

EIT HEALTH BUSINESS PLAN 2026-2028**List of participants**

Participant No. *	Participant organisation name	Country
1 (Coordinator)	KIC LE	Germany

Executive summary

EIT Health is one of the European Institute of Innovation and Technology's (EIT) Knowledge and Innovation Communities (KICs), dedicated to transforming healthcare for the benefit of citizens and patients across Europe. Our mission is to improve health outcomes, strengthen healthcare systems, and contribute to Europe's competitiveness and sustainability by bringing together key actors from business, research, education, and healthcare delivery.

As Europe faces an ageing population, rising chronic disease, workforce shortages, and pressure on healthcare budgets, the need for innovation has never been greater. With more than 100 members, EIT Health responds by accelerating solutions that deliver tangible impact: scaling breakthrough technologies, fostering entrepreneurial talent, and shaping health policy through evidence and collaboration.

Why this Business Plan Matters

Europe is facing unprecedented health challenges. At the same time, technological advances in AI, digital health, biotechnology, and personalised medicine present huge opportunities to deliver better outcomes and more efficient care. We believe that the European healthcare ecosystem is at a turning point. Innovation is advancing rapidly, in areas such as biotechnology, artificial intelligence, and personalised medicine, yet health systems often lack the capacity, financing, or frameworks to adopt them at scale. At the same time, the geopolitical and economic context demands that Europe strengthens its strategic autonomy in health.

EIT Health is uniquely placed to bridge these gaps. By leveraging our broad network and EU co-funding, we connect innovators with the right expertise, infrastructure, and markets to ensure that European solutions reach European citizens. Our business plan responds to these pressures by providing a focused, multi-annual roadmap that ensures EU investment is channelled into activities that deliver visible, scalable, and sustainable impact.

Strategic Direction 2026–28

This Business Plan builds on the transformation initiated in recent years, consolidating activities within our Flagships: mission-driven, multi-annual programmes focused on Europe's most pressing health challenges. Flagships provide coherence, predictability, and impact by aligning the three sides of the Knowledge Triangle around common priorities, co-created with our members and partners and aligned with EU health and innovation agendas, enabling us to respond directly to policy priorities while creating real value for patients, providers, and innovators.

Over the next three years, our ambition is to catalyse health innovation by supporting start-ups, SMEs, and researchers to bring their solutions closer to market. At the same time, we will play a central role in strengthening Europe's health workforce, equipping professionals and learners with the skills needed to thrive in a digital and sustainable health future. Transformation of health systems will be another core focus, as we work to accelerate the adoption of innovations that improve outcomes for patients and create efficiency for healthcare providers and payers. We will also nurture Europe's entrepreneurial landscape by connecting innovators with funders, regulators, and stakeholders, ensuring promising ideas are able to scale. Finally, we will continue to influence European policy and health ecosystems, contributing to initiatives such as the European Health Data Space and Europe's Beating Cancer Plan.

To deliver on this agenda, EIT Health will rely on a model that embeds Flagships as the organising principle. This will bring clarity for participants, ensuring that activities are brought together under common priorities and pursued with a clear line of sight to impact. Open and competitive calls will remain central to our approach, safeguarding quality, relevance, and accessibility not only for members but also for non-members, thereby strengthening the wider European health innovation ecosystem. We will also deepen co-funding and financial sustainability mechanisms to make the most of EU funds and ensure long-term resilience. Our governance and membership model will continue to evolve, emphasising transparency and inclusivity while making EIT Health membership an attractive proposition that balances accessibility with sustainability. Crucially, our pan-European and regional engagement, supported through our regions, will ensure that national and local priorities are addressed, while innovations are connected to the European stage for maximum reach and scale.

Partnership and stakeholder engagement will remain at the heart of our success. In the coming years, we will intensify our engagement with EU and national policymakers, demonstrating EIT Health's role in advancing health policy

objectives. We will continue to forge relationships with regulators, payers, and healthcare providers, creating the conditions for innovation to be adopted into practice. At the same time, we will work with academia and training providers to prepare the next generation of health innovators. Our partner network will continue to serve as a powerful engine for growth, connecting start-ups with investors and supporting their journey from idea to scale-up and market penetration.

To ensure accountability, the Business Plan sets ambitious targets and a robust monitoring framework. Progress will be measured annually through the EIT Impact Framework and published transparently. We aim to increase the number of innovations reaching the market, attract greater investment to the companies we support, expand the reach of education and training programmes to thousands of learners, and generate evidence of real-world adoption of solutions by healthcare providers. We will also provide data and insights through our Think Tank to demonstrate EIT Health's tangible contribution to EU policy priorities.

We are conscious of the risks posed by the wider environment. Economic slowdown, geopolitical uncertainty, rising costs, and constrained budgets all threaten investment in health innovation. To mitigate these pressures, we will diversify funding through strengthened co-funding partnerships, maintain open and accessible calls, and ensure that Flagship priorities remain tightly aligned with the needs of innovators, citizens, and healthcare systems. We will also continue to advocate for the societal and economic value of health innovation, ensuring that political and public support remains strong.

By 2028, we expect to demonstrate significant, measurable impact. More health technologies and services will reach the market, supported by sustainable business models and increased private investment. European start-ups and SMEs will have grown in strength, resilience, and visibility. Thousands of professionals and students will have gained new competencies for digital, data-driven, and patient-centred healthcare. Health systems will show greater adoption of innovation, improving outcomes for patients while easing pressures on providers and payers. Our work will also strengthen the alignment between EU and national agendas, ensuring that innovation is embedded in policy development.

Above all, we will have expanded our reach and deepened our partnerships, cementing EIT Health's position as Europe's leading health innovation network.

1. Excellence

1.1 Objectives and ambition

Strategic alignment of the Business Plan to the EIT Health Strategic Agenda 2021-2027. EIT Health's Business Plan (BP) 2026-28 is designed to respond to the EU's call for a more resilient, digitalised and competitive health sector. It builds on over a decade of delivery while positioning the KIC to address Europe's most pressing health challenges in a way that is both ambitious and pragmatic. The objectives are explicitly aligned with the EU Strategic Agenda 2024-29, the Draghi Report on Competitiveness and sectoral priorities such as the EU Biotech Strategy, the AI Continent Plan, the Startups and Scaleups Strategy, **EU Choose Europe, the Union of Skills**, the EU Competitiveness Compass and the EU Life Sciences Strategy, all of which stress the need for structural transformation of Europe's innovation ecosystem.

Within this context, EIT Health aims to sustain the delivery of Key Performance Indicators (KPIs) and long-term impact, while strategically reducing its dependency on EIT core funding. This will be achieved through positioning itself as an implementation partner for other funding bodies, attracting private financing, and progressively expanding commercial activities to establish more sustainable and diversified revenue streams.

The vision remains aligned with the EIT Health Strategic Innovation Agenda 2021-27: to transform healthcare systems for healthier lives and a sustainable health economy in Europe, leveraging the integration of education, research, and business across borders thanks to our regional footprint and our pan-European collaboration mindset, which will contribute to the competitiveness of our sub-sectors.

Since 2023, EIT Health has integrated with the EIT Campus. All online courses are available from the EIT Campus. Thanks to the integration of the EIT Health Academy platform with the EIT Campus, in Q4 2025, data shows that 20% of the traffic generated on our course catalogue can be traced back to the EIT Campus. In 2026-2028, further integration with EIT Campus is foreseen to ensure more granular analytics are generated in a bilateral fashion. Additionally, from 2026 onward, EIT Health's 'learner journeys' will be mapped on the EIT Campus learner journeys to ensure better legibility and coherence of the catalogue. This will also feed into the exploitation strategy for education, as learner journeys are a great means to create package offerings for corporate clients.

EIT Health priorities and expected results in the Business Plan. The BP sets out three Flagships that translate strategic ambition into impact driven programmes:

1. Digital Transformation of Healthcare: advancing AI, data use and digital health adoption to overcome fragmentation in Europe's innovation markets.
2. New Models to deliver healthcare: piloting integrated, patient centred and high value care pathways that respond to workforce shortages and ageing populations.
3. Competitiveness of Europe: scaling health innovation SMEs and creating industrial competitiveness through faster market access, venture building and investment readiness.

By structuring activities under the Innovator and the Talent Journeys, the BP brings coherence to a complex ecosystem and creates a logical pathway from ideation to scaleup and from education to employment. This methodology demonstrates how innovation activities can fund breakthrough technologies but also ensure systemic uptake through education, skills development, regulatory dialogue and by introducing mechanisms to bring products and services to market.

Building on our strong regional footprint, our pan-European collaborative mindset and key differentiators such as the Knowledge Triangle, open innovation and capacity building, the objectives are tangible because they are directly tied to measurable societal impact:

1. Enabling longer healthier lives
2. Reducing the burden of chronic disease
3. Addressing workforce deficits
4. Ensuring Europe remains competitive in a global health economy, increasingly driven by digitalisation and biotech.

The EIT Health Strategic Agenda objectives and the BP are delivered under a simplified, more agile operating model aligned with the EIT Impact Framework and EU policy priorities.

Contribution to EIT Impact Framework. This BP directly contributes to key dimensions of the EIT Impact Framework. It is foreseen that most KPIs will be overachieved. As stated previously, between 2026 and 2028, the portfolio focus will remain on the EIT Health Flagships, namely digital transformation of healthcare, new models to deliver healthcare and competitiveness of Europe. Particular attention will be given to higher-risk innovations due to their novelty and intended use, aligning also with Europe's ambition to become a global leader in AI, with the overall goal of having a portfolio mix of 50/50 breakthrough and incremental innovations. Synergies with complementary European programmes like IPCEI in Health, Tech4Cure or EP PerMed, will be made through scouting organisations for engagement in the EIT Health calls for proposal.

Moreover, in the context of recent regulatory developments, including the implementation of the EU AI Act in 2025 and the ongoing transition under the EU Medical Device Regulation (MDR) and In Vitro Diagnostic Regulation (IVDR), supporting innovators to navigate complex and evolving compliance requirements remains a priority. These regulatory challenges have been consistently flagged in industry consultations as major challenges to market launch. Relevant learning journeys are designed to support, using modular and scaffolding approaches, in equipping innovators and entrepreneurs in the navigation of these complex environments.

Building on past programme insights, industry input, and successful cases, EIT Health will deploy a portfolio of targeted project funding instruments, each adapted to specific Innovation Maturity Levels (IML¹) within the Innovator's Journey where EIT Health can unlock value and accelerate the achievement of commercialisation outcomes. The aim is to enable projects to reach pre-defined milestones that are critical for regulatory approval, market access, and system-wide adoption. Similarly, the Talent Journey will be supported by the EIT Health eLearning platform, positioned as a marketplace for talent services ranging from supporting companies in identifying their needs and gaps, upskilling their staff and attracting talents, through agile and semi-bespoke training offerings addressing current and future talent and skills needs, that are sources from EIT funded interventions and from external programmes that obtained the EIT Label through the accreditation service.

Towards Financial Sustainability by 2028. The BP presents a staged approach to achieving financial sustainability by 2028, reducing dependency on EIT core funding while ensuring compliance with the requirement to allocate 70%

¹ Innovation Maturity Level Framework (also called Healthcare Innovation Cycle Framework) is a matrix derived from the well-established TRL (Technology Readiness Level) Framework, set up in collaboration with CIMIT (cimit.org), specifically for healthcare product development taking into account 4 indicators: Regulatory, Technology, Clinical and Business, that have development stage from 1 to 9.

of KAVA to Financial Support for Third Parties (FSTP). A key innovation in the upcoming BP is embedding ROI mechanisms by design into our portfolio, including commercial services, venture assets, and co-funded activities (e.g. NEFA). The strategy is ambitious, but realistic, reflecting the maturity of the KIC and lessons learned from its evolution to date.

Key features of the financial strategy include:

New Organisational Model: The adoption of a unified legal structure under the German e.V, with regional Co-Location Centres (CLC) operating under service contracts. This reduces the risk of tax reclassification, streamlines reporting, and supports efficiency. Operating costs will be reduced from €24 million (2024 baseline) to €22.8 million over three years, capped at €10 million per year, including payroll. This structural transformation will enable us to continue to reinforce stricter internal controls, building on value demonstrated in identifying recent irregularities. Going forward with a single legal entity, we will simplify the financial reporting, with one single profit and loss statement.

Revenue Diversification: In alignment with the BP 2026-28 strategy, financial sustainability mechanisms will be embedded into all pillars (Innovation, Business creation, Education, and RIS), with expected cumulative revenues of €14.18M from new activities implemented in 2026–2028 (€3.14M from ROI/Equity, €4.1M from Education, and €6.9M from Services and Consulting collectively – see Table 1.1), plus €21.3M from legacy ROI and equity assets. This holistic approach incorporates outcome-based commercial models across all pillars, including services and consulting and alumni matchmaking which are designed to be self-sustainable and scalable. While ROI/Equity revenues from BP2026-28 activities will not materialize in 2026, significant returns are projected from 2027 onward (€1M in 2027 and €2.14M in 2028). This accelerated realisation is driven by intensified commercialisation efforts and timely portfolio exits, supported by FastTrack mechanisms. In addition, revenues are generated from legacy assets (originating from BP 2021-22 and BP 2023-25), including our equity portfolio projected to reach a total return of €17M by 2028. This growth is driven by prudent asset selection, and application of tailored investment models. The expectation is that revenue will remain at a stable level by 2030, with ongoing centralised asset management ensuring portfolio performance that continues to support long-term financial objectives.

Education: In the Education segment, revenues are projected to stabilise at approximately €0.97M in 2026, to progressively increase to €1.5M over 2027-2028, reflecting a sharper focus on high-margin modules and discontinuation of non-sustainable programmes. All Education activities have a financial sustainable mechanism embedded, either in B2C (learner fees) or B2B streams (sponsorship, training packages, accreditation services, success fees).

Education Financial Sustainability Strategy has been updated to encompass elements previously missing in initial Business Plan submission:

- Exploitation and commercialisation of the legacy short modules portfolio. The 13-15 modules have been developed in the BP2023-2025 and will be exploited by EIT Health in the BP2026-2028 timeline. Those modules targeted at professionals have a B2C strategy with learner fee set at 350€ (on average) and with goal of attracting 100 learners per module per year, meaning a total revenue stream of 1.19m EUR in 2026-27.
- B2B services and offers as introduced in the note to EIT GB in 2024, including
 - o EIT Label accreditation services for third-party training providers, yielding both KPIs & revenues
 - o EIT Labelled Fellowship – certified innovation path programmes are executive education programmes with a higher price tag (1,000 to 4,000EUR)
 - o B2B semi-bespoke training offer for industry & corporates with packaged training pathways to upskill staff, both in EU and outside.
 - o B2B sponsorship opportunities related to skills intelligence and needs mapping, corporate sponsoring scholarships for the labelled fellowship programme.
- In addition, as KPIs 7.1 have been increased, the revenues target has increased.
- The two master programmes that continue receiving funding in 2026 and 2027 charge registration fees (for example EDITH charges 3,750EUR, income is reinvested toward their sustainability post-funding). This model was applied to earlier master programmes, such as IMIM (funded ended in 2021), which are presently sustainable (registration fees 20,500 EUR). EIT Health will further support to boost recruitment and offer to centralise registration and fees collection.

- Assessment of programmes financial sustainability and go/ no go decision on continuation or inclusion in the business plan:
 - o Continuation: all funded programmes are monitored all year round by the project managers in charge of the portfolio, as well as by the PMO office that performs rigorous monitoring on performance and financial sustainability. BP23-25 saw substantial effort deployed to move away from the fully partner-driven model in education, as this proved inefficient in terms of financial sustainability and return. These efforts, through open calls, yielded a new generation of education and training interventions whereby EIT Health is the commercialisation entity, including a revenue sharing mechanism with the funded consortia. This underpins the substantial increase in revenues when comparing the ambitious targets in 2026-2028 with achievements in 2023-2025.
 - o Inclusion in the portfolio: from the concept and design phase, prior to writing open calls, an assessment of the financial sustainability, exploitation potential and income projections is performed with the team in charge of WP2 education, the team in charge of WP7 Financial Sustainability and Operations (WP5). Senior management oversees the outcome of the analysis and reflects the targets into internal KPIs and goals. Any programme concept not meeting the required standards is not approved and does not make it into the portfolio.
- To be noted as well, there are quasi no education programmes continuing from BP23-25 into BP26-28, except the master programmes mentioned above. All 23-25 funded education programmes are moving to exploitation from 2026 onward.
- Market needs and business model:
 - o Market needs are identified through the following mechanisms and inform all programmes design from inception:
 - EU priorities: the portfolio is fully anchored in the EU Union of Skills and Skills agenda, AI Continent Action Plan, EU Startups and Scale-ups Strategy, Biotech Act. This is ensured through close collaboration with our Public Affairs Unit (WP6 task 6.3) whereby validation loops with the relevant stakeholders are performed when defining new programmes (for example, dialogue with DG Sante around the Biotech Act).
 - Pact for Skills – Large-Scale Partnership for the healthcare industry workforce: EIT Health was appointed coordinator of said pact for skills in December 2023. This provides continuous engagement with key actors of the healthcare industry sector as well as strategic stakeholders in the space of education and vocational training. EIT Health is also a member of the Bewell pact for skills for the health and care workforce, thus directly accessing key challenges and gaps of healthcare professionals in their journey with innovation adoption.
 - EIT Health ecosystem and membership: through regular consultations, insights are gathered from members and the ecosystem to inform the development of evidence-based and relevant programmes, as was performed in Q1 2025 in the process of defining the EIT Health BP26-28.
 - Learners' feedback: through the EIT Health eLearning platform, systematic feedback in addition to KPIs and learning metrics are collected and reviewed regularly to inform future courses development and to bring corrective measures on existing courses.
 - o Business model:
 - As outlined above and in Annex B in more details, EIT Health made strategic decisions and reshaped the education portfolio during BP23-25. The aim was to move away from the early model of fully partner-driven education programmes. Indeed, this model proved to be very challenging and inefficient in terms of securing financial return to EIT Health. Presently, apart from few programmes (like the two legacy masters), EIT Health is now positioned as the commercialisation entity and collects revenues. There is a revenue sharing mechanism to incentivise funded consortia. We noted that the new model was appreciated by funded

consortia primarily composed of academic organisations that are often little inclined in commercialisation matters.

- Types of business models: B2B whereby courses are accessible for a fee on the EIT Health eLearning platform. B2C whereby institutions and companies engage with EIT Health for upskilling their workforce, for sponsoring scholarships and access trained talents.
- Education is also an area where engagement in alternative sources of funding has proven successful (for example: European Partnership for Personalised Medicine – EIT Health develops the training interventions through cascade funding and expert instructional design capabilities).

Non-EIT Funded Activities (NEFA): EIT Health plans to secure €6.9 million, with €3.3 million already awarded and targeting €1.2 million per year in additional NEFA revenues complemented by approximately €300k per year in regional grants, which brings the total to €7.8 million over the BP period. Dedicated teams will ensure continued success in attracting alternative funding sources, proactively scouting new grant and co-funding opportunities and integrating NEFA channels into the cross-pillar business development strategy. Membership revenues will be stabilised at app. €2.4 million per year, a reflection of our commitment to deliver tangible value through enhanced services, events and community engagement, as well as targeted key account management initiatives that improves retention and attractiveness. The anticipated asset realisation, by 2030, will also contribute to our NEFA revenues.

Cost-Efficiency: This model foresees a significant reduction in operating expense estimated to be €22.8M for three years (down from €24M for one year in 2024) made through the introduction of integrated shared services, elimination of redundant legal entities, and a leaner staffing model (approx. 70 FTEs for the core Business Plan and 15-20 for Cross-KIC/NEFA activities).

Governance and Management Structure: The new governance model simplifies decision making and ensures accountability through:

- A single legal entity with a unified profit and loss statement, thereby reducing complexity and risk.
- CLC Offices under service contracts ensuring regional responsiveness whilst maintaining efficiency. Following the dissolution of CLC legal entities, in view of simplifying governance and streamlining decision-making, EIT Health plans to open eight CLC Offices (subcontracted office space at member organisations). The first CLC Office will be contracted in Q1 2026, the Request for Proposals will be published in December 2025, to initiate contracting in January 2026 for the first four CLC Office. By end 2026, additional CLC Offices will be contracted, to ensure balanced regional footprint across Europe.
- An agile operating model aligned with the EIT Impact Framework and EU policy priorities, ensuring transparency and responsiveness to stakeholders.
- Strengthened internal controls to safeguard financial integrity and maintain trust with funders.

