



ENRICH
GLOBAL
TAKING EUROPEAN
INNOVATION GLOBAL

ANNUAL REPORT

2025

*Approved by the members
at the General Assembly 2026*





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INNOVATION GLOBAL

Preamble

Messages from the Executive Bureau (EXEC) of ENRICH GLOBAL

“Our global community of 44 members across 40+ countries advances shared goals through joint in-kind contributions, collaborative projects and other joint activities. We are grateful to every member who makes this collective success possible. Together, we prove that we are truly **#StrongerTogether** in the association we co-create.”

“With innovation and sustainability, ENRICH GLOBAL empowers us all to shape the future we truly aspire to.”

“ENRICH GLOBAL stands stronger than ever, with remarkable growth in membership, impactful projects, and a thriving community platform. Ensuring the financial sustainability of our initiatives remains a top priority, enabling us to expand our support to members and create even greater opportunities for innovation and collaboration in the future.”



PRESIDENT and SECRETARY

Svetlana KLESSOVA

Director, Research and Innovation Partnership, G.A.C. Group, France



VICE-PRESIDENT for EXPANSION

Filipe Miguel CASSAPO

Vice President and Treasurer, ENRICH in LAC, Brazil



TREASURER

Marcela FLORES

Director, Executive Director, ANPEI - National Association of Research and Development of Innovative Companies, Brazil



#StrongerTogether : Value proposition for ENRICH GLOBAL members

Access to global network : expand your reach!

- Connect with 44 members across 40+ countries
- Membership by recommendation only - ensuring quality partnerships

Funding and business opportunities*

- **Access** to funding opportunity watch, tenders, Erasmus + and meet-ups of "EU Projects thematic group"
- **Skills directory** featuring your organisation's expertise/references in an exclusive member database,
- Participation in **European proposals** (if selected by the coordinator) with ENRICH GLOBAL and its members
- **Success fees (rewards)** for bringing ENRICH GLOBAL and its members into joint projects
- Small-scale **sponsorship** opportunities from ENRICH GLOBAL
- **Reward schemes** for achievements of the members, such as expansion of ENRICH GLOBAL to specific regions/countries
- **Paid service opportunities** through internal procurement
- **An opportunity** for members to experiment and propose new ideas, business development initiatives, and reward schemes - we'll pilot the most promising suggestions together !

*(conditions apply)

Exclusive tools and platforms

- **Free and exclusive access** to Collaboration & Community Platform: unique opportunity for you and your projects
- **Create and moderate** your own project communities with custom branding – free! Or use IT support of ENRICH GLOBAL
- **Featured listing** in the exclusive "professional tools and services catalogue" by members, for members (in process)

Project collaboration and implementation support

- Support for exploitation/sustainability activities through synergies
- Staff secondment opportunities for temporary HR needs
- Initiate and lead new Thematic Groups aligned with your mission
- Become affiliated partner to ENRICH GLOBAL in its projects

Knowledge and skills development – run by the Members and the Board

- **Exclusive Innovation Academy** training and mentoring sessions
- **Thematic Groups** - access to global expertise and best practices
- **Annual Innovation Days** exclusively for members/invited guests
- **Your staff or colleagues'** empowerment opportunities to initiate, experiment and lead relevant activities useful for your team

No-cost membership model & flexible participation – choose activities that align with your interests !



#StrongerTogether : Key numbers & highlights from 2025

A growing network

- ENRICH GLOBAL continues to expand, uniting **44 members** across **40+ countries**.
- Our community platform is thriving, with **2900+ engaged users** in **10 active communities** (co)moderated by our members.

Innovation in action

- We are driving impact with **6 ongoing collaborative projects**
- **16 members of ENRICH GLOBAL** are involved in these projects.

Expanding our influence

Our visibility continues to grow:

- **1013 professionals** following us on LinkedIn

Bringing members together

Great events exclusively for our members and their networks:

- The annual **Third ENRICH GLOBAL Innovation Days** (Nice, France)
- Three SPARK meetings for the members , online.

**ENRICH GLOBAL
is more than a network.
It's an international
collaborative movement
shaping the future of
innovation.**

**Let's expand it
together!**



Members co-create and innovate with ENRICH GLOBAL

Got an idea that aligns with ENRICH GLOBAL's mission?
Want to lead a new initiative at a global or local level?

Here's how you can make it happen:

1. Propose your idea:

Bring forward an innovative concept and show your readiness to lead.

2. Find your allies:

Identify at least **two other ENRICH GLOBAL members** to support your initiative. No network? Recommend your partners to join EG and collaborate with them.

3. Co-create & submit.

Work together and prepare a **one-page proposal** for the **ENRICH GLOBAL Board**.

4. Get validation.

The Board **reviews, validates, and provides suggestions** to strengthen your project.

5. Make it happen!

Pilot your initiative within ENRICH GLOBAL and drive real impact. Your vision becomes **our shared success**.

Successful initiatives after the first year may be eligible for funding – decision to be made by the Board.

Step up and shape the future of ENRICH GLOBAL.

**Your ideas. Your leadership. Our joint work.
Our collective impact.**



The essence of ENRICH GLOBAL

TOGETHER, WE CREATE POSSIBILITIES

BEYOND IMAGINATION

Our worldwide network of partners connects through shared vision to fuel innovation across diverse sectors.

At our core, people (our members, communities, and collaborators) turn shared knowledge into global innovation progress.

By combining our strengths, connections, and opportunities, we unlock potential no individual could discover alone, turning proactive engagement into meaningful impact that shapes our world daily.

Come forward, share your unique perspective and get actively involved in this extraordinary story of growing and positive global change!





Innovation
is no longer a **choice**



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Innovation through collaboration: The ENRICH GLOBAL way

Innovation isn't optional – it is essential.

But real impact doesn't come from isolated ideas. It's built on connections, shared resources, and trusted partnerships.

Together, **we can tackle global challenges**, strengthen our collective expertise, and drive meaningful change. At ENRICH GLOBAL, we believe in collaboration as the key to progress.

**FOR YOU
FOR YOUR ORGANISATION
FOR THE WORLD**

#StrongerTogether

Ready to join, to strengthen your network while empowering yourself and your organisation?

Become part of our global community and discover mutual growth opportunities.

Join Us → <https://www.enrich-global.eu/why-join-us/>





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Summary – Annual Report

ENRICH GLOBAL Annual report 2025

Summary

- 1 Shaping innovation together
- 2 Growing through connection
- 3 Driving innovation across borders
- 4 Achieving impact through collaboration
- 5 Key moments from the Innovation Days 2025
- 6 Connecting bright ideas and people
- 7 Meet the ENRICH GLOBAL team
- 8 Discover what happens behind the scenes
- 9 Ambitions for 2026: what's next
- 10 2025 budget and 2026 budget plan
- 11 Celebrating the support of our members and staff





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1.

SHAPING INNOVATION TOGETHER

About ENRICH GLOBAL

An international non-profit
founded by **12 founding
members in 2020**

**Connecting 44 members
across 40+ countries:** 5 new
members joined in 2025.
By recommendation only

Headquartered in Sophia
Antipolis, **France**

Contributory, **free-membership**
organisation



Our mission and objectives



**Empowering global
innovation through
collaboration**



Shape the future of international innovation



**Advance European excellence in science
and innovation, and vice versa**



**Boost European competitiveness in global
innovation, and vice versa**

For full details: visit our [bylaws](#)



The Members

44

Members

Covering:

+40

Countries worldwide



Governance structure and activities



THE GENERAL ASSEMBLY

Reunites all members of ENRICH GLOBAL to **define general policies and approve financial accounts annually.**

The General Assembly was organised on July 8, 2025



THE BOARD

Composed of minimum 3 and **maximum 15 representatives**, the Board oversees policies, approves new members, and manages operations and specific directions.

Two Board meetings were organised in 2025, on April 23 and on December 15th



THE EXEC (Executive Committee)

Responsible for the **daily management of operations and execution** of Board decisions.

4 EXEC meetings were organised in 2025 with many online ad-hoc exchanges with decision making by email.



ENRICH GLOBAL – 11 elected Board members (2023-2025): election of the new Board (2026-2028) in March 2026



Filipe Cassapo
Vice President and
Treasurer,
ENRICH in LAC, Brazil



Blandine Chantepie-Kari
Program Manager, International
and ENRICH in the USA Programs
Temple SBDC, USA



Andrea Degen
Founder, CEO
STI Management,
Switzerland



Mathilde De Bonis
Head of International
Cooperation
APRE, Italy



Marcela Flores
President
ANPEI, Brazil



Béla Kardon
Chief Scientific Officer
RCISD, Hungary



Svetlana Klessova
Director, Research and
Innovation Partnerships,
G.A.C. Group, France



Sara Medina
Member of the Board
SPI, Portugal



Robert Miskuf
CEO
Pedal Consulting,
Slovakia



Robert Sanders
Senior Advisor,
International Projects
EBN, Belgium



Stephanie Splett-Rudolph
Head of Unit North and South
America at International Bureau
DLR, Germany





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2.

Growing through connection

ENRICH GLOBAL – members

- ENRICH GLOBAL is a **contributory** association.
- **No membership fees if in kind contribution has been provided (voted every year by the General Assembly).**
- **In-kind contribution to the development of the association, according to own mission and interest - option to contribute with membership fee if no in-kind contribution.**
- Current procedure to join ENRICH GLOBAL as a member available on the website:
 - [Why to join ENRICH GLOBAL?](https://www.enrich-global.eu/why-join-us/)
 - <https://www.enrich-global.eu/how-to-joins-us/>
- Non-members, if invited, can join the Thematic Group activities and Stakeholders Fora, but not the Thematic Groups as such.
- **Membership: by recommendation from one of the Board members (or sending an email to the contact address, explaining why and how the organisation is relevant, and the EXEC will ask one of the Board members to provide recommendation).**
- **Current members established in:**
Austria, Argentina, Armenia, Belarus, Belgium, Brazil, Canada, Chile, Colombia, Denmark, Ecuador, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Israel, Italy, Latvia, Lithuania, Luxembourg, Poland, Portugal, Romania, Slovakia, Spain, Singapore, Sweden, Switzerland, UK, Ukraine, Uzbekistan, Uruguay, USA...



Our Membership Growth Strategy

Non-financial, high-value memberships

Free membership
(in kind contribution)

Bring as many members as possible

Paying membership

ENRICH GLOBAL POSITIONNING

- New vetted members by recommendations
- Sustainable without additional costs
- Fostering deeper, stronger collaboration

In 2026, we aim to welcome 5 to 10 new members, with a focus on under-covered countries, particularly in Africa and Asia.

