

Management Plan 2026

Directorate-General Health and Food Safety
(SANTE)

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PART 1. Introduction



The Directorate-General for Health and Food Safety (DG SANTE) strives to protect human, animal and plant health, to promote high levels of food and feed safety, as well as of animal welfare, and to enable the health and food sectors to achieve their full economic potential. The **One Health** approach, linking the health of humans, animals, plants, and the wider environment underpins DG SANTE

action to prevent, prepare for and respond to threats at EU level and beyond. Our mission supports the Commission's priorities in two of the EU's most important economic sectors – health and food. Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The [Commission's strategic plan for 2025-2029](#) translates the [political priorities](#) set in the [Political Guidelines of President von der Leyen](#) into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a **strategic outlook for 2025-2029** in its [2025 Management Plan](#). This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

The **2026 Management Plan** sets out what DG SANTE intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how DG SANTE will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

The chart below illustrates the performance framework for DG SANTE.

DG SANTE's specific objectives and selected key performance indicators 2025-2029



DG SANTE's target for the estimated risk at payment remains to be below 2% of relevant expenditure. The same target is applied to the estimated risk at closure because no corrections are expected to be implemented.

PART 2. Delivering on the Commission's priorities in 2026

General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness

DG SANTE works to ensure that the key legislation in health is implemented, given its critical importance to the well-being of EU citizens. Implementing the rules ensure that the EU remains an attractive and competitive market for innovative products and services and that it contributes to the EU's global leadership in health and food and feed safety.

Specific objective 1.1: Improve the competitiveness of the European health sector through innovation

In 2026, DG SANTE will work with the European Parliament and the Council during the negotiations on the proposal for a **European Biotech Act**. A key initiative of the Commission, the Biotech Act has enormous potential to foster competitiveness and innovation in the EU across sectors and will contribute to the Commission's simplification agenda.

DG SANTE will prepare to implement the **reform of the pharmaceutical legislation**, which will modernise, simplify and facilitate the rules and improve the structure of the European Medicines Agency, supporting both innovation and competitiveness in the sector. This will require a number of delegated and implementing acts.

DG SANTE will work with the co-legislators in the negotiations on the **targeted revision of the Regulations on medical devices and *in vitro* diagnostic medical devices**. The proposal aims to simplify the current rules, reduce burdens, foster innovation and promote competitiveness to benefit patients. It will ensure the availability of safe and innovative devices and safeguard a high level of patient safety, public health and healthcare. DG SANTE will organise a high-level conference on medical devices on 16 March 2026 to present the progress made, taking into consideration the outcomes of the targeted evaluation and the Commission proposal.



Another strand of work will focus on making **the European Health Data Space (EHDS)** a reality, including through the adoption of implementing acts. The EHDS will allow health data to be accessed and shared to boost innovation in healthcare, which will in turn support competitiveness. The EHDS will be critical for accelerating innovation in Artificial Intelligence (AI) in healthcare. An **implementation dialogue** on the European Health Data Space will take place in the first half of the year.

Similarly, implementing **the Health Technology Assessment (HTA) Regulation** will help make the health technology sector in Europe more attractive and competitive and increase access to innovative products. Under the Regulation, as of 12 January 2025, all new cancer medicines and advanced therapy medicinal products that seek central marketing authorisation are subject to a joint clinical assessment, and can be selected by the Coordination Group. In 2026, around 10 joint clinical assessment reports are expected to be published, serving as a basis for Member States to make their reimbursement decisions on these new health technologies.

In addition, the 2026 Annual Progress Report on Simplification, Implementation and Enforcement will be prepared for submission by the Commissioner to the respective Parliamentary committees and Council configurations.

Specific objective 1.2: Resilient and effective health systems providing accessible and equitable healthcare

In 2026, DG SANTE will work with the European Parliament and the Council in the negotiations on the **Critical Medicines Act** and will prepare to implement it. This includes setting up the coordination group, exploring strategic partnerships and issuing guidance on public procurement and contingency stocks ⁽¹⁾. The Act aims to address severe shortages and reduce dependencies for critical medicines, as well as improve access to and availability of other medicines of common interest.

On **Substances of Human Origin (SoHO)**, work will focus on implementing the new EU rules ahead of their full application in 2027. This requires adopting delegated and implementing acts, developing an IT platform and for guidance to be set out through the new SoHO Coordination Board. The new framework will facilitate the uptake of biotech and innovation and ensure the supply of safe and qualitative substances of human origin. The framework will ensure that citizens are better protected when donating and receiving substances such as blood, tissues, cells, breast milk or microbiota and derived medicines such as plasma derivatives; and that they can count on access to such essential substances.

In 2026, DG SANTE will start preparing for the implementation report on the **Cross-border Healthcare Directive**. The Directive provides EU citizens with the right to access healthcare in any EU country and to be reimbursed for care abroad. It also encourages the development of **European Reference Networks (ERNs)**, bringing together European hospital centres of expertise and reference to tackle rare, low prevalence and complex diseases and conditions requiring highly specialised healthcare. DG SANTE will promote better awareness of the work of the European Reference Networks. This work will build on the dedicated workshops organised in 12 EU countries over 2024 and 2025.

⁽¹⁾ Subject to the outcome of interinstitutional negotiations.



The **EU4Health Programme** will financially support EU priorities in health, supporting the implementation of the existing health rules, steering **innovation uptake in healthcare** and contributing to building a strong **European Health Union** ⁽²⁾. In early 2026, under the 2025 work programme of the EU4Health Programme, the **European**

flagship initiative leveraging AI and health data for cardiovascular health and related non-communicable diseases will be launched through several projects as a matter of priority, with a view to piloting the use of data-driven AI solutions.

DG SANTE will provide country-specific information and analysis on health and health systems as part of the **European Semester**. Work will also include assessing Member States' progress on European Semester **Country-Specific Recommendations** on health. DG SANTE will monitor the health-related milestones and targets of the **27 national recovery and resilience plans** under the **Recovery and Resilience Facility** ahead of the Facility's closure in 2026. In addition, new and updated Country-Specific Recommendations on health in the 2026 European Semester should guide Member States in prioritising reforms and investments under the proposed National and Regional Partnership Plans. By the end of 2026, DG SANTE will issue a new **Health at a Glance: Europe** report as part of the **State of health in the EU** project.

The **Expert Group on Health Systems Performance Assessment** is expected to issue a **report on healthcare staffing levels** in 2026. A number of EU4Health projects will focus on **health workforce**, including the Joint Action on Health Workforce planning, training projects, a project on nurse shortages with the World Health Organization, and the BEWELL health skills multi-stakeholder partnership (Erasmus+).

The Commission will engage with a wide range of health stakeholders through the **Health Policy Platform**. The Platform serves as a mechanism for stakeholder involvement and consultation for over 7000 organisations, supporting DG SANTE and stakeholders with webinars (60 webinars on average per year) and online networks (44 specific networks).