Cooperation with other KICs and External Synergies: This strategy is ambitious because it goes beyond incremental funding diversification. It embeds sustainability into the DNA of the organisation by shifting from grant dependency to portfolio-based ROI and commercial service delivery. At the same time, it is credible because early results are already visible, through secured NEFA funding, realised efficiencies, and the implementation of stronger financial controls. Further, EIT Health will strengthen collaborations with other KICs, particularly in areas of cross-cutting EU priorities, such as digitalisation, AI, biotech, and skills. Beyond the EIT ecosystem, partnerships with relevant EU Directorates, other actors in the ecosystem and private investors will reinforce synergies.

Over the past few years, close collaboration with other KICs have emerged. For example, with EIT Food, where there are a number of synergies by nature. During 2025, EIT Health and EIT Food have initiated constructive dialogue around the development of a concept toward an EU red and green biotech academy. Upon publication of the EU Biotech Act, this initiative will further develop. EIT Health engages in systematic dialogue with other KICs to share and learn from each other, in order to avoid duplicating and investing funding where other KICs have designed successful and impactful schemes. To illustrate, when conceiving the EIT Health labelled accreditation scheme, the EIT Food scheme was very much inspirational, this collaboration proved successful.

Soundness of Methodology, Governance and Cooperation: The methodology to create sustainable innovation ecosystems is based on three core elements:

1. Knowledge Triangle Integration: delivering synergy across innovation, education and business creation rather than siloed interventions.
2. Flagship Focus: concentrating resources on three strategic domains to maximise systemic impact.
3. Ecosystem Journeys: guiding innovators and talent along structured pathways that ensure continuity from research to market and from education to employment.

This approach ensures ecosystems are not only sustained but also continually refreshed, with strong regional roots via CLCs and global reach through EU and international collaborations.

This connective and cooperative model ensures that EIT Health is positioned not only as a standalone actor but as an implementation partner of choice for the wider EU health and innovation agenda, contributing to Europe's competitiveness and resilience.

KIC Revenues (EUR)	Planned 2026	Planned 2027	Planned 2028	Grand Total
A. Income generated from ROI/Equity	€ -	€ 1,500,000	€ 2,137,500	€ 3,137,500
B. Education	€ 968,340	€ 1,498,800	€ 1,678,300	€ 4,145,440
C. Services and Consulting	€ 1,900,000	€ 2,684,020	€ 2,500,000	€ 6,900,000
D. Membership Fees	€ 4,330,000	€ 4,330,000	€ 2,500,000	€ 11,160,000
E. Alternative Funding Sources	€ 2,650,000	€ 5,100,000	€ 5,550,000	€ 12,800,000
Sub Total	€ 9,848,340	€ 15,112,820	€ 14,365,800	€ 38,142,940
Legacy ROI	€ 577,296	€ 1,379,544	€ 2,326,744	€ 4,283,585
Legacy Equity	€ 5,000,000	€ 7,000,000	€ 5,000,000	€ 17,000,000
Grand Total	€ 15,425,636	€ 23,492,364	€ 21,692,544	€ 59,426,525

Table 1.1 KIC revenues forecast over 2026-2028²

1.2 Methodology

EIT Health's methodology for the BP 2026-28 is lean, integrated and community driven. It has been designed to achieve systemic impact whilst ensuring financial sustainability. All activities are planned and implemented with the "do no significant harm" principle (Article 17 of the EU Taxonomy Regulation). Where relevant, partners are supported to demonstrate environmental compliance, sustainable design and responsible innovation.

Partnership and Ecosystem Involvement

EIT Health's members are central to the design and delivery of this BP:

- Strategic Orientation Committees (SOCs), embedded in the Articles of Association (AoAs) and bylaws, act as regional advisory groups. They provide regional intelligence and ensure feedback between local ecosystems and KIC's governance, reinforcing pan-European relevance and accountability. This approach will amplify members' engagement and value-add across borders.
- CLCs, retained under a new service model, which will establish CLC offices hosted by KIC members through competitive calls for expressions of interest, will reinforce the regional footprint and ecosystem capacity building.
- Key Account Managers (KAMs), dedicated staff within the KIC LE, will take on explicit member coverage responsibilities to ensure consistent and high-quality support to each member organisation across the ecosystem.

The BP 2026-28 was also designed in response to:

- Feedback from the partnership, where more than 85 individuals from 65 organisations participated in structured consultations, complemented by an industry workshop and a final survey with 39 respondents. Key expectations expressed included greater access to partnerships, streamlined calls, support on regulatory navigation, and matchmaking needs.
- EU policy priorities of Digital Health, AI and Workforce Resilience.

² The revenues table fits currently the expectation of the SIA 2021-2027. Nonetheless EIT Health expects to update its SIA in order to provide more realistic results. So even if those outcomes are stated in the current business plan proposal to fully align with the current SIA, those figures will be updated in 2026.

- Market Intelligence analysis from Pacts for Skills, where EIT Health was appointed as coordinator in December 2023.

Collaboration with EU Institutions and Ecosystem Actors

Every year, EIT Health convenes its Strategic Advisory Board made up of representatives from relevant EU Directorates General (DGs). This is the opportunity to showcase EIT Health's achievements and strategy, as well as to secure engagement with said DGs in our strategic developments.

To support this effort, the Public Affairs Manager, based in Brussels, keeps the dialogue all year round with the relevant stakeholders, in synch with the EIT Public Affairs Unit.

Regionally, EIT Health, through its Stakeholders & Ecosystem Management team, seeks to establish relationships with local authorities and key actors by securing Memoranda of Understanding (MoUs). For example, in January 2026, an MoU is to be signed with the BioPhot, the Latvian Long-term national research programme project. This is also facilitated thanks to the continuous engagement with the EIT Community Hubs and Officers, thus gaining sound intelligence from relevant local actors. The aim during 2026-2028 is to sign at least one MoU per region where a new CLC Office is established, but as with the Latvian example, this is also a mechanism for extending the effective footprint beyond these locations. The intention of these MoU is to act as a starting point from which to scope opportunities for more concrete action for mutual benefit.

The Pact for Skills and Large Scale Partnership for the healthcare industry workforce, coordinated by EIT Health, is also an important instrument, whereby EIT Health engages in regular dialogue with DG Grow, DG Empl and sectoral trade organisations such as Vaccines for Europe, EFPIA (European Federation of Pharmaceutical Industries and Associations), COCIR (European Coordination Committee of the Radiological, Electromedical and Healthcare Information Technology (IT) Industry).

Needs and gaps analysis from other EU funded projects where EIT Health is participating, for instance BRIGHTskills (Boosting Resilience, Innovation and Growth in the health industry through skills development) an Erasmus+ Blueprint project, developing a forward-looking analysis, which will map current, emerging and future job profiles and an actionable Health Industry skills strategy. This puts EIT Health in a strong position to secure a 'Talent Journey' portfolio directly catering for current and future market needs. Equally, joining the EP PerMed, a ten-year EU funded project, provides strategic insights in the practical implementation of personalised medicine, through engagement with the beneficiaries (health ministries, national funding agencies, healthcare providers), contribution to the development of activities around innovation, acceleration of start-ups and upskilling healthcare professionals, researchers, citizens.

Market research and intelligence activities are conducted, internally and through external expert support, to secure a robust understanding on target audiences and customers profiles. This complements the needs and gaps analysis, for optimal user experience and retention.

Data and metrics are systematically collected before, during and after engagement in portfolio activities, including engagement with Calls. This enables EIT Health to measure impact (beyond EIT core KPIs), such as measurement of entrepreneurship mindset evolution (evaluation using the Entrepreneurial Potential and Innovation Competences (EPIC) tool).

In addition to this, EIT Health engages in regular Think Tank round tables with local experts on themes aligned with EU priorities and its Flagships. Reports inform and shape the EIT Health portfolio, are publicly available from the EIT Health website and are disseminated through our communication and public affairs channels.

Innovative journeys as backbone of the programmes to be selected in the Business Plan

Beyond the implementation of the three flagships described in §1.1 and thanks to the learnings gained over the last seven years of programmes design and implementation as well as the drivers coming from the partnership and ecosystem, two "journeys" were defined to set up the backbone of all activities that will be selected during the next BP.

The Innovator's Journey

The Innovator's Journey aligns EIT Health's programme offerings into a coherent pathway, integrating education, business creation and innovation funding support with the real needs of health innovators at each stage of the innovation lifecycle. This ensures that health innovators receive targeted support as they progress from early-stage idea to market adoption, with programmes building on one another rather than operating in isolation. The framework also introduces fast-tracking mechanisms to accelerate promising solutions and achieve impact more efficiently. Please refer to §3.1 for the details of each programme.

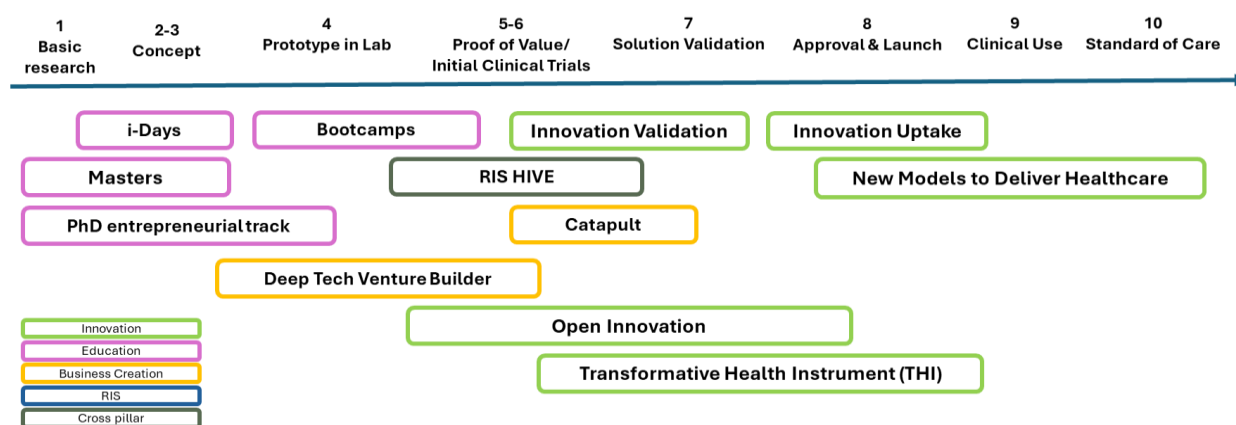


Figure 1.2.1 – Innovator’s Journey mapping

The Talent Journey

It is targeting the acceleration of skilling/upskilling and/or reskilling among various populations of learners such as students, healthcare professionals, patients, healthcare industry workers. To define this journey and in support of Union of Skills and Choose Europe, EIT Health focuses on understanding current and emerging market needs and gaps through skills observatories. This will help in shaping needs-driven, relevant programmes and learning pathways as well as setting up capacity building interventions for stakeholder groups and regions with specific needs

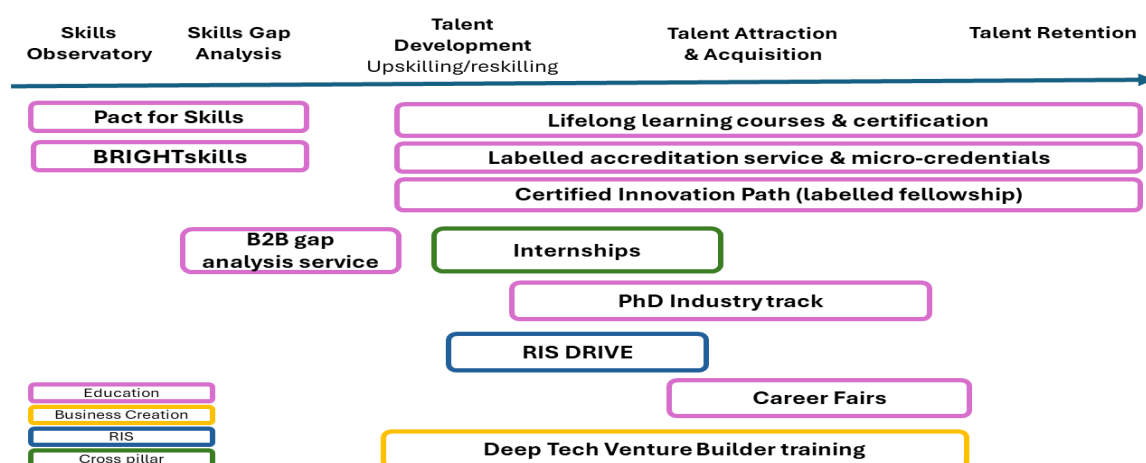


Figure 1.2.2 – Talents Journey programme mapping

To address the needs and gaps identified through consultations and co-design sessions that will feed the journeys, EIT Health will implement mainly open calls, stimulating broad innovation across Europe. Direct awards are also foreseen for activities that were planned to span from BP 2023-25 to BP 2026-28, such as Master’s or multiple year activities. Finally, fast tracking activities, as described in the MGA Annex 5, will be supported for any successful activities that will boost impact and enhance the delivery of EIT strategic objectives.

Internal Activities of the KIC LE

Certain activities must be retained centrally under the KIC LE to ensure compliance and efficiency:

- Governance and Oversight, including financial controls, risk management and quality assurance.
- Shared Services, such as finance, IT, HR and operations.
- Portfolio Integration, ensuring the Innovator and Talent Journeys are coherent across the regions. This will ensure the portfolio is more legible for the community by integrating programmes into pathways that will support clear milestones of the innovation and talent development cycles, and data gathering for impact tracking.
- Regulatory and Policy Engagement.

These cannot be implemented elsewhere in the organisation or by members as they require neutrality towards the use of public funding, central accountability, pan-European reach or carry liability risks.

Simplification, Resource Efficiency & Lessons Learned

The methodology is rooted in simplification. The following elements will be the ground for a leaner business plan implementation:

- The construction of a single Legal Entity (EIT Health e.V) replacing multiple subsidiaries and involving staff all over Europe to ensure local and regional support. The CLC offices will be established via service contracts.
- A three tiers matrix-based organisation, with operating costs capped at €10M/year vs. €24M in 2024: a front office function that will focus on member activity and engagement as well as regional intelligence collection, a middle office function that focuses on programme delivery and a back-office function, consisting of EIT Health support functions (finance, IT, HR and operations).
- A single financial statement profit and loss statement (P&L) that will reinforce the effective implementation of operations and limit the liability risk of non-compliance and irregularities.
- Contribution from all activities to financial sustainability (via fee-based services, NEFAs and specific ROI percentage by design for the project and programmes portfolio).
- Introduction of lump sum scheme support for all activities.

Lessons from the past, such as fragmented governance, disparities in CLC performance and overall high costs, are explicitly addressed through leaner governance, tighter financial controls, and more consistent member engagement.

Evolution of Ecosystem, Governance, and Performance Measurement

Compared with the Strategic Agenda baseline, the BP introduces:

- A simplified governance structure for the KIC, reducing the current complexity of multiple entities.
- Enhanced financial sustainability mechanisms covering all income streams. This methodology ensures full control over public funding while retaining local presence and impact with a single financial statement profit and loss statement that will reinforce the effective implementation of operations and limit the liability risk of non-compliance and irregularities.
- Quality Assurance being put at the centre of all activities at EIT Health, from robust and transparent processes for our calls including programme design and evaluation, to control systems for all financial and operational dealings.
- Delivery of KPIs will be implemented via a matrix-based structure throughout the front and middle office and will be monitored through the back and middle office functions. Ecosystem engagement and regional intelligence collection will be ensured by the front office.

This ensures the ecosystem evolves into a leaner, more sustainable, and more accountable partnership.

Responsible Use of Artificial Intelligence (AI)

During the next BP, one of our flagships will be focused on the digitalisation of healthcare, with a focus on AI/ML-enabled solutions, such as predictive diagnostics, non-invasive monitoring and personalised monitoring. In having this flagship, we will ensure compliance with the EU AI Act (2025), support for innovators navigating Medical Device and In Vitro Diagnostic Medical Device Regulations as well as having transparency, accountability and bias mitigation in AI-enabled tools. We will also ensure, as part of the call that AI ethics and robustness are built into all project evaluation criteria.

Internally, we may use AI tools for efficiency, including condensing complex information, analysis of large datasets, or language harmonisation. However, all AI use is utilised with human oversight.

Open Science

Open science is embedded as standard practice within our activity portfolio, to ensure results are reproducible, transparent and accessible, maximising societal impact.

- Data management plans and FAIR data principles will be applied.
- Open access to research outputs and preprints.
- Citizens and patients' involvement and co-creation, where deemed appropriate and necessary.
- Collaboration with EU partnerships and stakeholders for open sharing.

Social Sciences & Gender Equality Dimension

EIT Health is committed to advancing gender equality across its ecosystem by embedding gender considerations into operations, programmes, and community engagement. This approach aligns with the EIT Gender Equality Action Plan, ensuring foreseen targets are met to demonstrate that gender equality is integral to our Business Plan methodology. In details, the approach is to ensure the gender equality dimension is considered across all pillars and activities/programmes as well as aligned with any XKIC or NEFA activities i.e. involving compliance or HR when

needed to report internal staff data or processes improvements, Call coordination when incorporating learnings or requirements to calls and programmes evaluations, any pillar specific expertise in dedicated challenge definitions for innovation projects, promoting woman participation with scholarships or dedicated female development oriented education programmes; to provide just some few examples. Building on existing efforts, we will pursue six strategic objectives aimed at driving systemic change and inclusive participation.

Objective 1: Strengthening EIT Health's lead role on gender equality. EIT Health will implement its Gender Mainstreaming Policy and deepen collaboration with gender equality networks and expert organisations. For example, EIT Health will co-organise events with relevant female-led networks to raise awareness and mobilise community engagement.

Objective 2: Building internal capacity and awareness. EIT Health will enhance internal knowledge and practices through targeted training and awareness activities on gender equality. Bias training for staff and evaluators is planned to be rolled out as well as gender impact assessment tools integrated into project planning.

Objective 3: Achieving gender balance in staff and leadership. EIT Health will take active steps to ensure gender-balanced representation across staffing, leadership, and decision-making bodies. For instance, we will aim for gender parity in senior recruitment shortlists and set targets for board-level diversity.

Objective 4: Promoting gender equality in education. EIT Health will continue to provide dedicated support for women in education, ensuring equal access to training and capacity-building especially in STEM. As part of this, we may consider scholarships for women in EIT Labelled Master and PhD programmes and expand the women mentoring scheme.

Objective 5: Advancing gender equality in entrepreneurship. EIT Health will promote women's participation in entrepreneurship by supporting gender-balanced start-ups and improving access to investment. For example, we will support a women-focused investment readiness bootcamp and include female founder KPIs in startup support schemes.

Objective 6: Promoting gender equality in innovation. Future calls for proposals will incorporate gender requirements, including inclusive project design and the involvement of gender expertise. Innovative approaches to addressing Gender Equality in the health sector are celebrated.

2. Impact

2.1 KIC's pathway towards impact

The business plan re-focuses investment on programmes that directly support the achievement of the EIT Health Strategic Agenda (SA) 2021–2027 targets. Improvements in programme design and the implementation of remediation measures during 2023–2025 are expected to lead to stronger overall performance. In the area of innovation, enhanced support mechanisms have been introduced to de-risk projects and secure intellectual property (EITHE01.1), while also accelerating the launch of innovation to market (EITHE02.4). The activation of the two EIT Label segments — fellowship and non-degree — since 2024 combined with a stronger integration of the knowledge triangle, will significantly increase the number of labelled graduates (EITHE07.1).

A central feature of this business plan is the new operating model, which fosters closer interaction across pillars. One clear example is the collaboration between Work Package (WP) 2 (Education) and WP 3 (Business Creation) through the Deep Tech Venture Builder (DTVb). Teams selected for the DTVb complete the labelled training programme before founding their start-up, thereby strengthening KPI EITHE05.1, start-ups created by labelled graduates. More broadly, all training activities in the portfolio will be reviewed and upgraded to comply with EIT Label requirements. By 2027, the ambition is to achieve 78% of the SA target for EITHE05.1.

Previously funded projects will continue to deliver results thanks to systematic post-funding monitoring (across WPs). This includes continuous tracking of innovation launched to market (EITHE02.1 and EITHE02.4), start-ups created by labelled graduates (EITHE05.1), and successful employment outcomes (EITHE09.1). EIT Health's contribution also extends beyond its own activities through participation in cross-KIC and NEFA activities, which are expected to generate additional impact not fully captured in the indicators presented in the following tables.