Focus on few specific new, vetted members



Welcome to our 5 new members in 2025!



cedia

Ecuador



prepor[®]
co-LEARN. co-LAB. co-SOLVE.[®]

Canada



STICKY
DOT

Belgium



StAG
INFORMATION GOVERNANCE

France



egm

France




ENRICH GLOBAL Expansion Incentive Programme 2025: “Rewarding those who build ENRICH GLOBAL’s future!”

Objective: Encourage current members and staff to recommend new organisations from:

- Strategic sectors (e.g., ICT, Health, Renewable Energy, Bioeconomy)
- Underrepresented regions (Asia, Africa, Canada, Eastern Europe, etc.)
- Key profiles (clusters, accelerators, research centers, etc.)

Target: Attract 5-10 new members annually who are active contributors to ENRICH GLOBAL's mission.

Eligible Participants: Staff from ENRICH GLOBAL member organisations, ENRICH GLOBAL staff and in-house consultants

 **Grand Ambassador (1st Prize):** 100% travel reimbursement for ENRICH GLOBAL Innovation Days (€800 in Europe / €1,500 internationally), recognition at events, on social media & newsletters

BRAVO to Robert Sanders (EBN), ENRICH GLOBAL Grand Ambassador 2026!



Robert Sanders
Senior Advisor,
International Projects
EBN, Belgium



In-kind contributions: Proposed annually by members to the EXEC

Examples of contributions

Tools & Services: Coordinate catalogue of tools of the members, prepare service offers, moderate exchanges.

Innovation Days: Support the organisation of EG Innovation Days.

Collaborative Projects: Initiate and contribute to joint activities and future proposals. If invited, become associated partner with own contribution.

Branding & Marketing: Enhance tools, services, and visibility of ENRICH GLOBAL, support with design...

Documentation: Prepare key documents and assist group leaders...

Examples of categories of contributions

Communication & Branding: follow up of social media, content creation

Thematic Group Support: Organise webinars, meetings, and group activities.

Business Development: integrate ENRICH GLOBAL into project proposals and initiatives; facilitate and follow-up of Memoranda of Understanding (MoUs) between ENRICH GLOBAL and strategic organisations or networks...

Events & External Relations: Host and moderate conferences or trainings co-branded by ENRICH GLOBAL

IT Support: Facilitate access, provide technical audit, GDPR audit...

Annual Report: Follow-up on preparation of the annual report, quality control...



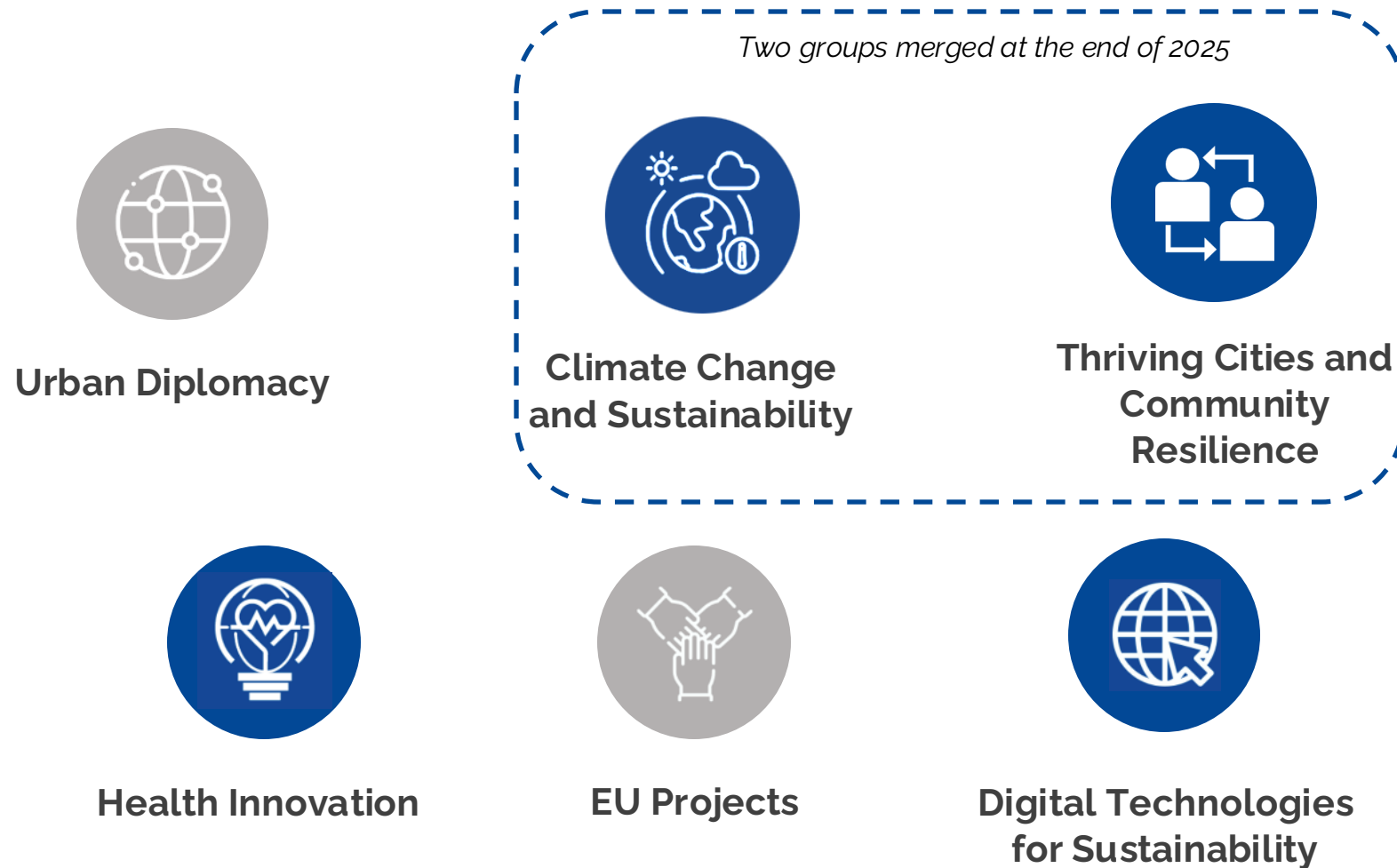


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3. Driving innovation across borders

ENRICH GLOBAL Thematic Groups in 2025

A vehicle to work together:



- **Thematic Groups connect members, experts, and world-class actors** to advance research, innovation, and collaboration through a global platform.
- Each group addresses **targeted themes**.
- Groups are and **shall be open to the members of EG and, by invitation, their own networks**. External participants may join under specific initiatives.
- **Any member can initiate a Thematic Group** with at least two additional interested members.
- Thematic Groups are operating by their leaders/co-leaders.
- Most active Thematic Groups, with involvement of several members of ENRICH GLOBAL can ask for administrative or other support for the next year of operations.



EU Projects

Leaders



Co-leaders



EU Projects group in 2025 => “Project group” in 2026

FUNDING OPPORTUNITIES WATCH – Horizon Europe, Erasmus Plus, non-EU funds

For all EG members

Lead: SPI, Portugal (Horizon Europe), RCISD, Hungary (Erasmus), ENRICH in LAC (non EU funding)

OPEN DATABASE OF COMPETENCES AND SKILLS for joint projects

For all EG members

Lead: EuRA, Portugal

EXPLORE OTHER FUNDING OPPORTUNITIES

[Explore](#) the opportunities to submit the projects funded by agencies in other countries (Brazil etc...).

Lead: ENRICH in LAC, Brazil

DEVELOP JOINT PROPOSALS

Several proposals submitted with involvement of ENRICH GLOBAL and its member(s).

Examples:

Proposal 1 includes 5 members, in addition to ENRICH GLOBAL

Proposal 2 includes 4 members, in addition to ENRICH GLOBAL...

INCENTIVE SCHEME for EG members initiating joint projects

Collective efforts

Financial incentives, clear rules

One project already won (in negotiation phase) - first success fee to be paid in 2026!

CONSIDER TENDER RELATED ACTIVITIES

Explore tender related activities needed by EG members.

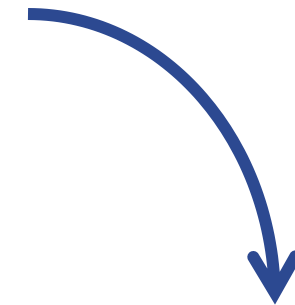
Lead: CH Multisourcing



EU Projects - example of funding opportunities watch (done by SPI)

- international focus, in line with the interests of the members

#	Horizon	Call	Work Programme	Region / Country	Type of Action	Deadline
1	HORIZON-CL4-2026-01-MATERIALS-PRODUCTION-24	Cooperation on innovative advanced materials with Japan	7. Digital, Industry and Space	Japan	CSA	21/abr/26
2	HORIZON-CL4-2027-01-MATERIALS-PRODUCTION-47	Pilot access schemes to Technology Infrastructures for European startups, scaleups and innovative SMEs	7. Digital, Industry and Space	-	CSA	02/fev/27
3	HORIZON-CL3-2026-01-INFRA-02	Security challenges of the green transition in urban and peri urban areas	6. Civil Security for Society	N/A	RIA	05/nov/26
4	HORIZON-CL3-2026-01-DRS-01	Designing new ways of risk awareness and enhanced disaster preparedness	6. Civil Security for Society	N/A	RIA	05/nov/26
5	HORIZON-HLTH-2026-01-ENVHLTH-01	Towards a better understanding and anticipation of the impacts of climate change on health	4. Health	N/A	RIA	16/abr/26
6	HORIZON-HLTH-2026-01-ENVHLTH-04	Towards climate resilient, prepared and carbon neutral populations and healthcare systems	4. Health	N/A	RIA	16/abr/26
7	HORIZON-CL6-2026-01-BIODIV-05	Advancing integrated scenarios and prediction models for informing transition to a nature positive society	9. Food,Bioeconomy,Natural Resources, Agriculture and Environment	N/A	RIA	September,17,2026
8	HORIZON-CL6-2026-01-BIODIV-01-two-stage	Living labs for co-creating solutions for the restoration of ecosystems	9. Food,Bioeconomy,Natural Resources, Agriculture and Environment	N/A	RIA	April,16,2026 (1st stage),September 23,2026 (2nd stage)
9	HORIZON-EIE-2027-01-CONNECT-02	Reinforcing synergies between experimentation spaces and innovation procurement	10. European Innovation Ecosystem	N/A	PCP	15/set/27



Interested in one of the upcoming calls?