General objective 2: A new era for European defence and security

Through stronger and coordinated prevention, preparedness and response actions, the Union will be able to react to future health crises in a timely and efficient manner and help strengthen global health security.

⁽²⁾ While listed under specific objective 1.2, the EU4Health Programme also contributes to specific objectives 1.1, 2.1, 2.2 and 3.1.

Specific objective 2.1: Strengthened health security, through preparedness for, prevention of and response to serious cross-border threats to health

DG SANTE will work on implementing the **regulation on serious cross-border threats to health**, which provides the EU with stronger rules on how to prevent, prepare for and respond to major health threats. The rules form part of the EU's health security infrastructure and will help keep countries prepared in a rapidly changing world. DG SANTE will enhance threat detection and surveillance systems by establishing EU Reference Laboratories and further strengthen civil-military collaboration in health security. DG SANTE will conduct a simulation exercise to ensure that the Union Prevention, Preparedness and Response Plan for Health Crises, adopted on 28 November 2025, effectively meets its intended goals. In 2026, DG SANTE will report to the European Parliament and Council on the state of preparedness. In 2026, DG SANTE will also publish its evaluation of the regulation on serious cross-border threats to health.

DG SANTE will also manage surveillance, alerts and response to health threats in coordination with the **European Centre for Disease Prevention and Control**. In 2026, DG SANTE will publish its evaluation of the European Centre for Disease Prevention and Control.

DG SANTE, together with DG INTPA, will coordinate and help implement the **EU Global Health Strategy** ⁽³⁾ and the **Global Health Resilience initiative** that will be launched in 2026. Both aim to improve global health security and deliver better health for all in a changing world.

Specific objective 2.2: Implementing a One Health approach



DG SANTE will actively promote the **One Health approach**, recognising the interdependence between people, animals, plants and their shared environment. This includes stronger coordination internally in the Commission, with EU agencies and with Member States and stakeholders. It will also be reflected in the work on pandemic prevention, preparedness, and response, improving the global health security

architecture, investigating food-borne outbreaks, and fighting **antimicrobial resistance**.

SANTE's work on animal welfare will help reduce antimicrobial resistance, as better conditions for animals reduce the need for medications. DG SANTE works with Member States to prevent, monitor and respond to zoonoses, i.e. diseases which can be spread to humans from animals, and to be better prepared for future zoonotic health threats. In view of this, DG SANTE is working on a **One Health Plan for zoonotic influenza**.

⁽³⁾ https://health.ec.europa.eu/publications/eu-global-health-strategy-better-health-all-changing-world_en

Key work strands in 2026 will include preparatory work for the report to the Council on the implementation of the 2023 Council Recommendation on stepping up EU actions to combat antimicrobial resistance in a One Health approach. Addressing the impacts of climate change on health through a One Health approach will be essential considering emerging infectious diseases as well as the increasing risk of vector-borne disease outbreaks due to climate change. Work will continue to use the **European Climate and Health Observatory** as a strategic platform in this area. In addition, work will focus on developing and coordinating strategic action plans for initiatives that require a One Health approach, with particular emphasis on **zoonoses**. The Commission will also adopt a decision on collecting information on antimicrobial resistance in seafood, based on the European Food Safety Authority's opinion.

General objective 3: Supporting people, and strengthening our societies and our social models

DG SANTE will focus on disease prevention by addressing the key determinants of health, through a life course approach that addresses well-being at all ages. This will help to decrease health inequalities and reduce the disease burden at both the level of the individual and the population, alleviating pressure on overstretched health systems.

Specific objective 3.1: Improving people's health by reducing the burden of non-communicable diseases

Digital technologies, especially social media, are increasingly impacting the mental health of young people in the EU. In 2026, DG SANTE will launch an **EU-wide inquiry on the broader impacts of social media and excessive screentime on the mental health and wellbeing of young people in the EU**, in line with the Mission Letter of Commissioner Várhelyi. In addition, DG SANTE will also continue to implement the actions stemming from the 2023 Communication on a comprehensive approach on mental health.

Cardiovascular diseases are the leading cause of mortality and the main factor for ill-health and disability in the EU. In 2026, DG SANTE will work with Commission services and Member States to initiate the flagship actions set out in the **Safe Hearts Plan (4)**. This plan aims to support the development of and make available new and more personalised ways of prevention and treatment for people in Europe. This will support public health, competitiveness and innovation in digitalisation and the use of AI. DG SANTE will also prepare and launch a large-scale communications campaign linked to the Safe Hearts Plan in 2026.

(4) https://health.ec.europa.eu/publications/communication-eu-cardiovascular-health-plan-safe-hearts-plan_en



As part of its work on preventive health, DG SANTE will in 2026 publish an **evaluation of the Tobacco Products Directive and the Tobacco Advertising Directive**. This will include examining young people’s access to new types of tobacco and nicotine products. In 2026 DG SANTE will follow up on the conclusions of the evaluation with a proposal for a revision of the Directives.

In 2026, DG SANTE will continue to implement **Europe’s Beating Cancer Plan** ⁽⁵⁾. This will include the full publication of the **5th Edition of the European Code against Cancer**, which aims to raise public awareness of factors that can increase the risk of cancer and of other non-communicable diseases such as cardiovascular diseases that share common risk factors. The **EU Network of Comprehensive Cancer Centres** will deliver training, guidelines and projects to improve quality and access to cancer prevention, diagnostics and treatment. It will also continue to work on the EU Comprehensive Cancer Centres certification.

General Objective 4: Sustaining our quality of life: food security, water and nature

DG SANTE aims to ensure that the EU’s extensive legislation on **food and feed safety** and **animal and plant health** is properly implemented, and to simplify it where possible. It systematically adopts a “One Health” approach to preparedness and prevention, integrating human, animal, plant and environmental health. These efforts have a positive impact on the EU’s competitiveness. Directly, they promote innovation leading to new products for consumers, farmers and businesses. Indirectly, they foster a more stable and predictable market environment. DG SANTE works with non-EU countries and engage with relevant international organisations to promote food safety, plant health, animal health and welfare standards globally.

⁽⁵⁾ https://commission.europa.eu/topics/public-health/european-health-union/cancer-plan-europe_en

Specific objective 4.1: Contributing to the competitiveness of the food sector and ensuring food and feed safety



Concluding the legislative process for **the food and feed simplification package** will be one of DG SANTE's top priorities. The proposal, adopted in December 2025, covers many areas, including plant protection products, biocidal products, feed additives, hygiene requirements, the status of fermentation products obtained with genetically modified micro-organisms,

official controls of plants at the border, and the application of pesticides by drones. The proposal aims to accelerate market access for biocontrol pesticides, simplify procedures and reduce burdens for companies, farmers and Member States, in line with the Competitiveness Compass. In parallel, DG SANTE will carry out non-legislative actions for faster access of biopesticides to the market, for example targeted updates of guidance documents for microorganisms, botanicals, viruses, antimicrobial resistance (AMR) and metabolites, as well as continued support for training and capacity building in Member States. An **implementation dialogue** on feed will take place in the second half of the year.