The plan also anticipates areas of overperformance. EIT Health is proving particularly impactful in investment attracted (EITHE06.1), where outcomes are projected to reach 220% of the SA target. Similarly, in the field of upskilling professionals (non-degree), performance is expected to reach four times the SA target. For this latter category, efforts are increasingly redirected towards training professionals through labelled activities, which has led to slower progress on EITHE08.1 but is compensated by a higher number of labelled graduates (EITHE07.1). Progress on EITHE09.1, initially slower, is expected to accelerate thanks to additional support mechanisms, including internships and scholarships for participants and graduates of labelled programmes, with the aim of achieving the SA target.

Nevertheless, some challenges remain. Due to the specific characteristics of the health sector, including a five- to seven-year time-to-market for digital health solutions and more than ten years for medical devices — driven by high market entry barriers such as stringent CE marking and regulatory requirements — some KPIs, particularly EITHE02.4 and EITHE05.1, will be difficult to fully achieve by 2027. To address this, EIT Health is engaged in ongoing dialogue with EIT on recognising proxy evidence, such as CE marking or investment attracted, to better reflect the realities of the health sector. These considerations ought to inform the development of the next Strategic Agenda (2028–2034). The overachievement of EITHE04.1 illustrates that start-ups are indeed being created in health, although meeting invoicing thresholds, such as €10,000 within three years from graduation (EITHE05.1) or from the end of funding (EITHE04.4), remains a challenge. In light of the health sector realities combined with financial sustainability requirements, the KIC had to focus investment on more mature solutions whereby start-ups are already in existence, further impacting EITHE04.4. The outlook for EITHE11.2 on financial sustainability (FS) is expected to remain below target, mainly due to limited adherence and uptake in partner-driven education and business creation activities. This is being addressed through the evolution of programme design, with greater involvement of the KIC in commercialisation and scalability. In addition, governance reforms and the new membership scheme introduced in 2023–2024 initially resulted in reduced income, but revenues are expected to stabilise and gradually

increase over the course of the business plan.

Looking ahead, this business plan overlaps with the forthcoming Strategic Agenda 2028–2034, and certain KPIs are therefore expected to materialise only in 2028. This is particularly the case for innovation and venture building programmes, which are projected to contribute to EITHE02.4 (62%), EITHE05.1 (55%), and EITHE07.1 (75%) in 2028. To maximise results within the current period, programmes in these areas are being frontloaded, with calls for proposals planned for 2026 to secure impact as early as possible. In addition, it is anticipated that EITHE11.2 (Financial Sustainability) will begin to show results in 2026–2027 through the exploitation of outcomes from the previous business plan, with further income expected to accrue in 2028 from activities initiated under this business plan.

Table 2.1 Portfolio impact aligned with the EIT Impact Framework

EIT Core KPI List	EITHE01.1 Intellectual property rights			
	EITHE02.1 Innovations launched on the market			
	EITHE02.2 Innovations launched on the market by EIT RIS partners			
	EITHE02.4 Innovations launched on the market with a sales revenue of at least 10 000 EUR documented			
	EITHE03.1 #Supported Startups/Scale-ups			
	EITHE03.2 EIT RIS Startups/scale-ups supported			
	EITHE04.1 #Startups created of/for innovation			
	EITHE04.2 # EIT RIS Startups created of/for innovation			
	EITHE04.4 #Startups created having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to customers			
	EITHE05.1 Startups created of EIT labelled MSc/PhD programmes			
	EITHE06.1 Investment attracted by KIC supported Startups/Scale-ups (M€)			
	EITHE06.2 Investment attracted by KIC supported EIT RIS startups/scale-ups (M€)			
	EITHE07.1 Graduates from EIT-labelled Programmes			
	EITHE08.1 Participants in non-labelled education and training			
	EITHE08.2 EIT RIS Participants in (non-degree) education and training			
	EITHE09.1 Students and graduates from EIT labelled programmes who joined start-ups			
	EITHE11.1 FS revenues (M€)			
	EITHE11.2 Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity			
	EITHE13.1 Financial asset valuation (M€)			
	EITHE16.1 # Results disseminated through the EC dissemination tools			
	EITHE17.1 # People reached through communication activities (Million)			
	EITHE22.1 Number of new and established KIC Partners from RIS countries			
	Allocated budget M€	Short-term KPIs (outputs/results)	Medium-term KPIs (outcomes)	Long-term KPIs (impact)
WP1				
<i>Task 1.1. Management and</i>	0.55		EITHE02.4 – 5	

<i>Coordination</i>				
<i>Task 1.2. Innovation Validation Programme</i>	11.47	EITHE01.1 – 9 EITHE02.1 – 9	EITHE02.4 – 9	# citizens and patients benefitting from products & services 1,350,000 # New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 36
<i>Task 1.3. Innovation Uptake Programme</i>	9.35		EITHE02.4 – 10 EITHE06.1 – 7.5	# citizens and patients benefitting from products & services 1,500,000 # New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 40
<i>Task 1.4. New Models to Deliver Healthcare Programme</i>	2.17	EITHE01.1 – 2 EITHE02.1 – 2	EITHE02.4 – 2	# upscaled projects that strengthen healthcare systems through (cost) efficiency gains and/or by improving the individual experience of care - 2 # upscaled projects that make healthcare more agile through structured (digitised) processes – 3 # citizens and patients benefitting 300,000
<i>Task 1.5. Open Innovation Programme</i>	2.65	EITHE03.1 – 40	EITHE02.4 – 4	# citizens and patients benefitting 600,000 # upscaled projects that make healthcare more agile through structured (digitised) processes. 6 # New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 16
WP2				
<i>Task 2.1 Management and coordination</i>	0.37	EITHE08.1 – 100 EITHE09.1 – 20	EITHE05.1 – 2 EITHE07.1 – 100	
<i>Task 2.2 Entrepreneurship Education and Venture Building</i>	6.13	EITHE08.1 – 500 EITHE09.1 – 25	EITHE05.1 – 15 EITHE07.1 – 2,130	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 500
<i>Task 2.3 Upskilling and Reskilling Professionals</i>	1.35	EITHE08.1 – 1750 EITHE09.1 – 6	EITHE07.1 – 1,430	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 500
WP3				
<i>Task 3.2 Bootcamps</i>	1.32	EITHE03.1 – 60 EITHE04.1 – 5	EITHE04.4 – 5 EITHE06.1 – 30	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 300
<i>Task 3.3 Transformative Health Instrument</i>	7.68	EITHE02.1 – 10	EITHE02.4 – 10 EITHE06.1 – 7.5	# citizens and patients benefitting – 1,500,000 New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 60
<i>Task 3.4 Deep Tech Venture Builder (DTVb)</i>	1.46	EITHE03.1 – 30	EITHE07.1 – 60 EITHE05.1 – 10	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 80

			EITHE06.1 – 1.5 EITHE09.1 – 20	
<i>Task 3.5 Catapult</i>	1.34	EITHE03.1 – 30	EITHE02.1 - 5 EITHE06.1 – 15	# citizens and patients benefitting – 750,000 New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 40
WP4				
<i>Task 4.1 EIT Health DRIVE</i>	0.83	EITHE03.2 – 50 EITHE08.2 – 60	EITHE04.2 – 8 EITHE06.2 – 25	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 200 # citizens and patients benefitting – 100,000
<i>Task 4.2 EIT Health HIVE</i>	0.85	EITHE03.2 – 60 EITHE08.2 – 120	EITHE06.2 – 25	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 200 # citizens and patients benefitting – 100,000
<i>Task 4.3 Bootcamp (Go to Market and Attract to Invest)</i>	0.48	EITHE03.2 – 60 EITHE08.2 – 120	EITHE06.2 – 30	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 200
<i>Task 4.4 EIT Health Network Builders</i>	0.95	EITHE08.2 – 50 EITHE22.1 – 15%	EITHE04.1 – 15%	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 50
<i>Task 4.5 EIT RIB Fast Track Fund</i>	5.02	EITHE02.2 – 7 EITHE03.2 – 7	EITHE06.2 – 5	New jobs or employment created, sustained, reformulated or upgraded in existing businesses – 28 # citizens and patients benefitting – 1,000,000
WP5 non applicable				
WP6				
<i>Task 6.3 Stakeholder Engagement and Events</i>	2.06	EITHE17.1 – 0.5		
<i>Task 6.4 Dissemination of Results</i>	1.75	EITHE16.1 – 45		
WP7				
<i>Task 7.1 Management and coordination</i>	0.46		EITHE11.2 – 30% EITHE11.1 – 21.2	
<i>Task 7.2 New Opportunities</i>	0.18		EITHE11.1 – 7.8	
<i>Task 7.3 Business Development</i>	0.28		EITHE11.1 – 8.2	
<i>Task 7.4 Asset Management</i>	0.51	EITHE13.1 – 35.3	EITHE11.1 – 5.2	
WP8				
<i>Task 8.2: Membership Management</i>	0		30 new KIC members	

KPIs Tables - The Key Performance Indicators (KPIs) at portfolio level³**Table 2.1.a -Year 2026-2027 and 2028**

IT area	KPI Code	EIT KPI	SA Target 2021-2027	Aggregated achieved targets 2021-2024 (planned in 2025)	SA Target 2026-2027	Target 2028	Targets per WP
Innovation	EITHE02.4	Innovations launched on the market with a sales revenue of at least 10 000 EUR documented	87	27 (21)	15	25	WP1:30 WP3: 10
Business Creation	EITHE04.4	Startups created having a financial transaction of at least 10 000 EUR for a service/product (result of the KIC KAVA) sold to customers	21	2(0)	6	3	WP3: 9
	EITHE05.1	Startups created by students enrolled and graduates from EIT-labelled programmes	68	12 (37)	18	15	WP2: 17 WP3: 16
	EITHE06.1	Investment attracted by KIC-supported startups and scale-ups (M€)	1,307	1,405 (277)	239	53.6	WP1: 90 WP3/WP4: 202.6
Education	EITHE07.1	Graduates from EIT-labelled programmes	1,010	566 (532)	5,600	2,700	WP2: 8,150 WP3: 150
Leveraging investment in R&I	EITHE11.2	Financial sustainability coefficient - Total non-EIT financing generated by the KIC Legal Entity	32% average	18% average	53% Average	70%	WP7
Horizontal outputs	EITHE18.1	% of less represented gender in top governance and management positions combined	50%	50%	50%	50%	WP5

Table 2.1.b - Year 2026-2027 and 2028

EIT area	KPI Code	EIT KPI	SA	Aggregated achieved	SA Target	Target	Targets
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³ The KPI tables fits currently the expectation of the SIA 2021-2027. Nonetheless EIT Health expects to update its SIA in order to provide more realistic results. So even if those outcomes are stated in the current business plan proposal to fully align with the current SIA, those figures will be updated in 2026.

			Target 2021- 2027	targets 2021-2024 (planned in 2025)	2026-2027	t 2028	per WP
Innovation	EITHE02.1	Innovations launched on the market	87	44 (21)	10	30	WP1: 25 WP3: 15
	EITHE02.2	Innovations launched on the market by organisations from EIT RIS countries	15%	16% (15%)	15%	15%	WP1: 15% WP3: 15%
Business Creation	EITHE03.1	KIC Supported Startups/Scale-ups	894	1,525 (423)	110	50	WP1: 40 WP3: 120
	EITHE03.2	KIC Supported Startups/Scale-ups registered in EIT RIS countries	15%	51% (15%)	50%	50%	WP1: 15% WP3: 15%
	EITHE04.1	Startups created	21	27 (33)	4	3	WP1: 2 WP3: 3
	EITHE04.2	Startups created in EIT RIS countries	20%	20%	20%	20%	WP1: 20% WP3: 20%
	EITHE06.2	Investment attracted by KIC-supported startups and scale-ups established in EIT RIS countries	15%	15%	15%	15%	WP3: 15%
Education	EITHE05.2	Startups established in EIT RIS countries by students enrolled and graduates from EIT-labelled programmes	19%	21%	17%	15%	WP2: 15%
	EITHE07.2	Graduates from EIT-labelled programmes with citizenship in EIT RIS Countries	15%	60% (50%)	50%	50%	WP2: 50%
	EITHE08.1	Participants in non-labelled education and training	30730	67,400 (7,930)	3,400	2,700	WP2: 6,100
	EITHE08.2	Participants in non-labelled education and training with citizenship in EIT RIS countries	20%	72%	50%	50%	WP2: 50%
Knowledge Triangle Integration/ KIC ecosystems	EITHE10.1	Active partners collaborating in the KIC	4095	2280	1220	600	WP8:1820
	EITHE10.2	Active partners registered in the EIT RIS countries collaborating in the KIC	15%	15%	15%	15%	WP4: 15%
Leveraging investments in R&I	EITHE12.1	KICs SIA funding rate	64%	73%	45%	30%	WP7
	EITHE13.1	Financial asset valuation	N.A.	28,82 (17)	32,94	34,29	WP7
Horizontal outputs	EITHE16.1	Results disseminated through the EC dissemination tools	N.A.	N.A.	30	15	WP6:45
Strengthening	EITHE20.1	Number of new Partnerships established as a result	N.A.	N.A.	N.A.	N.A.	N.A.

entrepreneurship and innovation capacity of HEIs		of the HEI Capacity Building Initiative					
RIS-specific indicators	EITHE22.1	Number of new and established KIC Partners from RIS countries	15%	15%	15%		WP4:15%

2.2 Measures to maximise impact – Communications, stakeholders' engagement and dissemination and exploitation

EIT Community Brand

The activities and initiatives under this work will continue to enhance the visibility and awareness and value and impact of EIT Health. We will ensure consistent branding across our programmes, whilst ensuring that EU alignment and the EIT contribution are highly visible across our communications, marketing materials, and events. Our branding will continue to fully comply with EIT and HE requirements. Internally, we have a comprehensive brand toolkit, with which all internal and external stakeholders are expected to comply. Training is provided as needed, brand compliance is the responsibility of all EIT Health colleagues, with compliance monitoring undertaken by members of the Corporate Affairs team.

The activities of this function will continue to build visibility amongst our diverse audiences and will raise awareness and understanding of EIT Health, its value within the pan-European health ecosystem, supporting the connection of stakeholders from all sides of the knowledge triangle to foster and promote innovation and entrepreneurship. Our communications will reflect the corporate narrative, align with EIT Health's objectives and focus on strategic storytelling that demonstrates the impact of EU investment.

EIT Health will maintain active participation in EIT Community activities, such as the EIT Awards, EIT AI Community, EIT Shared Services, and the EIT Talent.

Strategic Overview of External Communications Activities

EIT Health's external communications strategy for 2026-28 will be to promote awareness of our impact, support beneficiaries, and programme engagement while positioning EIT Health as a leader in healthcare innovation across Europe. Our activities will reflect the ambitions of the Strategic Agenda and will support wider policy objectives.

Strategic Objectives: 1) Increase brand visibility, reputation and recognition amongst health innovation stakeholders. 2) Communicate the societal and economic value of EIT Health's activities to our defined audiences. 3) Support partner and programme engagement through impactful multi-channel storytelling. 4) Position EIT Health and its community as thought leaders on EU health and innovation priorities. 5) Align communications activities with the European Commission's strategic policy agenda, including competitiveness, upskilling, biotech innovation and support for start-ups.

Target audiences include: 1) Members (current and prospective) and the EIT Health Partnership 2) Healthcare innovators and professionals 3) Students and Learners 4) Funders and Investors 5) Policymakers at EU, national and regional levels.

Channels and tools include: 1) Owned: EIT Health website, members intranet, Innovators Community platform, social media channels, email newsletters. 2) Earned: media relations, op-eds and interviews. 3) Shared: member/partner amplification, joint EIT communications and any other shared collaborations. 4) Paid: social media to support specific campaign execution.

The planned activities are to: 1) Deliver compelling stories of societal impact, innovation success and policy alignment via a multi-channel approach, using the EIT Health website, social media channels and media outreach. 2) Execute pan-European programme marketing and communications campaigns aligned with the strategic agenda and activities outlined in the relevant work packages of this Business Plan. Programme recruitment efforts will be led by the marketing team and coordinated with the communications team to ensure alignment with strategic objectives. 3) Refresh and maintain core materials (message house, corporate narrative and core slide deck) in line with the EIT Health evolving strategy. 4) Deliver an annual dissemination event to support the strategic objectives of the Business Plan. We will ensure that in line with the gender equality plan, there will be elements of these that highlight and promote gender equality in health technology and innovation, raising awareness of challenges faces by women in the healthcare sector. 5) Design and deliver marketing strategies to support programme recruitment and execution in collaboration with relevant functional leads and business development. 6) Deliver an engagement programme with relevant key opinion leaders and staff from the European Commission through individual staff meetings, events and annual Strategic Advisory Board meetings.

EIT Health's planned targets are to: 1) Sustain and grow our social follower base year on year: FY26 63,000, FY27 69,000 and FY28 74,000. 2) Secure industry average (platform dependant) engagement rates across all social content; 3.3% for LinkedIn and 3.7% for Instagram. 3) Achieve year on year increase of unique views per year to the EIT Health platforms. FY26 110,000, FY27 120,000 and FY28 130,000. 4) Increase media mentions year on year as follows: FY26 180, FY27 200 and FY28 220. 5) Publish annual report, demonstrating impact and achievements from the preceding year. 6) Upload 15 success stories to the Horizon Europe Platform every year. 7) Engage with 10 European Commission officials per year on strategically relevant topics. 8) Hold an Annual Strategic Advisory Board meeting with relevant European Commission Directorate General (DGs).

Stakeholder Engagement

EIT Health's stakeholder engagement strategy is designed to build trusted relationships with influential stakeholders across the Knowledge Triangle and beyond, policymakers at EU and national level, and to promote awareness and impact using the full communications and marketing mix. This includes leveraging marketing campaigns to amplify programme visibility and position EIT Health as a trusted source of knowledge and support for the healthcare ecosystem. Our events strategy will ensure member involvement, engagement with external events promote calls opportunities to the community, and collaboration.

We will also ensure alignment with the EITs community mission and the EIT Code of Conduct.

Priority Stakeholders: 1) EU and national policymakers in health, research and innovation. 2) Funding bodies and regulators, including the relevant DGs. 3) Academic and research institutions, particularly those offering EIT-labelled programmes. 4) Industry leaders, including start-ups and scaleups from our portfolio. 5) Healthcare providers and systems, as end-users and innovation enablers. 6) Citizens and patients, to embed their voice and lived experience in demonstrating and promoting impact.

EIT Health will strengthen its engagement with national and regional policymakers through a structured approach that leverages our established infrastructure and partnerships. Regular Strategic Advisory Boards with representatives of the DGs will remain our primary mechanism for aligning EIT Health's activities with national priorities, sharing policy intelligence, and identifying opportunities for impact at Member State level. Through the DGs' national networks, the Public Affairs Manager will coordinate targeted outreach—such as quarterly briefings, participation in relevant national forums, and the development of country-specific policy insights—to ensure a consistent flow of information to policymakers.

Our communications strategy will also be aligned with initiatives known to have priority and impact across Member States, ensuring that policy-relevant outputs (including tailored briefs, evidence summaries, and case studies) reach decision-makers in formats they can act on. This combination of structured advisory governance, targeted dissemination, and alignment with national priorities provides a scalable and effective model for sustained engagement with national and regional policymakers despite the streamlined organisational structure.

To reach these diverse stakeholders effectively, we will use a tailored mix of channel and engagement formats, including: 1) Policy Engagement: Meetings with policymakers and participation in key EU policy dialogues. 2) Events: Our events portfolio will offer opportunities for high-value interactions, the celebration of portfolio successes, and alignment with members and key external stakeholders. 3) Thought Leadership: Production and targeted dissemination of publications, op-eds, and bespoke campaigns, designed to promote EIT Health as a key opinion leader within the health innovation ecosystem. 4) Member Collaborations: Strategic co-creation sessions and consultations to gather insights and foster shared ownership of our mission.

Stakeholder engagement will be embedded throughout the business planning period, with a core programme of activity, complemented by an agile and responsive engagement strategy aligned with real time events across the ecosystem. Corporate Affairs will oversee the coordination, ensuring all engagement activities are consistent with the EIT Code of Conduct and that where appropriate, stakeholder input will support strategic decisions on the planned execution.

In 2026-28 particular focus will be placed on: 1) Deepening engagement with national innovation actors and ministries to reinforce EIT Health's value proposition at Member State level. 2) Elevating the policy impact of the Think Tank by aligning outputs with key EU health and innovation priorities through targeted engagement with identified actors (e.g. European Health Data Space and the Europe's Beating Cancer Plan). 3) Enhancing internal communications to amplify member success stories, foster peer learning, and strengthen cohesion and collaboration across out network. 4) Framing stakeholder engagement to support key EC priorities.