Post it in the **channel** of the group!



EU Project group

Insights from the leaders



Dr Svetlana Klessova

Director, Research and Innovation Partnerships, G.A.C. Group, France

"The true value of our Group lies in active participation and meaningful contribution. The most proactive members **leverage more business opportunities and benefit the most** from the Group's activities. The opportunities are discussed at the meetings – join them, if you wish to have a chance to be involved! We thrive when members bring their unique experiences, references, and diverse competencies to the table, both thematic and geographic."



Dr Sara Medina

Member of the Board, Sociedade Portuguesa de Inovação, Portugal

"Innovation thrives in collaboration. By actively contributing, sharing expertise, **and working together, we turn opportunities into impactful projects**. Our strength lies in our diversity, and our success is built on collective ambition."



Health Innovation

Leaders



Co-leaders



Health Innovation

Overview

The ENRICH GLOBAL Health Innovation Group aims at **connecting stakeholders world-wide** through an established and growing **community**.

We organise every year an online event – **the International Experts Forum and Policy Dialogue Workshop** - that aims at bringing together R&I and policy stakeholders world-wide to share good practices and exchange on innovative ideas.

Every year a specific country or region is given visibility to grow the community.



Health related e-communities of EG have now over 500 participants!

and are managed by EG members either directly or through their projects, using the EG community platform.

First Quarter, 2026 - Tentative Topic:

Healthy living and ageing with a healthy diet

Call for collaboration among EG members:
any other (related) topic? any project? would you contribute?



Health Innovation

Insights from the leaders 2025

"In the field of Health, many challenges we are facing are global challenges. Tackling these and aiming at the sustainable health and wellbeing of our society is probably one of the most impactful things we can do.

This is why in the **ENRICH GLOBAL Health Innovation Group** we aim at shedding light on good practices in terms of strategies, initiatives, innovative solutions and products that have transformational potential and can be applied around the globe."



Mathilde De Bonis

Project Manager, APRE



Eva Fadil

Project Leader, G.A.C.

UPDATE for 2026: Caterina Buonocore (APRE) takes over leadership of the group in 2026, bringing 20+ years of experience in European research and innovation, including current coordination of the HNN3.0 National Contact Points (NCP) network supporting NCPs and applicants in the health area, and strategic partnership development under Horizon health-related programmes.



Digital Technologies for Sustainability Thematic Group

Leaders



Digital Technologies for Sustainability

Objectives, activities

Objectives

The group fosters collaboration in digital technologies (**AI, Big Data, 6G, IoT, Cloud computing, Next Generation Internet, simulation**, etc.) to achieve climate neutrality, circularity, and **zero pollution** in smart cities, energy systems, mobility, and agriculture.

Activities in 2025

Were conducted via **NGI Enrichers project** (Temple University, EAEC, SPI, APRE, G.A.C., ENRICH GLOBAL) and via **INPACE project** (SPI, ATC, RCISD, BTU, G.A.C., ENRICH GLOBAL). Other digital technology projects are welcome to join!

2026 Plan

Conduct activities via ongoing projects and engage members through virtual fairs, events, and webinars.

Lead:

Prof. Sebastian Engell, supported by Dr. Svetlana Klessova (INPACE)



Digital Technologies for Sustainability – Insights from the leader



Professor Sebastian Engell

Project Director INPACE at ENRICH GLOBAL,
Chair of the Advisory and Planning Group of
ASPIRE in the context of the PPP
Processes4Planet of the European
Commission

"Digital decision support can play an important role in improving sustainability in many fields, from agriculture over managing rivers to recycling of waste and the operation of industrial plants....
ENRICH GLOBAL is contributing to it through its digital projects that foster international cooperation, bringing together expertise and resources across borders to develop or promote innovative solutions for our planet's most pressing challenges"



Urban Diplomacy

Leaders



Urban Diplomacy

Top achievements in 2025

In the year 2025 we have been working together with the ENRICH GLOBAL members DLR-PT and CJH Multisourcing to lay the foundations for further joint activities in the field of urban diplomacy.

In this phase, the Group has engaged in the following activities:

1

Joint workshop on Urban and Subnational Diplomacy within a Multi-level Governance Framework at a Summer School of the North Rhine-Westphalia Academy of International Affairs (AIA) in Bonn in June 2025; co-organised by ENRICH GLOBAL.

2

Publication of a joint policy brief on the outcomes of the workshop for the North Rhine-Westphalia Academy of International Affairs (AIA) in Bonn in March 2025; joint effort by the ENRICH GLOBAL partners IQIB, DLR-PT and CJH Multisourcing.

3

Elaboration of a first draft of an Urban Diplomacy toolbox by the IQIB that shall serve as the basis for further development and further joint activities within ENRICH GLOBAL.



Urban Diplomacy

Objectives in 2026

Aim to continue joint activities in the field of Urban Diplomacy led by **IQIB** within ENRICH GLOBAL. Objectives through EG-internal and external activities:

Internal activities:

- **Engage** more EG members in joint activities
- **Identify best practices**, synergies and developing future solutions together.
- **Creating an urban diplomacy toolbox** within a multilevel governance framework based on the draft resulting from the 2025 urban diplomacy workshop.

External activities:

- **Connect important urban diplomacy** stakeholders together and fostering communication among them.
- **Engage in a virtual community of practice** centered on the international agency of African-European cities as innovation actors in the context of a running project and deduct lessons learnt for urban diplomacy based on their experiences (TBC).
- **Enlarge external network of cooperation partners** from academia and practice (public administrations on local and subnational level).



Urban Diplomacy

Insights from the leader



Alexander Plé

Scientific Consultant

IQIB Institute for Qualifying Innovation
Research and Consulting, Germany

“By enabling cities and other subnational actors to become active on the international level they can create an international impact that contributes to addressing the global challenges of the 21st century and to advancing the Sustainable Development Goals.”



Climate Change and Sustainability

Leaders



Co-leaders



ICATALIST
> Shared Value
Innovation



Powered by



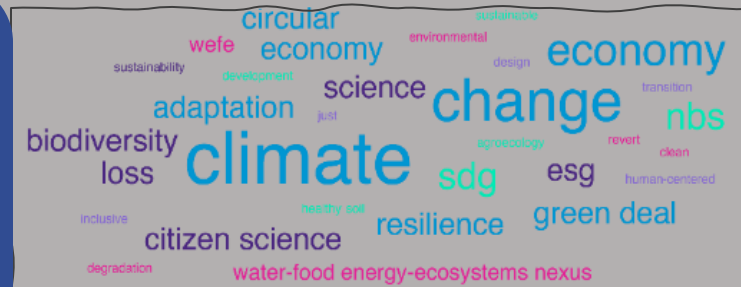
Climate change and sustainability

Objectives, activities, results in Y2025

Our e-CoP members

Problem owners and solutions providers

The vision of the Group is to develop and implement collaborative initiatives covering these topics:



18 proposals submitted by CCS TG members together with EG

2 consortia were invited to the 2nd stage, more results in 2026

April-June 2025
ARSINOE 9 Case Studies virtual Living Labs transferred to the e-CoP



June 2025
NATALIE competency group



November 2025
140 members



August 2025
European Cluster on Climate Change & Innovation, 3 Cluster sessions by MAIA project



Dec 2025
Merge with Resilient Futures



Climate change and sustainability

Insights from the leader



Chrysi Laspidou, PhD

Vice-Rector of Innovation, Internationalization, Collaborations and Digital Governance, University of Thessaly, Greece

Professor, Civil Engineering University of Thessaly, Greece

Head

One Planet Thessaly

Innovation-Technology Transfer Unit
& Entrepreneurship Center

“As we work towards mainstreaming the sustainable development goals in education, we focus not only on teaching the technical sustainable solutions, but also on urging students to experience the SDGs through a socio-emotional and behavioural framework, since sustainability and resilience are achieved only through a holistic, multi-faceted, transdisciplinary, multi-actor and systemic approach.

The Climate Change and Sustainability Thematic Group at ENRICH GLOBAL embodies this vision by fostering a collaborative community that translates knowledge into real-world impact, shaping innovative solutions for a more sustainable and resilient future.”



Thriving Cities and Community Resilience Thematic Group

Leader



Co-leader



*Where ideas meet action for human-centered,
sustainable, and resilient urban futures!*

Powered by



Thriving Cities and Community Resilience TG

The Group and its Resilient Futures e-CoP (e-Community of Practice) act as a collaborative platform based on **best internationalisation practices focusing on:**

- Innovative urban design by promoting human-centered, socially just, and environmentally safe urban planning.
- Resilience building by developing strategies for disaster risk management and adaptation to extreme events.
- Sustainable mobility by advancing intelligent transportation systems and mobility innovations.
- Community engagement by encouraging participatory approaches and behavioural change for sustainable living.
- Policy development by informing and shaping policies that support resilient and equitable urban development.

Plan 2026:

- Raising awareness of Resilient Futures and engaging more members, target 1000 by end of 2026
- Launch of EXCELLENTIA mentoring programme on RF
- 5 more EU funded projects joining
- Collaborative initiatives with TG members

Leader: Prof. Giannis Adamos
Co-leader: Andras Merza



Resilient Futures e-CoP

The Group and its e-CoP (e-Community of Practice) act as a collaborative platform based on best internationalisation practices, driving Solutions for Climate Adaptation and Sustainability by exchanging knowledge and best practices.

Dedicated to advancing, testing, and facilitating the market uptake of innovative solutions designed to tackle global challenges of climate change. Focusing on creating a robust, cross-sectoral community of users who collaborate, share, and apply knowledge in real-world contexts.

Activities are conducted via ARSINOE (G.A.C., UTH, BRIGAD CONNECT, ENRICH GLOBAL), ENFORCE (UTH, AUTH, G.A.C., ENoLL, ENRICH GLOBAL), ENHANCE (UTH, ENRICH GLOBAL, G.A.C.), and members and projects contribute to the program setting for deployment in 2025 and beyond (see ARSINOE, ENFORCE sections in this report).

