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## EXCELSIOR Project

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Project acronym:	<b>EXCELSIOR</b>
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Deliverable:	<b>D2.3 ECoE Organisational and Governance Structure</b>
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## Document Sign-off

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## Work Package 2: Establishment of the ECoE

### D2.3: ECoE Organisational and Governance Structure

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## Executive Summary

This Deliverable of the EXCELSIOR Project describes the Governance and Organisational structures of the ERATOSTHENES Centre of Excellence. These structures have been designed to support an autonomous Centre of Excellence in its endeavour to establish itself as a self-sustainable Centre of Excellence in Earth Observation, recognised at an International level.

To accomplish the organisation's mission and vision, the Matrix Organisation Structure is adopted by the ERATOSTHENES Centre of Excellence. This approach focuses on integration and flexibility, which helps develop individuals with broader perspectives and skills who can deliver value across the different Departments and Functional Areas as well as manage a more complex and interconnected environment, thereby improving efficiency, promoting flexibility and increasing communication.

The autonomy of the Centre is guaranteed by the independence of its Board of Directors, which has been formed from reputable people based on their experience, skills, proficiency in the field in which the Company operates and their ability to recognize the strategy, vision and values of Company.

Governance in ERATOSTHENES Centre of Excellence is exercised by its seven-member supreme body, namely the Board of Directors. The Board of Directors decides on the Company's policy and strategy issues. The responsibility of the BoD extends also into all financial matters of the company, through the validation of the annual Budget. In the organisation's structure the BoD is placed at the top of the organisational diagram. An External Advisory Committee attains a consultative, independent role. The External Advisory Committee consists of up to five renowned scientists in the fields of geoinformatics and the observation of the Environment from space. The members of the External Advisory Committee come from the international scientific community.

The Organisational Structure of the ECoE demonstrates full autonomy in decision making by establishing a management structure for legal, administrative, operational, personnel, entrepreneurial and educational matters. In order to accomplish this, the Matrix Organisation Structure is proposed as an effective paradigm. It focuses on integration and flexibility, which helps develop individuals with broader perspectives and skills who can deliver value across the different Departments and functional areas as well as manage a more complex and interconnected environment, thereby improving efficiency, promoting flexibility and increasing communication.

Decision making in ERATOSTHENES Centre of Excellence is taken at two levels. The first level of Decision making in ERATOSTHENES Centre of Excellence is the Board of Directors (BoD) and the second level of Decision making is the Executive Committee. ECoE is autonomous in its decision making. Strategic and Policy decisions are taken at the highest level, namely, the Board of Directors. The second level of decision making in ERATOSTHENES Centre of Excellence is the Executive Committee (EC). The Executive Committee is the body that takes decisions on the Company's financial and administrative management and coordinates its internal and external operations, specifying and exercising financial control. The Members of the Executive Committee (EC) come from the organisation's senior staff; EC



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is chaired by the company's Managing Director and the other four Members are appointed by the Board of Directors from the existing senior staff to serve in the EC for a predetermined period of time. All potential decisions required for the smooth and efficient functioning of the organisation are covered by the decisions taken at these two decision-making levels (i.e., the BoD and the EC).

The BoD had their first meeting on 18 May 2020, soon after the official Incorporation of the Company, and has taken a series of decisions aiming at setting-off the organisation into an operationally active entity. One of the outstanding decisions was to start the appointment of key managerial staff, like the position of the Managing Director, the Members of the External Advisory Committee and the Coordinators of the Functional Areas and thematic Departments

Soon after the filling of the Key Managerial positions and the formation of the EC, a number of core staff vacancies have been announced. The ECoE is in the process of evaluating the applications and will proceed with the selection stage soon, with the aim to staff core positions with appropriate high calibre individuals, as soon as possible.

The engagement of an ecosystem of stakeholders is of paramount importance in ECoE's strategy for self-sustainability. In this respect, a Multi-Actor approach has been adopted, in which, stakeholders participate in the co-design, co-creation, commercialisation and promotion of novel remote sensing products, services. The ECoE network will focus on creating sustainable, mutually beneficial links with national, regional, European and international partners.



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## Abbreviations

ACTRIS	Aerosols, Clouds, and Trace gases Research Infrastructure
BoD	Board of Directors
CUT	Cyprus University of Technology
DEC-MTCW	Department of Electronic Communications of the Ministry of Transport, Communications and Works
DIAS	Copernicus Data and Information Access Services
DIH	Digital Innovation Hub
DLR	German Aerospace Centre
EAC	External Advisory Committee
EC	Executive Committee
ECoE	Eratosthenes Centre of Excellence
EMMENA	Eastern Mediterranean Middle East and North Africa
EO	Earth Observation
ERA	European Research Area
ERC	Eratosthenes Research Centre
EXCELSIOR	Eratosthenes: Excellence Research Centre for Earth Surveillance and Space-based Monitoring of the Environment
GA	Grant Agreement
GBS	Ground-based Remote Sensing Station
GEO	Group on Earth Observations
GI	Geo-Information
IPR	Intellectual Property Rights
LA	Legal Advisor
MD	Managing Director
NOA	National Observatory of Athens
QAM	Quality Assurance Manager
RS	Remote Sensing
TROPOS	Leibniz Institute for Tropospheric Research





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## 1 Introduction

The EXCELSIOR's Project has at the core of its strategy the upgrading of the existing ERATOSTHENES Research Centre (ERC) of Cyprus University of Technology into the ERATOSTHENES Centre of Excellence (ECoE) with the following "Mission" and "Vision":

*The mission:* To upgrade the existing ERC into a self-sustainable Centre of Excellence in EO, recognised at an International level.

*The vision:* Within the next seven years, the ECoE will become a world-class Digital Innovation Hub and a Research Competence Centre for Earth Observation and Geospatial Information by offering education, research, innovation and application services capable of sustaining Cyprus development and of actively contributing to the European Research Area (ERA) in Atmosphere and Climate, Resilient Society and Big Earth Data Management as well as becoming the reference EO/GI Centre for research and innovation in the EMMENA area.

In order to accomplish this task, the five EXCELSIOR Project partners are closely working together to setting up the foundations of the new legal entity in line with the provisions of the Grant Agreement.

ERATOSTHENES Centre of Excellence has been registered with the Department of Registrar of Companies and Official Receiver on 28 February 2020. This follows the approval of the organisation's Statutes (i.e., the Memorandum and of the Articles of Association), and marks the inauguration of the new legal entity, as this is envisioned to be established within the EXCELSIOR Project partnership.

All the details of the incorporation of the Company with the Department of Registrar of Companies and Official Receiver are elaborated in Deliverable D2.1. For easy reference, the English translation of the Memorandum and of the Articles of Association of ECoE, as they have been approved by this competent Government Department, is given in Appendix A.

The framework of the Grant Agreement provides the guidelines for structuring ERATOSTHENES Centre of Excellence in such a way so that the Centre of Excellence will successfully meet the targets set.

As a full-fledged organisation, ERATOSTHENES Centre of Excellence has been assembled on the basis of the Grant Agreement of the EXCELSIOR Project and within the framework of the National legislation. ERATOSTHENES Centre of Excellence was created as a new entity, autonomous non-profit Company, Limited by Guarantee without Share Capital (Cyprus University of Technology – CUT- will be ECoE's only Member and Guarantor).

This Deliverable describes the Governance and Organisational structures of the Centre of Excellence, as they have evolved through the organisation's Statutes.

Chapter 1 comprises the Introduction to the Deliverable D2.3;

Chapter 2 provides the framework for Governance of ERATOSTHENES Centre of Excellence;



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Chapter 3 analyses the Organisational Structure of the Centre of Excellence;

Chapter 4 elaborates on the interaction between the Departments and the Functional Areas;

Chapter 5 discusses the mechanisms and procedures for decision making;

Chapter 6 presents the policy for liaison with stakeholders;

Chapter 7 includes discussions and conclusions of the Deliverable;

Appendix A displays the Memorandum and the Articles of Association for ECoE as they have been approved by the Department of Registrar of Companies and Official Receiver;

Appendix B displays the seven vacancies announcements that were published as on 30 September 2020.



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## 2 Governance structure of ECoE

### 2.1 Definitions

Governance is defined as the system by which an organisation is directed and controlled. The governance structure specifies the distribution of rights and responsibilities among different stakeholders, such as the Member(s) of the organisation, the Board of Directors, the Executive managers or shareholders, and spells out the rules and procedures for decision-making in corporate affairs. Good governance requires an effective system of mutual checks and balances among the top corporate bodies.

Clarifying the governance structure implies establishing a system of all-encompassing approaches by which organisations are directed and controlled, focusing both on internal and external structures.

### 2.2 Legal framework for Governance

The legal framework for a company to be established, register, operate, terminate and dissolve is the the *Companies Law (Chapter 113)* of the Republic of Cyprus. This law establishes and enacts, among a wide spectrum of other issues, matters regarding the start-up, management and termination of a local company, a European company and the place of work of a foreign company. The *Companies Law Chapter No 113* comprises the legal framework governing all aspects of Companies (e.g., establishment, registration, operation and termination, dissolution, updating of details etc) in the Republic of Cyprus. The law and its occasional amendments are published in the Cyprus Government Official Gazette but its unified version is available on the internet at: [http://www.cylaw.org/nomoi/enop/non-ind/0\\_113/index.html](http://www.cylaw.org/nomoi/enop/non-ind/0_113/index.html). A set of Regulations supplementing this law referred to above are also in force. These Regulations regulate several practical aspects of the legislation and they can be found at the following web site: <https://www.companies.gov.cy/>.

The procedures adopted in the effort to establish and register ERATOSTHENES Centre of Excellence as a legal entity within the framework of the Cyprus legislative environment are described in detail in Deliverable D.2.1. ERATOSTHENES Centre of Excellence was created as a new entity, autonomous non-profit Company, Limited by Guarantee without Share Capital (Cyprus University of Technology – CUT-will be ECoE's only Member and Guarantor).

One of the fundamental requirements for the establishment of a company that is registered with the Department of Registrar of Companies and Official Receiver is to include in its Statutes a clearly defined Governance system and the procedures that must be followed in order to put it in place. Basically, the type of governance system determines to a large extent the form of the company under Cyprus' laws. For the ECoE that is a non-profit entity, its Governance must be such that the relevant legislative environment (i.e., *The Companies Law Chapter No 113*) is fully satisfied through the approved Statutes. For any change in the Statutes and in particular the Governance of the organisation, the approval of the competent Authority (i.e., the Department of Registrar of Companies and Official Receiver) is unequivocally required.



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### 2.3 Decisions of the Council of Cyprus University of Technology on ECoE Governance

The Council of the Cyprus University of Technology (CUT) is the Supreme Body of the CUT which is vested with the authority to deal with all administrative, financial and property issues of the University by the respective law of the Republic of Cyprus (Law 198(I)/2003, entitled "*Law for the establishment and operation of the Cyprus University of Technology as well as other relevant matters*" (available in Greek at: [http://www.cylaw.org/nomoi/arith/2003\\_1\\_198.pdf](http://www.cylaw.org/nomoi/arith/2003_1_198.pdf)). The Council is vested with the authority to take all the necessary actions in a way that promotes the interests and aims of the University in the best possible way (for the responsibilities and authorities of the Council of CUT (see [http://www.cylaw.org/nomoi/indexes/2003\\_1\\_198.html](http://www.cylaw.org/nomoi/indexes/2003_1_198.html)).

Clearly, in order to abide by the provisions of the above mentioned national legislation, for all the decisions that would lead to the establishment of a Company which would operate under the University, in line with the provisions laid down in the Grant Agreement, all the pivotal decisions should be taken by the University's Council. In this respect, a series of respective Decisions by the Council were taken and briefly summarised herein. These Decisions of the Council of CUT formulate the legal agenda which should be attended in order to proceed to the next steps in the establishment of the Centre of Excellence, in line with the Grant Agreement.

In the following, the Council's Decisions pertinent to the Governance of ERATOSTHENES Centre of Excellence are summarised. All of these Decisions were made by the Council to be in line with Section 1.3.6 of Annex I (Part B) which positions the Centre as new legal entity that must be an autonomous, non-profit Company, Limited by Guarantee without Share Capital.

**a.** At its 95th Meeting on 18/07/2019 and 24/07/2019, the Council decided (Decision 95/Σ/9) for the establishment of ERATOSTHENES Centre of Excellence. More specifically, the Decision included a provision for "*a new, independent, autonomous legal entity is formed, named 'Eratosthenes Centre of Excellence', in line with the existing legislation and the requirements of the EXCELSIOR project proposal*". Also, the Council decided to authorise the external Legal Advisor of the University, Mr. Charalambos Prountzos, to proceed with the establishment of the legal new entity (including the drafting of the Company's Statutes), in collaboration with the partners of the EXCELSIOR Consortium. The Council decided that CUT would cover all the required expenses during these stages.

**b.** At its 97th Meeting on 31/10/2019, the Council decided (Decision 97/Σ/4.8) on the establishment of the new legal entity, 'ERATOSTHENES Centre of Excellence', as non-profit, private Company, limited by guarantee without share capital, in line with the EXCELSIOR project Grant Agreement provisions.

**c.** At its 98th Meeting on 21/11/2019 the Council decided to approve the Statutes of the Company ERATOSTHENES Centre of Excellence Ltd that were submitted for approval, to authorise the University's external legal advisor C. Prountzos to submit to the Registrar of Companies and Official Receiver of the Republic of Cyprus, the Memorandum and Articles of Association (i.e., the Statutes of



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the Company), in collaboration with the University's Internal Legal Advisor Mrs. Zoe Papageorgiou. The Council also authorised the external legal advisor to make any changes to the Statutes deemed necessary.

d. At its 99th Meeting on 19/12/2019 the Council decided that Associate Professor Evangelos Akylas of the Cyprus University of Technology will be a Member in the Board of Directors of Eratosthenes Centre of Excellence Ltd. Associate Professor Akylas was also appointed as the first Secretary of the company. The filling of these two positions in the Company comprises an essential prerequisite for registering the Company. In particular, the names of at least one Member of the Board of Directors and that of the Secretary must be provided to the Department of the Registrar of Companies during the examination of the application for registration

e. At its 100th Meeting on 23/1/2020, the Council decided to adopt the suggestion by the EXCELSIOR Consortium partners that the first Board of Directors of Eratosthenes centre of Excellence Ltd' will consist of the following seven Members:

1. Associate Professor Evangelos Akylas - Cyprus University of Technology
2. Mr. Marios Demetriades - Managing Director of the MD Mindset Capital Ltd
3. Mrs Vasiliki Anastasiadou - Ex Minister of Communications and Works
4. Mrs Barbara Ryan - Ex Secretariat Director of GEO
5. Dr Rosa Lasaponara – CNR, ITALY
6. Dr. Nektarios Chrysoulakis - Director of Research, Foundation for Research and Technology, Hellas (FORTH)
7. Mr Christos Stylianides - Ex European Commissioner

Associate Professor Tassos Georgiades - Cyprus University of Technology, will be a runner-up member.

#### **2.4 Statutes of ERATOSTHENES Centre of Excellence: Framework for Governance**

The Governance system of the ERATOSTHENES Centre of Excellence is clearly detailed in the Statutes of the organisation, as they have been approved by the Department of Registrar of Companies and Official Receiver on 27 February 2020. This Government department is the competent authority for the registration of any form of company operating within the jurisdiction of the Republic of Cyprus, maintaining the data base for all companies and issuing the respective certifications. It also monitors the financial activities of the company. For a non-profit company like ECoE, the financial activities are reviewed and audited on an annual basis, within the framework of the legislation (i.e., *The Companies Law Chapter No 113*).

Bearing in mind the requirements stated in Section 1.3.6 of Annex I (Part B), namely, that the new entity must be an autonomous, non-profit Company, Limited by Guarantee without Share Capital, the Statutes of ERATOSTHENES Centre of Excellence were drafted by taking into consideration all aspects of the new entity, including its governance. This is an essential issue that is cleared with the



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Department of Registrar of Companies and Official Receiver, during the approval procedures for Registering the company.

Governance in ERATOSTHENES Centre of Excellence is exercised by the supreme body, namely the Board of Directors. An External advisory Committee attains a consultative, independent role. These two Governance level bodies are discussed below.

## 2.5 Board of Directors

The Board of Directors of ECoE is the supreme body that *“decides on the Company's policy and strategy issues”* (Clause 9 of the Articles of Association). In the organisation's structure the BoD is placed at the top of the diagram (see Figure 1). The responsibility of the BoD extends also into all financial matters of the company, through the validation of the annual Budget: *“An annual Budget is drawn up for the proper financial management of the Company and for its prudent and rational financial administration. The budget shall be drawn up by the Financial Manager in cooperation with the Executive Committee and after its completion, it shall be submitted to the Executive Committee and the Board of Directors. The Board of Directors validates the Budget.”* (Clause 91 of the Articles of Association). The BoD also exerts its control over the remuneration policy of the Centre: *“The payroll scales, the benefits and allowances of the staff will be determined by the Executive Committee and approved by the Board of Directors on an annual basis.”* (Clause 97 of the Articles of Association).

It is also worth noting that Clause 10 of the Articles of Association provides assurance for the Centre's autonomy: *“The appointments of the members of the Board of Directors must be such as to ensure the autonomy of the Company as well as the excellence of the Centre. The members of the Board of Directors may not be blood relatives between them up to the second degree.”*



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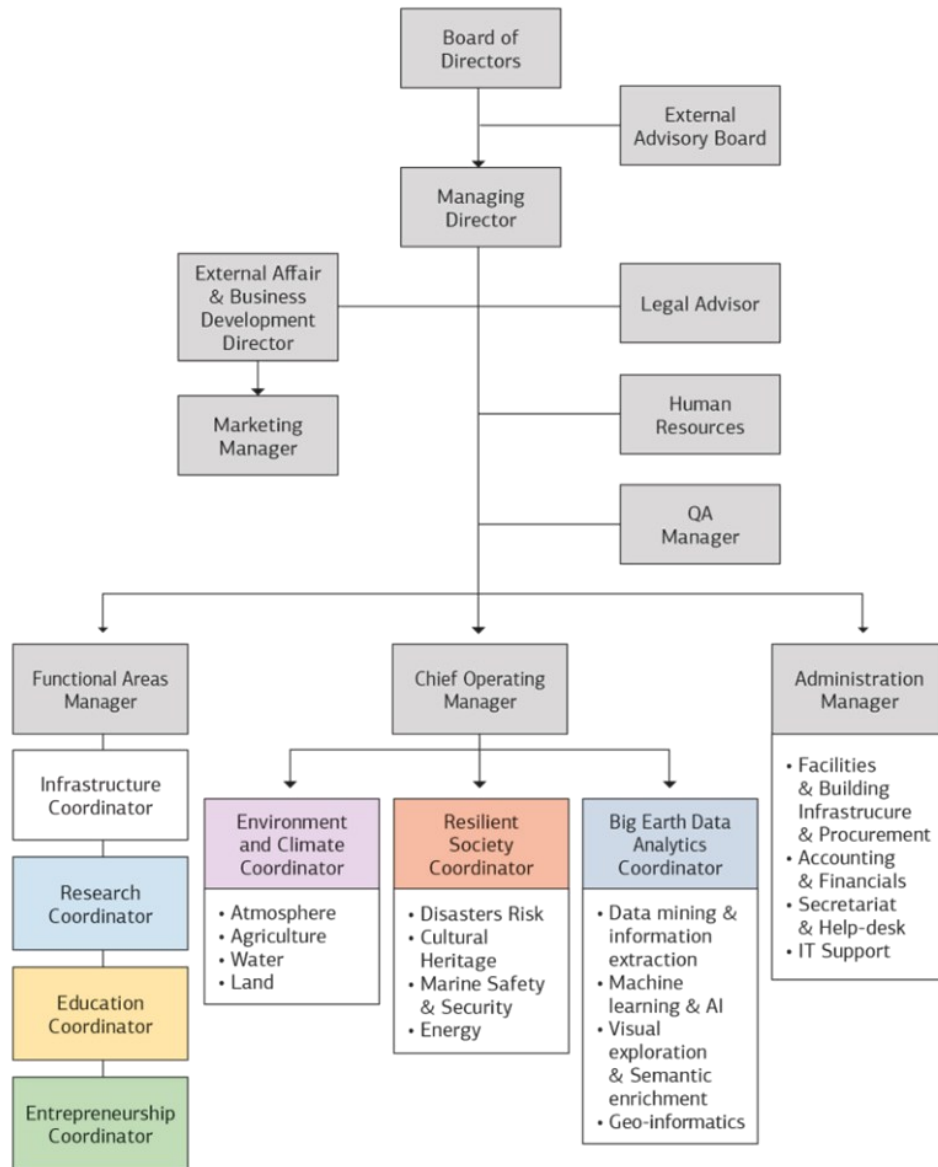


Figure 1: ECoE organisational structure.

The autonomy of the new entity is explicitly required in Section 1.3.6 of Annex I (Part B) of the Grant Agreement: “The ECoE will be completely autonomous in its decision making, as it will be managed by its own Board of Directors (BoD)”. The autonomy, as described in Section 1.3.6 of Annex I (Part B), is guaranteed through its approved Statutes. Some of the fundamental Clauses in the Statutes which underline the autonomy of the ECoE through the responsibilities and powers of an independent BoD are given above.

The Cyprus University of Technology is the only Member of the company ERATOSTHENES Centre of Excellence. However, its jurisdiction/authority over the new entity is limited to the appointment of the



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first BoD. The term of office of the first Board of Directors will be for the entire duration of the EXCELSIOR Project, i.e., for 7 years, as determined by the Grant Agreement, until 30 September 2026.

Future BoD are completely independent from either the EXCELSIOR Project counterparts or the Cyprus University of Technology, as required in Section 1.3.6 of Annex I (Part B) of the Grant Agreement: *“After the 7 years of the EXCELSIOR project, the BoD will be fully independent from the Consortium in order to maintain the decision-making autonomy of the ECoE.”* To meet this requirement, Clause 16 of the Articles of Association elaborates the manner on how future BoD are appointed, safeguarding independence and transparency: *“Three months before the end of each Board of Directors’ term of office, it initiates the procedure for appointing the members of the new Board of Directors to replace the departing members. The new Board of Directors cannot appoint individuals from the previous Board of Directors, as no one can serve in this for two consecutive terms.”* The appointments of future BoD shall be for a three-year period, as is explicitly stated in Clause 15 of the Articles of Association: *“The term of office of the subsequent Boards of Directors shall be three years and shall commence on the expiry of the term of office of the outgoing Board of Directors.”*

For the appointments to the BoD membership, Clause 9 of the Articles of Association should be borne in mind: *“In the Board of Directors can serve reputable people based on their experience, skills, proficiency in the field in which the Company operates and their ability to recognize the strategy, vision and values of Company.”*

Soon after the submission of the application for registering ECoE, the project co-ordinator, Prof. Diofantos Hadjimitsis, contacted the EXCELSIOR Project partners and asked them to nominate one person from either their respective organisations or any other individual as a Member to the Board of Directors. A great deal of communication on the nomination of the Members of the Board of Directors was carried out in late December 2019 and early January 2020 by e-mail and teleconferencing. The matter was also discussed at the EXCELSIOR Project Steering Committee Meeting on 13/01/2020 and an agreement was reached. The EXCELSIOR Project Steering Committee Meeting decided to nominate the following as Members of the Board of Directors:

- Associate Professor Evangelos Akylas - Cyprus University of Technology;
- Mr. Marios Demetriades - Managing Director of the MD Mindset Capital Ltd; Ex Minister of Communications and Works;
- Mrs Vasiliki Anastasiadou - Ex Minister of Communications and Works;
- Mrs Barbara Ryan - Ex Secretariat Director of GEO;
- Dr Rosa Lasaponara – CNR, ITALY;
- Dr. Nektarios Chrysoulakis - Director of Research, Foundation for Research and Technology, Hellas (FORTH);
- Mr Christos Stylianides - Ex European Commissioner.





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As mentioned above, at its 100th Meeting on 23/1/2020, the Council of the Cyprus University of Technology decided to adopt the suggestion by the EXCELSIOR Project Steering Committee Meeting and appointed the above as Members of the first Board of Directors of ERATOSTHENES Centre of Excellence.

All of the proposed Member were asked in writing by the Project co-ordinated whether they can accept their appointment to the Board of Directors, and they all replied positively.

The first Meeting of the BoD was held with great challenges. Indeed, Clause 26 of the Articles of Association requires that *“At the first meeting of the Board of Directors, the physical presence of all members of the Board of Directors is necessary. At any other meeting of the Board of Directors, the participation of members may be made using electronic means (e.g., teleconference, skype, or similar technologies).”* However, due to the Covid 19 pandemic, the first Meeting of the BoD that was planned to take place in Cyprus in March or April had to be cancelled. Indeed, following a related Government decree, all physical meetings/activities were cancelled. This decree was soon followed by a general quarantine, as in many countries around Europe and the world. Under these circumstances, the above-mentioned clause for physical presence in the first meeting was not possible to implement. The external legal advisor of the Cyprus University, namely the law office PROUNTZOS & PROUNTZOS LLC that submitted Application for the registration to the Department of Registrar of Companies and Official Receiver as explained above ECoE (and in Deliverable D2.1) was asked by Prof. Diofantos Hadjimitsis, the co-ordinator of EXCELSIOR to provide a legal consultation on this issue. Its response was that due to the *force majeure* situation brought about by the pandemic, the first meeting of the BoD could be carried out with the alternative methods stated in Clause 26 of the Articles of Association, that is *“participation of members may be made using electronic means (e.g., teleconference, skype, or similar technologies).”* The only remark made regarding this deviation from the requirements set in Clause 26 regarding the first meeting of the BoD, was that all the Members of the BoD should be asked for this alternative and give their consent in writing. Indeed, Prof. Hadjimitsis asked each one of the Members and all approved this line. Also, the consent of the BoD was given in a more formal way, the respective unanimous decision was taken by the BoD in its first meeting, agreeing and approve to have the meeting using electronic means. This agreement and approval of the Members of the BoD was recorded in the minutes of the first meeting of the BoD that was made possible on 18 May 2020, in spite of the great challenges posed by the pandemic of Covid 19.

