

2025

**EPF**  
**Annual**  
**Report**

The Future of Healthcare

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# Strategic Plan 2021-2026

## 2021-2026 Strategic Plan

Our Strategic Plan 2021-2026 reflects the challenges and opportunities for EPF as an umbrella of patient organisations active across Europe. This plan describes who we are, what we stand for, and what we want to achieve. Patients and the patient community remain key actors and contributors in creating equitable, person-centred, accessible, and sustainable healthcare systems in Europe. This plan outlines our proactive role and impact.

OUR VISION is a Europe where patient organisations are valued partners in creating equitable, person-centred, accessible, and sustainable healthcare systems, based on patients' unique expertise.

OUR MISSION is to advance the interests of patients and patient communities by strengthening their collective impact across Europe through effective advocacy, education, empowerment, and partnership.

## Our members

### List of EPF Members

Our members are the backbone of our work: their perspective brings an irreplaceable added value to our policy and advocacy activities. In 2025, EPF counts 82 member organisations, representing 24 countries and an estimated 150 million patients across Europe. Find an overview of our current membership here.

In 2025, we welcomed:

#### New full members



#### Associate Members that became full members



#### Associate Members



# A word from our President



*“Ensuring that patient representatives retain their role and voting rights in European regulatory processes”*

2025 has been a challenging year for the patient community and for civil society more broadly. Against a backdrop of financial uncertainty, shifting political priorities, and growing pressures on health systems, patient organisations have had to work harder than ever to ensure that the patient voice continues to be heard. As such, our work was more necessary than ever before.

Throughout the year, EPF remained firmly engaged where it matters most: in defending the conditions that enable meaningful patient involvement. From advocating for sustainable funding under the future Multiannual Financial Framework, to ensuring that patient representatives retain their role and voting rights in European regulatory processes, our efforts have focused on safeguarding both participation and impact.

At the same time, we have continued to invest in what makes our community strong: capacity building, collaboration, and the ability to engage with increasingly complex policy and research environments. Whether through our work on Health Technology Assessment, antimicrobial resistance, digital health, or clinical research, the message has been consistent — policies are more effective, and systems more resilient, when they are shaped with patients, not for them.

The 2025 EPF Congress reinforced a reality we cannot ignore: Europe remains insufficiently prepared for future health challenges. Strengthening preparedness, however, is not only a technical or financial question. It is also about governance, trust, and ensuring that patient organisations are recognised as essential partners in health systems.

Looking ahead, the challenge will be to move from recognition to structural inclusion, supported by predictable and adequate funding. Without this, meaningful involvement risks remaining an aspiration rather than a reality.

I would like to thank our members, partners, and the EPF Secretariat for their continued commitment throughout the year. Their work is the heartbeat that advances a more inclusive and patient-centred approach to healthcare in Europe.

**Marco Greco**  
EPF President

# CROSS CUTTING ACTIVITIES



## EPF Congress 2025

The EPF Congress 2025 brought together patients, policymakers, researchers and stakeholders from across Europe to reflect on the future of healthcare and the role of patient-centred preparedness. Building on previous editions, the Congress reinforced a clear shift: patients are not passive recipients of care, but partners in shaping health systems and policies.

A central message was that, despite progress since COVID-19, Europe is not fully prepared for future health threats. Health risks such as antimicrobial resistance, climate change and misinformation are increasing, while political and economic pressures risk pushing health down the agenda. Participants stressed that resilience requires a coordinated, “whole-of-society” approach, where patient organisations play a key role as trusted links between communities and decision-makers.

Discussions on innovation highlighted both opportunities and challenges. Digital health and AI can improve care and access, but only if they are designed with patients in mind and supported by trust, transparency and strong governance. At the same time, inequalities in access, digital skills and health literacy remain major barriers that must be addressed.

Across sessions and workshops, there was a strong call to move from ad hoc to structured patient involvement. This means clear frameworks, sustainable funding, and investment in capacity building, so that patients can contribute meaningfully to complex policy and research processes. The Congress also underlined the importance of youth engagement and cross-sector collaboration, as well as the need to rethink how value in healthcare is defined, measured and delivered.

Overall, the event reaffirmed that strengthening Europe’s health systems depends on embedding patient perspectives from the outset, ensuring equity and solidarity, and recognising health not as a cost, but as a long-term investment.

# 2

DAYS CONGRESS

# 59

HIGH LEVEL SPEAKERS

# +200

PARTICIPANTS

# Formulation of the strategic plan 2027-2032

## 2021-2026 Strategic Plan

As the current Strategic Plan 2021-2026 approaches its conclusion, EPF is preparing to develop its next five-year strategy for 2027-2032. During the EPF Leadership Meeting (24-25 May 2025), the EPF Board and staff started to collect Members' views on the delivery of the previous plan and brainstormed areas of engagement for the future 5 years.

The meeting aimed to reflect on progress and lessons learned over the past four years, assess both external and internal challenges that will shape the next strategy, and explore EPF's vision, mission, and priorities moving forward. It also sought to actively engage Board members, staff, and senior member representatives in co-creating a roadmap for consultation.

This consultation took place at a turning point in the organisation's 22-year history, in a fast-evolving context, and at a time of significant challenges. These include ongoing funding uncertainty, particularly regarding operating grants in light of the forthcoming EU post-2027 multiannual budget; global political shifts reshaping the health policy landscape and redefining European priorities; the accelerated digital transformation and increasing use of AI in healthcare, which bring both opportunities and challenges for patient involvement; and persistent inequalities in access that call for a stronger focus on inclusion and representation.

The leadership meeting set the stage for broad membership consultation to ensure that the strategy truly reflects the collective ambitions and priorities of EPF's diverse network. This starting point will allow EPF to further develop the strategic plan for 2027-2032 over the course of 2026.

## Future Health Funding

Declining political and media attention to health, alongside attempts to weaken civil society and related funding cuts, threaten patient organisations' ability to fulfil their public health mission. In this context, EPF's advocacy focused on two key priorities in 2025: ensuring the stability of operating grants and securing a strong health budget within the next Multiannual Financial Framework - MFF (2028-2034).

As co-chair of the EU4Health Civil Society Alliance (CSA), EPF contributed to four European Commission public consultations on the next Multiannual Financial Framework (MFF) for 2028-2034 and co-organised a high-level event

CONTRIBUTED TO

4

EUROPEAN COMMISSION  
PUBLIC CONSULTATIONS

OVER

60

ATTENDEES AT  
MFF EVENT AT THE  
EUROPEAN PARLIAMENT

CSA EXPANDED TO

42

MEMBERS

at the European Parliament titled “Unlocking Europe’s Future: Prioritising Health under the next Multiannual Financial Framework,” hosted by four Members of the European Parliament (MEPs) from different political groups and attended by over 60 participants. EPF also provided amendments and input to the European Parliament in the context of MFF preparations and negotiations, led the development of the EU4Health Blueprint for the next MFF, and designed and rolled out a dedicated social media campaign. In addition, EPF secured a support letter for operating grants endorsed by four Chairs of the European Parliament’s SANT Committee and held more than 10 meetings with policymakers, including MEPs, European Commission officials, and EU-4Health National Focal Points.

