

Minutes of the EOSC Association AISBL

12th General Assembly Meeting

Online, 10 December 2025

[Released 13/01/2026]

Date/Time:	10 December 2025 12:00-14:00 CET (registration, NO LATE REGISTRATION IS POSSIBLE) 14:00-17:30 CET (General Assembly)
Location:	Online Meeting via Zoom https://eosc-eu.zoom.us/j/82444756488
Chair:	[KT] Klaus Tochtermann (EOSC-A) Klaus.Tochtermann@eosc.eu
Secretary:	[UG] Ute Gunsenheimer (EOSC-A) Ute.Gunsenheimer@eosc.eu
Invited Guests:	Representatives of the European Commission (EC) and the EOSC Steering Board (EOSC-SB)
Delegates and Observer Representatives:	The list of participants can be found in Annex 2
Date of Production:	09 January 2026

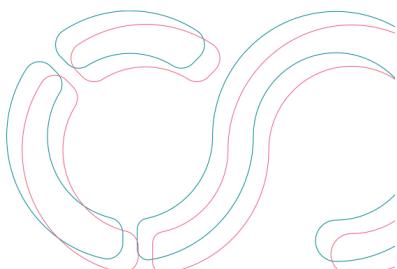
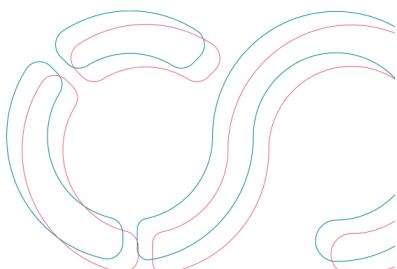


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Online check-in for the meeting began at 12:00 and concluded at 14:00. Delegates were required to document their personal identification. The meeting's 241 participants were progressively moved from the check-in rooms into the meeting's main Zoom room over this period.



Screenshots from EOSC-A's GA#12, 10 December 2025

1 Item 01: Welcome and opening (Information / 10')

Klaus Tochtermann, President, EOSC-A

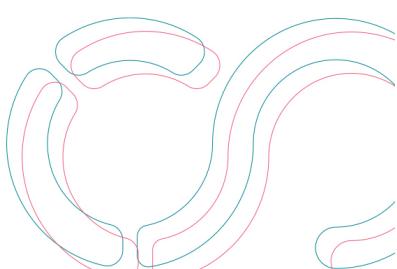
EOSC-A President Klaus Tochtermann (KT) opened the meeting and welcomed delegates to the 12th General Assembly. He confirmed that all participants had received the agenda and paperwork in advance and noted the critical importance of the meeting's decisions for the future direction of EOSC.

After guiding the participants through the group photo, the meeting's housekeeping rules and voting procedures were reviewed. KT then noted that the meeting had achieved quorum, surpassing the required 104 voting delegates. Procedures for navigating and using Votebox, the meeting's selected voting tool, were reviewed.

2 Item 02: Adoption of draft agenda (Decision / open voting / 15')

KT briefly outlined the agenda, including the Annual Report, the election of three Board Members, and substantial discussions on EOSC post-2027.

KT also checked with staff regarding the distribution of PIN codes needed for voting, noting that the technical team was still preparing the codes.



Before moving to the formal adoption of the agenda, it was agreed to proceed with Item 03 first, assuming provisional acceptance of that agenda item, and returning to the formal vote on the agenda once distribution of PIN codes was complete.

3 Item 03: Admission of new Members & Observers (Decision / open voting / 10')

Kamran Naim, Director, EOSC-A

Paper A – New Members and Observers

EOSC-A Director Kamran Naim (KN) reviewed the requested changes in membership status since GA#11, and then introduced the application from Provisional Member organisation, **ICSC in Italy**, which was represented by Matteo Zanaroli. Following Zanaroli was Diana Andone, of Romania's Polytechnic University of Timișoara, and representing Provisional Observer **E³UDRES²**, a European university umbrella association based in Austria.

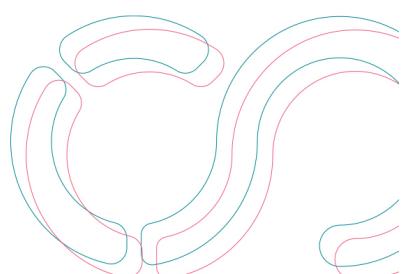
KT ran the voting procedure, explaining that the vote would take place through open voting on a single ballot and by a show of hands. The applicant representatives were then moved to a breakout Zoom room while voting took place.

No abstentions were noted, and the GA unanimously accepted the application of ICSC as Member and E³UDRES² as Observer.

The representatives of the two organisations were then brought back to the main room and congratulated on their admission to the Association.

KT then confirmed that all of the PIN codes for voting had been distributed to the Delegates.

KT proceeded with the vote on Item 02, Adoption of draft agenda, which also served as the first test of the Votebox system, and the agenda is unanimously approved and the system found to be working as expected.



