




WHITE PAPER

Rethinking Global Health Research & Innovation

A European Strategy for FP10

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Rethinking Global Health Research & Innovation: A European Strategy for FP10

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Executive Summary

Global Health Research and Innovation should be recognised as one of Europe's strategic investments, capable of simultaneously strengthening scientific excellence, industrial leadership, resilience and international partnerships.

Europe is entering a defining decade. As geopolitical competition intensifies, demographic pressures grow and technological leadership becomes increasingly contested, the **next Framework Programme (FP10) will shape whether Europe can turn scientific excellence into lasting resilience, prosperity and global influence**. This White Paper argues that Global Health Research and Innovation (R&I) is one of the clearest opportunities to do so and should no longer be regarded as a specialised area of health policy or an extension of development cooperation.

FP10 should position it as an enabling innovation platform that generates ripple effects across biotechnology, advanced manufacturing, artificial intelligence, food systems, workforce productivity and strategic autonomy.

Global Health R&I already delivers scientific, economic and geopolitical returns for Europe; the opportunity now is to organise FP10 so that it captures the full value of these returns rather than a fraction of them. The current framing of Global Health R&I has not kept pace with Europe's changing political and economic priorities: it still treats health research primarily as a sector competing for resources, rather than as a platform that reinforces competitiveness, resilience and international influence at the same time. In a constrained fiscal environment, its strategic advantage lies precisely in this ability to deliver several forms of return through the same investment.

Drawing on the policy landscape analysis conducted by Re-Imagine Europa, stakeholder consultations and the Ripple Effect framework, this White Paper proposes a European Global Health Innovation Strategy built around four mutually reinforcing pillars:

- Governance through a **Strategic Governance Framework for Global Health R&I** that combines democratic strategic direction, independent scientific advice and coordinated delivery across FP10's institutions.
- System through an **Integrated European Health Innovation Ecosystem** that connects discovery, translation, manufacturing and deployment, capturing spillovers across biotechnology, nutrition and One Health.
- Mission through a **European Women's Health and Precision Prevention Moonshot** that positions one of Europe's greatest unmet health challenges as a flagship innovation priority.
- Partnership by **making Global Health collaboration a strategic capability**, built on co-investment and mutual benefit rather than a donor-recipient model.

Taken together, these four pillars are designed to weave into a single strategy rather than stand alone: stronger governance sets direction, an integrated ecosystem and a flagship mission generate the science, and strategic partnership extends its reach and legitimacy internationally. Embedding public value and patient partnership in how projects are evaluated, and connecting research

systematically to industrial scale-up and procurement, are treated throughout as commitments that cut across all four pillars rather than as separate ones. They offer **a new way of organising Global Health R&I within FP10, one that connects research, innovation, industrial policy and international cooperation into a coherent strategy for Europe's future.**

Europe's competitive advantage will not depend solely on investing more in research. It will depend on its ability to transform scientific excellence into resilient innovation ecosystems that generate lasting public, economic and strategic value. Global Health R&I is uniquely positioned to deliver this transformation. FP10 should recognise it not as a sectoral priority, but as one of the foundations of Europe's long-term innovation, resilience and leadership.

I. Introduction

Since the first Framework Programmes, European research and industrial policy have rested on an assumption that held for thirty years: that scientific excellence would eventually translate into competitiveness, and that competitiveness and international cooperation could be pursued largely in parallel. That assumption is being rewritten. Strategic competition is intensifying, global supply chains are becoming more fragile, technological leadership is increasingly concentrated among a small number of global powers, and resilience has emerged as a defining objective of European policymaking. Europe's future influence will depend less on its ability to react to crises than on its capacity to anticipate them, innovate at scale and build trusted partnerships that strengthen both its prosperity and its security.