EPF also played a leading role in ensuring a unified voice for health civil society. In 2025, the EU4Health Civil Society Alliance expanded from 30 to 42 members, establishing it as a key platform for representation of health civil society in Brussels, while EPF supported Civil Society Europe in shaping the European Commission’s Civil Society Strategy.

Advocacy for the reinstatement of operating grants and appropriate focus on health in the next MFF remains a core priority for EPF in 2026. Ensuring meaningful patient participation in health policy requires sustainable and predictable funding.

## Engagement with the EMA

EPF continued to actively participate in EMA activities throughout 2025, contributing to strengthening the ties between EU regulators and the patient community. In September 2025, following the end of his mandate as patient representative at the Management Board, EPF President Marco Greco was elected co-chair of the Patients’ and Consumers’ Working Party (PCWP). In this role, he will work closely with EMA and PCWP members to shape the implementation of the pharmaceutical legislation from a patient perspective and strive to further strengthening patient involvement across regulatory processes.

EPF also supported the dissemination of EMA activities among our members and the wider public, participated in several initiatives such as the Accelerating Clinical Trials in Europe (ACT-EU) initiative and the Network Data Steering Group, reviewed patient information materials and public health communications to ensure they are accessible and easy to understand, and conveyed the patient voice at an EMA public workshop on shortages in November 2025, which brought together over 500 live participants.

# Engagement with WHO Regional Office + OECD

EPF continued closely engaging with the WHO Regional Office, renewing our accreditation as regional non-State actors not in official relations with WHO. We engaged closely with WHO on antimicrobial resistance, ensuring inclusion of the patient perspective in WHO activities and providing a platform for dissemination of WHO initiatives through our online course and EPF Congress. We also actively contributed to the WHO’s Strategic Partners’ Initiative for Data and Digital Health, launched in 2023, in particular the working group on telehealth and prevention at home.

Regarding OECD, EPF contributed to the work on and dissemination of the findings of the Patient-Reported Indicator Surveys flagship report by participating to the report’s launch event in Lisbon (Portugal); by contributing to a *journal article* summarising the findings, published in Oxford Academic; and by facilitating discussions on these findings between the OECD and patient organisations (Universal Access Working Group). Whilst the OECD’s PaRIS work has focused on *cardiovascular diseases*, EPF has actively coordinated its efforts with its members to incorporate the patient perspective and patient stories into this work. EPF is also part of the OECD Expert Group on AI in Healthcare and has contributed to the development of the document entitled "Sectoral Policy Framework for AI in Healthcare".

## Communications

Strategic communication continued to be a core driver of EPF’s impact and building on previous years, EPF further consolidated its role as a trusted voice for patient advocacy, with an increased focus on clarity, accessibility, and audience engagement.

Last year, EPF achieved 54 media earned mentions (a 100% increase from 2024) and published 31 news items on its website, alongside press releases and key reports, including the annual and impact reports. Regular editions of the Patient Perspective and Insiders newsletters were delivered, alongside ongoing podcast production and development. EPF also maintained a consistent social media presence across several platform platforms raising an online community of over 35.000 followers.

To celebrate the 500th edition, EPF expanded the reach of the traditionally member-exclusive newsletter Weekly Insiders by sharing a special edition with a wider audience. This initiative highlighted the strength of EPF’s member communications while increasing visibility and engagement beyond its core network.

480

SOCIAL MEDIA POSTS  
ACROSS ALL PLATFORMS

OVER

35k

FOLLOWERS ACROSS  
ALL SOCIAL MEDIA  
PLATFORMS



In parallel, EPF further strengthened its communication approach by developing tailored visual identities for specific initiatives, such as the AMR course and STYPA. These distinct yet aligned identities helped differentiate key activities, improve recognition, and support more targeted engagement with diverse audiences, while remaining consistent with EPF's overall brand.

Communication around EU-funded projects was significantly scaled up in 2025. Across all projects, EPF delivered at over 170 communication outputs, including *social media* posts, articles, and other content formats.

These efforts focused on translating complex topics, such as HTA, digital health, and clinical research, into accessible, patient-friendly formats.

Supporting EPF's membership remained a key priority in 2025. Communication activities continued to spotlight member organisations through social media posts, newsletter features, and *podcast* content, helping amplify their work and increase their visibility.

EPF also provided ongoing opportunities for members to engage through its communication channels, contributing to higher *newsletter* engagement and strengthening connections across the network.

## PATIENT SAFETY

*Building safe, patient-centred systems through advocacy and collaboration*

### Cross-cutting activities

#### Antimicrobial resistance

##### AMR Online Course 2025

Many patient organisations have an interest in AMR, but the absence of specific resources and dedicated capacity-building programmes on AMR remain a significant barrier to empowerment. At the same time, AMR poses a major threat to patient safety, requiring strong patient advocacy to drive comprehensive policy action and promote better stewardship among communities.

To address both the lack of capacity-building programmes and limited health literacy on AMR, EPF has taken action on several fronts. It advocated for a more meaningful involvement of patient organisations in AMR policy across more than 15 events, including the Danish High-Level Presidency event on AMR, the European Health Forum Gastein, and WHO meetings. EPF also conveyed the patient voice across various alliances and forums,

AMR TRAINING COURSE  
DELIVERED TO

25

PATIENT ORGANISATIONS

AMR COURSE WITH

100%

LEARNING RATE

AND

89%

OVERALL SATISFACTION

including the European Commission AMR One Health Stakeholder, the EU Joint Action on Antimicrobial Resistance and Healthcare-Associated Infections (EU JAMRAI-2), and successfully applied to become a member of the WHO AMR Civil Society Task Force.

As a build up to the Skills Training to Young Patient Advocates (STYPA) 2024, EPF delivered a 4 modules training course on AMR to 25 patient organisations, including on issues such as shortages of existing and new antibiotics, aiming to equip patient organisations with the knowledge needed to engage on this topic. With 89% overall satisfaction rate and 100% learning rate. A Members’ circle dedicated to AMR was also organised with patient organisations to identify the needs of diverse communities. EPF also raised awareness of AMR by disseminating materials and identifying patients affected by AMR for the European Centre for Disease Prevention and Control (ECDC)’ campaign around European Antibiotic Awareness Day (EAAD 2025). A particular focus was placed on young people, including through a pilot survey on “Young patients and ineffective antibiotics” exploring how younger generations learn about AMR. In parallel, EPF actively engaged in key policy debates, including the revision of the EU’s general pharmaceutical legislation, the implementation of the Council recommendations on AMR, and the Critical Medicines Act, to ensure a comprehensive, patient centric approach to AMR.