4 Item 04: Status and evolution of the EOSC Federation (Information / 20')

Bob Jones, Co-Chair EOSC Federation Build-up Group, EOSC-A

Paper B – Status and evolution of the EOSC Federation

Co-Chair of the EOSC Federation Build-up Group and EOSC-A's Special Envoy to the EOSC Federation Bob Jones (BJ) delivered an update on the status and likely future development of the EOSC Federation, highlighting its significance for informing discussions later in the meeting, including the Annual Report, Work Plan 2026, and the pathway to EOSC post-2027.

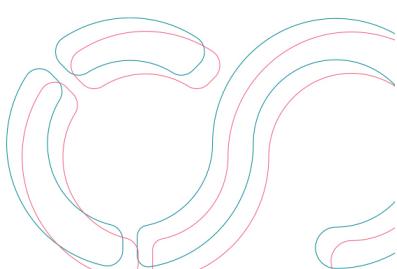
BJ began by recounting the triumphant launch of the EOSC Federation prototype at the EOSC Symposium 2025, where a selection of the multi-node scientific use cases were demonstrated; reviewed the 14 EOSC Nodes engaged in 2025; and highlighted the resounding endorsement of the Federation's continued development by the European Commission (EC).

BJ's presentation went on to describe:

- The current maturity of the Federation model achieved in 2025 through in-kind effort;
- The 2026 roadmap, including the new operational structure of the Federation across the Tripartite Governance as elaborated in the [Federation's Memorandum of Understanding](#);
- Expected Federation milestones and dependencies within Horizon Europe;
- The need for continued coordination between the EOSC Association, Member States, and the Commission to grow the Federation and transition it from prototype to production in 2026.

KT then opened the floor for questions and read aloud Delegate Roberto Sabatino's (HEAnet) comment in the chat, which received the most attention and endorsements throughout the meeting: "The development of the EOSC federation through the 1st wave has been a massive effort and success. The effort of the candidate nodes and of the EOSC-A in moving it forward has been truly commendable, and they deserve at the very least a huge round of applause."

This was received with a virtual round of applause by the GA, and dozens of virtual affirmations in the chat.



5 Item 05: Annual report of the President and Secretary General (Information / 20')

Klaus Tochtermann, President, and Ute Gunzenheimer, Secretary General, EOSC-A

Paper C – Annual Report of the President and the Secretary General

KT and EOSC-A Secretary General Ute Gunzenheimer (UG) jointly presented the Annual Report, summarising the Association's work since the spring GA#10, and situating it within the broader EOSC landscape.

KT highlighted:

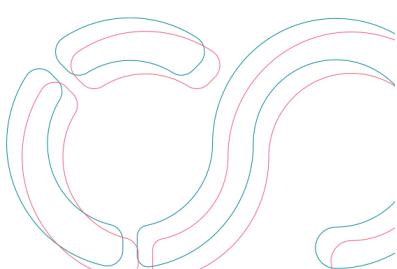
- Increasing alignment within the Tripartite Collaboration, including a strong endorsement of EOSC by the Commission at the EOSC Symposium;
- Progress in shaping the EOSC Partnership's Strategic Research and Innovation Agenda (SRIA) 2.0 in 2025, and the plan for its development in 2026, including a community consultation on Chapter 2 – Current Landscape: Gaps, Trends, and Challenges;
- Extensive community input feeding into vision and priority-setting activities, such as the word-cloud analysis gathered from Winter School participant registrations, which underscored themes like interoperability, data, AI, and skills development.

KT also reviewed the scale of in-kind contributions to the EOSC Partnership reported by EOSC-A Members and validated for 2024, amounting to nearly €300 million and reflecting the commitment of more than 2,600 FTEs across participating Members. KT reviewed the deviations between reported and validated contributions.

KT also noted that projected in-kind Additional Activities for 2026 exceed €376 million, including 3129 FTEs. This brings the reported and planned Additional Activities by EOSC-A Members to the Partnership to €1.6 billion through 2026, already more than three times the required €500 million through 2030.

UG took over the presentation and began by summarising the Association's coordination activities, particularly with the INFRAEOSC projects. She noted:

- Productive collaboration across projects throughout 2025, with a focus on coordinating support for the build-up of the EOSC Federation;
- Successful completion of EOSC Focus, with strong external audit outcomes verifying the robustness of financial and operational management established in EOSC-A;
- The launch of new projects EOSC Gravity and EOSC United, which will support growth and operational development in the Federation's next phase, including through the ongoing open calls to grow the Federation.



In the context of the upcoming EOSC Winter School 2026, UG emphasised the growing complexity of the EOSC ecosystem, pointing out that stakeholder engagement and cross-project alignment are increasingly pivotal. Successful coordination, she argued, continues to build the foundation for a more coherent and sustainable EOSC Federation. Relative to EOSC-A's substantial efforts in the build-up of the Federation, UG referred back to BJ's presentation at Item 04.