DG SANTE works to address increasing **concerns about the reduction of plant protection solutions in farmers' toolboxes to support Integrated Pest Management practices**. In this context, the DG expects an increased number of Decisions on the (renewal of) approval of active substances, as EFSA will deliver conclusions for many substances where 'stop the clock' periods to assess endocrine disrupting properties are due to come to an end. In addition, data requirements and uniform principles for assessing applications to authorise plant protection products by Member States will be updated to ensure assessments are robust and fit-for-purpose, and enable the possible endorsement and implementation of recently **updated guidance documents**.

DG SANTE will continue to implement the Regulation on **Maximum Residue Levels (MRLs)** for pesticides in food, including setting and reviewing MRLs for active substances and food commodities as required.

DG SANTE will continue the **evaluation of the Biocidal Products Regulation**, including an ongoing public consultation and a reality check. Numerous decisions on active substance approvals from the ongoing review programme are also expected in this area, as well as decisions on renewing approvals. Similarly, the number of decisions on Union Authorisations of biocidal products is set to increase.

Preparatory work for an impact assessment to simplify the legislation on **food contact materials (FCM)** for companies and authorities will continue, with ongoing consultations of stakeholders and Member States. A reality check on the issue is also planned. In addition, several plastic recycling processes will be authorised. The re-evaluation programme for **food additives** will continue, as will preparations for establishing the **Union list of food enzymes**. New **novel foods** will also be authorised. Additionally, maximum levels for **contaminants**

significant for food and feed safety will be established, such as mineral oils in food and furans in baby food.

DG SANTE will work towards the 2030 legally binding **food waste reduction targets** in the recently amended Waste Framework Directive. This includes starting work on related implementing acts and studies, continuing the activities of the EU Platform on Food Losses and Food Waste and providing grants for economic operators and Member States for initiatives to reduce food waste and support food waste measurement, in cooperation with ESTAT.

DG SANTE will finalise the **performance evaluation of EFSA**, including the preparation of a Commission Staff Working Document that will identify areas where EFSA could become more efficient and better support applicants. DG SANTE will also start following up on the **European Court of Auditors' report on food labelling**. This will include preparing to adopt rules on the voluntary provision of information on the possible and unintentional presence of allergens in foods, the analysis of food labelling practices on the EU market, and regular exchanges with stakeholders, including Member States, to improve how food labelling rules are applied.

Following the provisional political agreement between the European Parliament and Council on rules applicable to plants produced by certain **new genomic techniques (NGTs)**, the co-legislators are expected to formally adopt the Regulation in the first half of 2026. Implementation work (including preparation of the necessary delegated and implementing acts) would then start in 2026 with a view to the application of the Regulation two years after entry into force. This Regulation is vital to support the competitiveness of the European farming and breeding sectors. DG SANTE will support the co-legislators during the interinstitutional negotiations on the proposal on the production and marketing of **Plant Reproductive Material**.

The potential impact of **plant pests and animal and food-borne diseases** on the EU territory remains a concern. DG SANTE will continue work resulting from the 2024 amendment of the **Plant Health Regulation** and ensure the implementation of the **Animal Health Law**, the **Official Controls Regulation** and the **EU legislation on veterinary medicinal products**. Every opportunity will be taken to streamline the comprehensive legal framework for animal and plant health, animal welfare, feed, food hygiene and official controls and to ensure more efficient implementation in a fully harmonised way.

DG SANTE's stress-testing activities include the evaluation of the **Animal Health Law**, after a study was completed in 2025. As part of the continuous management of that legislation, DG SANTE has planned new delegated acts for the non-commercial movement of pets and to revise the implementing rules for animal by-products. A possible revision of the rules for transmissible spongiform encephalopathies (TSE) will also be considered, in addition to the changes planned in the simplification package. DG SANTE will lead a discussion with the Member States on the possible use of innovative tools in meat inspection.

In line with the Vision for Agriculture and Food, DG SANTE will increase efforts aimed at checking that **non-EU countries respect the EU's sanitary and phytosanitary requirements** and help candidate countries prepare for joining the EU. At the same time, Commission controls in Member States, which support the consistent and coherent application

of EU rules across the Single Market, will continue to make up a significant part of DG SANTE's work.

The Health and Food Audits and Analysis work programme for 2026 includes 158 planned Commission controls – complemented by “on-demand” controls and other activities – around food and feed safety, animal health, animal welfare, plant health and certain areas of human health protection. The focus, and the corresponding percentage of controls, on non-EU countries will be higher than in previous years.

In line with the Vision for Agriculture and Food, DG SANTE will take a leading role in a dedicated Task Force for strengthening the controls on imports.



In 2026, DG SANTE will promote a **One Health approach** and promote and defend **EU standards in international bodies**.

These include the World Trade Organisation (WTO), International Standard Setting Bodies (Codex Alimentarius, the World Organisation for Animal Health (WOAH), the International Plant Protection Convention (IPPC), UN agencies, the Organisation for Economic Co-

operation and Development (OECD) and the International Union for the Protection of New Varieties of Plants (UPOV). DG SANTE will actively participate and contribute to activities under the Convention on Biological Diversity (CBD) and the Cartagena Protocol (CP) on Biosafety. DG SANTE will continue to pursue **positive bilateral relations** on health and food safety with key commercial partners, including the UK, Switzerland, Türkiye, the US, China, India, and Mercosur countries. It will continue monitoring the implementation of the Windsor Framework ⁽⁶⁾. Coordinating candidate countries' preparedness for enlargement in the areas of health and food safety will become an even bigger task than in the past.

DG SANTE will continue to manage the **Better Training for Safer Food (BTFSF)** initiative. This improves the knowledge and harmonised implementation of EU rules on food and feed law, animal health and welfare, as well as One Health (e.g. antimicrobial resistance), plant health and plant protection products in Member States, candidate countries and non-EU countries.

⁽⁶⁾ The Windsor Framework is how the Protocol on Ireland / Northern Ireland is referred to in accordance with Joint Declaration No 1/2023 of the Union and the United Kingdom in the Joint Committee established by the Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community of 24 March 2023 (OJ L 102, 17.4.2023, p. 87).

Specific objective 4.2: Modernising animal welfare based on latest scientific evidence and strengthening the single market

DG SANTE will lead the preparations for a **legislative proposal on on-farm welfare** planned for adoption in the last quarter of the year. The overall goal is to modernise existing EU Directives for on-farm animal welfare and to ensure a uniform and high level of protection of animal welfare, fair competition for farmers, reduced administrative burden, better enforcement and that ethical expectations are met. Preparations include an external impact assessment study and consultations with the EU Animal Welfare Platform, building on a public consultation already concluded in 2025. The proposal will constitute a follow-up, for certain species and categories of animals, to the European Citizens' initiative 'End the cage age' ⁽⁷⁾. DG SANTE will also lead on the follow-up to the **European Citizens' Initiative "Fur Free Europe"** that will be announced in a Commission Communication in the first quarter of the year.