Our stakeholder engagement efforts are central to our impact strategy and will continue to evolve in line with EIT Health's Strategic Agenda.

Dissemination and Exploitation

Our dissemination and exploitation strategy aims to maximise the impact, visibility, and reusability of results, lessons learned and good practices across its portfolio, in line with EIT Health's objectives and EU dissemination objectives. The goals will be as follows: 1) Enable wider adoption of innovation outcomes across the European health innovation ecosystem. 2) Strengthen accountability and transparency regarding the use of public funds. 3) Facilitate the knowledge transfer to relevant stakeholders in policy, academia and industry. 4) Support the scale-up of impactful solutions through increased exploitation and uptake.

Target Stakeholders

Our dissemination efforts are tailored to reach EU and national policymakers, investors, healthcare providers,

regulators, academic and research institutions and industry partners.

Dissemination Channels

Core dissemination channels include the EIT Health website, our social media channels, newsletters, and the Horizon Results Platform. Selected results and insights are also published through targeted media outreach. Where relevant, outputs are shared with the European Commission and key stakeholders in via direct engagement. Internal channels and partner platforms support dissemination across the member network.

Exploitation of Results

EIT Health identifies exploitable results during and after project implementation, including scalable innovations, methodologies, and policy recommendations. Exploitation routes include uptake by commercial ventures (start-ups, SMEs), integration into academic or clinical practice, and use in policy development, as well as securing shared intellectual property (IP) on education results toward repurposing, scalability and development of business-to-business (B2B) business models by the KIC.

Good Practices and Lessons Learned

Success stories, good practices and lessons are captured through internal reporting, case study development, and through internal campaigns. These are curated and disseminated to encourage peer learning and replication. Annual reflections and feedback loops ensure lessons inform future programming.

Monitoring and Updates

The dissemination and exploitation plan is reviewed annually, aligned with the business planning cycle. Key performance indicators include number of dissemination outputs, stakeholder reach, media impressions, and the uptake of results by target audiences.

2.3 Expected impact of the activities for 2026-2028 under the Regional Innovation Scheme

EIT Health is dedicated to aligning with the strategic objectives and expectations set forth by EIT for the Regional Innovation Scheme (RIS) programme, with a focus on mitigating the innovation divide across Europe. The ambition of EIT Health RIS programme is thus to create an enabling environment for healthcare innovation in European countries with moderate and emerging innovation capacity.

Through RIS activities, EIT Health contributes to the EU efforts to turn the diversity of the EU's territories into a strength, by leveraging the specific assets of each region and facilitating collaboration to build new EU value chains. EIT Health will enable regions with aligned areas of specialisation, complementary capabilities, and different levels of innovation performance to collaborate and take forward joint innovation projects targeting EU priorities.

EIT Health will help to grow an entrepreneurial community in the EIT RIS regions consisting of knowledgeable and skilled professionals – fostering entrepreneurial and innovation skills to enable young innovators to turn an idea into a successful service, product or venture and allowing change-makers to build a thriving innovation ecosystem.

To achieve these goals and ensure the highest impact, EIT Health built a comprehensive ecosystem development set of programmes with constant learning and self-improving processes. The performance of the regions is constantly measured, the lessons learnt, and experiences gained during the implementation of the activities are channelled back to their health innovation ecosystems, and their action plans are repeatedly updated to improve their performance in fostering social capital, collaboration, quality and capacities.

Tailored support is provided based on the specific challenges and needs of each region, encompassing various stages of the innovation pipeline. This support focuses on developing the capabilities of local knowledge triangle actors, fostering inclusive ecosystems, and broadening EIT Health's geographical reach.

As demonstrated in the BP 2023-25, EIT Health consistently exceeds minimum requirements set by EIT (10-15%). Indeed, beyond activities and programmes dedicated to RIS audiences (amounting to 14% of EIT funding in BP 2023-25 for RIS WP), beneficiaries from RIS territories received 40% of the overall EIT funding subgranted in projects selected through calls, across the three pillars of innovation, education, business creation. RIS supported start-ups (EITHE03.2) represented over 50% in 2021-2024, a steady engagement is foreseen for 2025-2027. RIS labelled graduates, likewise, represented 60% of EITHE07.1, similar performance is expected by 2027.

These efforts toward further nurturing capacity building in RIS regions are embedded throughout the BP 2026-28 WPs, including WP4 dedicated to RIS, to secure further integration with the rest of Europe.

In 2026-2028, EIT Health will select six EIT RIS Country representatives to be fully integrated as Members of the local EIT Community Hubs, in line with the requirements outlined in the EIT RIS Implementation Framework. There also likely be at least two EIT Health CLC Offices in RIS countries. EIT Health will further capitalise on the network, relationships and infrastructures developed the past seven years by EIT Health, and by engaging actively with the network of excellence EIT conceived in the Cluster cross-KIC Regional Innovation & Internationalisation (RII), namely the 27 EIT Community Officers and EIT Community Hubs, which aim at strengthening the EIT KICs' presence, outreach and integration within the EIT RIS-eligible geographical area.

In addition, WP4 will incorporate the Regional Innovation Booster (RIB) initiative as a strategic complement to existing RIS activities and as a follow up of the XKIC RII activity, creating structured country-by-country pipelines of high-potential ventures from RIS regions into EIT Health's business creation portfolio. This earmarked approach—supported by €5M from EIT Health's RIS budgets—shifts focus from RIS capacity building to delivering tangible success stories, while maintaining compliance with FSTP rules and leveraging national co-funding and place-based support.

3. Quality and efficiency of the implementation

3.1. Work Plan and Resources

Work plan as a whole

EIT Health's BP 2026–28 WP is structured around eight work packages (see Table 3.1.a). Activities are designed for maximum impact (see Table 2.1.a), building on lessons learned from previous plans, and supported by robust programme management.

The portfolio of activities in work packages Innovation (WP1), Education (WP2), Business Creation (WP3) and RIS (WP4) will be shaped mainly through open calls to select impactful projects. RIS contribution is secured through WP4, and importantly through systematic inclusion of RIS target KPIs in the three pillar programmes. Management and coordination of WP4 is fully supported by Ecosystem Development (WP8) for optimal regional footprint and respective pillars management and coordination (WP1, WP2, WP3) to secure EIT RIS Implementation Framework KPI targets.

On top of financial support to third parties that will be delivered through the programmes and/or projects selected in the BP, applicants will receive support for proposal preparation, and dedicated mechanisms for RIS participants will also be implemented. After selection of programmes, beneficiaries might receive complementary support in marketing and visibility, programme registry data management and tracking to boost performance and scalability (e.g. bootcamps, or residential schools). Expertise is provided by EIT Health staff and carefully selected external experts.

WPs 5, 6, 7 and 8 focus on internal activities.

Maximising Impact through Selection Mechanisms

All funded projects must adhere to principles aligned with EIT's frameworks and EIT Health's financial sustainability targets.

Innovation projects must:

- Be led by a commercially registered entity (start-up, SME, or corporate) presenting a novel solution.
- Demonstrate early technical and clinical performance data, address unmet needs, and show market scalability, supported by robust IP.
- Form consortia including business, research, healthcare providers, regulators, and academia to accelerate validation and market launch.
- Deliver exploitable results underpinning a sustainability model with EIT Health (equity or revenue sharing).
- Provide co-funding accordingly to KIC programmes expectations.

Education projects must:

- Adhere to the EIT Label Framework (majority of activities to be labelled in BP 2026–28).
- Involve non-academic partners and demonstrate expertise in adult learning principles.
- Share IP with EIT Health for exploitation to secure a return on investment and provide programmes expected co-funding from 2026.
- Collaborate with EIT Health on result exploitation.

Business Creation projects must:

- Provide minimum co-funding expected in dedicated programmes.
- Deliver results that are scalable and replicable, with a return on investment coefficient through proven models.
- Collaborate with EIT Health on result exploitation.

Promoting Gender Equality

EIT Health will ensure gender equality across programmes through:

- Custom KPIs on gender and inclusion for all projects.
- Tracking of female graduates, female Activity Leaders and projects focused on women's health/FemTech (target: at least one per year).
- Open Innovation Challenge dedicated to women's health/FemTech.

- Gender-balanced expert evaluation panels (at least one female expert per three).

EIT Health Fit for the Future

BP 2026–28 prepares EIT Health for the phase-out of EIT funding, aligning with the 30% operating cost ceiling.

- **Organisational Transformation:** Total headcount across the KIC LE and its current CLCs will be reduced by approximately 40%, starting legal actions from Q3 2025 until the end of 2026. This will support a leaner organisation with streamlined workflows, removal of siloes and integrations of teams across pillars.
- **Regional Footprint:** Current CLC structures and local supervisory boards will be fully transformed. From 2026, CLC Offices will be hosted by selected member organisations, supported by strategic orientation committees (SoCs) to ensure local relevance at lower cost.
- **Internalising Competence:** Key functions previously subcontracted (e.g. instructional design, eLearning, legal support) will be internalised to reduce costs and strengthen in-house expertise.

Table 3a Overview of KIC calls

WP	Task no.	Type of activity	Type of call (open, partners, direct award, Fast Track)	Estimated number of projects	Estimated budget (EUR)
WP1	1.2	Innovation Validation	Open call	12	10,200,000
WP1	1.3	Innovation Uptake	Open call	13	7,800,000
WP1	1.4	New Model to Deliver Healthcare	Open call	3	2,100,000
WP1	1.5	Open Innovation Call for Challenges	Open call	4	200,000
WP1	1.5	Open Innovation Call for Start-ups/Pilots	Open call	6	2,100,000
WP2	2.2	Levelling courses on E&I	Open Call	1	60,000
WP2	2.2	iDays Series	Open call	30	750,000
WP2	2.2	iDays Finalists	Open Call	120	241,000
WP2	2.2	Labelled Residential Schools	Open call	4	1,280,000
WP2	2.2	Labelled Masters & PhD (legacy)	Direct Award	2	980,000
WP2	2.2	Labelled Masters & PhD	Open call	1	210,000
WP2	2.2	Certified Innovation Path	Open call	1	240,000
WP2	2.2	Certified Innovation Path – labelled Fellowship	Fast Track	360 ²	180,000
WP2	2.2	Scholarships in Venture Builder	Fast Track	40 ⁴	800,000
WP2	2.2	Incubator in Venture Builder	Open call	1	60,000
WP2	2.2	Internship Scheme	Fast Track	125 ²	375,000
WP2	2.3	Lifelong Learning and Micro-credentials	Open call	18	900,000
WP3	3.2	Bootcamps	Open call	3	900,000
WP3	3.2	Bootcamps – Call for start-ups	Open Call	45	180,000
WP3	3.3	Transformative Health Instrument	Open call	15	7,500,000
WP3	3.4	Deep Tech Venture Builder	Open call	10	1,200,000
WP3	3.5	Catapult 2026	Direct Award	1	400,000
WP3	3.5	Catapult 2027-2028	Open call	2	800,000
WP4	4.1	EIT Health DRIVE Call for programme provider	Open call	1	170,000
WP4	4.1	EIT Health DRIVE Call for projects	Open Call	15	375,000
WP4	4.1	EIT Health DRIVE Call for Roundtables	Open Call	5	112,500
WP4	4.2	EIT Health HIVE Call for Programme provider	Open call	1	200,000
WP4	4.2	EIT Health HIVE Call for start-ups - Challenges	Open Call	12	300,000

⁴ Continuous call for EIT Labelled graduates

WP	Task no.	Type of activity	Type of call (open, partners, direct award, Fast Track)	Estimated number of projects	Estimated budget (EUR)
WP4	4.2	EIT Health HIVE Call for pilots	Fast Track	2	600,000
WP4	4.3	RIS Bootcamp	Open call	1	300,000
WP4	4.4	EIT Health network builders	Open call	6	900,000
WP4	4.5	EIT Booster	Open call	7	4,980,000
WP6	6.4	Success Stories Challenge	Open call	10	20,000
TOTAL					47,413,500

EIT Health will allocate at least 5 MEUR to an impactful AI flagship initiative that will be addressed through Innovation Validation and Uptake calls as well as through the Transformative Health Initiative. This approach will enable calls to address a major structural gap in the EU Innovation landscape.

Engagement with NEFAs

Since 2023, EIT Health's New Opportunity Committee (NOC) has systematically assessed engagement in Non-EIT Funded Activities (NEFAs) and commercial opportunities. NEFAs are only pursued if they:

- Align with EIT Health strategy and Flagships.
- Provide assets (methodologies, networks, policy influence) otherwise unattainable.
- Secure sufficient funding and comply with clear partitioning from EIT resources.
- Contribute to sustainability through asset exploitation.

Examples include:

- **BRIGHTskills (Boosting Resilience, Innovation and Growth in the health industry through skills development)** (<https://www.bright-skills.eu/>) and **BEWELL (Blueprint alliance for a future hEalth Workforce stratEgy on digital and green skiLLs)** (<https://bewell-project.eu/>): mapping and skills strategy for, respectively healthcare workforce and the health and care workforce development, informs the development of the education and training portfolio.
- **EP PerMed (European partnership in personalised medicine - <https://www.eppermed.eu/>)**: course development, additional funding opportunities for EIT Health members, engagement with medical societies, and access to national health networks.
- **EDiHTA (European Digital Health Technology Assessment)** (<https://edihta-project.eu/>): developing and piloting a unified health technology assessment (HTA) framework that can be used at the European level to enable faster market access and multi-country scaling of digital health technologies.
- **HICEE (Healthy Investment Central Eastern Europe)** (<https://hicee.eu/>) and **UASEED (Seeds of Bravery)** (<https://seedsofbravery.eu/>): fostering early-stage investment ecosystems in Central and Eastern Europe, further supporting the RIS regions.
- **HIPSS (Health Innovation Procurement Support Services)**: public procurement of innovation methodologies.
- **TEF Health (Testing and Experimentation Facility for Health AI and Robotics)** (<https://tefhealth.eu/home>)

Future NEFAs participation will explore opportunities in EU Skills Academies, AI in healthcare, and the green transition.

Table 3b Overview of FSTP share per WP (€)

	Budgeted EIT grant for internal activities	Budgeted EIT grant for FSTP	Total EIT budget	Total budget including co-funding
WP1	1,709,288	22,400,000	24,109,288	61,169,261
WP2	2,179,500	6,076,000	8,255,500	17,369,500
WP3	1,167,875	10,980,000	12,147,875	28,617,875
WP4	1,092,750	7,937,500	9,030,250	20,936,500
WP5	5,796,031	0	5,796,031	5,796,031
WP6	4,690,814	20,000	4,710,814	4,710,814
WP7	1,418,975	0	1,418,975	1,418,975
WP8	1,795,000	0	1,795,000	14,595,000
Total	19,850,232	47,413,500	67,263,732	154,613,956

Table 3c Spending overview per WP per year (€)

	2026	2027	2028	Total
WP1	5,682,888	10,582,888	7,843,513	24,109,288
WP2	3,517,125	3,106,375	1,632,000	8,255,500
WP3	3,007,625	5,337,625	3,802,625	12,147,875
WP4	2,696,750	3,216,750	3,116,750	9,030,250
WP5	2,215,813	2,032,969	1,547,250	5,796,031
WP6	1,602,317	1,591,192	1,517,305	4,710,814
WP7	521,300	461,300	436,375	1,418,975
WP8	598,750	598,750	597,500	1,795,000
TOTAL	19,842,567	26,927,848	20,493,317	67,263,732

Table 3d Spending overview per cost category per year (€)

	2026	2027	2028	Total
Personnel	3,807,000	3,816,000	3,789,000	11,412,000
Subcontracting	900,052	833,802	724,302	2,458,156
Purchase costs	1,104,512	900,337	496,812	2,501,661
FSTP	12,803,125	20,198,625	14,411,750	47,413,500
Indirect costs	1,227,878	1,179,084	1,071,453	3,478,415
TOTAL	19,842,567	26,927,848	20,493,317	67.263,732

Table 3.1a: List of work packages

WP #	Work Package Title	Lead Participant #	Lead Participant	Person-Months	Start Month	End month
WP1	Innovation	1	KIC LE	176	1	36
WP2	Education	1	KIC LE	162	1	36
WP3	Business Creation	1	KIC LE	90	1	36
WP4	RIS	1	KIC LE	112	1	36
WP5	Coordination	1	KIC LE	486	1	36
WP6	Communication, Stakeholder engagement, Dissemination and Exploitation of results	1	KIC LE	223.2	1	36
WP7	Financial Sustainability	1	KIC LE	92	1	36
WP8	Ecosystem management	1	KIC LE	180	1	36

Table 3.1b: Work package description

Work package number	1
Work package title	INNOVATION

Objectives

The aim of this work package is to design innovation programmes that address the most critical challenges faced by innovators along the healthcare innovation lifecycle to bring their solution to market. It is therefore fully aligned with the EU Startups & Scaleups Strategy, EU Competitiveness Compass, and by nature innovation programmes are anchored in the EU AI Continent Plan. These programmes foster collaboration between critical stakeholders, such as businesses, healthcare providers, payers, and research institutions, to accelerate the development, validation and market uptake of impactful technology-driven solutions that deliver better outcomes for patients and healthcare systems. A core objective is to strengthen the competitiveness of European healthcare innovations, particularly by supporting start-ups and scale-ups in overcoming the so-called “valley of death”, the high-risk phase during which many promising solutions fail to reach the market due to limited access to partners, capital, and clinical evidence required for regulatory approval and commercial traction.

The objectives of Work Package 1 Innovation are to:

- Support the clinical validation and commercialisation of impactful healthcare innovations that address clear and sizeable market needs, are underpinned by strong, differentiated intellectual property (IP), and have the potential to scale across Europe and beyond, with a particular focus on digital and Artificial Intelligence (AI)-driven medical devices and solutions.
- Incentivise the integration and adoption of innovations in European Union (EU) healthcare systems by fostering real-world pilots and supporting the participation of healthcare providers and hospitals in project consortia.
- Leverage implemented financial sustainability (FS) mechanisms and activities within WP7 that support the long-term financial sustainability of EIT Health (e.g. revenue sharing, equity, commercial partnerships), with a targeted 15% return on investment across the portfolio of funded innovations reaching a projected annual

revenue of app. €1.2M from 2028.

Description of work

Task 1.1. Management and Coordination

The innovation team is structured to support the management and coordination of EIT Health's innovation portfolio and funding programmes from 2026 to 2028. The team is dedicated to owning the entire programme and project lifecycle, from designing and running calls to managing a portfolio of selected projects on an annual basis.

Each Programme Manager will act as the ambassador of a given funded programme throughout the Business Plan (BP) and will be responsible for creating an ecosystem-relevant programmatic offering with a call for proposals, that will be promoted by the ecosystem development team (WP8), driving the selection process, continuous engagement and monitoring of funded projects in accordance with the EIT Innovation Principles guide, identifying learnings and success stories, performing regular iterations to improve the programme year over year, and ensuring its relevance for EIT Health's community spanning the Knowledge Triangle.

From an operational standpoint, the Innovation team will continue to work transversally with support functions, such as the Project Management Office (WP5), Business Development and Asset Management (WP7), Grant Assurance to ensure excellence in programme and portfolio management, manage calls and subgrants compliantly, and monitor Key Performance Indicators (KPIs) and project deliveries. As a remote-first team, several in-person team meetings will be organised around the planning and design of calls throughout the BP.

A core tenet of the KIC's financial sustainability strategy is that all innovation funding is awarded against a risk-sharing Return on Investment (ROI) model carried by the commercialising entity of the project and based on the project outcome. As such, all awarded innovation projects must sign a Financial Sustainability (FS) Agreement, whereby certain commercial or financial milestones may trigger future revenues for EIT Health.

As part of this strategy, it is essential that the evaluation of project proposals incorporate a well-rounded assessment of the solution's IP and IP strategy (see Annex A), and a thorough business, legal, and financial due diligence of the commercial entity carrying the risk of the commercialisation (see Annex A and WP7), as both of these elements are intricately tied to the innovation's commercial success.

Depending on the size of the commercial entity, a revenue sharing or equity-based instrument would underpin the Financial Sustainability Agreement, these models continue to evolve based on lessons learned.

- Revenue Sharing agreements for medium and large-sized enterprises: Stipulate that in the event of successful commercialisation of the innovation and upon achievement of the first €10,000 in sales revenues, the commercial entity commits to paying to EIT Health a percentage of achieved revenues for a period of 5 years or until a cap is reached, equal to the awarded project subgrant amount + 15% mark-up. As an alternative, the commercialising party may also opt to pay EIT Health fixed payments over three to five years, contingent on successful commercialisation of the product or solution.
- Grant-to-Option or Grant-to-Option-to-Equity agreements with start-ups and SMEs, allowing EIT Health to hold options in the commercial entity in the event of a financial exit or buy-out of the start-up, or to become a direct shareholder after completion of the project.