UG then gave a quick summary of the last several months of activity inside the EOSC Association, touching on the three GA meetings, the EOSC-A Task Forces' activities and outputs, and the nearly three dozen Member fora meetings held in 2025 across the five groups: Mandated Organisations, funders, e-Infrastructures, ESFRI RIs and research-performing organisation umbrella groups. UG then reviewed some of the analytics around the numerous communications initiatives, both external and internal, led by EOSC-A, including the launch of [14 EOSC Node webpages](#).

KT opened the floor to questions, which was met with a round of virtual applause for the President and Secretary General. KT then reviewed the timeline for the SRIA 2.0 Chapter 2 consultation, stating that it would run between the following week and 31 January 2026.

6 Item 06: Election of three Board Members, incl. short presentations of candidates and extra time between the voting rounds (Decision / anonymised voting / 30')

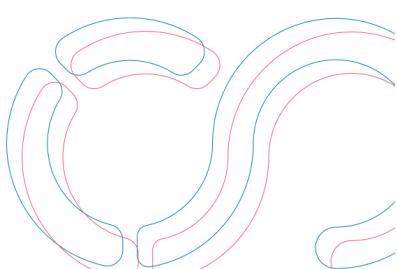
Klaus Tochtermann, President, and Ignacio Blanquer, Director, EOSC-A

Paper D – Directors' candidacies

KT, supported by Director Ignacio Blanquer (IB), guided the Assembly through three sequential voting rounds to elect Board Members for differing term lengths.

IB reviewed the three open positions, noting that two were for 3-year terms and one was for a 1-year term. He reviewed the lead-up to the election, including the open call for candidates and the support from the EOSC-A Search Advisory Committee.

IB then invited the seven candidates one by one to give two-minute presentations in alphabetical order:

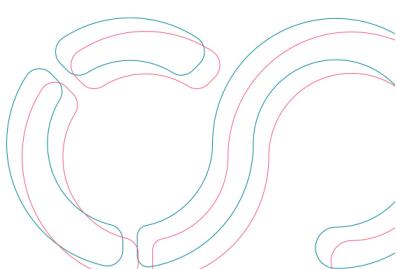


Name	Organisation	Title	Eligibility
Enrique Bernal-Delgado	IACS (ES)	Senior scientist in Health Services and Policy Research	3-year term
Victoria Dominguez del Angel	Inria (FR)	Research Project Manager	3-year term
			1-year term
Licia Florio	NORDUnet (DK)	Senior Strategy and Policy Officer	3-year term
			1-year term
Ilire Hasani-Mavriqi	TU Graz (AT)	Head of Digitalisation of Research	3-year term
			1-year term
Antje Keppler	EuroBioImaging ERIC (FI)	Section Director Bio-Hub	3-year term
			1-year term
Jessica Lindvall	Stockholm University (SE)	Associate Professor in Bioinformatics	3-year term
			1-year term
Luděk Matyska	CESNET (CZ)	Senior Scientist	3-year term
			1-year term

IB then reviewed the details of the anonymised online voting procedure, which proceeded according to the rules defined in the Association's Articles of Association and Internal Regulations. IB explained that there would first be three rounds of "selection" voting, which would select the three leading candidates by simple majority; followed by one "election" vote, in which the three top candidates are formally elected by the GA with the required two-thirds double majority.

KT took over to begin the voting. Before proceeding, KT explained that the voting procedure was the same as the previous year, with the one exception being that the full voting tallies for all candidates would not be revealed for each round of the vote, but only the top vote-getter and the number and percentage of votes for each round would be shown to avoid bias. The full voting outcomes for each selection round were disclosed after successful election of the new directors (see Annex 1).

Additional time was used during the voting to ensure that all delegates who wished to vote in each round had successfully submitted their votes before proceeding to the next vote.



Round 1 (3-year term): **Enrique Bernal-Delgado** was selected with 48 (36.4%) votes.

Round 2 (3-year term): **Antje Keppler** was selected with 55 (41.7%) votes.

Round 3 (1-year term): **Jessica Lindvall** was selected with 62 (47.7%) votes.

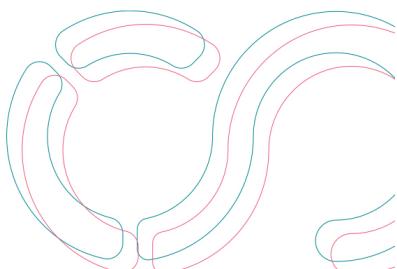
KT then called for the election of the three selected candidates to their positions by the GA. The full vote was as follows:

Do you agree to elect all three selected candidates from the previous rounds? - Enrique Bernal-Delgado | IACS, Antje Keppler | EuroBioImaging ERIC, Jessica Lindvall | Stockholm University

	Total votes	Yes	No	Abstain	Cast votes	Elected
Mandated Organisation	27	21 (91,3 %)	2 (8,7 %)	4	23	YES
Member	104	98 (98,0 %)	2 (2,0 %)	4	100	
Total Members	131	119 (96,7 %)	4 (3,3 %)	8	123	YES

Coffee break (10')

Upon returning from the coffee break, KT thanked outgoing Director Ignacio Blanquer for his dedicated service, having served on the Board since its inauguration in 2020, with the presentation of a certificate and gift. Thanking Ignacio on behalf of the Board of Directors for his six years of service to EOSC-A, KT noted, "You have been really a very reliable, precise, hard-working and empathetic colleague, and we will miss you on the Board of Directors, but, I hope, we will not lose you in the EOSC community." IB, in turn, thanked the community for their confidence and trust.