Working groups and living labs already operating



Working groups and living labs planned for 2026



Thriving Cities and Community Resilience

Insights from the leader



Giannis Adamos, PhD, MSc

Asst. Professor, School of Civil Engineering
Aristotle University of Thessaloniki, Greece

Co-Founder & Member of the Board of
Directors AMARANTHUS | Greece

Founder & Scientific Director | EXCELLENTIA Mentoring
Program

"Thriving cities are built not just with steel and concrete, but with **people at their heart**—where sustainability guides growth, health shapes design, and resilient communities rise stronger together in the face of every challenge.

Complex problems of our time cannot be solved in isolation; they demand collaboration that bridges science and local knowledge, uniting research, lived experience, and collective action to create cities that endure and flourish.

Thriving Cities and Community Resilience Thematic Group builds on human-centered, sustainable, and socially-just urban futures.

We believe the future is built together — and it starts here!"





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4.

**Achieving impact through
collaboration: joint projects and
initiatives**

ARSINOE project



Project Overview



Climate-resilient regions through systemic solutions and innovations, Oct 2021 – Sep 2025

Coordinator: University of Thessaly (Greece)
ENRICH GLOBAL member.

EG Team: Inna Petrenko (Project Director), Justine Defosse, Fabrice Clari, Cédrik Poirey, Lotte van Meijel.

Role of EG (Nov 2021- Sep 2025): Exploitation of ARSINOE results across borders, namely Climate Innovation Window (CIW), and innovations developed by project partners and Case Studies, Set up the Community of Practice with virtual Living Labs for sustainability of the project – using ENRICH GLOBAL collaboration and community platform...



www.arsinoe-project.eu



Key activities in Y2025 (Project ended in 2025)



- ◆ Development of ARSINOE exploitation plan for the project innovations and solutions, including 5 KERs, business models and value proposition for 5 high-TRL innovations and market ready solutions, exploitation pathways for 25 innovations and 45 IPR plans
- ◆ Set up of ARSINOE virtual Living Labs of nine Case Studies on the Climate Change and Sustainability e-CoP - **on ENRICH GLOBAL Collaboration and Community Platform**
- ◆ Promotion and presentation of ARSINOE and EG CCS e-CoP at events, forums
- ◆ e-CoP platform features update focusing on the needs of ARSINOE stakeholders but more general, according to the needs and on-going updates
- ◆ Gathering of information and Design for the content creation, development of the different entry points (Challenges / Solutions / Locations), synergies with other projects
- ◆ Animation of the ARSINOE e-Community



NGI Enrichers Transatlantic Fellowship Programme (ended in 2025)



Project Overview

NGI Enrichers Transatlantic Fellowship Programme (Sept 2022 – Aug 2025).

Coordination: G.A.C. Group (France), **ENRICH GLOBAL member**. ENRICH GLOBAL members involved: APRE, SPI, Temple University, EAEC, iSolutions, AEI - Agency of European Innovations, NCURA

Project Directors at ENRICH GLOBAL: Fahima Sadaoui-Ramos (Project Director, Jan-Aug 2024), Sabine Kennedy (Aug 2024- July 2025).

EG Role: Provide on-demand support, organise pre-departure webinars, in-person bootcamps (Rome & Paris), NGI Awards, and tailored training programs to engage the NGI community. Learn more: <https://enrichers.ngi.eu>



@NGI_Enrichers



@NGI Enrichers



NGI ENRICHERS: THE TRANSATLANTIC FELLOWSHIP PROGRAMME

European gateway for **human-centric Internet researchers and innovators** to the US and Canada

Goals

- **To enhance cooperation** in the development of NGI technologies, services and standards
- **To reinforce and expand** NGI transatlantic ecosystem Europe-USA-Canada
- Financial support to NGI researchers and innovators from **public and private sector to travel between 3 to 6 months to the US or to Canada** and collaborate with their hosts on NGI related topics
- **September 2022 – August 2025**
- Funded by the **European Commission + own contributions** of implementing consortium partners



74 Applications* received under the 1st round of calls
48 Applications* received under the 2nd round of calls
70 Applications* received under the 3rd round of calls



ENRICH GLOBAL in Action

NGI Enrichers Highlights for NGI Enrichers

Objective : Prepare the fellows for their exchange to North America.

3 KICK - OFFS

Virtual kick-off meeting with the selected and past cohort(s) to create exchanges

AT M36

14 VIRTUAL BOOTCAMPS/WORKSHOP

Themes : IP, Visa navigation, Q&A, Intercultural, Networking Pitch, Investor Pitch, Funding Opportunities US/CA, Update Federal funding, Navigating ecosystems...

3 ASYNCHRONOUS TRAINING PRIOR BOOTCAMP

Perfect pitch presentation focused on their application ppt

4-min video: "NGI Fellows Tools & Platform"

How to get your visa to the USA? & How to get your visa to Canada?" to prepare a live Q&A

3 IMMERSIVE BOOTCAMPS

2-days in-person with soft & hard skills trainings and team building
At Temple University, Rome Campus, Italy and at GAC HQ, Paris, France



INPACE project



INPACE

Indo-Pacific-European Hub for Digital Partnerships



Project Overview



Indo-Pacific-European Hub for Digital Partnerships – Trusted Digital Technologies for Sustainable Well-Being

Period: January 1, 2024 – June 30, 2027

Total budget: €2,500,000.00 EC contribution, plus additional funding from associated partners

Project coordinator: G.A.C. Group, France. ENRICH GLOBAL as a key partner, members involved: SPI (Portugal), ATC – Athens Technology Centre –(Greece), Lviv Polytechnic National University (Ukraine), RCISD (Hungary), BTU (Georgia)

Consortium (21 partners): A diverse group of **universities, research institutions, and innovation hubs**. Indo-Pacific associated partners: **National University of Tokyo** (Japan), **National University of Singapore** (Singapore), **Sejong University** (South Korea), **IIT Guwahati** (India), **C-DAC: Centre for Development of Advanced Computing** (India)

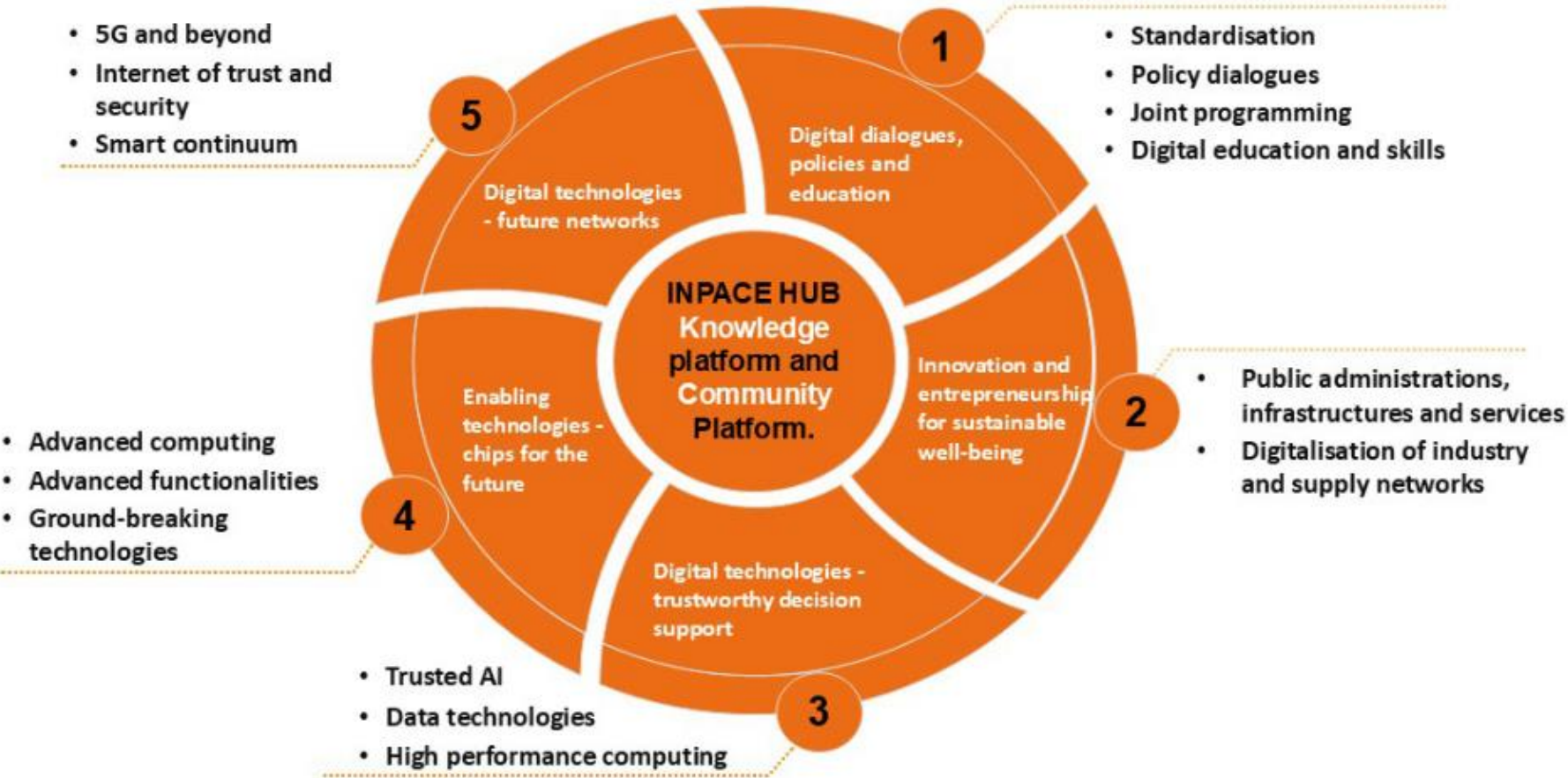
Mission:

- ◆ Support the implementation of Digital Partnerships (DPs) and the Trade & Technology Council (TTC).
- ◆ Create a sustainable, interactive, and multi-stakeholder Indo-Pacific-European Hub, a long-term, expert-driven mechanism to foster EU-Indo-Pacific collaboration in digital technologies and beyond.
- ◆ Implement concrete actions to drive international digital cooperation

More details: www.inpacehub.eu



Indo-Pacific-European Digital Hub: 5 Clusters uniting 15 Thematic Groups



Join INPACE Hub!

