<p>Active partners registered in the EIT RIS countries collaborating in the KIC</p> <p>Number of active KIC partners registered in the EIT RIS countries. Active partner means organisations that signed contracts with KICs and with implementing activity role in the reported year (expressed in terms of costs in the budget).</p>	76	WP4
Societal impact	[EITHE15.1]	Impact on achieving Sustainable Development Goals	Climate	WP3
Horizontal outputs	[EITHE16.1]	# Results disseminated through the EC dissemination tools	5	WP6
	[EITHE17.1]	# People reached through communication activities	10000	WP6
RIS-specific indicators	[EITHE22.1]	<p>Number of new and established KIC Partners from RIS countries</p> <p>This indicator will measure:</p> <ul style="list-style-type: none"> •New KIC Partners from RIS countries •Established KIC Partners from RIS countries •Share (%) of KIC Partners from RIS countries among all KIC partners •Share (%) of KIC Partners from the EU-13 Member States among all KIC partners (for each KIC and overall) •Reference to a specific KAVA 	180	WP4

Table 2.1.b. List of EIT KPIs relevant to the KIC’s Strategic Agenda in 2025 and realised with non-EIT contributions, in line with the EIT Impact Framework

EIT Area	KPI Code	EIT KPI	Target 2025	WP(s)
	[EITHE01.1]	Intellectual property rights	0	N/A

EIT Area	KPI Code	EIT KPI	Target 2025	WP(s)
Generating innovation-based growth	[EITHE02.1]	Innovations launched on the market Number of all innovations introduced on the market during the KAVA duration or within 3 years after completion. Innovations include new or significantly improved products (goods or services) sold	20	N/A
	[EITHE02.2]	Innovations launched on the market by organisations from EIT RIS countries Products or processes (as per EITHE02.1 definition) launched on the market by organisations from the EIT RIS countries	6	N/A
	[EITHE02.3]	EIT RIS countries – # of EIT RIS countries related to the products introduced on the market		N/A
	[EITHE02.4]	Innovations launched on the market with a sales revenue of least 10 000 EUR documented	20	N/A
	EITHE02.5	Revenue from the innovations launched on the market		
	[EITHE03.1]	KIC Supported Start-ups/Scale-ups Number of start-ups and scale-ups supported by KICs for at least 2 months in year N	120	N/A
	[EITHE03.2]	KIC Supported Start-ups/Scale-ups registered in EIT RIS countries Number of start-ups and scale-ups registered in EIT RIS country supported by KICs for at least 2 months in year N	36	N/A
	[EITHE03.3]	EIT RIS countries –KIC supported start-ups/scale-ups		
	[EITHE04.1]	Start-ups created Number of start-ups established in year N as a result / based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)	30	N/A
	[EITHE04.2]	Start-ups created in EIT RIS countries Number of start-ups registered in EIT RIS country in year N and established as a result/ based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA)	12	N/A
	[EITHE04.3]	EIT RIS - start-ups created of/for innovation	12	
	[EITHE04.4]	Number of start-ups established in year N as a result / based on the output(s) of KAVA(s), or start-ups created for the purpose of an innovation project to organise and support the development of an asset (but not later than three years after the completion of KAVA) having financial	2	

EIT Area	KPI Code	EIT KPI	Target 2025	WP(s)
		transactions of at least 10 000 EUR for services/products (result of the KIC KAVA) sold to customers		
Leveraging investments in R&I	[EITHE06.1]	Investment attracted by KIC-supported start-ups and scale-ups	€50M	N/A
	[EITHE06.2]	Investment attracted by KIC-supported start-ups and scale-ups established in EIT RIS countries Total EUR amount of private and public capital attracted within year N by supported start-ups/scale-ups established in the EIT RIS countries, that have received KIC business creation services support or HEI CBI project support of total duration of at least two months, within a maximum of three years following the last received KIC KAVA incl. project support activity.	€10.5M	N/A
	[EITHE06.3]	EIT RIS Country - Investment attracted by KIC supported EIT RIS start-ups/scale-ups		N/A
	[EITHE11.1]	Total non-EIT financing generated by the KIC Legal Entity	€8.5M	N/A
	[EITHE11.2]	Financial sustainability coefficient	70%	N/A
	[EITHE13.1]	Financial asset valuation Value of Financial Assets held by KIC at end of the reporting year in EUR	€60M	N/A
Horizontal outputs	[EITHE18.1]	% of under-represented gender in top governance and management positions	40%	N/A
Economic and societal impact	In addition to the above KPIs, the KICs are expected to contribute to the economic and relevant societal impact KPIs included in the EIT Impact Framework: https://eit.europa.eu/library/eit-simplified-impact-framework	Economic and societal impact		

Some of the KPIs present slight deviations from the Strategic Agenda (SA) values as result of the following:

- The KPI ‘Innovations launched on the market’ (EITHE02) deviates from the value indicated in the Strategic Agenda 2021-2027 because of the overall decrease of innovation activities that EIT Digital activities are able to support. Furthermore, the breakdown of the KPI generates different values for the sub-KPIs EITHE02.1 which impacts also EITHE04.1 KPIs. Some of the ventures created are in an early stage, with a just completed MVP and approaching the market and achieving their first sales, although

without reaching the €10K threshold. That happens even for successful ventures that have achieved significant private investors support but are not focused on concrete sales yet. For many of them the KPI will be achieved but will take further steps.

- The strategic shift of the Open Innovation Factory towards Venture Boost changes the type of KPI supported, from EITHE02 and EITHE04 to EITHE03. Instead, the creation of new start-ups, the program will support early-stage ventures that have been recently created. That approach increases the start-up survival rate adding quality to the equity portfolio and improving the long-term sustainability by removing some of the challenges associated with the creation process while supporting innovative teams. EIT Digital will have a limited capacity through 2025 to drive this KPI as it is currently building the vehicles that will allow to structurally pursue such support.
- The KPI targets for EIT-labelled programmes' (EITHE07) is computed taking into account a realistic 250 Master School graduates and 5 from Doctoral School graduates. While the remaining 445 graduates are from non-degree programmes, which include the Summer Schools, SpeedMaster, Professional School.
- The KPI 'Start-ups created by students enrolled and graduates from EIT-labelled MSc and PhD programmes' (EITHE05) also includes the start-ups created by students in RIS countries. The realistic target is below the SA initial target as the experience proved that for students/graduates is difficult to bring an entrepreneurial idea to the market, to register the start-up and have a first transaction during the first year of operations. For them it is more important to build a strong, impactful, and competitive solution before starting with the bureaucratic aspects. Aware of this gap, the newly programmes focusing on supporting entrepreneurs should help mitigate the current challenges and we expect to improve EIT Digital ability to drive this KPI.
- The KPI on Active partners collaborating in the KIC (EITHE10.1) was planned to keep a considerable level of growth, which due to the strategic changes implemented by EIT Digital have seen a transformation of the Ecosystem and several collaborations were born outside the classical EIT Partner concept. For this reason, we lowered the target for 2025 in consideration of the most recent forecast, which are adapted to the changed context.

As the overall European R&I framework has significantly evolved, both in the EU and in the Member States, compared to the inception days of the EIT and the first wave KICs, the EIT Community and the first wave KICs will need to adapt their way of work and strengthen their positioning in order to be well integrated with other innovation instruments in Europe. While this can be a tremendous opportunity to prove the impact and added value of the EIT Community, to establish synergies with other instruments and maximize impact for the benefits of European citizens and innovators, it also requires a pro-active and flexible attitude by the EIT and KIC management in order to continuously look for the establishment of strategic partnerships, collaborations and synergies with other instruments. To this end, EIT Digital starting in 2022 has initiated an active diversification of its funding sourcing at EU level and in the Member States, which resulted in several new opportunities being secured and a strong pipeline of new activity being sought that will ultimately help to deliver impact.

2.2 Measures to maximize impact – Communications, dissemination and exploitation, and stakeholders' engagement

The EIT Digital strategy for communications, dissemination and exploitation, as well as, for stakeholder engagement seeks to position EIT Digital as an active member of the EIT Community, driver of Europe's digital transformation and as a key player on the map of innovation, entrepreneurship and education, increasing the awareness of stakeholders and target groups (inside or outside of its ecosystem) about the results of EIT Digital activities, their impact, and opportunities for engagement and collaboration.

Our main drivers for communications, dissemination and exploitation, as well as stakeholders engagement are:

- Engage with new audiences with a particular focus on potential new members and customers;
- Strengthen the relationship with existing members in our ecosystem;
- Enhance engagement with thought leaders in the field of innovation and education, entrepreneurship and investment;

- Reinforce the awareness of national and EU institutional stakeholders about EIT and EIT Digital's impact;
- Strengthen the awareness among Stakeholders of the EIT Label education and its defining characteristics;
- Promote EIT Digital Programmes with EIT Label;
- Mirror the evolution of the key focus areas in content delivery and project management.

To achieve our ambition to become even more agile and to better address the challenges of digital transformation and the needs of our target groups, we will continue to increase the efficiency of our operations in the fields of communications, dissemination and exploitation, as well as stakeholder engagement by communicating actively on our actions and their results. We also continue to actively participate in EIT and various types of EIT Cross-KIC activities and their dissemination work in our channels (e.g., HEI Call, EIT Awards).

Rebranding

As of January 2025, in accordance with the provision of the MoU signed between the KIC and EIT, EIT Digital will need to rebrand itself with a new name that does not contain the suffix EIT and instead include a tag-line referring to its genesis with EIT. The rebranding will be a paradigm shift for EIT Digital, which has matured a significant brand awareness especially towards our core partners (universities, corporates) and public stakeholders at EU level and selected Member States. Changing the branding now will likely create some confusion and resistance, which we plan to mitigate through regular engagement and consultation with our key stakeholders. Yet, we expect to re-earn the current brand awareness will require significant resources both in terms of personnel and marketing costs.

Overall contribution to the development of the EIT Community brand identity

EIT Digital contributed to the development of the EIT Community brand identity by implementing an EIT Brand compliance brand guidance and policy to all its activities, deliverables and by actively participating in EIT and its Cross-KIC activities and supporting their dissemination in KICs channels. The main platforms to execute these activities are our annual milestone events (Call of Proposals, Participation in Conferences, EIT Digital Champions scale-up competition, Academy Kick-off and Graduation Events, and Innovation Days) and our communication channels (traditional media, social media, videos, website, newsletter).

EIT Digital branding guidance and materials are constantly maintained in compliance with the EIT branding guidance and made available both internally and to our partners on intranet. The Pillars monitor brand compliance in their respective stakeholder groups when applicable.

A cohesive brand style and tone of voice across all brand touchpoints emphasizes EIT Digital's role as an active key member of the EIT Community and an innovator and thought leader, establishes stronger identity and recognition, and helps engage key audiences. In 2025, the brand marketing activities will be further enhanced through a focus on the organisation's slogan: For a strong digital Europe. Inclusive. Fair. Sustainable. All communications and dissemination output will aim at integrating elements of this slogan to strengthen a distinctive image for the EIT and EIT Digital brands.

On our events, we will continue to capitalize on established event formats and event brands like Innovation Days, EIT Awards and use online/blended formats to maintain efficiency and increase the outreach, as well as to accommodate changing mobility patterns as a result of increasing awareness of the impact of long distance travel on climate change.