Through these mechanisms, EIT Health targets a return on investment rate of 15% of the Financial Support to Third Parties allocated during 2026-2028 (see further details in WP7). Finally, EIT Health Innovation projects require continuous monitoring after the end of the funding period to track important performance outcomes, including:

- Successful achievement of KPIs tied to the project with a longer-term reporting window of up to three years (e.g. innovations launched to the market, start-ups created)
- Achievement of commercial and financial milestones tied to the signed Financial Sustainability Agreement (described in Task 1.1) that trigger revenues to EIT Health.
- Project success and impact stories that can be further disseminated through various channels (outlined in WP8).

A post-funding monitoring process for projects that have reached the end of funding has been piloted in recent years and will be further strengthened to ensure these indicators are systematically tracked, in collaboration with the Project Management Office (see Annex A and WP5), through dedicated outreach moments including Asset Management (WP7) to map events against potential financial claims as per relevant financial sustainability agreement in place.

Task 1.2 Innovation Validation Programme

The innovation validation programme targets innovations starting at **Innovation Maturity Level (IML) 6**, typically at the stage of running clinical trials that will be instrumental for the market authorisation of the solution.

It provides funding of up to €850,000 to support up to 12 selected projects that will yield innovations launched to market (EITHE02.1 – 15% RIS EITHE02.2), aiming to achieve 150,000 patients as a longer-term impact.

- Advanced technical development, verification testing and IP protection
- Pivotal clinical trials to demonstrate safety and efficacy through statistically valid outcomes
- Preparation and submission of technical file and evidence dossier for regulatory approval
- Market analysis and preparation of a go-to-market plan.

Task 1.3 Innovation Uptake Programme

For innovations that have already achieved European Conformity (CE) marking and are at an **IML 7–8** (Validation of Solution / Approval & Launch), this programme offers funding of up to €600,000 to support up to 13 selected projects:

- Real-world market pilots in collaboration with European healthcare providers and commercial partners
- Usability studies, product adaptation and user feedback
- Development of market access, pricing, and reimbursement strategies
- Engagement of public procurement and building a roadmap to integrate the solution into clinical practice within European healthcare systems

Task 1.4 New Models to Deliver Healthcare Programme

This programme aims to pilot process innovations within healthcare systems by embedding market-ready (CE-marked) digital health technologies that are at an **IML 8 or higher** with project funding of up to €700,000 (up to three projects will be selected in 2026). The focus is on driving the adoption of the solution within the healthcare system and shifting a clinical care pathway, through:

- Real-world clinical studies that demonstrate improved patient outcomes and experiences
- Conducting health economics analysis to show cost-effectiveness of the solution for healthcare providers
- Informing the design of a value-based care service delivery model with healthcare practitioners
- Engaging with payers (insurance companies, national reimbursement agencies, etc.) to drive a reimbursement scheme premised on clinical value rather than service volume.

Task 1.5 Open Innovation Programme

The Open Innovation Programme will offer a combination of entrepreneurial coaching support (synergies with WP2 and WP3 activities) and funding to European start-ups in MedTech, digital health, and diagnostics selected as part of a competitive process to participate in a healthcare challenge proposed by a consortium of a leading industry player (e.g. pharmaceutical, MedTech and biotech companies) and healthcare provider. In line with the programme's objectives, opportunities will also be explored to establish partnerships with private sector actors through the Open Innovation instrument, strengthening collaboration and accelerating adoption of innovative solutions. Up to four Challenges will be selected through an open call process, to which start-ups will then be invited to apply to participate. Various **IMLs above IML 5** will be targeted depending on the nature of each challenge. Selected start-ups will:

- Receive tailored mentoring and business support through an “Open Innovation Bootcamp” to adapt their solution to the needs of the sponsoring industry partner
- Engage in prospective discussions with the challenge sponsors to explore further integration and piloting opportunities
- Be invited to pitch to the challenge partners
- Be considered for additional project funding of up to €350,000 through a Fast Track process, to pilot real-world integration of the solution with the industry partner and healthcare provider.

In addition to funding, selected projects across the innovation portfolio will have access to tailored support from internal and external experts. These mentors will provide advisory services aligned with the maturity stage and specific needs of each project. This non-financial support is based on the Support Programme piloted during the 2023–2024 cycle and aims to enhance project success and long-term impact once projects have been selected. This mechanism will be applied to RIS applicants thus supporting them in further engaging and succeeding when applying to tasks 1.2, 1.3, 1.4 and 1.5 activities.

Work package number	2
Work package title	EDUCATION

Objectives

The EIT Health Education portfolio is fully anchored in EU strategic priorities: the Union of Skills, the EU Startups & Scaleups Strategy, the AI Continent Plan, and the EU Competitiveness Compass. To ensure relevance and market alignment, needs assessments will be systematically conducted through the Pact for Skills for the Healthcare Industry, non-EIT funded activities (NEFA) such as the BRIGHTskills, EP PerMed or EDiHTA projects, continuous engagement with the Alumni community (EIT Health Innovators Community), and consultation with members and industry stakeholders, as was done during the design of this Business Plan 2026–2028.

Quality assurance is also a cornerstone of the portfolio. EIT Health will continue efforts to ensure that at least 75% of education funding supports labelled activities (see Annex C) and that gender balance is maintained across all phases, from design to participation.

The objectives of Work Package 2 Education are to:

- Boost entrepreneurial mindsets to support and nurture talents in their journey toward start-up creation.
- Upskill healthcare professionals to ensure they are future-proof, act as change agents, and drive adoption of innovation in clinical practice, with a focus on outcomes that matter to patients.
- Upskill and reskill the healthcare industry workforce, while equipping talents with skills most relevant to industry players, contributing to a more resilient and competitive sector.
- Enhance quality assurance by fully deploying all three segments of the EIT Label Framework and securing additional accreditations (e.g. European Union of Medical Specialists European Accreditation Council for Continuing Medical Education - UEMS EACCME), while ensuring gender equality and promoting female leaders in health innovation.
- Scale the EIT Health eLearning infrastructure, securing an operating model that integrates with the EIT Campus and data management systems for optimal learner experience and impact tracking.
- Establish sustainable business models to position EIT Health as a long-term provider and facilitator of high-quality education, reaching projected yearly revenue of EUR 494,100 by 2028.
- Leverage synergies with EIT and EU services (DG EAC, DG GROW, DG EMPL), notably through the Pact for Skills and future EU Skills Academies, both to contribute evidence of impact at policy level and to secure alternative funding sources (EU, national, regional, and public-private).
- Ensure that all education activities that receive funding have a financial sustainability mechanism in place. Legacy activities that continue receiving funding in BP26-28 must also demonstrate financial sustainability.

Description of work

Task 2.1 Management and coordination

This task ensures smooth management of the education portfolio and integration with innovation, business creation and RIS work packages to deliver meaningful and impactful learner journeys. Delivery teams will meet monthly to ensure alignment and early corrective measures. Calls will be designed collaboratively through pre-call workshops, involving pillars and support functions, to ensure efficiency and compliance with EIT Health's strategic objectives.

The Education portfolio targets professionals (including healthcare professionals) working in the health sector, seeking upskilling/reskilling, entrepreneurs and start-ups building ventures, and students or early-career researchers engaged in EIT Labelled education, reaching over 13,000 learners (EITHE07.1/7.2 8,000 – EITHE08.1/8.2 5,000) between 2026–2028, segmented by professional, entrepreneurial, and student cohorts. The budget allocation follows learner segments as follows: students and early career researchers (54%), professionals (22%), entrepreneurs (24%). Expected outputs include the creation and scaling of 18 ventures (EITHE05.1 – 15% EITHE05.2) and new market-ready solutions, directly supporting EU strategies on skills and competitiveness.

The focus for 2026–2028 is on streamlining processes, capitalising on activities delivered via open calls (leveraging from WP7), and strengthening data collection and tracking (leveraging WP5). The portfolio is structured around upskilling/reskilling professionals in line with the Union of Skills, the AI Continent Plan, and the Competitiveness Compass, and boosting entrepreneurship and venture building in line with the EU Startups & Scaleups Strategy. Alignment with the Public Affairs Unit and the EIT Education Panel is essential as the EIT Label strategy outlined in Annex C not only underpins all programmes but also enforces the overarching financial sustainability strategy. In parallel, programme managers with expertise in adult learning and instructional design support consortia throughout delivery and post-funding phases.

Task 2.2 Entrepreneurship Education and Venture Building

2.2.1 Levelling Courses on Entrepreneurship and Innovation (E&I) in healthcare

Online courses will be developed through open calls, designed according to the scaffolding concept (Wood, Bruner, & Ross, 1976). They will guide learners progressively from foundation to advanced levels, covering the start-up cycle in healthcare, design thinking, stakeholder engagement, team creation, IP management, and business strategy.

The aim is to strengthen E&I across the portfolio and provide capacity-building support to RIS candidates. Courses will be submitted for non-degree label accreditation in 2026. Development will be led by subgrantees selected through open calls, with mandatory involvement of non-academic/business partners to ensure real-world relevance.

2.2.2 Innovation Days (i-Days)

i-Days are short-format blended learning activities fostering entrepreneurship among students in STEM. In 2026, an open call will select 20 new host cities, expanding the network to 30 by 2028 and reaching 500 participants (EITHE08.1) in 2026, then 2,130 labelled graduates (EITHE07.1) once the i-Days programme is labelled (non-degree). Consortia must include non-academic partners to expose students to real-world challenges, with 10 new cities targeted in RIS regions (EITHE07.2 – 15%).

A blended, flipped-classroom model ensures all students complete an online E&I course before attending local events. Onsite, participants apply design thinking, the Business Model Canvas, and pitching techniques, supported by mentors. Local winners advance to the European finals and mentoring programme, “Towards your First Plan.” Selected i-Days cities, including those continuing after the funding period (recognition scheme) are supported by an education expert to ensure implementation of the EIT Health i-Days Handbook, streamlined delivery of impactful experiential learning, and alignment with gender and diversity principles across the i-Days network.

The programme will be aligned with non-degree label requirements by 2026. Sustainability will be ensured through registration fees and sponsorship packages. It is expected that 65 participants will graduate from each i-Day city each year.

2.2.3 Residential / Summer Schools

Residential/Summer Schools are immersive 2-3-week blended programmes for Master’s, PhD, post-doctoral, and early-career professionals. Using challenge-based learning, participants work in interdisciplinary teams on real-world problems aligned with EIT Health Flagship themes.

Four schools will be selected through open calls during 2026–2028 and accredited under the non-degree label. Each consortium must involve industry partners. The blended format allows agile delivery, including a RIS-specific summer school for female entrepreneurs. By 2028, the programme will train 600 participants (EITHE07.1 – 20% EITHE08.2). Sustainability will rely on participant fees and bundling with other programmes (e.g. labelled Master’s, PhDs, or fellowships - CiPs). Post-funding summer schools will be supported through the EIT Health Recognition Scheme where relevant.

These schools bridge ideation to proof of concept, preparing participants for activities such as the Deep Tech Venture Builder (WP3).

2.2.4 Master’s and PhD Programmes

The portfolio includes four labelled Master’s programmes:

- *International Master in Innovative Medicine* and *Master in Technological Innovation in Health*, now in the Recognition Scheme, expected to deliver 50 labelled graduates each by 2028.
- *Master in Health Data Science (MHEDAS)* and *Master in Entrepreneurship in Digital Health (EDITH)*, which continue to receive EIT funding. MHEDAS achieved the full Label in 2024; EDITH holds provisional status. Both are expected to deliver 140 graduates (EITHE07.1, 15% EITHE07.2) each by 2028 and may transition to the Recognition Scheme post-2027.

To expand reach, modular micro-credential programmes will be developed through open calls for Master’s and PhD candidates. These offer flexible, non-degree training over 9–12 months, with Entrepreneurial and Intrapreneurial pathways. Each year, 50 labelled learners will graduate (EITHE07.1), with at least 20% (EITHE07.2) from RIS regions, with a specific outreach to female students in STEM (with support from WP6). Sustainability will be ensured through fees and corporate-sponsored scholarships.

2.2.5 Certified Innovation Paths (CiP)

CiPs are personalised programmes for graduates and professionals seeking to upskill or reskill in healthcare. Each combines a deep dive into a knowledge domain (17–22 ECTS) with entrepreneurship and leadership training (5 ECTS), totalling 30 ECTS over 9–12 months. Delivery is online and self-paced, with optional residential schools or cross-organisational mobility for the concluding capstone project.

Building on the labelled Fellowship scheme (2023), three existing fellowships (Digital Medical Devices, Health Data, Value-Based Healthcare) will be joined by a new CiP in Biotech via open call, with mandatory non-academic

participation. The goal is 150 graduates (EITHE07.1) by 2028, 20% from RIS (EITHE07.2), ensuring alignment with the EU Competitiveness Compass. As observed since the launch in 2024, the format is attractive to female professionals, further outreach and dissemination efforts are foreseen through WP6.

2.2.6 Scholarships and Internships in Entrepreneurship and Innovation

This activity targets labelled Master's and PhD learners nearing graduation, with strong entrepreneurial potential. Selected candidates will be fast-tracked into the Deep Tech Venture Builder (WP3) and benefit from venture-building modules, tailored mentorship, and subgrants for start-up incorporation. By 2028, 60 innovators will be supported, 20% from RIS regions, with a foreseen outcome of 10 start-ups created (EITHE05.1, 15% EITHE05.2). In addition, 30 labelled students will be supported for internships (3–6 months), complementing the *InnoNext* cross-KIC initiative (co-led with EIT Food). Subgrants of EUR 3,000 will be provided to companies hosting interns, boosting the EIT core KPI on start-up talent integration (EITHE09.1, 20% EITHE09.2).

Task 2.3 Upskilling and Reskilling Professionals

2.3.1 Workforce Upskilling and Reskilling

EIT Health will continue coordinating the Pact for Skills for the healthcare workforce in collaboration with DG GROW, DG EMPL, and EIT. Through NEFA projects such as BRIGHTskills, skills mapping and strategy will inform new lifelong learning and micro-credential programmes.

EIT Health also contributes to Bewell (NEFA), the large-scale partnership for health and care workforce development. Outputs (e.g. digital and green skills training) will support innovation adoption by healthcare professionals. Accreditation will include the non-degree label and, where relevant, UEMS EACCME, enabling recognition for physician revalidation.

These skills observatory activities, including assets developed under the WorkInHealth brand, in 2023–2025, underpin the development of skills gap analysis as a service to companies, which contribute to the financial sustainability of EIT Health. Combined with SkillSynch, AI-based skills gaps assessment for corporates, the service will be made available along with the development of semi-bespoke learning and continuing professional development journeys, based on the EIT Health catalogue of lifelong learning.

2.3.2 Lifelong Learning and Micro-credentials Catalogue

Lifelong learning modules called for and launched in 2023–2025 have proven successful. Consortia contribute expertise and content, while EIT Health provides instructional design support, eLearning infrastructure, and commercialisation pathways.

From 2026–2028, up to 20 additional courses will be selected through open calls and labelled, expanding the catalogue. Combined with Task 2.4.1, these efforts are expected to produce 1,750 labelled graduates annually (EITHE07.1, 20% EITHE07.2). The lifelong learning catalogue contributes to financial sustainability through the 'business to consumer' (B2C) channel whereby individuals purchase access to online courses, and through the 'business to business' (B2B) whereby corporates needs are analysed and semi-bespoke offering are tailored to their needs.

Task 2.4 EIT Health eLearning Infrastructure

The **EIT Health Academy** (eLearning platform) underpins most education delivery. In 2026–2028, the operating model will be revisited to internalise expertise in instructional design and eLearning management, reducing reliance on subcontractors and costs while improving support and synergies across the portfolio.

The Academy is central to financial sustainability (see WP7), hosting both EIT-funded and external courses (all labelled). Having consolidated its infrastructure since 2021, the Academy will be operated as a marketplace, enabling content providers to offer educational content via a revenue-sharing model, which includes platform fees for Academy access from content providers; value-added consulting and support services (e.g., accreditation guidance, training); subscription fees from learners and students; service and event fees for professional development and talent matching offerings, including SkillSynch, with contingency or retainer-based pricing.

Task 2.5 EIT Label Implementation

As detailed in Annex C, the EIT Label Framework underpins the entire portfolio. After activation in 2023–2025 of the fellowship and non-degree segments, full implementation will continue through ongoing support for labelled degree programmes; expansion of labelled fellowships (e.g. a new CiP in Biotech); and full deployment of the accreditation service (non-degree label), including commercialisation for external education providers seeking accreditation.

The EIT Label is fully embedded in the quality assurance and sustainability strategy, with the target of 75% of funded education being labelled by 2028.

Work package number	3
Work package title	BUSINESS CREATION

Objectives

The overarching goal of this work package is to develop programmes that will bring an important contribution to the strategic objective of a more sustainable health economy in Europe. This will be achieved by fostering start-ups and accelerating either the successful implementation or the market introduction of highly innovative solutions. As per the WP1 Innovation, the core objective of this work package is to strengthen the competitiveness of European healthcare innovations, particularly by supporting start-ups and scale-ups in overcoming the so-called “valley of death”, the high-risk phase during which many promising solutions fail to reach the market due to limited access to partners, capital, and clinical evidence required for regulatory approval and commercial traction. EIT Health’s diverse programme offering will give innovators opportunities to learn new skills, connect with a vast network of experts, access new markets, finance, and become investment ready.

The objectives of Work Package 3 Business Creation are to:

- Skill future entrepreneurs to enable the creation of strong business model start-ups.
- Support entrepreneurs in developing their growth strategy through strong business models development across various markets needs and gaining knowledge on any other socio-economic challenges such as regulatory framework.
- De-risk innovation product development.
- Allow entrepreneurs to meet investors and get further access to finance.
- Develop ad hoc services and strengthen ROI by leveraging the value and knowledge generated by legacy programmes supporting the Business Creation work package since the KIC’s launch.

Description of work

Since the KIC’s inception, the Business Creation Work Package has been defined to support start-ups from incorporation to late-stage market expansion through a series of accelerator programmes. In the current Business Plan, EIT Health will be integrating existing successful programmes within the overarching Flagships at EIT Health and through the Talents and Innovators Journeys, to enhance innovation acceleration support on the one hand, as well as to support EIT Health sustainability growth through the exploitation of added value services. The programmes will be structured as open calls for implementing partners and for all start-ups to participate in said selected programmes.

Task 3.1: Management and coordination

This task ensures smooth management of the Business Creation portfolio activities and integration with innovation, education, and RIS work packages to deliver meaningful innovator and learner journeys. Delivery teams will meet regularly to ensure alignment and early corrective measures. Calls will be designed collaboratively through pre-call workshops, involving pillars and support functions, to ensure efficiency and compliance with EIT Health’s strategic objectives. The team is dedicated to owning the entire programme lifecycle, from designing and running calls to managing a portfolio of selected programmes on an annual basis. Each Programme Manager will act as the ambassador of a set of funded programmes throughout the Business Plan (BP) and will be responsible for creating an ecosystem-relevant programmatic offering with a call for proposals, that will be promoted by the ecosystem development team (WP8), driving the selection process, continuous engagement and monitoring of funded programmes, identifying learnings and success stories, performing regular iterations to improve the programme year over year, and ensuring its relevance for EIT Health’s community spanning the Knowledge Triangle. The team is also in charge of the management of non—EIT-Funded Activities that target start-up growth, such as TEF Health, UASEEDS, HICEE or EP PerMed that complement business plans activities and that contribute to the overall impact of the KIC. One of the Business Creation Manager will be referent for the EIT Regional Innovation Booster, thus support startups identified from the Booster pipeline. The manager will support from phase 1 of the RIB Booster all the way to phase 3 for those companies deemed investable.

Task 3.2: Bootcamps

EIT Health Bootcamps give start-ups the opportunity to explore their full market potential and connect with a network of fellow entrepreneurs and innovators across Europe. EIT Health will revisit the bootcamp programme and call for an innovative format to secure replicability and scalability (hybrid format involving delivery of online components on the EIT Health eLearning platform, combined with in-person events to secure experiential

learning, networking and pitching skills).

Core components key to the success of bootcamps will remain:

- Mentoring session to provide feedback on innovation from fields experts
- Pitch training session with experts
- Support to develop business models and exploration of market potential
- Visibility and access to finance avenue through dedicated event

EIT Health plan to call for and launch thematic bootcamps related to regulatory framework, women's entrepreneurship and investment attractiveness.