<https://egcp.enrich-global.eu/communities/inpace>



INPACE: ENRICH GLOBAL activities in 2025



Major Events

- ◆ **EU-Japan Digital Week (March 31 – April 7, 2025, Tokyo)** – 550+ participants (physical participation in Tokyo), 50+ outstanding speakers! A full week with industries, researchers, innovators and policy makers on AI, 6G, data spaces, digital policy **Forging EU-Japan Digital Partnerships.**

ENRICH GLOBAL (Prof. Sebastian Engell) responsible for the workshop on “**Critical Applications of AI in Industry & Healthcare**” (April 7, 2025, hosted by Hitachi, Tokyo)

- ◆ **Indo-Pacific-European conference in Singapore – October 2025** – organised by ENRICH GLOBAL, hosted by National University of Singapore, NUS – with Memorandum of Understanding signed between ENRICH GLOBAL and NUS

- ◆ **INPACE Indo-Pacific European Hub (using ENRICH GLOBAL Community and Collaboration Platform) – embedded sustainability! Over 640 registered users**

- ◆ **First Europe-Indo-Pacific 3D Virtual Fair – by tech team ENRICH GLOBAL!**
 - **1st edition** in October 2025,
 - **INPACE selection of 8 exhibitors**, from Europe and from the Indo Pacific
 - **Virtual fair: see more details in the section “Community Platform” below**



ENHANCE project



Enabling one health coastal management through advanced
AI over marine Copernicus and Citizen Science data



ENHANCE Project overview

What is ENHANCE ?



Research and innovation project – collaborative project with 7 partners, including ENRICH GLOBAL, UTH and G.A.C.

Funded by European Union , Horizon Europe: Digital, Industry and Space Programme), under EUSPA (EU Agency for Space Programme

Purpose: To develop a novel AI-enabled toolkit for marine coastal ecosystems monitoring following the One Health paradigm. KERs: OneHealth Framework, OneHealth Open Platform, Application Toolkit

Budget: €1.7 million, entirely supported by the European Union.
Duration: 36 months, December 2024 – November 2027.

#OneHealth #Coastal Management #Citizen Science



Follow us on [LINKEDIN](#)

Website: enhance-onehealth.eu | LinkedIn: [@enhanceeu](#) | Youtube: [@enhance_eu](#)

ENHANCE Key activities in Y2025



ENHANCE project presented at **NEXUSNet Stakeholder Forum** in April 2025, in Nice, France, **hosted by EG**

EG leads Working Package focusing exploitation, communication and dissemination

Exploitation, Communication & Dissemination plan was developed

Individual exploitation plans for the project partners designed

2 internal exploitation workshops held

2nd Plenary meeting took place in Barcelona, Spain – 3–4 November 2025 during the Smart City Expo



ENFORCE project



Enforce

Empowering Citizens for Environmental Action



ENFORCE Project overview

What is ENFORCE ?



ENFORCE: Empower citizens to join forces with public authorities in protecting the environment

Research and innovation action, funded by the European Union Horizon Europe Programme (Innovative governance, environmental observations and digital solutions in support of the Green Deal)

Purpose: to promote sustainable practices and ensure environmental regulatory compliance. The project use living lab and citizen science methodologies to develop innovative tools for environmental compliance.

Budget: 7.3 million euros. Duration: September 2024 – August 2028.

#Environmental compliance #Green Deal Data Space #Geospatial Intelligence



Follow us on [LINKEDIN](#)

ENFORCE Key activities in Y2025:



The #ENFORCE Annual General Assembly took place in October 2025 in Heraklion, Greece, bringing together key partners.

EG Members Involved:

- *Project Coordinator: G.A.C. (France)*
- *Scientific Coordinator: UTH (Greece)*
- *Consortium Partner: ENoLL (Belgium)*
- *Consortium Partner: ENRICH GLOBAL*

ENRICH GLOBAL role is to support exploitation activities and build sustainability platform for the project legacy and fostering community engagement in environmental innovation community.





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5.
**Key moments from ENRICH
GLOBAL innovation days 2025
(Nice, France)**

ENRICH GLOBAL Third Innovation Days, Nice, France, April 2025

- 📍 Hotel Le Saint Paul, Nice, France, April 2025
Multi event meeting with ENRICH GLOBAL Board, members and EU projects (by the members)

Key Highlights:

- **ENRICH GLOBAL Innovation Days:** Gathering Board members, speakers and partners to strengthen international innovation collaboration.
- **Community Growth:** ENRICH GLOBAL platform connecting over 1300+ users worldwide at the time of the event (**evolution end of February 2026: 2900+ users**).
- **Projects Collaboration** Joint activities with NEXUSNET, NGI Enrichers, ARSINOE, INPACE and related initiatives.
- **Strategic Discussions** Focus on growth, thematic groups and Horizon Europe opportunities.
- **Networking** Strong engagement and preparation for the future





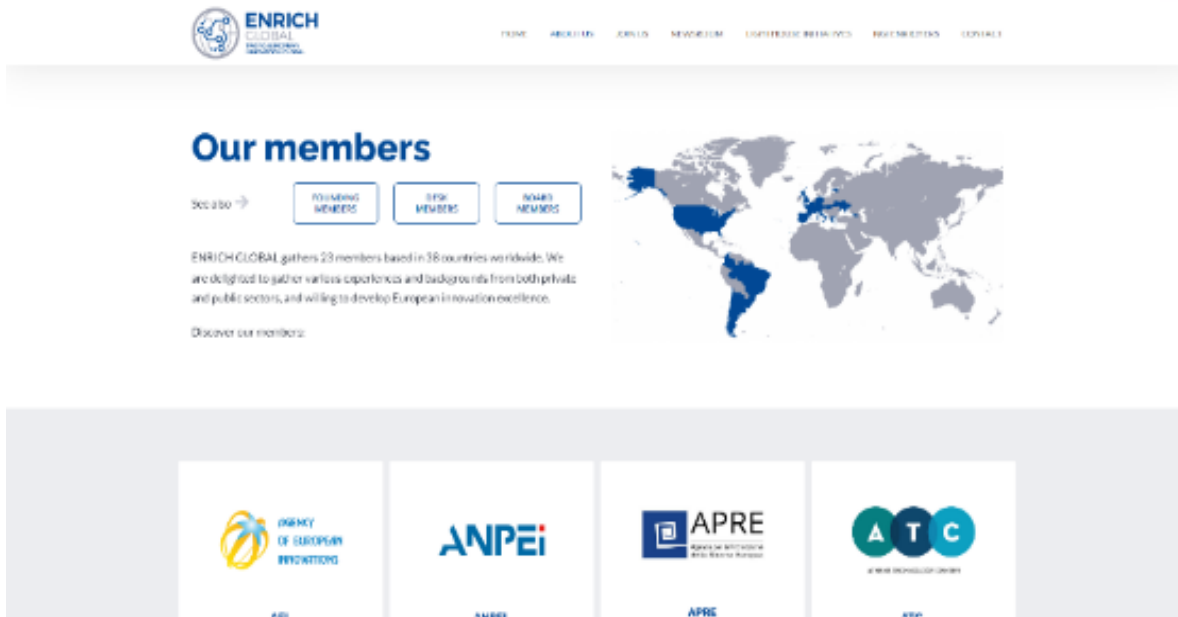
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6.

Connecting bright ideas and people

ENRICH GLOBAL External Communication: website

- ◆ One stop shop to showcase ENRICH GLOBAL mission, objectives, activities and latest news
- ◆ Presentation of our members and Thematic Groups
- ◆ Bylaws and internal rules available
- ◆ Procedure on how to join ENRICH GLOBAL



ENRICH GLOBAL External Communication

Website analytics as per end of JAN 26 since the launch of the website in late 2020

17.000 website visits
+5.000 compared to 2024

How is traffic generated ?

Direct	8,2 k
Organic Search	6,7 k
Referral	1,1 k
Organic Social	681
Email	16
Unassigned	8

Where are our visitors coming from ?



ENRICH GLOBAL External Communication

Social media analytics since JAN 2025 as per JAN 2026

- ✓ **1 013** followers on LinkedIn (+160 since JAN 2025)
- ✓ Sharing news from our activities, our members and other ENRICH initiatives: all ENRICH GLOBAL members are invited to share news

SOME METRICS FROM LINKEDIN

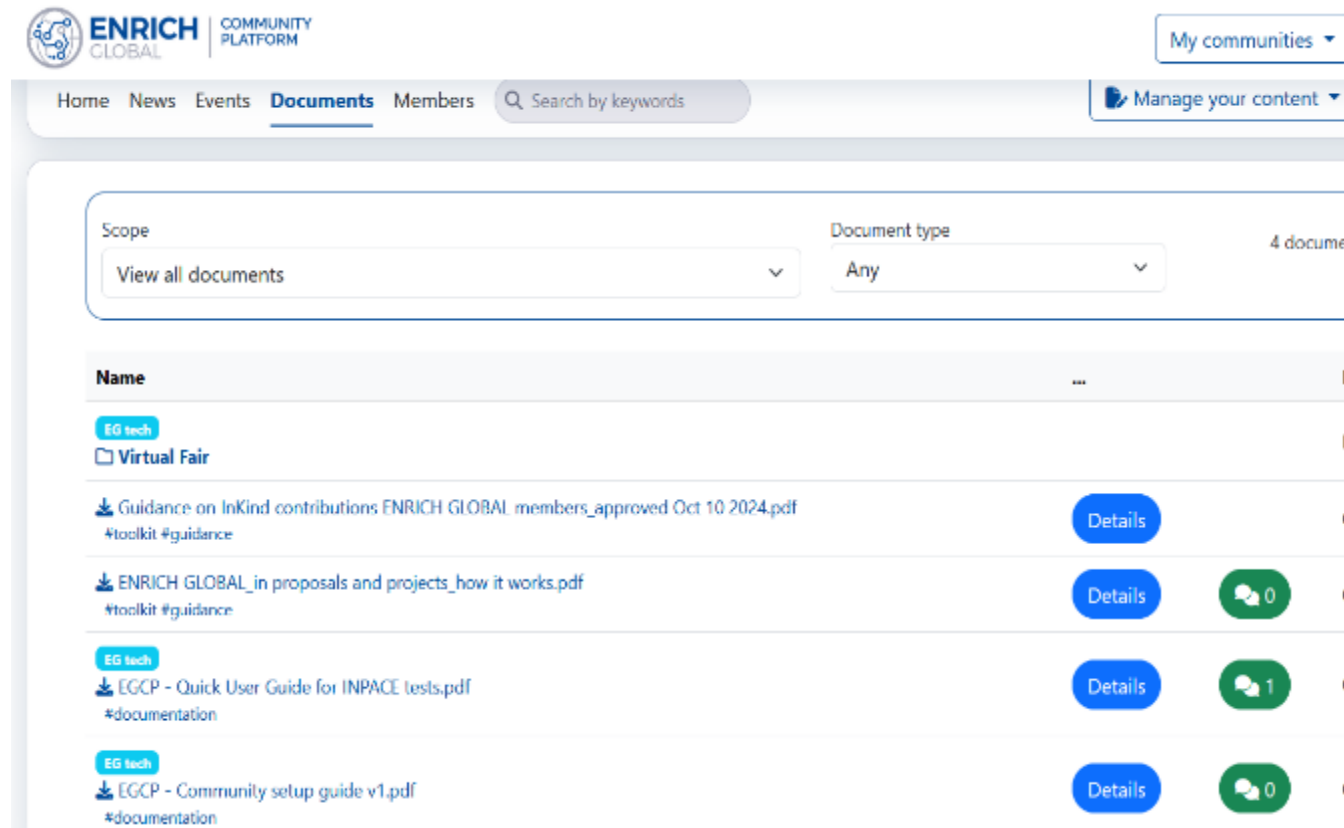
2 0 2 4	48 publications	868 reactions	21 000 impressions
2 0 2 5	30 publications	559 reactions	14 209 impressions



