Introduction: WP2-WP3 coherent view

A stable and fruitful long term operation of the ET facility is supported by a robust legal framework and founded on a solid financial architecture.

(WP2) Legal entity and governance structure aim to provide a **robust framework for the long term operation** of the research infrastructure

- Inclusive for late/new joiners
- Intermediate legal entity to bridge towards final legal entity

(WP3) A **solid contribution model is the cornerstone** for the long term sustainability of an RI

- Various options in a contribution model: cash, in-kind or a mixed model
- Examples demonstrate shift in cash/in-kind ratio during the lifecycle of the project

WP2 Governance and legal aspects

Lead Nikhef, INFN, STFC

- Nikhef team: Miriam Roelofs, Hans Chang
- INFN team: Monique Bossi, Federico Ferrini
- STFC team: Laura Woodward, Jamie Parkin

➢ **Invitation to:** *ETO directorate (Fernando Ferroni), secretary BGR (Jerome Pourbaix)*

Task: to support the ET Project in governance, organisational and legal aspects to allow for a stable and fruitful long-term operation of the facility.

- Interaction with ET Board of Governmental Representatives (BGR)

- Input for discussions and interactions with BGR on governance requirements
- Information and support to BGR on preferred governance model and legal entity

- Interaction with ETO directorate and ET Coordinators to advice on organizational aspects

- Exchange with other ETPP workpackages:

- Input for governance requirements
- **WP3, WP7**: e.g. key elements for a financial model and procurement model

WP2: overview of the project-activities

1. 4 deliverables: suitable options for a final legal entity, an intermediate legal entity
   - Gathering best practices and lessons learned from recent examples SKAO, CTAO, ESS, ESRF
2. BGR-discussionpapers: input for BGR discussions on legal framework and governance structure
3. Joint workshops with WP3 and WP7: alignment of legal, financial and procurement perspectives
4. Advice on organisational aspects to ETO: Directors Mandate, MoU ET Fundersgroup

Overall output ETPP WP2:
- 4 Deliverables,
- 4 BGR discussionpapers,
- 3 workshops,
- 4 joint sessions with WP3 on ETPP Annual meetings

WP 2: Deliverables 2.1., 2.2., 2.3. and 2.4.

Del. 2.1. Viable options for an ET legal entity	**(October 2023)**
Del. 2.2. Minutes of meetings with involved Ministries (BGR) and EC	**(October 2023)**
Revised Del 2.1. Viable options for an ET legal entity	**(March 2024)**
Del. 2.3. Legal report on suitable intermediate legal entities for ET Organisation	**(August 2026)**
Del. 2.4. Roadmap to establish an intermediate legal entity for ET Organisation	**(October 2026)**

***S*TATUS: submitted to the EC portal within ETPP timeline**

Del. 2.4.: roadmap for intermediate legal entity

Intermediate legal entity: support functional requirements of ET project in preparatory phase

- BGR: selection of suitable framework is a balanced assessment of legal characteristics and strategic, operational, political considerations
- **Transition plan to final legal entity**

Identified six key steps of the roadmap:

1. Map and align the existing governance structure
2. Reform the governance structure towards a centrally managed structure, clear accountability and decision-making arrangements
3. Define ET needs and functional requirements that the intermediate legal entity should support
4. Select the appropriate intermediate legal framework based on requirements and strategic priorities
5. Develop the governance and legal documentation
6. Establish a sustainable funding and contribution model to execute ET Workplan

- **First priority is to create a common framework for the ET project and centralise the governance structure**
- Future: BGR oversight decion-making body and ETO as central executive body

Complementarity Del. 2.1., 2.3. and 2.4.

Complementary elements for a preliminary roadmap towards the intermediate and final governance structure for ET with the aim to guide the priority setting for the ET project.

Del. 2.1. suitable options for a final legal entity and indicated the need for an intermediate legal entity

- Gathering best practices from SKAO, CTAO, ESS, ESRF
- **Conclusion: ERIC, IGO most suitable**

Del. 2.3. suitable options for a intermediate legal entity in the four potential host countries

- Report by independent legal expert
- **Preliminary conclusion: AISBL, gGmbH, Foundazione, Stichting equally suitable**

Del. 2.4. Roadmap towards an intermediate legal entity

- Assessing ETO needs for preparatory phase
- **Conclusion: first priority to centralise the governance structure**

Interactions with BGR
Legal framework and governance structure

BGR-Tenerife, 27 September 2023
Discussion-paper on suitable models for a final legal entity

BGR-Pisa, 4 October 2024
Discussion-paper on the distinctive elements for the selection of a final legal entity

WP2-BGR Workshop-Amsterdam, 9-10 April 2025
For BGR members and BGR-experts to follow up BGR-discussion (Pisa) on distinctive elements in the suitable legal models for the final legal entity, also building on the ETPP workshop in Warsaw

BGR-Maastricht, 3 June 2025
Discussion-paper with input for the weighting process of the key-features to select of a legal entity

- Request to explore intermediate legal entity

BGR Hannover, 29 June 2026
Discussion-paper with input on suitable models for an intermediate legal entity and advice to reform governance structure

Workshops WP2-WP3-WP7 (*indico*)

Joint WP2-WP3-WP7 Warsaw workshop, 15 November 2024
The aim of the workshop was to make clear how the inancial options relate to the three potential legal frameworks: ERIC, IGO and a hybrid model, international treaty with an executive national legal entity.