DG SANTE will continue to support the co-legislators' negotiations on the legislative proposal on **animal transport**. In parallel, we are preparing for implementation after negotiations conclude, with studies focusing on provisions on digitalisation to be finalised in 2026. Following the provisional agreement on the new Regulation on the welfare of dogs and cats and traceability, DG SANTE will work on an implementation strategy and start the first step of this work, including sending a mandate to EFSA and starting to work on tertiary legislation set out in the new legislation.

DG SANTE cooperates closely with Member States and stakeholder organisations. The work of the Platform on Animal Welfare ensures a wide spectrum of stakeholder involvement and is an essential tool to foster dialogue and avoid polarisation. The Animal Welfare expert group provides a forum for discussion between DG SANTE and Member State authorities focusing on implementation.

More information on outputs planned for 2026 is available in [Annex 1](#).

(7) https://food.ec.europa.eu/animals/animal-welfare/eci/eci-end-cage-age_en

PART 3. A modern and sustainable public administration: outputs in 2026

The internal control framework supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are addressed and reduced to acceptable levels through cost-effective controls.

DG SANTE has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

In 2026, the results of the 2025 staff survey will be analysed and used to develop action that can address potential concerns and weaknesses.

DG SANTE will pay extra attention to increasing cohesion and collaboration between the different health policy strands, including between the different geographical sites, by continuing to promote the 'one health' vision. Activities such as speed networking, happy hours, team building and senior management talks will be intensified. Despite the growing discrepancy between limited human resources and the ever-increasing need for action by the Commission in the health and food domains, this work will help ensure that DG SANTE's staff engagement index stays above the Commission average. It provides a boost for staff to help them go the extra mile and deliver under very stressful conditions.

DG SANTE will also strive to maintain its achievement at the beginning of this Commission mandate on gender balance among managers (56% of middle managers were female). To maintain this level of representation, the intention is to recruit at least 2 new female Heads of Unit and 2 new female Deputy Heads of Unit. DG SANTE remains committed to support, on the one hand, staff with disabilities by designing specific tailor-made adjustments with the support services, and, on the other hand, to draw on the expertise of the Diversity and Inclusion Office for all other specific needs that may arise.

Please refer to the performance tables in [Annex 2](#) for more details on the outputs.

B. Digital transformation and data management

DG SANTE will advance its **digital transformation**, guided by its annual data and digital master plan (aligning both local data and digital strategies and implementation actions), as well as its multi-annual modernisation and rationalisation plan. DG SANTE aims to embed a digital-first mindset across all its work.

DG SANTE will improve its digital culture via upskilling and a collaborative environment. This will include knowledge hours and training sessions on AI and modern work methods. Networks of champions for AI, security and M365/Teams will continue to connect staff with in-house experts, reinforced by dedicated programmes and sessions on security and AI, in line with the 2025 AI change management plan.

DG SANTE will improve its infrastructure for digital readiness. It will host knowledge sessions on **digital-ready policymaking** and encourage to follow corporate training sessions in that respect. Multidisciplinary teams (with expertise in policy, legal, data, semantic and technical matters) will bring IT and policy divisions closer and ensure digital impact assessments.

On Data-driven digital transformation, DG SANTE will streamline workflows combining **automation**, innovation and AI. It is rationalising manual processes by using robotic automation with Power Automate, for example to improve payment processes and automate invoicing.

Continuous delivery and improvements to flagship digital systems will remain vital for interoperability, the accessibility of health data and transparent data flows. These flagships include the ERN Clinical Patient Management System 2.0, MyHealth@EU and HealthData@EU. Tools such as the Health Technology Assessment Platform and the European Database on Medical Devices (Eudamed) within the Medical Device Regulations will digitalise and simplify processes, reducing administrative burden. Important cloud upgrade work will also take place on systems like TRACES, the Rapid Alert System for Food and Feed and Food Information Portal for better scalability and business continuity. Collaborative tools for external stakeholders, including the Food Losses and Waste Hub and Anti-Microbial Resistance One Health Network Platform, will be improved.

For a seamless digital environment, DG SANTE will continue to rationalise its IT portfolio to replace legacy systems using a reuse-before-buy, before-build (RBB) approach, integrating cutting-edge technologies from within the reusable solutions portfolio (RSP), making use of corporate solutions, integrating smaller systems within common systems and phasing out systems while modernising the portfolio. Cloud migration and technological modernisation remain essential. Reusable solutions, available in the corporate catalogue, will be used, such as eDelivery, and DG SANTE will continue to collaborate and contribute to corporate solutions such as the European Crisis Management Platform (ECMP) and CASE@EC. Our cloud adoption efforts align with the corporate strategy, Cloud Council recommendations and by ensuring all new developments default to cloud capabilities while following all corporate actions and guidance on European Commission Security and Resilience standards.

DG SANTE will continue to promote the '**Digital Workplace Portal**', where staff can find useful IT resources. On cybersecurity, adhering to the EC Cybersecurity strategy for 2025-2026, DG SANTE will hold regular knowledge hours and maintain inventories in corporate governance catalogues, with annual security control attestations to ensure adherence to security standards. Comprehensive security plans and implementing panic buttons for enhanced protection will be further developed and risk maturity improved. Dashboards will be used to track progress.

Greening initiatives involve reducing data storage needs through robotic process automation, improved workflows and awareness through Eco-Management and Audit Scheme (EMAS) sessions. Creating a more detailed EMAS page on the DG SANTE SharePoint will strengthen

communication efforts, reinforcing a commitment to sustainable infrastructure. Efforts to phase out unit drives in favour of modern solutions like Teams and SharePoint will continue.

DG SANTE will continue to implement its **Data Strategy**, building on its foundation of designated data owners and stewards for its data assets to increase data maturity. DG SANTE will continue to contribute new **data assets** to the EC Data Catalogue. These assets may originate from its IT solutions, acquisitions, or other sources. DG SANTE will streamline and harmonise procedures for data acquisition, reinforcing its commitment to effective data management practices. DG SANTE will improve the use of its **Data Platform** to ensure that the FAIR (Findable, Accessible, Interoperable, and Reusable) principles apply to all data assets. The Platform provides machine-to-machine interfaces, streamlining cross-solution capabilities and promoting interoperability. Adopting common data standards, including developing a new European Health Record Exchange Format, will harmonise how health data is shared across systems, enabling more efficient primary care delivery and unlocking the full potential of secondary data use for innovation and research.