ENRICH GLOBAL Internal Communication: e-community “EG members” on our collaboration and community platform

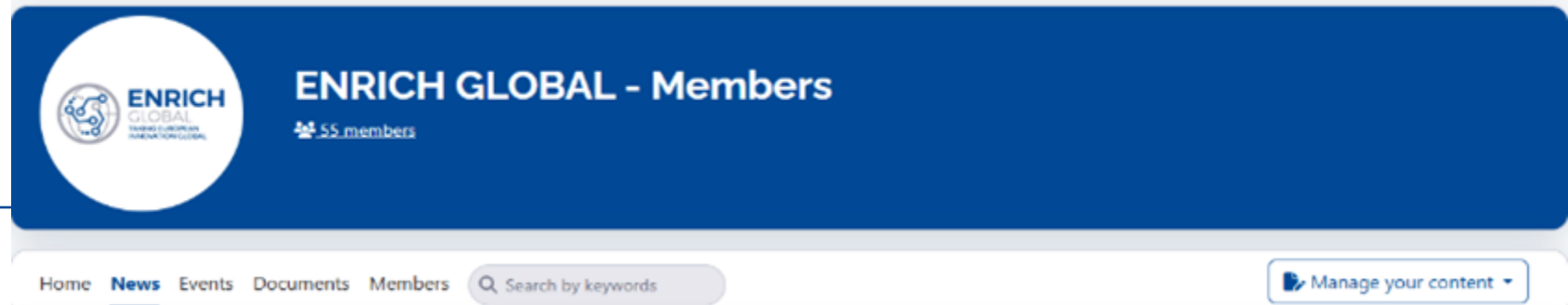
A dynamic space – e-community for EG members to connect, share, and collaborate

- ◆ **82 staff of EG member organisations** are users of this “closed door” e-community, as of December 2024
- ◆ **Exclusive access** to news, events, collaboration opportunities, materials, management documents...
- ◆ **User-friendly interface** – Post updates, share documents, engage with members



The screenshot displays the ENRICH GLOBAL COMMUNITY PLATFORM interface. At the top, there is a navigation bar with links for Home, News, Events, Documents (selected), and Members. A search bar labeled "Search by keywords" is also present. Below the navigation bar, there are filters for "Scope" (set to "View all documents") and "Document type" (set to "Any"). The main content area shows a list of documents with columns for Name, Details, and a chat icon. The documents listed are:

- EG tech Virtual Fair
- Guidance on InKind contributions ENRICH GLOBAL members_approved Oct 10 2024.pdf #toolkit #guidance
- ENRICH GLOBAL_in proposals and projects_how it works.pdf #toolkit #guidance
- EG tech EGCP - Quick User Guide for INPACE tests.pdf #documentation
- EG tech EGCP - Community setup guide v1.pdf #documentation



The banner features the ENRICH GLOBAL logo on the left, followed by the text "ENRICH GLOBAL - Members" and a member count of "55 members". Below the banner is a navigation bar with links for Home, News (selected), Events, Documents, and Members, along with a search bar and a "Manage your content" button.

ENRICH GLOBAL members' community – key benefits for staff of EG members

If you are staff of ENRICH GLOBAL members, you are welcome to join! Unlimited staff members from EG are eligible users. Send email to contact@enrich-global.eu to receive link to join.

Take advantage of all member benefits :

- ◆ **Stay Informed** – Access the latest **funding calls, events, and opportunities**
- ◆ **Collaborate Easily** – Share documents, news, and project updates, exchange knowledge, **find contacts of members' staff, see their profiles**
- ◆ **Familiarise with it, to create and moderate** your own community in your projects!

The screenshot shows the 'Members' page of the ENRICH GLOBAL community. It features a navigation bar with 'Home', 'News', 'Events', 'Documents', and 'Members' (highlighted), along with a search bar and a 'Manage your content' button. Three member profiles are displayed:

- Dr. EVAGELOS KOROBILIS MAGAS**: A PhD in International Marketing from Loughborough University and an MSc in Marketing Management from Aston Business School. His main areas of work include knowledge and technology transfer, strategic foresight, future literacy, smart cities, and international cooperation.
- Alexander Plé**: A Scientific Consultant at the IQIB Institute for Qualifying Innovation Research and Consulting, a subsidiary of the German Aerospace Center (DLR). His main areas of work include knowledge and technology transfer, strategic foresight, future literacy, smart cities, and international cooperation.
- András Merza**: A Project Manager and International Expert at RCISD Regional Centre for Information and Scientific Development Ltd. He has been working on EU direct funds, proposals, and projects since 2020. His main areas of work include knowledge and technology transfer, strategic foresight, future literacy, smart cities, and international cooperation.

The screenshot shows the 'ENRICH GLOBAL - Members' page. It features a navigation bar with 'Home', 'News', 'Events', 'Documents', and 'Members' (highlighted), along with a search bar and a 'Manage your content' button. A post titled 'Call for cooperation | Erasmus+ 2025' is displayed, with a red box highlighting the title. The post content includes:

- A greeting: 'Dear Partners, I hope this news finds you well before the winter break!'
- A message: 'With the next issue we have identified a few Erasmus+ (ump core) calls that may be of interest to the EG and its members (these are not mobility calls.) Please, find the potential calls in this shared excel table and indicate your interest with some details asap! RCISD can offer to assist the preparation, share good practices, etc. if we have a concept owner, but we can discuss it in early of January.'
- A closing: 'We wish you a peaceful Christmas and a happy new year! Best regards, András and Billa RCISD'
- A 'Like (0)' button.
- A publication date: 'Published by András Merza on December 20, 2024'
- An 'Add a comment' button.

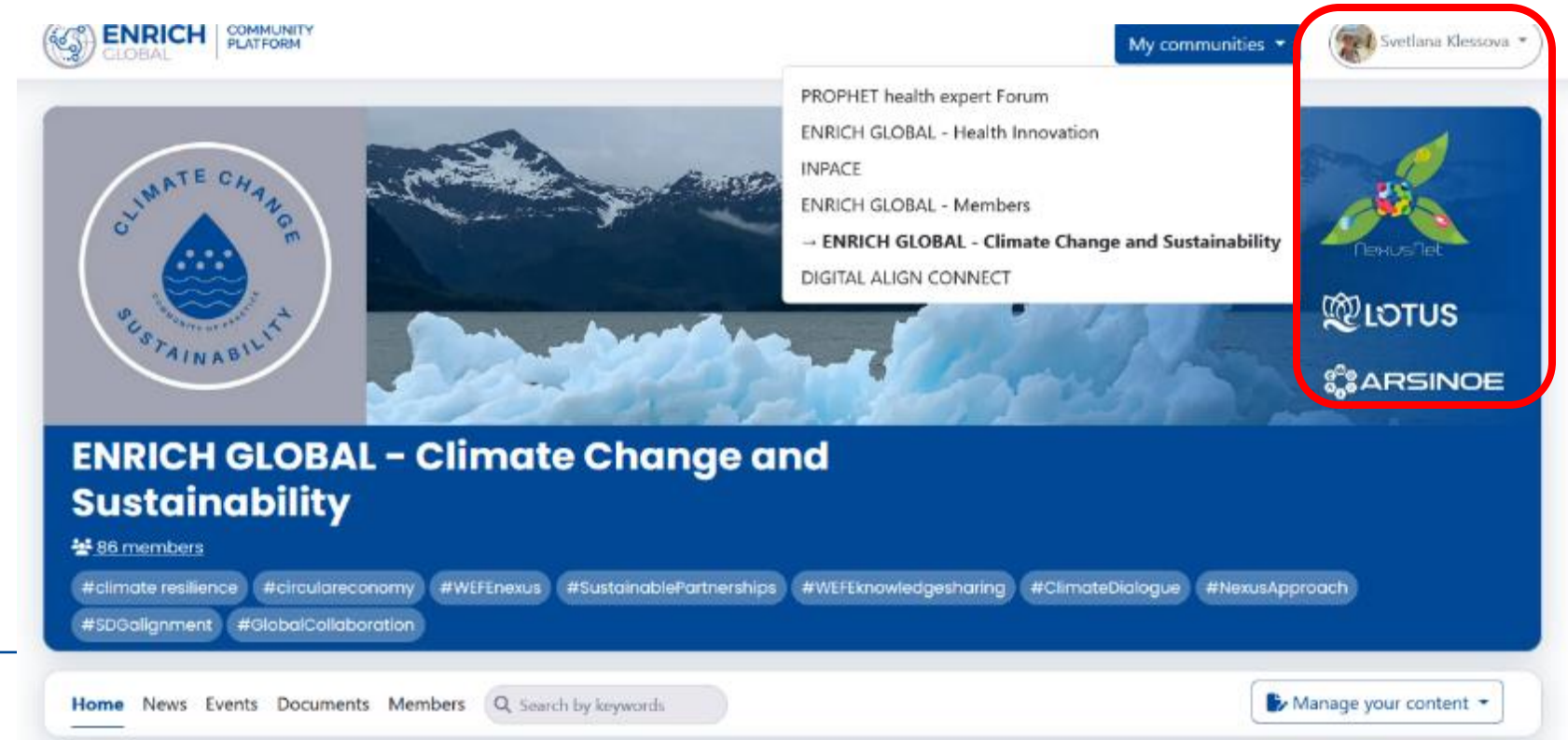
ENRICH GLOBAL Collaboration and Community Platform: a unique tool of ENRICH GLOBAL for its members

Exclusive to EG members: Create and moderate your own e-community space to collaborate seamlessly — whether for your own organisational needs, for your projects or initiatives....