Specific focus will be given on EIT Digital presence at events organized by the EIT (InnovEIT/EIT Awards), its various Cross-KIC activities (High Education Impact Call and the DTTI) as well as the EIT Digital members to capitalise on members' ecosystem and stakeholder networks. Additionally, EIT Digital will conduct specific activities geared to increase awareness about EIT Label, as well as the EIT labeled education degree and non-degree programmes, for which EIT Digital boast the largest portfolio in the EIT Community since late 2024.

KIC's external communications, dissemination of activities, results, good practices and lessons learnt

EIT Digital combined its communications and marketing functions in April 2023 under the leadership of the Communications and Marketing Manager to be more agile, shorten the feedback loops for campaign creation and be able to bring a 360 view to all branding, sales, communication and stakeholder relation activities. Creating

a new tone and voice for the organization (simplified and more market-friendly wording), engaging video content, featuring our ecosystem players on EIT Digital's social media channels and our website, optimized budget spending on paid social media and thought leadership campaigns, is a result of this action. Lead generation is Marcom's team's first priority with all campaigns, which was turned into a best practice organization-wide together with the efficient use of the CRM HubSpot.

KIC External Communications. EIT Digital's fully integrated communication approach provides a solid ground to support the Strategic Innovation Agenda perspectives. In 2025, our external communications will focus in creating awareness about our brand change and then push towards a clear brand positioning and bring a significant increase in the reach and engagement amongst key target audiences and brand recognition contributing to growing the number of partners, enrolment of even more students and boost the number of professionals taking re-skilling and up-skilling aiming at creating a stronger Digital Europe fueled by entrepreneurial talent and innovative digital technologies.

Dissemination of activities. EIT Digital capitalizes on economy-of-scale effects by linking integrated dissemination campaigns of its core activities like Call for Proposals, EIT Digital Champions scale-up competition, Grow events and documents like the Annual Report, the Strategic Innovation Agenda as well as the Makers & Shapers conversations and reports building on those already published.

Results. The increasing recognition of our brand is confirmed by the record growth of the EIT Digital partner network: at the end of 2023 we have 300+ partners versus 30 partners ten years ago. In 2023-2024, EIT Digital has become a known name within the EC as result of our frequent presence in successful consortia. Stakeholder engagement is at the core of the communications activities, we have seen good results with the International Women's Day Video Campaign (March 8, 2023) featuring two MEPs from the ITRE Committee and EIT Digital CIEO/CMO and as a male ally EIT Digital's CEO. The video had 680K impressions in 48 hours.

Good practices and lessons learnt. Success in all operations derives from close collaboration not just among KIC internal stakeholders and fellow KICs, but also with the EIT, EIT Digital partners as well as with National and EU policy and decision makers.

The general approach, channels and mechanisms supporting effective outreach activities: Streamlined internal resources require thorough and early planning to identify and engage with internal and external collaboration partners, mobilize them and guide them through the process to ensure target audiences are involved and informed as to be able meet any of the EIT Digital KPIs.

Professional education requires flexible communication and dissemination strategies to align with the changing needs of companies and ensure continuous engagement with a target audience from multiple market sectors. This is a key aspect for lead generation and development of a sales pipeline to nurture targets until they are ready to register to one of the courses included in the Professional School portfolio.

KIC's planned stakeholder engagement priorities and activities

EIT Digital is an integrated partnership as defined in the EIT Innovation Model, operating within the EIT Community, at the core of which are research organisations, educational institutions, businesses (including SMEs) and other innovation stakeholders such as public authorities or non-governmental organisations, united by the focus on a major global challenge.

EIT Digital is in constant engagement with its stakeholder groups via the below channels:

	Meetings with CxO	Meetings with Regional Directors	GROW Digital	Call for Proposals	EIT Digital Competitions with prizes	Regional events	News	Web	Social Media
EU Decision Makers	X		X				X	X	X
National Decision Makers	X	X				X	X	X	X
Research Organisations	X	X	X	X		X	X	X	X
Educational institutions	X	X	X	X		X	X	X	X
Business (Corporations)	X	X	X	X		X	X	X	X
Business (SMEs)		X	X	X	X	X	X	X	X
Other innovation stakeholders		X	X		X	X	X	X	X
Investors		X	X	X	X	X	X	X	X
NGOs		X	X			X	X	X	X

Engagement with KIC stakeholder groups is an ongoing activity where EIT Digital representatives engage with their respective stakeholder parties. In addition, at the KIC level mastered annually re-occurring activities, like the Call for Proposals, EIT Digital contests, and its Growth Events. They all provide great platforms to interact with the KIC stakeholder groups, and also allow them to interact with each other.

KIC IPR Strategy

In the innovation area, the KIC has the following IPR Strategy:

- The KIC never holds any IPR itself. The IPR belongs to the respective partners.
- Innovation & Research. The innovation activities are about several partners coming together to typically launch a venture within the course of the activity. It is expected that the venture's FTO (freedom to operate) is guaranteed by the activity partners. This can typically be done by the partners licensing their IPR to the venture with a certain model that is put forward in the activity. The favoured model is license for equity, where the technology partner becomes a shareholder in the venture in exchange of providing the required IPR and FTO to the venture.
- Entrepreneurship. Within the Growth Services, the IPR is not a topic as the Growth Services are about raising funds and acquiring customers for the scaleups, who of course keep their IPR.

3. Quality and efficiency of the implementation

3.1 Work plan and resources

The design of our core portfolio is centred on the deep tech entrepreneurial journey, from idea all the way to a successful startup. This is then complemented by the strategically selected topical areas on which all Activities of EIT Digital in Deep Tech and Entrepreneurial Education are focused. Our portfolio of Activities selected for execution in 2025 is addressing the main challenges and opportunities at the intersection of technology, market, and interests of our partner community. The selection of activities also drew on the experience and results achieved so far by EIT Digital with the goal of continuing and strengthening flagship and defining activities, such as all the EIT labelled education and the regional ecosystem, with a specific attention to RIS. At the same time new programmes are included to build up capacity and presence in what are foreseen to be strategic topic for the year to come (i.e. navigating the entrepreneurial journey, Digital and Green and the Digital upskilling and re-skilling domain).

The way activities have been clustered in WPs follows a principle of coherence of objectives among activities, even though some of the activities will be further specified through the implementation phase, for instance the Summer Schools topic will be the result of the Open Call applications that will be submitted and then selected.

The proposal consists of 6 WPs, the first 4 WPs include specific activities, and the last 2 WPs are formed by complementary activities:

1. **Deep Tech Education** This work package clusters the EIT Label programmes activities with emphasis on Digital Technologies and it also includes the new (d)Academy focusing on identifying and offering upskilling and re-skilling trajectories for Europeans. This is complemented by the Master School Office activity, which provides an essential support function to smoothly run the Master and Summer Schools.
2. **Entrepreneurial Education** The work package focuses on delivering education and mentoring programmes to facilitate the entrepreneurial journey of individuals and teams with a very hands-on approach, at different phase of the entrepreneurial journey. Additionally, it includes a programme tailored to support university researcher to take their first entrepreneurial steps.
3. **ClimaTech Connect** This work package aims to deliver a programme upskilling teams of max 3 members from early-stage startups by training and mentoring on how to improve the Climate framing of the venture and strengthen their skills to successfully approach investors in their future fund raising. A programme delivered in joint-effort with Climate-KIC.
4. **EIT RIS work package** brings together all activities planned to be executed or targeting RIS countries, Deep Tech and Entrepreneurial Education programmes, but also includes an activity geared to mobilize RIS ecosystems locally and by connecting them to the EIT Digital pan-European ecosystem to improve their digital innovation and entrepreneurship capacity.
5. **Transnational Coordination Activities** Contains activities geared to enable the functioning of the EIT Digital regional ecosystem aimed at leveraging the place-based potential, as well as the central support infrastructure to enable and orchestrate the pan-European action in delivering strong impact, but also to closely monitor compliance of the action.
6. **Communication, Dissemination and Exploitation of Results** The work package focuses on two main tasks, the rebranding exercise of EIT Digital expected in 2025 and all other communication and dissemination activities, with particular attention to disseminate the EIT Label.

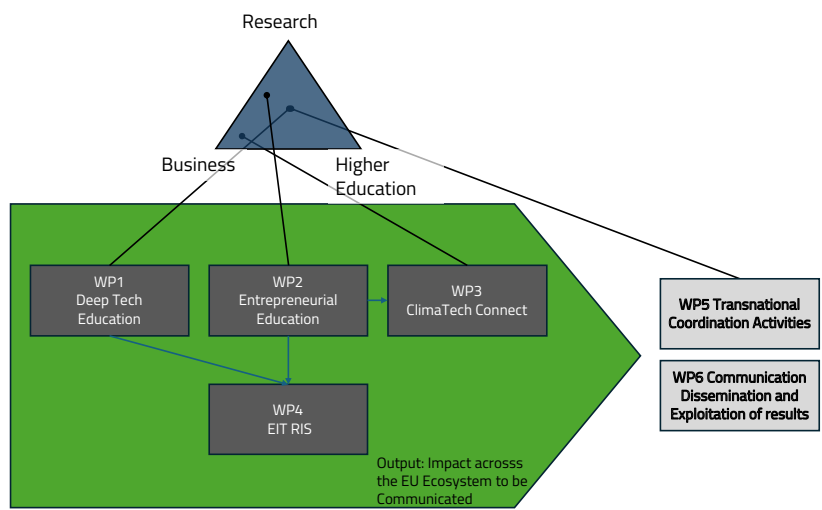


Figure 3 - EIT Digital 2025 Activities – WPs and EIT Knowledge Triangle

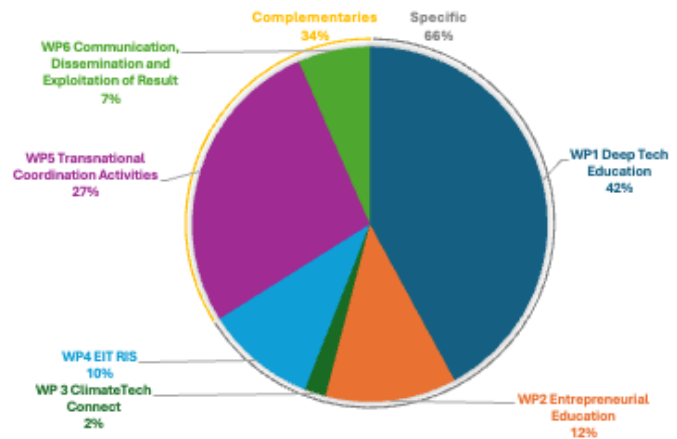


Figure 4 – Budget Distribution per WP and Type of Activities

Pertinence of the plan to the MoC

The activities planned adhere to the main objectives set in the MoC of maintaining an active pan-European ecosystem around Digital, through the activities planned in WP1 and WP5, but also with specific activities (WP4) geared to support regions categorized as “moderate” and “modest” innovator with the objective to boost their innovation capabilities. The design of activities ensures that stakeholders from all sides of the knowledge triangle are involved as either direct implementor or target of the designated activities. The ultimate objective is to drive the majority of KPIs stated in the EIT Digital Strategic Agenda, including the crucial aspect of communication and dissemination (WP6), which is particularly important under the upcoming new brand. In alignment with the MoC requirements, EIT Digital maintains a governance structure aligned to the EIT good governance requirements and plans to continue doing so through the implementation.