## Advocacy and capacity building activities on medical devices

2025 was a pivotal year for the EU medical devices field, as the European Commission evaluated and submitted a proposal for a revision of the Medical Device Regulation (MDR) and In-Vitro Diagnostic Medical Device Regulation (IVDR). EPF continued to position itself as a key stakeholder in the medical devices ecosystem, advocating for patients’ safety and patient involvement in devices’ governance. Contributing to stakeholder consultations on the regulations, EPF submitted position papers on the open consultations on the MDR and IVDR in March and October 2025 and on electronic instructions for use for healthcare professionals in March 2025. Throughout the year, EPF also continued disseminating the 2024 EPF report “*Patient Perspectives on Implementation Challenges of the EU Medical Devices Regulations: EPF Survey Findings*”. EPF has provided patient

*Patient Perspectives on Implementation Challenges of the EU Medical Devices Regulations: EPF Survey Findings*

perspectives through various engagements, including participation in a high-level roundtable on MedTech breakthrough innovation at the US Mission to the EU in February 2025; a multi-stakeholder consultation workshop on MedTech innovation organised by DG RTD in Brussels in April 2025; and a multi-stakeholder discussion on breakthrough innovation at the MedTech Forum in Lisbon in May 2025. EPF also contributed through a presentation at the consumer organisation BEUC's Annual General Meeting in Brussels in May 2025, as well as a presentation in an online training for Notified Bodies organised by BSI in June 2025.

In addition, EPF engaged in a meeting with DG SANTE Director-General Sandra Gallina in July 2025, together with healthcare professionals' organisations and civil society, and maintained regular participation in the European Commission's Medical Device Coordination Group (MDCG) meetings with Member States and stakeholders

Additionally, in view of the regulatory review and to discuss collective input and build capacity among patient organisations, EPF set up a medical devices task force for its members.

Our advocacy helped position patient safety as a key priority in the Commission's legislative review and initiated discussions with industry and other stakeholders on ways to promote patient involvement across the devices lifecycle.

## Projects



### READI

2025 was the first year of READI and key activities focused on identifying barriers for underserved and underrepresented populations to participate in clinical trials. This included a literature review in early 2025, followed by the development of a shortlist of barriers derived from the literature review results and other relevant Deliverables within READI. Subsequently, the barrier shortlist was integrated into a Delphi survey to gather expert consensus, prioritising barriers and gathering complementary insights. The Delphi expert panel was composed of representatives from patient organisations, researchers/principal investigators, healthcare professionals, industry/sponsors/CROs, and ethicists/regulators/policymakers. Research on barriers and facilitators will continue in 2026.

Additionally, EPF contributed to the identification of key patient involvement activities across the project as well as ethical aspects for diversity and inclusion in clinical trials through the review of project outputs, Deliverables, and workshops.



## IMMUCan

In 2025, the IMMUCan project further strengthened its position as a leading European initiative in immuno-oncology, combining large-scale multi-omics research with strong international visibility and collaboration, supported by a strategic communication approach led by EPF. The project was showcased at major conferences such as AACR, ASCO, and ESMO Immuno-Oncology and scientific outputs included a high-impact publication in *Cell Reports Methods*, several preprints, and continued impact of earlier studies, all underpinned by a unique dataset of around 2,600 patients and thousands of tumour samples analysed through cutting-edge technologies. EPF is leading the communication and dissemination work package, translating complex scientific results into accessible, patient-relevant content, amplifying visibility through digital channels and awareness initiatives, and developing new visual deliverables, including infographics and GIFs. As IMMUCan enters its final phase, the project is maturing and transitioning into its sustainability stage, with a focus on data sharing, long-term accessibility of resources, and ensuring continued impact beyond its lifetime.



## Prophet

EPF was a key contributor to the development of the PROPHET Strategic Research and Innovation Agenda (SRIA) and the accompanying Roadmap, focusing on ethical, legal, and social issues as well as access, equity, and coverage for personalised prevention.

Further, based on focus groups and interviews carried out with patients and patient organisation representatives in 2024, EPF supported the drafting of a scientific paper in the *BMC Public Health Journal* in 2025. In this publication, "*Personalised Prevention: What Patients and Citizen Advocates Want for Better Engagement – A Qualitative Study*" across the domains of Care, Research and governance three themes were identified for better engagement in personalised prevention: i) Information and Communication, where patients and the public emphasised the need for clear and accessible health information and user-friendly digital platforms; ii) Representation and Inclusivity, highlighting calls for inclusive research, community engagement, and mental health integration; and iii) Ethical and Regulatory Considerations, with concerns over equity and the potential shift from solidarity-based care to individual risk assessment, underscoring the need for robust privacy protection and equitable policies.

As the project will close in 2026, EPF started planned capacity building activities and, together with partners, developed a Toolbox for patients and citizens to raise awareness about personalised prevention. Further capacity building activities will be carried out in 2026.



## HEU-EFS

2025 has been an active year for patient engagement activities in the project. Supported by EPF and project partner Global Heart Hub, the HEU-EFS Patient Advisory Group (PAG), consisting of approximately 10 patients, has contributed across the project on areas such as patient informed consent, eligibility criteria for Early Feasibility Studies (EFS), clinical investigation protocols, Key Performance Indicators for an EFS programme, and possible pathways for patients and patient organisations to contribute as advisors across the EFS lifecycle. PAG inputs were collected via focus groups, workshops, surveys, and written feedback. A central event to discuss and shape such pathways was a hybrid PAG workshop with key partners from industry, national authorities, and academia during the project's Annual Meeting in September in Barcelona. EPF also provided input on several Deliverables relevant to patient matters across different Work Packages. Key communication and dissemination activities in 2025 include speaking engagements for EPF and PAG members at the MedTech Forum in Lisbon, the HEU-EFS Privileged Talk with the European Commission in Milan, the European Orthopaedic Research Society (EORS) conference in Davos, and ISPOR Europe in Glasgow.



## ENKORE

In 2025, the ENKORE project was launched as a Horizon Europe initiative focused on advancing circular, safe, and sustainable solutions for medical devices and healthcare packaging. Within this framework, EPF contributed to stakeholder engagement, communication, and patient involvement activities under Work Package 5, ensuring that patient perspectives are integrated into the development of eco-designed solutions. Early activities focused on establishing the project's stakeholder ecosystem and outreach strategy, including engagement with healthcare professionals, industry, regulators, and patient organisations to support the uptake and relevance of ENKORE's tools and methodologies. This included collaboration with project partners such as the Greek Patients Association, supporting communication and engagement efforts to strengthen patient involvement within the project. Overall, ENKORE's first year focused on building a strong foundation for stakeholder engagement, communication, and patient-centred input, positioning the project to deliver impactful guidance on sustainable healthcare solutions while ensuring that environmental innovation does not come at the expense of patient safety.