This changing landscape has fundamentally altered the way Europe thinks about research and innovation. Increasingly, investments are assessed not only by the scientific knowledge they generate, but by their contribution to productivity, industrial capacity, strategic autonomy and long-term resilience. The debate surrounding the next Framework Programme (FP10) reflects this evolution. **Research is no longer viewed simply as a driver of scientific excellence; it is becoming a central instrument of Europe's economic and geopolitical strategy.**

Yet one area remains surprisingly absent from this conversation. Global Health Research and Innovation (R&I) continues to be treated primarily as a specialised field of health policy or an extension of development cooperation. This framing no longer reflects either the realities of the twenty-first century or the strategic choices now facing Europe. It overlooks a fundamental transformation: **health innovation has become one of the principal drivers of biotechnology, advanced manufacturing, artificial intelligence, digital infrastructure and scientific diplomacy.** It shapes the resilience of health systems, the security of supply chains, the productivity of economies and the strength of international partnerships. In short, it is no longer simply about improving health, it is about shaping Europe's place in the world.

Rethinking the role of Global Health R&I within FP10 starts from what Europe is already getting right and asks how to capture more of it: recognising the strategic value these investments already generate and designing FP10 to maximise that value deliberately rather than by accident.

Throughout the last decade, investments in Global Health R&I have contributed to advances that extend far beyond the health sector. They have accelerated biotechnology platforms now used across multiple industries; strengthened manufacturing capabilities that underpin strategic autonomy; supported digital innovations transforming healthcare, agriculture and life sciences; reinforced preparedness against biological threats; and created international research partnerships that enhance Europe's scientific influence and geopolitical credibility. These are not isolated outcomes. They are part of a broader pattern in which investment in health research creates ripple effects across the wider European economy and society.

Recognising these ripple effects requires a shift in perspective. Europe should recognise **Global Health R&I as an enabling investment that contributes simultaneously to innovation,**

productivity, resilience, industrial development and international cooperation. The challenge for FP10 is therefore not simply to fund more research, but to organise research differently, to build stronger partnerships, connect innovation ecosystems, accelerate translation into industrial capacity and ensure that public investment generates lasting value for European citizens and global partners alike. At a time of intense competition for public investment, this capacity to generate returns across multiple policy objectives is not incidental: it is precisely what makes Global Health R&I a strategically efficient use of European research investment.

The recommendations presented in this White Paper propose **a new, ecosystem-based and mission-driven architecture for Global Health Research and Innovation within FP10**, one that treats **public value and industrial leadership as complementary goals** rather than fragmented, sectoral ones, and that is designed to transform scientific excellence into resilient innovation systems benefiting Europe and its international partners alike.

Ultimately, this is not a White Paper about health alone. It is about how Europe chooses to compete, cooperate, innovate and lead in a world where scientific capability has become a defining source of resilience, prosperity and influence. Global Health Research and Innovation has historically been treated as a peripheral policy domain; if Europe wants to remain a global leader in the decades ahead, it can no longer afford to be. It should instead be recognised as one of the strategic foundations upon which Europe's future will be built.

II. Why Global Health R&D Matters for Europe?

As FP10 negotiations take shape, Global Health Research and Innovation should be recognised as one of the strategic investments that will shape Europe's future capacity to innovate, protect its citizens and strengthen its role in an increasingly interconnected world.

European investment in Global Health has historically drawn on several distinct, and sometimes competing, justifications. It has been framed as an act of solidarity and development cooperation rooted in poverty reduction; as a contribution to global public goods, treating health as a shared international responsibility; as a matter of health security, containing infectious diseases where they emerge so that they do not spread back to Europe; as part of the Sustainable Development Goals' commitment to universal health coverage and equitable innovation; and, since the COVID-19 pandemic, as a demonstration of pandemic preparedness and interconnected vulnerability. Each of these remains grounded in European values, including the solidarity provided for under Article 21 Treaty on European Union and the high level of human health protection required by Article 168 Treaty on the Functioning of the European Union, and each continues to underpin real partnerships.

However, on their own, they are no longer sufficient to sustain political momentum in a policy environment increasingly organised around strategic autonomy, competitiveness and security. Health research must therefore be positioned not as a replacement for these values, but as a strategic investment that delivers on all of them simultaneously, generating tangible benefits for European societies while strengthening global resilience.