The financial sustainability of this instrument will be supported on the one hand by start-ups selected to take part in the programmes through fees for participation and on the other hand by shared IP rights on the bootcamp content (courses and methodology) that could be repurposed through dedicated support services.

Task 3.3: Transformation Health Instrument

As a single beneficiary call, this programme responds to Europe's urgent need to accelerate transformative innovation in the health and life sciences sector. Against a backdrop of rising global competition, fluctuating investment climates, and evolving health threats, this initiative aims to reinforce Europe's leadership in advanced medical technologies, Artificial Intelligence (AI), and data-driven solutions. By catalysing high-impact, multi-disciplinary projects, the programme seeks to strengthen the competitiveness and sustainability of European healthcare systems, support measurable improvements in patient outcomes, and ensure the region remains at the forefront of global innovation.

Aligned with EU strategic priority "EU Startup and Scaleup", the Transformative Health Instrument calls for ambitious projects that drive the digital transformation of healthcare and leverage the latest advances in AI and data science while at the same time serving as a sourcing platform for investments.

The programme prioritises:

- Breakthrough innovation and clinical impact: supporting solutions that address critical unmet needs across diagnostics, therapeutics, prevention, and health system efficiency.
- State-of-the-art AI and data integration: Enabling proposals that unlock the value of multimodal health data, including genomics, imaging, and real-world data, for robust, trustworthy, and personalised care.
- Pan-European scale and interoperability: Fostering solutions designed for rapid scaling and seamless integration with EU-wide health data infrastructures.

The financial sustainability of this instrument will be supported by Grant-to-Option-to-Equity agreements with start-ups and SMEs, allowing EIT Health to hold options in the commercial entity in the event of a financial exit or buy-out of the start-up, or to become a direct shareholder after completion of the project.

Task 3.4: Deep Tech Venture Builder (DTVb)

The EIT Health Deep Tech Venture Builder (DTVb) programme was conceived to address a clearly identified gap in supporting researchers with IP engaging in start-up creation and the often suboptimal move from research to market, as highlighted in the Draghi report and EU Startups and Scale-up Strategy. This was further evidenced through consultation with academic members.

As a phased and evolving initiative, the DTVb programme is designed to nurture breakthrough innovation in healthcare through targeted support to early-stage projects and start-ups. By building structured, milestone-driven pathways for venture development, the DTVb seeks to harness the transformative power of deep tech to address critical challenges in health and life sciences.

Responding to an increasing need for specialised support in complex innovation ecosystems, the DTVb programme activates Europe's innovation capacity through a two-phase model, combining tailored mentoring and training (WP2 – task 2.2), access to sector-specific expertise and financial backing accounted as an investment. In doing so, the programme targets:

- Early-stage teams and entrepreneurs developing deep tech solutions with applications in healthcare, diagnostics, or medical technologies.
- Entrepreneurs transitioning towards incorporation and seeking structured support, funding, and validation to scale their innovations.
- Cross-border consortia and innovation partners aiming to collaborate with emerging ventures and contribute to the European deep tech health ecosystem.

The business plan will see 30 teams engaging in the labelled training component of DTVb (EITHE05.1 – 30 start-ups created and EITHE07.1 – 60 graduates), whereby up to ten companies will be selected for further funding support to scale and attract investment. The financial sustainability of this instrument will be supported by Grant-to-Option-to-Equity agreements with start-ups and SMEs, allowing EIT Health to hold options in the

commercial entity in the event of a financial exit or buyout of the start-up, or to become a direct shareholder after completion of the project.

Task 3.5: Catapult

Introducing a unique competition, that has existed since the inception of the KIC, encompassing 3 months training programme that showcases health tech and life sciences start-ups to leading experts and investors across Europe. The programme recognises and rewards the very best business concepts, fast-tracking start-ups to become part of the EIT Health community of world-leading companies.

These one-of-a-kind, rigorous and rewarding competition spotlights start-ups that offer best value to users and customers. Throughout the process, it is expected that 30 start-ups receive intensive training (EITHE03.1) as they build their credibility and visibility through pan-European exposure. Finalists are invited to pitch to industry experts and investors at the EIT Health annual event, to attract further investment or funding.

The financial sustainability of this programme is based on sponsorship package and/or event participation fees for companies interested to connect with the start-ups going through the competition.

Work package number	4
Work package title	RIS

Objectives

EIT Health is dedicated to aligning with the strategic objectives and expectations set forth by EIT for the Regional Innovation Scheme (RIS) programme, with a focus on mitigating the innovation divide across Europe. EIT Health's primary goal is to enhance the capacity for healthcare innovation in regions categorised as moderate and modest innovators. Tailored support is provided based on the specific challenges and needs of each region, encompassing various stages of the innovation pipeline. This support focuses on developing the capabilities of local knowledge triangle actors, fostering inclusive ecosystems, and broadening EIT Health's geographical reach. Rooted in geographical inclusiveness and gender balance, in line with the EIT Health Gender Equality Plan, RIS acts as a growth pipeline for EIT Health, integrating high-potential talents, start-ups, and partners from underserved regions into the wider portfolio. Activities are designed to enable RIS actors to access knowledge, networks, funding opportunities, and entrepreneurial support on equal footing with more advanced regions.

Activities will deliver measurable results and contribute directly to EIT KPIs, including increased participation from all EIT RIS-eligible countries, start-ups advancing toward investment or market entry, innovation actors benefiting from targeted capacity building and new partners integrated into the KIC network.

The objectives of Work Package 4 RIS are to:

- *Narrow regional innovation gaps and strengthen ecosystems:* Support 120 knowledge triangle actors through capacity-building training and knowledge transfer to boost innovation capabilities. (EITHE08.2-Participants in non-labelled education and training with citizenship in EIT RIS countries).
- *Accelerate start-up growth and market integration:* Support 100 early-stage teams and start-ups in validating their solutions, navigating regulations and progressing towards market readiness (EITHE03.2-KIC Supported Start-ups/Scale-ups registered in EIT RIS countries), while enriching EIT Health's deal flow.
- *Enhance fundraising capacity and investor engagement:* Equip start-ups with skills in investment readiness and pitch delivery, enabling them to attract €30 million in investment and scale successfully. (EITHE06.2-Investment attracted by KIC-supported start-ups and scale-ups established in EIT RIS countries)
- *Build workforce competencies and future skills:* Build entrepreneurial and innovation skills to foster a resilient, innovation-driven healthcare culture through the EIT Health eLearning platform.
- *Broaden participation and onboard new partners:* Attract and integrate 18 new partners from underrepresented regions via a place-based approach anchored by EIT Health Country Representatives (former RIS Hubs). (EITHE22.1-Number of new and established KIC partners from RIS countries)
- *Ensure long-term impact and sustainability:* Pilot diverse funding and service models to drive financial sustainability and long-term value creation for EIT Health.

Description of work

To enhance EIT Health's inclusivity and strategic reach, the RIS activities have been designed as targeted support that strengthens regional innovation capacity across Europe. This helps close the EU's innovation gap and unlock untapped potential. These activities serve as an enabling phase, making EIT Health offerings more accessible to RIS innovators who are not yet able to fully participate.

Task 4.1: EIT Health DRIVE

Although interest in health innovation is steadily increasing across RIS regions, many local actors, including accelerators, universities and technology transfer offices (TTOs), face limitations in institutional capacity and specialised healthcare innovation expertise. These gaps hinder their ability to effectively support start-ups or engage in innovation.

EIT Health's Deepening Regional Innovation and Venture Ecosystems (DRIVE) addresses this challenge by strengthening the core capabilities of actors in the knowledge triangle. DRIVE is a roadmap to transforming health innovation ecosystems in Europe. It equips participants with the tools, strategy, and network to help the region become a magnet for health innovation. Participants are equipped with a tailored ecosystem strategy, improved stakeholder engagement methods, and the confidence to lead systemic change. Crucially, DRIVE empowers participants to become trusted local change agents who actively drive and sustain innovation within their regional ecosystems.

Building on the proven success of previous editions, DRIVE connects RIS and non-RIS regions, fostering peer-to-peer learning (link with WP2) and knowledge exchange. Through bootcamp training (link with WP3), study visits, and action plan development, participants enhance their service offering and regional positioning. Upon completing the training, participants will be invited to form consortia and apply for funding (50% co-funding) to implement tailored local capacity-building projects aligned with regional needs, local smart specialisation strategies and EIT Health's strategic goals. This enables selected consortia to become active entry points for healthcare start-ups, helping define their go-to-market strategies, navigate regulatory frameworks, and access regional networks of partners, customers and infrastructure. Beyond knowledge acquisition and upskilling, it is about capacity, strategy and lasting impact.

In addition, DRIVE provides a collaborative forum for organising thematic roundtables/special interest groups focused on priority challenges in healthcare innovation and matchmaking sessions between Knowledge Triangle Integration (KTI) actors in the selected regions. These enable participants to connect around shared challenges, exchange expertise, and form partnerships that support local innovation ecosystems and create sustainable partnerships.

To foster financial sustainability, selected modules could be offered as consulting or premium training packages for regional authorities and innovation agencies, while leveraging funding streams such as the European Structural and Investment Funds (ESIF).

Following the EIT Health DRIVE training in 2025, teams can continue their efforts by applying for up to 50% co-funding to implement tailored local capacity-building programmes in 2026.

Task 4.2: EIT Health HIVE

EIT Health Healthcare Provider Innovation and Validation Enablement (HIVE) is designed to address the capacity gaps in innovation management within healthcare providers in RIS regions. Many healthcare providers encounter difficulties in co-creating, validating, and adopting innovative health solutions due to their limited expertise and a lack of connectivity within the ecosystem. HIVE aims to enhance healthcare providers' capabilities in managing innovation by fostering collaboration with start-ups, SMEs and peer institutions. By transforming healthcare providers into partners ready for innovation and establishing direct pathways for technology validation, HIVE not only supports participating institutions, but also enhances the regional innovation ecosystem.

HIVE connects healthcare providers across different innovation maturity levels, promoting twinning partnerships and challenge mapping. Participants enhance their innovation capacities and address real-world healthcare needs through bootcamp training, peer learning, and the co-creation of tailored innovation readiness roadmaps. Upon completing the training, HIVE organises structured and facilitated matchmaking between participating healthcare providers, start-ups at Technology Readiness Level (TRL) 6–8, SMEs, and peer institutions, ensuring targeted connections that address identified challenges. Consortia emerging from these matchmakings can apply for up to 50% co-funding to pilot innovative solutions in real-world settings. These projects enable healthcare providers and their partners to validate new technologies and approaches, preparing them to scale initiatives through wider EIT Health Innovation programmes. In addition, up to two projects will be selected as pilot to be part of the Innovation validation track programme, receiving each 300,000EUR. Beyond individual projects, HIVE creates a lasting impact by embedding innovation management practices within hospitals.

To support financial sustainability, selected training modules will be offered as consulting or training packages directly to hospitals, healthcare providers' networks, and hospital consortia, enabling broader adoption of innovation management practices. Depending on the real-life validation results, commercial agreements may also be considered.

Task 4.3: Bootcamps

EIT Health will implement two different types of bootcamps specifically within the RIS work package.

The “Go to Market” Bootcamp: this bootcamp aims to bridge the gap between start-ups in the RIS region and those in Western Europe. The gap stems from differences in innovation maturity, entrepreneurial skills, and market validation and entry. The bootcamp therefore seeks to help these start-ups reach the European average and prepare them for EIT Health Business Creation programmes.

The bootcamp is specifically designed for Minimum Viable Product (MVP) and prototype-stage start-ups that are preparing for market entry. It leverages the expertise of the RIS business creation team, which has years of experience working with start-ups at this stage. Participants will receive comprehensive entrepreneurship education that covers essential topics such as early health technology assessment, clinical validation with hospitals, business modelling, business planning, marketing and sales strategies, representation and pitching skills, intellectual property management, the role of AI in entrepreneurship, and healthcare regulations. It includes intensive bootcamp training, financial support, peer learning opportunities, and networking events.

The “Attract to Invest” Bootcamp: it targets two critical gaps: limited fundraising capabilities and weak post-investment culture. Research shows that many start-ups fail after overcoming the "valley of death" due to a lack of funding opportunities and insufficient management skills to navigate the challenges that come with early investment rounds. This bootcamp focuses on early-stage start-ups, which already have a market presence and revenue and are looking for seed/Series A investment for growth. This aligns with EIT KPIs on investment readiness and post-investment growth. Key elements of the fundraising bootcamp include financial plan optimisation, term sheet negotiation, funding strategy, investor relations, and pitching. It also features a board meeting simulation: each start-up is matched with a senior investor who analyses their business and challenges them through biweekly mock board meetings, preparing them for real-world investor relations and governance.

To support financial sustainability, a grant-to-option agreement model will be introduced, and service fees for premium services (e.g. alumni matchmaking services, investor access, corporate sponsorships, licensing key training modules to other innovation actors, and partnerships with venture funds) will be established.

Task 4.4: EIT Health Network Builders

The EIT Health Network Builders (also referred to as the EIT Health RIS Hubs) are the cornerstone of EIT Health’s outreach and engagement strategy in RIS countries. These strategically chosen country representatives are located in some of the 25 underserved countries and serve as trusted local agents, linking regional stakeholders with the broader EIT Health ecosystem. This additional footprint will be established ensuring seamless alignment with the EIT Community Hubs to ensure synergies and complementarities, particularly where EIT Health leads on some of the cross KIC EIT Community Officer roles. The primary mission of the EIT Health Network Builders is to develop inclusive, place-based innovation ecosystems by adapting EIT Health’s strategic objectives into actions that are relevant to their regions. Through their initiatives, they ensure geographic diversity, enhance the visibility and accessibility of EIT Health opportunities, and mobilise local resources to co-finance EIT Health activities, contributing 40% co-funding to maximise the impact and sustainability of their efforts.

Country representatives deliver results and drive impact across five strategic areas: local capacity building, partnership development, deal flow generation, innovation support, and education. Their activities include organising local events such as EIT Health info days, thematic hackathons and community-building initiatives like Morning Health Talks (MHTs), recruiting new EIT Health partners, mentoring early-stage start-ups and local innovation projects, supporting applications to EIT Health calls, and increasing participation in educational offerings. The business plan foresees that six EIT Health network builders will interact closely with the EIT cross-KIC cluster one, Regional Innovation and Internationalisation (cross KIC Cluster 1 RI&I) and its 27 EIT community hubs.

Their efforts are guided by a structured KPI framework contributing to EIT Health’s KPIs and aligned with gender equality objectives to promote inclusiveness. To ensure balanced participation from RIS countries, they focus outreach on underrepresented regions by collaborating with local innovation hubs, universities, and healthcare organisations. Through strategic leveraging of local co-funding, including public and private resources, they enhance the financial sustainability of RIS activities.

RIS Hubs – local innovation contact points – act as central enablers of knowledge triangle integration by

- Engaging national stakeholders (universities, research institutes, startups, health providers);
- Supporting cross-border partnerships and participation in EIT Health programme; and
- Organising local events (e.g., *Innovation Days*) to promote collaboration and entrepreneurial mindsets.

EIT Health RIS significantly improves the integration of the knowledge triangle by strengthening local innovation capacity, cultivating change agents, supporting talent development, and fostering ecosystems for startups and healthcare providers in underrepresented regions of Europe. This initiative promotes inclusivity in healthcare innovation and contributes to a more cohesive and competitive European innovation landscape.

Task 4.5: EIT Regional Innovation Booster (EIT RIB) Fast Track Fund

This task is aligned with the EIT requirements towards EIT KICs to earmark at least 5M EUR in 2026-2028 for investment in the start-ups graduating from the EIT Regional Innovation Booster (cross KIC Cluster 1 RII). The initiative is launched to directly address the persistent innovation gap across Europe. By targeting start-ups and scale-ups in regions identified as emerging or moderate innovators—those performing below the EU average on the European Innovation Scoreboard—EIT RIB aims to foster balanced, pan-European innovation growth through this single beneficiary call. The programme builds on a place-based, inclusive approach managed within cross KIC Cluster 1 RII and leverages synergies across national, regional, and EU-level initiatives, providing a clear, streamlined entrepreneurial support pathway for promising ventures in less-developed regions. Companies operating in the health and care space have the possibility to apply for EIT Health funding for innovative projects under the Fast Track mechanism. In addition, the EIT RIB Fast Track mechanism is designed with a seamless plug-in link to Business Creation offerings in WP3 and Investment Management activities in WP7, ensuring that supported RIS start-ups can transition smoothly from early-stage acceleration to structured investment opportunities and portfolio management. Pertaining to RIB, EIT Health has ringfenced €5M to be dedicated to supporting ventures funnelled directly through the EIT RIB mechanism, including undertaking preliminary analyses and due diligence. Should the KIC not be on track to invest the ringfenced €5 million by the end 2027 – the remaining funds can be released and channeled to other - ideally RIS – sub-grants (FSTP).

Work package number	5
Work package title	COORDINATION

Objectives

The lead, KIC LE, is responsible for implementing all tasks in this work package. As a central function within the KIC LE, the teams in charge of the different tasks of the work package implement the overall KIC control strategy, including monitoring the Business Plan's (BP) performance and progress, financial and overall compliance, as well as go/no and go/fast-track decisions on projects to be included in the Business Plan. This work includes the collection, interpretation and communication of portfolio level data to relevant stakeholders.

The goal is to administer the EIT grant effectively and compliantly, to remove barriers to successful implementation of the KIC's Strategic Agenda, and to manage the overall business cycle for Business Plan 2026-2028, from planning and implementation through reporting and close-out.

The objectives of Work Package 5 Coordination are to:

- Manage the planning, implementation and delivery of all parts of the business cycle: namely the call for proposals, evaluation and selection, initiation, implementation, reporting, monitoring, payments, and grant reporting to ensure compliance, eligibility and support performance
- Raise efficiency and quality in the KIC's daily operations and
- Coordinate the preparation and implementation of activities between all stakeholders.

Description of work

Task 5.1: KIC governance and good practices implementation

5.1.1: KIC governance description

According to the Articles of Association (AoAs), the governing bodies of the KIC LE continue to be the 1) Partner Assembly in which all KIC members have one vote; 2) the Supervisory Board (SB) with at least half of these as independent members; and 3) the Management Board (MB). There will be only one single legal entity (EIT Health e.V) acting into the new BP, whilst still maintaining a regional presence through the new model for Co-Location Centre (CLC) offices. Simplification efforts will lead to decision making efficiencies and to a Governance cost reduction compared to past years.

5.1.2: Guidelines and trainings

The KIC LE will provide continuous support for operational activities to ensure that the organisation operates effectively, legally, and efficiently. This will involve the development of internal operations handbooks and training for staff and call participants (and/or projects beneficiaries for each group of tasks) that offers guidance and best practices around key business activities.

5.1.3: Measures to ensure gender equality

The KIC LE will incorporate measures to ensure gender equality, both internally and through funded projects, making it a shared responsibility across the organisation. The KIC gender equality plan presented for 24-26 will be updated and learnings will be incorporated in the 27-28 plan. Some of the measures in the plan are summarised in the lines below.

The KIC LE will continue to collect necessary data on the gender of employees, and project leaders as they relate to specific KPIs as part of the reporting processes. Additionally, the KIC LE will continue to seek a gender balanced representation in staff and management. The KIC LE will actively outreach underrepresented genders in the areas of entrepreneurship, innovation, and education, and leverage events and activities to showcase the importance of expertise from female investors.

In all calls for proposals, the KIC LE will act to ensure gender balance throughout the process. We will collect and analyse applicant data, including activity leader gender, female participation, and the gender of SME CEOs. Evaluation panels will continue to reflect gender balance, with active involvement of female investors where relevant.

Task 5.2: Operational support for Calls for proposals

The KIC LE is responsible for the end-to-end operational implementation of the calls for proposals, ensuring alignment with EIT guidelines and internal processes. This includes the preparation, launch, and follow-up of calls, as well as overseeing fair, transparent, and efficient evaluation and selection procedures. The KIC LE also ensures that gender mainstreaming and other horizontal principles are integrated throughout the process.

5.2.1: Call writing coordination

The KIC LE coordinates the drafting and consolidation of call documentation, ensuring clarity, coherence, and compliance with strategic and legal requirements. This involves engaging with relevant stakeholders to define priorities, scopes, and eligibility criteria. The KIC LE ensures that templates and guidance documents are up-to-date and accessible to applicants. Special attention is paid to aligning calls with the Strategic Agenda and ensuring gender-sensitive language and inclusive criteria.