Knowledge Triangle Integration

No innovation without education, but also no education without innovation. The seamless integration of Education, Research and Business is at the heart of the EIT and thus of EIT Digital. At the core of the EIT Digital knowledge triangle integration strategy is the involvement of the EIT Digital students in the EIT Digital innovation and entrepreneurship activities, as well as the alignment of the education programs with the EIT Digital focus areas. During 2025 EIT Digital will further develop and expand its knowledge triangle integration strategy by increasing the number of master students being involved in EIT Digital ecosystem, by facilitating matchmaking for internships to increase the number of Master School’s graduate working in the EIT Digital ecosystem (industry partners, innovation projects and scaleups) and by increasing the engagement of the EIT Digital industry partners in the EIT Digital Education. In particular, EIT Digital industry partners will further contribute to Summer School, through their involvement in teaching activities and will bring real innovation and entrepreneurship cases to be tackled by the school participants. At

the Master School, students will be offered internships opportunities in start-ups/scale-ups from the EIT Digital ecosystem and business cases from EIT Digital industry partners and NEFA Innovation projects.

In 2025, EIT Digital enters its 15th full year of operation. Therefore, many unexpected and/or unplanned incidents affecting the KIC operations and target achievements have been encountered and successfully dealt with. KIC internal processes and organization have been evolved to not only be more efficient and to improve the quality of results, but also to deal with any risks materializing early on and thus mitigate their impact. The formal agreements with partners clearly define the operational and contractual framework for addressing any issues.

The overall responsibility of managing risks lies with the EIT Digital Management Committee. At Activity level, the Activity leaders are responsible for managing risks affecting their Activity. The defined formal reporting structure and the management meetings schedule ensure that risks are identified early and dealt with adequately. This is particularly relevant for Activities involving partners that join during the year. Formal reporting is required for each quarter and aggregates reports in the various levels: tasks (reporting to Activity Leaders), Activities (reporting to Innovation Leaders and Heads of Schools), and Innovation Leaders, Acceleration Manager, Heads of Schools and Growth Services Manager (reporting to the C-level management). Next to formal reporting, regular monitoring as described above will identify risks early and help in implementing mitigation measures.

Table 3.1a List of work packages

Work package No	Work Package Title	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	Deep Tech Education	EIT Digital	65	01/2025	12/2025
WP2	Entrepreneurial Academy	EIT Digital	45	01/2025	12/2025
WP3	ClimaTech Connect	EIT Digital	6	01/2025	12/2025
WP4	EIT RIS	EIT Digital	44,5	01/2025	12/2025
WP5	Transnational Coordination Activities	EIT Digital	155,10	01/2025	12/2025
WP6	Communication, Dissemination and exploitation of results	EIT Digital	28,5	01/2025	12/2025
		Total person-months	344,10	01/2025	12/2025

Table 3.1b: Work package description

Work package number	1
Work package title	Deep Tech Education

Objectives

This WP focuses on the EIT Digital Deep Tech Education, delivered through our EIT labelled programmes, Master School, Summer School, Industrial Doctoral School, Professional School where Deep Tech topics are at the core of the programmes complemented by entrepreneurial modules.

The EIT Digital Deep Tech Education will contribute to the achievement of EIT level KPIs as follows:

EITHE05.1 Target value = 30

EITHE05.2 Target value = 6

EITHE07.1 Target Value = 500

EITHE07.2 Target Value = 110

EITHE08.1 Target value = 660 (driven by the (d)Academy)

EITHE08.2 Target Value = 160

One objective is to continue the implementation of four existing Master Schools part of the existing portfolio of nine master's programmes, to allow students completing their study cycle and continue offering the programme to new applicants. We also aim to introduce a new initiative, including a pilot master's project on Green and Digital Skills, allowing to enter new areas and fields. This expansion reflects our commitment to addressing the EU's priority areas and equipping future professionals with essential competencies. With this new setup, the student body at the Master School is expected to grow to 450 new master's students across 10 programmes, bringing the total of new student enrolled to over 3450 since 2011. That means the annual income for the programmes is expected to reach a target of €3.1M in 2025. This reflects the strong brand the EIT Digital Entrepreneurial Academy schools has developed, not only across the EU but further afield, with a number of applicants applying to the Master School from outside the EU. In addition to the Master School enhancements, we will re-introduce an Industrial Doctoral School to bridge the gap between academic research and industry needs, fostering innovation at the intersection of education and enterprise. The labelled degree programmes will be accompanied by three Summer Schools, a well-established programme in EIT Digital, which is a mandatory element of the Master curricula and is offered to paying learners as well. Moreover, a pilot project for professional education will focus on C-Suite training for Business Excellence, targeting executive leadership development in emerging technological contexts.

Description of work

The Work package is structured around eight tasks, five aimed at delivering EIT Labelled programmes, one focusing on the necessary operational backbone of the Master School operations, one serving the further growth of the newly developed (d)Academy focusing on the digital upskilling and reskilling of European citizens and one focused on fee waivers and scholarships to attract European talent.

T1.1, 1.4 and 1.5: In 2024, **EIT Digital Master School** offers 9 EIT Labelled Master programmes (Figure 4), fully aligned with EIT Digital's focus areas, aiming at breeding T-shaped innovators who either will be co-creators of ventures or will enter industry. All master programmes at the Master School are fully EIT Labelled. These programmes, developed and continuously refined over the years, have established a strong foundation for nurturing entrepreneurial and technical excellence. (T1.4) It is foreseen, that four of the already well-established Master Programmes in Fintech, Autonomous Systems and Intelligent Robots, Cloud and Networking Infrastructure, and Data Science will continue to be pursued with EIT funding allowing enrolled students to graduate and seeking to enrol new students for the Academic year 2025/2026.

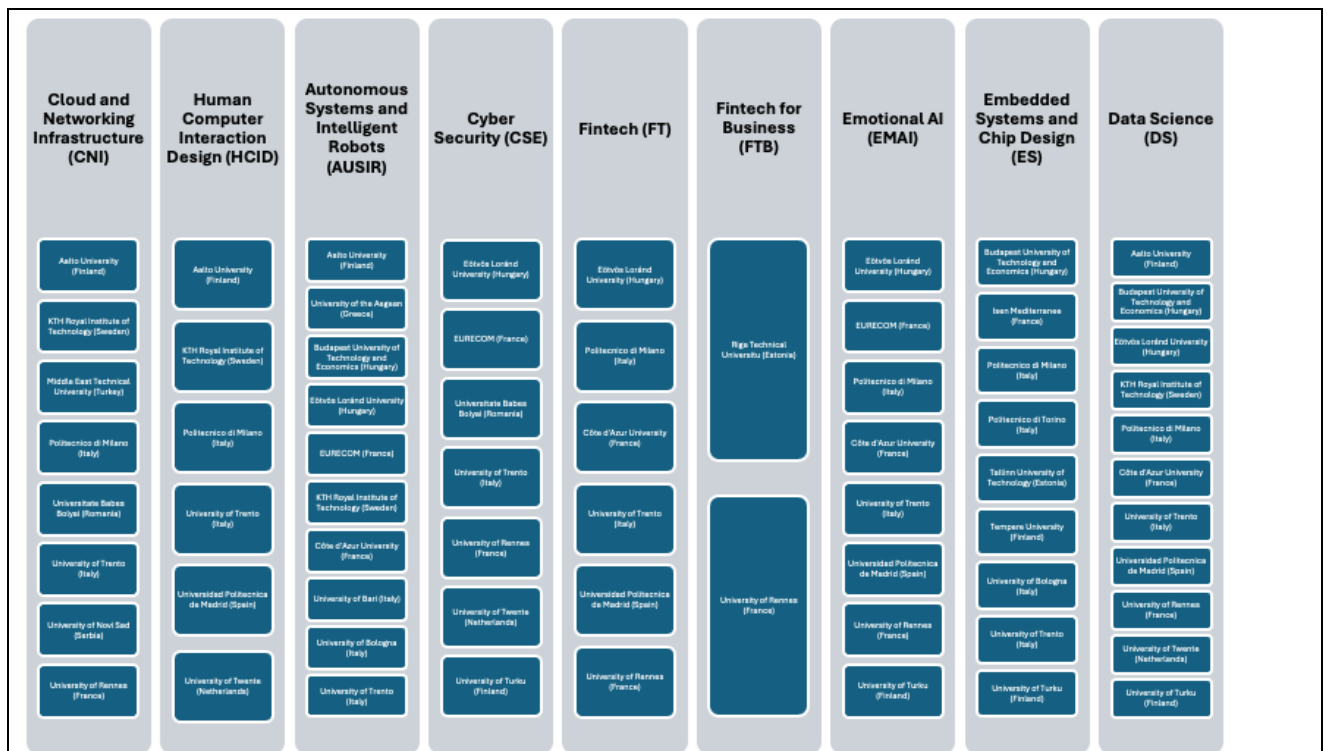


Figure 4. Master School 2024 portfolio: Master Programmes with partners involved and I&E.

Building on the success so far, the 2025 strategy emphasizes the expansion and diversification of the Master School portfolio that will be pursued with a new pilot programme that will be developed and introduced, focusing exclusively on Green and Digital Skills. This will help EIT Digital to be positioned at the forefront of the European agenda on sustainability and competitiveness by addressing critical EU labour market needs by equipping students with the skills required to navigate and shape the Green challenges using the fast-evolving Digital developments.

The geographical reach of the Master School will also grow through the addition of partner universities in RIS countries such as Romania and Estonia, enhancing inclusivity and regional impact. The enrolment target for 2025 is set at 450 new Master students, supported by scholarships designed to attract European talent and ensure accessibility. These developments build on achievements from 2023-2024, including the successful introduction of an AI-focused Master programme in Emotion AI and updates to Cybersecurity, Autonomous Systems, and Embedded Systems programmes, bolstered by projects like SPECTRO and EMAI4EU.

Central to delivering the Master School Programmes is the Master School Office (MSO) -T1.5, which enables the management of the prospect and students lifecycle, monitors implementation, act as central connector to all Partner universities and support the Master School Head with a timely and compliant delivery.

T 1.2: Industrial Doctoral School would be relaunched after a period of partial halt as result of the needs identified in the partnership and leveraging the recent learning from new form of collaboration with the industry to drive applied research and innovation. EIT Digital will leverage its strong connections with industry partners, some of whom have vividly requested this initiative, to ensure a seamless continuation of studies through industrial research. This approach will enable doctoral candidates to engage in industry-relevant projects that address real-world challenges while advancing technological innovation.

T1.3: Pilot project on C-Suite Training - Business Excellence aims to expand the lifelong learning opportunities of the EIT Professional School portfolio. The programme focuses on developing advanced strategic and digital leadership capabilities for executive-level professionals, with input from industry leaders who emphasize the critical need for this training. These initiatives will be designed in close collaboration with EIT Digital's industry partners, ensuring alignment with current market demands and fostering pathways for continuing education that bridge business strategy and technological innovation. This programme is aimed to further deepen the business engagement in shaping relevant upskilling opportunities in the corporate world.

T1.6 The **EIT Digital Summer School** continues to play a vital role in the educational offering, providing two-week programmes designed to address emerging digital challenges and foster entrepreneurial thinking. In 2025, three summer schools focusing on innovative digital topics will be delivered, engaging Master’s students, PhD candidates, and young professionals. These programmes are carefully selected for their excellence, alignment with EIT Digital’s strategic priorities, and their contribution to financial sustainability.