## IMMUNIVERSE

EPF involvement in this project focuses on developing a communication and dissemination output to translate scientific findings on ulcerative colitis and atopic dermatitis for patient communities. Since the development of final results is still in progress in 2025, EPF started discussing the design and timing of this Deliverable with partners in preparation of carrying out these activities in 2026.



## EU-PROACT

In 2025, the PROACT EU-Response project was launched as a major Horizon Europe initiative to strengthen pandemic preparedness through the development of a European adaptive clinical trials network, bringing together research, clinical, and civil society actors across Europe. Within this framework, EPF led Work Stream 7 on communication, dissemination, and capacity building, establishing the foundations for patient-centred engagement and project visibility. Key achievements included the development of the Communication and Dissemination Plan, setting out clear objectives, target audiences, channels, and monitoring indicators to ensure coherent outreach and engagement. EPF also set up the project's online presence, including dedicated social media channels and initial communication tools, and established regular coordination calls with consortium partners to ensure alignment and continuity. A central milestone was the launch and implementation of the Patient Advisory Group (PAG), ensuring structured and meaningful patient input into project activities, from clinical trial design to dissemination. In parallel, EPF developed the Capacity Building Strategic Plan, outlining a phased approach to training, stakeholder engagement, and collaboration across the project lifecycle. These activities laid the groundwork for effective communication, inclusive engagement, and long-term impact, positioning PROACT EU-Response to contribute to more resilient, patient-centred responses to future health emergencies.

# EPF PATIENT EQUITY

*Working toward fair, inclusive, and patient-centred access to healthcare across Europe*

## POLICY & ADVOCACY

### Pharmaceutical Strategy

As part of EPF's advocacy activities, we conducted a thorough analysis of the Council positions, and worked closely with the EPF Universal Access Working Group to draft our key recommendations and explanations for the Trilogues. We held more than 15 meetings with Health Attachés and MEPs involved in the negotiations, to ensure that patient priorities were considered throughout the discussions, particularly regarding patient access to medicines, medicine shortages, EMA restructuring, and meaningful patient involvement.

In particular, in collaboration with EURORDIS-Rare Diseases Europe, we designed and rolled out the "*Keep Patients Voting*" campaign to counter the Council proposal to remove patient representatives' voting rights in the Committee for Medicinal Products for Human Use (CHMP). This campaign ran from June to December 2025 and was supported by more than 70 patient organisations. It included a campaign toolkit, podcast interviews with key decision-makers and patient representatives involved in EMA committees, and extensive social media engagement. This campaign had a strong reach and impact, ultimately ensuring the reintroduction of a voting right for patient representatives in the final text adopted during the final Trilogue.

Key statements and publications during 2025 included:

- *Joint statement with EURORDIS-Rare Diseases Europe*: "Call to protect and strengthen meaningful patient involvement in EMA decision-making in the context of the revision of the EU pharmaceutical legislation";
- *EPF's recommendations* for the ongoing Trilogues on the revision of the EU pharmaceutical legislation (in collaboration with EPF's Universal Access Working Group);
- *Joint statement with EURORDIS-Rare Diseases Europe*: "No Future for Pharma Without Patients at the Table";
- *EPF statement on the pharmaceutical legislation*: "Patients want a pharmaceutical package for Christmas, but not at any cost";

EPF's 2025  
News and  
statements

## Access to healthcare

EPF maintained strong momentum in its policy engagement on access to healthcare, particularly as several legislative and policy initiatives in this area were proposed, negotiated, and began implementation.

### Revision of the EU pharmaceutical legislation

As part of the Trilogue negotiations, we advocated for mechanisms that would effectively improve patient access to medicines across all EU Member States, while avoiding the creation of additional disparities. In particular, we supported provisions introducing an obligation to file for pricing and reimbursement at the request of Member States. Through our advocacy activities, we also called on the co-legislators to strike a fair balance between incentivising research and development of innovative medicines that address patients' needs and ensuring timely and equitable access for patients throughout the EU. Regarding shortages, we advocated for earlier notification of shortages and withdrawals, and mandatory shortage prevention plans for all medicines. We also called for greater patient involvement in the reporting and management of shortages at EU and national levels.

### Critical Medicines Alliance

The Alliance, established in January 2024, is a consultative mechanism bringing together EU Member States, industry, civil society, and the scientific community to identify priorities and propose solutions to strengthen the supply of critical medicines in the EU and prevent shortages. EPF has been a member of the CMA since its creation and continued contributing in 2025, supported by the EPF task force on shortages. In particular, we provided *recommendations* for the Strategic Report published in February 2025. In addition, EPF *participated* in the second Forum meeting of the Alliance, contributing to a panel discussion on international partnerships and solidarity. We highlighted the urgent need to address medicine shortages, emphasising their direct impact on patients and healthcare systems, and stressed the importance of collective, patient-centred solutions to ensure universal access to healthcare.

### Critical Medicines Act (CMA):

Published in March 2025, the CMA aims to improve the availability, supply, and production of critical medicines in the EU, as well as to enhance access to medicines of common interest, including treatments for rare diseases, and address gaps in market availability.

## EPF's Position on the Critical Medicines Alliance's Strategic Report

## EPF releases statement on the European Commission's proposal for the critical medicines act

Our advocacy focused on ensuring meaningful patient involvement, including the inclusion of patient representatives in the new Critical Medicines Coordination Group; calling for strict conditionality, obligations, and transparency requirements for public funding allocated to strategic projects; supporting joint procurement mechanisms and public procurement policies that move beyond price-only criteria; and promoting the collection of data on contingency stocks and national stockpiling.

We held more than *15 meetings* with the European Commission, Members of the European Parliament, and the Council to ensure our key priorities were reflected in their positions.

EPF's amendments were developed with the support of the EPF Universal Access Working Group and the EPF Task Force on Shortages.

### HTA

EPF was strongly involved in this implementation phase, with activities including supporting patient involvement in EU HTA processes. As a member of the HTA Stakeholder Network, EPF was requested by the European Commission to identify relevant patient experts to participate in Joint Clinical Assessments (JCAs) and Joint Scientific Consultations (JSCs), successfully providing contact details for more than a dozen patient experts across different disease areas. EPF also worked on improving patient involvement processes by sharing recommendations with the European Commission, including extending deadlines for identifying patient experts from one week to three–four weeks and establishing an appropriate IT system to facilitate the submission of declarations of interest.

