



SENIOR MANAGEMENT TEAM MEETING

28 November 2025

MINUTES

Participants

Sibylle Bauer, Stephanie Blenckner, Luc van de Goor, Karim Haggag, Florian Krampe, Kristina Sandberg

Karin Buzzi-Donato (item 4 only), Nikos Politis (item 4 only)

Absent

Charlotta Sparre

Note-taker

Sepideh Soltaninia

Format

Virtual meeting

1. Minutes

- SMT approved the minutes of the 19 November meeting.

2. Upcoming events and delegation visits

- SMT reviewed upcoming events and delegation visits until the end of January 2026, provided in a new Google calendar format. SMT agreed that to move forward with reviewing events and delegation visits on a weekly basis using this new Google calendar, jointly managed by Outreach and Director's Office.

3. Risk register

- SIPRI discussed the draft 2026 risk register, prepared by Kristina. Final comments will be shared by 15.30 on 28 November.

4. 2026 Budget

- SMT reviewed the draft 2026 budget. SMT will continue its discussion via email and at the next SMT meeting.

5. Due Diligence

- N/A

6. AOB

- N/A

7. Executive session

- N/A

Action items:

- SMT to share feedback on the 2026 risk register by 15.30 on 28 November.

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Follow-up items:

- Finalization on the future of events (03/12 meeting)
- Discussion on language for publications
- SMT to look into models for flexibilities for RA positions (later).
- SMT to have a strategic discussion on SIPRI Associates in November or December, including on diversity, need for due diligence and ensuring associates' active involvement.