In its first meeting, the BoD convened before a lengthy Agenda that was prepared by Prof. Diofantos Hadjimitsis, as dictated by Clause 20 of the Articles of Association. The purpose of this Agenda was to lift-off the new Centre of Excellence by providing the first guidelines to the newly formed entity. The items in this Agenda covered a wide spectrum of issues ranging from financial matters, appointments of key staff, appointment of the External Advisory Board etc. The Decisions that are pertinent to the present Deliverable are briefly outlined in the following.



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## 2.6 First Board of Directors: Decisions pertinent to the structure of ECoE

As already mentioned above, the Board of Directors vested with its authorities on policy and strategy matters, was expected to trigger-off the next phase in the establishment and operation of ECoE, chiefly, to initiate the processes that would lift-off the organisation. Of paramount importance are those processes related to the staffing of the Centre, always in line with the Grant Agreement provisions and within the framework of the approved Statutes which by means of their approval by the Department of Registrar of Companies and Official Receiver they constitute the organisation's by-laws.

The following are the Decisions taken at the first Meeting of the Board of Directors of ECoE on 18 May 2020 and which are pertinent to the structure of the organisation:

1. The BoD unanimously elected Associate Professor Evangelos Akylas as the **Chairman of the BoD**. (Clause 45 of the Articles of Association).
2. The BoD unanimously appointed Prof. Diofantos Hadjimitsis as the **Managing Director (MD)** of ECoE. (Clause 46 of the Articles of Association).
3. The BoD unanimously appointed Prof. Andreas Anayiotos as the **Secretary** of the Company following the MD's appropriate recommendation (Clause 110 of the Articles of Association).
4. The BoD adopted unanimously the recommendation of the MD, appointing the following at Key Managerial positions in the Company on the basis of the Grant Agreement and the Statutes (Clause 47 of the Articles of Association) of ECoE as follows:
  - Dr. Kyriacos Themistocleous (**External Affairs & Business Development Director**)
  - Dr. Silas Michaelides (**Chief Operating Manager**)
  - Dr. Kyriacos Neocleous (**Quality Assurance Manager**)
  - Prof. Andreas Anayiotos (**Functional Areas Manager**)
  - Prof. Phaedon Kyriakidis (**Research Coordinator**)
  - Prof. Christos Danezis (**Infrastructure Coordinator**)
  - Prof. Nicholas Kyriakides (**Education Coordinator**)
  - Dr. Ioannis Papoutsis (**Entrepreneurship Coordinator**)
  - Mr. Gunter Scheier (**Big Earth Data Analytics Coordinator**)
  - Dr. Haris Kontoes (**Resilient Society Coordinator**)
  - Dr. Albert Ansmann (**Environment and Climate Coordinator**).
5. The BoD unanimously adopted the MD's recommendation and appointed the following four as Members of the Executive Committee (EC) (Article 24). The MD is the fifth Member who chairs the EC (Articles 55, 56): Silas Michaelides, Kyriacos Themistocleous, Chris Danezis, Nicholas Kyriakides.



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6. At the recommendation of the Managing Director, the BoD decided unanimously that the following five persons will be the Members of the **External Advisory Board (EAB)** for a three-year period (Article 90):

- Mr. Vincent Ambrosia
- Dr. Marcello Maranesi
- Prof. Lena Halounová
- Dr. Peter Zeil
- Dr. Simonetta Cheli.

## 2.7 External Advisory Committee

The External Advisory Committee of ERATOSTHENS Centre of Excellence was conceived as an advisory independent body, along the lines of the role and mandate the External Advisory Board of the EXCELSIOR project (the term *External Advisory Committee* was adopted in the case of ECoE instead of the term *External Advisory Board* at the recommendation of the external legal advisor, who has foreseen some misinterpretation by the Registrar's Office, as the term "Board" is normally reserved for the "Board of Directors", under Cyprus' legislation.

The placement of the External Advisory Committee of ERATOSTHENS Centre of Excellence is shown in the structure of ECoE in Figure 1. The External Advisory Committee, which is institutionalised via the Articles of Association (Clauses 87-90), is expected to assist on the direct involvement of the stakeholders with the ECoE (through the ECoE Living Labs and Networking & Knowledge Hub), to provide recommendations on all matters of direct or indirect interest to stakeholders in relation to EO and raising public awareness.

The External Advisory Committee consists of up to five renowned scientists in the fields of geoinformatics and the observation of the Environment from space. The members of the External Advisory Committee come from the international scientific community and may not be members of the Board of Directors or employees of the Company. The mission of the External Advisory Committee is to provide both the Board of Directors and the Managing Director with independent scientific advice on the proper scientific direction of the Company, provide specific knowledge, guidance on most important EO issues and on the overall strategies of the ECoE, advise the BoD on project implementation, advanced networking and dissemination strategies and on the interaction with other EO initiatives and flagship programs, formulate recommendations for new actions and activities and provide synergies with the most relevant EO initiatives in the World. Considering the scope of the ECoE, every effort should be made to have in the EAB representatives from the areas of academia, business sectors and science.

The recommendations of the External Advisory Committee are not binding but can be considered for the proper development of the Company into a centre of excellence in the fields of geoinformatics and the observation of the Environment from space.



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The members of an External Advisory Committee are not included in the Company's salaried staff, but are entitled to all travel, subsistence and other expenses that are normally incur to attend or return from meetings and to which they were subject in respect with the Company's operations.

The appointment of the members of the External Advisory Committee is made by the Board of Directors at the recommendation of the Managing Director for a period of up to three years. In the event of the inability of a member of the external Advisory Committee to carry out his mission, that procedure shall be repeated to fill the position of that member.

At the recommendation of the Managing Director, the Board of Directors appointed in its first Meeting on 18 May 2020, the following five scientists as Members of the External Advisory Committee of ECoE for a three-year period (Clause 90 of the Articles of Association):

1. Mr. Vincent Ambrosia, California State University; Associate Program Manager NASA Applied Sciences Program.
2. Dr. Marcello Maranesi, Independent Consultant; International business experience in Geo-Spatial Information and Earth Observation.
3. Prof. Lena Halounová, Czech Technical University, Head of the Remote Sensing Laboratory.
4. Dr. Peter Zeil, Spatial Services GmbH, Senior expert in the field of EO services and applications.
5. Dr. Simonetta Cheli, ESA Headquarters, Head of Coordination Office.

All of the above are also Members of the External Advisory Board of the EXCELSIOR Project. Membership to both bodies is not compulsory, but it was considered that synergies from participation to both bodies should be beneficial for the both the ECoE and the EXCELSIOR project. Since the EXCELSIOR project External Advisory Board consists of six persons whereas the ECoE members are five, it was decided by the Board of Directors that the Membership to the EAC of Mr. Daniel Barok would be examined at a later stage (Mr. Daniel Barok remains as a member of the EAC of the Excelsior H2020 Project).

The External Advisory Committee of ECoE was consulted for the announcements of the first vacancies.



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### 3 Organisational structure of ECoE

#### 3.1 Definitions

The organisational structure is a system that outlines how certain activities of the organisation are directed in order to achieve its goals. These activities can include rules, roles, and responsibilities. Having an organisational structure in place allows companies to remain efficient and focused.

The organizational structure also determines how information flows between levels within the company. In a centralised structure, decisions flow from the top down, while in a decentralized structure, decision-making power is distributed among various levels of the organization.

In simple terms, the organisational structure lays out who does what in the company, so that the company can meet its objectives. Organisational structures are normally illustrated in some sort of diagram (similar to a flow diagram), where the weight of power and authority in the organisation is segmented with the most influential positions of the organization sitting at the top, while those with the least influence are placed at the bottom.

With an organisational structure in place, the organisation provides clarity of the placement of everyone at every level, stressing everyone's role and activity. In the hands of the management, the organisational structure and can perform as a tool that can be used to optimise efficiency. Every segment in the structure can be more productive, as they it is likely to be more focused in making use of its energy, resources and time.

Section 1.3.6 of Annex I (Part B) of the Grant Agreement specifically states that *"The structure of the ECoE demonstrates full autonomy in decision making by establishing a flexible management structure for legal, administrative, operational, personnel, entrepreneurial and educational matters"*. The organisation structure that will be put in place for the management of the ECoE is delineated in Figure 1.

The organisational structure of the ECoE demonstrates full autonomy in decision making by establishing a management structure for legal, administrative, operational, personnel, entrepreneurial and educational matters. In order to accomplish this, the Matrix Organisation Structure is proposed as an effective paradigm. It focuses on integration and flexibility, which helps develop individuals with broader perspectives and skills who can deliver value across the different Departments and functional areas as well as manage a more complex and interconnected environment, thereby improving efficiency, promoting flexibility and increasing communication.

The structure adopted will be elaborated in the following sub-sections 3.2 – 3.9. However, before proceeding with this detailed description of the various components of the organisational structure, it is important to elucidate the main concept behind ECoE; this concept directly drives the adoption of the particular Matrix Organisation Structure, as shown in Figure 1.



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### 3.2 ECoE as a Regional Digital Innovation Hub for EO in EMMENA

The main concept behind the ECoE is to become a fully functional Digital Innovation Hub (DIH) and a Research Excellence Centre for EO in the EMMENA region, creating an ecosystem where the state-of-the-art sensing equipment, cutting-edge research, targeted education services and entrepreneurship come together. It is based on the paradigm of Open Innovation 2.0 (OI2.0), which is based on the Quadruple Helix Model, where Government, industry, academia and society work together to drive change by taking full advantage of the cross-fertilisation of ideas.

The ECoE as a Digital Innovation Hub (DIH) adopts a two-axis model, as depicted in Figure 2. In line with the ECoE Vision, the **horizontal axis** consists of three Thematic Departments for sustained excellence in research of the ECoE, namely: Atmosphere and Climate, Resilient Societies and Big Earth Data Management. In particular, the following application domains will be addressed within each Thematic Departments. The three Departments of the Centre which will be developed for carrying out operations and research will be based on these three Thematic Departments' idea:

- The **Environment and Climate Department** will focus on *Climate Change Monitoring*, by establishing an active remote sensing supersite in Cyprus monitoring climate, including aerosols, clouds, dust and pollution in the EMMENA region using the relevant expertise from TROPOS (*Calibration/validation supersite – Ground-based Remote Sensing Station GBS*). The Department will be headed by the **Atmosphere and Climate Coordinator**.

- The **Resilient Society Department** will focus on three areas:

- o *Disaster Risk Reduction*, by transferring relevant expertise from NOA's BEYOND Centre of Excellence for EO-based monitoring of natural disasters.

- o *Access to Energy*, by combining EO data, with physical modelling and machine learning to focus on energy nowcasting, projections, and short-term forecasting, using the relevant expertise from NOA. (*EMMENA Solar Energy Observatory*)

- o *Water resource management*, resulting from climate change variables, including droughts, water shortages, water quality, freshwater aquifers and land desertification, using the relevant expertise from DLR.

The Department will be headed by the **Resilient Society Coordinator**.

- The **Big Earth Data Analytics Department** will focus on *Data management and analytics*, for researching explorative algorithms to improve information retrieval from petabytes of remotely sensed data, using the relevant expertise from NOA and DLR (*Big Earth Data Analytics*). The Department will be headed by the **Big Earth Data Analytics Coordinator**.

The ECoE engages with the complete ecosystem of stakeholders in a multi-actor approach, linking with players segmented according to their geographic location (from central Europe, to South-Eastern Europe, to EMMENA region), their position in the EO value chain (from EO data providers, to science laboratories and research institutes, to SMEs and large industries), and their mandate (from Public Sector, to sectorial coordination organisations, to economic development banks, etc). The ECoE will



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exploit the networks that the EXCELSIOR partners are members of, in order to facilitate capacity building, knowledge transfer, research partnerships, etc. Specifically, the four functional areas in which the efforts will be focused on are:

- **The Infrastructure Area** will be responsible for the seamless use of the existing and future ECoE infrastructure, their proper operations and the unobstructed access to EO data by the ECoE staff and stakeholders. This Area will be headed by the **Infrastructure Coordinator**.
- The **Research Area** will be responsible for the development of science and research which later on will lead into the development of ECoE services. This Area will be headed by the **Research Coordinator**.
- The **Education Area** will sustain the development and operation of ECoE as a Regional Digital Innovation Hub. The specific activities of the Education area include the MSc & PhDs hosting programme, a Skills Development Centre and a Professional Training Programme. This Area will be headed by the **Education Coordinator**.
- The **Entrepreneurship Area** will be responsible for ensuring the sustainability of the ECoE and stimulating national and regional growth, through the exploitation of the IPR, licensing of innovation and market uptake of new EO-based products, services and solutions generated by the ECoE and the Strategic Partners. This Area will be headed by the **Entrepreneurship Coordinator**.



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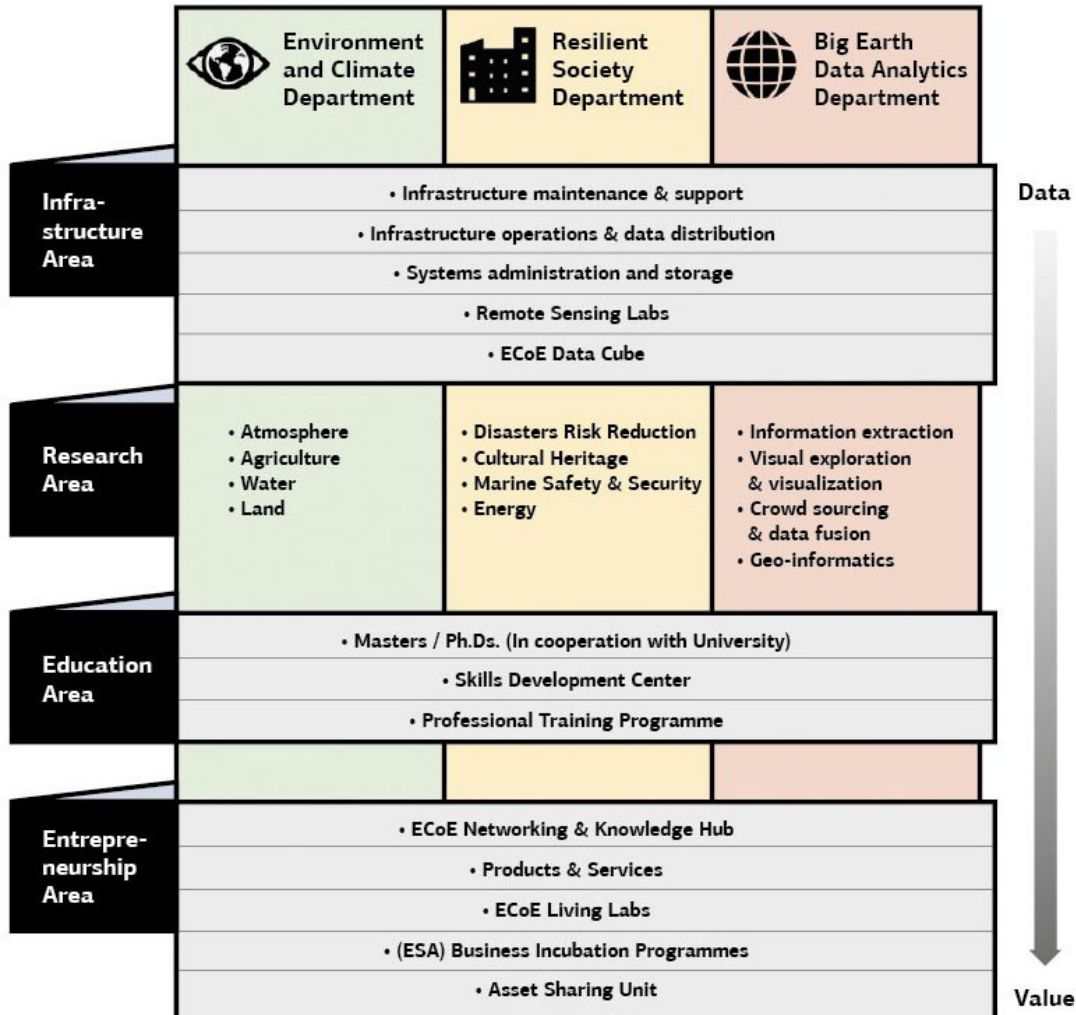


Figure 2: ECoE Digital Innovation Hub.

Activities within the Functional Areas will be coordinated by the **Functional Areas Manager**.

### 3.3 Legal Advisor

In the first stages of the establishment of ERATOSTHENES Centre of Excellence, a representative from the Law Firm Prountzos & Prountzos LLC, which is one of the official external legal advisors of CUT, will act as the interim Legal Advisor (LA), of ECoE. This person will be providing legal support and services to major activities of the ECoE, such as reviewing of contracts, tenders, assist in the resolution of possible contractual claims and disputes, as well as provision of legal advice on a wide range of matters that may arise. The needs for an external Legal Advisor will be formally covered at a later stage through the normal procurement procedure for the acquisition of legal services.





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### 3.4 Human Resources

The Human Resources Department will be responsible for all human resources activities for all permanent and temporary staff and research members of the ECoE, such as recruitment, dismissing, employment contracts, etc. It is expected that the Human Resources will work closely with the Managing Director and all the other Departments. The Human Resource Unit will be responsible for the creation of a human resource strategy to monitor all staff activities and also evaluate the human resource sustainability of the ECoE. Based on the Centre's organisational culture and mission, the human resource strategy (HRS) is developed to represent the ethos and values of the organisation and facilitate recruitment processes in the most efficient and sustainable manner. The mission of ECoE is to lead excellent multidisciplinary Earth Observation research, towards a better understanding, monitoring and sustainable exploitation and protection of the natural and built environment. The ECoE is focused on conducting excellent multidisciplinary EO research, towards a better understanding, monitoring and sustainable exploitation and protection of the physical, built and human environment. The ECoE shall recruit individuals who possess the skills and values required by the ECoE. Employment opportunities will be open to all scientists and personnel based on the specified job requirement. Special attention will be given to repatriated Cypriot scientists and other qualified researchers in the region to avert the 'brain drain' effect. Incentives for employment will include competitive salaries, new opportunities and access to innovative and unique applications and infrastructure. As well, all recruitment, hiring, promoting and retaining staff, the human resources strategy will include training regarding promoting diversity and the inclusion and safeguarding gender equality. The CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation. In accordance with the objectives for gender equality in H2020, the ECoE will ensure gender balance in decision-making processes as well as gender balance and equal opportunities in project teams at all managerial and administrative levels. Commitment to equality is a core value of the ECoE. It thus recognises that equality of opportunity and the recognition and promotion of diversity as integral to its academic and research excellence. The personnel of the ECoE will be hired in accordance with the Law for the Equal Treatment of Men and Women in Employment and Occupational Training of 2002 of the Government of Cyprus, which focus to:

- Promote equality and equal employment opportunities in all areas of its work and activity and remove obstacles to inclusion. This entails increasing the participation of women and improving their position to achieve gender balance;
- Ensure that all ECoE members and prospective members are treated solely on the basis of their merits, abilities and potential without receiving any unjustified discrimination or unfavourable/favourable treatment on grounds such as gender, age, disability, marital status, pregnancy or maternity, race, religion or belief, sex, sexual orientation, socio-economic status or any other irrelevant distinction.

One vacancy for a **Human Resources Manager** has been announced (see Appendix B) and the procedure for the respective appointment is currently under way. The vacancy announcement was



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made in collaboration with the EXCELSIOR partners, both at the Centre's website (<https://eratosthenes.org.cy/open-positions/>) and EURAXESS(<https://euraxess.ec.europa.eu/>).

### 3.5 Quality Assurance

The term Quality Assurance is used to refer to the ways of ensuring the quality of performance of the ECoE. The significance of quality in a Centre of Excellence such as the ECoE is unquestionable. Quality Assurance comprises a set of administrative and procedural activities implemented within the framework of a quality management system so that requirements and goals for the Centre of Excellence as well as its output in whatever form, operations, research, services or activities will be delivered at the highest possible level of quality and in accordance to predetermined rules and criteria. All of these quality assurance rules and criteria will be detailed in the Quality Assurance Manual which will be specific to the ECoE.

The Quality Assurance Manual will be the **Quality Assurance Manager's** (QAM) responsibility. The Manual will embrace all the principles governing Quality Assurance in all output of ECoE, as explained briefly above. It is also the responsibility of the QAM to ensure proper Governance of the ECoE. The principles included in the Quality Assurance Manual will be based on the extensive and successful expertise of the QAM but also on the expertise of the EXCELSIOR Project partners. The Manual will be regularly updated bearing in mind new developments, be legal, administrative, scientific, operational, financial or procedural.

The Grant Agreement contains specific guidelines regarding the presence of a Quality Assurance Manager from the very first day of the ECoE establishment, stressing the significance that the EXCELSIOR Consortium Partners give to attending Quality Assurance in the new entity. Dr. Kyriacos Neocleous, whose name is listed in the Grant Agreement as one of the key managerial staff, has been appointed by the Board of Directors (BoD) as the first Quality Assurance Manager of ECoE.

### 3.6 External Affairs & Business Development and Marketing Unit

The External Affairs & Business Development Director will assist the Managing Director and the Board of Directors for business development in the ECoE, including the management of exploitation of Research and Intellectual Property rights and the educational and entrepreneurship/services delivered by the Centre of Excellence. The External Affairs & Business Development Director will also be responsible for:

- Developing and maintaining strategic partnerships at the National, Regional, European and International levels, including stakeholders, academia, private companies and industry,
- Co-ordinating and spearheading of businesses emerged from research, education and services developed by the ECoE and for conducting assessment studies for new markets, establishing strategic partnerships and enlarging the network of customers.



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- Preparing the contracts, agreements and negotiations with the end-users and stakeholders. The Department will assume responsibility for introducing the new contracts, together with the relevant accompanying justifications and documents

Dr. Kyriacos Themistocleous has been appointed by the BoA as the first **External Affairs & Business Development Director**.

Figure 1 delineates the positioning of the **Marketing Manager** of ECoE who will be employed in the External Affairs & Business Development & Marketing Unit and will assist the External Affairs & Business Development Director especially in the areas of Marketing the Centre's output, (e.g., business, services, products, etc) both nationally but also on the international level with particular emphasis in the EMMENA region.

The Marketing Manager will report to the External Affairs and Business Development Director. The Marketing sector will be responsible for all marketing activities, including print material, the ECoE website, promotional material for international conferences and promotional material for the general public. The sector will also be responsible for all dissemination activities and materials required for training and workshop events.

The vacancy for a **Marketing Manager** has been announced (see Appendix B) and the procedure for the respective appointment is currently under way. The vacancy announcement was made in collaboration with the EXCELSIOR partners, both at the Centre's website (<https://eratosthenes.org.cy/open-positions/>) and EURAXESS portal (<https://euraxess.ec.europa.eu/>).

### 3.7 Administration

The Administration Unit of ECoE is of vital importance regarding the smooth running of the Centre of Excellence. Headed by an Administration Manager, the Unit comprises four essential sub-units:

- Facilities & Building Infrastructure & Procurement
- Accounting & Financials
- Secretariat & Help-desk
- IT Support

Due to the urgency to support ECoE at its initial stages and promote its speedy further expansion, two vacancies within this Unit have been announced publicly:

- One vacancy for an **Accounting & Financial Officer** has been announced (see Appendix B) and the procedure for the respective appointment is currently under way. The vacancy announcement was made in collaboration with the EXCELSIOR partners, both at the Centre's website (<https://eratosthenes.org.cy/open-positions/>) and EURAXESS portal (<https://euraxess.ec.europa.eu/>).



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- One vacancy for a **Facilities, Building Infrastructure and Procurement Officer** has been announced (see Appendix B) and the procedure for the respective appointment is currently under way. The vacancy announcement was made in collaboration with the EXCELSIOR partners, both at the Centre's website (<https://eratosthenes.org.cy/open-positions/>) and EURAXESS portal (<https://euraxess.ec.europa.eu/>).

### 3.8 Operational and Research Departments

The researchers that will be employed in ECoE will be assigned to the three research Departments, which, as explained above, are related to the three thematic areas of ECoE. These three Departments within ECoE are: **Department of Environment and Climate, Department of Resilient Society, and Department of Big Earth Data Analytics.**

The operations and research in the three Departments are coordinated by the Chief Operations Manager. Dr. Silas Michaelides has been appointed by the BoD as the first **Chief Operating Manager**, in line with Section 1.3.6 of Annex I (Part B) of the Grant Agreement.

It was also anticipated in the Grant Agreement [Section 1.3.6 of Annex I (Part B)] that: *“During the EXCELSIOR project, the key personnel from the strategic partners assuming scientific responsibility include Mr. Gunter Schreier from DLR, Dr. Haris Kontoes from NOA, Dr. Albert Ansmann from TROPOS and Mr. George Komodromos from DEC-MTCW, will take on the role of coordinators who will advise the management of the ECoE regarding how to implement and proceed with the necessary activities of their relevant domain.”* Therefore, key personnel from the Advanced Partners were contemplated as the best choice for heading the three Departments in the first stages of ECoE. They will be providing the driving force in the effort to put the foundations, develop and expand their respective Departments.

As explained below, the first Heads of the three Departments have been appointed by the BoD: they are essentially the Principal Investigators from the Advanced Partners of the EXCELSIOR Consortium, as stated in the GA, namely, Mr. Gunter Schreier from DLR, Dr. Haris Kontoes from NOA, Dr. Albert Ansmann from TROPOS.

Staff from the Eratosthenes Research Centre (ERC) of CUT will be transferred into ECoE will be called to fill-in various positions in each Department, according to each one's qualifications and field of expertise.

The Advanced Partners of the EXCELSIOR Consortium will also assign personnel on secondment from their organisations for capacity building, as deemed necessary.

In the next paragraphs, each of the three Departments are briefly presented.



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### 3.8.1 Department of Environment and Climate

The focus of the Department will be the *Climate Change Monitoring*. At the core of the Department will be the establishment of an active remote sensing supersite in Cyprus monitoring climate, including aerosols, clouds, dust and pollution in the EMMENA region using the relevant expertise from TROPOS. These activities will include *Calibration and validation of the GBS supersite*. The Atmosphere, Water, Water and Land are the areas in which this Department will focus its research and operations.