7 Item 07: EOSC post-2027

Presentation of possible implementation routes of FP 10 for addressing EOSC post-2027 (Information / 20')

Ute Gunzenheimer, Secretary General, EOSC-A

Paper E-1 – “Neutral Paper” explaining possible implementation routes of FP 10 for addressing EOSC post-2027

UG presented possible implementation routes for EOSC under Framework Programme 10 (FP10). She recapped consultations and events in the six months leading up to GA#12, including:

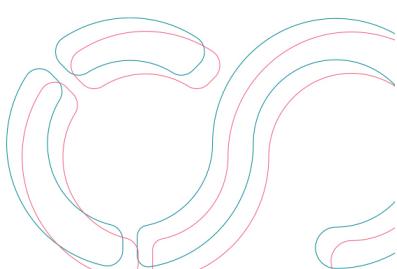
- Presentation of the three options to EOSC Steering Board
 1. Work Programme-based Partnership
 2. Joint Undertaking (Art. 187 Institutionalised Partnership)
 3. No partnership model
- The Commission’s presentation of its view of the same three options to GA#11
- Factual review of Paper E-1 by DG RTD/A.4
- Discussions at the European Tripartite Event in Copenhagen and the European Partnership Stakeholder Forum

UG explained how the five identified “future tasks” of EOSC had been mapped across the three options. She emphasised that the paper reviewed by the Commission was factually validated but analytically independent, with the goal of informing an internal process among the EOSC-A membership.

UG emphasised that nothing has been decided at the country level since FP10 remains under negotiation, though the countries have expressed concerns relative to the up-front funding requirement in the proposed partnership models. UG then reviewed the mechanisms of the two models, and the no-partnership option. She then presented a potential alternative to option 1 (WP-based Partnership) that included EOSC-A as a full partner.

Delegate Sally Chambers (DARIAH) raised a question as to whether the alternative option still included EOSC-A as a “Federation Management Organisation”, as once proposed previously, and UG replied that this was not part of the current discussion.

Delegate Per Öster (CSC) encouraged the Association not to take an overly modest stance and to reference existing JUs as models with strong stakeholder inclusion, citing specifically EuroHPC, where the European Big Data Value Association stood as a partner.



Establishing a common position on a post-2027 EOSC (Decision / open voting / 15')

Sara Garavelli, Director, EOSC-A

Paper E-2 – Establishing a common position on a post-2027 EOSC

EOSC-A Director Sara Garavelli (SG) presented the EOSC-A's proposed process for co-creating the Association's common position on EOSC post-2027. She described:

- The objective of articulating a unified EOSC-A stance, including roles and duties of EOSC-A distinct from the Tripartite's responsibilities;
- Methods and format of structured engagement with the membership, organised according to the four stakeholder categories in the membership, and by country;
- The timeline for developing a consensus position before major FP10 negotiations advance.

The timeline for the co-creation process included a vote for a clear position on the preferred option at GA#13, 28-29 May 2026.

A discussion followed that served to clarify the timing and nature of the consultations to be held prior to the proposed vote at GA#13, and how those correlated to the timing of FP10 negotiations between the EC and the countries.

Voting on the proposed co-creation process concluded with unanimous approval.

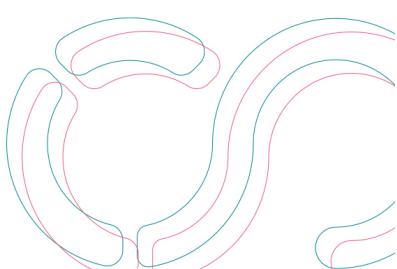
8 Item 08: Work Plan 2026 (Decision / open voting / 15')

Ute Gunzenheimer, Secretary General, EOSC-A

Paper F – Work plan 2026

UG introduced the 2026 Work Plan, describing the year as a pivotal period leading toward key decisions on the EOSC Federation and the FP10 framework. With the GA delayed by the extended voting procedures, UG quickly presented EOSC-A's Work Plan 2026 for approval by the GA, deferring in large part to the timelines already presented in Item 04, Item 05, and Item 07, relative, respectively to the Federation's development, SRIA 2.0 and the co-creation process to establish a common position on a post-2027 EOSC.

Delegate Mark van de Sanden (GÉANT) raised a question regarding governance implications, particularly surrounding the development of a more binding agreement within the Federation.



UG clarified that this work is currently supported by the EOSC United and Gravity projects, with a first workshop scheduled to assess risks, opportunities, and feasible legal frameworks.

