



SENIOR MANAGEMENT TEAM MEETING

17 December 2025

MINUTES

Participants

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

Note-taker

Sepideh Soltaninia

Format

Hybrid meeting

1. Minutes

- SMT has yet to approve the minutes of the 10 December meeting.

2. Report back from the virtual Governing Board meeting

- The Governing Board had a very productive virtual meeting on 15-16 December. The meeting included a review of the 2026 risk assessment, the financial forecast for 2025 and the budget for 2026.
- The Board adopted the balanced budget presented for 2026. The budget and more information on the discussions that took place at the meeting will be shared with staff at the 20 January RSC meeting.
- Karim will meet with union representatives on 18 December as follow-up to the Board meeting.
- The Board deferred a discussion on future Board members to an extraordinary virtual meeting on 3 February.
- The Board will also meet virtually on 6-7 May 2026 and in-person on 14-16 December 2026.

3. SMT priorities for 2026

- SMT discussed the following priorities for the first quarter of 2026:
 - o The future SIPRI's research agenda – the revitalization of the RSC will be a major part of this, as per Karim's recent presentation to the RSC
 - o SIPRI's 60th anniversary – Steph will share ideas with SMT via email by 19 December; SMT will further discuss this in early 2026.
 - o Ideas for revenue generation

- Plan for fundraising – this includes mapping of funders, contacts, issues and ideas as well as a strategic plan that looks at loosely earmarked and multi-year funding
- Discussion on efficiency and identity

4. Report back

a. Sweden

- Charlotta will invite the Swedish parliament's Defence Committee to a briefing at SIPRI in 2026.
- Charlotta is in touch with the Foreign Affairs Committee regarding potential engagement on SIPRI's 60th anniversary.
- Charlotta is also in touch with the MFA on a potential visit to SIPRI by the minister in March or April.
- Charlotta met with the UD-NIS on 12 December, who noted their appreciation for SIPRI's engagements with parliamentarians and the MFA. Karim and Charlotta will meet with the head of UD-NIS on 21 January; the annual visit by the department to SIPRI will take place on 19 February.

b. Relations with other countries

- The Defence Committee of the German parliament is interested in further engagement with SIPRI.
- On 16 December, Luc, Fei, Jiayi and Jingdong met with the Chinese Defence Attaché to discuss recent developments related to the US and Ukraine, and implications for Europe.

c. Relations with other organizations

- In early January, Karim will meet with Samir Saran, President of the Observer Research Foundation, to discuss SIPRI's potential participation in the 2026 Raisina Dialogues in New Delhi.
- SIPRI will host two side events at the Munich Security conference.

d. Outreach

- During the holiday period, the SIPRI website will include an option to donate to SIPRI as a gift.
- Outreach is working on various ideas for SIPRI's 60th anniversary in 2026.

e. The office

- SIPRI will have new coffee machines starting in January.

f. Human resources

- Interviews for the GAD Manager position will take place on 17 December.
- Kristina and Steph will discuss next steps related to the events at SIPRI (now that there is no longer an Events Team) following comments from the Cooperation Group that further communication on this is needed.

g. Guest researchers

- SMT approved Hana Manjusak, PhD candidate at University of Michigan, Ann Arbor as a virtual and in-person guest researcher with the Climate Change and Risk Programme for three months in the spring of 2026.
- SMT approved Yingjian Li, PhD candidate at King's College London as a guest researcher with the European Security Programme for two weeks in February.

5. Due Diligence

- N/A

6. Executive session

- N/A

7. AOB

- SMT will have its first meeting of 2026 virtually on 7 January.
- SMT will have a 1.5 day Away Day on 29-30 January. SMT will share ideas for discussion topics with Karim on Charlotta.

Action items:

- Steph to share ideas with SMT related to SIPRI's 60th anniversary by 19 December.
- Kristina and Steph to discuss next steps related to the events at SIPRI (now that there is no longer an Events Team) following comments from the Cooperation Group that further communication on this is needed.
- SMT to share ideas for discussion topics at its Away Day with Karim on Charlotta.

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.