The Department will be headed by the **Environment and Climate Coordinator** Dr. Albert Ansman of TROPOS has been appointed by the BoA as the first Coordinator of the Department. One vacancy for a **Senior Researcher** has been announced (see Appendix B) and the procedure for appointing one scientist at this level is currently under way. The vacancy announcement was made in collaboration with the Environment and Climate Coordinator, both at the Centre's website (<https://eratosthenes.org.cy/open-positions/>) and EURAXESS portal (<https://euraxess.ec.europa.eu/>).

### 3.8.2 Department of Resilient Society

This Department will focus its research and operations on *Disaster Risk Reduction*, by transferring relevant expertise from NOA's BEYOND Centre of Excellence for EO-based monitoring of natural disasters. Also, focus will be on *Access to Energy*, by combining EO data, with physical modelling and machine learning to focus on energy nowcasting, projections, and short-term forecasting, using the relevant expertise from NOA. (*EMMENA Solar Energy Observatory*). Lastly, the Department will carry out research and operations on *Water resource management*, resulting from climate change variables, including droughts, water shortages, water quality, freshwater aquifers and land desertification, using the relevant expertise from DLR. The research and operations in this Department will give emphasis on Disasters Risk Reduction, Cultural Heritage, Marine Safety & Security and Energy.

The Department will be headed by the **Resilient Society Coordinator** Dr. Harris Kontoes from NOA has been appointed by the BoA as the first Coordinator of the Department. One vacancy for a **Senior Researcher** has been announced (see Appendix B) and the procedure for the respective appointment is currently under way. The vacancy announcement was made in collaboration with the Environment and Climate Coordinator, both at the Centre's website (<https://eratosthenes.org.cy/open-positions/>) and EURAXESS portal (<https://euraxess.ec.europa.eu/>).

### 3.8.3 Department of Big Earth Data Analytics

The emphasis in this Department will be on *Data management and analytics*, for researching explorative algorithms to improve information retrieval from petabytes of remotely sensed data, using the relevant expertise from both NOA and DLR (*Big Earth Data Analytics*). The research and operations in this Department will explore disciplines like the Information extraction, Visual Exploration & Visualization, Geo-informatics and Crowd Sourcing.



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The Department will be headed by the **Big Earth Data Analytics Coordinator** Mr. Gunter Schreier from DLR has been appointed by the BoA as the first Coordinator of the Department. One vacancy for a **Senior Researcher** has been announced (see Appendix B) and the procedure for appointment of an appropriate candidate is currently under way. The vacancy announcement was made in collaboration with the Environment and Climate Coordinator, both at the Centre's website (<https://eratosthenes.org.cy/open-positions/>) and EURAXESS portal (<https://euraxess.ec.europa.eu/>).

### 3.9 Functional Areas

The Functional Areas are headed by a **Functional Areas Manager** who acts as the Coordinator between the Functional Areas' activities. As detailed in sub-section 3.2., above, the four Functional Areas are cross-cutting through the three Departments of ECoE. The Functional Areas have four components: **Infrastructure, Research, Education and Entrepreneurship**. Prof. Andreas Anayiotos has been appointed by the BoD as the first **Functional Areas Manager** of ECoE.

In the following, the four Functional Areas and their current state of establishment are outlined.

#### 3.9.1 Infrastructure Area

The **Infrastructure Area** will be responsible for the seamless use of the existing and future ECoE infrastructure, their proper operations and the unobstructed access to EO data by the ECoE staff and stakeholders.

The Area is headed by the **Infrastructure Coordinator**. The BoD has appointed Prof. Christos Danezis from CUT, as the first Infrastructure Coordinator.

#### 3.9.2 Research Area

The **Research Area** will be responsible for the development of science and research which later will lead into the development of ECoE services.

The Area is headed by the **Research Coordinator**. The BoD has appointed Prof. Phaedon Kyriakidis from CUT, as the first Research Coordinator.

#### 3.9.3 Education Area

The **Education Area** will sustain the development and operation of ECoE as a Regional Digital Innovation Hub. The specific activities of the Education area include the MSc & PhDs hosting programme, a Skills Development Centre and a Professional Training Programme.

The Area is headed by the **Education Coordinator**. The BoD has appointed Prof. Nicholas Kyriakides from CUT, as the first Education Coordinator.



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#### 3.9.4 Entrepreneurship Area

The **Entrepreneurship Area** will be responsible for ensuring the sustainability of the ECoE and stimulating national and regional growth, through the exploitation of the IPR, licensing of innovation and market uptake of new EO-based products, services and solutions generated by the ECoE and the Strategic Partners.

The Area is headed by the **Entrepreneurship Coordinator**. The BoD has appointed Dr. Ioannis Papoutsis from NOA as the first Entrepreneurship Coordinator.



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## 4 Departmental and Functional Areas interaction

### 4.1 ECoE: A Digital Innovation Hub

To accomplish the implementation of the mission and vision of the ECoE, as stated in Chapter 1, an integrated use of state-of-the art infrastructure, capacity building and knowledge transfer, networking and entrepreneurship activities into a self-sustained Centre of Excellence acting as multi-stakeholder and multi-disciplinary Digital Innovation Hub for EO in the EMMENA region, will be adopted.

As already discussed above (Section 3.2), being a Digital Innovation Hub (DIH), ECoE adopts a two-axis model, as depicted in Figure 2. This Section analyzes the two-axis model adopted and presents the ways in which their interaction will be accomplished.

### 4.2 ECoE Thematic Departments

In the horizontal axis of Figure 2, are the three thematic Departments of the ECoE (see Section 3.8). These are related to the environment, the society, and data technology, forming the equivalent thematic Departments (see Figure 3, for more details):

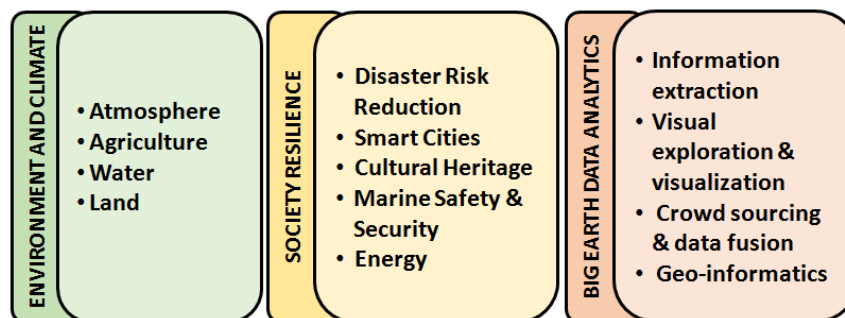


Figure 3: ECoE Thematic Departments.

- a. **Environment & Climate** with a global applicability, has at its core the atmospheric GBS supersite for calibration/validation, aerosol and cloud monitoring, pollution levels, dust monitoring, etc. as well as applications in agriculture, water and land. Regional and global EO monitoring with ground-based networks, in addition to long term observations, statistics, trend analysis over the past decades are essential to understand the processes which link environment with climate problems. The ECoE can exploit state-of-the-art infrastructure such as the proposed GBS, Copernicus data and core services, archived satellite images and data from various EO networks in order conduct cutting-edge applied research in this thematic Department, which will result in effective applications, services, education and related start-ups.
- b. **Resilient Society**, with an impact to the public sector and the industry, focuses on research and services tailored to ensure the societies' wellbeing, make economy sectors resilient, exploit efficiently the available resources, and protect civilians and businesses from natural





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threats and illegal actions in respect to smuggling/refugees trafficking in the surrounding sea with. The thematic Department includes a portfolio of several research fields, but the emphasis is on Disaster Risk Reduction and Access to Energy.

- c. **Big Earth Data Analytics**, tailored to EO data, to allow the discovery of new information that is hidden in the data and promote the value adding combination with non-EO data streams. The Department will research and develop technologies related to data mining, machine learning, visual spatio-temporal exploration of big geospatial and temporal data, semantic enrichment of EO data and products, fusing EO and crowd-sourced data generated from smart sensor technology and finally geoinformatics.

### 4.3 ECoE Functional Areas

In the vertical axis of Figure 2, are four distinct Functional Areas (see section 3.9) which delineate the value-adding process in ECoE, from raw data generation, to research through professional education and finally to innovation and exploitation: Infrastructure, Research, Education and Entrepreneurship. This scheme ensures that value adding chains are developed in the ECoE (see Figure 4, for more details).

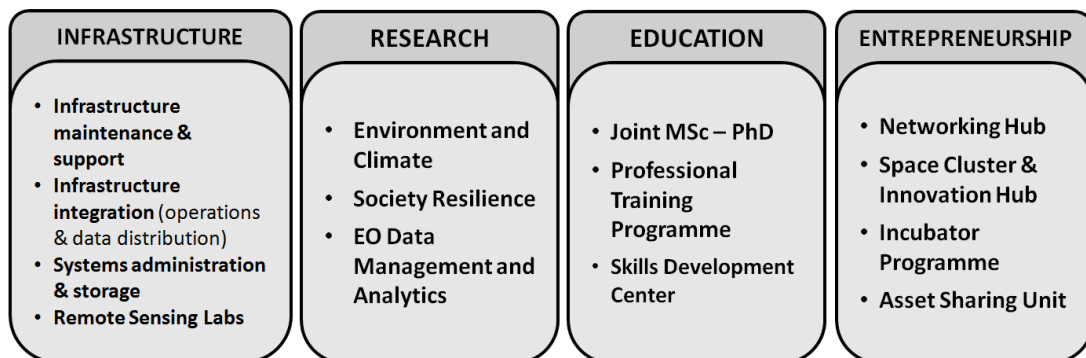


Figure 4: ECoE Functional Areas.

- a. **The Infrastructure Area** is responsible for the seamless use of the existing and future ECoE infrastructure, their proper operations and the unobstructed access to EO data by the ECoE staff and stakeholders.
- b. **The Research Area** is responsible for the development of science and research which later on will lead into the development of ECoE services.
- c. **The Education Area** is considered the fuel that will sustain the development and operation of the ECoE as a Regional Digital Innovation Hub.
- d. **The Entrepreneurship Area** will be responsible for ensuring the sustainability of the ECoE and stimulating national and regional growth, through the exploitation of the IPR, licensing of innovation, and market uptake of new EO-based products, services and solutions generated by the ECoE and the Strategic Partners. The ECoE adopts a **Multi-Actor approach**, where



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stakeholders participate in the co-design, co-creation, commercialisation and promotion of novel remote sensing products, services.

In this matrix approach adopted by ECoE, the thematic Departments are impact driven and will drive the various initiatives and activities supported by the Functional Areas. Therefore, the staff allocated for each thematic Department will participate in all for Functional Areas. To illustrate using the Environment and Climate thematic Department, research on water will include the use of the appropriate equipment for field campaigns (Infrastructure Area). The data from the field campaigns will be processed and used in the Research Area. As a result of the findings from the Infrastructure and Research Area, this information can now be used for Graduate students at the CUT, as well as for skills development and professional training programs (Education Area). Last, the findings from the Infrastructure and Research Area, in addition to the knowledge transfer from the Education Area, will be used to create new products and services, to expand networking and knowledge hubs, to share assets with SMEs and to provide relevant data for Business Incubators (Entrepreneurship Area). The thematic Department will relate directly to the Copernicus core services, as depicted in Figure 5 (<http://copernicus.eu/data-access-services>):







	The Copernicus Land Monitoring Service (CLMS) provides access to up-to-date information on land-use and land-cover products and on related variables, such as the vegetation state or the water cycle. It operates at global, pan-European, and local levels.
	The Copernicus Atmosphere Monitoring Service (CAMS) provides continuous data and information on atmospheric composition. The service describes the current situation, forecasts the situation a few days ahead, and analyses consistently retrospective data records for recent years.
	The Copernicus Marine Environment Monitoring Service (CMEMS) is the one-stop-shop for marine data. It provides state-of-the-art analyses and forecasts daily which offer an unprecedented capability to observe, understand and anticipate marine environment events.
	The Emergency Management Service (EMS) supports players in the field of crisis management. It addresses disasters caused by natural hazards as well as man-made hazards and humanitarian crisis.
	The Copernicus Climate Change Service (C3S) provides high quality data and graphics to assist business, science and policy sectors to mitigate and adapt to the effects of climate change.
	The Copernicus service for Security applications aims to support European Union policies by providing information in response to Europe’s security challenges, such as crisis prevention, preparedness and response in the areas of border surveillance, maritime surveillance, etc.

Figure 5: Copernicus core services



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In addition, the European Commission launched the Copernicus Data and Information Access Services (DIAS). DIAS will give unlimited, free and complete access to Copernicus data and information. DIAS will provide a cloud-based one-stop shop for all Copernicus satellite data and imagery as well as information from the six Copernicus services, but will also give access to sophisticated processing tools and resources ([https://www.esa.int/Our\\_Activities/Observing\\_the\\_Earth/Copernicus/Accessing\\_Copernicus\\_data\\_made\\_easier](https://www.esa.int/Our_Activities/Observing_the_Earth/Copernicus/Accessing_Copernicus_data_made_easier)). Through its scalability, its additional layer of cloud processing, tools and complementary data, the DIAS concept will boost the development of applications and services based on Copernicus to facilitate the integration of satellite data and information into services that benefit all levels of society (<http://copernicus.eu/news/upcoming-copernicus-data-and-information-access-services-dias>).



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## 5 Decision Making mechanisms and procedures

Through its approved Statutes, the ERATOSTHENES Centre of Excellence demonstrates how it exerts full autonomy in decision making. In particular, the Centre of Excellence has maximum degree of autonomy in terms of taking its own decisions, being in legal, administrative, operational, personnel and academic matters. Indeed, as also explained in Deliverable 2.1, the Statutes of the new entity reflect the above pre-requisite. The appropriate clauses that put the Centre in line with the above have been injected into the Statutes, to the extent that they are conforming to the framework of Cyprus' legislation and under the guidance of the legal advisors.

Decision making is essentially taken at two levels. The first level of Decision making in ERATOSTHENES Centre of Excellence is the Board of Directors (BoD) and the second level of decision making is the Executive Committee (EC). It is anticipated that within the spectrum of foreseen activities of the ECoE, all potential verdicts required for the smooth and efficient functioning of the organisation are covered by the decisions taken at these two decision making levels (i.e., the BoD and the EC). They are presented and discussed in the following.

### 5.1 Decision making in the Board of Directors

As explained above, the ECoE is autonomous in its decision making. Strategic and Policy decisions are taken at the highest level, namely, the Board of Directors. The Articles of Association have very clear clauses on a wide spectrum of procedures for decision making at this level, the most significant of which are listed below, in the order in which they appear in the respective document:

Clause 18: The Board of Directors consists of seven members and that each member has one vote. In the event of a tie, the Chairman has a winning vote.

Clause 19: The Board of Directors meets at least once a year on dates specified in consultation with the Managing Director of the Company. An extraordinary board meeting is defined when at least three members from the Board of Directors and/or the Executive Committee request it in writing from the Managing Director, or the Managing Director of the Company requests it in writing from the Chairman of the Board. It is understood that extraordinary meetings are defined in cases where serious Company policy issues arise.

Clause 22: The Minutes and decisions of the Board of Directors shall be communicated within fifteen days of the end of the meeting in which such decisions have been taken and confirmed, by the Board of Directors' Chairman to the Managing Director, who shall ensure for their execution.

Clause 25: Members of the Executive Committee may participate in the meetings of the Board of Directors if they are invited by the Chairman for this purpose. It is understood that the members of the Executive Committee are not entitled to vote. When a matter is discussed for the adoption of any decision concerning the Executive Committee, the Board of Directors may decide and request the withdrawal of the members of the Executive Committee, except the Managing Director who can



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continue to be present in the meeting, except when matters relating to the Managing Director himself are discussed, when the Board of Directors may ask for the withdrawal of the Managing Director too. None of the members of the Executive Committee shall have the right to vote in the Board of Directors.

Clause 27: The Chairman of the Board of Directors chairs each meeting of the Board of Directors. If he/she is not present within fifteen minutes of the time set for the start of the meeting, then the present members elect one of the present members of the Board of Directors as Chairman-in-Office of the meeting.

Clause 28: If at any meeting no member is willing to act as Chairman-in-Office, the oldest member of the Board of Directors chairs the meeting.

Clause 30: Unless otherwise specified in any specific regulation, if a vote is requested, it will be conducted in the manner indicated by the Chairman, and the result of the vote is the decision of the meeting in which the vote was requested. The outcome of the vote is recorded in the Minutes of the meeting.

Clause 31: If there is a tie, either in the case of raising of the hands or in the case of a vote, the Chairman of the meeting in which the hand is raised or in which the vote is required shall be entitled to a second or a winning vote.

Clause 34: The Board of Directors has the power to delegate all its authorities to the Executive Committee. The assignment or withdrawal of authority is made in writing by the Chairman of the Board of Directors to the Managing Director of the Company.

Clause 38: A member of the Board of Directors who has an interest in any contract or any matter arising from it, or on any subject submitted to the Board of Directors, shall not vote and if he/she votes, his/her vote shall not be counted. This fact is explicitly recorded in the Minutes of the meeting. A member of the Board of Directors may not participate in proceedings and phases relating to the recruitment, promotion or termination-of-service of a member of the staff of the Company with whom they he is blood relatives up to the second degree.

Clause 39: Where there is a conflict of interest of members of the Board of Directors in relation to any contract or issue submitted to the Board of Directors, that member shall abstain from the vote and if he/she votes, his/her vote shall not be counted. A member of the Board of Directors shall not be entitled to participate in the discussion or vote if the decision to be taken relates to the act or uprising or the abolition of a trial between the Company and that member or the spouse of that member or his or her relatives by blood or by marriage to the third degree or to the conduct of act between the Company and another Company, personal or capital, in which or in the management of which this member is a participant or a spouse or relative thereof, by blood or by marriage to the third degree.

Clause 43: The decisions of the Board of Directors shall be taken by simple majority. The majority is calculated on the quorum basis.



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Clause 44: Quorum is deemed to exist when at least four members are present. The participation of members may be made through the use of electronic means (e.g., teleconference, skype, or similar technologies). Participants by teleconferencing are counted for quorum purposes and for any other purpose as being physically present at the meeting. In such a case, the meeting of the members of the Board of Directors will be deemed to have taken place where the person who has kept the Minutes of the meeting is located.

Clause 45: At the first meeting of a Board made with a new composition, it is provisionally chaired by the oldest member, who conducts the vote for election of the Chairman of the Board. The same procedure shall be followed in case the Chairman's position becomes vacant, for any reason.

## 5.2 Decision making in the Executive Committee

The second level of decision making in ERATOSTHENES Centre of Excellence is the Executive Committee. The Executive Committee is the body that takes decisions on the Company's financial and administrative management and coordinates its internal and external operations, specifying and exercising financial control.

The Articles of Association contain a wide spectrum of decision-making-related clauses, the most significant of which are outlined below, in the order in which they appear in the respective document:

Clause 55: The Executive Committee has five members and consists of the Managing Director and four members.

Clause 56: The other four members of the Executive Committee, except the Managing Director, are appointed and dismissed by the Board of Directors, following a documented recommendation by the Managing Director and come from the staff of the Company which owns managerial positions (Manager or Director) or positions of Coordinator (Coordinator), according to the Company's organisational chart. The members of the Executive Committee, including the Managing Director, may not be blood relatives between them until the second degree.

Clause 57: The Chairman of the Executive Committee is the Managing Director. If the Chairman is prevented from chairing a meeting of the Executive Committee, he shall appoint another member as the Chairman-in-Office, in line with the provisions of Clause 77.

Clause 58: The Executive Committee may publish vacancies, based on the Company's needs, may recruit and fire Company staff, may set the remuneration of staff, may determine the use and spending of funds available and budget, to check and approve the Company's accounts, draft the budget and annual financial statements, which it will submit to the Board of Directors for approval.

Clause 59: Subject to the provisions of paragraph 5 (prohibiting the marketing of land, the holding of immovable property by the Company and other non-profit-making activities in the management of the Company's finances and assets), the Executive Committee manages the Company's affairs and property, maintains the accounts and commands its operations.



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Clause 60: The Executive Committee decides on the extension of existing facilities, the renting of offices, laboratories and other necessary infrastructures to fulfil the Company's objectives. The Executive Committee represents, governs and manages the Company's property and concludes all kinds of contracts on behalf of the Company relating to the above transactions and any others. The Company may not receive loans and/or undertake any loan liabilities.

Clause 61: The Executive Committee has the right to enter into agreements of any nature on behalf of the Company with regard to the completion of its work, as well as agreements which create an obligation of cooperation of the Company for purposes of scientific research and cooperation with other legal entities, institutions, bodies, ministries or governmental departments within and outside the Republic. The Executive Committee, with the authorisation of the Board of Directors, may decide on the Company's participation in research projects, services and studies, renting of equipment and other related activities, in accordance with the purposes of the Company. The approval and coordination of the above can only be delegated to the members of the Executive Committee unless the Executive Committee decides and approves otherwise by legal and financial commitment of the Managing Director or the Company's official.

Clause 62: The Executive Committee decides the organisation, co-organisation and participation of the Company in special workshops, sessions, festivals, publications, studies, surveys, debates and contests, etc.

Clause 63: Any financial expenditure or any economic or non-economic activity or employment in the Company must be approved by the Executive Committee. The final approval for payment of any financial expenditure or activity is approved by the Executive Committee after the presentation and approval of the necessary documents and invoices by the Financial Manager of the Company.

Clause 64: All the above cases are indicative of the duties and the jurisdiction of the Executive Committee, which can act in any case concerning the administration and management of the Company in order to better achieve and realise its objectives.

Clause 65: The decisions of the Executive Committee are taken by simple majority. The Chairman (or Chairman-in-Office) has a winning vote in the event of a tie.

Clause 66: Quorum shall be deemed to be achieved when there is a physical presence of at least three members.

Clause 67: Unless otherwise specified in any specific regulation, if a vote is requested, it will be conducted in the manner indicated by the Chairman, and the result of the vote is the decision of the meeting in which the vote was requested. The outcome of the vote is recorded in the minutes of the meeting, as are any abstentions and objections.

Clause 68: The Executive Committee shall meet based on an Agenda prepared by its Chairman, which shall be sent to all members forty-eight hours before the date of the meeting. When there is a need or



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whenever it deems appropriate, the Chairman may invite extraordinary meetings. Extraordinary meetings may be arranged following a decision by the Chairman or after a reasoned request to the Chairman by at least two other members.

Clause 69: If the Executive Committee decides, a member of the salaried staff shall be called for holding the minutes of its meetings, otherwise the minutes may be held by a member of the Executive Committee designated for this purpose by the Chairman. If the Minutes keeper is from the salaried staff, the Chairperson or the Executive Committee, by decision, may at any time request his withdrawal, and the observance of the practices for that part of the meeting which the Minutes keeper is not present is undertaken by a member of the Executive Committee appointed by the Chairman.

Clause 70: It is understood that when the Minutes keeper is from the salaried staff, he/she is not entitled to vote. When the Minutes keeper is a member of the Executive Committee, he is entitled to vote normally.

Clause 71: The Minutes and decisions of the Executive Committee shall be communicated by the Chairman to all members of the Executive Committee within fifteen days from the end of the meeting in which those decisions were taken and ratified.

Clause 73: The Chairman of the Executive Committee, after informing the Chairman of the Board of Directors, may receive by e-mail, approval for any decisions of the Executive Committee requiring approval on matters that may arise and concerning the formulation of the Company's policy and strategy.

Clause 74: A member of the Executive Committee may not participate in proceedings and decisions relating to the recruitment, promotion or termination of service of a member of the staff of the Company with which he is a blood relative of up to the second degree.

Clause 75: The Managing Director is appointed by the Board of Directors of the Company.

Clause 77: The Managing Director shall preside over the meetings of the Executive Committee as described in paragraph 57. In the event of an absence, the Managing Director may, by written notice to all members of the Executive Committee, appoint another member to preside over his absence. In this case, the Managing Director's replacement shall have all the rights and powers conferred by that statute in respect of that position.

Clause 79: The Board of Directors may delegate and/or entrust the Managing Director with any authority exercised by the Board of Directors, subject to the conditions and restrictions which the Board of Directors deems appropriate. The Board of Directors may at any time revoke, suspend or amend all or any of the aforementioned authorities assigned and/or delegated to the Managing Director.





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## 6 Policy for liaison with external stakeholders

### 6.1 Stakeholders being at the core of ECoE's strategy for sustainability

The ECoE's approach to innovation involves the engagement of a National, EMMENA, European and International ecosystem of stakeholders that actively participate in the co-design of novel products and services, and the setup of new business enabling tools for the exploitation of synergies and nurturing industrial connectivity. Indeed, one of the Specific Objectives of establishing ECoE is to create a strategic, multi-actor, mutually beneficial and long-term partnership network consisting of the EXCELSIOR project partners, regional stakeholders and third-party partnering organisations from the EMMENA, European and worldwide industry, academia and research elite. Through the EXCELSIOR project, ECoE will embark in creating sustainable and mutually beneficial links.

The ECoE will pursue a continuous interaction with stakeholders both locally and in the region through a wide spectrum of activities which are described below. The ECoE will seek out stakeholders at a local, regional, European and global scale. It is expected that these stakeholders will work together with the ECoE on securing research funding and through the development of new EO applications. Indeed, the active participation of the stakeholder ecosystem in many of ECoE's activities and projects funded by the EU, and ESA, the European Investment Bank, the World Bank, the Asian Bank, and big Private Sector Companies (e.g., Insurance, Energy, Tourism, Transport, etc), is at the core of ECoE's strategy for sustainability.

**Local** stakeholder partnerships in Cyprus will include industry, research centres and the public and private sectors. There are several Government agencies, academic institutions, research centres, non-profit organisations and companies that are already active in EO in Cyprus. However, there are too many EO applications that can be developed and bring significant savings for the State as well as a significant improvement in the quality of life of citizens. For example, critical applications in the fields of agriculture, land registry, environment, civil protection, disaster prevention, building industry, meteorology and energy efficiency of buildings can be developed. Unfortunately, Government departments request large budgets for various projects without knowing that these needs can be implemented equally effectively and with significant savings using space technologies. The Government of Cyprus can use space technologies to enhance efficiency and lower the cost of various projects. Since 2007, European funds have funded Earth Observation projects, using satellite remote sensing, with funds amounting to around 12 million Euros. Envisaged strengthening of the relations between ESA and Cyprus will facilitate further financing of such projects.