UG announced that the EOSC Symposium 2026 would take place in the fall in Italy, and then introduced the Partnership's mandated "Phasing-out strategy", described as a forward-looking exercise to map credible transition pathways to the Commission's next Multi-Annual Financial Framework, and which will be agreed with the EC in 2026.

Delegate Jan Meijer (Sikt) asked about the possibility for a consultation on Chapter 3 of SRIA 2.0 (in addition to that planned for Chapter 2). KT replied that this is not foreseen because EOSC-A does not expect any major surprises in this area based on earlier polling of the Winter School 2026 participants. KT suggested that this would be considered only if the consultation on Chapter 2 demonstrated large deviations in the gaps and trends identified by the community.

UG then reviewed the planned activities within the EOSC Gravity and EOSC United projects, including the 2026 timeline for Gravity's cascading grants, the EOSC Academy, and the Winter School 2026. UG went on to preview the statutory activities inside EOSC-A relative to monitoring and reporting, tracking of Additional Activities, and the planning for GAs in the spring and fall.

Finally, UG reviewed the Task Force deliverables expected in 2026, which will be delivered in parallel with the establishment of a new round of Task Forces toward the end of the year.

KT calls for an open vote, and Work Plan 2026 is unanimously adopted by the GA.

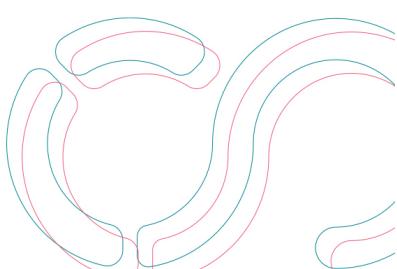
9 Item 09: Financial matters (Decision / open voting / 15')

Klaus Tochtermann, President and Treasurer, EOSC-A

Paper G – Financial matters

KT, who serves as EOSC-A Treasurer in addition to President, presented the Association's projected finances for 2025 and the proposed budget for 2026. In summary, he states, "It's all good, that's the key message," before revisiting the 2024 profit and loss accounts where it is demonstrated that EOSC-A carried forward a positive result of €328.644, which have now been transferred to the results for 2025 to offset, in part, the in-kind contributions by EOSC-A to the build-up of the EOSC Federation, for which it has a mandate from the Tripartite to lead.

KT then reviewed and explained the discrepancies between the 2025 budget and the 2025 projections. KT then presented a balanced budget for 2026 for adoption by the GA and opened the floor to questions.



Delegate Mauro Campanella (GARR) makes a request for future budget presentations to include a specific budget line for each of EOSC-A's EU projects showing income and expenditures in order to make explicit the full cost of the project overhead that is not met by the project funding. It is agreed that this would be made explicit in future budget tables.

Delegate Sally Chambers (DARIAH) asks if there is a reserve in the event the Association would need to be wound down in the future. KT confirms that there is a sufficient reserve explicitly set off for that purpose.

Delegate Luděk Matyska (CESNET) asks whether the Association has any further operational reserves. KT replies that the in-kind effort to build up the EOSC Federation in 2025 has strained the budget and that this was an excellent use case for using the reserves. KT stressed that EOSC-A can only operate within its budget constraints, which make it difficult to have a reserve in the planning. KT also states that EOSC-A will address its funding allotment from the EC via Work Programme 2026-2027 in the upcoming Partnership Board meeting on 17 December.

KT then calls for an open vote on the 2026 Budget, which is unanimously adopted by the GA.

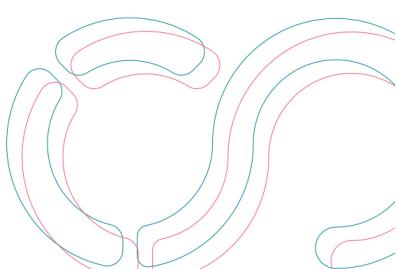
10 Item 10: Discussion / AOB (15')

There is a discussion on the procedure for approving the meeting's minutes over the holiday period, and an extension for commenting on the minutes by the GA is given until 12 January 2026.

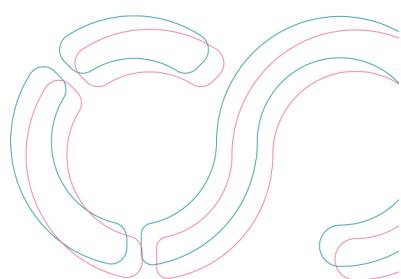
KT notes that the next GA, which is a two-day in-person meeting in May in Brussels, will allot time for intensive interaction and discussions.

11 Item 11: Closing

KT closes the meeting by noting that 2025 was an intense year in which EOSC-A demonstrated conclusively, both to itself and to the member states and the Commission, that it can deliver under high pressure. He thanked the participants for their trust and contributions, and wished everyone a relaxing and wonderful holiday season.