In addition, EPF participated in HTA working groups, joining the HTA Stakeholder Network Working Group on identification of patients and clinicians, where it contributes to improving engagement processes and exchanges information with the Commission, as well as the HTA Stakeholder Network Working Group on HTAR evaluation, where it contributes to identifying key performance indicators (KPIs) for the European Commission's evaluation report on HTAR, to be submitted to the European Parliament and Council in 2028. EPF also co-leads, together with Cancer Patients Europe, the Health Technology Assessment International (HTAi) Patient and Citizens' Involvement Interest Group (PCIG) project on patient involvement in JCA, established in 2025 and continuing in 2026, with outcomes expected to inform the current implementation of the HTAR.

Throughout the year, EPF further contributed to promoting meaningful patient involvement in HTA by participating in various events and fora as an attendee and speaker, emphasising the importance of embedding the patient perspective in HTA processes.

- » *SUSTAIN-HTA Stakeholder Forum* (April 2025)
- » *HTAi 2025 Annual Meeting*
- » *HTA Stakeholder Network meetings* (July & October 2025)
- » *European Commission event* on “EU health technology assessment: Advent of a new era of collaboration”
- » *European Access Academy Conventions*

## Projects



### EUCAPA

In 2025, the EUCAPA project (European Capacity Building for Patients) reached its final stage, strengthening patient involvement in Health Technology Assessment (HTA) across Europe in line with the new EU HTA Regulation. Through a structured training programme (introductory, fast-track and extended courses), the project trained over 300 participants from 37 countries, including 122 in the introductory course, 134 in fast-track sessions, and 56 in extended trainings. These activities supported patients and their representatives to engage more effectively in EU-level joint clinical assessments and scientific consultations. Feedback across all training formats was consistently positive, with most participants rating the courses as excellent or very good. EPF led the communication and dissemination work package, ensuring that HTA concepts and project outputs were translated into clear, accessible materials and reaching a wide patient audience. This included the development of practical resources to support understanding of HTA and encourage participation. The project also strengthened collaboration between patient organisations, academia and policymakers. As EUCAPA concluded, it moved into its sustainability phase, with a focus on maintaining training materials, supporting continued capacity building, and enabling long-term patient involvement in HTA processes across Europe.



## EDiHTA

EPF continued to ensure patient perspectives were central to the development of the EDiHTA framework. Drawing on insights from the Patient Advisory Group (PAG) focus groups held in 2024, EPF integrated patient experiences and priorities into the mapping of existing Health Technology Assessment frameworks and the taxonomy of digital health technologies, feeding directly into deliverable on stakeholders' needs and requirements. In parallel, EPF significantly advanced the dissemination and policy engagement of the EDiHTA project by elevating patient-centred perspectives across multiple platforms. For instance, EPF contributed to a policy article on "*Navigating the policy landscape: EU HTA Regulation and the European Health Data Space*", which contextualised how recent EU regulations intersect with digital health assessment. Building on the structured focus group discussions with the PAG, EPF hosted two episodes of the EDiHTA Talks podcast: the *first podcast* explored the role of patients in digital health technology assessment, featuring insights on meaningful engagement, digital literacy and trust in emerging technologies, and the *second episode* focused on making mobile health apps accessible to patients, emphasising usability, inclusivity and co-creation in design.

In addition, EPF launched the EDiHTA Members' Circle series, a platform for dialogue and knowledge exchange across the patient community in Europe, with the first session delivered in October 2025 and two more sessions planned for 2026. Over 20 patients and representatives participated to learn about EDiHTA's goals and progress, explore key policy findings on data protection, cybersecurity, and the European Health Data Space, and discuss the evolving role of patients in digital health technology assessment. The session fostered active dialogue on how the patient community can shape the next phase of EDiHTA, promoting collaboration toward a more inclusive and transparent digital health ecosystem. Towards the end of 2025, EPF brought the project to life for a broader audience at the EPF Congress 2025 in Brussels, presenting a poster in partnership with EHMA that highlighted how patient insights are integrated within EDiHTA's framework development and reinforced the project's commitment to patient-centred digital health assessment.



## H2O

The EU-funded H2O project focused on advancing patient engagement and co-design through a series of structured activities. EPF coordinated the Patient Advisory Board (PAB), hosting dedicated meetings and quarterly sessions that contributed to refining the diabetes screening questionnaire and developing the diabetes meta-tool/dashboard. National-level Patient Engagement Events were held in Spain and Austria, facilitating inclusive dialogue in local languages, testing the H2O apps, and exploring the role of health data in patient-centered care. These events emphasised the importance of patient involvement, education on data sharing, and the integration of patient-reported outcomes (PROs) into healthcare decision-making. Additional activities included a Pan-European roundtable at the European Parliament, highlighting standardised digital patient outcomes and their role in evidence-based healthcare, as well as a dedicated session at the Patient Engagement Open Forum 2025, showcasing the H2O Insights Center platform, and designed to raise awareness of the importance of PROs in healthcare decision-making. It served as a platform to share key insights from the H2O initiative and engage 35 participants in meaningful discussions about the practical integration of PROs into real-world healthcare settings.

The year concluded with the H2O Final Event, where EPF facilitated discussions and highlighted the key role of patients in co-designing healthcare solutions.



## IDERHA

2025 has been an active year for patient engagement activities in the IDERHA project. The Patient Advisory Board (PAB) has continued to play a central role, ensuring that patient perspectives are embedded across project activities. We recruited four additional patient representatives, bringing its total membership to 15, representing diverse disease areas and European countries and reflecting the project's commitment to inclusive and representative patient engagement.

Throughout the year, PAB feedback directly informed key project outputs, including the completion of the Patient Engagement Plan, providing a structured framework for meaningful involvement across multiple Work Packages. Support for the PAB's work was provided through structured monthly sessions, with a total of 12 meetings held in 2025, and satisfaction surveys to monitor member experience. The PAB's engagement extended to public and dissemination activities. Members strengthened public consultation processes, contributed to the European Health Data Space (EHDS) webinar in June 2025, and enhanced project visibility through participation in the IDERHA Public Forum 2025 (online and onsite).

In addition, EPF co-chaired the IDERHA Integrated Data Access Governance Council (IDAGC) and has participated in all IDAGC meetings, both online and onsite, playing a key role in consensus-building and ensuring that the patient perspective is fully integrated into governance deliberations.

The IDERHA project was also showcased at the EPF Congress through a poster, which highlighted the project's objectives, the central role of patient organisations, and the practical implementation of patient perspectives. The poster illustrated real-world patient use cases and demonstrated how the PAB continues to shape the development of a pan-European health data space, reinforcing the tangible impact of patient engagement across the project.