**Regional** stakeholders from the East Mediterranean, Middle East and North Africa will also be sought out for collaboration. Regional stakeholders in EMMENA, which include end-users and EO value adders, are potential customers of the ECoE innovations. These customer segments will be invited to actively engage with the ECoE, in a co-design cooperation model, so that new products and services are tailored to grounded needs, real requirements and specifications.



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Also, the ECoE will seek out **European** networks and EO industries that are also active in the same research sectors. This includes an ecosystem of stakeholders that consists of the European scientific community and industry as well as the user community in economic and public sectors (energy, agriculture, raw materials, disaster management, etc). The active participation of the ECoE in well-established European and International networks will help the centre to remain in the frontline of cutting-edge research, provide access to new technologies and techniques, easing access to information for solving different kind of issues (e.g., technical guidance), opportunities to participate in large experimental campaigns or organize such, attract high-esteemed scientists and advanced infrastructure from collaborating institutes.

## 6.2 The Multi-actor approach of ECoE

The ECoE adopts a **Multi-Actor** approach (<https://ec.Eurospa.eu/eip/agriculture/en/publications/eip-agri-brochure-horizon-2020-multi-actor>). The goal is to establish a mechanism for the continuous and seamless osmosis and interaction with players along research and innovation value chains; from research and data production, to commercial products and services. In the ECoE's **Multi-Actor approach**, stakeholders participate in the co-design, co-creation, commercialisation and promotion of novel remote sensing products, services. The ECoE network will focus on creating sustainable, mutually beneficial links with:

- 1. ECoE partners**, in an enduring **co-exploitation model**. They will transfer their institutional scientific and engineering expertise to the ECoE, while the ECoE will accommodate resources to serve the partners' and national exploitation plans.
- 2. Regional stakeholders** in EMMENA, which include end-users and EO value adders, are potential customers of the ECoE innovations. These customer segments will be invited to actively engage with the ECoE, in a **co-design cooperation model**, so that new products and services are tailored to grounded needs, real requirements and specifications.
- 3. Current and future ECoE partnering organisations** that are not contractually engaged with the ECoE but have committed to collaborate and provide resources in various forms in a **business-to-business asset sharing model**. In turn, the ECoE will provide access to its assets acting as a gateway for infrastructural (e.g., satellite data reception facilities), scientific (e.g., models, algorithms, etc.), educational (e.g., professional training), networking (EMMENA stakeholders) or DIH components (accelerators, training, etc.).

## 6.3 Functional Areas: the platform for implementing the ECoE's Multi-Actor approach

The Policy for liaison with external stakeholders is largely dictated through the activities within the Functional Areas of ECoE.



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### 6.3.1 The Infrastructure Functional Area

The Infrastructure Area is responsible for the seamless use of the existing and future ECoE infrastructure, their proper operations and the unobstructed access to EO data by the ECoE staff and stakeholders. The activities of this area are:

- The maintenance of all scientific equipment, antenna ground stations, etc., responsible for i) inspection through routine schedule checks of the facilities to examine condition and to check for needed repairs, ii) replacing old and installing new parts, and iii) drafting and monitoring safety regulations for the use of the equipment. Where necessary, agreements with local partners will be put in place to host and maintain infrastructure, which cannot be located at the ECoE premises.
- The integration of the infrastructure to ensure that open data generated are distributed to stakeholders and are exploitable and visible to the widest communities possible. This will be done through the development of APIs to provide continuous and structured access to the ECoE data sources. The integration activities will be in charge for the operations of the infrastructure through monitoring, alerting and reporting mechanisms, providing at the same time a help-desk to support to researchers and entrepreneurs.
- The system administration to ensure the proper operation of the ECoE network facilities, servers/clusters/virtual machine environments and storage capacities, that preserve the data and makes them available for further processing through dedicated applications.
- The Remote Sensing Labs that host generic assets that can be used across the different ECoE departments such as the Spectroscopy Lab, the UAV Lab and the Geodesy Lab.
- The ECoE **Data Cube** (<https://www.tandfonline.com/doi/full/10.1080/20964471.2017.1404232>), a new paradigm aiming to realise the full potential of EO data by lowering the barriers caused by these Big data challenges and providing access to large spatio-temporal data in an analysis ready form, enabling advanced data access and retrieval capabilities. The ECoE considers big data analysis as a key approach to monitor the state, change and vulnerability of the environment. Utilizing multi-sensor, multi-source datasets will enable a thorough, spatially and temporally highly resolved characterization of land, ocean and atmosphere. This approach is illustrated in **Error! Reference source not found. 6**.



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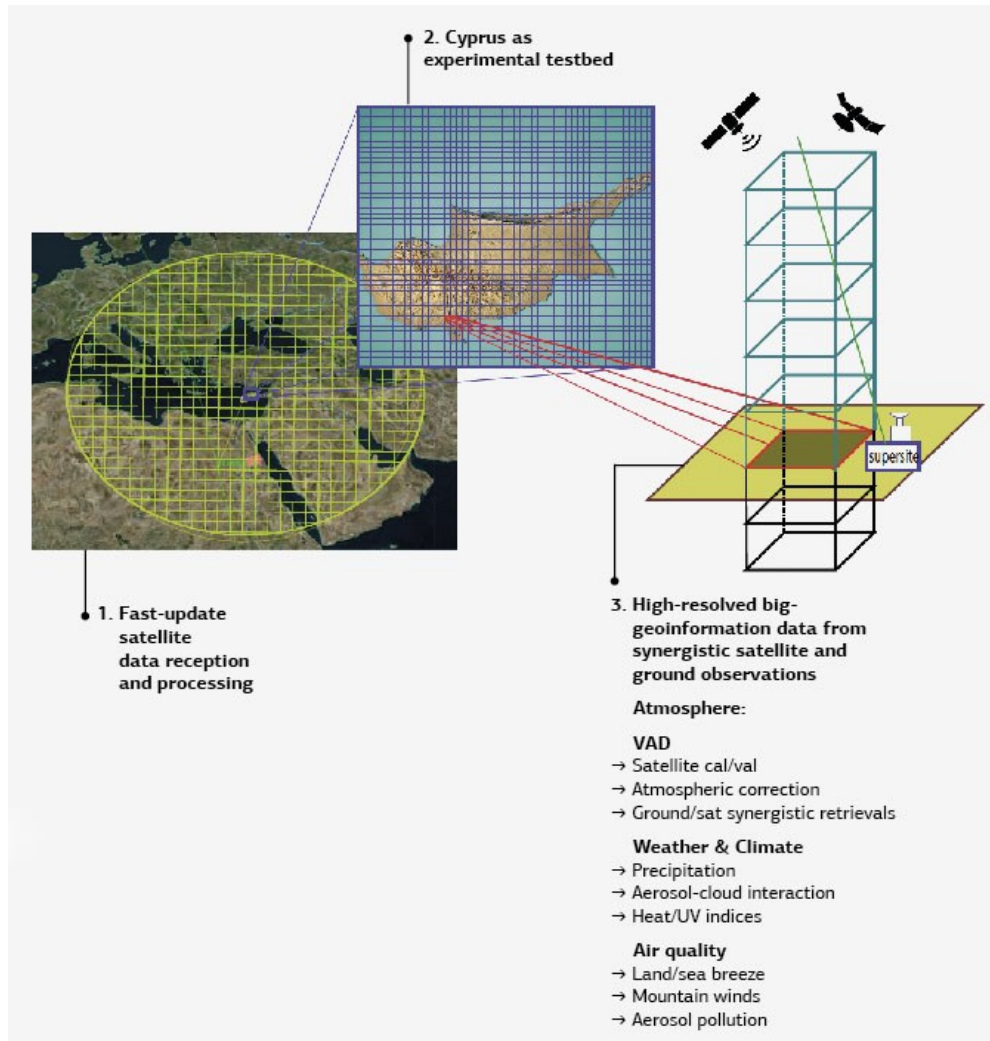


Figure 6: Process of forming the ECoE Data Cube.

### 6.3.2 The Research Functional Area

The Research Area is responsible for the development of science and research which will later lead into the development of ECoE services. The key activities of this Area are:

- The science and intellectual work in the thematic research areas, performed in the ECoE groups and departments and in collaboration with regional, European and International partners.
- The customisation, calibration and scientific use of the ECoE infrastructure. Responsibilities include considerations for equipment validation and sustainability through the participation to European and/or global infrastructure networks (e.g., for the atmospheric equipment foreseen).
- The production of peer reviewed research publications, books, e-books, reference reports, public information documents, and participation to International conferences, workshops and fora.



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- The results of the research derived from the ECoE will be presented at local and international conferences. For example, annual workshops will also take place at the RSCy Conferences, which are organized by the Cyprus Remote Sensing Society, who is a stakeholder in the EXCELSIOR project.
- The support for drafting and submitting of high calibre research proposals for attracting new funding from national, European and International competitive funding sources.
- The development and execution of new research and innovation projects.
- The support of capacity building actions and application driven research projects in collaboration with members of the consortium, focusing on knowledge transfer through a mobility scheme for uninterrupted research skills development.

### 6.3.3 The Education Functional Area

The Education Area is considered the fuel that will sustain the development and operation of the ECoE as a Regional Digital Innovation Hub. The specific activities of the Education area include:

- The **Master & PhDs hosting programme**: A new **Joint 'M.Sc. programme for Earth Surveillance and Space-Based Monitoring of the Environment'** (CUT) has already been designed and will be offered, which will incorporate segments of the ECoE. In addition, joint PhD programmes in EO will be also offered within the research sectors of the Centre. PhD candidates will have access to the ECoE facilities and infrastructure to conduct their research, while a training scheme similar to the one usually adopted in Marie-Curie Innovations Training Networks.
- The **Skills Development Centre**: The objective of the Skills Development Centre is to invest in **the continuous technical and scientific development** of the ECoE staff and to create the next generation of researchers, scientists and engineers that will sustain the ECoE operations. The ECoE senior staff, post-doctoral researchers, invited experts and high-profile researchers from the global scientific community will design and deliver accredited technical short courses, targeting both the ECoE staff and external stakeholders, targeting different stakeholder groups in order to familiarise them with state-of-the-art equipment and cutting-edge research output, in a hands-on approach. The courses will cover critical scientific activities, such as the use of state-of-the-art EO equipment, theory and practice of physical processes modeling and EO data assimilation, novel remote sensing techniques, machine learning theory and practice, and big data management. Synergies with the Copernicus Academy (CUT and the strategic partners are members) training events will be pursued.
- The **Professional Training Programme**: A dedicated programme for the professional development of the ECoE's stakeholders in the region will focus on equipping and facilitating scientific and research personnel in the field of Earth Observation to make the leap and bridge the gap from science to commercialisation of EO-based products and services. The programme will act as a regional multiplier in the EMMENA, educating the new generation of scientists and motivating them to create new business capitalising on innovative research. In addition to the ECoE staff, governmental departments, private companies and end-users can benefit from the EO professional training schemes.



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### 6.3.4 The Entrepreneurship Functional Area

As explained in sub-section 4.3, the Entrepreneurship Area is the Functional Area designated for ensuring the sustainability of the ECoE and stimulating national and regional growth. In ECoE's **Multi-Actor approach**, stakeholders will participate in the co-design, co-creation, commercialisation and promotion of novel remote sensing products, services. The key schemes in the Entrepreneurship Area where ECoE and its stakeholders will be liaised are:

- The **ECoE Networking and Knowledge Hub**: Integration of resources, assets and knowledge is particularly important for fostering innovative research and commercial uptake efforts. The ECoE aspires to set-up a Hub to allow the agglomeration of both the stakeholders and the relevant knowledge, acting as a regional Focal Point in EMMENA:
- The ECoE will exploit the GEO-CRADLE network in EMMENA, and expand it with well-established networks, such as GEO, NASA, EARSeL, ISPRS, DLR, TROPOS, ATHENA, Earlinet, ACTRIS, AERONET, etc. A **Networking platform** will be set up to support the ECoE Networking Hub, which is central for implementing the Multi-Actor approach.
- The ECoE builds also the **ECoE Knowledge Hub as a one stop shop**. The Hub will include (i) a description of the scientific infrastructural assets of the ECoE, with training material on how to use and exploit; (ii) a pool of open-source EO tools, algorithms, models, implementations, processing chains, etc. for the ECoE thematics; (iii) catalogues with descriptive metadata providing centralised access to various local datasets from in-situ monitoring networks, strengthening the Copernicus in-situ component; & (iv) a portfolio of best practice examples and lessons learnt for the different ECoE relevant applications, with an outlook for operationalisation.
- The ECoE will work with stakeholders to co-design, co-develop, commercialise and promote EO-based **products & services** and applications that can facilitate the efficient use of EO data for different economic sectors (e.g., tourism, energy, agriculture). This will be the main liaison activity for linking the ECoE with industrial needs.
- The **ECoE Living Labs** (see Figure 7) which will be the Focal Point where academics, students, researchers, industry members, policy makers and end-users can come together, to generate and validate ideas. This new Innovation System is based on systematic end-user co-creation, is practice driven and operates as an intermediate space between academia, local/national Government, private companies and research organisations, to test and study experiments and find new solutions for real life problems with swift prototyping or validation.
- The **(ESA) Business Incubator Programmes**. The ECoE will be the key partner with launching the European Space Agency Business Incubator Centres (ESA BIC) in the Eastern Mediterranean. The centre will design incubation programmes tailored to the ECoE EO thematic fields. The programmes will be hosted in CyRIC's Incubator programme Gravity (<https://www.cyric.eu/cyric-incubator/>) through a strategic partnership. The ECoE BIC programmes will include, training on product development and IPR, access to the ECoE and ESA IP for Commercialization, technical Support, access to the International ESA BIC community and International ESA events, the organisation of business appointments in EMMENA, and access to national and regional contacts.



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The ECoE will pursue to become an ESA BIC partner from which it will widen its networking prospects

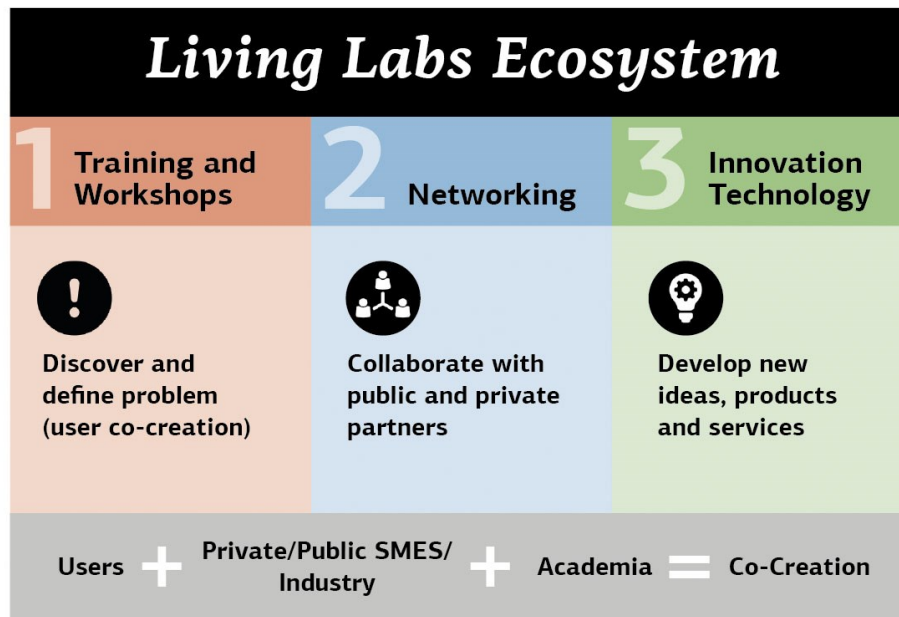


Figure 7: ECoE Living Labs approach.

- The **Asset Sharing Unit**: Asset Sharing is not new – cooperatives are a key example of how communities have traditionally come together to pool resources and work collaboratively. But as an increasingly important element of new business models, asset sharing connects spare capacity and demand, allowing stakeholders to access, rather than forcing ownership, of an asset. The ECoE will adopt this model to a certain extent and, under well-defined legal agreements, will allow external stakeholders to lease some of the infrastructural assets and ECoE Intellectual Property. The goal is to optimise the support of expensive scientific equipment that will be procured, making maintenance costs bearable, sustaining the future upgrade of the assets and maximising the exploitation potential of IP generated by the research activities of the Centre. The unit will also provide facilities for hosting visitors at the ECoE in order to create close links with external organisations to foster knowledge transfer that could also lead to new Cooperation initiatives and services. The key benefits of the Asset Sharing unit are:
  - (i) the cost of costly assets (maintenance, upgrade, etc.) is shared across users,
  - (ii) asset sharing unlocks value for multiple sides, creating more value using existing resources,
  - (iii) value is created by maximising existing capacity and encouraging effectiveness over efficiency,
  - (iv) reduce barriers to entry to the EO industry fostering regional growth,
  - (v) democratize access, and
  - (v) value is created across diverse domains from financial, to societal to environmental, both for the business and its value chain, as well as for non-traditional EO stakeholders.



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#### **6.4 The External Relations and Business Development**

The role of the External Relations and Business Development Unit is of the utmost importance in liaising with the community of external stakeholders. The External Relations and Business Development Director will assist the Managing Director and Board of Directors for business development in the ECoE, including the management of exploitation of Research and Intellectual Property rights and the educational and entrepreneurship/services delivered by the Centre. The department will also be responsible for representing the ECoE as well as for developing and maintaining strategic partnerships at the National, Regional, European and International levels, including stakeholders, academia, private companies and industry. The External Relations and Business Development Department will be responsible for co-ordinating and spearheading of businesses emerged from research, education and services developed by the ECoE and for conducting assessment studies for new markets, establishing strategic partnerships and enlarging the network of customers. The Department will also be responsible for the preparation of the contracts, agreements and negotiations with the end-users and stakeholders. The Department will assume responsibility for introducing the new contracts, together with the relevant accompanying justifications and documents, to the Managing Director and the BoD for final decision and signature of the contracts by the legal representative of the ECoE.

The Marketing manager will report to and work together with the External Relations and Business Development Director in order to establish the overall business strategy of the ECoE. The role of the marketing manager is to seek out opportunities to bring in revenue to the ECoE from services, research projects, grants, contracts, etc. This will take place by conducting market research, in order to identify market trends, current needs in Earth Observation, state-of-the-art, industry needs, and possible services and research proposals. This can be exploited through networking as well as taking advantage of opportunities resulting from market research in order to meet with stakeholders to establish effective working partnerships. Such strategic partnerships occur at the National, Regional, European and International levels and include stakeholders in the public and private sector, as well as academia.

#### **6.5 The National Space Policy of Cyprus**

By contributing in developing a national space policy and strategy, synergies can be exploited with other national strategies and actions (e.g., the Digital Strategy and the National Strategy for Research and Innovation, the Blue Development Strategy and the Green Development Strategy). There is also the possibility of enhanced participation in European programs through a substantial boost to research and innovation. The main objective is the promotion of the Republic of Cyprus as a country of production and exploitation of know-how in space applications. Satellite communications, satellite navigation and land-based satellite remote sensing are the top priorities.

In developing the national space policy and strategy, DEC-MTCW, being an EXCELSIOR partner, has a crucial role to play, that will have a great impact in the parallel development of ECoE's policy on stakeholder partnerships. DEC-MTCW advises the Minister of Transport, Communications and





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Works in all matters relating to electronic communications and represents Cyprus in International organisations and committees of the European Union. The DEC-MTCW has been appointed as the competent authority for the promotion and implementation of the legislative framework for electronic signatures in Cyprus. The DEC-MTCW has been designated as the executive department to formulate and implement a comprehensive national strategy on Information Society. Moreover, the DEC-MTCW has the responsibility for the European Space Policy, including the program Galileo/EGNOS and the program GMES/Copernicus, and the relations of the Republic of Cyprus with the European Space Agency (ESA).



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## 7 Discussion and Conclusions

The Governance and Organisational structures of the ERATOSTHENES Centre of Excellence have been designed to support an autonomous Centre of Excellence in its endeavour to establish itself as a self-sustainable Centre of Excellence in EO, recognised at an International level.

Soon after the approval of the Statutes of the new legal entity by the Department of the Registrar of Companies and Official Receiver, ECoE was registered as an autonomous, non-profit Company, Limited by Guarantee without Share Capital, with the only Member being the Cyprus University of Technology.

In order to accomplish the organisation's mission and vision, the Matrix Organisation Structure is adopted as an effective paradigm. It focuses on integration and flexibility, which helps develop individuals with broader perspectives and skills who can deliver value across the different Departments and Functional Areas as well as manage a more complex and interconnected environment, thereby improving efficiency, promoting flexibility and increasing communication.

The autonomy of the Centre is guaranteed by the independence of its Board of Directors, which has been formed from reputable people based on their experience, skills, proficiency in the field in which the Company operates and their ability to recognize the strategy, vision and values of Company. The BoD had their first meeting soon after the official Incorporation of the Company and has taken a series of decisions aiming at setting-off the organisation into an operationally active entity.

Decision making is essentially taken at two levels. The first level of Decision making in ERATOSTHENES Centre of Excellence is the Board of Directors (BoD) and the second level of Decision making is the Executive Committee. As explained several times in this Deliverable, ECoE is autonomous in its decision making. Strategic and Policy decisions are taken at the highest level, namely, the Board of Directors. The second level of decision making in ERATOSTHENES Centre of Excellence is the Executive Committee (EC). The Executive Committee is the body that takes decisions on the Company's financial and administrative management and coordinates its internal and external operations, specifying and exercising financial control. The Members of the Executive Committee (EC) come from the organisation's senior staff; EC is chaired by the company's Managing Director and the other four Members are appointed by the Board of Directors from the existing senior staff to serve in the EC for a predetermined period of time. All potential decisions required for the smooth and efficient functioning of the organisation are covered by the decisions taken at these two decision-making levels (i.e., the BoD and the EC).

At this stage, all the Key Managerial positions have been filled by the BoD. This has followed by the formation of the Executive Committee which has met already several times and has taken several decisions to push forward the movement of the Centre into a fully operational stage, a well as its further growth and evolution.

Soon after the filling of the Key Managerial positions and the formation of the EC, several core staff vacancies have been announced. The ECoE is in the process of evaluating the applications and will



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proceed with the selection stage soon, with the aim to staff core positions with appropriate high calibre individuals, as soon as possible.

The engagement of an ecosystem of stakeholders is of paramount importance in ECoE's strategy for self-sustainability. In this respect, a Multi-Actor approach has been adopted, in which, stakeholders participate in the co-design, co-creation, commercialisation and promotion of novel remote sensing products, services. The ECoE network will focus on creating sustainable, mutually beneficial links with national, regional, European and international partners.



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## **Appendix A – Memorandum and Articles of Association of ECoE (English translation)**

### **THE COMPANIES LAW CAP. 113 PRIVATE COMPANY LIMITED BY GUARANTEE WITHOUT SHARE CAPITAL**

#### **MEMORANDUM OF ASSOCIATION OF THE COMPANY ERATOSTHENES CENTRE OF EXCELLENCE LIMITED**

**NAME: 1. The name of the Company is ERATOSTHENES CENTRE OF EXCELLENCE LIMITED**

**OFFICE: 2. The registered office of the Company is located in Cyprus.**

**AIMS 3. The purposes for which the Company is founded are:**

- (1) The conduct and publication of high level scientific research and technology development activities in matters related to the observation and remote sensing of the Earth, and the use of space and geoinformatics techniques in matters of natural and structured environment and related fields and the production of high quality, internationally competitive work in accordance with international standards of excellence, capable of international recognition, through education, research and provision of services.
- (2) The application of interdisciplinary approaches to the study and development of space, geospatial technologies and remote sensing technology for the observation and remote sensing of the Earth, through appropriate planning and approaches, that can produce innovative technological solutions that can be widely applied in real situations.
- (3) To enhance the ability to produce scientific and interdisciplinary research and to develop technological or other innovations of international excellence in Cyprus and to contribute to the further development of Cyprus as a pillar of scientific excellence at European and global level.
- (4) The strengthening of Cyprus' ability to successfully implement and benefit from European and international projects and other sources.
- (5) To enhance the effective exchange of scientific knowledge and human



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resources between the founding members and the Company's partner organisations from Cyprus and the international environment, promoting and contributing to the role of Cyprus in the achievement of the European Union's objective of creating a single "European Research Area" in which researchers, scientific knowledge and technology can move freely.

- (6) To support the development of the scientific, technological and business cooperation of Cypriot entities with the rest of the World.
- (7) The provision of access to material, technical, human and other infrastructures of the Company in Cyprus and abroad, based on meritocratic standards harmonized with European and international practice, duly respecting the principles of combating all forms of discrimination and exclusion and contributing to the collapse of barriers between different groups in the Cypriot society.
- (8) The production and transfer of technology for the generation of innovative commercial products and protected patents as a result of the Company's activity.
- (9) To contribute to the creation of short- and long-term economic growth opportunities on the basis of innovation and knowledge-intensive activities, including through the association of the Company's activities with clusters of innovative enterprise.
- (10) The strengthening of the existing entrepreneurship and innovation ecosystem and the development of services and other activities to support innovative entrepreneurship, including new businesses, commercialisation of technology and other related activities.
- (11) To promote the creation and the creation itself of startups and, through them, new jobs for highly skilled scientific personnel and the creation of jobs in institutions and services that provide support services to these Companies.
- (12) Attracting foreign startups and other innovative companies in Cyprus.
- (13) The creation of support and development services for existing research and innovation enterprises, with the aim, inter alia, of boosting export activities and increasing employment in them.
- (14) The use of the comparative advantages of Cyprus for its development as country B (Country for type B Test application innovations), ideal for the development of new technology or innovative product and their test on a large scale before scaling for worldwide use, production and export.
- (15) The development of demonstration activities for applications of scientific and



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technological innovation.