Amsterdam-workshop, 9-10 April 2025
The workshop builds on the WP2 discussion paper for BGR-7 (Pisa) and on the outputs of a jointly organised ETPP workshop of WP2 and WP3 in Warsaw, November 2024. ETPP will exchange information, views and preferences on the distinctive elements with an impact on the governance options for ET.

Joint WP2-WP3 Rome-workshop, 17 April 2026
Workshop on the ETO priorities of the organisational needs with an impact on the governance and financial model

Joint-sessions WP2-WP3 on the ETPP Annual meetings
Interaction and alignment of WP2-WP3-perspectives
12-13 June 2023
17-18 June 2024
22-24 July 2025
5-7 May 2026

WP2 Final conclusions

WP2 delivered substantial input to the BGR for discussions on governance structure and legal framework for the ET Organisation.

WP2 aligned with the progress in the ET Project

WP2 and WP3 aligned all along the ET-PP project to have a coherent view

WP2 provided the foundation for ET COMPASS to further develop the governance structure for the ET Organisation

Hand-over of ETPP WP2 legacy to BGR and ETO



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EINSTEIN TELESCOPE

WP3 report

C. Arina, T. Berghoefer, V. Buccheri, L. Kamlade

02/11/2026

Horizon Europe: Coordination and Support Actions

Aim of WP3

Original aim of WP3 : Financial architecture of the ET project during the preparation, construction, commissioning and running of the ET research infrastructure.

Descoping in view of the status of the project:
- Alignment with WP2 to investigate intermediate legal entity as asked by the BGR
- Support the needs of ETO that has been constituted after the ET-PP proposal writing

Overall work:
1 Milestone (workshop) and 3 deliverables

Members of WP3
Chiara Arina (UCLouvain/ETO), Thomas Berghoerf (DESY), Veronica Buccheri (INFN), Lisa Kamlande (DESY) and Attilio Sequi (INFN)

Aim of WP3 D3.1 (M36)

Title: Handbook for design and construction phase

It refers to the final set up of the research infrastructure :

- guidelines and general principle on financial regulation during the different phases of the RI lifetime
- in-kind contributions
- HR schemes and pension funding
- budgeting
- resource board responsibilities
- stakeholders commitment, etc..

The deliverable is based on:

- Material collected during workshop 11/2024 in Warsaw (M3.1)
- Online interview with large research IR administrators for collecting good practies
- Workshop in Amsterdam WP2-WP3 in April 2024 with few members of the BGR

Aligned with WP2 work on the final legal entity

Status: Reviewed by panel, accepted and published on the EC portal

Aim of WP3 D3.2 (M42)

Alignment of WP3, WP2 and ETO
on priority actions happened on 17/04/2026 in Rome

Take home message for WP3:

- priority support action on HR scheme
- Idea that ETO needs more immediate support to develop frameworks and enlargement of stakeholders

Title: Workshop with ETO and First Action Report

Due date: April 2026

This deliverable reports on the outcomes of a meeting organized with ETO to analyze the first report produced by WP2 on suitable intermediate legal entities for ET in the potential host states.

During the workshop, ET-PP WP3 coordinators and ETO members identified together the types of support needed by ETO for the establishment of an intermediate legal entity.

Particular emphasis was placed on financial aspects, including the secondment of personnel, in-kind contributions, and related support mechanisms. The deliverable consists of a report summarizing the discussions and defining the priority support actions required by ETO to move forward with the creation of an intermediate legal entity.

Status: Reviewed by ETO, accepted and published on the EC portal

Aim of WP3 D3.3 (M50)

Title: Human Resources Strategy and Roadmap for the ET Research Infrastructure

- **Current baseline:** ETO has 44 staff members (≈24 FTEs), mix of secondments, cash and EU-funded positions → effective but requiring further formalisation
- **IKPC framework:** Principles defined for formalising, valuing and reporting in-kind personnel contributions → full framework to be delivered under ET-COMPASS
- **Five strategic HR pillars:** Formalisation of contributions; sustainable workforce model; progressive internalisation of capacity; governance and organisational structure; integration of expertise
- **Talent retention:** Holistic strategy drawing on CERN, EMBL, ELI ERIC and CTAO ERIC best practices; specific focus on retaining expertise after the site decision
- **Grading & remuneration:** Korn Ferry Hay methodology recommended for transparent and equitable job evaluation and salary bands
- **Three-phase roadmap:** Stabilisation → Consolidation → Transition to legal entity
- **Strategic goal:** Transform ETO from a coordination platform into a fully-fledged European research organisation ready for ERIC/IGO transition

Status: Reviewed by ETO, sent back to Mario for submission into EC portal

Final conclusions for WP3

- WP3 has aligned with WP2 all along the ET-PP project to have a coherent view (several joint session in the yearly in-person annual meetings)
- Original plan was too premature to be pursued, hence descoping
- Aligned with the present situation of the project, namely a closer collaboration with ETO that was not existing at the time of the proposal writing
- All deliverables and milestones have been accomplished on time