This is also a political argument: in an increasingly fragmented debate, the **strength of Global Health R&I lies precisely in its capacity to speak to different priorities, from fiscal responsibility and European competitiveness to preparedness, scientific excellence and international cooperation, without requiring policymakers to choose between them.**

This shift is particularly relevant for FP10. The current debate increasingly emphasises competitiveness, industrial policy and defence, often presenting them as priorities that compete with health and social investment. Yet this framing overlooks a fundamental reality: Europe's long-term resilience depends precisely on the interaction between these policy domains. Scientific capability strengthens preparedness. Public health reinforces economic productivity. Biotechnology supports industrial leadership. International partnerships enhance strategic autonomy. Rather than competing objectives, these are **mutually reinforcing components of a resilient European innovation model.**

Policy analysis and stakeholder consultations conducted since January 2026 point to a common conclusion: Europe should move beyond viewing Global Health R&I as a sectoral investment and instead recognise it, through what this White Paper calls the Ripple Effect framework, as an enabling platform whose returns rarely stay confined to healthcare. Investments in this area trigger

interconnected effects across biotechnology, advanced manufacturing, digital technologies, food systems, workforce productivity and international partnerships, so the practical question for FP10 is no longer whether to invest in Global Health R&I, but how to deliberately strengthen these ripple effects to maximise the wider returns they already generate.

- **Health security as a foundation of resilience**

The COVID-19 pandemic fundamentally changed Europe's understanding of security. Biological threats demonstrated their capacity to disrupt economies, destabilise societies and expose strategic dependencies as profoundly as more traditional security challenges. Antimicrobial resistance (AMR), emerging pathogens and climate-sensitive diseases reinforce the need for continuous investment in preparedness rather than reactive responses during crises.

Global Health R&I strengthens Europe's resilience by **sustaining scientific capability, surveillance systems, clinical research networks and innovation ecosystems capable of anticipating and responding to future threats**. It also contributes to broader democratic resilience by reinforcing public trust in science, supporting resilient healthcare systems and reducing the societal costs associated with future health emergencies.

- **Innovation that drives productivity and long-term prosperity**

Health research is increasingly becoming one of the principal drivers of scientific and technological progress. Advances in biotechnology, artificial intelligence, precision medicine, diagnostics and digital health increasingly influence sectors far beyond healthcare itself.

At the same time, Europe faces persistent productivity challenges driven by demographic ageing, workforce shortages and rising healthcare expenditure. Improving population health and investing in prevention are therefore not only public health objectives but also economic ones. Healthier populations participate more fully in education and employment, require fewer costly interventions and contribute more effectively to long-term economic growth.

Global Health R&I should consequently be understood as **an investment in Europe's human capital**. Supporting innovation in areas such as infectious diseases, women's health, precision prevention and antimicrobial resistance strengthens scientific excellence while improving productivity, reducing future public expenditure and creating new opportunities for industrial development.

- **Building strategic autonomy through innovation ecosystems**

Strategic autonomy is increasingly recognised as a defining objective of European policy. Achieving it requires more than securing access to critical technologies; it requires the capacity to develop, manufacture, deploy and continuously improve them within resilient innovation ecosystems.

Global Health R&I contributes directly to this ambition. Investments in biotechnology platforms, advanced manufacturing, digital infrastructure and translational research strengthen Europe's technological capabilities while reducing excessive dependencies on external suppliers. At the same time, innovation should not be viewed as a linear process moving from laboratory to market. It

emerges through interconnected ecosystems linking research organisations, healthcare providers, manufacturers, entrepreneurs, regulators and investors. FP10 therefore has an opportunity to **strengthen not only individual research projects but the wider ecosystems that enable scientific discoveries to generate lasting economic and societal value.**

- **Renewing international partnerships through shared value**

Europe's global influence increasingly depends on the quality of its partnerships. The era in which international cooperation was primarily defined through donor-recipient relationships is giving way to one based on co-investment, shared innovation and mutual strategic interests.