## DATA & DIGITAL HEALTH

*Ensuring digital innovation serves people, not systems*

### Policy & Advocacy

#### **Continued advocacy on patient-centred EU digital health policies, including EHDS implementation and AI**

EPF launched a survey on patients' perspectives on the use of Artificial Intelligence (AI) in healthcare, as part of its ongoing work on the topic. The survey, available in 25 languages, targeted patients, carers, and patient representatives across Europe, gathering insights on their experiences, expectations, and concerns regarding the integration of AI into healthcare systems. The initiative achieved strong engagement, collecting over 850 responses, reflecting broad interest and diversity of perspectives. This work builds on EPF's sustained engagement on AI since 2020, including policy contributions, capacity building activities, and the development of the AI Knowledge Hub, which was created to support patient organisations in understanding and engaging with AI-related developments at EU and national level. Previous activities, such as surveys, reports, and position papers, have contributed to shaping EPF's advocacy on responsible and patient-centred AI, highlighting key issues such as trust, ethics, and data governance. The 2025 survey represents a continuation and expansion of this work, providing updated evidence to inform EPF's policy recommendations and advocacy. EPF is partnering with the University of Leuven for the analysis of the results, which are expected in 2026.

Regarding implementation of the EHDS, EPF continued to actively engage to ensure a patient-centric approach and raise awareness of EHDS among our community. In Q1, we published an *EPF's analysis of the EHDS Regulation* and organized a *Webinar* on "Understanding patients' rights in the European Health Data Space". We also answered the European Commission consultation on the first implementing act under the EHDS, regarding the functioning of the EHDS Board. We also continued to participate in the TEHDAS 2 Advisory Board, in the WHO's Strategic Partners' Initiative for Data and Digital Health and in the OECD Expert Group on AI in Healthcare.

## Capacity Building and Membership



### DATA SAVES LIVES

Building on the success of the *Data Saves Lives* five-year anniversary event in 2024, the initiative expanded its reach in January 2025 with the *translation of its 3rd toolkit into six additional languages*, enabling more citizens and health communities to benefit from this work. In May, EPF launched a new Data Saves Lives toolkit, "*The European Health Data Space Explained - A Practical Guide for Patients and Patient Organisations*". The toolkit is designed to support patients in understanding the scope and key provisions of the EHDS regulation, with a particular focus on patient rights, access to and control over electronic health data, and the practical implications of the new European framework.

*Data Saves Lives toolkit*

## Projects



### GRAVITATE HEALTH

In 2025, EPF strengthened the patient perspective within the Gravitate-Health project. With the support of its User Advisory Board (UAG), contributed to the Gravitate-Health project by ensuring that patient perspectives were meaningfully integrated into the development of digital tools for medicines information. Through engagement with patient representatives across Europe, EPF supported co-design activities, provided input on usability and accessibility, and promoted health literacy by helping to improve how information is presented and understood. EPF also contributed to project deliverables and dissemination efforts, leveraging its network to raise awareness and ensure that project outcomes remain relevant and responsive to patients' needs.

# COMMUNITY

## Cross-cutting activities

# 26

NATIONAL COALITIONS  
THAT COMPLETED  
THE QUESTIONNAIRE

# 23

COUNTRIES COVERED

MORE THAN

# 30

BEST PRACTICES AND  
CASE STUDIES

### BAROMETER ON PATIENT INVOLVEMENT

The “EPF Barometer on the involvement of patient organisations in health policy at national level” is an answer to the existing lack of transparency regarding whether and how patient organisations are involved in health policy at national level.

This first-of-its-kind NGO-led initiative assesses the current landscape across Europe and identify best practices and areas for improvement.

- 26 national coalitions of patient organisations completed a 46-item questionnaire;
- 23 countries were covered;
- 8 areas were covered – from health technology assessment (HTA) to regulatory processes and health literacy;
- >30 best practices and case studies were co-created with patient organisations.

In 2025, EPF began drafting a comprehensive report summarising the key findings. Preliminary findings were discussed by patient organisations and policy-makers at the EPF Congress.

The ultimate aim of this report is to provide these organisations with the tools and data they need to advocate effectively for greater involvement of patient organisations in national health policies.

## Capacity building & membership



### SKILL TRAINING FOR YOUNG PATIENT ADVOCATES (STYPA)

STYPA 2025 reaffirmed EPF's commitment to empowering the next generation of patient advocates, with a strong focus on digital health and artificial intelligence (AI). The programme brought together 38 young advocates from 17 countries, who participated in 7 interactive online sessions designed to build knowledge, skills and confidence in engaging with the digital transformation of healthcare.

STYPA BROUGHT TOGETHER

38

YOUNG ADVOCATES FROM

17

COUNTRIES

91%

OF PARTICIPANTS REPORTED BEING MOTIVATED TO MAINTAIN THEIR WORK WITH PATIENT ORGANISATION

74%

BECAME MORE LIKELY TO GET INVOLVED

Participants reported high levels of satisfaction and strong engagement, with many motivated to continue and expand their involvement in patient organisations. The programme contributed to increased knowledge, confidence and practical advocacy skills, particularly in understanding digital health, AI and their ethical implications, and in applying these insights within their communities.

A key outcome of STYPA 2025 was the development of youth-led recommendations on digital health and AI, grounded in the lived experiences of young patients. These call for addressing inequalities in access to digital health tools, including affordability, infrastructure and digital literacy, alongside stronger safeguards for health data through transparency, informed consent and ethical use. The recommendations also emphasise that AI should complement (not replace) the human dimension of care, while calling for meaningful patient involvement in the co-creation of digital solutions.

Finally, they highlight the need to address bias in AI by ensuring diverse and representative data, so that digital health innovations are inclusive and responsive to all patient communities.

Through STYPA, EPF continues to support a strong and active community of young advocates who are ready to engage in policy and advocacy at national and EU level. Their contributions help ensure that digital health developments remain grounded in real patient needs and experiences.



## INTERNATIONAL PATIENT ADVOCACY MASTER'S (IPAM)

In 2025, EPF continued to play a key role in the development and delivery of the Master's Programme on International Patient Advocacy (EQF level 7), in partnership with Cattolica University. The first recognised programme of its kind. Building on the successful completion of the second edition in early 2025, the third edition progressed with an enhanced curriculum, reflecting lessons learned and evolving needs in patient advocacy.

EPF contributed to the refinement of course content, participant selection, and the delivery of lectures, ensuring the programme remains closely aligned with real-world advocacy challenges and policy developments. The Master's programme equips participants with advanced management, leadership, and advocacy skills, enabling them to more effectively coordinate and strengthen patient organisations across Europe.

The one-year, 60-credit programme equips participants with advanced knowledge in key topics such as healthcare systems and digital health, combining academic teaching with real-world expertise and testimonials.

Through monthly modules and hybrid learning, it targets professionals aiming to lead and strengthen patient advocacy across Europe.

During the year 2025, this initiative continued to have a strong impact by professionalising patient advocacy, fostering a new generation of skilled leaders, and enhancing the capacity, sustainability, and influence of patient organisations within the European healthcare landscape.