- ◆ Communities continue after the project end: **sustainability!** How? Co-moderated by multiple projects or organisations
- ◆ Members can manage content themselves or request support from EG technical staff.
- ◆ **o cost if “do it yourself” mode**

"The ENRICH GLOBAL Community Platform allows seamless collaboration and knowledge sharing across EU-funded projects. A great tool for innovation networking."

ZSI – Centre for Social Innovation, Austria, ENRICH GLOBAL member



The screenshot displays the ENRICH GLOBAL Community Platform interface. At the top left, the logo for ENRICH GLOBAL COMMUNITY PLATFORM is visible. The main header features a circular logo with the text 'CLIMATE CHANGE SUSTAINABILITY' and a water drop icon. Below this, the title 'ENRICH GLOBAL - Climate Change and Sustainability' is prominently displayed, along with '96 members'. A dropdown menu is open, listing various communities: 'PROPHET health expert Forum', 'ENRICH GLOBAL - Health Innovation', 'INPACE', 'ENRICH GLOBAL - Members', '→ ENRICH GLOBAL - Climate Change and Sustainability', and 'DIGITAL ALIGN CONNECT'. A red box highlights the user profile section, which includes the name 'Svetlana Klessova' and logos for 'NexusTel', 'LOTUS', and 'ARSINOE'. The bottom navigation bar includes 'Home', 'News', 'Events', 'Documents', 'Members', a search bar, and a 'Manage your content' button.



ENRICH GLOBAL Community Platform (EGCP)

Some metrics since JANUARY 2025 as per JANUARY 2026

Key Figures

2845 registered users including event participants and community members

2333 users actively engaged across our global innovation network

88 countries represented, reflecting a truly international ecosystem

10 thematic communities fostering collaboration and knowledge exchange

A growing global hub connecting research, industry and innovation actors to accelerate international collaboration and impact.



ENRICH GLOBAL Community Platform - launched in spring 2024

Audience in 2025



UNIQUE VISITORS

25.7k ↑ 377%

TOTAL VISITS

31.2k ↑ 361%

TOTAL PAGEVIEWS

583k ↑ 1.3k%

VIEWS PER VISIT

18.69 ↑ 206%

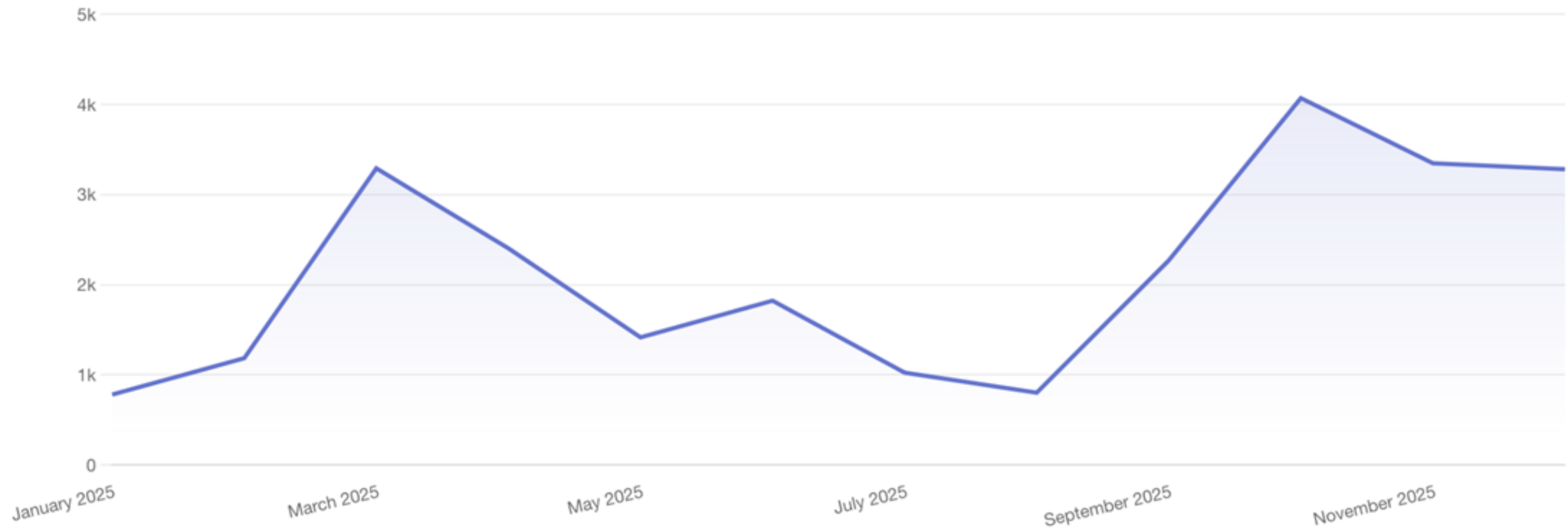
BOUNCE RATE

19% ↓ 26%

VISIT DURATION

4m 16s ↓ 25%

↓ Months ▾



ENRICH GLOBAL Community Platform – 2026 enhancements and new features to come!

In 2026, our IT , web & community experts will focus on improving, co-creating and supporting the development of the community platform by:

Improving the user experience (improving the intuitiveness through guidance, FAQ section, descriptions)

Enhancing the user journey (testing with actual users to get feedback on what needs improvement)

Launching of new features (co-creating and rollout of new features such as surveys, collaborative pads, bookmarking,...)

And new features/services/sections will be developed, such as:

- The EGCP marketplace
- The Open Call support (FSTP – Financial Support for Third Parties)



ENRICH GLOBAL signed 2 new MOU in 2025

Thanks to the Community Catalyst Andras Merza, [Let Her In International](#) and ENRICH GLOBAL signed a strategic partnership MoU, **effective 17 October 2025, to formalise cooperation on joint project proposals, mutual event invitations, and a shared mentorship/capacity-building programme** (follow up integrated into EG's EXCELLENTIA mentoring programme, via Resilience Future).

Thanks to Prof. Sebastian Engell, ENRICH GLOBAL project director for INPACE, **an MoU to formalise cooperation with the National University of Singapore was signed on 29 October 2025** (follow-up integrated into the INPACE project).



ENRICH GLOBAL Leadership Circle: designed in 2025, operations in 2026

Recognising individual commitment. Enabling collective impact.

The Leadership Circle brings together individuals who make sustained, personal in kind contributions to ENRICH GLOBAL beyond organisational requirements or paid responsibilities. It formally recognises those who take ownership of thematic areas, projects and community development.

Members are nominated annually by the Executive Committee based on demonstrated commitment and concrete impact. The Circle provides structured recognition, increased visibility and opportunities to represent and lead initiatives within the ENRICH GLOBAL network. **Expressions of interest open each year ahead of the General Assembly.**

Step forward, demonstrate your contribution and help drive ENRICH GLOBAL's strategic growth.



The first corporate social responsibility (CSR) step

Through ENRICH GLOBAL, our Community Catalyst within the Resilience Futures Thematic Group framework, supported the Municipality of Dunaújváros (Hungary) in a small local greening action, where 11 shrubs were planted in a former, drought-affected arboretum.





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7.
Meet the ENRICH GLOBAL
team

Staff and in-house consultants of ENRICH GLOBAL in 2025 (1/2)



Lotte van Meijel
Web and community expert



Inna Petrenko
Project Director and
Senior Consultant



Sabine Kennedy
NGI Enrichers Project
Director (until July 2025)



Oihana Luque
Consultant



Fabrice Clari
IT Project Director



Staff and in-house consultants of ENRICH GLOBAL in 2025 (2/2)



Cédrik Poirey
Lead IT Developer



Prof. Sebastian Engell
Project Director



Dagmar Marron
Administrative Support
admin@enrich-global.eu



Antoine Dupuis
Junior Consultant (work-study program)



Emre Selçuk
Junior Consultant (work-study program)

+ new team members joining in early 2026!



Community catalyst and community facilitator

In 2025, András Merza (RCISD, Hungary) was selected as Community Catalyst and **Priscila Assahida Moreira** (ENRICH in LAC, Brazil) as Community Facilitator **to jointly strengthen engagement and collaboration in the ENRICH GLOBAL community.**

From September 2025, their role was to assess members' needs, increase participation and member benefits, and enable new member-driven initiatives **through meaningful interactions and collaborative programmes.**



András Merza (Hungary)
Community catalyst



Priscila Assahida Moreira (Brazil)
Community facilitator

Actions made:

- Needs assessment form was created and result was analysed --> Find [here](#) the whole report (accessible for members of ENRICH GLOBAL).
- Funding radar, partner spotlight post series were started

3 SPARK events were organised (in 2026 also with external guest on network resilience)





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8.

Behind the scenes: Internal operations

ENRICH GLOBAL Gender Equality Plan (GEP) – 2025-2028

- ◆ Development of ENRICH GLOBAL's Gender Equality Plan in 2025 as part of internal organisational processes
- ◆ Strategic document aligned with European Commission requirements, supporting project participation and governance standards
- ◆ Reinforces ENRICH GLOBAL's commitment to diversity, inclusion and equal opportunities across activities and partnerships
- ◆ Applies to staff, consultants, members and project collaborations
- ◆ Officially validated by the leadership of ENRICH GLOBAL and published for transparency and institutional compliance



Internal operations –developments in 2025

Core documents and procedures finetuned:

- ◆ **Onboarding for New Members & Staff** - published on the EG community platform.
- ✓ **In-Kind Contributions System** – Framework for tracking in-kind contributions of EG members.
- ✓ **Call for In-Kind Contributions** – A participation pool to enhance engagement.
- ✓ **Internship announcement ...**

- ◆ **Internal Notice** – An internal guideline for EG employees and in-house consultants on EG procedures.
- ◆ **Financial Contributions & Budgeting** – Guidance on overhead costs, project budgeting, and sustainability measures
- ◆ **Branding & Visibility** – Strengthening ENRICH GLOBAL's identity across initiatives.

- ◆ **“In-kind contribution guide – what is (and what is not) in-kind contribution”**
- ◆ **“EG in proposals and projects: how it works”** guide

- ◆ **These processes facilitate onboarding, ensure efficiency and transparency.**





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9.
Ambitions for 2026:
What's next

Strategy outlook 2026: the key word is “proactivity”!

