



SENIOR MANAGEMENT TEAM MEETING

3 December 2025

MINUTES

Participants

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

Karin Buzzi-Donato (item 2 only), Nikos Politis (item 2 only)

Absent

Charlotta Sparre

Note-taker

Sepideh Soltaninia

Format

Hybrid meeting

1. Minutes

- SMT approved the minutes of the 28 November meeting.

2. 2026 Budget

- SMT reviewed the draft 2026 budget including ideas for revenue generation in 2026. These ideas and the budget will be discussed at the next RSC meeting on 5 December.
- SMT will continue its discussion via email and at the next SMT meeting.

3. Due Diligence

- N/A

4. AOB

- SMT will hold a 1.5 day Away Day on the afternoon of 28 January and all day on 29 January.

5. Executive session

- N/A

Action items:

- N/A

Follow-up items:

- 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, including on diversity, need for due diligence and ensuring associates' active involvement.