## EPF MEMBERS' ENGAGEMENT

Over the course of 2025, EPF held a number of in-person and online events, in order to engage our members in our work, as well as to provide capacity building

### Leadership Meeting

In May 2025, we held our annual Leadership Meeting, which is an in-person event for our members. During this meeting we held numerous sessions on the Strategic Plan 2027-2032. This was a chance to find out what our members felt is important for them, and how they would like EPF to work in the coming years. The event was also an important networking opportunity, as members had the chance to engage with each other, and to find out what patient organisations are doing in other countries or disease areas.

### Members' Circles

Members' Circles are held online and are exclusively for EPF members. This is not only an opportunity for members to learn, but also to engage with one another about a topic, sharing experiences from their own patient network. The topics of our Members' Circles in 2025 were:

- Antimicrobial Resistance (AMR) (June 2025);
- Health Technology Assessment (HTA) with EPF National Coalitions (April 2025);
- Introducing EDiHTA : Policy Insights and Implications for the Future of Digital Health Technologies (October 2025);

### Webinars

EPF webinars are open to both members and the general public, and aim to provide education on important topics, bringing together expert speakers from different sectors. In 2025 we held a webinar on Understanding patients' rights in the European Health Data Space (May 2025). This webinar was extremely well attended, with 224 participants.

# Youth Group



The EPF Youth Group made significant contributions throughout 2025, including participation in external events, the organisation of internal meetings, and the finalisation of the online course project. In addition, several members took part in STYPA 2025: Digital Health & AI. Collectively, these activities strengthened the integration of youth perspectives, ensuring that the voices of young patients were represented both within and beyond patient organisations across Europe.

## Spring/Summer & Fall Meetings 2025

The EPF Youth Group met twice during 2025 for their Annual Spring and Fall Meetings. Their Spring Meeting was held this year online in June and was an opportunity to spend an extended time together as a group and work on their project. The Fall Meeting was held in person during October and was a joint meeting with the EPF Board. This provided both the EPF Board and the Youth Group the opportunity to exchange ideas on the future of Youth involvement in EPF and to plan for an increase in Youth involvement in EPF's projects.

- Highlight: For instance, the main outcome of it was the closer involvement of the youth group members and their ideas in STYPA 2026, contributing to choose the topic of this year "Health Literacy", last but not least, the The group also took the time to work together on their 2025 project (the Youth Involvement in Patient Organisations Online Course).

## External Events Representation

Representatives of the Youth Group were active in numerous events during 2025, where they not only represented themselves, but communicated about the projects that they have been working on both currently and in the past. One notable event was the PEOF gathering, in which three members attended, and one engaged in a panel discussion.

Older projects which are still relevant today were also discussed, such as the Youth Groups' "*Let's talk about sex*" project. Other notable events include Council of Europe Conference on the Protection of Health.

## Finalising the Youth Group Project: Online Course on Youth involvement in Patient Organisations:

The main project that the Youth Group have undertaken this year, is an online course on how to increase youth involvement in patient organisations. This course is intended to provide guidance on effectively involving young patient advocates, strengthening youth engagement, and fostering future leaders within patient organisations. Many organisations face challenges due to an ageing patient population, which can result in limited representation of younger patients and their needs. Youth Group Members have written the course based upon their own experiences and how they believe young people can contribute to patient organisations. It will soon be available online and free of charge.

# FINANCIAL OVERVIEW

Extract from the Auditor's Report for the financial year started on the 1<sup>st</sup> of January 2025 and ended on the 31<sup>st</sup> of December 2025 of the association European Patients Forum (EPF).

*"In our opinion, in accordance with the provisions of the standard concerning the contractual audit of SME's and small (international) non-profit organisations and foundations and the shared legally reserved tasks of SME's and small (international) non-profit organisations and, the attached financial statements give a true and fair view of the assets and financial situation of the association European Patients' Forum (EPF) as of 31st December 2025, and of its results for the financial year then ended, in accordance with the accounting legislation applicable in Belgium."*

Auditors:

L&S Reviseurs D'Entreprises  
Kortmansstraat 2a  
1731 Zelik

External Accounting Support:

Dénombrable BV  
Kantooradres, Heirweg 53  
9270 Kalken

## Financial Statement 2025

31/12/2025 YTD ACTUAL

OPERATING INCOME	2,205,880.78
Membership fees	27,850.00
Forum Work Plan	498,951.50
Capacity Building program	255,000.00
Sponsorship	554,000.00
Honorarium	15,495.22
Project PEOF	25,458.00
Project UNIFIED	5,613.81
Project OHAMR	11,538.53
Operating Grant	0.00
Project EDiTHA	45,380.94
Project EUCAPA	4,086.83
Project IMMUCAN	21,490.98
Project EU-PROACT	75,663.68
Project ENKORE	9,498.41
Project READI	89,876.83
Project PROPHET	11,063.96
Project IDERHA	80,920.88
Project Gravitare Health	51,697.63
Project H2O	119,033.16
Project Immuniverse	1,351.96
Project HEU EFS	84,256.09
Refund of expenses	179,551.95
VAT to claim pro rata	26,983.80
Other income and refunds	11,116.62

<b>OPERATING CHARGES</b>	<b>-2,372,026.94</b>
<b>STAFF COSTS</b>	<b>-1,598,490.28</b>
Gross remuneration	-1,186,500.61
ONSS contributions	-286,135.20
Other staff costs (Holiday pay, Insurances, Meal vouchers, Others)	-125,854.47
<b>SUBCONTRACTING</b>	<b>-17,104.14</b>
<b>GENERAL COSTS</b>	<b>-756,432.52</b>
Building costs	-145,101.46
Office costs	-94,226.42
Fees	-201,821.52
Insurances	-16,738.59
Travel	-91,824.44
Meetings	-178,854.26
Communication	-20,265.28
Others	-7,600.55
<b>OPERATING RESULT</b>	<b>-166,146.16</b>
<b>DEPRECIATIONS</b>	<b>-35,387.73</b>
Depr. install.mach. & tools	-1,552.58
Depreciation costs of research and development	-12,265.38
Depreciation office installation	-4,895.15
Depreciation furniture and office supplies	-16,674.62
<b>BANK RESULT</b>	<b>-3,768.28</b>
Bank fees and costs	-1,192.09
Intresten financieringen	0.00
Bank costs	-849.66
Discounts customers	-0.60
Exchange results	-10.03
Results from the conversion of foreign currencies	-6,014.20
Rounding differences euro	-282.26
Provisions of a financial nature	0.00
Revenue from fixed-term deposits	3,356.84
Results from the conversion of foreign currencies	1,203.24
Rounding differences euro	0.23
Other financial income	20.25
<b>EXTRAORDINARY RESULT</b>	<b>-13,451.81</b>
Loss in value on the realization of fixed assets	-13,451.81
<b>TOTAL RESULT</b>	<b>-303,498.54</b>
<b>UNMATCHED</b>	<b>-84,744.56</b>
Provision for liabilities and charges	-148,608.37
Provision for liabilities and charges - OPG	63,863.81

