



European Institute of  
Innovation & Technology

A body of the European Union



# EIT WATER

Appointment of

## EIT Water Supervisory Board

April 2026



# EIT Supervisory Board

## Purpose

The Supervisory Board ("SB") provides strategic oversight and supervision of EIT Water in line with the European Institute of Innovation and Technology (EIT) Regulation, the EIT KIC Supervision Framework, and Danish governance requirements. The SB safeguards the long-term mission of EIT Water to address water-related innovation challenges across Europe.

Safeguarding new perspectives and continuity, members and the Chair will be recruited for a period of up to 3 years with overlapping periods to ensure continuity, and open calls will be made for new members as and when needed. The mandate may be renewed.

## Roles and Responsibilities

As a publicly funded initiative operating in a domain of critical societal importance, EIT Water has an obligation that extends beyond its members and financial beneficiaries. The SB shall ensure that EIT Water's activities generate demonstrable public value — for citizens, communities, ecosystems, and the broader water sector — and that the benefits arising from publicly funded innovation, education, and business creation generate European added value.

This includes safeguarding the interests of end-users, public authorities, civil society, and underrepresented regions who may not hold formal membership but are directly affected by the EIT Water's work. The Board shall actively monitor and balance this public-good mission with the delivery of the EIT Water Strategic Agenda, EIT Key Performance Indicators and the long-term financial sustainability of the organisation, ensuring that neither commercial pressures nor institutional metrics compromise the just distribution of outcomes across the full stakeholder landscape.

In addition, in the startup phase of EIT Water the Board shall:

### Strategic and Risk Oversight

- Review 7-year strategic agenda proposed by the Management Board ahead of approval by the General Assembly.

- Oversee the implementation of the EIT Water Strategic Agenda and approve the Business Plan as prepared by the Management Board. Hold the CEO and the Management Board accountable for the execution thereof.
- Draft and review of organisational policies.
- Approve the Rules of Procedure of the organisation.
- Work with the Chief Executive Officer to develop a coherent 3 year strategic plan.
- Approve annual Work Plan for implementation by the Management Board.
- Propose Annual Budget to the General Assembly for Approval as prepared by the Management Board.
- Approve budget reallocations above pre-defined thresholds.
- Approve major strategic and financial decisions above pre-defined thresholds (e.g., multi-year strategy, major contracts).
- Approve of any major organisational structure changes.
- Approve risk frameworks, policies and mitigation plans.
- Ensure clear division of responsibilities between board and management.
- Determine the annual Partnership Fees, upon recommendation of the Management Board and for approval by the General Assembly.





### Supervision of Management

- Supervise the Executive Management Team without engaging in day-to-day operations.
- Review organisational performance, financial sustainability, and risk management.

### Executive Appointments

- Appoint, evaluate, and, where necessary, dismiss the Chief Executive Officer (CEO) and other C-suite appointments.
- Regular evaluation of performance and remuneration of the CEO and executive team.
- Evaluate, approve and monitor the creation of any other senior executive position proposed by the Management Board.

### Compliance and Risk

- Ensure processes are established to ensure compliance with EU, EIT, and Danish legal and regulatory requirements.

### Governance and Ethics

- Approve policies on ethics, integrity, conflict of interest, and sustainability.

### Committees

- The SB may establish and be represented on sub-committees (e.g., Audit, Remuneration, Governance) to support its work. Each committee shall have its own Terms of Reference approved by the SB.

### Reporting

- Report to the General Assembly on supervisory, financial, and strategic matters.

### Evaluation

- The SB shall conduct an annual self-assessment and review of its effectiveness, including the performance of individual members.

### Experience & Background

- Senior leadership experience in industry, finance/venture capital sector, academia, or the public sector, ideally spanning more than one of these domains
- Familiarity with European innovation ecosystems, R&I policy, or knowledge transfer environments
- Networks across relevant industrial sectors or thematic areas aligned to the EIT Water remit
- Experience of governance, board-level accountability, or audit and risk oversight in a complex, multi-stakeholder organisation

### Knowledge & Skills

- Familiarity with EU financial regulations, state aid rules, or public procurement frameworks
- Ability to interrogate financial statements, KPIs, and impact reports with confidence
- Strong strategic thinking with the ability to distinguish governance from management and resist operational overreach
- Excellent communication and diplomatic skills, with the ability to build consensus across diverse cultural and institutional contexts



## Composition and Independence

The SB shall consist of a Chairperson and eight (8) members; 4 member representatives & 4 independent<sup>[1]</sup>. A Vice-Chair shall be appointed by the Board Members. The Vice-Chair must be independent<sup>[1]</sup>.

The composition shall:

- Ensure a majority of independent members<sup>[1]</sup>, including the Chairperson;
- Reflect expertise relevant to the water sector, innovation, finance, and EU programmes;
- Ensure a balance of representatives from across the knowledge triangle (education, innovation and business creation);
- Respect principles of gender balance, diversity, and geographical representation<sup>[2]</sup>.

## Meetings and Decision-Making

- The SB shall meet at least four (4) times per year. Meetings may be held in in person or virtually.
- A quorum shall be constituted by a simple majority of members. Decisions shall be taken by majority vote, unless otherwise stipulated in the Articles of Association or mandatory Danish law.
- Minutes shall be drafted in English and retained in accordance with Danish record-keeping requirements.
- Meetings should include time for discussion without management present to ensure independent deliberation.

## Confidentiality and Conflict of Interest

- SB members shall observe strict confidentiality obligations and adhere to the Conflicts of Interest Policy.
- Any actual or potential conflict of interest must be disclosed in accordance with EIT regulations and Danish governance rules, and the affected member shall abstain from related deliberations and decisions.

## Remuneration and Time Commitment

- Remuneration and reimbursement of expenses will be in compliance with EIT requirements and Danish law.
- Please note SB members affiliated with Strategic and Co-operation members will not be remunerated.
- The expected time commitment is approximately ten (10) to twelve (12) days per year. It is anticipated that this will be heavier in the first year than for subsequent years.



*[1] Independence criteria include no recent employment with EIT Water members, no significant business relationships, and no close family ties to management of EIT Water members (in line with EIT Code of Conduct) over the past 2 years*

*[2] At least 1 representative from North, West, South, East and Central Europe.*



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