1

Governance: streamline the Board and Executive Committee: smaller, more accountable, in line with the bylaws, with clearly defined responsibilities and adequate means

2

Membership growth: pursue focused, recommendation-based expansion targeting strategic sectors and underrepresented regions

3

Financial sustainability: consolidate in-kind contribution as the primary membership model; develop the membership fee track and a sponsorship framework as complementary options

4

Business opportunities for members: proactively identify and facilitate business opportunities for members, including outside Europe, through targeted calls, activities and partnerships.

5

Incentive schemes: expand incentive mechanisms to reward engagement, grow the association, and stimulate new joint projects.

6

Thematic Groups: reinforce their value-added role; build proactive synergies with EG projects and members; differentiate recognition for most engaged contributors.

7

Leadership Circle: formalise it as the main framework for showcasing and rewarding staff contributions from member organisations.

8

Member-to-member offer: advance the professional tools and services catalogue and the competence and skills database, under strategic Board supervision.



Outlook 2026 – operational priorities

9

Community platform: expand and rebrand the collaboration and community platform; deliver new technical and engagement features requested by members.

10

Fourth Innovation Days: organise the event in Bonn, Germany, hosted by DLR (April 16-17, 2026)

11

Innovation Academy: relaunch the online academy, exclusive for EG members and networks, under Board supervision

12

Website and communication: redesign the ENRICH GLOBAL website and finetune the overall communication strategy, under Board supervision

13

Joint projects: secure at least one new joint project with ENRICH GLOBAL as a partner alongside member(s)

14

Innovative tools: test and showcase tools offered by members or sponsors, free of charge, on a trial or permanent basis

15

3D virtual fair: pilot an exclusive virtual fair for innovative member solutions in specific topics and regions

16

Internal processes: continue to streamline internal operations and management support.





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10.1 2025 Budget

ENRICH GLOBAL 2025 Accounts

(certified – provided by external accounting agency COGEP on Feb 27, 2026)

Financial Position

Indicator	2025 (€)	2024 (€)	Variation (€)	% change
Total assets	524,722	700,291	-175,569	-25%
Fixed assets	571	883	-312	-35%
Current assets	524,151	699,408	-175,257	-25%
• Receivables	416,991	607,199	-190,208	-31%
• Cash & bank	100,016	72,209	+27,807	+38%
• Short-term investments	20,000	20,000	0	0%

Equity & Liabilities

Indicator	2025 (€)	2024 (€)	Variation (€)	% change
Total equity	39,380	20,241	+19,139	+95%
Dedicated funds	76,004	66,840	+9,164	+14%
Total liabilities	485,342	613,211	-127,869	-21%
• Deferred revenue	420,416	604,953	-184,537	-31%

Financial Results

Result	2025 (€)	2024 (€)	Variation (€)	% change
Operating result	18,397	8,006	+10,391	+130%
Financial result	743	3,071	-2,328	-76%
Net result (surplus)	19,141	11,076	+8,065	+73%

 **Financial result:** placement to secured bank accounts of surplus cash.

ENRICH GLOBAL 2025 Budget

Key observations for the members

Key figures

€19,141

Net surplus 2025

▲ +73% vs 2024

€39,380

Total equity

▲ +95% vs 2024

€100,016

Cash & bank

▲ +38% vs 2024

3rd year

Consecutive surplus
Structural stability ↑

Main conclusions

- 1 Strong operational expansion**
Revenue +49%, driven by full-year activity across several projects.
- 2 Net surplus increased to €19K**
Another year of surplus confirming financial discipline.
- 3 Equity almost doubled**
From €20K to €39K (+95%), strengthening long-term stability.
- 4 Cash position improved**
Cash +38% to €100K despite lower receivables.
- 5 Deferred revenue decreased**
-31% as projects progressed and grant funds were recognized as revenue.
- 6 Cost growth aligned with scale**
Personnel and external costs increased proportionally with activity.



No structural cost drift – no management cost (volunteered management).



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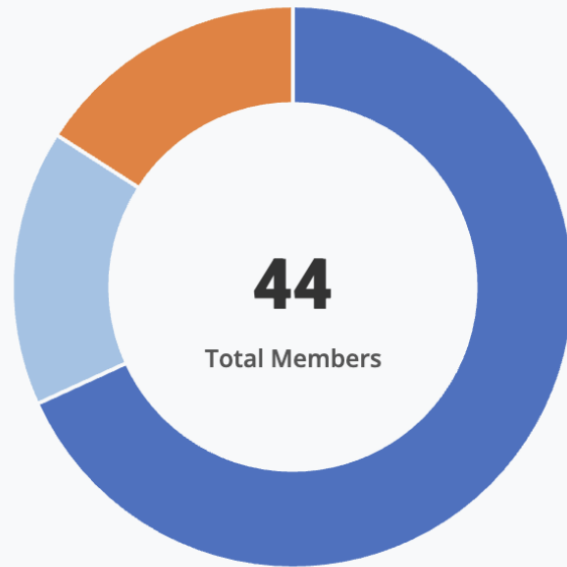
10.2

Inkind contribution

In-Kind Contributions – 2025 Overview

Members: 44

Contribution Status



● Contributed ● Exceptional Relief ● No Contribution

30 Members provided in-kind contributions

7 Members received exceptional relief
(approved by EXEC)

7 Members provided no contribution
and no justification

Key Message

Most members contribute or have justified exceptions, but a small number remain outside the contribution system.

What Members Can Contribute in 2026

 *"We are happy to contribute, but we don't always know what is needed."*

Examples of needed contributions

Community & Events

- Innovation Days organisation
- Thematic group facilitation

Communication & Visibility

- LinkedIn strategy
- Annual Report preparation

Community Development

- Mentorship pairing scheme
- Onboarding support for new members

Digital Infrastructure

- Website redesign supervision
- Platform support

Important

The priority list of needed contributions will be finalised after the Board / EXEC meeting in Bonn. Members may also propose their own contributions.

Fair Contribution Framework

Members can support ENRICH Global in two ways.



Option 1 – In-kind contribution

Members contribute through:

- ✓ Expertise
- ✓ Project support
- ✓ Community activities
- ✓ Communication or digital initiatives

Members providing in-kind contributions do not pay membership fees.



Option 2 – Membership fee

Members who do not contribute in-kind may pay an annual fee:

Member category	Fee
Honorary member	€0
Non-profit or <500 employees	€500
<1000 employees	€1000
>1000 employees	€2000

i Additional principles

- New members joining during the year are exempt in the first year
- Members who missed contributions in 2025 may catch up in 2026
- Joint contributions between organisations are encouraged



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10.3 2026 Budget

ENRICH GLOBAL – 2026 Operational Budget

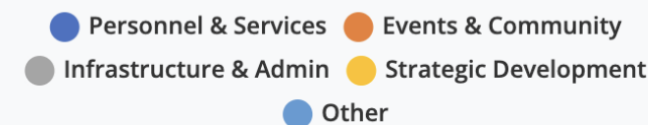
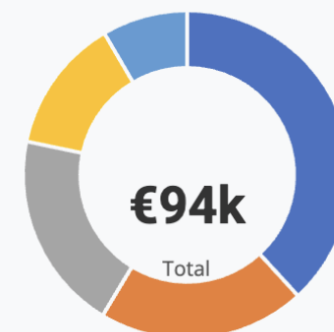
Indicative • Direct project costs not included

Budget Area	Key Items Included	Amount (€)
Community & Governance	Travel for Executive Board, community catalyst & facilitator meetings	6,700
Events & Community Activities	Innovation Days venue, catering, joint events	12,530
Personnel Support	Interns, work-study students, IT support, financial follow-up	22,410
Service Contracts	Community catalyst & facilitator services	13,500
Administration & Infrastructure	Accounting agency, admin support, office rent	12,480
IT & Digital Infrastructure	Equipment, software, digital tools	6,000
Communication & Outreach	Branding, design, PR, member outreach	3,000
Strategic Development	Business development, sponsorships, thematic groups, Innovation Academy	12,500
Community Incentives	Internal contests and engagement incentives	2,500
Operating Charges	Bank charges, occupational health, consumables	1,500
Contingency Reserve	Operational buffer	943

Total Planned Operational Budget 2026

€94,063

Budget Distribution



Note: Budget based on voluntary governance model and subject to adjustment after March financial balance.



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11.

**Celebrating the support
of our members**

Acknowledgements 2025 from the Executive Committee of ENRICH GLOBAL

We thank the **Board members** for their contributions in 2025 to ENRICH GLOBAL's strategic development, support to thematic groups and projects, initiation of joint proposals, piloting of new schemes, and participation in the collaborative work of our association.

We extend our gratitude to the **leaders and co-leaders of our active Thematic Groups**, whose sustained engagement shapes the direction and vitality of our community and is the foundation of the value ENRICH GLOBAL delivers to its members.

We equally recognise all **members who voluntarily contributed their time, expertise, and other in-kind support** throughout 2025: leading or co-leading proposals, advancing joint projects, strengthening our platform and outreach, contributing to the upcoming Fourth Innovation Days, bringing their networks into the work of ENRICH GLOBAL...

We warmly thank ENRICH GLOBAL **staff** - employees based in France and in-house consultants outside France - as well as **those engaged through service contracts**, including administrative assistant, community catalyst, and community facilitator, whose work, often behind the scenes, keeps our community running and growing.

We also thank the G.A.C. staff who supported ENRICH GLOBAL's internal and external activities again throughout 2025. Special recognition goes to **Nina Olivier**, for her sustained communication support, to **Christian Ranieri**, for his financial guidance on European projects, to **Kseniia Savchenko**, for her strategic advice; and to **Melissa Campagno**, for her well-received input on public procurement and upcoming opportunities in this area.

We acknowledge our Grand Ambassador, **Robert Sanders (EBN)**, for his work to grow the association in specific topics and countries.

We also recognise the unvaluable in-kind contributions of our members as associated partners in ENRICH GLOBAL projects in 2025:

- ◆ **AEI and iSolutions (Ukraine), EAEC, Temple University and NCURA (USA)** : for in-kind contributions and support in the NGI Enrichers project
- ◆ **BTU (Georgia) and RCISD (Hungary)**: for in-kind contributions and support in the INPACE project

Every contribution, large or small, has made a difference. Thank you! **#Stronger #Together!**

The EXEC of ENRICH GLOBAL 2023-2025: Svetlana Klessova, Filipe Cassapo, Marcela Flores





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