5.2.2: Management of external evaluators/experts

The KIC LE manages the recruitment, contracting, and coordination of external experts involved in the evaluation process. This includes maintaining a balanced and diverse pool of evaluators, selecting the right profiles for each evaluation/expert needs, monitoring conflicts of interest, and ensuring appropriate training and guidance. Gender balance across panels is actively pursued, including the involvement of female investors and experts where relevant. The KIC LE also oversees logistical arrangements to ensure smooth execution.

5.2.3: Evaluation and selection of activities

The KIC LE organises and manages the evaluation process, ensuring transparency, objectivity, and compliance with established procedures. Evaluations are conducted by qualified external experts, with clearly and pre-defined evaluation criteria and ensuring documentation standards. The KIC LE guarantees fair selection based on merits, while also integrating gender equality considerations and the efforts to assess the KIC LE potential financial return to be brought by the selected projects. Feedback is provided to applicants, participation surveys are shared and results analysed for both applicants and experts involved, and lessons learned are captured for continuous improvement of future calls.

5.2.4: Ethics Board implementation

An independent Ethics Board is established, and this Ethics Board includes members with expertise in clinical research involving human participants, human cells and tissues and handling of personal data, as well as preclinical

research involving animal studies. Additionally, members of the Ethics Board must have specific expertise in data protection issues and AI ethics.

Ethics board is fully involved to clear an ethical issue related to selected proposals. Periodic reports from the Ethics Board will be provided as annual deliverables discussing how ethical issues are handled by the Ethics Board during the reporting period, whether any new issues emerged, and guidance on how they would be addressed.

Task 5.3: Grant Management

5.3.1: Contracting

Awarded projects and beneficiaries are onboarded, including checking the validation and the registration of individual and organisation users in the Grant Management System by the PMO team. The team then creates contracts and routes them electronically for signature. In this BP, EIT Health will further build efficiencies in contracting by combining and refining contract templates to shorten contracting time.

5.3.2: Grant Assurance & Cost Compliance

This work package ensures financial compliance at project/beneficiary level throughout all stages of the project via training and support.

The work package is responsible for preparing and executing project/beneficiary payment schemes for cost reimbursement and lump sum reimbursements. The frequency of payments often includes pre-financing, and at least one subsequent final payment per year of the project but may contain more payments in the more complex schemes, depending on the reimbursement type and payment frequency and criteria. Payments are made to each beneficiary per project. This work package coordinates closely with task 5.3.3 “reporting and monitoring”, to ensure all validation and contracting requirements have been met prior to making payments. Final payments are assessed after cost reporting for cost reimbursement schemes and through work package delivery for lump sum schemes. The latter requires strong coordination and communication of the completion of work packages in funded projects. This BP will further build out the system to gather the data needed to accurately and efficiently process payments.

This work package is responsible for conducting regular coordination of cost reporting exercises for projects/beneficiaries. Planning, implementation, and coordination are part of a three-level cost control mechanism depending on project payment scheme. For example, level two includes a risk-based cost compliance audit performed internally, while level three implies the coordination of external cost audits (CFS).

As part of this work package, training and materials on cost compliance and eligibility are provided both internally and externally to ensure adherence to Horizon Europe rules. In this BP, the KIC LE will work to improve budget cost category compliance during the call selection process to reduce revisions after the selection process. This will occur through coordination with the task 5.2.

5.3.3: Reporting and Monitoring

The Project Management Office (PMO) is responsible for setting the policies and timelines for project reporting and monitoring under this work package.

The tasks under reporting and monitoring include regular bi-annual reporting for projects and monitoring, based on established and documented criteria. Additionally, each project and programme is actively monitored through mid-year and year-end reporting. Each report is monitored and, once per year, EIT Health holds a monitoring meeting with project consortia.

Projects implemented by third parties report directly into the Grant Management System. The assigned project manager checks the quality of each report as well as reviewing them against the established pillar criteria. Monitoring findings are recorded in the Grant Management System. Projects that are considered underperforming, or unable to meet their objectives, may be referred to leadership for a decision on re-orientation or termination. Internally led projects also provide reports which are then reviewed during an internal business review process. In both situations, the projects or programmes may be re-oriented or terminated, as indicated.

In BP 26-28, as we move to a lump sum model, we will build out the use of external evaluators to validate the work packages, as needed. This will help to ensure the quality of the work package completion.

As part of actively managing projects, the PMO is also responsible for ensuring the Grant Management System reflects the most accurate and updated project information. As such, the PMO manages the Project Change Request (PCR) process, which used to be referred to as a project amendment. The PCR process has been refined to more clearly categorise the types of requested changes, approval process, and operational next steps. In BP 26-28, the PMO plans to build upon the improved PCR process to further provide efficiencies and make the request and approval process timelier.

Projects that are responsible for specific KPIs are subject to post-funding monitoring for up to three years after funding has ended. In BP 26-28, EIT Health will further build out the post-funding monitoring process and data collection to incorporate it into the Grant Management System to increase the efficiency of reporting.

Based on the findings of the monitoring, the PMO makes amendments to the Business Plan during the amendment period. When the amendment has a financial impact, this work is done in coordination with the Finance Team. The PMO coordinates the reporting to EIT. This includes the continuous reporting of deliverables, which are due throughout the BP; ad hoc reporting requests; and annual reporting to EIT on the progress of the grant in partnership with the Finance team. The annual reporting is based on the progress of the project and programme reporting, as well as any relevant project changes.

Task 5.4: Operational Processes, Data, and Platforms

This set of tasks underpins the full business cycle – from calls for proposals and evaluations, through monitoring, reporting, and post-grant activities – by ensuring that operational processes, data, and platforms are efficient, reliable, and compliant. Activities contribute to raising the efficiency and quality of daily operations, supporting good governance principles, and enabling effective coordination between stakeholders.

5.4.1: Operational Development

Mapping, evaluation, and continuous improvement of operational processes to ensure they are efficient, reliable, and aligned with governance and compliance requirements. This includes adapting processes to new business plan requirements and funding models, streamlining workflows through automation, and ensuring transversal coordination across teams and stakeholders.

5.4.2: Data Management

Maintaining and developing the organisation's data infrastructure – including the Operational Data Store, data warehouse, and reporting pipelines – to ensure timely, accurate, and compliant reporting throughout the business cycle. Sub-tasks include strengthening data quality and governance, embedding data stewardship within teams, and safeguarding compliance with GDPR and other regulations in collaboration with the Data Protection Officer.

5.4.3: Platform Management

Coordination and continuous development of SmartSimple as the organisation's core application and evaluation management tool, supporting calls for proposals, programme implementation, and monitoring. Activities also include ensuring integration with other key systems (NetSuite, CRM, eLearning platform and data warehouse) so that the platform landscape is consolidated, efficient, and user-friendly. Training and support ensure accessibility and effective use by both internal staff and external stakeholders, aligned with efficiency and governance objectives.

Work package number	6
Work package title	COMMUNICATION, STAKEHOLDER ENGAGEMENT, DISSEMINATION AND EXPLOITATION OF RESULTS

Objectives

The overarching objective of this work package is to promote the visibility and awareness, and impact, of EIT Health and the wider EIT community across Europe. This will be achieved by delivering a coherent, strategically aligned communications and stakeholder engagement programme that supports participation in EIT activities, increases awareness of results, and amplifies the societal and economic value of EU investment in health innovation.

This work package will leverage the Innovators Community platform and our members' network to strengthen collaboration, amplify success stories, and provide direct opportunities for co-creation and dissemination across the partnership. This ensures that members remain at the heart of our communication and engagement efforts, and that the Innovators Community acts as a key channel for knowledge sharing, visibility, and fostering innovation impact.

The objectives of Work Package 6 Communication, Stakeholder engagement, Dissemination and Exploitation of results are to:

- Maintain brand visibility and recognition of EIT Health among health innovation stakeholders, aligned with EU health priorities and EIT's Strategic Innovation Agenda.
- Raise awareness and understanding of EIT Health's impact among target audiences, highlighting innovation, entrepreneurship, and EU investment.
- Support the dissemination and exploitation of impactful results towards a sustainable Europe through multi-channel strategies and mandatory EU platforms.
- Facilitate strong stakeholder engagement across the knowledge triangle and policy environment to ensure co-creation and alignment with local and EU agendas.

- Encourage uptake and reuse of knowledge, outputs, and innovations by key external audiences including policymakers, investors, academia, and healthcare systems.

These objectives are directly linked to the expected impact of increasing participation in EIT and KIC activities, improving visibility of EU funding, and scaling innovation outcomes across Europe. This work package is designed to maximise the visibility and impact of EIT and EIT Health by delivering targeted, compliant, and stakeholder-centric communications, engagement, and dissemination activities. It will ensure that the results of EU-funded innovation are shared widely and meaningfully, increasing participation, promoting adoption, and enhancing the reputation of EIT Health and the wider EIT Community across Europe.

Description of work

The work package is organised into four main tasks with corresponding subtasks. Each task has clearly defined outcomes and responsibilities, including the use of mandatory dissemination platforms and compliance with EIT and EC guidelines.

The EIT Health Communications and Events Team leads the WP, oversees strategy and delivery, ensures compliance and consistency, manages key channels, and coordinates stakeholder engagement. The EIT Health Marketing Team leads on programme marketing execution, including the design and delivery of audience specific outreach campaigns, aligned with strategic messaging and dissemination goals. Co-location Centres (CLC) Offices and stakeholder management staff (WP8) provide localised communication and engagement execution, input to stakeholder mapping, and regional event delivery. The Programme Delivery team (WP1, WP2, WP3, WP4) identify results for dissemination, support storytelling and demonstration of our impact. The Project Management Office (PMO) provide data and analysis to inform strategic messaging, impact reporting and dissemination. All sub-granted Activities are supported with some event organisation, media monitoring, campaign design, or technical dissemination services. Some of these services may be subcontracted to specialist agencies under a procured Framework Agreement.

Task 6.1 Management and coordination

6.1.1 Performance Tracking and KPIs

- Monitor dissemination reach, engagement, media coverage, and result uptake
- Year-on-year growth in online engagement metrics; sustain and grow our social media follower base year on year, secure industry average (platform dependant) engagement rates across all social content, secure year on year unique views per year to EIT Health platforms and year on year growth in media mentions of EIT Health
- Upload 15 success stories to the Horizon Europe Platform every year.

6.1.2 Lessons Learned and Good Practices

- Capture and disseminate good practices and success stories across the network, with attention to relevance for EU strategic themes, such as AI in Health and reskilling
- Conduct annual reflections and feedback loops to inform programme development.

Expected Outcomes:

1. Evidence-based improvements to strategy and execution.
2. Replication and scaling of good practices.
3. Creation of an Annual Report demonstrating visibility, impact, and performance.

Task 6.2: Communications and Branding

6.2.1 Strategic Messaging and Campaigns

- Refresh and maintain core communications tools (message house, corporate narrative, brand toolkit).
- Develop and execute pan-European multi-channel marketing and communications campaigns aligned with strategic and flagship priorities, with dedicated activities to support programme recruitment (WP1, WP2, WP3, WP4) and stakeholder engagement (WP8)

6.2.2 Brand Visibility and EU Recognition

- Ensure consistent EIT and EU branding across all activities and materials
- Monitor and report compliance through regular audits and staff training
- Ensure visibility of EU co-funding logo in all outputs, following the EIT visual identity guidelines.
- Integration of WorkInHealth branding assets to support WP2 task 2.3

Expected Outcomes:

1. Increased awareness and visibility of EIT Health's activities, using relevant KPIs to track this, including an understanding of the value add and impact creation.
2. Consistent and compliant brand application.

Task 6.3: Stakeholder Engagement and Events**6.3.1 Strategic Stakeholder Relationships**

- Engage with EU and national policymakers through meetings
- Promote policy alignment with Think Tank initiatives such as the European Health Data Space and the EU Cancer Plan and support dialogue on upcoming priorities.

6.3.2 Member and Ecosystem Engagement

- Deliver an annual dissemination event to meet the objectives of the Business Plan to showcase key results and successes implementation of the knowledge triangle (WP1, WP2, WP3, WP4) and support collaboration. The event is the opportunity to host key milestones in funded programmes, such as final pitching for i-Days, Catapult, Bootcamps
- Facilitate member co-creation sessions and consultation opportunities on key areas of interest.

6.3.3 Internal Communications

- Amplify member and portfolio success through internal campaigns
- Foster collaboration, peer learning, and alignment through internal platforms and newsletters

Expected Outcomes:

1. Strengthened stakeholder relationships and recognition of EIT Health's value in the health innovation ecosystem.
2. Member satisfaction reflected in engagement metrics.

Where relevant, co-created programme designs and policies.

Task 6.4: Dissemination of Results

Beyond the EIT Health annual event, the following dissemination actions are undertaken:

6.4.1 Strategic Dissemination Planning

- Develop and maintain annual dissemination plans tailored to key stakeholder groups
- Embed dissemination planning in programme design and evaluation processes

6.4.2 Multi-channel Dissemination

- Disseminate results through EIT Health platforms, newsletters, social media channels, media engagement, and partner channels
- Produce and share policy papers, case studies, and success stories, with emphasis on showcasing alignment with Commission priorities
- Integrate fully with the EIT Health RIS Hubs and disseminate through the local network of EIT Community Officers (ECOs) and EIT Community Hubs, for optimal local reach of EIT Health opportunities.

6.4.3 Horizon Results Platform and EIT Knowledge Centre

- Upload a minimum of 15 results annually to the Horizon Results Platform
- Use the EIT Knowledge Centre to share relevant documents with EIT
- Explore opportunities to use EC dissemination services such as the Horizon Booster.

6.4.4 Exploitation of results

In 2026, the “Success Stories Challenge” will be launched, as a call for previously funded innovations that are currently successfully on the market and seeking to gain visibility through EIT Health's network. This initiative will allow us to reconnect with previously funded projects, collect long-term KPIs (where not previously reported), exploit results from funded innovations that contribute to EIT Health's Strategic Agenda, and nurture a pipeline of success stories that can be disseminated to showcase the long-term impact of European-funded innovations in healthcare. This task also interacts closely with task 6.3.1 and WP7 in scouting for alternative sources of funding to build upon results generated from the business plan. Exploitation will also lead to shaping service offerings based on results as described in WP7. WP6 will play a key role in disseminating and promoting such activities.

Expected Outcomes:

1. Increased stakeholder access to results.

Evidence of uptake and reuse of knowledge and innovations.

Work package number	7
Work package title	FINANCIAL SUSTAINABILITY

Objectives

To enhance our approach to financial sustainability, we will implement and consolidate a refined, streamlined, centralised structural framework that reinforces coordination and clarity throughout the organisation. These measures integrate standardised governance, data-driven oversight, and proactive contract management to build a solid foundation for the KIC's financial resilience and future growth.

This work package aims to secure public funding, such as non-EIT grants (NEFAs), and develop private income streams, including revenues and equity returns, while strategically building, expanding, and managing assets that generate ongoing, sustainable revenue. This approach reduces long-term reliance on EIT funds by ensuring a resilient financial foundation that supports continued impact and growth.

The tasks seek to embed and enforce financial sustainability into all activities. They will do this by operating a coherent and consistent structural framework and providing clear guidance and practical tools to activity owners, thereby supporting effective and aligned implementation across all initiatives. This structural framework will facilitate the return on investment as a direct exploitation of activities funded in this Business Plan.

The objectives of Work package 7 Financial Sustainability are to:

- Define return on investment (ROI) generated from start-ups and subgrantee-driven projects (WP1 Innovation, WP3 Business Creation and WP4 RIS). Implementing investment agreements for start-ups (majority) and establishing revenue-sharing agreements for subgrantee-driven innovation initiatives (minority). Given the nature of the agreement, ROI is expected with at least a two-year shift from deployment. Target €2.33M
- Establish revenues generated from Education activities (WP2 Education and WP4 RIS) as a combination of accreditation services, platform fees on the EIT Health eLearning platform, subscription fees from learners, service and event fees. A slight delay in ROI is expected from Education activities (nine to ten months development prior to launch to market). EIT Labelled activities, specifically fellowship and non-degree will represent the majority of income generated (at least 75% of EIT funded education activities will be achieved). Target: €0.494M
- Define ROI from revenue sharing, success fees and service agreement generated as a direct result of the WP3 Business Creation activities. Target: €0.6M
- Realise and collect:
 - ROI from commercial agreements of formerly funded (legacy) activities (BP2021-22, BP2023-25) Target: €1,84M
 - ROI from investment agreements related to legacy activities (BP2021-22, BP2023-25) Target: €1.028M.
 - NEFA funding from ongoing activities. Target €7.8M
 - Membership fees. Target €7.1M
- Engage in new NEFA to run impact activities. Target €3.6M

Description of work

Task 7.1: Management and coordination

Coordination will consist in facilitating direct process development between the New Opportunities, Business Development, and Asset Management Teams and the rest of the organisation. Embed financial sustainability checks and requirements into each project, activity, and offering from ideation through to execution. As part of this work, the team will:

- Define and communicate clear financial sustainability principles that guide all initiatives and programmes, ensuring consistent alignment with long-term value creation, impact, and return across the organisation
- Review, update, deploy and refine towards unified business models for each offering on a yearly basis to reflect value creation, address market demand, optimise forecasting and lessons learned
- Maintain standardised contract templates, and centralised contract management controls to effectively track obligations, monitor deadlines, and minimise risks.

Moreover, to ensure the effective implementation of EIT Health's financial sustainability strategy, this task focuses also on coordinating and managing a framework governance model that delivers oversight and proactive financial sustainability measures across the organisation. Integral to this is the operation of the Investment Committee, which plays a critical role in evaluating, advising, and supporting the organisation's investment decisions. The committee's decision-making approach ensures that all major investments are aligned with strategic objectives, assessed for financial viability, and monitored for risk, thereby reinforcing the foundation for long-term sustainability and value creation. This activity will directly support the due diligence of startups selected in activities from WP1 Innovation, WP3 Business Creation and WP4 RIS.

Task 7.2: New Opportunities including New Opportunities Committee

The New Opportunities Task addresses the need for new funding sources, maximising the use of partnerships to

generate assets and ensuring a unified approach to evaluating and pursuing new opportunities. To do so, the New Opportunities Committee (NOC) is set-up with the objective to assess opportunities in line with EIT Health's strategic priorities, evaluate benefits and risks, act as a stage-gate for go/no-go decisions, promote internal coordination, support proposal drafting and provide guidance to development and implementation teams under the remit of the pillar leads of WP1, WP2, WP3, WP4 and WP6.

The following actions will take place:

- Scouting, pre-identifying and pre-filtering opportunities in line with EIT Health's strategic priorities, in the form of public EU and non-EU grants, commercial services, collaboration frameworks, assessing the soundness of the concept, feasibility of implementation, financial and reputational risks, and potential financial sustainability
- Organising the activities of the New Opportunities Committee (NOC) to act as a stage-gate for EIT Health's engagement in any new opportunities through a stepwise sequential process and assigning a go/no-go decision
- Identifying connectivity and agreement between functions and departments in the development of new opportunities (Non EIT Funded Activities, EIT Funded Activities or commercial activities)
- Through the NOC, providing constructive feedback, guidance, and steer on new opportunity proposals to the respective development teams and handing it over to the BD team to ensure FS implementation
- Providing targeted support to colleagues in other pillars, sharing guidance and best practices to help implement new opportunities and achieve financial sustainability goals across the organisation.

Task 7.3: Business Development (BD)

This task ensures consistent, organisation-wide implementation of financial sustainability by aligning financial sustainability models with the value delivered to stakeholders. Realistic revenue projections are developed collaboratively across business units of WP1-4, factoring in risk and time value. Working closely with the Asset Management team, the BD team will analyse commercial agreement performance, codify key learnings, and refine sustainability frameworks—building adaptable models that enhance long-term organisational value.

The following actions will take place:

- Design studio model to support business units in developing and concluding their commercial opportunities by providing expert advice, consultation or hands-on support as needed
- Drive the integration and execution of financial sustainability strategies through a unified support framework that operationalises central control of model implementation. This activity will directly support the financial sustainability implementation of WP1-4.
- Facilitate the establishment of cohesive commercial agreements in close alignment with business units of WP1-4, that align organisational services with corresponding revenue potential and ensures internal operational alignment of contractual liabilities.
- Supervise the execution of contracts, acting as the principal coordinator for all legal service requests related to funded activities as a concrete measure to manage cost and resources efficiently.

Task 7.4: Asset Management (AM)

The activities in this task ensure that all contracts are administered and monitored with the highest degree of efficiency and oversight. This includes the proactive enforcement of potential claims in accordance with contractual provisions and the systematic recording of all relevant documentation in a manner that guarantees traceability and compliance for each agreement. This comprehensive approach safeguards both the organisation's legal interests and its long-term financial health.