- (16) The sale of technology and/or innovation, inventions, intellectual property rights and others to economic operators in Cyprus and abroad, including public and semi-public sector organisations, and/or co-production technology with other organisations or partners in Cyprus and abroad.
- (17) To act as a mediator for the commercialization of technologies, inventions, intellectual property rights and others, in any way, in Cyprus and abroad.
- (18) The creation or promotion of company formation or the consent to the establishment or promotion of companies or the pursuit of a business or the purchase of part or all of the companies deemed to fall within the Company's field of activity and/or that are directly or indirectly for the benefit of the Company.
- (19) To conclude and apply agreements for joint activity, cooperative and association of interests, with any company, cooperative or person performing operations falling within the scope of the Company.
- (20) The development of a high-level training system to support the development and utilization of technology and innovation in Cyprus, including the development of education, training, dissemination and information to the public in relation to the scientific field and the above purposes of the Company.
- (21) The planning and development of actions to improve the culture and performance of research and innovation.
- (22) The development of international cooperation for the training and mobility of researchers and individuals involved in business and technological innovation and for the dissemination and optimization of the results of development and commercialisation of technology and innovation.
- (23) The organisation of seminars, workshops, lectures, debates, conferences, exhibitions, networking and exchange of experiences and experiences and other forms of training, publicity, dissemination of the results of the Company's work and generally directly or indirectly related to the purposes of the Company.
- (24) To produce and distribute or sell all kinds of printed, electronic or other material to promote the Company's objectives and for specific projects, actions and projects.
- (25) To provide consultancy and other support services for technological activities and innovation in the public and broader public sector in Cyprus.
- (26) To provide consultancy services to charitable organisations, businesses,



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cooperatives etc.

- (27) To prepare or supervise the preparation, submit, manage, monitor and evaluate the implementation and the results of all types of regional, local, national, European and international projects and initiatives.
- (28) To prepare and develop studies and research, development and application of technology, etc. on behalf of public or private organisations, through contracts awarded directly to the Company, through competition or in any other lawful manner.
- (29) To collaborate with other organisations, natural persons and legal entities of the public and private sector in Cyprus and abroad for the above.
- (30) To claim/apply and use funds derived from all kinds of local, national, European and international sources.
- (31) The collection of information and the information of the members of the Company in relation to financial and/or other projects of the Republic of Cyprus, the European Union and/or other countries, organisations, associations, foundations and other natural or legal persons.
- (32) The provision of any necessary assistance to the members concerned for the submission and monitoring of requests for participation in financial and/or other projects of the Republic of Cyprus, the European Union and/or other countries, organisations, associations, foundations and other natural or legal entities.
- (33) The drafting, submission and implementation of proposals for projects and actions funded by European, national and international projects that finance research and development projects and projects for the commercial exploitation of technology, the development of innovative entrepreneurship, innovative products, smart technology applications in infrastructure and general projects and actions oriented towards development that are directly or indirectly related to the scientific and general context of the Company's objectives.
- (34) Accept and use grants, donations, contributions from any person or entity of the public or private sector.
- (35) Collect revenue from any activity that serves the purposes and objectives of the Company.
- (36) To receive any property as a donation or under special management or trust terms or otherwise related to one or more of the Company's purposes.
- (37) The investment of the Company's money and funds, which are not directly





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needed to serve its purposes, to such investments, values and fortunes as the Company deems appropriate but respecting such terms and requirements as required by the legislation and in accordance with the provisions of this founding document.

- (38) The registration, registration, reception, securing, development, purchase and otherwise obtaining any licenses, approvals, concessions, privileges and rights on patents, projects, intellectual property rights, invention rights, rights of reprinting, rights secrets methods, trademarks, trade names and similar rights.
- (39) The granting of non-exclusive licenses and/or otherwise of disposal in a non-exclusive manner, rights to the use of licenses, approvals, concessions, privileges and rights in respect of patents, projects, intellectual property rights, invention rights, reprinting rights, rights of secrets methods, trademarks, trade names and similar rights of the Company to any person requesting it, against payment of normal and reasonable commercial value for each such permission and/or entitlement.
- (40) The use of all revenues of the Company exclusively for the promotion of the Company's purposes, as they are listed in this Memorandum.
- (41) The announcement and advertisement of the Company and its activities as it seems appropriate for the Company.
- (42) The promotion, establishment and support of charitable and charitable organisations and foundations, funds, trusts and any arrangements for the benefit of employees and former employees of the Company, spouses and families of and dependent persons and the provision of pensions, lending and donations and payment for the insurance cover of such persons.
- (43) The payment of all expenses for the promotion, incorporation and registration of the Company and the adoption of arrangements made prior to its establishment in relation to the establishment and its work.
- (44) Taking care about the registration or recognition of the Company in any place outside Cyprus and under the applicable legislation and taking such measures that will be deemed necessary to give the Company these or similar rights and privileges held by local organisations of similar nature.
- (45) The conduct of any other work which may appear to the Company capable of being easily carried out together with the above or in relation to them.
- (46) The participation and/or initiation and/or reception and/or execution of projects related to the execution of its purposes.
- (47) The execution of the Company's goals in any part of the World.



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- (48) To fulfill the objectives of the Company as assignor, assignee, trustee, or otherwise and under or through assignors, assignees or trustees or otherwise and either alone or jointly with others.
- (49) In general, to carry out any other acts and to participate in any kind of lawful activity as it would appear to the Company that it is ancillary or conducive to the attainment of the above purposes or any of them.

It is hereby declared that the purposes of the Company as they are exhibited in each sub-paragraph of this paragraph are separate and clear objectives of the Company, that they are not limited in any way by reference to another sub-paragraph or the order with the which they are exposed or by the name of the Company and that they are appropriate as interpreted in all cases in such a way expanding them.

Any form of profit of the Company will not be distributed to its members or to any other person but will be channeled directly or indirectly to the Company for the implementation or execution of its purposes.

It is understood that the Company will not assist through its resources any purpose, nor will it attempt to enforce or promote the observance by its members or any other regulation, restriction or condition which if it were the purpose of the Company would render this as a Union.

4. The Company may derive income from the conduct of its operations and from the management of its assets and its participation either by itself or jointly with other persons in commercial research projects involving third parties or undertaken by and/or for third persons. The Company will, in all cases, keep separate such commercial activities from its other activities, maintain separate accounting records regarding the revenues and expenses of these activities and will adopt all the necessary measures to maintain such commercial activities separately from the Company's non-commercial activities.

Unless otherwise provided for in article 3 above, the Company shall not participate in any activities relating to the marketing of land, property exploitation or supply of services and goods or other activities which have a commercial Character.

4.1 The income and property of the Company, wherever they originate from, will be used only to promote the Company's goals as they are exhibited in this Memorandum and no part of them will be paid or transferred directly or indirectly through dividend, bonus, donation or otherwise in kind of profit to the members of the Company.

4.2 No Consultant of the Company may be appointed to a salaried position in the



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Company or in a position in the Company for which a remuneration is paid and that, unless otherwise provided below, no remuneration or other benefit in terms of money or in terms of a monetary value to given under the Company to any consultant outside the payment of expenses, interest and rent as mentioned above. It is understood that the last aforementioned reservation will not apply to any payment to a Company to which a Consultant may be a member not holding more than 1% of the capital, so this member will not be obliged to account for any share of the profits which he wished to receive in connection with such payment.

4.3 It is also stipulated that the provisions of this paragraph do not preclude the payment of a salary or other kind of remuneration to the person appointed as the Managing Director, who will in no way be a member of the board of Directors of the Company.

5. The members' liability is limited.

6. Each member of the Company undertakes to contribute to the Company's assets, in case it is dissolved while this person is a member, or within a year after ceased to be a member, for the payment of debts and liabilities of the Company of Agreed before he ceases to be a member, as well as for the repayment of the costs, fees and expenses of the dismantling and for the settlement of the rights of the collectors between them, such an amount as needed not exceeding 100 (one hundred Euros).

7. In the event of dissolution or liquidation of the Company, any property remaining for any reason, after the satisfaction of all debts and liabilities of the Company, will not be paid or distributed among its members, but will be assigned or transferred other(s) non-profit charitable organisations, with purposes similar and/or similar to the purposes of the dissolution Company. The non-profit charitable organisation/non-profit charitable organisations in which the property will be assigned or transferred, must be determined by the members of the Company before or at the time of such termination, and if the total or partial application of this provision is impossible, the remaining property of the Company will be assigned or transferred in favour of one or more approved charitable institutions or in favour of the Government of the Republic of Cyprus or in favour of any Government Department.

8. The Company must keep full and truthful accounts indicating the sums collected and the sums paid by the Company, with the justification of the reasons for which these receipts and payments were made and displaying the property, debts and liabilities of the Company. All members will have the right to audit the accounts, but this right will be subject to reasonable restrictions as to the time and way of in accordance with control to the Company's respective regulations. At least once a year the appropriate Company accounts as audited, and the accuracy of the revenue and expenditure account



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as well as the balance sheet will be duly certified by qualified auditor or auditors. The certified accounts will be deposited with the Ministry of Finance.

9. The Company is non-profit.



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**THE COMPANIES LAW CAP. 113  
PRIVATE COMPANY LIMITED BY GUARANTEE  
WITHOUT SHARE CAPITAL**

**ARTICLES OF ASSOCIATION  
OF THE COMPANY  
ERATOSTHENES CENTRE OF EXCELLENCE LIMITED**

INTERPRETATION

1. In this Articles, the following terms are interpreted as follows:

Republic	The Republic of Cyprus
Law	The Companies Law cap. 113 as it has been modified
Company	The Company named «ERATOSTHENES CENTRE OF EXCELLENCE LIMITED»
Board of Directors	The members of the Board of Directors
Chairman of the Board of Directors	The Chairman of the Board of Directors
Managing Director	The Managing Director of the Company
Executive Committee	The Committee consisting of the Managing Director, who will preside over his meetings, and four other members selected by the Managing Director for participation in the Executive Committee
Chairman of the Executive Committee	Means the Managing Director of the Company
External Advisory Committee	The Members of the External Advisory Committee
CUT	The Cyprus University of Technology
Internal Regulations	The Company's internal regulations in force, as approved by the Board of Directors



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Project	The EXCELSIOR (ERATOSTHENES: Excellence Research Centre for Earth Surveillance & Space-based Monitoring of the Environment) Project which is funded by H2020 and the Republic of Cyprus
Grant Agreement	The Grant Agreement, with number 857510-EXCELSIOR dated 6/8/2019 and which has been signed between: the Research Executive Agency (REA) acting for this purpose on behalf of the European Commission, on the one hand, and the Project partners, on the other
Consortium Agreement	The agreement dated 11/7/2019 signed by the Consortium Partners and submitted to the European Commission
Seal	The joint seal of the Company
Simple Majority	Under the following reservation, it is a majority of 50 per cent plus one. It is understood that where a simple majority results in a decimal number, it will be rounded upwards.

Unless the contrary intention otherwise appears, expressions referring to writing shall be construed as including reference to printing, lithography, photography, and other modes of representing or reproducing words in a visible form.

Unless otherwise prescribed by the context, words or expressions included in these Articles shall have the same meaning as in the Law or any amendment thereof in force on the date on which these articles shall become binding on the Company.

EXCLUSION OF TABLE "C"

- The regulations contained in table "C" of the first annex to the law shall not apply except to the extent that they are repeated or referred to in the Articles of Association.

THE COMPANY

- The present Articles relate to the Company under the name "ERATOSTHENES CENTRE OF EXCELLENCE LIMITED".

- The Company is created within the framework of the Project. The main objective of the Project is the creation of a centre of excellence for Earth observation and the monitoring of the environment from space. The financing of the Project by the European Union takes place on the basis of the Grant



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## Agreement.

5. The Company is non-profit, Limited by Guarantee, without shares. The surplus funds or other revenues of the Company, regardless of their origin, are used exclusively for the promotion of the Company's purposes as defined in this Articles of Association and in the Memorandum of Association and no part thereof is paid or transferred directly or indirectly as dividend, reward (bonus) or in any other way as a profit to anyone. The income of the Company which cannot and in any case not be it must be saved or invested, it must, for the most part, be allocated annually to promote the Company's objectives. The Company may not be involved in the marketing of land, property exploitation or other related activities of a speculative nature. Also, the Company is not entitled to borrow or lend, mortgage or otherwise burden its property.

6. The Cyprus University of Technology will be the only member and the guarantor of the Company with an amount of 100 euros. All decisions of the sole member shall be taken in writing and communicated to the competent bodies.

7. The organisational structure of the Company comprises three basic levels of staffing: the first level is the Board of Directors consisting of consultants who are not salaried by the Company. The second level is the Executive Committee consisting of staff of the Company working in managerial positions (Manager or Director) or Coordinator positions (Coordinator). The third level of staffing consists of the remaining salaried staff. An External Advisory Committee is designated to have an exclusively advisory role and consists of non-salaried individuals.

8. The Company decides and acts within the framework of its statutes and the Law in absolute independence from any other organisation, institution or company.

### BOARD OF DIRECTORS

9. The Board of Directors decides on the Company's policy and strategy issues. In the Board of Directors can serve reputable people based on their experience, skills, proficiency in the field in which the Company operates and their ability to recognize the strategy, vision and values of Company.

10. The appointments of the members of the Board of Directors must be such as to ensure the autonomy of the Company as well as the excellence of the Centre. The members of the Board of Directors may not be blood relatives between them up to the second degree.

11. The Board of Directors consists of natural persons and no legal entities are allowed to participate in it.

12. The members of the Board of Directors may not hold any other salaried position in the Company or conduct financial transactions which may be considered conflicting with their duties as referred to in paragraph 9. Members of the Board of Directors are also not allowed to have any personal dealings with the Company.



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13. The first Board of Directors shall be designated on the basis of the Consortium Agreement, in accordance with the decision-making procedure referred to in that agreement. This Procedure is followed in cases of filling vacant positions in the first Board of Directors.

14. The term of office of the first Board of Directors will be for the entire duration of the Project, as determined by the Grant Agreement. The term of the first Board of Directors will be until 30 September 2026.

15. The term of office of the subsequent Boards of Directors shall be three years and shall commence on the expiry of the term of office of the outgoing Board of Directors.

16. Three months before the end of each Board of Directors' term of office, it initiates the procedure for appointing the members of the new Board of Directors to replace the departing members. The new Board of Directors cannot appoint individuals from the previous Board of Directors, as no one can serve in this for two consecutive terms.

17. The replacement of members of the Board of Directors (except for the first Board of Directors followed by the procedure described in paragraph 13), in a position which for any reason becomes vacant, is carried out by the existing Board of Directors, as soon as possible and in any case within 30 days of the vacancy of the position.

18. The Board of Directors consists of seven members. Each member has one vote. In the event of a tie, the Chairman has a winning vote.

19. The Board of Directors meets at least once a year on dates specified in consultation with the Managing Director of the Company. An extraordinary board meeting is defined when at least three members from the Board of Directors and/or the Executive Committee request it in writing from the Managing Director, or the Managing Director of the Company requests it in writing from the Chairman of the Board. It is understood that extraordinary meetings are defined in cases where serious Company policy issues arise.

20. The Managing Director prepares the Agenda of the Board of Directors, in cooperation with the Chairman of the Board of Directors. The Managing Director prepares a draft agenda and if the Chairman of the Board of Directors approves it, the Managing Director sends it to the members of the Board of Directors and/or the Executive Committee at least ten days before the date set for this meeting, together with the invitations-notices for participation in the respective meeting. Members of the Board of Directors and of the Executive Committee have the right to enter additional items on the agenda. The agenda shall be finalised at least three days before the start of the meeting and notified to the Board of Directors and the Executive Committee. The meeting of the Board of Directors shall take place on the basis of the final agenda.

21. All members of the Board of Directors must ensure that they immediately notify the Chairman





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of the Board of Directors and the Managing Director of their postal and electronic address and telephone number for direct communication, delivery of invitations and notices for meetings.

22. The Minutes and decisions of the Board of Directors shall be communicated within fifteen days of the end of the meeting in which such decisions have been taken and confirmed, by the Board of Directors' Chairman to the Managing Director, who shall ensure for their execution.

23. The position of the member of the Board of Directors is honorable and unpaid. For the members of the Board of Directors the Company covers all the proven costs for travel, subsistence and other expenses incurred to attend meetings or to return from or to which they were submitted for servicing the needs and objectives of the Company.

24. In the first meeting of the Board of Directors referred to in paragraph 13, the members of the Executive Committee shall be appointed.

25. Members of the Executive Committee may participate in the meetings of the Board of Directors if they are invited by the Chairman for this purpose. It is understood that the members of the Executive Committee are not entitled to vote. When a matter is discussed for the adoption of any decision concerning the Executive Committee, the Board of Directors may decide and request the withdrawal of the members of the Executive Committee, except the Managing Director who can continue to be present in the meeting, except when matters relating to the Managing Director himself are discussed, when the Board of Directors may ask for the withdrawal of the Managing Director too. None of the members of the Executive Committee shall have the right to vote in the Board of Directors.

26. At the first meeting of the Board of Directors, the physical presence of all members of the Board of Directors is necessary. At any other meeting of the Board of Directors, the participation of members may be made using electronic means (e.g., teleconference, skype, or similar technologies). Participants by teleconferencing shall be counted for quorum purposes and for any other purpose as being physically present at the meeting. In such a case, the meeting of the members of the Board of Directors will be deemed to have taken place where the person who has kept the Minutes of the meeting is located.

27. The Chairman of the Board of Directors chairs each meeting of the Board of Directors. If he is not present within fifteen minutes of the time set for the start of the meeting, then the present members elect one of the present members of the Board of Directors as Chairman-in-Office of the meeting.

28. If at any meeting no member is willing to act as Chairman-in-Office, the oldest member of the Board of Directors chairs the meeting.

29. The Chairman may, with the consent of any meeting in which a quorum exists, postpone the



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meeting to another hour and/or designate a venue, but no work shall be carried out at any adjourned meeting, except for the work which remains pending at the meeting for which the postponement was decided. When a meeting is postponed for thirty or more days, notice of the adjourned meeting will be given in the same way as for the initial meeting.

30. Unless otherwise specified in any specific regulation, if a vote is requested, it will be conducted in the manner indicated by the Chairman, and the result of the vote is the decision of the meeting in which the vote was requested. The outcome of the vote is recorded in the Minutes of the meeting.

31. If there is a tie, either in the case of raising of the hands or in the case of a vote, the Chairman of the meeting in which the hand is raised or in which the vote is required shall be entitled to a second or a winning vote.

32. If there is a need for a vote on the election of a Chairman, the vote will take place immediately. If the vote is requested for any other matter it will be held at a time when the Chairman of the meeting will determine.

33. The members of the Board of Directors act validly even if any position on the Board of Directors is vacant, provided that their number is not reduced by less than five members.

34. The Board of Directors has the power to delegate all of its authorities to the Executive Committee. The assignment or withdrawal of authority is made in writing by the Chairman of the Board of Directors to the Managing Director of the Company.

35. The Board of Directors may delegate the internal financial control of the Company to one or more persons, members or not of the Board of Directors as it deems.

36. The position of the member of the Board of Directors becomes vacant when the member: (a) holds any other salaried office in the Company, (b) is declared bankrupt or makes any settlement or arrangement with its creditors in general, (c) is prevented from being a member by virtue of a decree issued in accordance with article 180 of the Law, or (d) becomes mentally ill, or (e) resigns from his post by written notice to the Company, or (f) has a direct or indirect interest in any contract with the Company and fails to state the nature of its legitimate interest in accordance with the manner required by articles 190 and 191 of the law.

37. A member of the Board of Directors wishing to work as a salaried staff in the Company, should first submit his resignation from the Board of Directors and then follow the normal procedure in filling the position for which he is interested in the same way as any other candidate.

38. A member of the Board of Directors who has an interest in any contract or any matter arising from it, or on any subject submitted to the Board of Directors, shall not vote and if he votes, his vote shall not be counted. This fact is explicitly recorded in the Minutes of the meeting. A member of the Board of Directors may not participate in proceedings and phases relating to the recruitment,



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promotion or termination-of-service of a member of the staff of the Company with whom they he is blood relatives up to the second degree.

39. Where there is a conflict of interest of members of the Board of Directors in relation to any contract or issue submitted to the Board of Directors, that member shall abstain from the vote and if he votes, his vote shall not be counted. A member of the Board of Directors shall not be entitled to participate in the discussion or vote if the decision to be taken relates to the act or uprising or the abolition of a trial between the Company and that member or the spouse of that member or his or her relatives by blood or by marriage to the third degree or to the conduct of act between the Company and another Company, personal or capital, in which or in the management of which this member is a participant or a spouse or relative thereof, by blood or by marriage to the third degree.

40. No member of the Board of Directors is allowed to have financial transactions in any way with the Company.

41. The Chairman or the Chairman-in-Office of the Board of Directors shall notify the Managing Director of the Company in writing of a decision to terminate the service of one or more members of the Board of Directors, and the position or positions shall be deemed to be vacant with the receipt of the notification by the Managing Director. In this case, the Managing Director shall take all necessary steps to fill the position as provided for in paragraphs 13 and 17.

42. A member of the Board of Directors has the right to resign by written statement to the Board of Directors. A member of the Board of Directors is obliged to resign when he loses his status as representative of the organisation he represents. In the event that the resignation is accepted by this body, the Board of Directors declares the position vacant and the provisions of the preceding paragraph are applied accordingly.

#### PROCEDURES FOLLOWED IN THE BOARD OF DIRECTORS

43. The decisions of the Board of Directors shall be taken by simple majority. The majority is calculated on the quorum basis.

44. Quorum is deemed to exist when at least four members are present. The participation of members may be made through the use of electronic means (e.g., teleconference, skype, or similar technologies). Participants by teleconferencing are counted for quorum purposes and for any other purpose as being physically present at the meeting. In such a case, the meeting of the members of the Board of Directors will be deemed to have taken place where the person who has kept the Minutes of the meeting is located.

45. At the first meeting of a Board made with a new composition, it is provisionally chaired by the oldest member, who conducts the vote for election of the Chairman of the Board. The same procedure shall be followed in case the Chairman's position becomes vacant, for any reason.



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46. The Board appoints the Managing Director of the Company and delegates to him any authorities as it deems.

47. Following a documented recommendation of the Managing Director, the Board of Directors appoints the External Affairs & Business Development Director, the Chief Operations Manager and the Quality Assurance Manager, together with the Research Coordinator, the Infrastructure Coordinator, the Entrepreneurship Coordinator and the Education Coordinator.

48. The Board of Directors has the right to invite any person or persons belonging to or not belonging to the Company's staff to advise the Board under any capacity that the Board of Directors deems appropriate.

49. The Board of Directors may establish an Advisory Body or Committee for the management of research and technology issues or any other issues that the Board of Directors will determine from time to time. Members of this Advisory Body or Committee may be either members of the Board of Directors, the Executive Committee and/or members of the Company's staff. The number of members who will comprise the Advisory Body or the Committee and their duties will be determined on a case-by-case basis by the Board of Directors. Any Advisory Body or Committee established in this way shall have an obligation to carry out the tasks entrusted to it by the Board of Directors.

50. Any Advisory Body or Committee established on the basis of the provisions of paragraph 49, may elect a Chairman of its meetings.

51. Any Advisory Body or Committee established on the basis of the provisions of paragraph 49, meet whenever and as it deems. Matters raised in any meeting are decided by a simple majority, and in the case of a tie, the Chairman of the meeting has a winning vote.

52. If the Board of Directors decides, a member of the salaried staff shall be called for keeping the Minutes of its meetings, otherwise the Minutes may be kept by a member of the Board of Directors designated for this purpose by the Chairman. If the person keeping the Minutes is from the salaried staff, the Chairman or the Board of Directors by its decision may at any time request his/her departure and the keeping of the Minutes for that part of the meeting for which the Minutes keeper is absent is undertaken by a member of the Board of Directors appointed by the Chairman.

It is understood that when the Minutes keeper is from the salaried staff, he does not have the right to vote.

53. The Minutes may be written in Greek or in English following a decision of the Board of Directors.

#### EXECUTIVE COMMITTEE



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54. The Executive Committee is the body that takes decisions on the Company's financial and administrative management and coordinates its internal and external operations, specifying and exercising financial control.

55. The Executive Committee has five members and consists of the Managing Director and four members.

56. The other four members of the Executive Committee, except the Managing Director, are appointed and dismissed by the Board of Directors, following a documented recommendation by the Managing Director and come from the staff of the Company which owns managerial positions (Manager or Director) or positions of Coordinator (Coordinator), according to the Company's organisational chart. The members of the Executive Committee, including the Managing Director, may not be blood relatives between them until the second degree.

57. The Chairman of the Executive Committee is the Managing Director. In the event that the Chairman is prevented from chairing a meeting of the Executive Committee, he shall appoint another member as the Chairman-in-Office, in line with the provisions of paragraph 77.

58. The Executive Committee may publish vacancies, based on the Company's needs, may recruit and fire Company staff, may set the remuneration of staff, may determine the use and spending of funds available and budget, to check and approve the Company's accounts, draft the budget and annual financial statements, which it will submit to the Board of Directors for approval.

59. Subject to the provisions of paragraph 5 (prohibiting the marketing of land, the holding of immovable property by the Company and other non-profit-making activities in the management of the Company's finances and assets), the Executive Committee manages the Company's affairs and property, maintains the accounts and commands its operations.

60. The Executive Committee decides on the extension of existing facilities, the renting of offices, laboratories and other necessary infrastructures to fulfill the Company's objectives. The Executive Committee represents, governs and manages the Company's property and concludes all kinds of contracts on behalf of the Company relating to the above transactions and any others. The Company may not receive loans and/or undertake any loan liabilities.

61. The Executive Committee has the right to enter into agreements of any nature on behalf of the Company with regard to the completion of its work, as well as agreements which create an obligation of cooperation of the Company for purposes of scientific research and cooperation with other legal entities, institutions, bodies, ministries or governmental departments within and outside the Republic. The Executive Committee, with the authorisation of the Board of Directors, may decide on the Company's participation in research projects, services and studies, renting of equipment and other related activities, in accordance with the purposes of the Company. The approval and coordination of the above can only be delegated to the members of the Executive Committee unless



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the Executive Committee decides and approves otherwise by legal and financial commitment of the Managing Director or the Company's official.

62. The Executive Committee decides the organisation, co-organisation and participation of the Company in special workshops, sessions, festivals, publications, studies, surveys, debates and contests, etc.

63. Any financial expenditure or any economic or non-economic activity or employment in the Company must be approved by the Executive Committee. The final approval for payment of any financial expenditure or activity is approved by the Executive Committee after the presentation and approval of the necessary documents and invoices by the Financial Manager of the Company.

64. All the above cases are indicative of the duties and the jurisdiction of the Executive Committee, which can act in any case concerning the administration and management of the Company in order to better achieve and realise its objectives.