ANNEX 1: Votebox voting results



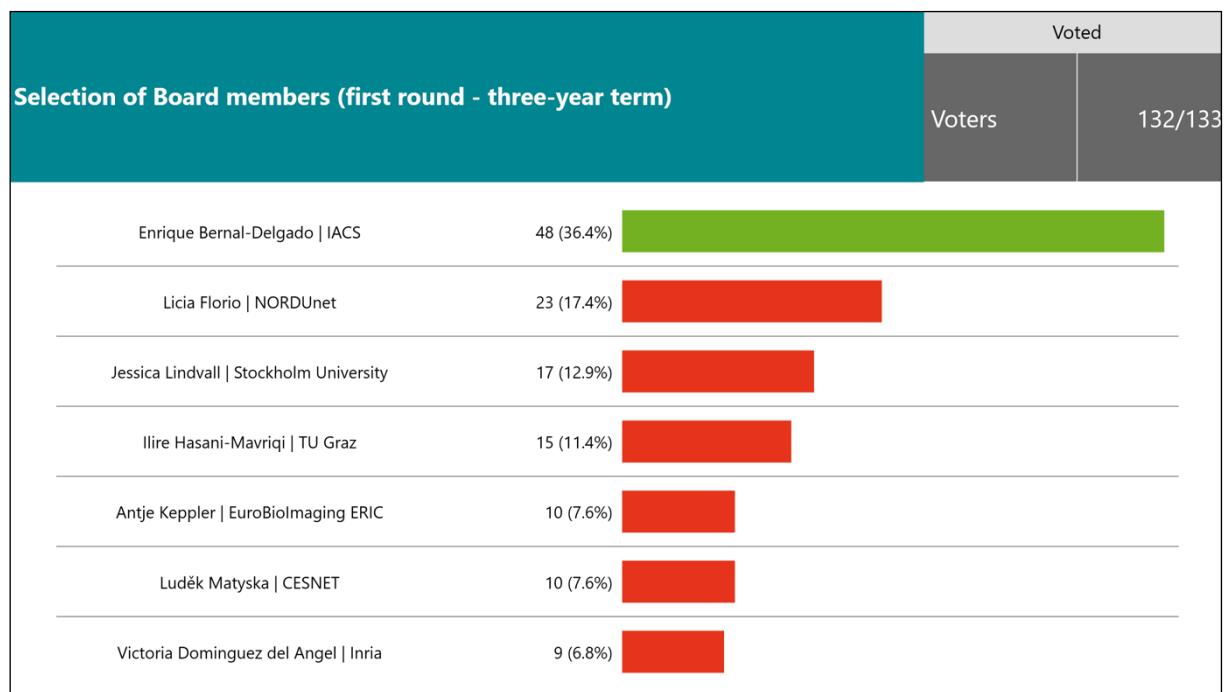


Fig. 1: First round voting results, selection of Board members

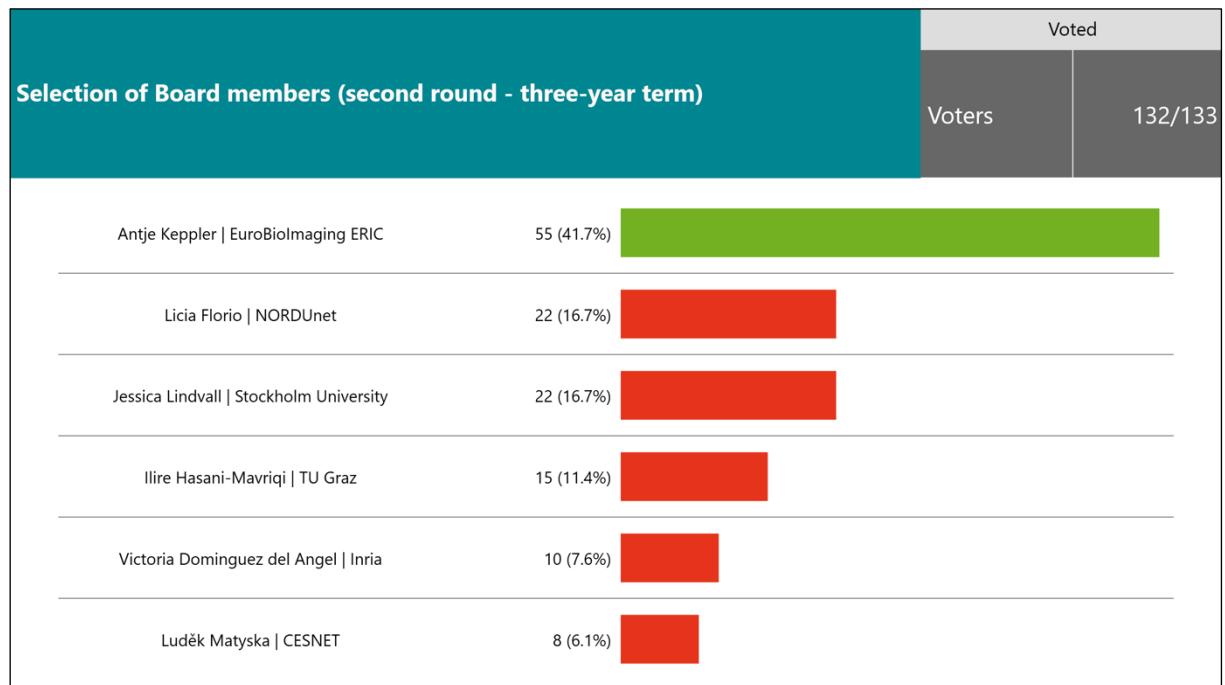
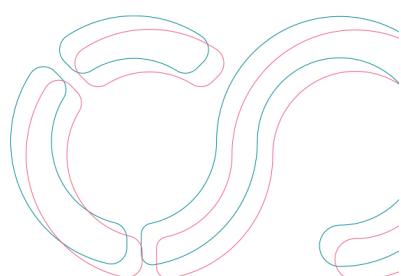