T1.7 A major initiative for 2025 is the expansion of the **(d)Academy platform**, which integrates skill intelligence with tailored learning pathways to address Europe’s urgent need for digital upskilling and reskilling. By leveraging advanced data analytics and a predictive skills dashboard, the platform ensures alignment with labour market trends and provides targeted educational solutions. By 2025, the (d)Academy aims to upskill and reskill 800 individuals, develop 30 tailored learning pathways, and support the digital transformation of the workforce with specialized, flexible training.

T1.8 In 2025, the fee waivers and scholarships initiative will keep supporting the enrolled talent in EIT Digital Master Schools programme financed by EIT and help broaden the EIT Master School impact by supporting a new cohort of Master’s students aimed at attracting top European talent and promoting equitable access to advanced digital education. These fee waivers and scholarships are strategically designed to lower financial barriers and foster inclusion, ensuring that individuals from diverse socio-economic backgrounds can contribute to and benefit from Europe’s digital transformation. By aligning financial support with academic excellence and labour market needs, the programme strengthens the pipeline of skilled professionals ready to lead in the evolving digital landscape.

The total Direct Cost and FSTP budget foreseen for WP 1 amounts to € 2,451,706, split to task according to the table below.

Deep Tech Education		Direct Cost	FSTP
T1.1	MSL Pilot project on Green and Digital Skills	145.500 €	100.000 €
T1.2	IDSL	75000 €	57.042 €
T1.3	Pilot project on C-Suite Training - Business Excellence	172.000 €	100.000 €
T1.4	MSL Programme Execution (FIN, AUS, CNI, DSC)	50.000 €	360.000 €
T1.5	Master School Office - Administration	100.000 €	330.000 €
T1.6	SSL 2-week (3 editions) + Travel for 120 MSL students	164.000 €	300.000 €
T1.7	(d)Academy	142.000 €	0 €
T1.8	Few waivers and scholarships cohorts 2023/2024/2025	0 €	520.000 €
Total		848.500 €	1.767.042 €

The different programmes part of the Deep Tech Education are by design serving the triangle of knowledge as they together deep tech and business to bring about innovative education.

Most of activities planned will be carried out by EIT Digital IVZW and with a smaller share by EIT Digital Spain, which have the competencies for the delivery of the different schools. A significant amount is also foreseen for FSTP, which will be allocated to Partners identified via an open call, except T1.4 and 1.5, for which a direct assignment will be undertaken considering that they are already ongoing activities for which a selection was performed in the past. T1.8 will be carried out by EIT Digital Education Foundation since it is the legal entity through which tuition fees and scholarship are managed for the EIT Digital Master School.

Portfolio selection for the Deep Tech Education is based on open calls, with exceptional cases when direct award is considered better suited. Besides those activities, there are two complementary activities aiming at the management of the Academy, and EIT Digital involvement in other initiatives which are KIC internal activities coordinated by the KIC LE.

The financial sustainability of these efforts is supported by diverse revenue streams, including tuition fees, sponsored scholarships, and income from paying participants in the Summer School programmes. The Master School alone is projected to generate €3.1M in tuition fees by 2025, reflecting increased enrolments and

sustained demand for its offerings. Additional contributions from scholarships and the Summer School programmes are expected to bolster these figures, ensuring a robust and sustainable education pillar. These initiatives reaffirm EIT Digital's commitment to shaping the future of digital education and innovation in Europe, equipping learners with the skills and knowledge required to drive sustainable growth and technological advancement.

The activities planned in this WP will be subject to the standard EIT Digital Monitoring process, which foresees a risk-based monitoring for tasks considered with higher delivery risks, while the overall activity is subject to quarterly exercises, where Activity Leaders are invited to report on the progresses of all tasks, and in case of deviations to present a mitigation plan. The Operations team is in charge to review the status and present to the EIT Digital Management Committee the status and advice for potential reorientation to be then operationalized with the activity owner.

Work package number	2
Work package title	Entrepreneurial Education

Objectives

EIT Digital through its extensive experience in supporting the entrepreneurs' journey from idea all the way to successful scaleup, it has identified that the hinderances typical of this journey could be better managed and overcome by delivering tailored training and mentoring addressing them.

A total of four programmes have been included in this WP, the first three programmes aim to equip innovators, wannabe entrepreneurs, with fundamental hands-on knowledge and skills, each programme focusing on a different moment along the entrepreneurial journey in the digital domain, as well as tailored support through mentorship, with the ultimate goal of enabling a more confident pursuit of entrepreneurial journey and succeed in establishing and growing promising digital businesses. Differently, the SPIN programme caters to scientists, as well as Tech Transfer Office Staff in uncovering and realize the commercial potential of Deep Tech innovations developed in European universities and research institutions.

The WP will contribute to the achievement of EIT Core KPIs as follows:

EITHE07.1 Target value = 160

EITHE07.2 Target Value = 60

Nonetheless, it shall be considered that the contribution to EITHE07.1 for Speed Launcher and SPIN programmes intake, it is balanced between RIS and non-RIS activities that can be reported between WP2 and WP4 to reach the EIT Digital overall targets.

Description of work

The Entrepreneurial Education work package features four programmes of recent development, specifically 1. Speed Launcher, 2. Speed Master, 3. MentorMe and 4. SPIN. They share a common focus of delivering entrepreneurial training and mentoring to strengthen entrepreneurs and wanna be entrepreneur's ability in achieving a more successful venture journey. The SPIN programme differently from the others, takes a specific perspective, the one of researchers within universities, with great research results and ideas, but not always the right support environment to create a business and a venture. EIT Digital identified an uneven level of competencies and capacities among universities to support their scientific staff in moving from research result to venture, which has led to the development and launch of the SPIN programme during 2024.

T2.1 SpeedLauncher is designed to empower aspiring founders and individuals curious about entrepreneurship by providing a safe space to explore and learn essential entrepreneurial skills. The 12 weeks long program focuses on personal growth, upskilling, and reskilling, giving participants the confidence and tools to take the leap toward becoming successful entrepreneurs. The hands-on curriculum includes essential skills like problem identification, ideation and validation; team selection; technology adoption; business planning and go-to-market strategies. Focused and personalized mentoring by the MentorMe initiative is a key element of the program, concentrating on the individual and his or her development. Speed Launcher leverages

EIT Digital's incubator network from the Venture Incubation Program of previous years, utilizing the partners as sourcing channel, educators and mentors.

Target group: Solo founders and wannabe founders. They haven't made the big decision yet to become full-time entrepreneurs or entrepreneurs at all. They started exploring the options but are afraid to make the leap of faith just yet. They have a day job, which they know will not make them to realize their full potential. Maybe they went to a few startup events, saw Shark Tank on TV. They want more, they would like to know what it takes to become a successful entrepreneur. They need a safe environment to learn and try themselves.

T2.2. SpeedMaster consists of a 12-week course designed to deliver critical skills and knowledge so existing entrepreneurs can step up their game and scale up their business. Launched nearly two years ago and educated about 100 startups, the program has continuously adapted its curriculum to meet the evolving needs of entrepreneurs. In 2025 and beyond, we are committed to maintaining and enhancing this adaptability to ensure that participants gain the most relevant and up-to-date insights. Key areas of study include advanced negotiation techniques, scale-up strategies tailored to specific industries and markets, navigating European Union funding opportunities and proposal processes, advanced financial planning pitching skills for effective communication with investors and stakeholders, as well as strategies for successful fundraising from various sources. Team-focused mentoring is a key element of the program, provided by the MentorMe initiative.

Target group: pre-seed phase teams who'd like to scale-up and become a seed phase startup.

T2.3 MentorMe

MentorMe is a mentoring and coaching program for budding- to advanced entrepreneurs to make sure that they stay on the course, avoid the typical pitfalls and become successful founders. Typically, entrepreneurs fail because of these three main reasons: (1) they are trying to build something that has no real market need; (2) the entrepreneurial team is not suitable to the task; (3) they can't get funding on time to realize their full potential. Our hand-picked core mentors and domain specialists are focusing on these three key topics, as well as the specific issues and problems that hinders their success – for example technology-, marketing-, sales-, HR-, finance-related problems. Regular webinars from top voices will ensure vision and perspective. MentorMe will also leverage EIT Digital's incubator network from the Venture Incubation Program of previous years, utilizing the partners as sourcing channel, educators and mentors. Services from this program is a core part of the SpeedLauncher program, and an optional element for SpeedMaster participants, and it is also available as an individual program for 3rd party of equity portfolio entrepreneurs. As an individual program, engagement lasts for 6 months.

Target groups:

- SpeedLauncher individual entrepreneurs
- Founders and C-level of EIT Digital Equity Portfolio companies
- Founders of startups at pre-seed stage startups

T2.4-5 SPIN Program (for TTO professionals)

In 2025, the SPIN programme is planned to have two editions delivering a total of 60 graduates. The prime target group of the programme are researchers identified by universities' Technology Transfer Offices (TTOs). One of the editions (SPIN for TTO professionals) will have a train the trainer design and will be addressing staff of TTOs at institutions interested to implement the SPIN methodology.

SPIN is articulated in two phases:

Phase 1 - SPIN: Explore is an Online training course, led by external experts: 10 hours spread over 5 weeks. A certificate of completion validated by EIT Digital is issued when attending at least 4 out of the 5 modules, which consist in Entrepreneurship elements, Research commercialization and market potential, IPR, storytelling for scientists, innovation readiness and overcoming failure.

Phase 2 - SPIN: Rise is a mentoring programme aimed at Deep Tech Venture Building for the most promising SPIN: Explore participants, as well as other high-potential Deep Tech researchers from European universities and research institutes, who are ready to spin-off (TRL \geq 4) and have the support of their university's Technology Transfer Office. The programme consists of an in-person bootcamp, 1-to-1 coaching with experienced venture builders, online training which builds onto SPIN: Explore foundations, and the opportunity for participants to pitch in front of investors.

Explore aims to inspire and empower researchers, by equipping them with business skills and stimulating their interest in the journey from lab to market. The course is structured to be engaging and supportive, minimizing the use of daunting business jargon. It is instead focused on empowering researchers to see the broader economic potential and societal value of their work, as well as how to communicate these effectively.

The total Direct Cost and FSTP budget foreseen for WP 2 amounts €671.800, with a budget split per Task according to the table below.

Entrepreneurial Education		Direct Cost	FSTP
T2.1	Speed Launcher	84.000 €	- €
T2.2	Speed Master (3 editions)	169.800 €	- €
T2.3	Mentor Me (2 editions)	120.000 €	- €
T2.4	SPIN Program (2 editions)	50.000 €	170.000 €
T2.5	SPIN for TTO Professionals	78.000 €	- €
Total		501.800 €	170.000 €

Most of activities planned will be carried out by EIT Digital IVZW, only for the SPIN Programme, is foreseen part of the delivery being executed by a Partner selected via Open call, as evidenced by the FSTP budget reservation.

In line with the goal of each activity contributing to the EIT Digital Financial Sustainability, each programme has been designed with a link to a FS mechanism which in some cases is offered upon payment of a fee, while in some other enriches the portfolio of services for EIT Digital Partners, increasing the Partnership value and becoming a vector towards new paid Partner memberships.