#### PROCEDURES FOLLOWED IN THE EXECUTIVE COMMITTEE

65. The decisions of the Executive Committee are taken by simple majority. The Chairman (or Chairman-in-Office) has a winning vote in the event of a tie.

66. Quorum shall be deemed to be achieved when there is a physical presence of at least three members.

67. Unless otherwise specified in any specific regulation, if a vote is requested, it will be conducted in the manner indicated by the Chairman, and the result of the vote is the decision of the meeting in which the vote was requested. The outcome of the vote is recorded in the minutes of the meeting, as are any abstentions and objections.

68. The Executive Committee shall meet on the basis of an Agenda prepared by its Chairman, which shall be sent to all members forty-eight hours before the date of the meeting. When there is a need or whenever it deems appropriate, the Chairman may invite extraordinary meetings. Extraordinary meetings may be arranged following a decision by the Chairman or after a reasoned request to the Chairman by at least two other members.

69. If the Executive Committee decides, a member of the salaried staff shall be called for holding the minutes of its meetings, otherwise the minutes may be held by a member of the Executive Committee designated for this purpose by the Chairman. If the Minutes keeper is from the salaried staff, the Chairperson or the Executive Committee, by decision, may at any time request his withdrawal, and the observance of the practices for that part of the meeting which the Minutes keeper is not present is undertaken by a member of the Executive Committee appointed by the Chairman.



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70. It is understood that when the Minutes keeper is from the salaried staff, he is not entitled to vote. When the Minutes keeper is a member of the Executive Committee, he is entitled to vote normally.
71. The Minutes and decisions of the Executive Committee shall be communicated by the Chairman to all members of the Executive Committee within fifteen days from the end of the meeting in which those decisions were taken and ratified.
72. The minutes are written in Greek and if it is decided so, they are translated into English.
73. The Chairman of the Executive Committee, after informing the Chairman of the Board of Directors, may receive by e-mail, approval for any decisions of the Executive Committee requiring approval on matters that may arise and concerning the formulation of the Company's policy and strategy.
74. A member of the Executive Committee may not participate in proceedings and decisions relating to the recruitment, promotion or termination of service of a member of the staff of the Company with which he is a blood relative of up to the second degree.

#### MANAGING DIRECTOR

75. The Managing Director is appointed by the Board of Directors of the Company.
76. The first Managing Director of the Company, who is appointed within 10 (ten) working days from the date of registration of the Company to the Registrar of Companies, is the coordinator of the Project. The nomination will be valid for the entire period when the Company receives funding from the European Commission through the Project and for the period when the Company receives funding from the Republic of Cyprus.
77. The Managing Director shall preside over the meetings of the Executive Committee as described in paragraph 57. In the event of an absence, the Managing Director may, by written notice to all members of the Executive Committee, appoint another member to preside over his absence. In this case, the Managing Director's replacement shall have all the rights and powers conferred by that statute in respect of that position.
78. The Managing Director is entitled to such remuneration as the Board of Directors will determine.
79. The Board of Directors may delegate and/or entrust the Managing Director with any authority exercised by the Board of Directors, subject to the conditions and restrictions which the Board of Directors deems appropriate. The Board of Directors may at any time revoke, suspend or amend all or any of the aforementioned authorities assigned and/or delegated to the Managing Director.



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### COMPANY STAFF

80. The recruitment, advancement and termination of service procedures of the Company's personnel will be clearly described in specific internal regulations (see paragraphs 111-112). These regulations should include such criteria as to ensure meritocratic procedures for all the above. Among them, it should be ensured that members of the Board of Directors or of the Executive Committee may not be involved in relevant procedures when it comes to persons who are their relatives.

81. All appointments of staff are validated by the Executive Committee (except for appointments to the positions made by the Board of Directors, as explained in paragraphs 46, 47 and 56).

82. The Executive Committee will recruit administrative, research and technical personnel as it deems necessary for the operation of the Company.

83. The terms of employment, the specifications of the positions (qualifications, experience, duties, responsibilities, etc.) and the notices for the filling of positions in the Company of both the officials in the Company's organic positions, as well as the research, technical and administrative personnel except the Executive Committee, are defined and decided by the Executive Committee of the Company in cooperation with the Human Resources Manager. The Board of Directors shall be informed on the above in the annual staff report prepared by the Human Resource Manager after approval by the Executive Committee. The Human Resource Manager maintains full documentation of all signed employment contracts with the staff and informs the Executive Committee of their details. The Human Resource Manager is responsible for informing the staff about their duties, responsibilities and working relationships with the Company as well as managing the recruitment, dismissal and termination of service procedures, after informing and getting the approval by the Executive Committee.

84. The physical presence of all personnel is required in the designated area of employment of the Company in Cyprus, unless this has been agreed and approved in advance by the Executive Committee in each case of such employment separately.

85. No participation or any form of cooperation between salaried or non-salaried staff of the Company is permitted in competing research projects or services with other organisations or companies unless there is prior authorisation of the Executive Committee exceptionally in this paragraph.

86. The Executive Committee may, when it has specific complaints about improper conduct that exposes the Company, or negligence in the execution of the task, terminate the employment and/or co-operation with any person who employs, works and/or cooperates in any way with the Company or its Departments or from the research, administrative and/or any other business activity.

### EXTERNAL ADVISORY COMMITTEE





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87. The External Advisory Committee consists of up to five renowned scientists in the fields of geoinformatics and the observation of the Environment from space. The members of the External Advisory Committee come from the international scientific community and may not be members of the Board of Directors or employees of the Company. The mission of the External Advisory Committee is to provide both the Board of Directors and the Managing Director with independent scientific advice on the proper scientific direction of the Company.

88. The recommendations of the External Advisory Committee are not binding but can be taken into account for the proper development of the Company into a centre of excellence in the fields of geoinformatics and the observation of the Environment from space.

89. The members of an External Advisory Committee are not included in the Company's salaried staff, but are entitled to all travel, subsistence and other expenses that are normally incur to attend or return from meetings and to which they were subject in respect with the Company's operations.

90. The appointment of the members of the External Advisory Committee is made by the Board of Directors at the recommendation of the Managing Director for a period of up to three years. In the event of the inability of a member of the external Advisory Committee to carry out his mission, that procedure shall be repeated to fill the position of that member.

#### THE BUDGET

91. An annual Budget is drawn up for the proper financial management of the Company and for its prudent and rational financial administration. The budget shall be drawn up by the Financial Manager in cooperation with the Executive Committee and after its completion, it shall be submitted to the Executive Committee and the Board of Directors. The Board of Directors validates the Budget.

92. The first temporary Budget of the Company will be prepared within one month by the Managing Director and will be for a maximum of six months, in order to enable the Company to start operation. A similar procedure will be followed until the position of the Financial Manager is filled or when the position becomes vacant for any reason. It is understood that the budget adopted before the position of the Financial Manager becomes vacant, will continue to valid and applicable.

93. The Company's first regular Budget will be prepared within one month after the Financial Manager has taken up his duties in collaboration and approval by the Executive Committee and will cover the remainder of the year. In the coming years, the budget will be annual and will be submitted within the month of December of the previous year for ratification, as described in paragraph 91.

#### STAFF RECRUITMENT

94. The notices for the filling of salaried posts in the Company are made by the Executive Committee. The specifications of the positions (qualifications, experience, duties, responsibilities, etc.) are determined by the Executive Committee in cooperation with the Human Resource Manager.



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95. The notices will be announced on the Company's website as well as in the local press in at least two daily newspapers. In order to attract high-level candidates from the international scientific community through better dissemination and disclosure of the relevant notices, announcement of the vacancies can be made on international printed or electronic pages, as the executive will judge each time Commission. The form of applications and the deadlines for submitting them will be determined each time by the Executive Committee.

#### SALARY SCALES – PERSONNEL EMOLUMENTS

96. The salary scales of salaried staff and other benefits will be determined in the announcement of the respective position by the Executive Committee.

97. The payroll scales, the benefits and allowances of the staff will be determined by the Executive Committee and approved by the Board of Directors on an annual basis. Especially for staff who hold managerial positions (Manager or Director) or Coordinator positions (Coordinator), the Board of Directors may establish an honorary allowance, deciding for this on an annual basis.

#### PAYMENT SIGNATURES

98. The Executive Committee of the Company defines three members who will be able to sign cheques by decision. The signature by two of these three members of the Executive Committee shall be considered valid.

#### FINANCIAL MANAGER

99. The Financial Manager is responsible for the proper financial management of the Company. For this reason, he is required to monitor the Company's financial situation on a continuous basis and therefore he advises the Executive Committee by through the dispatchment of written memos.

100. The Financial Manager shall send to the Board of Directors and the Executive Committee a quarterly report for information.

101. The Financial Manager shall draw up, in cooperation with the Executive Committee, the Company's Budget.

102. The Financial Manager shall ensure that the accounting records deemed necessary for the preparation of financial statements in accordance with the Law are compiled and that they will be sufficient to present a true and fair picture of the state of the Company, as well as the explanation of its transactions.

103. The accounting books are guarded in the registered office of the Company, or in compliance with article 141 (3) of the law, in such other place or places that the Executive Committee considers appropriate, and always open to inspection by any member of the Board of Directors, the Executive



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Committee and the auditors. The Executive Committee may from time to time decide whether and to what extent and at what time and place and under what terms or regulations the Company's financial statements and books, or any of them, will be open to Inspection by other persons, provided that no one shall have the right to inspect any account or book or document of the Company except as provided by law or as, where applicable, permitted by decision of the Board of Directors.

#### AUDIT

104. Auditors are appointed and their duties are regulated in accordance with articles 153 and 156 (both inclusive) of the Law.

105. The appointments of the auditors are made by the Executive Committee.

#### MODIFICATION OF THE PRESENT STATUTES

106. For the amendment of this Statute a decision is required by a simple majority of the members of the Board of Directors and then approved by the member of the Company. This amendment will be lodged within 15 days with the competent department of the Registrar of Companies.

107. The Statutes of the Foundation may be amended only after the approval of the Minister of Finance.

#### SEAL

108. The Executive Committee, and in particular its Chairman, shall ensure that the seal is securely guarded, and shall be used only by the Chairman of the Executive Committee or by another authorised member of the Executive Committee to that end.

#### DISSOLUTION OF THE COMPANY

109. The Company may be dissolved voluntarily by a special resolution to this effect by the Board of Directors. In the event of dissolution, all the assets of the Company at the date of dissolution, including any surpluses, are transferred exclusively to other(s) accredited charitable institutions or to a Government Service, are distributed exclusively to non-profit charitable organisations pursuing similar objectives as those of the Company being dissolved, after consultation with the competent authorities of the Republic of Cyprus.

#### THE SECRETARY OF THE COMPANY

110. The Secretary of the Company appointed by the Board of Directors is a person from the Company's staff, following a recommendation by the Managing Director.



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### INTERNAL REGULATIONS

111. The Board of Directors of the Company has the right to prepare and publish such Internal Regulations as it deems appropriate for the better operation of the Company.

112. The Internal Regulations may generally relate to the organisation, the management and smooth operation of the Company's activities, the criteria for the recruitment of new staff members, the criteria for the appointment of consultants, may contain provisions concerning the procedural regulations of any Committee of the Company, the code of conduct of the members of the Board of Directors or of the members against other members or third parties and the obligations and/or duties due to the Company and the establishment of any Committee, as well as other relevant matters deemed necessary. With the adoption of Internal Regulations, a copy will be deposited at the Ministry of Finance.



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## **Appendix B – Vacancies: Public announcements (as on 30 September 2020)**

Announcement for the following seven positions are displayed:

One (1) vacancy for Senior Researcher (Environment & Climate Department)

One (1) vacancy for Senior Researcher (Resilience Society Department)

One (1) vacancy for Senior Researcher (Big Earth Data Analytics Department)

One (1) vacancy for Human Resources Manager

One (1) vacancy for Facilities, Building Infrastructure and Procurement Officer

One (1) vacancy for Marketing Manager

One (1) vacancy for Accounting & Financial Officer



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**EXCELSIOR** ERATOSTHENES: Excellence Research Centre for Earth Surveillance & Space-Based Monitoring of the Environment



**ERATOSTHENES CENTRE OF EXCELLENCE**

**SENIOR RESEARCHER POSITION IN EARTH OBSERVATIONS AND REMOTE SENSING AT THE ENVIRONMENT AND CLIMATE DEPARTMENT**

The ERATOSTHENES Centre of Excellence (ECoE) ([www.eratosthenes.org.cy](http://www.eratosthenes.org.cy)) of the Cyprus University of Technology ([www.cut.ac.cy](http://www.cut.ac.cy)) invites applications for the position of Senior Researcher at the Environment and Climate Department of the ERATOSTHENES CoE. This position is open either on full-time (100%) or part-time employment basis.

This position is open to everyone internationally in the framework of the EU-H2020 “EXCELSIOR” project (Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment; <https://excelsior2020.eu/>; TEAMING Grant no. 857510). Through this project, the Cyprus University of Technology is establishing the ERATOSTHENES Centre of Excellence in Space Technology, Earth Observation and Geospatial Technology in the EMMENA (Eastern Mediterranean Middle East North Africa) region, in cooperation with the Department of Electronic Communications (DEC) from the Deputy Ministry of Research, Innovation and Digital Policy (Cyprus) and with EU advanced Partners the German Aerospace Centre (DLR, Germany), TROPOS (Germany) and the National Observatory of Athens (NOA-Greece).

The ERATOSTHENES Centre of Excellence is an autonomous Centre of Excellence with Cyprus University of Technology (CUT) as its sole stakeholder, aiming to become a viable, sustainable Centre of Excellence in earth observation, space technology and geospatial analysis. CUT has a 13-year experience in earth observations and geospatial analysis. Through the “EXCELSIOR” H2020 Teaming Project (2019-2026), the ERATOSTHENES CoE aspires to become an excellent Digital Innovation Hub for Earth Observation and Geospatial Information by offering education, responsible research, open innovation and application services capable of sustaining Cyprus’ development. The ERATOSTHENES CoE aspires to actively contribute to the European Research Area (ERA) priorities in Atmosphere and Climate, Resilient Societies and Big Earth Data Analytics, as well as to become the reference Earth Observation/Geoinformation Centre for research and innovation in the Eastern Mediterranean, Middle East and North Africa (EMMENA) region.

**Description of the Position**

The successful candidate will be assigned to the Department of Environment and Climate within the Centre of Excellence, in which earth observation-based research will be conducted in the following thematic domains: Atmosphere, Agriculture, Water Bodies and Land Surface.

The selected Senior Researcher A or B (qualifications equivalent to Professor or Associate Professor level, respectively) will assume a leading and coordination role in the development of



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ERATOSTHENES CoE's research and innovation agenda in remote sensing on environment and climate with emphasis on the Department's thematic areas (Atmosphere, Agriculture, Water Bodies or Land Surface).

In close collaboration with the respective Department's Coordinator, the Senior Researcher will be responsible for providing proposals for actions towards the strategic development of the Department and supporting its sustainability, overseeing the overall scientific progress within the Department, providing guidance to other researchers and technical staff, as well as monitoring research progress through supervision and coordination. The Senior Researcher is expected to promote a spirit of inter-departmental and intra-departmental collaboration within the ECoE.

A core activity of ERATOSTHENES CoE is to conduct high caliber, state-of-the-art research, both basic and applied. A central task is to acquire research funding for the Centre, to provide facilities to the researchers, and to support them to acquire funding for their research independently and via international and local collaborations. Collaborations with industrial partners will be particularly encouraged and facilitated.

At a strategic level, the Senior Researcher will be actively involved, in collaboration with the respective Department's Coordinator and the strategic partners, in the development and overseeing of the execution of the Strategic Research and Strategic Growth plan of the ERATOSTHENES CoE. This plan should be regularly revisited and updated to meet the strategic and long-term plans of the ECoE.

Appropriate measures of success will be collaboratively determined based on the Centre's strategic growth plan and sustainability targets. These will be revised periodically by the Executive Committee and the Board of Directors.

#### **Duties and Responsibilities**

The successful candidate will be responsible for helping to shape and advance the ERATOSTHENES CoE's research and innovation agenda by:

1. Developing and implementing R&D strategies appropriate to the ERATOSTHENES CoE's mission to become a regional knowledge hub in the fields of the Department, capitalizing on earth observation, space technologies and geospatial technologies;
2. Actively participating and ultimately leading world-class research programs (bottom-up) in the fields of atmosphere, land surface, water bodies and agriculture, using state-of-the-art methods, data and infrastructure;
3. Aligning the Department's research agenda with ERA priorities, EU, ESA, and International Funding and Regulatory frameworks, e.g., Sustainable goals, open innovation and responsible research;
4. Securing financial and other resources from national, regional and international sources;
5. Establishing local, regional, and international research networks that can support the long-term research agenda and priorities of the Department;
6. Developing activities to support the scientific integration of Europe and to strengthen its international outreach;



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7. Foreseeing the European Roadmap for Research Infrastructures (ESFRI) systematically;
8. Support mentoring, educating and providing research guidance to graduate students in the Cyprus University of Technology & ERATOSTHENES CoE PhD programmes;
9. Overseeing the career-development plans of the PhD-candidates of the Department
10. Initiating and sustaining high-level collaborative Coordination and Support Actions (CSA) and Research and Innovation Actions (RIA) projects with leading partners that conduct research in areas related to his/her respective fields;
11. Communicating the results and implications of research conducted at ERATOSTHENES CoE, including the academic community, the public at large and political and economic decision makers;
12. Exercising an active role in the development of the organization-wide strategy of ERATOSTHENES CoE, working towards meeting its mission goals, promote a vigorous research environment and foster inter-departmental effective collaboration;
13. Consulting with the Consortium Partners of the EXCELSIOR project, to formulate and regularly update the ERATOSTHENES CoE research strategy;
14. Engaging with government and industry bodies to raise the profile of ERATOSTHENES CoE as a research-intensive institution;
15. Ensuring that the KPIs and other performance targets as set by the Centre are delivered;
16. Any other relevant duties deemed necessary.

**Qualifications:**

1. PhD in a relevant subject (for example, Remote Sensing/ Physics/ Meteorology, Data Scientists);
2. The successful candidate is expected to be an outstanding scholar of international standing with a minimum of seven (7) years for the post of Senior Researcher B and eleven (11) years for the post of Senior Researcher A after the acquirement of a doctoral degree, of research experience and important publication record. The candidates must fulfill the requirements of Senior Researchers A & B as described below;
3. At least 7 years of experience assuming leading roles as Manager, or coordinator, or any other managerial position in a large and international research group;
4. An outstanding track record of peer-review scientific publications in the most prestigious journals of her/his field;
5. The successful completion as coordinator of highly competitive research programs;
6. A successful record of raising funds from (inter)national calls for research projects;





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7. Experience in working for European Commission / European Space Agency projects will be considered an asset;
8. State-of-the-art scientific expertise in (active) remote sensing with a clear vision of a sustainable blending of spaceborne and ground-based remote sensing of the atmosphere, agriculture, water and land;
9. Teaching experience of post-graduate students and supervision of young (PhD) researchers;
10. The candidate should have an appetite for applied research and its rapid prototyping and management of research to advance the research and innovation profile and publication record of the team;
11. Being an international leader in her/his discipline, the selected candidate must have excellent interpersonal skills aimed at maintaining contacts in academic, business and governmental circles;
12. Excellent knowledge of the English language both verbal and in writing.

**The qualifications required for this position are the same as those required for the post of a full Professor & Associate Professor at the Cyprus University of Technology, as follows:**

**Minimum Requirements for the posts of Senior Researcher A and B**

The minimum requirements for the posts of Special Scientist/ Senior Researcher A (equivalent to Professor): **At least eleven years** in total university/research or other equivalent work experience, after the acquisition of a doctoral degree, of which four years must be university work experience or holding a position at the level of Professor in a recognized university, or holding a position as a Special Scientist/ Senior Researcher in a recognized research organization, International recognition of the candidate's scientific work; Important contributions to the University's or Research Centre's educational mission and administrative operation; Coordination of research programmes or supervision of doctoral theses.

The minimum requirements for the posts of Senior Researcher B (equivalent to Associate Professor): **At least seven years** in total university/research or other equivalent work experience, after the acquisition of a doctoral degree, of which four years must be university/research work experience or work experience at a corresponding level of another recognized university or another recognized research organization. Publication of articles in prestigious international scientific journals or monographs and books of recognized publishing houses that substantiate remarkable independent research. Ability to guide and promote research which includes supervising of postgraduate students, guidance or important contribution to research programs or securing funding for research activities. Demonstration of international recognition of the candidate's contribution in specific research fields such as research reports, invitations for scientific talks, assignments of article evaluation, research proposals or doctoral theses, participation in scientific journal publication committees or participation in convention organisation. Previous contribution to the promotion of the Research Centre's or University's educational mission and administrative work.

The appointment will be for a period of twenty-four (24) months with the prospect of renewal for twelve (12) months or up to 60 (sixty) months. The monthly gross salary for the (full-time) position will range from €5,722.12 to €6,907.99, depending on qualifications. It is noted that there is



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provision for 13<sup>th</sup> salary (the cost of the 13<sup>th</sup> salary has been proportionally incorporated in the monthly remuneration as analysed above).

**Interested candidates must submit their application comprising of all documents listed below via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), conspicuously entering in the subject line: "Application for Senior Researcher Position in Earth Observation and Remote Sensing at the Environment and Climate Department" no later than Friday 25 September 2020 at 14.00 CYPRUS TIME, which is the deadline for the submission of the applications.**

1. A letter in which the candidate should state the Department, the rank, the specialization in which he/she is interested in, as well as the date on which he/she can undertake responsibilities in case he/she is appointed, in English;
2. *Curriculum vitae* in English;
3. A short review of the research interests as well as a brief description of the future research plans, in English - up to 1500 words;
4. List of publications in English;
5. Reprints of their three most representative publications;
6. Copies of the candidate's degree certificates;
7. Contact Details;
8. Names and contact details of at least three senior academic/research referees. Candidates should request confidential letters of reference in English from the above senior academic/research referees, which must be sent by the referees themselves directly to the ERATOSTHENE CoE via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), by the deadline for the submission of the applications. The names and addresses of the referees should be submitted together with the application because the ERATOSTHENES CoE may also request additional confidential information. The ERATOSTHENES CoE may also request reference letters from independent referees of the choice of members of the Appointed Committee, if considered necessary.

For further information visit the ERATOSTHENES CoE's webpage at <http://www.eratosthenes.org.cy>

It is noted that:

- For non-EU applicants a work permit will be required;
- Applications will be treated in strict confidence. All information provided will comply with the General Data Protection Regulation (GDPR) of the European Union;
- The job requires that the Senior Researcher is or becomes a resident in the area of employment;



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- The ERATOSTHENES CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages both genders to submit an application for all levels of Academic and Administrative Staff;
- The ERATOSTHENES CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.
- The title of the position: Special Scientist for Research / Senior Researcher A or B may be modified upon approval of the HR regulations of the ERATOSTHENES CoE.

The employment of the successful candidate will start upon approval of the contract amendment for including ERATOSTHENES CoE as a new partner in the "EXCELSIOR" H2020 consortium.

#### CONSORTIUM



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## **ERATOSTHENES CENTRE OF EXCELLENCE**

### **SENIOR RESEARCHER POSITION IN EARTH OBSERVATION, SPACE & GEOSPATIAL TECHNOLOGIES AT THE RESILIENT SOCIETY DEPARTMENT**

The ERATOSTHENES Centre of Excellence (ECoE) ([www.eratosthenes.org.cy](http://www.eratosthenes.org.cy)) of the Cyprus University of Technology ([www.cut.ac.cy](http://www.cut.ac.cy)) invites applications for the position of Senior Researcher at the Resilient Society Department of the ERATOSTHENES CoE. This position is open either on full-time (100%) or part-time employment basis.

This position is open to everyone internationally in the framework of the EU-H2020 "EXCELSIOR" project (Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment; <https://excelsior2020.eu/>; TEAMING Grant no. 857510). Through this project, the Cyprus University of Technology is establishing the ERATOSTHENES Centre of Excellence in Space Technology, Earth Observation and Geospatial Technology in the EMMENA (Eastern Mediterranean Middle East North Africa) region, in cooperation with the Department of Electronic Communications (DEC) from the Deputy Ministry of Research, Innovation and Digital Policy (Cyprus) and with EU advanced Partners the German Aerospace Centre (DLR, Germany), TROPOS (Germany) and the National Observatory of Athens (NOA-Greece).

The ERATOSTHENES Centre of Excellence is an autonomous Centre of Excellence with Cyprus University of Technology (CUT) as its sole stakeholder, aiming to become a viable, sustainable Centre of Excellence in earth observation, space technology and geospatial analysis. CUT has a 13-year experience in earth observations and geospatial analysis. Through the "EXCELSIOR" H2020 Teaming Project (2019-2026), the ERATOSTHENES CoE aspires to become an excellent Digital Innovation Hub for Earth Observation and Geospatial Information by offering education, responsible research, open innovation and application services capable of sustaining Cyprus' development. The ERATOSTHENES CoE aspires to actively contribute to the European Research Area (ERA) priorities in Atmosphere and Climate, Resilient Societies and Big Earth Data Analytics, as well as to become the reference Earth Observation/Geoinformation Centre for research and innovation in the Eastern Mediterranean, Middle East and North Africa (EMMENA) region.

#### **Description of the Position**

The successful candidate will be assigned to the Department of Resilient Society within the Centre of Excellence, in which earth observation-based research will be conducted in the following thematic domains: Disaster Risk Reduction, Cultural Heritage, Marine Safety & Security and Energy.

The selected Senior Researcher A or B (qualifications equivalent to Professor or Associate Professor level, respectively) will assume a leading and coordination role in the development of ERATOSTHENES CoE's research and innovation agenda in remote sensing on resilient society with



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emphasis on the Department's thematic areas (Disaster Risk Reduction, Cultural Heritage, Marine Safety & Security and Energy).

In close collaboration with the respective Department's Coordinator, the Senior Researcher will be responsible for providing proposals for actions towards the strategic development of the Department and supporting its sustainability, overseeing the overall scientific progress within the Department, providing guidance to other researchers and technical staff, as well as monitoring research progress through supervision and coordination. The Senior Researcher is expected to promote a spirit of inter-departmental and intra-departmental collaboration within the ECoE.