DG SANTE will offer targeted internal **training sessions** and encourage participation in relevant corporate training programmes on data. DG SANTE will continue to uphold strict compliance with **personal data rules** and integrate robust practices at all levels, emphasising the principles of personal data protection by design and by default. It will maintain updated and regularly reviewed records of processing activities. A comprehensive review of all data processing operations is conducted biennially. Raising awareness among staff remains a priority, with obligatory training for new employees, and general and specialised training for all staff.

C. Sound financial management

DG SANTE's latest internal controls strategy was adopted by the Management Board in January 2025. It takes account of changes in the DG's control structure following the transfer of budget implementation tasks to HaDEA, the recast of the Financial Regulation and the roll-out of SUMMA. It includes control and anti-fraud measures for all types of expenditure directly managed by the DG. It has risk assessment and risk management integrated into the planning process, and control activities including ex-ante desk and on-the-spot verifications.

DG SANTE will continue to ensure that the estimated risk at payment for its cost-based expenditure stays below 2% of relevant expenditure. It will strive to have cost-effective controls in place to guarantee the legality and regularity of the underlying transactions and ensure that regulatory provisions and accounting closure instructions are complied with. It will regularly monitor indicators to assess budget execution and timeliness of payments (see performance tables in Annex 3 for details of the DG's outputs and indicators). DG SANTE will implement and monitor the action plans for audits set out by the Commission's Internal Audit Service and the European Court of Auditors.

Under the lead of DG BUDG, HR and SG, DG SANTE will contribute to the cost-benefit analysis (CBA) for the direct programme implementation 2028-2034.

D. Fraud risk management

DG SANTE has developed and implemented its own anti-fraud strategy and action plan since 2013, based on a fraud risk assessment and methodology provided by OLAF. The controls to prevent and detect fraud are the same as those intended to ensure the legality and regularity of transactions. An assessment of fraud risks is included in the annual risk management exercise. In 2026, DG SANTE will continue to strengthen its cooperation with OLAF and EPPO. DG SANTE aims to help put the revised Commission Anti-Fraud Strategy's Action plan ⁽⁸⁾ into action and take part in OLAF's awareness-raising activities on anti-fraud matters through the network on Fraud Prevention and Detection. Relevant feedback will be provided to DG SANTE's financial cell.

In 2026, DG SANTE will finalise the process of updating its anti-fraud strategy and preparing its action plan for 2026-2028 that reflects the Commission's Anti-Fraud Strategy and its latest action plan. In addition, DG SANTE will continue to raise awareness among its staff through ethics and anti-fraud training courses and by promoting relevant guidelines. Performance tables in Annex 3 show details of DG SANTE's outputs and indicators on fraud risk management.

E. Sound environmental management

To fulfil the Commission's commitment to become carbon neutral by 2030, its greenhouse gas emissions have to be reduced by at least 38% compared to 2019. This requires a significant reduction in the environmental impact of missions, meetings and conferences (the baseline in 2019 for DG SANTE is 2 110 ⁽⁹⁾ tonnes of CO₂ emissions for staff professional travel). Within its administrative budget for the year 2026, DG SANTE's missions' budget has remained stable compared to 2025.

DG SANTE has four buildings in three different Member States: Belgium, Luxembourg and Ireland. SANTE's two buildings in Brussels and the building in Luxembourg fall under the responsibility of OIB and OIL respectively. DG SANTE's building and site in Grange, Ireland, where DG SANTE itself manages the day-to-day running of the site, are fully integrated into EMAS (the Commission's Eco-Management and Audit scheme). DG SANTE and its staff in all three sites are committed to the sound environmental management of Commission buildings and to reducing our negative impact on the environment.

In 2026, DG SANTE aims to maintain the EMAS registration for the Grange site. Improving on our environmental track record in this outsized and ageing office building with falling occupation levels will be a challenge. While further efficiency gains are difficult to achieve, when taking measures to keep the infrastructure safe and in good working order we will

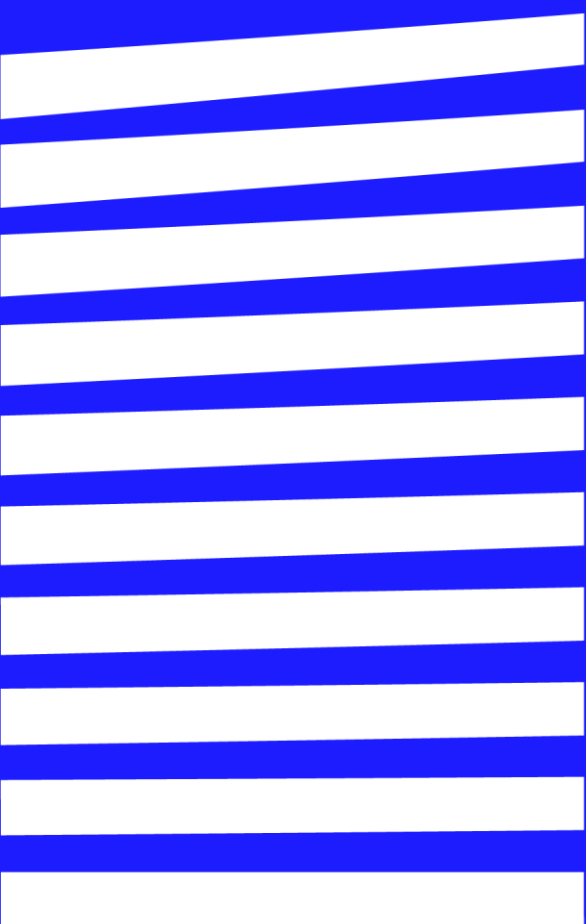
⁽⁸⁾ Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023 COM(2023) 405 of 11 July 2023 – 'the Communication on the 2023 revision' – and the accompanying document, SWD(2023) 245 – 'the revised Action Plan'

⁽⁹⁾ DG SANTE set in its 2025 Management Plan a lower baseline of CO₂ emissions produced in 2019, which was caused by a technical error. The correct baseline for 2019 is 2 110 (tonnes) of emissions produced from staff professional travel.


continue using the EMAS framework to minimise the environmental footprint. A large section of the main office building will remain shut to reduce energy use. The office will strive to maintain the good performance of its waste management regime for non-hazardous waste, which achieved a 100% recycling rate for the first time in 2025. As the young native woodland of over 5 000 trees planted in 2023 continues to grow, it expands the site's carbon sink and biodiversity potential.



ANNEXES



ANNEX 1: Performance tables – delivering on Commission priorities in 2026

Initiatives that are part of the 2026 Commission Work Programme are marked with the following icon: .