Fig. 2: Second round voting results, selection of Board members



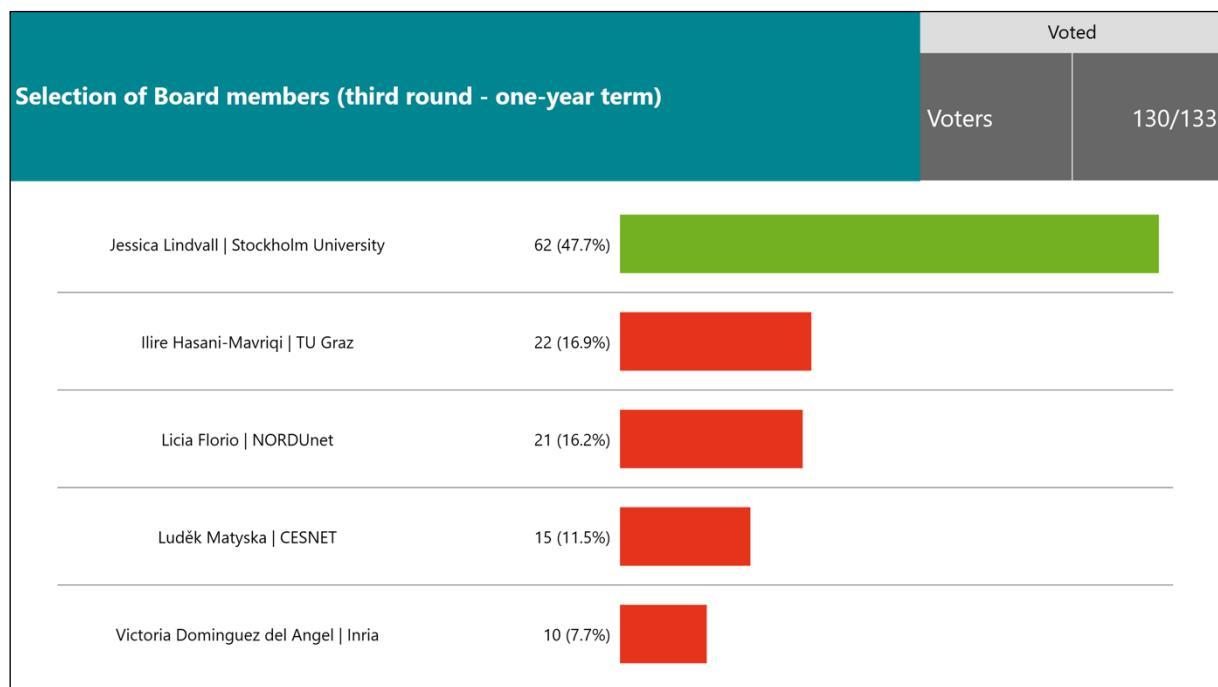
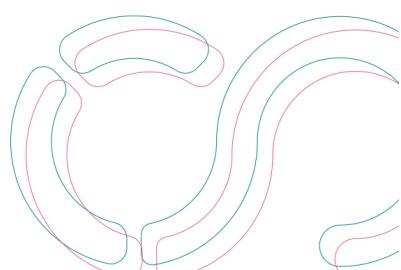


Fig. 3: Third round voting results, selection of Board members

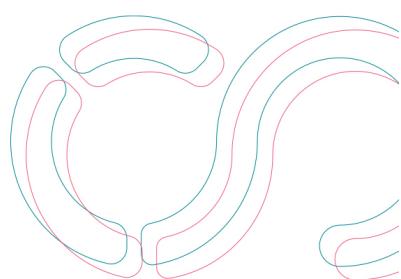
Do you agree to elect all three selected candidates from the previous rounds? - Enrique Bernal-Delgado | IACS, Antje Keppler | EuroBiolImaging ERIC, Jessica Lindvall | Stockholm University

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Member	104	98 (98,0 %)	2 (2,0 %)	4	100	
Total Members	131	119 (96,7 %)	4 (3,3 %)	8	123	YES