A core activity of ERATOSTHENES CoE is to conduct high caliber, state-of-the-art research, both basic and applied. A central task is to acquire research funding for the Centre, to provide facilities to the researchers, and to support them to acquire funding for their research independently and via international and local collaborations. Collaborations with industrial partners will be particularly encouraged and facilitated.

At a strategic level, the Senior Researcher will be actively involved, in collaboration with the respective Department's Coordinator and the strategic partners, in the development and overseeing of the execution of the Strategic Research and Strategic Growth plan of the ERATOSTHENES CoE. This plan should be regularly revisited and updated to meet the strategic and long-term plans of the ECoE.

Appropriate measures of success will be collaboratively determined based on the Centre's strategic growth plan and sustainability targets. These will be revised periodically by the Executive Committee and the Board of Directors.

#### **Duties and Responsibilities**

The successful candidate will be responsible for helping to shape and advance the ERATOSTHENES CoE's research and innovation agenda by:

1. Developing and implementing R&D strategies appropriate to the ERATOSTHENES CoE's mission to become a regional knowledge hub in the fields of the Department, capitalizing on earth observation, space technologies and geospatial technologies;
2. Actively participating and ultimately leading world-class research programs (bottom-up) in the fields of Disaster Risk Reduction, Cultural Heritage, Marine Safety & Security and Energy, using state-of-the-art infrastructure;
3. Aligning the Department's research agenda with ERA priorities, EU, ESA, and International Funding and Regulatory frameworks, e.g., Sustainable goals, open innovation and responsible research;
4. Securing financial and other resources from national, regional and international sources;
5. Establishing local, regional, and international research networks that can support the long-term research agenda and priorities of the Department;
6. Developing activities to support the scientific integration of Europe and to strengthen its international outreach;



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7. Foreseeing the European Roadmap for Research Infrastructures (ESFRI) systematically;
8. Support mentoring, educating and providing research guidance to graduate students in the Cyprus University of Technology & ERATOSTHENES CoE PhD programmes;
9. Overseeing the career-development plans of the PhD-candidates of the Department;
10. Initiating and sustaining high-level collaborative Coordination and support actions (CSA) and Research and Innovation Actions (RIA) projects with leading partners that conduct research in areas related to his/her respective fields;
11. Communicating the results and implications of research conducted at ERATOSTHENES CoE, including the academic community, the public at large and policy and economic decision makers;
12. Exercising an active role in the development of the organization-wide strategy of ERATOSTHENES CoE, working towards meeting its mission goals, promote a vigorous research environment and foster inter-departmental effective collaboration;
13. Consulting with the Consortium Partners of the EXCELSIOR project, to formulate and regularly update the ERATOSTHENES CoE research strategy;
14. Engaging with government and industry bodies and institutions to raise the profile of ERATOSTHENES CoE as a research-intensive institution;
15. Ensuring that the KPIs and other performance targets as set by the Centre are delivered;
16. Any other relevant duties deemed necessary.

**Qualifications:**

1. PhD in a relevant subject (for example, Computer Science / Remote Sensing / Mathematics / Physics / Geoinformation Engineering or equivalent);
2. The successful candidate is expected to be an outstanding scholar of international standing with a minimum of seven (7) years for the post of Senior Researcher B and eleven (11) years for the post of Senior Researcher A after the acquisition of a doctoral degree, of research experience and important publication record. The candidates must fulfill the requirements of Senior Researchers A & B as described below;
3. At least 7 years of experience assuming leading roles as Manager, or coordinator, or any other managerial position in a large and international research group;
4. An outstanding track record of peer-review scientific publications in the most prestigious journals of her/his field;
5. The successful completion as Coordinator of highly competitive research programs;
6. A successful record of raising funds from (inter)national calls for research projects;



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7. Experience in working for European Commission / European Space Agency projects will be considered an asset;
8. State-of-the-art scientific expertise in:
  - Remote sensing / Earth Observation / satellite data processing
  - Exploiting multi-source data EO-based and in-situ/crowd data and development/assimilation of data/models to support cross-sector research and services/solution provision in fields as Environment, Disaster Risk Reduction, Energy, Agriculture, Raw Materials, Health, etc;
  - Risk Analysis/Risk Reduction/ Decision Making;
  - Artificial Intelligence/Machine Learning techniques;
  - Computer Science and Geoinformation Engineering;
  - Big data management and distributed processing of big satellite scientific data;
  - Development of automated application systems will be an asset but not mandatory (experience in relational and non-relational databases, application programming interfaces, Linux scripting, web frameworks);
  - Working for European Commission / European Space Agency projects.
9. Teaching experience of post-graduate students and supervision of young (PhD) researchers;
10. The candidate should have an appetite for applied research and its rapid prototyping and management of research to advance the research and innovation profile and publication record of the team;
11. Being an international leader in her/his discipline, the selected candidate must have excellent interpersonal skills aimed at maintaining contacts in academic, business and governmental circles;
12. Excellent knowledge of the English language both verbal and in writing.

**The qualifications required for this position are the same as those required for the post of a full Professor & Associate Professor at the Cyprus University of Technology, as follows:**

**Minimum Requirements for the posts of Senior Researcher A and B**

The minimum requirements for the posts of Special Scientist/ Senior Researcher A (equivalent to Professor): **At least eleven years** in total university/research or other equivalent work experience, after the acquisition of a doctoral degree, of which four years must be university work experience or holding a position at the level of Professor in a recognized university, or holding a position as a Special Scientist/ Senior Researcher in a recognized research organization, International recognition of the candidate's scientific work; Important contributions to the University's or Research Centre's



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educational mission and administrative operation; Coordination of research programmes or supervision of doctoral theses.

The minimum requirements for the posts of Senior Researcher B (equivalent to Associate Professor): **At least seven years** in total university/research or other equivalent work experience, after the acquisition of a doctoral degree, of which four years must be university/research work experience or work experience at a corresponding level of another recognized university or another recognized research organization. Publication of articles in prestigious international scientific journals or monographs and books of recognized publishing houses that substantiate remarkable independent research. Ability to guide and promote research which includes supervising of postgraduate students, guidance or important contribution to research programs or securing funding for research activities. Demonstration of international recognition of the candidate's contribution in specific research fields such as research reports, invitations for scientific talks, assignments of article evaluation, research proposals or doctoral theses, participation in scientific journal publication committees or participation in convention organisation. Previous contribution to the promotion of the Research Centre's or University's educational mission and administrative work.

The appointment will be for a period of twenty-four (24) months with the prospect of renewal for twelve (12) months or up to 60 (sixty) months. The monthly gross salary for the (full-time) position will range from €5,722.12 to €6,907.99, depending on qualifications. It is noted that there is provision for 13<sup>th</sup> salary (the cost of the 13<sup>th</sup> salary has been proportionally incorporated in the monthly remuneration as analysed above).

**Interested candidates must submit their application comprising of all documents listed below via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), conspicuously entering in the subject line: "Application for Senior Researcher Position in Earth Observation, Space & Geospatial Technologies at the Resilient Society Department" no later than Friday 25 September 2020 at 14.00 CYPRUS TIME, which is the deadline for the submission of the applications.**

1. A letter in which the candidate should state the Department, the rank, the specialization in which he/she is interested in, as well as the date on which he/she can undertake responsibilities in case he/she is appointed, in English;
2. *Curriculum vitae* in English;
3. A short review of the research interests as well as a brief description of the future research plans, in English - up to 1500 words;
4. List of publications in English;
5. Reprints of their three most representative publications;
6. Copies of the candidate's degree certificates;
7. Contact Details;
8. Names and contact details of at least three senior academic/research referees. Candidates should request confidential letters of reference in English from the above senior academic/research referees, which must be sent by the referees themselves directly to the ERATOSTHENE CoE via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), by the deadline for the submission of the applications. The names and addresses of the referees should be





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submitted together with the application because the ERATOSTHENES CoE may also request additional confidential information. The ERATOSTHENES CoE may also request reference letters from independent referees of the choice of members of the Appointed Committee, if considered necessary.

For further information visit the ERATOSTHENES CoE's webpage at <http://www.eratosthenes.org.cy>

It is noted that:

- For non-EU applicants a work permit will be required;
- Applications will be treated in strict confidence. All information provided will comply with the General Data Protection Regulation (GDPR) of the European Union;
- The job requires that the Senior Researcher is or becomes a resident in the area of employment;
- The ERATOSTHENES CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages both genders to submit an application for all levels of Academic and Administrative Staff;
- The ERATOSTHENES CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.
- The title of the position: Special Scientist for Research / Senior Researcher A or B may be modified upon approval of the HR regulations of the ERATOSTHENES CoE.

The employment of the successful candidate will start upon approval of the contract amendment for including ERATOSTHENES CoE as a new partner in the "EXCELSIOR" H2020 consortium.

#### CONSORTIUM



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**ERATOSTHENES CENTRE OF EXCELLENCE**

**SENIOR RESEARCHER POSITION IN INFORMATION EXTRACTION, VISUAL EXPLORATION & VISUALIZATION, CROWD SOURCING & DATA FUSION, GEOINFORMATICS, REMOTE SENSING AT THE BIG EARTH DATA ANALYTICS DEPARTMENT**

The ERATOSTHENES Centre of Excellence (ECoE) ([www.eratosthenes.org.cy](http://www.eratosthenes.org.cy)) of the Cyprus University of Technology ([www.cut.ac.cy](http://www.cut.ac.cy)) invites applications for the position of Senior Researcher at the Big Earth Data Analytics Department of the ERATOSTHENES CoE. This position is open either on a full-time (100%) or part-time employment basis.

This position is open to everyone internationally in the framework of the EU-H2020 “EXCELSIOR” project (Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment; <https://excelsior2020.eu/>; TEAMING Grant no. 857510). Through this project, the Cyprus University of Technology is establishing the ERATOSTHENES Centre of Excellence in Space Technology, Earth Observation and Geospatial Technology in the EMMENA (Eastern Mediterranean Middle East North Africa) region, in cooperation with the Department of Electronic Communications (DEC) from the Deputy Ministry of Research, Innovation and Digital Policy (Cyprus) and with EU advanced Partners the German Aerospace Centre (DLR, Germany), TROPOS (Germany) and the National Observatory of Athens (NOA-Greece).

The ERATOSTHENES Centre of Excellence is an autonomous Centre of Excellence with Cyprus University of Technology (CUT) as its sole stakeholder, aiming to become a viable, sustainable Centre of Excellence in earth observation, space technology and geospatial analysis. CUT has a 13-year experience in earth observations and geospatial analysis. Through the “EXCELSIOR” H2020 Teaming Project (2019-2026), the ERATOSTHENES CoE aspires to become an excellent Digital Innovation Hub for Earth Observation and Geospatial Information by offering education, responsible research, open innovation and application services capable of sustaining Cyprus’ development. The ERATOSTHENES CoE aspires to actively contribute to the European Research Area (ERA) priorities in Atmosphere and Climate, Resilient Societies and Big Earth Data Analytics, as well as to become the reference Earth Observation/Geoinformation Centre for research and innovation in the Eastern Mediterranean, Middle East and North Africa (EMMENA) region.

**Description of the Position**

The successful candidate will be assigned to the Department of Big Earth Data Analytics within the Centre of Excellence, in which earth observation-based research will be conducted in the following thematic domains: information extraction, visual exploration & visualization, Crowd sourcing & data fusion, Geo-informatics and Earth Observation data bases.



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The selected Senior Researcher A or B (qualifications equivalent to Professor or Associate Professor level, respectively) will assume a leading and coordination role in the development of ERATOSTHENES CoE's research and innovation agenda in remote sensing on environment and climate with emphasis on the Department's thematic areas (information extraction, visual exploration & visualization, Crowd sourcing & data fusion, Geo-informatics and Earth Observation data bases).

In close collaboration with the respective Department's Coordinator, the Senior Researcher will be responsible for providing proposals for actions towards the strategic development of the Department and supporting its sustainability, overseeing the overall scientific progress within the Department, providing guidance to other researchers and technical staff, as well as monitoring research progress through supervision and coordination. The Senior Researcher is expected to promote a spirit of inter-departmental and intra-departmental collaboration within the ECoE.

A core activity of ERATOSTHENES CoE is to conduct high caliber, state-of-the-art research, both basic and applied. A central task is to acquire research funding for the Centre, to provide facilities to the researchers, and to support them to acquire funding for their research independently and via international and local collaborations. Collaborations with industrial partners will be particularly encouraged and facilitated.

At a strategic level, the Senior Researcher will be actively involved, in collaboration with the respective Department's Coordinator and the strategic partners, in the development and overseeing of the execution of the Strategic Research and Strategic Growth plan of the ERATOSTHENES CoE. This plan should be regularly revisited and updated to meet the strategic and long-term plans of the ECoE.

Appropriate measures of success will be collaboratively determined based on the Centre's strategic growth plan and sustainability targets. These will be revised periodically by the Executive Committee and the Board of Directors.

#### **Duties and Responsibilities**

The successful candidate will be responsible for helping to shape and advance the ERATOSTHENES CoE's research and innovation agenda by:

1. Developing and implementing R&D strategies appropriate to the ERATOSTHENES CoE's mission to become a regional knowledge hub in the fields of the Department, capitalizing on earth observation, space technologies and geospatial technologies;
2. Actively participating and ultimately leading world-class research programs (bottom-up) in the fields of information extraction, visual exploration & visualization, crowd sourcing & data fusion, Geo-informatics, using state-of-the-art methods, data and infrastructure;
3. Aligning the Department's research agenda with ERA priorities, EU, ESA, and International Funding and Regulatory frameworks, e.g. Sustainable goals, open innovation, and responsible research;
4. Securing financial and other resources from national, regional and international sources;



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5. Establishing local, regional, and international research networks that can support the long-term research agenda and priorities of the Department;
6. Developing activities to support the scientific integration of Europe and to strengthen its international outreach;
7. Foreseeing the European Roadmap for Research Infrastructures (ESFRI) systematically;
8. Support mentoring, educating and providing research guidance to graduate students in the Cyprus University of Technology & ERATOSTHENES CoE PhD programmes;
9. Overseeing the career-development plans of PhD candidates & researchers in the Department;
10. Initiating and sustaining high-level collaborative Coordination and Support Actions (CSA) and Research and Innovation Actions (RIA) projects with leading partners that conduct research in areas related to his/her respective fields;
11. Communicating the results and implications of research conducted at ERATOSTHENES CoE, including the academic community, the public at large and political and economic decision makers;
12. Exercising an active role in the development of the organization-wide strategy of ERATOSTHENES CoE, working towards meeting its mission goals, promote a vigorous research environment and foster inter-departmental effective collaboration;
13. Consulting with the Consortium Partners of the EXCELSIOR project, to formulate and regularly update the ERATOSTHENES CoE research strategy;
14. Engaging with government and industry bodies to raise the profile of ERATOSTHENES CoE as a research-intensive institution;
15. Ensuring that the KPIs and other performance targets as set by the Centre are delivered;
16. Any other relevant duties deemed necessary.

**Qualifications:**

1. PhD in a relevant subject (for example, Computer Science, Information Technology, Remote Sensing, Applied Mathematics/Statistics, Physics, Geoinformation Engineering, Geospatial Analysis, Data Science or equivalent);
2. The successful candidate is expected to be an outstanding scholar of international standing with a minimum of seven (7) years for the post of Senior Researcher B and eleven (11) years for the post of Senior Researcher A **after the acquisition of a doctoral degree**, of research experience and important publication record. The candidates must fulfill the requirements of Senior Researchers A & B as described below;
3. At least 7 years of experience assuming leading roles as Manager, or coordinator, or any other managerial position in a large and international research group;



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4. An outstanding track record of peer-review scientific publications in the most prestigious journals of her/his field;
5. The successful completion as coordinator of highly competitive research programs;
6. A successful record of raising funds from (inter)national calls for research projects;
7. Experience in working for European Commission / European Space Agency projects will be considered an asset;
8. State-of-the-art scientific expertise in:
  - Data Science / Machine Learning / Artificial Intelligence theory / Geoinformatics methods and applications;
  - Big data management and distributed processing of big earth observation / remote sensing / satellite scientific data, including data cubes;
  - Exploiting multi-source data EO-based and in-situ/crowd-sourced data and development/assimilation of data/models to support cross-sector research and services/solution provision, in fields as Environment, Disaster Risk Reduction, Energy, Agriculture, Raw Materials, Health, etc;
  - Exploitation of data from Ground based stations for Atmospheric Science and Climate Change Research & Satellite Ground Receiving stations;
  - Working for European Commission / European Space Agency projects.
9. Experience in mentoring post-graduate students and in supervising young (PhD) researchers;
10. The candidate should have an appetite for applied research and its rapid prototyping and management to advance the research and innovation profile and publication record of the team;
11. Being an international leader in her/his discipline, the selected candidate must have excellent interpersonal skills aimed at maintaining contacts in academic, business and governmental circles;
12. Excellent knowledge of the English language both verbal and in writing.

**The qualifications required for this position are the same as those required for the post of a full Professor & Associate Professor at the Cyprus University of Technology, as follows:**

**Minimum Requirements for the posts of Senior Researcher A and B**

The minimum requirements for the posts of Special Scientist/ Senior Researcher A (equivalent to Professor): **At least eleven years** in total university/research or other equivalent work experience, after the acquisition of a doctoral degree, of which four years must be university work experience or holding a position at the level of Professor in a recognized university, or holding a position as a



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Special Scientist/ Senior Researcher in a recognized research organization, International recognition of the candidate's scientific work; Important contributions to the University's or Research Centre's educational mission and administrative operation; Coordination of research programmes or supervision of doctoral theses.

The minimum requirements for the posts of Senior Researcher B (equivalent to Associate Professor): **At least seven years** in total university/research or other equivalent work experience, after the acquisition of a doctoral degree, of which four years must be university/research work experience or work experience at a corresponding level of another recognized university or another recognized research organization. Publication of articles in prestigious international scientific journals or monographs and books of recognized publishing houses that substantiate remarkable independent research. Ability to guide and promote research which includes supervising of postgraduate students, guidance or important contribution to research programs or securing funding for research activities. Demonstration of international recognition of the candidate's contribution in specific research fields such as research reports, invitations for scientific talks, assignments of article evaluation, research proposals or doctoral theses, participation in scientific journal publication committees or participation in convention organisation. Previous contribution to the promotion of the Research Centre's or University's educational mission and administrative work.

The appointment will be for a period of twenty-four (24) months with the prospect of renewal for twelve (12) months or up to 60 (sixty) months. The monthly gross salary for the (full-time) position will range from €5,722.12 to €6,907.99, depending on qualifications. It is noted that there is provision for 13<sup>th</sup> salary (the cost of the 13<sup>th</sup> salary has been proportionally incorporated in the monthly remuneration as analysed above).

**Interested candidates must submit their application comprising of all documents listed below via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), conspicuously entering in the subject line: "Application for the position on INFORMATION EXTRACTION, VISUAL EXPLORATION & VISUALIZATION, CROWD SOURCING & DATA FUSION, GEOINFORMATICS, REMOTE SENSING at the Big Earth Data Analytics Department" no later than Friday 25 September 2020 at 14.00 CYPRUS TIME, which is the deadline for the submission of the applications.**

1. A letter in which the candidate should state the Department, the rank, the specialization in which he/she is interested in, as well as the date on which he/she can undertake responsibilities in case he/she is appointed, in English;
2. *Curriculum vitae* in English;
3. A short review of the research interests as well as a brief description of the future research plans, in English - up to 1500 words;
4. List of publications in English;
5. Reprints of their three most representative publications;
6. Copies of the candidate's degree certificates;
7. Contact Details;
8. Names and contact details of at least three senior academic/research referees. Candidates should request confidential letters of reference in English from the above senior



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academic/research referees, which must be sent by the referees themselves directly to the ERATOSTHENE CoE via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), by the deadline for the submission of the applications. The names and addresses of the referees should be submitted together with the application because the ERATOSTHENES CoE may also request additional confidential information. The ERATOSTHENES CoE may also request reference letters from independent referees of the choice of members of the Appointed Committee, if considered necessary.

For further information visit the ERATOSTHENES CoE's webpage at <http://www.eratosthenes.org.cy>

It is noted that:

- For non-EU applicants a work permit will be required;
- Applications will be treated in strict confidence. All information provided will comply with the General Data Protection Regulation (GDPR) of the European Union;
- The job requires that the Senior Researcher is or becomes a resident in the area of employment;
- The ERATOSTHENES CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages both genders to submit an application for all levels of Academic and Administrative Staff;
- The ERATOSTHENES CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.
- The title of the position: Special Scientist for Research / Senior Researcher A or B may be modified upon approval of the HR regulations of the ERATOSTHENES CoE.

The employment of the successful candidate will start upon approval of the contract amendment for including ERATOSTHENES CoE as a new partner in the "EXCELSIOR" H2020 consortium.

#### CONSORTIUM



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ERATOSTHENES: Excellence Research Centre for Earth Surveillance & Space-Based Monitoring of the Environment



**Position:** Human Resource Manager  
**Ref No.:** ERA-HR-01  
**Category:** Full-time employment  
**Location:** ERATOSTHENES Centre of Excellence, Limassol Cyprus

The ERATOSTHENES Centre of Excellence (ECoE) ([www.eratosthenes.org.cy](http://www.eratosthenes.org.cy)) of the Cyprus University of Technology ([www.cut.ac.cy](http://www.cut.ac.cy)) is seeking a Human Resource Manager to join its fast-growing team of passionate and enthusiastic professionals. This position is open on a full-time employment basis (100%). The Human Resources Manager will coordinate the implementation of people-related services, policies, and programs through Human Resources staff and reports to the Executive Committee regarding the Human Resource Strategy.

This position is open to everyone internationally in the framework of the EU-H2020 "EXCELSIOR" project (Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment; <https://excelsior2020.eu/>; TEAMING Grant no. 857510). Through this project, the Cyprus University of Technology is establishing the ERATOSTHENES Centre of Excellence in Space Technology, Earth Observation and Geospatial Technology in the EMMENA (Eastern Mediterranean Middle East North Africa) region, in cooperation with the Department of Electronic Communications (DEC) from the Deputy Ministry of Research, Innovation and Digital Policy (Cyprus) and with EU advanced Partners the German Aerospace Centre (DLR, Germany), TROPOS (Germany) and the National Observatory of Athens (NOA-Greece).

The ERATOSTHENES Centre of Excellence is an autonomous Centre of Excellence with Cyprus University of Technology (CUT) as its sole stakeholder, aiming to become a viable, sustainable Centre of Excellence in earth observation, space technology and geospatial analysis. CUT has a 13-year experience in earth observations and geospatial analysis. Through the "EXCELSIOR" H2020 Teaming Project (2019-2026), the ERATOSTHENES CoE aspires to become an excellent Digital Innovation Hub for Earth Observation and Geospatial Information by offering education, responsible research, open innovation and application services capable of sustaining Cyprus' development. The ERATOSTHENES CoE aspires to actively contribute to the European Research Area (ERA) priorities in Atmosphere and Climate, Resilient Societies and Big Earth Data Analytics, as well as to become the reference Earth Observation/Geoinformation Centre for research and innovation in the Eastern Mediterranean, Middle East and North Africa (EMMENA) region.

#### Main Duties and Responsibilities

1. Exercise an active role in the development of the organization-wide strategy of ERATOSTHENES CoE, working towards meeting its mission goals, promote a vigorous research environment and foster inter-departmental effective collaboration;
2. Articulate the Centre's research agenda in close collaboration with its Executive Team;





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3. In consultation with the Department Coordinators, the Management Structure of the ERATOSTHENES CoE and the Consortium Partners of the Excelsior H2020 Teaming Project, formulate and regularly update the Human Resource Strategy of the ERATOSTHENES Centre of Excellence;
4. Provide strategic and operational Human Resource leadership for ERATOSTHENES Centre of Excellence and advise the Executive Team on Human Resource related issues;
5. Ensure proper implementation of the Human Resource strategy and objectives; review and update the strategy as needed in line with organisation's goals and targets; generate reports, conduct analysis and provide insights;
6. Manage a process of organizational planning that evaluates company structure, job design and personnel forecasting throughout the company;
7. Establish and lead the standard recruiting and hiring practices and procedures necessary to recruit and hire a superior workforce, following the approval of the Executive Committee.
8. Interview management and executive position candidates; serves as part of the interview team for position finalists;
9. Conduct investigations when employee complaints or concerns are brought forth;
10. Monitor and advise to the Executive Committee as well as managers and supervisors in the progressive discipline system of the company;
11. Monitors the implementation of a performance improvement process with non-performing employees;
12. Review, guide, and approve management and Executive Committee recommendations for employment terminations;
13. Lead the implementation of organisation safety and health programs;
14. Knowledge of various employment laws and practices;
15. Maintain employee records;
16. Identify staffing needs and conduct workforce planning;
17. Administer the employees' benefits packages;
18. Act as a Brand Ambassador of the Centre;
19. Responsible for the development and delivery of Human Resource processes and systems;
20. Support the people management functions that underpin the business, namely: employee relations, compensation and benefits, reward, recruitment, talent management, training and development and performance management;
21. Support and lead well-being, learning and development activities;
22. Support and lead internal communication executions;
23. Establish and maintain the organisation's benefits schemes;
24. Establish the Human Resources Strategy for Researchers (HRS4R) for the ERATOSTHENES CoE;
25. Ensure ERATOSTHENES CoE's integrity and compliance with the legal environment at the National as well as the European level (e.g., European Code of Conduct for Research Integrity, etc);
26. Ensure conformity with the European Charter for Researchers & Code of Conduct for the personnel recruitment
27. Develop an induction plan for the new recruits.
28. Engage with government and industry bodies to raise the profile of ERATOSTHENES CoE as a research-intensive institution;
29. Ensure that the KPIs and other performance targets as set by the Centre are delivered;
30. Any other relevant duties deemed necessary.