General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness		
Specific Objective 1.1: Improve the competitiveness of the European health sector through innovation		
<i>Related to spending programme(s): EU4Health and others</i>		
Main outputs in 2026:		
Initiatives linked to regulatory simplification and burden reduction		
Output	Indicator	Target
European Biotech Act I	Inter-institutional negotiations	In the course of 2026
Targeted revision of the regulations on medical devices and <i>in vitro</i> diagnostic medical devices – Interinstitutional negotiations	Inter-institutional negotiations	In the course of 2026
Annual Progress Report on Simplification, Implementation and Enforcement	Publication	Q4 2026
Delegated act on dossier requirements for medicinal product marketing authorisation application ('annex II')	Preparatory work	In the course of 2026
Major public consultations		
Output	Indicator	Target
Implementation dialogue on the European Health Data Space	Dialogue held	Q2 2026
Other major outputs		
Output	Indicator	Target
Implementation of the Regulation on the European Health Data Space (EHDS) – Implementing acts on: <ul style="list-style-type: none"> - EHDS Board (Article 92) 	Adoption by the Commission	Q1 2026

- MyHealth@EU rules (Article 23)	Adoption by the Commission	Q2 2026
- Identification (Article 16)	Adoption by the Commission	Q2 2026
- Dataset description (Article 77)	Adoption by the Commission	Q3 2026
- European electronic health record exchange format – first batch (Article 15)	Adoption by the Commission	Q4 2026
- Common specifications (Article 36)	Adoption by the Commission	Q4 2026
Selection of high-risk medical devices to undergo joint clinical assessment	Adoption of 1-2 Commission Implementing Decisions on the selection of medical devices subject to joint clinical assessment	Q2 & Q4 2026
10 Joint clinical assessment reports for medicinal products	10 joint clinical assessment reports published	Q2-Q4 2026
Providing scientific advice to health technology developers (pharma and med tech)	12-15 joint scientific consultations completed in 2026	Q1-Q4 2026
Call for proposals for health data for biotech innovation leveraging the European Health Data Space	Action launched	Q2 2026
Call for proposals for leveraging artificial intelligence and health data for cardiovascular health and related non-communicable diseases	Action launched	Q2 2026
Implementation of the reform of the EU pharmaceutical legislation: <ul style="list-style-type: none"> - Key delegated and implementing acts - Regulatory sandbox for medicinal products - Adapted framework on bacteriophages, following adoption of the reform of the EU pharmaceutical legislation 	Preparation of 20 delegated and implementing acts Preparatory work for supplementing regulatory requirements by the time of application of the reform of the EU pharmaceutical legislation Preparatory work for adapted requirements for the development and authorisation of these products	In the course of 2026 In the course of 2026 In the course of 2026
Decision-making for marketing authorisations for human and veterinary products	1200 decisions taken	In the course of 2026

European database on medical devices (Eudamed)	Start of the mandatory use of 5 out of 6 modules	In the course of 2026
Harmonised standards for medical devices	50 Commission assessments and references cited in the Official Journal of the EU	In the course of 2026
Notified bodies for medical devices	53 designations under the medical devices Regulation and 20 designations under the <i>in vitro</i> diagnostic medical devices Regulation in the NANDO database	In the course of 2026

General objective 1: A new plan for Europe's sustainable prosperity and competitiveness

Specific Objective 1.2: Resilient and effective health systems providing accessible and equitable healthcare

Related to spending programme(s): EU4Health and others

Main outputs in 2026:

Other major outputs

Output	Indicator	Target
Critical Medicines Act – Interinstitutional negotiations	Inter-institutional negotiations	Q2 2026
Implementation of the Critical Medicines Act (subject to the outcome of interinstitutional negotiations): <ul style="list-style-type: none"> - Adoption of guidelines on public procurement and on contingency stock requirements - Setting up of the Critical Medicines Group - Identification & publication of designated authorities 	2 sets of guidelines published Group set up List published on European Commission website	In the course of 2026 In the course of 2026 In the course of 2026
Implementation of the Substances of Human Origin (SoHO) Regulation: <ul style="list-style-type: none"> - Implementing / Delegated acts - Implementing modules of the SoHO platform 	4 Implementing and Delegated acts adopted by the Commission 2 modules implemented	In the course of 2026 In the course of 2026
Joint Action CIRCE-JA on the transfer of best practices in primary care	Transfers of good practices in primary care to 40 new implementation sites in 12 Member States completed and piloted	Q4 2026

	Sustainability plans to support the wider implementation of the transferred practices developed for each new implementation site	Q4 2026
Training action on digital skills of health professionals	At least 20 000 health workers trained	Q1 2026
	Publication of final reports from 7 projects	Q2 2026
Nursing action (World Health Organization contribution agreement)	Mentorship modules piloted in at least 14 EU countries for students and early career nurses as well as for mid-career professionals students	Q4 2026
6 th cycle State of Health in the EU project	Publication of “Health at a Glance: Europe 2026”	Q4 2026
Expert Group on Health Systems Performance Assessment	Publication of Expert Group on Health Systems Performance Assessment Report on staffing levels for healthcare	Q1 2026
EU4Health: - 2026 EU4Health annual work programme - 2027 EU4Health annual work programme	Adoption by the Commission	Q1 2026
	Preparation by the Commission	Q3-Q4 2026


General objective 2: A new era for European defence and security

Specific Objective 2.1: Strengthened health security, through preparedness for, prevention of and response to serious cross-border threats to health

Related to spending programme(s): EU4Health and others

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Global Health Resilience initiative 	Adoption by the Commission	Q2 2026

Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Evaluation of the European Centre for Disease Prevention and Control	Adoption of the Commission Report with accompanying Staff Working Document	Q2 2026
Evaluation of the serious cross-border health threats Regulation	Staff working document	Q1 2026

Other major outputs		
Output	Indicator	Target
Implementation of the Regulation on serious cross-border threats to health: Implementing and delegated acts on:		
- surveillance the digital platform for surveillance (5 implementing and delegated acts)	Adoption by the Commission	Q3 2026
- the template for the provision of information on prevention, preparedness and response planning in relation to serious cross-border threats to health ⁽¹⁰⁾	Revision and adoption by the Commission	Q3 2026
Commission report to the European Parliament and Council on the state of preparedness	Adoption by the Commission	Q4 2026

General objective 2: A new era for European defence and security

Specific Objective 2.2: Implementing a One Health approach

Related to spending programme(s): EU4Health and others

Main outputs in 2026:

Major implementation activities and enforcement actions

Output	Indicator	Target
Guidelines on infection prevention and control (under the 2023 Council Recommendation on stepping up EU actions to combat antimicrobial resistance)	Consultation of Health Security Committee on draft guidelines	Q1 2026
	Publication of guidelines	Q3 2026
Other major outputs		
Output	Indicator	Target
Report to the Council on the implementation of the 2023 Council Recommendation on stepping up EU actions to combat antimicrobial resistance in a One Health approach	Preparatory work	In the course of 2026

⁽¹⁰⁾ Implementing act 2023/1808

Commission decision on collecting information on the occurrence of antimicrobial resistance in seafood	Adoption by the Commission	In the course of 2026
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General objective 3: Supporting people, and strengthening our societies and our social models