The activities address the triangle of knowledge by addressing venture teams, but also research staff fostering connection and exchange between business and research, and this happens in a context of developing the necessary knowledge to commercialize research, thus innovations.

The activities planned in this WP will be subject to the standard EIT Digital Monitoring process, which foresees a risk-based monitoring for tasks considered with higher delivery risks, while the overall activity is subject to quarterly exercises, where Activity Leaders are invited to report on the progresses of all tasks, and in case of deviations to present a mitigation plan. The Operations team is in charge to review the status and present to the EIT Digital Management Committee the status and advice for potential reorientation to be then operationalized with the activity owner.

Work package number	3
Work package title	ClimaTech Connect
<p>Objectives</p> <p>ClimaTech Connect accelerates Europe’s green transition by fostering entrepreneurial education and supporting green digital technology startup teams. It targets teams in early-stage start-ups across EU27 and Horizon Europe associated countries, either founded by graduates from the EIT labelled education programs or having at least one in their core team. ClimaTech Connect upskills these teams of max 3 members by training and mentoring on how to improve the Climate framing of the venture and strengthen their skills to successfully approach investors in their future fund raising.</p> <p>ClimaTech Connect programme aligns with EIT's strategic goals of achieving synergies between KICs and driving EU policy priorities and contributes to the following KPIs.</p> <p>EITHE08.1 Target value: 100 learners EITHE08.2 Target value: 40 learners EITHE15.1 Target value: 1 ClimaTech Connect programme fully delivered in 2025.</p> <p>The programmes targets are joint as they are achieved through the KICs’ joint activities.</p>	

<p>Description of work</p> <p>ClimaTech Connect is the first ever joint entrepreneurial training and mentoring programme developed together by EIT Digital and EIT Climate-KIC, with clear synergies built on each other core competencies. This programme is a response to the EIT Governing Board’s Strategic Recommendation for the first-wave KICs to establish a more strategic agreement with each other to enable creating mutual value and multiplying results.</p> <p>ClimaTech Connect has a pan-European and -gender focus, engaging participants from various European countries and all genders, and paying particular attention to attract a significant number of learners from countries part of the EIT RIS. This broad geographical reach ensures diversity and enhances the graduates appeal to potential funders after graduation. Participants benefit from the extensive networks of EIT Climate-KIC and EIT Digital, gaining access to valuable resources and opportunities across Europe.</p> <p>The programme is delivered by EIT Digital and EIT Climate-KIC as a shared 50/50 deliverable when it comes to learners and prize selections, providing number of online training (4 per KIC) and mentorship sessions (40 per KIC), and covering finalists’ DemoDay attendance costs (max 15 individuals per KIC).</p> <p>The Programme provides participants with structured training and mentoring leveraging their respective knowledge-triangles to enhance sustainability through digital climate tech innovation.</p> <p>ClimaTech Connect is structure according to four Phases:</p> <ul style="list-style-type: none"> • Phase 1 (April – June 2025): An open call for participants is launched, followed by a selection. Once the selection is completed an 8-week online training program covering entrepreneurial and climate-specific skills. Both KICs will provide four 2-hours long training sessions. EIT Digital will deliver trainings on team dynamics and management, product market fit (shared with EIT Climate-KIC), how to engage with corporates, fundraising and investability, and pitching capacities, and EIT Climate-KIC on understanding my theory of change around climate, building technologies to impact the climate (shared with EITD), measuring the impact in my product and embedding DEI capacities in my business model. Target: start-up teams of max 3 core team members attending, minimum 100 individual attendees (from approx. 35 teams). • Phase 2 (June 2025): Selection by a Cross-KIC jury of 10 high-potential teams with initiatives, based on eligibility and evaluation criteria to Phase 3. • Phase 3 (July-August 2025): A 2-month mentorship period, offering in-depth support and guidance. Bi-weekly mentoring sessions, 4 EIT Digital provided mentoring sessions per team, 80 sessions in total (40/KIC).

- Topics to be delivered by EIT Digital: Team dynamics and management; Product market fit (shared with EIT Climate-KIC); Fundraising and investability.
- Topics to be delivered by EIT Climate-KIC: Impact measurement and hypothesis; Including circularity in the business model (shared with EIT Digital); DEI notions into the value chain
- **Phase 4** (Sept 2025): A Demo Day for the 10 teams selected in Phase 2 and attended by organizations seeking innovative climate solutions. Four teams access a grant of €25k, solely dedicated to product development and solution refinement support.

EIT Digital budget for direct cost and FSTP amounts to € 110.000 for the implementation of the activity, which represent 50% of the overall activity budget, the remaining being requested by EIT Climate KIC in their proposal. The activity foresee each KIC to award two prizes in total, each prize with a value of 15.000€, dedicated to product development and solution refinement support.

		Direct Cost	FSTP
T3.1	ClimaTech Connect	80.000 €	30.000 €
Total		80.000 €	30.000 €

The activity is expected to have a positive FS impact because it can be a way to showcase the capacity and value of KICs to the ClimaTech Connect learners, who may be interested in undertaking other forms of education or make use of other services offered by the KIC. Through the execution of this programme the KICs will also explore a business model that could support the programme in future iterations.

EIT Digital IVZW will be implementing this activity. The activity addresses the triangle of knowledge by training venture teams, which represent the business side through specific education and mentoring.

The activity planned in this WP is subject to the standard EIT Digital Monitoring process, which foresees a risk-based monitoring for tasks considered with higher delivery risks, while the overall activity is subject to quarterly exercises, where Activity Leaders are invited to report on the progresses of all tasks, and in case of deviations to present a mitigation plan. The Operations team is in charge to review the status and present to the EIT Digital Management Committee the status and advice for potential reorientation to be then operationalized with the activity owner.

Work package number	4
Work package title	EIT RIS

Objectives

The EIT RIS work package groups Deep Tech and Entrepreneurial education as well as ecosystem activities executed by EIT Digital in RIS countries. The activities aim to increase impact and expanding outreach of EIT Digital in RIS countries by activating local initiatives in collaboration with partners, such as increasing the engagement of students and innovators from RIS countries. This is done via several support and engagement activities such as a tailored RIS editions of the Summer School, SpeedLauncher, Mentor Me, but also by diving deeper in the state of Innovation in local ecosystems with tailored analysis.

The WP will contribute to the achievement of the EIT Core KPIs as following:

- EITHE07.1 Target value = 40
- EITHE07.2 Target value = 40
- EITHE08.1 Target value = 40
- EITHE08.2 Target value = 40
- EITHE10.2 Target value = 76
- EITHE22.1 Target value = 180

Nonetheless, it shall be considered that the contribution to EITHE07 and EITHE08 depends on the intake of the DeepTech and Entrepreneurial education programs, and it is balanced between RIS and non-RIS activities that can be reported between WP1 and WP2 to reach the EIT Digital overall targets.

Description of work

The RIS WP includes a collection of activities already presented in the previous WPs but tailored to the needs of the EIT RIS organizations and involving local players, with the goal to achieve a higher impact in RIS countries. It also foresees activities to be performed in collaboration with local partners aimed at further analysing the different local ecosystem in relation to Digital, women entrepreneurship in selected RIS countries. Beyond this EIT Digital continues to be active in expanding its RIS footprint through the establishment of financially self-sustainable Regional Offices; in particular, the Northern European team in 2023 reached an agreement to establish a new Regional Office in Riga (Latvia) and will explore the possibilities to establish another Regional Office in Lithuania which, together with the Tallinn office will ensure a full coverage of the Baltics region; the Southern European team in 2024 established two new Regional Offices in Greece (Athens and Thessaloniki) and will explore possibilities of establishing Regional Offices in Southern Italy, Cyprus, Turkey, as well as other offices in Spain (e.g. Barcelona, Valencia, Castilla-Leon); the Eastern European team in 2023 established a new Regional Office in Cluj-Napoca (Romania) and will work on the establishment of Regional Offices in Sofia (Bulgaria), Belgrade (Serbia), Kosice (Slovakia), Warsaw (Poland), and Brno (Czech Republic). Opportunities will also be sought in Croatia, Bosnia-Herzegovina. Target countries have been selected based on the current Partner critical mass and on the potential that these countries have in terms of community building around specific digital technologies. As an example, Eastern Europe in recent years has developed a strong community around Cybersecurity with leading Universities, RTOs, corporates, and innovative SMEs. The other topics where EIT Digital sees strong potential are AI and Quantum Tech.

EIT Digital will also contribute to the activities of the EIT Community RIS Hubs. To this end, EIT Digital will work in alignment with the cross-KIC RIS Working Group and support cross-KIC initiatives implemented locally, and generally to build a critical mass of KTI activities in the countries. EIT Digital continues to evaluate options to launch RIS Hubs through a self-sustainable model and following the EIT-country specific roadmap, which also implies aligning with EIT upfront about the plans.

T4.1 Summer School in RIS will be delivered with a local partner, as it was done in 2024 when University of the Aegean in Greece was selected to deliver a Summer School and joined the EIT Digital ecosystem. This is an example of Deep Tech Education focusing on RIS countries, which has been increasing in the past few years, another relevant inclusion was the University of Cluj-Napoca in Romania to our Master School. Following these examples, we plan to engage more universities from RIS countries in our education offer in the future. For instance, we envisage to extend our Master School's footprint to new RIS countries such as Romania and Slovakia. Additionally, about other summer schools will be organized in RIS countries through NEFA projects in 2025 following the successful implementation of summer schools in Italy, Spain, Slovakia, Estonia, Latvia, Slovenia, and Hungary in 2023-2024 to attract RIS countries participants.

T4.2 Speed Launcher in RIS is designed to empower aspiring founders and individuals from RIS Countries curious about entrepreneurship by providing a safe space to explore and learn essential entrepreneurial skills. The 12 weeks long program focuses on personal growth, upskilling, and reskilling, giving participants the confidence and tools to take the leap toward becoming successful entrepreneurs. In this first iteration, it plans to graduate a total of 30 learners. The hands-on curriculum includes essential skills like problem identification, ideation and validation; team selection; technology adoption; business planning and go-to-market strategies. Focused and personalized mentoring is a key element of the program, concentrating on the individual development. SpeedLauncher RIS leverages EIT Digital's local network to enable new connections and drive its applications.

T4.3 MentorMe in RIS is a mentoring and coaching program over a period of 6 months for budding- to advanced entrepreneurs to make sure that they stay on the course, avoid the typical pitfalls and become successful founders. Our hand-picked core mentors and domain specialists are focusing on these three key topics, as well as the specific issues and problems that hinders their success – for example technology-, marketing-, sales-, HR-, finance-related problems. Regular webinars from top voices will ensure vision and perspective. MentorMe modules are also a core part of the SpeedLauncher in RIS program.

T4.4 RIS Ecosystem Activities

The activities foreseen under this task aim at activating the ecosystem with events and specific outreach campaigns, as well as working with RIS Partners to map out local Digital ecosystem as well as its Entrepreneurial capacity to design targeted initiatives that can drive increased impact. This includes dedicated

recruitment marketing campaigns to generate leads and attract more students from RIS countries as well as new partnerships and collaboration with higher education institutions and organizations based in RIS countries. Recruitment events and marketing campaigns with a specific focus on RIS countries will be organized by the Master School, and Summer School to attract an increasing number of students from RIS countries to our Master and Summer programmes as well as to the promote the opportunity to join other EIT Digital programmes.