Global Health R&I provides one of the strongest foundations for this evolution. Scientific collaboration strengthens surveillance, research capacity, manufacturing ecosystems and preparedness across regions while creating reciprocal benefits for Europe through stronger research networks, diversified innovation ecosystems and trusted geopolitical relationships. By positioning international cooperation around shared value creation rather than one-directional assistance, **Europe can reinforce both its scientific leadership and its role as a trusted global partner.**

- **A new ambition for FP10**

Taken together, these findings suggest that the debate surrounding Global Health R&I must evolve. The objective is not simply to increase investment, but to rethink the role that health research plays within Europe's wider innovation strategy. FP10 should recognise Global Health R&I **as a strategic platform capable of generating ripple effects across health, industry, food systems, biotechnology, artificial intelligence, productivity, resilience and international cooperation.**

This shift has important implications for the design of the next Framework Programme. It calls for stronger strategic governance, flagship missions around emerging priorities, investment principles centred on public value and democratic resilience, integrated innovation ecosystems that maximise spillover effects, and industrial pathways capable of translating scientific excellence into resilient production and global leadership.

Europe's future prosperity will increasingly depend on its ability to transform knowledge into societal, industrial and geopolitical value, and Global Health R&I is uniquely positioned to deliver across these objectives simultaneously. **The challenge for FP10 is to organise its innovation system so that it fully captures this transformative potential,** building on a role for Global Health that is already well established in Europe's research agenda.

III. Current Challenges and Opportunities

Europe enters the FP10 negotiations with one of the world's most comprehensive global health R&D ecosystems. Its strength lies in the combination of large-scale research investment through Horizon Europe, long-standing and equitable international partnerships through EDCTP, crisis preparedness and coordination mechanisms through HERA, health system implementation capacity through EU4Health, and global investment and capacity-building instruments such as Global Gateway. Together, these instruments create **a unique ecosystem that spans the full innovation continuum, from basic research and clinical development to deployment, manufacturing, and international collaboration**; while maintaining a strong public-interest orientation. This provides Europe with a solid foundation to advance health security, competitiveness, and global influence.

However, despite these considerable strengths, important fragmentation and investment gaps remain, particularly in areas such as women's health, neglected diseases, and the translation of research into sustainable long-term impact, highlighting opportunities for a more strategic and coherent approach under FP10. Addressing these challenges does not require building an entirely new architecture; rather, it requires strengthening existing instruments, improving coordination, and ensuring that emerging priorities are adequately reflected in FP10 and related funding frameworks. The current negotiation period therefore represents a significant window of opportunity to enhance Europe's ability to deliver both public health impact and strategic value.

- **Global Health Remains Insufficiently Visible Within FP10**

While health, biotechnology and preparedness feature prominently in current discussions on FP10, global health priorities are often addressed indirectly through broader competitiveness, resilience or innovation objectives. As a result, diseases that disproportionately affect low- and middle-income countries, global clinical research partnerships, and health system strengthening efforts risk receiving less strategic visibility than areas more directly linked to industrial competitiveness.

The FP10 negotiations provide **an opportunity to explicitly recognise global health as a strategic European interest**. Strengthening references to global health across programme objectives and work programmes would help ensure continuity for successful partnership models and reinforce Europe's leadership in addressing cross-border health challenges.

- **Women's Health Lacks a Dedicated Innovation Architecture**

Women's health is increasingly recognised as a major public health, economic and innovation challenge. However, unlike infectious diseases, which benefit from dedicated funding instruments, partnerships and deployment mechanisms, women's health continues to rely largely on horizontal gender mainstreaming approaches. While important, these measures alone have not generated the scale, visibility or translational impact needed to address persistent gaps in research and innovation.