Specific Objective 3.1: Improving people's health by reducing the burden of non-communicable diseases

Related to spending programme(s): EU4Health and others

Main outputs in 2026:

New policy initiatives

Output	Indicator	Target
Proposal for a Council Recommendation on early detection and screening on cardiovascular diseases	Adoption by the Commission	Q4 2026 - Q1 2027

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Proposal for the revision of the Tobacco Products Directive 2014/40/EU and the Tobacco Advertising Directive 2003/33/EC	Adoption by the Commission	Q4 2026

Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Evaluation of the tobacco control legislation	Publication of the Staff Working Document	Q1 2026

Major public consultations

Output	Indicator	Target
Eurobarometer on mental health and social media	Report of the results	Q2 2026
Eurobarometer on tobacco	Report of the results	Q2 2026
Public consultation on the revision of the tobacco control legislation	Launch of the public consultation	Q2 2026

Other major outputs

Output	Indicator	Target
Implementation of the Safe Hearts Plan	Ongoing implementation	Throughout the year
EU-wide inquiry on the impact of social media on mental health	Launch of the EU-wide inquiry	Q2 2026

Implementation of Europe's Beating Cancer Plan	Ongoing implementation	Throughout the year
5th Edition of the European Code against Cancer	Public launch	Q1 2026
Progress report on the EU Network of Comprehensive Cancer Centres activities	Publication of the progress report	Q3 2026
Inter-speciality cancer training programme delivered to 110+ European Cancer Centres and 700+ health professionals (INTERACT EUROPE 100)	Report on programme delivery	Q4 2026
Launch of Joint Action on lifelong prevention, focusing on cardiovascular diseases	Kick-off of joint action	Q4 2026
Multidisciplinary training and exchange programme on mental health – EU PROMENS	Launch of the training programme in 24 Member States	Q1 2026

General objective 4: Sustaining our quality of life: food security, water and nature

Specific Objective 4.1: Contributing to the competitiveness of the food sector and ensuring food and feed safety

Related to spending programme(s): Single Market Programme

Main outputs in 2026:

Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
EFSA Performance Evaluation (2017-2025)	Adoption of the Commission Report with accompanying Staff Working Document	Q2-Q3 2026
Evaluation of the Animal Health Law	Adoption of the Commission Report with accompanying Staff Working Document	Q2 2026

Implementation dialogues and reality checks

Output	Indicator	Target
Implementation dialogue on feed	Dialogue held	Q4 2026
Reality check in the context of the revision on the Food contact materials legislation.	Report on the results of the reality check.	Q4 2026

Reality check on evaluation of Regulation (EU) No 528/2012 of the European Parliament and of the Council concerning the making available on the market and use of biocidal products	Report on the results of the reality check	Q4 2026
Major public consultations		
Output	Indicator	Target
Public consultation on the Evaluation of Regulation (EU) No 528/2012 of the European Parliament and of the Council concerning the making available on the market and use of biocidal products	Consultation closed	Q1 2026
Major implementation activities and enforcement actions		
Output	Indicator	Target
Task Force for strengthening the controls on imports of food and feed, set up following the Commission Communication on a Vision for Agriculture and Food	Meetings organised at high-level and technical level	Throughout the year
Health and Food Audits and Analysis work programme for 2027	Publication	Q4 2026
Implementation strategy for Proposal for a Regulation of the European Parliament and of the Council on plants obtained by certain new genomic techniques and their food and feed, and amending Regulation (EU) 2017/625	Delivered	Q2 2026
Study supporting the 2027 review of the EU food waste reduction targets	Launch of a study	Q1 2026
Preparatory work to support the adoption of an implementing act establishing a correction factor to account for the increase or decrease in tourism in relation to the reference period, as foreseen in the amendment to the Waste Framework Directive	Launch of a study	Q1 2026
Other major outputs		
Output	Indicator	Target

<p>Priority pending proposals ⁽¹¹⁾</p> <ul style="list-style-type: none"> - Food and feed simplification package - Proposal for a Regulation on the production and marketing of plant reproductive material in the Union (Regulation on plant reproductive material) 	<p>Progress/agreement by the co-legislators</p>	<p>In the course of 2026</p>
<p>Implementation of the legal frameworks for various groups of substances used for the production of foods, food supplements, foods for specific groups, novel foods, GMOs and derived products, as well as the addition of vitamins/minerals/other substances to foods (authorisation, prohibition, limits, use conditions, labelling, claims etc) and other uses</p>	<p>Adoption</p>	<p>Ongoing regular activity in 2026</p>
<p>Implementation of the legal frameworks for pesticides and biocides (e.g. decisions on approvals, renewal of approvals, authorisations, postponement of expiry dates, limits for residues in food, etc.)</p>	<p>Adoption</p>	<p>Ongoing regular activity in 2026</p>
<p>Implementation of the legal frameworks on food contact materials and processes of recycling plastics</p>	<p>Adoption</p>	<p>Ongoing regular activity in 2026</p>
<p>Setting or updating limits for contaminants in feed and food following EFSA opinions</p>	<p>Adoption</p>	<p>Ongoing regular activity in 2026</p>

⁽¹¹⁾ The list includes proposals led by DG SANTE that were announced as priority proposals in annex III of the 2026 Commission Work Programme and that were pending agreement by the co-legislators at end 2025

Implementation of the harmonised food safety acquis in the areas of food and feed safety, animal health and welfare, animal breeding, animal by-products, plant health, plant reproductive material, plant variety rights, plant genetic resources and official controls	Adoption	Ongoing regular activity in 2026
Implementation of the legal frameworks for the authorisation of feed additives and for feed marketing	Adoption	Ongoing regular activity in 2026
Implementation and adoption of legal acts related to veterinary medicinal products and setting or updating MRLs for veterinary medicinal products	Adoption	Ongoing regular activity in 2026
5th National Report (EU) of the Cartagena Protocol on Biosafety	Delivered to the Secretariat of the Convention on Biological Diversity	Q1 2026

General objective 4: Sustaining our quality of life: food security, water and nature

Specific Objective 4.2: Modernising animal welfare based on latest scientific evidence and strengthening the single market

Related to spending programme(s): Single Market Programme

Main outputs in 2026:

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
Proposal for a Regulation of the European Parliament and of the Council for on-farm animal welfare, including in response to the European Citizens' Initiative "End the Cage Age", for certain species and categories of animals	Adoption of the legislative proposal and publication of the impact assessment (including supporting external study)	Q4 2026
Communication on the follow-up to from the European Citizens' Initiative "Fur Free Europe"	Adoption	Q1 2026

Major implementation activities and enforcement actions

Output	Indicator	Target
Implementation Strategy for the new Regulation on the welfare of dogs and cats and their traceability	Finalisation of the implementation strategy	Q4 2026

Other major outputs		
Output	Indicator	Target
Priority pending proposals ⁽¹²⁾ <ul style="list-style-type: none"> - Proposal for a Regulation on the protection of animals during transport and related operations, amending Council Regulation (EC) No 1255/97 and repealing Council Regulation (EC) No 1/2005 	Progress/agreement by the co-legislators	In the course of 2026
Study on the digitalisation to facilitate implementation and enforcement of rules on animal welfare during transport	Publication	Q2 2026
Study on animal welfare indicators	Publication	Q4 2026

⁽¹²⁾ The list includes proposals led by DG SANTE that were announced as priority proposals in annex III of the 2026 Commission Work Programme and that were pending agreement by the co-legislators at end 2025.