The overall budget for Direct Cost and FSTP for WP4 portfolio amounts to €576.000. The FSTP is planned for three main purposes: 1. deliver one Summer School programme in RIS to be delivered by an organization based in EIT RIS countries selected through an Open Call , 2. deliver one Speed Launcher programme in RIS to be delivered by an organization based in EIT RIS countries selected through an Open Call 3.engage EIT Digital Partners do develop specific assessment of the state of digital entrepreneurship or priority innovation topics in one or more RIS ecosystems, which will then be disseminated through publication of reports.

EIT RIS		Direct Cost	FSTP
T4.1	Summer School in RIS countries	17.000 €	75.000 €
T4.2	Speed Launcher in RIS	44.000 €	75.000 €
T4.3	MentorMe RIS (2 editions)	120.000 €	- €
T4.4	RIS Ecosystem Activities	210.000 €	25.000 €
Total		391.000 €	175.000 €

EIT Digital IVZW will be implementing T4.1 and T4.4 while T4.2 and 4.3 will be implemented by EIT Digital Hungary. The activities planned under T4.4 are meant to enable the triangle of knowledge by animating the local ecosystem and linking it to the EIT Digital pan-European ecosystem, differently T4.1 focus more on education, but linked to research with deep tech topics as well as business through real business cases. Differently, T4.2 and T4.3 focus on education but geared towards creating competitive venture teams.

The efforts to ensure financial sustainability (FS) of EIT Digital RIS activities are a combination of several vectors including the generic measures, initiatives and actions which are also applied for other areas and WPs. The generic measures, i.e. co-investment by partners, or private co-funding of tuition fees and scholarships within education activities, are widely applied in activities of respective pillars. In addition, there are several specific measures applied to secure the future operations in RIS area, i.e. the expansion of network and contacts via European Digital Innovation Hubs, attracting funding and non-financial support of national governments, higher education institutions and private actors. Additionally, having as fundamental requirement of linking the launch of new local office with a contribution by the local Partners able to cover premises and employees cost. This approach increases partners commitment, limits EIT Digital financial risks in such endeavours while creating the premises for new FS opportunities, such as attracting new Partners paying partnership fee, which in turn provide contribution to the FS by paying annual partnership fees, but also opening up opportunities to sell EIT Digital services, including tuition fees to participate in EIT Digital Education programmes.

The activities planned in this WP are subject to the standard EIT Digital Monitoring process, which foresees a risk-based monitoring for tasks considered with higher delivery risks, while the overall activity is subject to quarterly exercises, where Activity Leaders are invited to report on the progresses of all tasks, and in case of deviations to present a mitigation plan. The Operations team is in charge to review the status and present to the EIT Digital Management Committee the status and advice for potential reorientation to be then operationalized with the activity owner.

Work package number	5
Work package title	Transnational Coordination Activities

Objectives

The Work Package addresses several aspects of EIT Digital's transnational coordination, such ecosystem management, and support and streamlining.

The regional ecosystem task is to support and grow a pan-European infrastructure, where local ecosystems are mobilized and linked to collaborate in the fields of education, innovation and entrepreneurship.

The Ecosystem Central Coordination task is to facilitate collaboration across the regions, drive and monitor impact and in order to fulfil the obligations stemming from the MoU and Grant Agreement between EIT and EIT Digital, in addition includes the continuous streamlining and professionalization of the core processes.

This WP will also facilitate the achievement of EIT Core KPIs in WP1, WP2, WP4 (especially EITHE05, EITHE07, EITHE08 and of gender balance of the management.

EITHE10.1 Target value: 300

EITHE18.1 Target value: 40%

Description of work

T5.1-3 Regional Ecosystems: North, East, South

EIT Digital is embedded in local ecosystems by means of its offices in Berlin, Bolzano, Budapest, Edinburgh, Eindhoven, Helsinki, Madrid, Milan, Munich, Paris, Stockholm, Trento and the EIT Digital Hub in Silicon Valley. The ecosystem built through local presence is one of the uniqueness of the EIT KIC model and its maintenance is an essential element to drive impact both at EU and local level. The EIT budget supports regional operations, including Co-Location Centres (CLC) and an efficient staffing plan that includes a Director per region and support staff in the countries. CLCs serve as catalysts for Knowledge Triangle Integration as they typically host Innovation Activity teams, innovation & education activities, and supported Growth Services scale-ups. At CLCs and beyond, the regions deliver ambitious outreach and collaboration activities through hosted events, team working sessions, media activities and matchmaking sessions. When interacting with our local partners, we increasingly engage at C-level to ensure support from the key decision-makers in the organization.

As of 2025, EIT Digital is formed by three macro regions (i.e. North, East, South), that have responsibility to ensure engagement from all EU Countries and associated ones. The main objective for 2025 is to continue to strengthen the financial sustainability of our regional operations, by increasingly engaging with national, regional and local governments and other relevant funding organizations. A special focus will be put on Regional Offices; in particular, on top the efforts put in place in RIS countries (see the description of the relevant WP), the Northern Europe teams will explore possibilities to establish new Regional Offices in Ireland and the Netherlands to complement the Berlin, Bolzano, Edinburgh, Eindhoven, Helsinki, Munich, Paris and Stockholm offices. Given the proven and successful model and the overachievements in 2024, our ambition is to further scale up our ecosystem expansion efforts by establish at least 2 new Regional Offices in 2025. Target countries have been selected based on the current Partner critical mass and on the potential that these countries have in terms of community building around specific digital technologies. As an example, Western and Northern Europe in recent years have developed strong communities around AI with leading Universities, RTOs, corporates, and innovative SMEs. The other topics where EIT Digital sees strong potential are Quantum Tech and Cybersecurity. In line with EIT and EIT Digital's financial sustainability strategy, new Regional Offices will need to contribute to EIT Digital's financial sustainability.

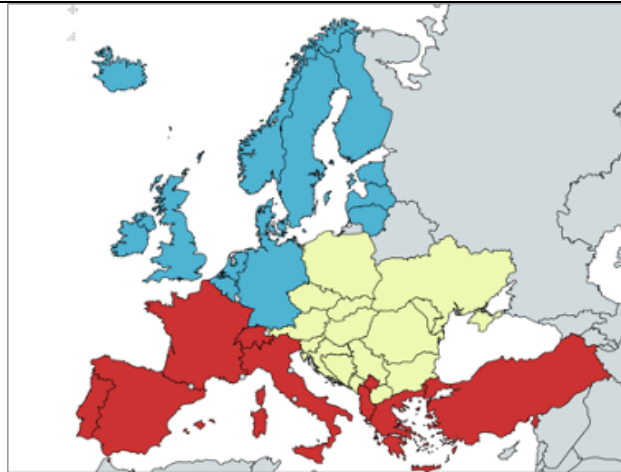


Figure 5 – EIT Digital Ecosystem Regions (North, East, South)

T5.4 Ecosystem Central Coordination

The Ecosystem Central Coordination goal is to support and enable closer collaboration between EIT Digital three regions, with emphasis on the RIS countries. This is also achieved through the provision of streamlined common processes for the implementation of activities, which allows a more punctual driving and monitoring of impact. In particular, EIT Digital will seek to implement a more harmonised target setting and reporting for its RIS presence, inspired by the EIT Hubs Minimum Standards and Guiding Principles. Additionally, through central coordination, it is possible to achieve a more effective identification of synergies and subsequently a central orchestration of their pursuit.

Lastly, this task is also in charge of Data Management for the whole of EIT Digital. Having been in operation for over 14 years, EIT Digital has a Data Management plan in place which is regularly updated and encompasses also the type of activities that are presented in this Activity 2025 plan. The content of the plan evolves as the implementation progresses, focusing on procedures for data handling and management, types of data to be collected, processed, and synthesised, as well as appropriate methodology and standards to be applied; policies and procedures in relation to GDPR. The Activity 2025 plan will operate on FAIR data management and open science practices as detailed in Section 1.2. As part of this task the procedures on how to deal with ethics and personal data collection in a responsible way are also routinely reviewed and updated.

The work package 5 will be implemented by EIT Digital IVZW (Central Ecosystem) and its affiliated entities: EIT Digital Finland (Region North), EIT Digital Hungary (Region East), and EIT Digital Spain (Region South).

The direct cost foreseen for WP5 amounts to €1.462.400 (entirely funded with EIT grant):

		Direct Cost	FSTP
T5.1	Coordination - Region North	354.000 €	- €
T5.2	Coordination - Region East	278.000 €	- €
T5.3	Coordination - Region South	406.000 €	- €
T5.4	Central Ecosystem Coordination	424.400 €	- €
Total		1.462.400 €	- €

The activities within this WP will contribute to the efficient and effective implementation of the 2025 Activities of EIT Digital and driving the achievement through the ecosystem that is instrumental to deliver on the triangle of knowledge model.

The activities planned in this WP are subject to the standard EIT Digital Monitoring process, which foresees a risk-based monitoring for tasks considered with higher delivery risks, while the overall activity is subject to quarterly exercises, where Activity Leaders are invited to report on the progresses of all tasks, and in case of deviations to present a mitigation plan. The Operations team is in charge to review the status and present to the EIT Digital Management Committee the status and advice for potential reorientation to be then operationalized with the activity owner.

Work package number	6
Work package title	Communication, Dissemination and Exploitation of results

Objectives

The EIT Digital Marketing and Communication activities have the objective to position EIT Digital as the leading European organisation driving Europe's digital transformation and as a key player on the map of innovation, entrepreneurship, and education. Furthermore, it has the objective to engage the key target audiences for the flagship campaigns and support the business activities via lead generation. The key actions implemented aim at enhancing the awareness of and engagement with our target audiences and to implement a strategy of influence. The main drivers for our communications work are: strategy and business goals set in the current EIT Digital Strategic Innovation Agenda (SIA); reinforce EU institutional stakeholders' awareness about EIT and EIT Digital's impact; strengthen the relationship with existing partners in our ecosystem; enhance engagement with thought leaders in the field of innovation and education, but also with potential EIT Digital customers and partners; engage with new audiences, and; mirror the evolution of the key focus areas in content delivery and project management.

In 2025, EIT Digital will go through a re-branding as foreseen in the terms of the MoU with EIT, which will require specific efforts to minimize the challenges resulting from such exercise and ensure as much as possible to retain brand visibility with already established audiences and use the opportunity to reach new audiences.

This WP will drive the following KPIs:

EITHE16.1 Target value: 5

EITHE17.1 Target value: 10.000

Description of work

The Work Package contains two tasks' activities coordinate by EIT Digital IVZW, and refers to the overall communication, dissemination, and exploitation activities.

T6.1 Communication and Dissemination

Our key actions implemented aim at enhancing the awareness of and engagement with our target audiences and to implement a strategy of influence with the following tool pack:

Branding: Our cohesive brand style and tone of voice across all brand touchpoints emphasizes EIT Digital's role as an active member of the EIT Community and to drive Europe's digital transformation as well as a key player on the map of innovation, entrepreneurship and education among its stakeholders by increasing their awareness of the results of EIT Digital activities and their impact. The communications function will pursue the dissemination of the global brand image and content management through a more disruptive approach taking into account the competitors in every field EIT Digital is active in. Be it higher education, professional education, venture capital, public procurement or corporate innovation. EIT Digital during the first semester of 2025 will undertake a rebranding exercise to fulfil the obligations of the MoU with EIT. The rebranding will require update of all digital and physical presence with the new naming and graphic and involving considerable communication effort to reach out to stakeholders. The completion of the rebranding will take several months.