The following actions will take place:

- Managing the equity portfolio by tracking and implementing contractual obligations of shareholding positions, evaluating financial outcomes, and optimising asset performance by compliant integration into other offerings of WP1-4, as possible
- Ensuring effective revenue recovery by implementing processes that track and secure income streams from assets and equity holdings
- Centralised management of contracts to enhance knowledge management through the consolidated analysis and analytics of both successful and unsuccessful sustainability strategies, enabling the continuous integration of best practices in close collaboration with the Business Development activity. Key learnings will inform business model frameworks in incorporated in model templates.

Task 7.5: Business review

This task establishes a structured internal review mechanism to assess the implementation and strategic coherence of offerings developed under Work Packages 1–4. The objective is to ensure that all activities remain aligned with programme goals, are financially and operationally feasible and compliant, and deliver measurable impact. The

process is conducted in close coordination with WP5.

The following actions will take place:

- In collaboration with WP5, initiate a mid-cycle internal submission request to activity owners. This includes collecting postmortem analytics covering scope, methodology, cost breakdown, financial sustainability strategy, and performance targets
- Evaluate submitted data to ensure compliance, verify spending, assess impact delivery, and monitor progress against financial sustainability projections. Draft an assessment report with recommendations for refinement if needed to support Senior Leadership decision-making
- Provide operational support for implementing amendments requested by the Senior Leadership, ensuring alignment with programme goals and compliance requirements.

Task 7.6 Financial Management

Deployment of a revised procurement policy with a centralised procure-to-pay (P2P) process to strengthen contract management, cost efficiency, and compliance. The following actions will take place:

- Deployment of revised and endorsed procurement policy at KIC LE with enhanced Procure-to-Pay (P2P) process with centralised functions for stricter contract management and to ensure cost effectiveness and compliance.
- Continuous risk mitigation, procurement strategy fit monitoring and improvement through internal control systems including quarterly assessment of P2P process with issuance of report identifying irregularities and corresponding remedies and proposing optimisation measures for P2P.
- Quarterly internal budget review and comprehensive financial reporting to monitor cost performance, adjust forecasts, take early mitigation measures against potential financial risks identified through process.
- Synergy with WP5 Grant Assurance task with internal cost compliance audit and provision of staff training on financial compliance and best budgeting practices.

Work package number	8
Work package title	ECOSYSTEM DEVELOPMENT

Objectives

The overarching aim of the work package is to deliver and maintain a thriving ecosystem of engaged and effective subgrantees to support the delivery of the wider Business Plan, create opportunities for financial sustainability, and ensure the continued relevance of EIT Health as a pan-European driver of healthcare innovation. The work package lies at the heart of the future relevance, effectiveness and financial sustainability of the KIC.

The objectives of Work Package 8 Ecosystem Management are to:

- Maintain broad pan-European participation across the Business Plan
- Improve the quality of applications for programmes
- Grow the member base and improve member retention
- Engage and strengthen the Strategic Orientation Committees as a key source of ecosystem intelligence
- Identify and progress opportunities for financial sustainability via the ecosystem.

Description of work

Task 8.1: Management and Coordination

This task coordinates pan-European activities within the work package to maintain and grow participation within the EIT Health ecosystem. It will ensure balanced participation and a sustained value proposition across sectors and member states. Working with dedicated staff regionally located (KAM – Key Account Manager, REM – Regional Ecosystem Manager), this task ensures regular review of priorities, alignment of agendas and balance of workload across very different regions and member groupings. It will also ensure the effective engagement with and learning from the EIT cross-KIC Cluster 1 RII activity, particularly in the delivery of tasks 8.2 and 8.3 in the context of CEE and outermost regions and 8.5.

Task 8.2: Membership Management

Sustained and growing membership is essential to both the continued relevance and effectiveness of the KIC and to its future financial sustainability. The purpose of this work package is to ensure that members see not only a value in engaging with the KIC but also additional value to be gained from investing both financially and through ongoing engagement as a member, over and above that which is available to project partners responding to open calls.

This task will be delivered by Key Account Managers (KAMs) funded from membership fees, each responsible for managing the relationship between the KIC and a portfolio of its members. To this end, KAMs will regularly engage with members to explore current and future value, identify challenges and opportunities, and where appropriate, take the lead (engaging with WP 7) to develop mutually beneficial proposals. Key tasks will be:

- Manage and grow a portfolio of members – safeguarding Membership fee contribution to financial sustainability by managing member expectations and ensuring that they perceive EIT Health as value for money
- Manage member led opportunities - creating member value and impact and contributing to financial sustainability by delivering mutually beneficial proposals
- Coordinate and provide secretariat support to Strategic Orientation Committees (SOCs) – ensuring that member voice is represented to the Management Board and Supervisory Board.
- Supporting Member Visibility, working with WP6 to ensure visibility of member contributions to EIT Health impacts.

Task 8.3: Animation of the EIT Health ecosystem

The value of our ecosystem is not limited to our members and it is important to continue to improve the visibility of EIT Health amongst our wider ecosystems and develop further relationships with project participants, to better identify impact and follow-on opportunities, accelerators, incubators and other innovation support mechanisms, who may act as channels, as well as other ecosystem players who, whilst essential for effective innovation, are unlikely to join as members of the association. This engagement also allows us to better signpost our funding offers to higher quality applicants, likely to deliver strong impact from successful project applications. This work will be done by Regional Ecosystem Managers. Key tasks will be:

- Mapping and growing ecosystem relationships within their allocated region(s) to ensure continued awareness and participation
- Scouting for suitable programme participants to ensure high quality applications and impact from across the pan-European footprint
- Manage opportunities for engagement in projects and activities from the ecosystem working closely with WP 7, to deliver mutually beneficial proposals to create impact and to contribute to financial sustainability
- Coordinate the Partner Forum to encourage participation and information sharing throughout the ecosystem and facilitate member and partner access to relevant opportunities beyond the immediate EIT Health programme. Forum to be hosted on platform provided and managed under WP6
- Coordinate the EIT Health Innovators Community to engage more than 5,000 previous beneficiaries, programme participants and education graduates as an active resource within the ecosystem. The EIT Health Innovators Community to be hosted on platform provided and managed under WP6.
- Support Ecosystem Relevance and Visibility working with WP6 to ensure visibility of ecosystem needs and contributions to EIT Health impacts

Task 8.4: Co-Location Centres (CLCs) hosting

Reduced reliance on EIT funding for operational expenditure makes the current model of CLC provision impossible to sustain. However, access to the local footprint, particularly in health, is a fundamental element of the EIT value proposition. To that end, a completely new approach is required. We will issue a call for accessible CLC sites, having a suitable physical location, strong connection to existing members, a compelling backstory in relevant innovation, and a willingness to support CLC activity. This willingness will be shown by hosting the

regional Strategic Orientation committee, providing hot desking and occasional conference capability through an enabling contract mechanism, and supporting our Key Account Managers (KAMs) and Regional Ecosystem Managers (REMs) to identify local and regional case studies to support WP6, issues to support WP8.2 and opportunities to support WP7. This capability will work closely with both **KAM** and **REM** roles and with locally employed EIT Health staff to recreate much of the energy and relationship advantages of the CLCs, without the complexity, expense and fragmentation previously experienced.

Task 8.5: Outreach and Internationalisation

The EIT Health ecosystem is the primary source of financial sustainability for the KIC, whether through Membership Fees, opportunities for NEFA and other EU grant funded activity, identification and engagement of high-quality start-ups worthy of investment, member state funded opportunities or commercial activities. The ecosystem development team KAMs and REMs, will be responsible for initial exploration and shaping of opportunities, referral for guidance, prioritisation and selection to the New Opportunities environment WP7 and where appropriate, development of those opportunities to proposal stage, supported by Business Development assets from WP7, to meet the needs and aspirations of the KIC.

There is a growing interest from outside Europe for support to access European health ecosystems with innovations developed elsewhere. Whilst this does not contribute to the development of economic activity in Europe conventionally, it does so through inward investment, bringing branches of overseas organisations, jobs and associated supply chain activity to Europe. At the same time, it contributes to the ability of European healthcare to more quickly access advances in technology, with benefits in sustainability and effectiveness of our healthcare systems. It also provides a key opportunity to provide services for fee, since these organisations require greater support and have fewer expectations that these services be subsidised. Self-funded assets within this WP (KAMs) will build on previous successes in Canada and Japan, supported by experience from cross-KIC Cluster 1 Global Outreach activity, to seek partners and commercial opportunities beyond Europe.

Table 3.1c: List of deliverables

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D1.1/2/3	Innovation programmes implementation principles and good practices	Annual report on good practices linked to the definition, selection and implementation of programmes, include post evaluation surveys from applicants and overall data analysis.	WP1	KIC LE	R	SEN	13, 25, 36
D2.1/2/3	Education programmes implementation principles and good practices	Annual report on good practices linked to the definition, selection and implementation of programmes, include post evaluation surveys from applicants and overall data analysis.	WP2	KIC LE	R	SEN	13, 25,36
D2.4/5/6	KIC Label Programme Implementation	Report that describes the implementation of the WP Education to particular EIT Label elements (at Masters, Doctoral level, Fellowship, professional education)	WP2	KIC LE	R	SEN	15, 27, 36
D3.1/2/3	Business Creation programmes implementation principles and good practices	Annual report on good practices linked to the definition, selection and implementation of programmes, include post evaluation surveys from applicants and overall data analysis.	WP3	KIC LE	R	SEN	13, 25, 36
D4.1/2/3/4/5/6	EIT RIS Activity Update	Information on the main activities implemented under the EIT RIS Work Package, with a focus on data and information to be used in external communication purposes.	WP4	KIC LE	R	SEN	6, 12, 18, 24, 30, 36
D4.7/8/9/10	EIT RIS Hubs Activity Update	Information on the work of the individual RIS Hubs, including performance against their targets.	WP4	KIC LE	R	SEN	3, 15, 27, 36
D4.11	EIT RIB Mechanism integration process	Description of the internal process towards plugging-in / fast tracking ventures funnelled through the EIT RIB mechanism via the EIT RIB Committee, into BC portfolio and investment activities	WP4	KIC LE	R	SEN	3
D5.1	Data Management Plan	Short description of FAIR data, security, ethics, etc.	WP5	KIC LE	DMP	PU	6
D5.2/3/4	Anti-Fraud Strategy Implementation	Report on the annual implementation of the KIC anti-fraud strategy	WP5	KIC-LE	R	SEN	1, 13, 25
D5.5/6/7	Annual Gender Mainstreaming Report	Annual report on gender mainstreaming - following the EIT template with instructions provided- including an overview of the KIC strategies, initiatives and results on gender equality, with a special focus on: increasing participation of	WP5	KIC LE	R	SEN	3, 15, 27

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
		women in innovation, business creation & acceleration, and men dominated education sectors, STEM; inclusive programme design; integration of gender dimension into innovation and education content; gender equality capacity building, and gender balance within the KIC and in all sub-granted activities, including at supervisory and managerial level.					
D5.8	Implementation Handbook	Grant management guidelines provided to beneficiaries	WP5	KIC LE	R	SEN	7
D5.9/10/11	Ethics Board Annual report	This programme involves multiple projects including clinical trials, education initiatives and innovation projects. As a consequence there needs to be ethical oversight within the programme, and this is provided by the ELSI (Ethical, Legal and Social Issues) board . A condition of the project being cleared is therefore that annual, ongoing, reports (in the form of the annual ethics deliverable) are submitted that include the following: 1) The names of the ELSI Board members and their specific expertise (to include members with specific expertise in data protection and AI ethics, in addition to expertise in clinical research involving human participants, human cells and tissues, and preclinical animal studies). 2) A list of all funded projects including a summary of ethics measures in place for each project (as appropriate), also including confirmation that a record is held of all mandatory ethics approvals/authorizations for projects involving: a) human participants (incl. all clinical trials/studies), b) human tissues/cells, c) collection /processing of personal data, d) animals, e) safety, and f) material/data transfers into/from the EU to non-EU. 3) A summary of guidance provided by the ELSI Board on any new ethics issues raised during the reporting period. 4) A description of measures in place to ensure responsible use of AI, including compliance with the EU AI Act &	WP5	KIC LE	R	SEN	13, 25, 36

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
		Medical Device Regulation (EU) 2017/745 for all funded projects. 5) Confirmation that all activities are compliant with ethical principles and EU, international & national law [i.e. 'statement of ethics, legal and regulatory compliance signed by both the Chair of ELSI board and Representative of EIT Health Strategic Management Team']. 6) A list of any allegations of questionable research practices or misconduct reported to date.					
D6.1/2/3	Annual Communication Action Plan and Calendar	Annual Action Plan that covers the planned and foreseen tasks related to external communications and branding, stakeholders' engagement, dissemination and exploitation activities as well as the channels and tools to be mobilised, including expected results and KPIs of the EIT Impact Framework for the given year. A calendar containing the key events and announcements (press releases, key Call openings etc.) planned by the KIC, as well as key events, meetings with institutional stakeholders at EU and Member State level and announcements planned by the KIC. The overview should present clear links to the KIC Strategic Agenda and the KPIs and targets as presented in Table 2.1. The calendar foresees regular updates throughout the year.	WP6	KIC LE	R	PU	1, 13, 25
D6.4/5/6	Impact stories	Impact stories from each Member State/HE Assoc. Country where KIC is active, covering business creation & acceleration, innovation-driven research and entrepreneurial education according to given template.	WP6	KIC LE	DEC	PU	3, 15, 27
D6.7/8/9	Factsheet data	EIT Factsheet template completed with communication assets for the annual update of the EIT KIC Factsheets	WP6	KIC LE	DEC	PU	1, 7, 19, 26

Number	Deliverable name	Short description	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)
D7.1/2/3	FS yearly report (N-1)	Yearly report based on the provided EIT template and in line with included instructions.	WP7	KIC LE	R	SEN	7, 19, 31
D8.1/2/3	Good practices sharing on ecosystem activities	Yearly report based on ecosystem activities good practices sharing	WP8	KIC LE	R	SEN	13, 25, 36

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification
M1/2/3	Programmes selected	WP1	9, 21, 33	List of programmes selected
M4/5/6	Programmes selected	WP2	9, 21, 33	List of programmes selected
M7/8/9	Programmes selected	WP3	9, 21, 33	List of programmes selected
M10/11/12	Programmes selected	WP4	9, 21, 33	List of programmes selected
M13/14/15	Yearly report	WP5	14, 26, 36	Yearly report completed
M16/17/18	Yearly amendment	WP5	10, 22, 34	Yearly Amendment completed
M19/20/21	KIC annual event	WP6	12, 24, 36	KIC annual event took place
M22/23/24	Yearly P&L	WP7	3, 15, 27	Annual P&L completed
M25/26/27	Partnership annual meeting	WP8	12, 24, 36	Annual meeting took place

Table 3.1e: Critical risks for implementation

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	WPs involved	Proposed risk-mitigation measures
Low number of applicants that doesn't allow the good use of grant according to planned programmes to be selected (high/high)	WP1/WP2	- Follow-up of potential applicants - Increased communication on the Calls for programmes/projects - Analysis of the lack of attractiveness and updated programmes planned
Bankruptcy of start-ups selected in Innovation and/or Business Creation programmes (medium/high)	WP1/WP3/WP4	Due diligence strengthened before the selection of the start-ups in the programme
Beneficiaries don't accept financial sustainability agreement terms after the selection which leads to delays or even stopping the selected activities (medium/high)	WP1/WP2/WP3/WP4	- Ensuring Financial sustainability agreement terms are part of the Call for programmes / projects - Ensuring applicants understand all terms before applying thanks to support from CLC staff - Reinforcing commitment to terms at proposal stage through dedicated IT confirmation on application platform
Lack of attractivity to join the partnership due to lower level of grant (high/high)	WP8	Strengthen value proposition to take part within the partnership
Radical changes in the way to operate the BP2026-2028 due to FP10 implementation (low/high)	All WPs	Ensure clear implementation of the Business Plan, use of the grant as well as planned programmes

Table 3.1f: Summary of staff effort

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total Person-Months
EIT HEALTH EV	176	162	90	112	486	223	92	180	1,521

Table 3.1g: ‘Subcontracting costs’ items
Details in Annex E

EIT HEALTH EV	
Subcontracting per WP (Total)	Cost (€)
WP1 (Total)	3,000
WP2 (Total)	151,500
WP3 (Total)	110,000
WP6 (Total)	2,145,056
WP7 (Total)	48,600
Overall Total	2,458,156

Table 3.1h: ‘Purchase costs’ items (travel and subsistence, equipment and other goods, works and services)
Details in Annex F

EIT HEALTH EV		
	Cost (€)	Total per WP (€)
Travel and subsistence	333,680	- WP1: 33,180 - WP2: 24,300 - WP3: 10,800 - WP4: 37,200 - WP5: 79,200 - WP6: 40,200 - WP7: 22,800 - WP8: 86,000
Equipment	NA	
Other goods, works and services	2,167,981	- WP1: 8,850 - WP2: 383,100 - WP3: 160,500 - WP5: 912,625 - WP6: 322,406 - WP7: 380,500
Remaining purchase costs (<15% of pers. Costs)	NA	
Total	2,501,661	

Table 3.1i: ‘Other costs categories’ items (e.g. internally invoiced goods and services)
Details in Annex G

EIT HEALTH EV	
Financial Support to third party	Cost (€)
WP1 (Total)	22,400,000
WP2 (Total)	6,076,000
WP3 (Total)	10,980,000
WP4 (Total)	7,937,500
WP6 (Total)	20,000
Overall Total	47,413,500

Table 3.1j: ‘In-kind contributions’ provided by third parties

EIT HEALTH EV			
Third party name	Category	Cost (€)	Justification
NA	NA	NA	NA

3.2 Capacity of participants and KIC partnership as a whole

The EIT Health partnership is diverse and fully representative of the Knowledge Triangle, comprising over 100 KIC members across industry, academia, healthcare delivery, and regional authorities. Additionally, we have over 250 subgrantees, which underlines the openness of the KIC and who bring new opportunities of collaboration to our KIC members to make innovation happen. Our structure reflects a deliberate design to integrate education, research, and business and deliver systemic healthcare innovation.

Membership Scheme and Value Proposition

Our partner typologies include KIC Members, Affiliated entities across border, subgrantees, and KIC office hosts and staff (via CLC office service level contracts).

The value proposition is tailored by stakeholder type:

- **Industry:** De-risk innovation, accelerating validation and access to ecosystems.
- **Academia:** Support for research, development and innovation (RD&I), tech transfer, and entrepreneurship education.
- **Start-ups/Small and medium-sized enterprises (SMEs):** contribute to job creation and competitiveness, mentorship, matchmaking, access to finance and ecosystem, and regulatory navigation.
- **Healthcare providers:** Participation in RD&I consortia, clinical development, workforce development; opportunities to explore emerging innovations.
- **Public authorities:** Strategic advisory through SOC and co-design of NEFAs.

All partners gain access to support services, cross-border collaboration, NEFAs, and innovation infrastructure. Gender mainstreaming, open science, and SSH expertise are embedded in programme criteria and co-design.

Ecosystem Integration and Strategic Evolution

The plan addresses fragmentation by enhancing cross-border intelligence via:

- Revalorised Strategic Orientation Committees (SOCs) with codified roles in governance across border
- Introduction of a Cross-SOC Strategic Advisory Board
- Formal alignment of SOC feedback to strategic planning cycles and NEFA development strategy to address the EU strategic priorities and EIT Health Strategic Innovation Agenda.

Changes since the 2021–2027 Strategic Agenda include:

- Unified legal and governance model via a new operating model
- Discontinuation of CLC local entities and Local Supervisory Boards
- Integration of Cross-KIC and NEFA grants into core planning
- A new organisational structure aligned with front–middle–back office logic
- A revised financial sustainability mechanism and revenue forecast, which are more realistic and achievable.

Governance Simplification and Strategic Orientation Committees (SOCs) Reinforcement

The new operating model simplifies governance by removing the Local Supervisory Board or Local Governing Board, consolidating legal control under the KIC LE. It establishes Co-Location Centre (CLC) offices hosted by KIC members through competitive calls for expressions of interest, which will reinforce the regional footprint and ecosystem capacity building.

Thus, the updated governance foresees a reinforced member inputs where SOC will have expanded importance as strategic innovation advisory platforms. CCLCs will remain, though under a new CLC office services contract model, and be more attuned to members' needs through localised engagement. Dedicated staff within the KIC LE will take on explicit member coverage responsibilities, such as through the role of Key Account Managers (KAMs), to ensure consistent and high-quality support to each member organisation across the ecosystem.