The scale of this gap is well documented: only around 1% of global health R&I funding is currently dedicated to female-specific conditions, there is no EU Joint Undertaking or partnership dedicated

to women's health comparable to the EDCTP model for infectious diseases, and insufficient sex-disaggregated data in clinical research contributes to an estimated €52 billion a year in EU healthcare costs linked to adverse drug reactions that disproportionately affect women (European Commission, 2025; Kemble et al., 2022). **FP10 offers an opportunity to move beyond mainstreaming and establish a more strategic approach to women's health.** Dedicated funding streams, flagship initiatives, and stronger support for research translation could position Europe as a global leader in emerging fields such as women's precision medicine, reproductive health innovation, and sex- and gender-responsive healthcare.

- **Market Incentives Remain Weak for Neglected Diseases and AMR**

Many of the health challenges with the greatest societal impact continue to suffer from insufficient investment because they offer limited commercial returns. This is particularly evident in AMR, neglected infectious diseases, and certain aspects of maternal health. While public funding has helped sustain progress in these areas, **existing incentives remain fragmented and often insufficient to support the full pathway from discovery to deployment.**

The growing political focus on resilience and preparedness creates an opportunity to address these market failures more strategically. By combining research funding with market-shaping tools, procurement mechanisms, and public-private partnerships, Europe could stimulate innovation in areas that are critical to public health but underserved by traditional market dynamics.

- **Competitiveness and Public Health Objectives Must Remain Aligned**

The increased emphasis on competitiveness within FP10 reflects legitimate concerns about Europe's position in the global innovation race. However, there is a risk that an overly narrow interpretation of competitiveness could prioritise short-term industrial objectives at the expense of broader public health goals and long-term scientific investment.

This risk is not only about fairness between policy domains, it is a competitiveness risk in its own right. Crowding out basic and low-Technology-Readiness-Level research to fund near-market priorities can weaken the discovery pipeline that future industrial breakthroughs depend on: Europe would, in effect, be funding its own long-term decline in the fields it is trying to lead.

Rather than viewing competitiveness and public health as competing priorities, FP10 presents an opportunity to align them more effectively. Areas such as **infectious diseases, women's health, antimicrobial resistance, and health technologies demonstrate that investments can simultaneously strengthen industrial capacity, generate economic value, and improve health outcomes.** Ensuring this balance will be critical to maintaining broad political support for health research and innovation.

- **Participation Barriers Persist for Low- and Middle-Income Countries**

International collaboration remains one of Europe's greatest strengths in global health R&D. Nevertheless, many low- and middle-income country (LMIC) partners continue to face administrative, financial and structural barriers that limit their ability to participate fully in

European research programmes. These barriers can reduce the effectiveness, diversity and global relevance of research efforts.

As Europe seeks to strengthen its global partnerships and strategic influence, there is **an opportunity to simplify participation mechanisms, invest in research capacity, and promote more equitable partnerships**. Doing so would not only improve research outcomes but also reinforce Europe's role as a trusted and collaborative global actor.

Taken together, these challenges reveal not a weakness of the European global health R&D system, but the next stage of its evolution. Europe already possesses the institutions, partnerships and scientific capacity required to lead globally. The task now is to ensure that FP10 strengthens these foundations, addresses persistent blind spots, and aligns health research and innovation with Europe's broader objectives for security, competitiveness, resilience and global influence.

IV. A New Strategic Architecture for Global Health Research and Innovation – Recommendations

Europe is entering a new phase in its research and innovation policy with the next Framework Programme. It will be expected to strengthen scientific excellence while simultaneously supporting competitiveness, preparedness, economic resilience and strategic autonomy. Global Health Research and Innovation is uniquely positioned to contribute across these objectives.

As explained above, Global Health R&I extends beyond addressing individual diseases or responding to health emergencies. It strengthens Europe's scientific leadership, accelerates innovation in biotechnology and advanced manufacturing, supports resilient supply chains, enhances preparedness for future health threats and reinforces international partnerships. Investments in infectious diseases and women's health are particularly well placed to generate scientific, economic and societal returns while contributing to broader European priorities.

Europe should therefore **govern Global Health R&I as a strategic capability: democratically legitimised, scientifically excellent, evidence-informed and internationally connected**. Achieving this requires a coherent strategic architecture that aligns governance, investment and implementation across the research and innovation continuum.