Traditional media: Continue to engage with select Tier 1 media outlets and combine the PR approach with programmatic advertisement or a paid media or an email campaign to strengthen our message. Executing the PR strategy in-house is not only cost-efficient but also allows us to customise the approach and combine multiple campaigns.

Events: Capitalize on established event formats like EIT Digital's annual conference and further develop the format for larger audience online events. EIT Digital will support EIT-led event formats such as the Innoveit Summit and related policy events and relevant webinars as well as launch invite-only policy events for the unveiling of the Makers and Shapers policy reports.

Social Media: Leverage engagement and moderation of key communities from industry, institutions, and the academy through organic and paid campaigns. Continue the transition from unidirectional communication towards engaging dialogues. Increase use of INSTAGRAM and YOUTUBE to reach unmet audiences, e.g. with the Makers & Shapers video series and tactical and professional use of paid campaigns to promote

carefully selected initiatives and activities (e.g. Call for Proposals, EIT Digital Champions, Academy Recruitment). Develop a new social series with a recognizable story telling format highlighting all the EIT Digital success stories from their perspective, for example student journeys, entrepreneurs from the Venture Program or the Open Innovation Factory, scaleup CxOs from the Growth Services, called “Spotlight Series”. Introduce new channels to engage the generation Z audience, such as TikTok and Discord (mainly aimed at student recruitment and engagement).

Website: Apply and constantly enhance a customer-centric approach, facilitating the user journey and reflecting stakeholder needs rather than organisational structural considerations.

Key Stakeholder Projects: Continue capitalising on Makers and Shapers series, featuring stakeholder video conversations and bespoke reports to position EIT Digital as an influencer and thought leader, as well as contributing to various Cross-KIC Activities, such as the Call for Higher Education Institutions (HEI), Artificial Intelligence Cross-KIC as well as leveraging all communication opportunities linked to its NEFA activities with the goal of enhancing the KIC and EIT’s reputation as a whole.

As part of the communication foreseen across the Digital channels and Events, EIT Digital will promote its Master Schools and all other non-degree programmes featuring EIT Label. The EIT Label represents a very distinctive trait of the EIT Digital programmes, and there is a commitment to further enhance its prestige by raising awareness about its defining characteristics among its stakeholders. All communications efforts will be liaised with EIT to ensure greater impact for the EIT community and alignment of message.

T6.2 Course on AI in the context of the AI Stakeholder agenda, with the focus on engaging with EU Bodies through the EU Agencies Network – EUAN. The course foresees activities of knowledge sharing and online based training workshops for EU institutions. The target for this activity is to host 16-18 events with an expected attendance of around 40 participants per session. The task is led by EIT Digital and delivered by an EIT Digital partner with demonstrated competence and capabilities on delivering courses around the topic.

The direct cost foreseen and FSTP for WP6 amounts to €359.400 (entirely funded with EIT grant):

Task ID	Description	Direct Cost	FSTP
T6.1	Communication and Dissemination Activities	300.000 €	- €
T6.2	Course AI	59.400 €	- €
Total		359.400 €	- €

The activities within this WP will contribute to promote and disseminate the activities and achievements of EIT Digital, which implicitly serves the triangle of knowledge model. Additionally, it will be crucial to allow a successful activity of rebranding, which are indirectly supported by specific dissemination activities, like the Course AI, as it provides visibility within the network of EU Agencies.

T6.1 are going to be implemented entirely by EIT Digital staff linked to EIT Digital IVZW and EIT Digital Hungary, while T6.2 will be coordinated solely by EIT Digital IVZW.

The activities planned in this WP are subject to the standard EIT Digital Monitoring process, which foresees a risk-based monitoring for tasks considered with higher delivery risks, while the overall activity is subject to quarterly exercises, where Activity Leaders are invited to report on the progresses of all tasks, and in case of deviations to present a mitigation plan. The Operations team is in charge to review the status and present to the EIT Digital Management Committee the status and advice for potential reorientation to be then operationalized with the activity owner.

See part A for details about Deliverables, Milestones and Critical Risks.

EIT Digital provides its risk register to be used for 2025 Operations. The overall responsibility of managing risks lies with the Management Committee and ultimately with the CEO. On Activity level, the Activity Leaders are responsible for managing risks affecting their Activity. The defined formal reporting structure and the management meetings schedule ensure that risks are identified early and dealt with adequately. This is particularly relevant for Activities involving partners that newly joined during the year. Formal reporting is

required for each quarter and aggregates reports in the various levels: tasks (reporting to Activity Leaders), Activities (reporting to Innovation Leaders and Business Units Heads), and Innovation Leaders, Business Units Heads (reporting to the MC). Next to formal reporting, regular monitoring as described above will identify risks early and help in implementing mitigation measures.

As of 2018, EIT Digital has initiated a continuous monitoring process of all the Activities and budgets to ensure proper utilization of the allocated budget. As of December 2019, this process has been further improved thanks to the definition of the role of CFO who ensures strong monitoring and control over the financial pillar. The C-level management performs a monthly review of the status, for each budget entry a risk level is defined (together with mitigation measures, when needed) and clear roles and accountabilities are assigned to KICs' senior level management in order to ensure proper ownership and execution. The effects of the monitoring are visible in a steady improvement of the budget absorption Year over Year.

Table 3.1f: Summary of staff effort*See part A.*

The average PM rate for activities foreseen in this proposal is aligned with EIT Digital average cost of personnel in 2024 and regularly applied in other EU Grants. Compared to the EIT Digital BP2023-2024, the cost of personnel has significantly increased following salary increases during the past 2-years. The actual for personnel in year 2024 have been significantly higher than 8333 € in Belgium (+35%), Finland (+41%), UK (+38%), Italy (+21%), Spain (+14%), the Netherlands (+4%).

Table 3.1g: ‘Subcontracting costs’ items

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

0000 EIT Digital IVZW		
	Cost (€)	Description of tasks and justification
Subcontracting costs	117.000	72.000€ (d)Academy platform cost of development, 45.000 Course AI

Table 3.1h: ‘Purchase costs’ items (travel and subsistence, equipment and other goods, works and services)

Please complete the table below for each participant if the sum of the costs for ‘travel and subsistence’, ‘equipment’, and ‘other goods, works and services’ exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list the largest cost items down to the level that the remaining, costs are below 15% of personnel costs.

0000 EIT Digital IVZW		
	Cost (€)	Justification
Travel and subsistence	202.650	96.000€ Reservation for travel and subsistence cost of EIT Digital Master Student to attend SSL 106.650€ Reservation for travel and subsistence costs of EIT Digital personnel travelling to events and meetings in the country of residence and abroad.
Other goods, works and services	50.000	50.000€ Reservation for EIT Digital Communication and Dissemination activities
Remaining purchase costs (<15% of pers. Costs)	68.900	
Total	321.550	

0177 EIT Digital Finland		
	Cost (€)	Justification
Travel and subsistence	20.000	20,000€ Reservation for travel and subsistence costs of EIT Digital personnel travelling to events and meetings in the country of residence and abroad.
Equipment	0	N/A
Other goods, works and services	0	N/A
Remaining purchase costs (<15% of pers. Costs)	0	
Total	20.000	

0188 EIT Digital Spain		
	Cost (€)	Justification
Travel and subsistence	16.750	16.750€ Reservation for travel and subsistence costs of EIT Digital personnel travelling to events and meetings in the country of residence and abroad.
Equipment	0	N/A
Other goods, works and services	0	
Remaining purchase costs (<15% of pers. Costs)	21.500	
Total	38.250	

0190 EIT Digital Hungary		
	Cost (€)	Justification
Travel and subsistence	21.000	21.000€ Reservation for travel and subsistence costs of EIT Digital personnel travelling to events and meetings in the country of residence and abroad.
Other goods, works and services	0	
Remaining purchase costs (<15% of pers. Costs)	50.000	
Total	71.000	

0448 EIT Digital Accelerator		
	Cost (€)	Justification
Travel and subsistence	0	
Other goods, works and services	0	
Remaining purchase costs (<15% of pers. Costs)	600	
Total	600	

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)

Please complete the table below for each participants that would like to declare costs under other costs categories (i.e. internally invoiced goods and services), irrespective of the percentage of personnel costs.

0000 EIT Digital IVZW		
	Cost (€)	Justification
Financial support to third parties	1.622.042	Please see Annex on FSTP Justification

0000 EIT Digital Education Foundation		
	Cost (€)	Justification
Financial support to third parties	520.000	Please see Annex on FSTP Justification

Table 3.1j: ‘In-kind contributions’ provided by third parties

Please complete the table below for each participants that will make use of in-kind contributions (non-financial resources made available free of charge by third parties). In kind contributions provided by third parties free of charge are declared by the participants as eligible direct costs in the corresponding cost category (e.g. personnel costs or purchase costs for equipment).

Participant Number/Short Name			
Third party name	Category	Cost (€)	Justification
N/A	Select between Seconded personnel Travel and subsistence Equipment Other goods, works and services Internally invoiced goods and services	N/A	N/A

3.2 Capacity of participants and KIC Partnership as a whole

Partnership

The increasing recognition of our organization is confirmed by the record growth of the EIT Digital’s partner network: from 30 partners in 2010, we reached more than 300 partners in 2024; in 2025 we expect a further expansion of our ecosystem by growing the partnership by 10% annually with a focus on industry and SMEs and by driving the geographic expansion to RIS countries. In 2025 about 130 partners from 20 RIS countries will be part of our ecosystem with a growing engagement in our innovation and education activities, driving impact, sustainability, and operational excellence.

The shift toward sustainable activities, including acceleration and strategic partnerships, has allowed for expanding EIT Digital footprint with SMEs (in 2024 60% of partners are Digital startups and SMEs) and with regional and national innovation agencies (almost 10% of the partnership). During 2025, our activities focus on cross-regional collaboration creating corridors to connect regional offices, partners and even students. In parallel to implementing our activities locally, we enable knowledge and best practices share among regions, helping to level up the innovation index through cross-pollination of ecosystems playing at different levels of innovation maturity.

The EIT Digital innovation, educational and training activities, supported by regional innovation offices and aligned with local RIS3 priorities, are covering all the angles of the knowledge triangle with combination of funding sources towards the main mission of EIT Digital:

- EIT Funding for educational and training activities as Master School, Summer Schools, Unipreneurship and Entrepreneurial Training
- Horizon Europe funding for interregional cooperation and venture support for SMEs and startups
- Digital Europe funding for education support in selected digital areas as semiconductors, cybersecurity, and AI.

The combination of all funding sources for different standalone activities allows for creating impact and involving relevant partners as follows:

- Increase of 10% in the number of partners as from 2024

- Increase of 10% in number of universities participating in our education program
- Increase of 10% in number of public agencies participating in EIT Digital programs

One of the relevant targets of EIT Digital expansion are the RIS countries, with usually low innovation index and limited number of local instruments supporting venture creation, growing, or access to deep-tech and entrepreneurial trainings. EIT Digital successfully bridge the needs of different regions across EU complementing their needs and sharing their best practices.