# ACKNOWLEDGEMENTS OF FUNDS 1/2

<b>Membership income</b>	<b>27,850.00</b>	
Membership fees	27,850.00	1.3%

## EPF wishes to thank the European Commission / European Agencies for their support in 2024 in relation to EPF's role in the following projects

	Public Contribution 2025	% of total income
<b>TOTAL European Commission support to projects 2025</b>	<b>611,473.69</b>	
UNIFIED	5,613.81	0.3%
OHAMR	11,538.53	0.5%
EDITHA	45,380.94	2.1%
EUCAPA	4,086.83	0.2%
IMMUCAN	21,490.98	1.0%
EU-PROACT	75,663.68	3.5%
ENKORE	9,498.41	0.4%
READI	89,876.83	4.1%
PROPHET	11,063.96	0.5%
IDERHA	80,920.88	3.7%
Project Gravitare Health	51,697.63	2.4%
H2O	119,033.16	5.4%
Immuniverse	1,351.96	0.1%
HEU EFS	84,256.09	3.8%

## EPF wishes to thank the following donors for their support:

	Contribution to Operations	% of total income
<b>Operational &amp; Engagement</b>		
<b>Work plan &amp; Capacity Building Programme</b>	<b>753,951.50</b>	
Amgen (Europe) GmbH	30,000.00	1.4%
AOP	12,000.00	0.5%
AstraZeneca UK Limited	30,000.00	1.4%
BRISTOL MYERS SQUIBB	36,951.50	1.7%
Chiesi Farmaceutici	25,000.00	1.1%
CSL Behring GmbH	10,000.00	0.5%
Daiichi Sankyo Europe GmbH	30,000.00	1.4%
Edwards Lifesciences SA	25,000.00	1.1%
EFPIA	10,000.00	0.5%
F. Hoffmann-La Roche Ltd	50,000.00	2.3%
GlaxoSmithKline	60,000.00	2.7%
H. Lundbeck A/S	15,000.00	0.7%
Ins. La conférence Hippocrate	50,000.00	2.3%
MEDICINES FOR EUROPE AISBL	20,000.00	0.9%
Merck Healthcare KGaA	40,000.00	1.8%
Novartis Pharma AG	80,000.00	3.7%
Novo Nordisk Denmark A/S	35,000.00	1.6%
NV Janssen Pharmaceutica	50,000.00	2.3%
Pfizer Inc.	40,000.00	1.8%
Regeneron Pharmaceuticals	40,000.00	1.8%
Takeda Pharmaceuticals Interna	30,000.00	1.4%
Ucb Biopharma Srl	15,000.00	0.7%
Vertex	20,000.00	0.9%

# ACKNOWLEDGEMENTS OF FUNDS 2/2

## BAROMETER - CONGRESS - PEOF

**594,953.22**

	Public Contribution 2025	% of total income
<b>PEOF</b>	<b>25,458.00</b>	
The Synergist Asbl	25,458.00	1.2%
<b>BAROMETER</b>	<b>80,000.00</b>	
Arts et Techniques du progrès	30,000.00	1.4%
Amgen (Europe) GmbH	10,000.00	0.5%
F. Hoffmann-La Roche Ltd	20,000.00	0.9%
Takeda Pharmaceuticals Interna	20,000.00	0.9%
<b>CONGRESS</b>	<b>474,000.00</b>	
Aisbl Medtech Europe	10,000.00	0.5%
Alexion Pharma	20,000.00	0.9%
Alfasigma	40,000.00	1.8%
Ares Trading	10,000.00	0.5%
Boehringer Ingelheim Internati	20,000.00	0.9%
BGP Products	10,000.00	0.5%
Butterfly Network	10,000.00	0.5%
Chiesi Farmaceutici	12,000.00	0.5%
Edwards Lifesciences SA	10,000.00	0.5%
ENT E FEDERATION EUROPEENNE D'ASSOC	40,000.00	1.8%
Europese Vereniging Fabrikanten Van Zelfzorgge	10,000.00	0.5%
F. Hoffmann-La Roche Ltd	15,000.00	0.7%
Grunenthal	5,000.00	0.2%
Intuitive Surgical Sàrl	10,000.00	0.5%
NV Janssen Pharmaceutica	20,000.00	0.9%
Msd Belgium Bv	30,000.00	1.4%
Novartis Pharma AG	20,000.00	0.9%
OM Pharma	12,000.00	0.5%
Open Health Communications	5,000.00	0.2%
Pfizer Inc.	25,000.00	1.1%
Sandoz International	10,000.00	0.5%
Sanofi	20,000.00	0.9%
SERVIER AFFAIRES MEDICALES	30,000.00	1.4%
Shionogi	40,000.00	1.8%
Takeda Pharmaceuticals Interna	20,000.00	0.9%
VERTEX PHARMACEUTICALS (EUROPE)	20,000.00	0.9%
<b>Other income</b>	<b>15,495.22</b>	
Honorarium	15,495.22	0.7%

# SECRETARIAT AND GOVERNANCE

## A snapshot of the EPF TEAM on 31 December 2025

Valentina Strammiello - Interim Executive Director

Albino Bruno - Project Operations Officer

Arlet Viader - Capacity Building Assistant

Bianca Pop - Project Officer

Borislava Ananieva - Youth Strategy and Capacity Officer

Claudia Louati - Head of Policy

Djilo Tchatchouang - Finance Officer

Elena Balestra - Head of Governance, Membership and Capacity Building

Flavia Topan - Senior Communications Manager

Gözde Susuzlu Briggs - Senior Project Manager

Isabella Picotto - Events Officer

Klaudia Cymer - Fundraising and Operations Assistant

Laura Paddock - Membership and Governance Officer

Ruth Tchaparian - Senior Fundraising and Operations Manager

Solène Jouan - Policy Officer

Sylvie Vandereyd - Office Manager

Yann Heyer - Policy Officer

Yasemin Zeisl - Project Coordinator

Zilvinas Gavenas - It Manager

## With thanks to colleague active in 2025

Aline Lefevre, Anca Toma, Dalila Lopes, Estefania Callejas De Luca, Eric Moris, Julie Spony, Milana Trucl, Nadine Boesten



# SECRETARIAT AND GOVERNANCE

## **The EPF Board on 31 December 2025**

Marco Greco - President

Elisabeth Kasilingam - Vice President

Andreas Christodoulou - Treasurer

Elena Moya - Board Member

Konstantina Boumaki - Board Member

Nikos Dedes - Board Member

Pedro Carrascal Rueda - Board Member

Robert Hejzák - Board Member

Mirela Dežman - Board Member

## **With thanks to active Board members in 2025**

Isabel Proaño

## **The EPF Ethics Committee on 31 December 2025**

Dimitrios Athanasiou

Dominik Tomek

Michal Rataj

Vasilis Karatzias

Veronica Rubio