ANNEX 2: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: DG SANTE employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities.		
Main outputs in 2026:		
Output	Indicator	Target
Appointment of female DHoU	% of female DHoU	>50% - 2 new female DHoU
Appointment of female HoU	% of female HoU	>55% - 2 new female HoU
Training programme for Female management talent development	Number of female AD Officials with management potential trained	3 (MDP + SANTE own initiative)
Regular organisation of virtual staff meetings with the Director-General	Number of events	4
Participation of Senior Management in Unit meetings	Number of unit meetings	At least once every quarter
Participatory workshops on key policy and organisational topics (AI, Ethics, DIO action)	Number of workshops	4
Social responsibility activities for staff	Number of events	3

B. Digital transformation and data management

Objective: SANTE is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission		
Main outputs in 2026:		
Output	Indicator	Target
Digital Transformation		
Digital culture		
Artificial Intelligence	Number of sessions on use of corporate AI to all SANTE Staff and management	2 knowledge hour sessions per year

	Tailored sessions for all SANTE Units	On request, 1 tailored session per Unit
Seamless Digital Environment		
IT Legacy ratio	Ratio of fully supported, depreciated and unsupported IT systems (hosted in the corporate datacentre) per department	40%: 60%: 0% (Fully Supported, Deprecated, Unsupported) (Baseline 2025: 12.4%; 87.6%; 0%)
Green, resilient and secure digital infrastructure		
Cybersecurity	% of IT Security plans that are updated in the last 2 years	100%
Data Management		
Digital-ready EU policymaking	Percentage of DG SANTE legislative proposals that address the digital aspects in the Legislative, Financial and Digital Statement (LFDS) relative to the total number of DG SANTE legislative proposals within scope of the LFDS.	100% of the proposals address digital aspects
Data findability	Number of IT solutions reviewed to identify datasets and publish updates on the Corporate data catalogue	30/41 IT solutions (around 75%) (baseline 2025: 3/41 IT solutions)
Transparency and data reuse	Number of solutions publishing data through the SANTE data platform for Open data	20 datasets / 8 solutions (baseline 2025:14 datasets / 4 solutions)
Data maturity indicator		
Data management	Maturity level	Established
Ownership and responsibilities	Maturity level	Advanced
Data quality and FAIRness	Maturity level	Established
Data skills	Maturity level	Advanced
Data Protection		
Compliance of IT solutions with data protection rules	% of new IT solutions reviewed that are in alignment with the EUDPR	100% of new IT solutions
Review of records of processing operations	% of DG SANTE records subject to review in 2026 reviewed by DG SANTE	100%
Awareness raising activities	DG SANTE staff members participating in any data protection awareness raising activity	200 staff members participating

C. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality of underlying transactions.

Main outputs in 2026:

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets Safeguarded information	Compliance with regulatory provisions and accounting closure instructions after audit/review corrections	Remains 100% compliant
Efficient controls	Budget execution	Remains > 95% of payment appropriations
	Timely payments	Remains > 95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 2% of funds managed

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽¹³⁾ aimed at the prevention, detection and correction ⁽¹⁴⁾ of fraud.

Main outputs in 2026:

Output	Indicator	Target
Finalise the update of DG SANTE's anti-fraud strategy for the period 2026 - 2028	Adopt an updated anti-fraud strategy of DG SANTE with an action plan for 2026-2028 which is aligned with the requirements of the CAFS action plan	In the course of 2026

⁽¹³⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019; Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023" [COM\(2023\) 405](#) of 11 July 2023 – “the Communication on the 2023 revision” – and the accompanying revised action plan, [SWD\(2023\)245](#)– “the revised Action Plan”.

⁽¹⁴⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Participation in the network "Fraud Prevention and Detection" (FPD) chaired by OLAF and dissemination of the relevant information stemming from these networks	Participation in the FPDnet meetings organised by OLAF and timely feed-back provided to DG SANTE's financial cell.	DG SANTE will attend 95% of the FPDnet meetings and sub-group meetings organised by OLAF during 2026. For all meetings attended, feedback will be provided to DG SANTE's financial cell.
Promoting training/ guidelines and raising awareness in DG SANTE on ethics, anti-fraud and management of 'conflict of interests'	Annual implementation rate of awareness activities in AFS 2026 – 2028.	>90%
Actions linked to handling "conflict of interest" in agencies, scientific committees and expert groups	Annual meeting of SANTE coordinators and, when needed, the SANTE inter-agencies task force on independence	1 meeting of the SANTE coordinators per year

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

Main outputs in 2026

Output	Indicator	Target
Review of DG's business travel trends /patterns (based on corporate EC-staff's professional trips (missions) with a view to optimise and gradually reduce CO2 emissions (e.g. by optimising the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative))	CO2 (t) emissions from DG's missions	Maintain the value for emissions from staff professional missions below the 50% reduction target compared to the 2019 baseline.
Increase in the use (number of) video-conferencing rooms in Grange for meetings with stakeholders (avoiding business trips) in the DG.	Increase/decrease compared to 2025	Increase
Participation in the seasonal energy saving action (closing DG's buildings)	% of SANTE's buildings participating in the annual BEST energy saving actions in winter % of SANTE's buildings participating in the annual BEST energy saving actions in summer	75% (3 out of 4: 2 in BXL, 1 in LUX, 1 IRL) 75% (3 out of 4: 2 in BXL, 1 in LUX, 1 IRL)

Communication and awareness raising actions in line with EMAS corporate campaigns (including corporate Velo Mai campaign, Grange-specific internal EMAS communication campaign, an OIB/OIL EMAS campaign for buildings in BXL and LUX)	% of SANTE sites informed/participated	100%
Actions to promote more sustainable missions/business travel from Brussels & Luxembourg	Number of actions	1 action
Actions to reduce use of resources other than energy (water, paper etc.) including in the framework of EMAS corporate campaigns and/or in collaboration with OIB/OIL where appropriate.	Number of actions to reduce use of resources other than energy	1 action
	% of SANTE sites informed/participated	100%
Actions to reduce waste and improve waste sorting, incl. in the framework of EMAS corporate campaigns	Number of actions	1 action
	% of SANTE sites informed/participate	75%
Continuous improvement of environmental performance of the Commission site in Grange	Retention of EMAS registration for the Grange site	Registration maintained