EIT Digital, thanks to its presence across EU27 (and beyond), its network of more than 300 partners, its recognized EU-wide brand and its track record in working with EU R&I programmes and organizations (EIT, EIF, EIC, DG RTD, etc..) is increasingly seen as a strategic partner to engage within the context of EU calls, tenders and collaborative innovation and education initiatives.

Governance

EIT Digital's Governance Model is fully compliant with the EIT Principles of Good Governance. The General Assembly consists of all members of EIT Digital, providing a streamlined partnership structure and assuring optimal representation of the partnership as well as strong engagement of all partners. Partners pay an annual fee and have voting rights related to their engagement and contribution to the sustainability of EIT Digital. The Supervisory Board is responsible for the overall strategy of EIT Digital and supervises the Management Committee. In line with the provisions of the Partnership Agreement 2021-2027, half of the members of the Supervisory Board are independent from the partnership. In particular, the EIT Digital Supervisory Board is composed by an independent Chairman, five independent members and five Partner representatives. In preparation of the EIT post year-15, the EIT Digital Supervisory Board, in 2022, has decided on the EIT Digital mid-term strategy, confirming that EIT Digital will act as a non-for-profit organization continuing its ecosystem, innovation and entrepreneurial education activities and achieving financial sustainability via balanced public and private financing.

In the countries where we operate, the KIC is organized via a legal entity, fully owned and controlled by EIT Digital IVZW, a branch or a permanent establishment that employs the EIT Digital staff working in the region. EIT Digital, as a non-for-profit association under Belgian law, has its main office in Brussels and 14 offices in Athens, Berlin, Budapest, Cluj-Napoca, Edinburgh, Eindhoven, London, Helsinki, Madrid, Paris, Stockholm, Tallinn, Thessaloniki, Trento, that together cover the whole EU27, including the RIS countries and the Horizon Europe associated countries. In addition, we run a Hub in Silicon Valley, and several new offices are about to be open: Kosice and Riga.

Management

EIT Digital management is shaped as a matrix organisation. Innovation and Education Activities in five strategic areas are driven by Innovation Leaders, the Head of the Accelerator and the School Heads and deployed across EU27 and Horizon Europe associated countries. The members of the Management Committee report to the CEO who is responsible for the daily management of the KIC. Regional Directors, supported by Ecosystem Leads and Ecosystem Administrators, are responsible for the development and monitoring of the activities run by EIT Digital and its partners in the countries where we operate. Innovation Activities are grouped in strategic areas supervised by Innovation Leads that are responsible for the development and the organisation of the Innovation Activities in the strategic areas and for the monitoring of the delivery on impact and sustainability. The Head of the EIT Digital Accelerator is responsible for organising the support of business acceleration services to scale-ups and growth in terms of scale-up customer intake and deal generation. The Head of Human Resources supports the EIT Digital management in all HR-related matters, including recruitment, on-boarding, performance evaluation, career development and manages the operational HR processes (labour agreements, payroll, etc.). The Head of HR reports to the COO/CFO.

Gender Diversity

EIT Digital values diversity and is putting a strong emphasis on gender balance. Based on EIT Digital Gender Diversity Strategy defined, a step-by-step approach is envisaged for improving gender equality in KIC Activities and KIC Management. Initially, clear metrics and baselines are established to monitor current gender representation and identify key areas for improvement. Regular progress reviews and data analysis are conducted to track the impact of implemented measures, with adjustments made as needed based on feedback and outcomes. In this regard, an incremental

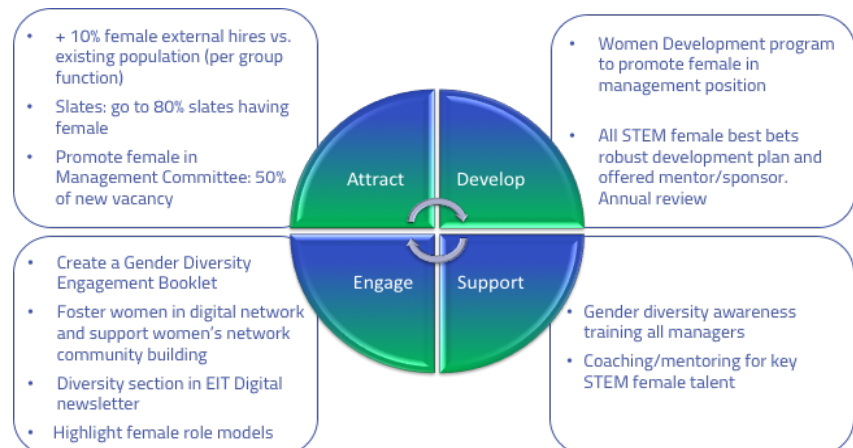


Figure 6: The EIT Digital Gender diversity strategy

implementation and gradual integration of new objectives and actions offer a more realistic and manageable approach for promoting female participation.

A significant improvement has also been made when it comes to leadership and decision maker roles.

Type of decision-maker	# FTE	% of women
At C-Level	3	33%
At Director level	4	50%
At Board level	3	38%

EIT Digital participates actively in number of European initiatives and proposals with focus on the Gender Mainstream: FINEST Scaleup, Boosting Digital Skills of young pupils, Women TechEU Scheme, Support to women entrepreneurship, European Network of gender conscious investors, WomenUp, Supporting women in digital, Women in deeptech, or Girls and Women in Digital. The objective of implementing the best practices cited above the in the core programs within EIT Digital is to foster a more inclusive, diverse, and equitable environment. By actively promoting gender equality and enhancing female representation and involvement, EIT Digital aims to create opportunities for innovation, entrepreneurship, and growth that benefit all participants, regardless of gender.

Antifraud Strategy

The strategic objectives of EIT Digital's Anti-Fraud Strategy are driven by EIT Digital's priorities and values. EIT Digital set certain objectives to counter fraud at all levels, i.e., at the levels of KIC Partners, at the Supervisory Board, EIT Digital staff and its external contractors and thus reinforce the public trust in its activities.

These objectives aimed at encompassing all stages of the anti-fraud cycle: prevention, detection, investigation, recovery and sanction. Whilst prevention remains one of the most important objectives of EIT Digital's Anti-Fraud Strategy, it is deemed appropriate to focus the efforts also on detection, in particular by encouraging internal reporting of any possible case of fraud as well as proactive random verifications in some areas. EIT Digital aligns its anti-fraud policies with guidelines provided by EIT in a continuous process.

Activity Monitoring

The 2025 EIT Digital Activity portfolio will be built in compliance with EIT guidelines and MGA requirements and by ensuring sound financial management, continuous and proactive risk management, adherence to anti-fraud guidelines; moreover, information events and training sessions for internal staff and Activity coordinators on understanding essential operational, reporting, financial and audit aspects will be organized.

When it comes to monitoring the impact and sustainability of its Activities EIT Digital has developed a set of financial and impact KPIs that have been defined by the EIT Digital management following a business logic with clear responsibility and accountability at Regional and Pillar level. KPIs are tracked in dashboards on a monthly basis following a monitor & act approach. In addition, an in-depth session per region and per Pillar is organized every quarter to ensure that corrective actions can be taken timely.

On the financial monitoring, EIT Digital elaborates, with the help of external consultancy firm, a quarterly costs report of all legal entities. Each report includes detailed information on all the costs and incomes split by tasks and cost categories. It allows for tracking incurred costs and for making forecasts at:

- KIC level, with report for all tasks and legal entities
- Pillar level: monitoring costs vs. delivery for education, ecosystem, and innovation
- Activity and task level: monitoring activity progress against the budget
- Costs at legal entity level for different organizations: e.g.: Accelerator, Education Foundation, Regions, etc.

All quarterly reports are cumulative, along the fiscal year. In addition to these reports, the legal entities undergo annual financial audit performed by external auditor.

Co-Location Centers

Through its three regions, EIT Digital covers the whole of EU27 and Horizon Europe Associated countries. We operate physical Co-Location Centers (CLCs), as well as Regional Offices. In addition, EIT Digital has a Hub in San Francisco to be well connected to the cradle of digital innovation, Silicon Valley. EIT Digital also operates on behalf of the EIT Community, the EIT House in Brussels and the EIT Hubs in Silicon Valley and the UK. CLCs are vibrant hotspots where talents cross-pollinate to create impact and value. In the Education area, CLCs host classroom courses and training centers. In the Innovation & Research area, the CLCs are often the place where innovation activities are initiated and where ventures created by these activities are hosted during their first stages after the incorporation. CLCs also allow the hosting of our Accelerator supported scale-ups. More generally, the KIC staff typically works out of CLCs, and many events that establish brand and thought leadership are held across our CLCs all year long.

Annex

Minimum requirements for activity selection

Minimum requirement	EIT Principle to be applied	Description	Supervision
1. Risk management	EIT Key Performance Indicators (EIT Impact Framework) Sound portfolio management principles	The definition of activities includes their contribution to the established KPIs according to the EIT Impact Framework, while proactively addressing potential risks to ensure successful execution in terms of these KPIs.	Operations Department
2. Pan-European character	EIT Regional Innovation Scheme (EIT RIS)	Activities demonstrate a pan-European approach by fostering collaboration and innovation across diverse regions, with a particular focus on EIT RIS countries.	Ecosystem teams
3. Clear separation between KIC staff delivering management and operational functions	Governance of the KIC under MoC	To ensure a clear distinction between staff providing advice to activities and those responsible for decision-making, the team responsible for designing and executing the program will provide advice, while the Management Committee (MC) will be responsible of making the final decisions. This arrangement ensures that those advising on activities are not involved in the decision to terminate them.	CxO or Management Committee
4. Management adhering to anti-fraud guidelines, including whistle-blower policy.	Governance of the KIC under MoC Openness and transparency	EIT Digital has an Anti-fraud Strategy and Code of Conduct that complies with the anti-fraud guidelines and implement a whistle-blower policy to encourage reporting of fraudulent activities, ensuring a culture of transparency and accountability within the organization.	Legal Department
5. Sound financial management: principles of economy, efficiency and effectiveness, including a lean and cost-efficient structure that keeps administrative and management costs to a minimum.	Sound portfolio management principles	EIT Digital implements efficient financial management practices that prioritize economy, efficiency, and effectiveness. This includes maintaining a lean organizational structure to keep administrative and management costs at a minimum, ensuring that funds are allocated effectively to achieve the maximum impact.	Financial Department
6. KIC employs the four-eyes-principle for all transactions and decisions above an agreed threshold.	Sound portfolio management principles	The procurement guidelines define the level of approvals which includes tasks from the Activity Leader and the Financial Department. The Financial Support to Third Parties is also provided under the four-eyes principle.	CEO
7. Training on understanding audit requirements and interacting with auditors	Openness and transparency	EIT Digital has more than ten years of experience in dealing with financial audits.	Financial Department
8. When implementing financial support to third parties in EIT-KIC actions for KICs under Memorandum of Cooperation, the beneficiaries must respect the following conditions comply with the principles of transparency, non-discrimination, sound financial management and no conflict of interest - as a general rule, launch open calls on a competitive basis	Openness and transparency	Open calls ensure dissemination and communication activities, compliance with transparency, equal treatment, sound financial management, and avoid conflicts of interest, and transparent evaluation of the proposals.	Operations Department