Fig. 4: Voting results, election of selected Board members



ANNEX 2: Participants



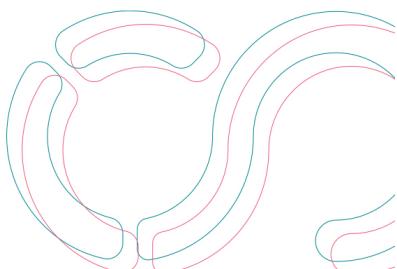
EOSC Association

General Assembly #12

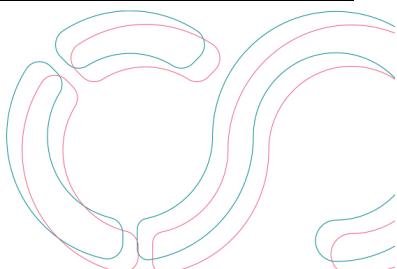
List of Participants

Status as of 16/12/2025

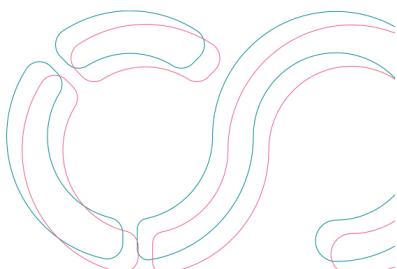
Last Name	First Name	Organisation
Altobelli	Chiara	Istituto Nazionale di Oceanografia e di Geofisica Sperimentale
Alvarez-Romero	Celia	Fundación Pública Andaluza para la Gestión de la Investigación en Salud de Sevilla - Institute of Biomedicine of Seville
Amesz	Lucy	Vlaamse Interuniversitaire Raad
Anderberg	Sabina	Stockholm University
Andone	Diana	E3UDRES ²
Anglada	Lluis	Consorci de Serveis Universitaris de Catalunya
Antosz	Patrycja	NORCE Research AS
Aplin	Steven	European XFEL
Ardagna	Danilo	Politecnico di Milano
Armstrong	Margaret	EOSC-A
Bangert	Daniel	Technische Universiteit Delft (TU Delft)
BARBU	Dragos-Catalin	Institutul National de Cercetare-Dezvoltare in Informatica - ICI Bucuresti
Bartczuk	Rafał	European Paediatric Translational Research Infrastructure (EPTRI)
Basalti	Chiara	Alma Mater Studiorum - Università di Bologna
Bequet	Gaëlle	Centre international d'enregistrement des publications en série / ISSN International Centre
Bernal-Delgado	Enrique	Aragonese Institute of Health Sciences (IACS)
Bicarregui	Juan	UK Research and Innovation (UKRI)
Blanco	Daniel	Fundación Centro de Supercomputación de Castilla y León (SCAYLE)
Blanco Fernández	Yolanda	Universidad de Vigo
Blanquer	Ignacio	EOSC-A
Bohuslavová	Olga	Masaryk University
Bozzi	Concezio	Istituto Nazionale di Fisica Nucleare (INFN)
Braun	Reiner	open science for open societies - os4os gemeinnützige GmbH
Burg	Helena	Fonds National de la Recherche Luxembourg
Cabrero Padilla	Patricia	EOSC-A
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Caetano	Isabel	EOSC-A
Campanella	Mauro	Consortium GARR
Cappelluti	Federica	Politecnico di Torino
Caramelo	Inês	University of Coimbra



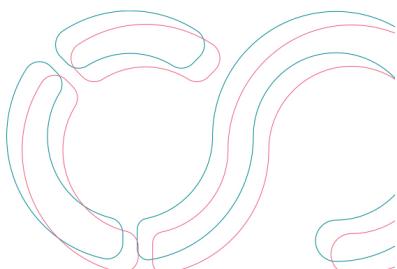
Cecconi	Baptiste	Observatoire de Paris - PSL
Černohlávková	Petra	National Library of Technology (NTK)
Chambers	Sally	Digital Research Infrastructure for the Arts and Humanities (DARIAH-EU)
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Collot	Mélanie	EOSC-A
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de Castro	Ana	The Dutch Research Council (NWO)
De Giacomo	Ornela	CERIC-ERIC
de loof	chris	Belnet
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Gaelle	DECROIX	Commissariat à l'Energie Atomique et aux Energies Alternatives (CEA)
Garavelli	Sara	EOSC-A



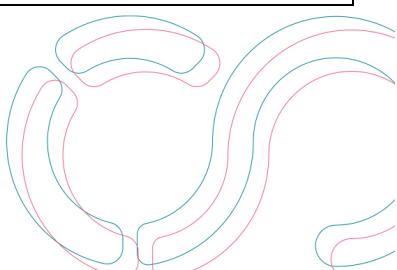
Garijo	Daniel	Universidad Politécnica de Madrid
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GHARBI	Nebras	Institut national de la santé et de la recherche médicale / National Institute for Health and Medical Research
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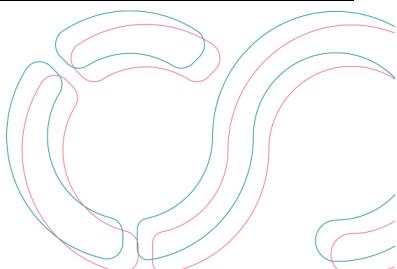
Lacagnina	Carlo	EOSC-A
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