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#### **Qualifications, Experience and Skills**

1. University Degree in Human Resources or a related field;
2. Master's degree in HR, Business Administration or other related field will be considered an advantage;
3. At least 4 years of experience in a fully-functional Human Resource Generalist role, 2 of them in a managerial role;
4. Practical knowledge in the areas of the employee life cycle, including recruitment, termination and evaluation
5. Demonstrated success in driving projects forward successfully to completion;
6. Excellent knowledge of Cyprus Labour Legislation and European Legislation (e.g. regarding employment, gender equality and anti-discrimination laws);
7. Ability to operate in a fast-paced environment;
8. Fluent in English and Greek (written and spoken). Any additional languages will be considered an advantage.
9. Experience in management and reporting for public funding or EC funds (e.g. Horizon 2020 grants) will be considered an advantage;
10. Computer literacy with very good working knowledge of Microsoft Office applications
11. Excellent communication and organizational skills;
12. Ability to work in a dynamic and multicultural environment;
13. People-oriented and results-driven;
14. Polite and pleasant personality.

#### **Profile and Personal Attributes**

1. Commitment to equal opportunities and to harmonious collaboration with colleagues, associates and affiliates of all cultures and background;
2. Exercise leadership and preparedness to promote teamwork;
3. Ability to exercise tact and discretion and to display a professional attitude towards colleagues, associates, affiliates and other stakeholders;
4. Commitment to continuous professional development activities to keep the knowledge base and skills up-to-date, and to develop them further;
5. Promote ERATOSTHENES Centre of Excellence's values and objectives to colleagues and externally to ERATOSTHENES Centre of Excellence;
6. Ability to present at the Policy, Strategic and Executive levels and to handle media and press.
7. Ability to work effectively under pressure, to manage projects, to prioritise tasks, and to schedule activities effectively;
8. Passion for ERATOSTHENE'S Centre of Excellence mission;
9. Poised and confident with executive presence;
10. Ability to manifest leadership, professionalism, and interpersonal acumen;
11. All candidates are expected to be capable of serving as a trusted advisor in the areas of research leadership, standards, professional learning, management and evaluation;
12. Innovative;
13. Strong interpersonal skills and ability to build excellent relationships;
14. Team player and ready to play an important role in various tasks;
15. Adaptability, strong attention to detail, good organization and planning skills;
16. Trustworthy and committed with high integrity;
17. Self-motivated to achieve targets;
18. Adherence to National and European legal environment;



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19. Physical presence in the designated area of employment of the Centre in Cyprus.

#### **Benefits**

An attractive remuneration package will be offered to the successful candidate according to qualifications and experience.

#### **Submission and Treatment of Application**

Interested candidates must submit their application comprising of all documents listed below via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), conspicuously entering in the subject line: "**Application for Position: Human Resource Manager**"

1. Cover letter clearly specifying availability date for full time employment;
2. Detailed *Curriculum Vitae* (including contact details);
3. A document of up to five pages explaining how the candidate's motivations match ECoE's aspiration:
  - o *Short and long-term plan of action regarding the Centre of Excellence and the human resource strategy to be followed and implemented;*
4. Scanned or electronic copies of degree certificates and relevant qualifications. True copies of the originals will be requested for the shortlisted candidates;
5. Full contact details (including postal and email addresses) of three referees. For the short-listed candidates, the referees will be asked to submit Letters of Reference.

If you have previously applied for any position at ERATOSTHENES Centre of Excellence, a new application is required.

**Deadline for submitting the application: no later than Friday 25 September 2020 at 14.00 CYPRUS TIME. Late applications will not be taken into consideration.**

Review of applications will begin immediately after this deadline and all applicants will be notified accordingly.

For general inquiries, applicants may contact the ERATOSTHENES Centre of Excellence, at [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy)

It is noted that:

- For non-EU applicants a work permit will be required;
- Applications will be treated in strict confidence. All information provided will comply with the General Data Protection Regulation (GDPR) of the European Union;
- The job requires that the Human Resource Manager is or becomes a resident in the area of employment;
- The ERATOSTHENES CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages both genders to submit an application for all levels of Academic and Administrative Staff;



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- The ERATOSTHENES CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.

The employment of the successful candidate will start upon approval of the contract amendment for including ERATOSTHENES CoE as a new partner in the “EXCELSIOR” H2020 consortium.

**CONSORTIUM**



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**EXCELSIOR** ERATOSTHENES: Excellence Research Centre for Earth Surveillance & Space-Based Monitoring of the Environment



**Position:** Marketing Manager  
**Ref No.:** ERA-MM-03  
**Category:** Full-time employment  
**Location:** ERATOSTHENES Centre of Excellence, Limassol Cyprus

The ERATOSTHENES Centre of Excellence (ECoE) ([www.eratosthenes.org.cy](http://www.eratosthenes.org.cy)) of the Cyprus University of Technology ([www.cut.ac.cy](http://www.cut.ac.cy)) is seeking a Marketing Manager to join its fast-growing team of passionate and enthusiastic professionals. This position is open on a full-time employment basis (100%). The Marketing manager will report to the Director of External Relations and Business Development.

This position is open to everyone internationally in the framework of the EU-H2020 “EXCELSIOR” project (Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment; <https://excelsior2020.eu/>; TEAMING Grant no. 857510). Through this project, the Cyprus University of Technology is establishing the ERATOSTHENES Centre of Excellence in Space Technology, Earth Observation and Geospatial Technology in the EMMENA (Eastern Mediterranean Middle East North Africa) region, in cooperation with the Department of Electronic Communications (DEC) from the Deputy Ministry of Research, Innovation and Digital Policy (Cyprus) and with EU advanced Partners the German Aerospace Centre (DLR, Germany), TROPOS (Germany) and the National Observatory of Athens (NOA-Greece).

The ERATOSTHENES Centre of Excellence is an autonomous Centre of Excellence with Cyprus University of Technology (CUT) as its sole stakeholder, aiming to become a viable, sustainable Centre of Excellence in earth observation, space technology and geospatial analysis. CUT has a 13-year experience in earth observations and geospatial analysis. Through the “EXCELSIOR” H2020 Teaming Project (2019-2026), the ERATOSTHENES CoE aspires to become an excellent Digital Innovation Hub for Earth Observation and Geospatial Information by offering education, responsible research, open innovation and application services capable of sustaining Cyprus’ development. The ERATOSTHENES CoE aspires to actively contribute to the European Research Area (ERA) priorities in Atmosphere and Climate, Resilient Societies and Big Earth Data Analytics, as well as to become the reference Earth Observation/Geoinformation Centre for research and innovation in the Eastern Mediterranean, Middle East and North Africa (EMMENA) region.

**Main Duties and Responsibilities**

1. Lead the identification/selection of revenue opportunities as well as the preparation of proposals for both commercial services and project funding (from EU, ESA, National Entities), in order to achieve the sustainability objective of the ERATOSTHENES CoE;



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2. Exercise an active role in the development of the organization-wide strategy of ERATOSTHENES CoE, working towards meeting its mission goals, promoting the branding of the ERATOSTHENES CoE;
3. Articulate the Centre's research and business agenda in close collaboration with its Executive Team;
4. Formulate, in consultation with the Departmental leaders, Executive bodies and partners of the ERATOSTHENES CoE and regularly update the Centre's marketing and business development strategy;
5. Take the leadership and participate in the preparation, planning, and full execution of advertising, promotion and sales activities intended for the target groups/stakeholders;
6. Liaise and interact with local and international private and public companies, organizations and other potential customers of the Centre;
7. Keep abreast of market trends and conditions and provide relevant recommendations;
8. Organize and manage campaigns, events and conferences, as well as ensure leads are correctly charged in the customer relationship management and monitored by the Innovation Team;
9. Maintain and expand relationships with existing and new associates/clients/partners;
10. Assess the impact of the initiatives performed and generate reports on the KPIs concerned;
11. Update and present the Company's compelling story as it grows;
12. Ensure ERATOSTHENES Centre of Excellence's integrity and compliance with the legal environment at the National as well as the European level (e.g., European Code of Conduct for Research Integrity, etc);
13. Engage with government and industry bodies to raise the profile of ERATOSTHENES Centre of Excellence as a research-intensive and service institution and to engage them as partners, clients and customers;
14. Ensure that the KPIs and other performance targets as set by the Centre's strategic plan are delivered;
15. Any other relevant duties deemed useful.

#### **Qualifications, Experience and Skills**

1. PhD or MSc in earth observation, remote sensing, space & geospatial technologies or any other related field;
2. At least 5 years in CEO or managerial positions in earth observation industry or space agencies with remarkable results achieved;
3. Previous experience at least 10 years in commercial space business development and in coordination/preparation of proposals for commercial services and for project funding with EU, ESA, National Entities. Previous experience of at least 10 years in contract negotiation and management with commercial clients, Governments and International Organizations including EU, ESA (e.g., earth Satellite Surveillance Ground Stations sales and support, R&D projects implementation etc.);
4. Conceptualizing, defining and planning of strategic projects from scratch, matching ideally customer requirements with vendor/ provider capabilities. Sectors involved: Geospatial Intelligence, Security, Environmental Security- Liability, Civil Protection, Energy, Agriculture, Forestry, Water Management, Environmental Telematics, Telecommunication, Satcoms;
5. Excellent writing skills (offers, proposals, brochures, media);
6. Experience in content creation and reputation management;
7. Computer literate;
8. Avid interest in Interactive Media and ICT technologies considered a real asset;



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9. Avid understanding of space and Earth observation markets and players in regions outside Europe would be a real asset, possibly documented in having working experience;
10. European national basic clearance for handling confidential governmental material would be an advantage;
11. Fluent in English and Greek (written and spoken);
12. Knowledge of Arabic or any other language will be considered an advantage;
13. For non-EU applicants a work permit will be required.

#### **Profile and Personal Attributes**

1. Excellent relationship building and interpersonal skills;
2. Excellent communication skills;
3. Excellent organizational skills;
4. Creativity;
5. Team player and ready to play a role in various tasks;
6. Adaptability, strong attention to detail, and plan on a short-term and long-term basis Trustworthy and committed;
7. Self-motivated to achieve targets;
8. Ability to work in a fast-paced environment;
9. Team player and ready to play a role in various tasks;
10. Adaptability, strong attention to detail, good organization and planning skills are your strengths;
11. Adherence to National and European legal environment;
12. Physical presence in the designated area of employment of the Centre in Cyprus.

#### **Benefits**

An attractive remuneration package will be offered to the successful candidate according to qualifications and experience.

#### **Submission and Treatment of Application**

Interested candidates must submit their application comprising of all documents listed below via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), conspicuously entering in the subject line: "**Application for Position: Marketing Manager**".

1. Cover letter clearly specifying availability date for full time employment;
2. Detailed *Curriculum Vitae* (including contact details);
3. A document of up to five pages explaining how the candidate's motivations match ECoE's aspiration:
  - o *Short and long-term plan of action regarding the Centre of Excellence and the marketing strategy to be followed and implemented;*
4. Scanned or electronic copies of degree certificates and relevant qualifications. True copies of the originals will be requested for the shortlisted candidates;
5. Full contact details (including postal and email addresses) of three referees. For the short-listed candidates, the referees will be asked to submit Letters of Reference.

If you have previously applied for any position at ERATOSTHENES Centre of Excellence, a new application is required.



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**Deadline for submitting the application: no later than Friday 25 September 2020 at 14.00 CYPRUS TIME. Late applications will not be taken into consideration.**

Review of applications will begin immediately after this deadline and all applicants will be notified accordingly.

For general inquiries, applicants may contact the ERATOSTHENES Centre of Excellence, at [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy).

It is noted that:

- For non-EU applicants a work permit will be required.
- Applications will be treated in strict confidence. All information provided will comply with the General Data Protection Regulation (GDPR) of the European Union;
- The job requires that the Marketing Manager is or becomes a resident in the area of employment;
- The ERATOSTHENES CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages both genders to submit an application for all levels of Academic and Administrative Staff;
- The ERATOSTHENES CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.

The employment of the successful candidate will start upon approval of the contract amendment for including ERATOSTHENES CoE as a new partner in the “EXCELSIOR” H2020 consortium.

**CONSORTIUM**



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**Position:** Facilities, Building Infrastructure and Procurement Officer

**Ref No.:** ERA-FBIPO-04

**Category:** Full-time employment

**Location:** ERATOSTHENES Centre of Excellence, Limassol Cyprus

The ERATOSTHENES Centre of Excellence (ECoE) ([www.eratosthenes.org.cy](http://www.eratosthenes.org.cy)) of the Cyprus University of Technology ([www.cut.ac.cy](http://www.cut.ac.cy)) is seeking a Facilities, Building Infrastructure and Procurement Officer to join its fast-growing team of passionate and enthusiastic professionals. This position is open on a full-time employment basis (100%).

This position is open to everyone internationally in the framework of the EU-H2020 "EXCELSIOR" project (Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment; <https://excelsior2020.eu/>; TEAMING Grant no. 857510). Through this project, the Cyprus University of Technology is establishing the ERATOSTHENES Centre of Excellence in Space Technology, Earth Observation and Geospatial Technology in the EMMENA (Eastern Mediterranean Middle East North Africa) region, in cooperation with the Department of Electronic Communications (DEC) from the Deputy Ministry of Research, Innovation and Digital Policy (Cyprus) and with EU advanced Partners the German Aerospace Centre (DLR, Germany), TROPOS (Germany) and the National Observatory of Athens (NOA-Greece).

The ERATOSTHENES Centre of Excellence is an autonomous Centre of Excellence with Cyprus University of Technology (CUT) as its sole stakeholder, aiming to become a viable, sustainable Centre of Excellence in earth observation, space technology and geospatial analysis. CUT has a 13-year experience in earth observations and geospatial analysis. Through the "EXCELSIOR" H2020 Teaming Project (2019-2026), the ERATOSTHENES CoE aspires to become an excellent Digital Innovation Hub for Earth Observation and Geospatial Information by offering education, responsible research, open innovation and application services capable of sustaining Cyprus' development. The ERATOSTHENES CoE aspires to actively contribute to the European Research Area (ERA) priorities in Atmosphere and Climate, Resilient Societies and Big Earth Data Analytics, as well as to become the reference Earth Observation/Geoinformation Centre for research and innovation in the Eastern Mediterranean, Middle East and North Africa (EMMENA) region.

#### **Main Duties and Responsibilities**

1. To manage the delivery of services regarding building, facilities, infrastructure and procurement procedures of ERATOSTHENES Centre of Excellence;
2. Organising or assisting in the preparation of technical specifications, tender documents and other contract-related documentation;



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3. To handle the procurement process and ensure that all purchasing activities comply with relevant policies and regulations;
4. To maintain accurate records of purchases;
5. To collaborate with key stakeholders to collect necessary information and ensure clarity of the tender specifications;
6. To handle communication with suppliers and external vendors;
7. To liaise closely with external associates such as advisors, auditors, banks, etc;
8. To undertake duties related to reporting and accountability for projects as well as dissemination activities, as required;
9. To formulate and regularly update the ERATOSTHENES Centre of Excellence Centre infrastructure and procurement strategy in consultation with the Executive bodies of the Centre;
10. To lead and manage the end-to-end delivery of high quality consistent and stable infrastructure, building and facilities services across the Centre, taking into account available resources and possible risks;
11. To work in close collaboration with Department Heads to ensure that all technical resources, infrastructure and requirements are properly planned and addressed;
12. To monitor resources to ensure their alignment to the CoE strategic planning and priorities and consistently meeting deadlines;
13. To ensure that all statutory, mandatory and proactive maintenance is planned and effectively undertaken;
14. To liaise with relevant system providers, owners, service delivery executives and technical staff to verify technical requirements and ensure demands are met in line with agreements.
15. To ensure that all appropriate records, building plans and other relevant information is appropriately managed;
16. To deliver a consistent, high quality operational service whilst supporting project requirements;
17. To proactively share knowledge with other colleagues, updating and documenting procedures and current standards, as well as recommending and adopting good practices;
18. To define and implement appropriate measures and controls across the CoE to ensure its seamless operation regarding its facilities, buildings and infrastructure;
19. To design and maintain the Centre's inventory of properties;
20. To identify for inclusion on a forward maintenance register, any structure, fabric, plant, system or equipment that is no longer fit for purpose, obsolete or does not meet standards/requirements;
21. To manage and co-ordinate shutdowns for maintenance, refurbishment and newly-build projects or buildings liaising with a wide range of professionals;
22. To bring to the attention of the Designated Maintenance Manager any non-conformities or exceptions in a timely manner, identifying suitable mitigation measures and where appropriate identify issues for inclusion in the departmental risk register;
23. To support the competent team of the CoE in developing and implementing energy improvement schemes;
24. To ensure the ERATOSTHENES Centre of Excellence's integrity and compliance with the legal environment at the National as well as the European level (e.g., European Code of Conduct for Research Integrity, etc);
25. To engage with government and industry bodies to raise the profile of ERATOSTHENES Centre of Excellence as a research-intensive institution;
26. To perform any other relevant duties deemed necessary.

#### **Qualifications, Experience and Skills**



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1. A Degree or Master in Engineering, Economics, Financial Management or any other related field;
2. Have demonstrable experience of managing varied workloads and conflicting priorities.
3. Experience in management and reporting for public funding or EC funds (e.g., Horizon 2020 grants) will be considered an advantage;
4. Self-motivated with an ability to take initiative and work independently;
5. Strong organisational skills;
6. Very good analytical skills coupled with attention to detail;
7. Good communication and negotiation skills;
8. Computer literate;
9. A current car driving license.

#### **Profile and Personal Attributes**

1. Commitment to equal opportunities and to harmonious collaboration with colleagues, associates and affiliates of all cultures and background;
2. Exercise leadership and preparedness to promote team work;
3. Excellent problem solver and communicator within the organisation, as well as with other public and private organisations;
4. Highly organised and able to prioritise tasks, schedule activities effectively and optimize ways to deliver the expected results in time;
5. Ability to manage planning and execution of projects under pressure and deadlines;
6. Able to facilitate activities across a diverse range of people can work well in a team structure;
7. Expected to be capable of serving as a trusted advisor to the competent bodies of the ERATOSTHENES Centre of Excellence in the areas of Facilities, Building, Infrastructure and Procurement;
8. Ability to exercise tact and discretion and to display a professional attitude towards colleagues, associates, affiliates and others;
9. A commitment to continuous professional development activities to keep the knowledge base and skills up-to-date, and to develop them further;
10. Promote ERATOSTHENES Centre of Excellence's values and objectives to colleagues and external counterparts;
11. Ability to present at the Policy, Strategic and Executive levels of the Centre;
12. Ideal candidates for the position should be conspicuously passionate about ERATOSTHENES Centre of Excellence mission; poised and confident with executive presence; manifest leadership, professionalism, and interpersonal skills;
13. Adherence to National and European legal environment;
14. Physical presence in the designated area of employment of the Centre in Cyprus.

#### **Benefits**

An attractive remuneration package will be offered to the successful candidate according to qualifications and experience.

#### **Submission and Treatment of Application**



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Interested candidates must submit their application comprising of all documents listed below via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), conspicuously entering in the subject line: **“Application for Position: Facilities, Building Infrastructure and Procurement Officer”**

1. Cover letter clearly specifying availability date for full time employment;
2. Detailed *Curriculum Vitae* (including contact details);
3. A document of up to five pages explaining how the candidate's motivations match ECoE's aspiration:
  - o *Short and long-term plan of action regarding the Centre of Excellence and the building and procurement strategy to be followed and implemented;*
4. Scanned or electronic copies of academic and professional qualification certificates. True copies of the originals for the documentation submitted will be requested by all the shortlisted candidates;
5. Full contact details (including postal and email addresses) of three persons that are able to provide reference for the applicant/candidate. Short-listed candidates, will be asked to provide Letters of Reference.

Previous applications with regards to other/previous job vacancies already submitted to the Eratosthenes CoE will not be taken into account.

Please note that a new application has to be submitted for the above position.

**Application Submission Deadline: All applications should be submitted no later than Friday 25 September 2020 at 14.00 CYPRUS TIME. Late applications will not be taken into consideration.**

Review of applications will begin immediately after this deadline and all applicants will be notified accordingly.

For general inquiries, applicants may contact the ERATOSTHENES Centre of Excellence, at [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy)

Please note:

- For non-EU applicants a Cyprus work permit is mandatory;
- Applications will be treated in strict confidence. All information provided will comply with the General Data Protection Regulation (GDPR) of the European Union;
- The terms of employment require that the appointed person is or becomes a resident in the area of employment;
- The ERATOSTHENES CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages applications from male or female applicants for all positions of Academic and Administrative Staff;
- The ERATOSTHENES CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.

The employment of the successful candidate will start upon approval of the EXCELSIOR H2020 contract amendment for including ERATOSTHENES CoE as a new partner in the “EXCELSIOR” H2020 consortium.



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**Position:** Accounting & Financial Officer  
**Ref No.:** ERA-AF-02  
**Category:** Full-time employment  
**Location:** ERATOSTHENES Centre of Excellence, Limassol Cyprus

The ERATOSTHENES Centre of Excellence (ECoE) ([www.eratosthenes.org.cy](http://www.eratosthenes.org.cy)) of the Cyprus University of Technology ([www.cut.ac.cy](http://www.cut.ac.cy)) is seeking an Accounting & Financial Officer to join its fast-growing team of passionate and enthusiastic professionals. This position is open on a full-time employment basis (100%).

This position is open to everyone internationally in the framework of the EU-H2020 "EXCELSIOR" project (Excellence Research Centre for Earth Surveillance and Space-Based Monitoring of the Environment; <https://excelsior2020.eu/>; TEAMING Grant no. 857510). Through this project, the Cyprus University of Technology is establishing the ERATOSTHENES Centre of Excellence in Space Technology, Earth Observation and Geospatial Technology in the EMMENA (Eastern Mediterranean Middle East North Africa) region, in cooperation with the Department of Electronic Communications (DEC) from the Deputy Ministry of Research, Innovation and Digital Policy (Cyprus) and with EU advanced Partners the German Aerospace Centre (DLR, Germany), TROPOS (Germany) and the National Observatory of Athens (NOA-Greece).

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#### Main Duties and Responsibilities

1. Exercise an active role in the development of the organization-wide strategy of ERATOSTHENES Centre of Excellence, working towards meeting its mission goals, promote a vigorous research environment and foster inter-departmental effective collaboration;
2. Articulate the Centre's research agenda in close collaboration with its Executive Team;



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3. Formulate and regularly update the ERATOSTHENES Centre of Excellence Centre Financial Strategy, in consultation with the Departmental leaders and the Consortium Partners of the ERATOSTHENES Centre of Excellence project;
4. Manage all accounting operations based on GAAP;
5. Prepare the Centre's budget and financial forecasts;
6. Publish financial statements on time;
7. Conduct month-end and year-end closure processes;
8. Collect, analyse, summarise and present account information;
9. Compute taxes and prepare tax returns, balance sheet, profit/loss statement, etc;
10. Develop periodic reports for management;
11. Audit financial transactions and document accounting control procedures;
12. Keep information confidential and secure ensuring compliance to regulatory requirements;
13. Stay up-to-date with applicable financial policies, regulations and legislation;
14. Ensure ERATOSTHENES Centre of Excellence's integrity and compliance with the legal environment at the National as well as the European level (e.g., European Code of Conduct for Research Integrity etc);
15. Engage with governmental and industry bodies to raise the profile of ERATOSTHENES Centre of Excellence as a research-intensive institution;
16. Ensure that the KPIs and other performance targets as set by the Centre are delivered;
17. Any other relevant duties deemed necessary.

#### **Qualifications, Experience and Skills**

1. University degree in accounting and finance;
2. 2-5 years of progressive experience in general accounting;
3. Thorough knowledge of accounting and corporate finance principles and procedures;
4. Experience with accounting software packages;
5. Experience in financial management and reporting for public funding or EC funds (e.g. Horizon 2020 grants) will be considered an advantage;
6. Professional qualifications (CPA or CMA) preferred;
7. Proficient in Excel and other MS Office products;
8. Proven work experience as a cost accountant or in a relevant field;
9. Fluent in English and Greek (written and spoken);
10. For non-EU applicants a work permit will be required.

#### **Profile and Personal Attributes**

1. Strong organizational skills, attention to detail and confidentiality;
2. Ability to multitask in a fast-paced environment;
3. Ability to meet tight deadlines;
4. Strong interpersonal and communication skills;
5. Trustworthy and committed;
6. Self-motivated to achieve targets;
7. Adherence to National and European legal framework;
8. Physical presence in the designated area of employment of the Centre in Cyprus.

#### **Benefits**



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An attractive remuneration package will be offered to the successful candidate according to qualifications and experience.

#### **Submission and Treatment of Application**

Interested candidates must submit their application comprising of all documents listed below via email to [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy), conspicuously entering in the subject line: ***"Application for Position: Accounting & Financial Officer"***

1. Cover letter clearly specifying availability date for full time employment;
2. Detailed *Curriculum Vitae* (including contact details);
3. A document of up to five pages explaining how the candidate's motivations match ECoE's aspiration:
  - o *Short and long-term plan of action regarding the Centre of Excellence and the accounting and financial strategy to be followed and implemented;*
4. Scanned or electronic copies of degree certificates and relevant qualifications. True copies of the originals will be requested for the shortlisted candidates;
5. Full contact details (including postal and email addresses) of three referees. For the short-listed candidates, the referees will be asked to submit Letters of Reference.

If you have previously applied for any position at ERATOSTHENES Centre of Excellence, a new application is required.

**Deadline for submitting the application: no later than Friday 25 September 2020 at 14.00 CYPRUS TIME. Late applications will not be taken into consideration.**

Review of applications will begin immediately after this deadline and all applicants will be notified accordingly.

For general inquiries, applicants may contact the ERATOSTHENES Centre of Excellence, at [vacancies@eratosthenes.org.cy](mailto:vacancies@eratosthenes.org.cy)

It is noted that:

- For non-EU applicants a work permit will be required;
- Applications will be treated in strict confidence. All information provided will comply with the General Data Protection Regulation (GDPR) of the European Union;
- The job requires that the Accounting & Financial Officer is or becomes a resident in the area of employment;
- The ERATOSTHENES CoE adopts an equal opportunity policy at recruitment and the subsequent career stages and encourages both genders to submit an application for all levels of Academic and Administrative Staff;
- The ERATOSTHENES CoE does not discriminate in any way on the basis of gender, religion or belief, ethnic, national or social origin, age, physical ability, marital status and sexual orientation.





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The employment of the successful candidate will start upon approval of the contract amendment for including ERATOSTHENES CoE as a new partner in the “EXCELSIOR” H2020 consortium.

**CONSORTIUM**



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