The following four recommendations are organised to match this logic: **a Strategic Governance Framework that sets direction; an Integrated European Health Innovation Ecosystem that connects research to deployment; a Women's Health and Precision Prevention Moonshot that mobilises investment around a flagship mission; and a strategic approach to Global Health Partnerships that extends Europe's reach and legitimacy internationally**. Together, they provide a practical framework for positioning Global Health R&I as a strategic pillar of Europe's future competitiveness, resilience and global leadership.

1. Establish a Strategic Governance Framework for Global Health Research and Innovation within FP10

Europe has developed a comprehensive landscape of research, innovation, public health and international partnership instruments that collectively position it as a global leader in health research and innovation. FP10 provides an opportunity to strengthen strategic coordination across this landscape while preserving the principles that have made Horizon Europe internationally recognised for scientific excellence.

As research and innovation become increasingly central to Europe's competitiveness, preparedness and resilience, governance arrangements should provide clear strategic direction while maintaining scientific independence, transparency and accountability. Strong governance will enable Europe to respond more effectively to emerging scientific opportunities, coordinate investment across the innovation continuum and maximise the long-term value of public investment.

The current discussions on FP10 governance present an opportunity to strengthen strategic coordination while preserving the excellence-based foundations of the Framework Programme. Governance arrangements should provide democratic legitimacy, scientific credibility and effective implementation in equal measure.

Much of this detail will not be settled in the FP10 Regulation itself but in the design phase that follows, through the FP10 Strategic Plan and successive work programmes; the governance model recommended here matters precisely because it will determine who shapes those choices.

Recommendation:

FP10 should therefore establish a Strategic Governance Framework for Global Health Research and Innovation based on three complementary pillars.

Pillar 1 – Democratic Strategic Direction - The European Commission, the European Parliament and the Council jointly establish long-term strategic priorities through the FP10 Strategic Plan, aligning Global Health R&I with broader European objectives including competitiveness, preparedness, resilience, strategic autonomy and international partnerships.

Pillar 2 – Independent Scientific Excellence and Strategic Advice - Strategic planning should be informed by independent multidisciplinary expertise spanning infectious diseases, women's health, biotechnology, public health, clinical research, regulatory science, One Health, health economics, innovation policy and industrial strategy. Scientific advice should support horizon scanning, evidence assessment and the identification of emerging research opportunities while maintaining excellence as the primary criterion for research evaluation.

To strengthen Europe's preparedness for future challenges, FP10 should establish a regular **Strategic Global Health Foresight exercise** to identify emerging scientific opportunities, technological developments and future health risks, ensuring that strategic planning remains evidence-informed and forward-looking.

Women's health and infectious diseases should be recognised as strategic cross-cutting priorities throughout the governance cycle, informing strategic planning, work programme development, implementation and evaluation rather than being addressed solely through individual funding calls.

Pillar 3 – Coordinated Delivery - Strengthen collaboration across existing European institutions and funding instruments, including DG RTD, DG SANTE, HERA, DG INTPA, HaDEA, REA, the European Innovation Council and relevant European Partnerships. Greater alignment across strategic planning, work programmes and implementation mechanisms would improve coherence across the research and innovation continuum without creating additional institutional complexity.

Expected Strategic Value for the EU

- More coherent strategic decision-making
- Better coordination across FP10
- Greater predictability for researchers and innovators

- Stronger evidence-informed priority setting
- Improved accountability and transparency

2. Build an Integrated European Health Innovation Ecosystem

Europe has established world-leading capabilities across the health research and innovation continuum. However, the greatest scientific, economic and societal returns will be achieved by strengthening the connections between discovery science, translational research, clinical development, manufacturing, regulation, deployment and international collaboration.

An integrated innovation ecosystem enables knowledge, technologies and investment to move more effectively across sectors and disciplines. It strengthens Europe's biotechnology leadership, supports resilient supply chains and accelerates the translation of scientific discoveries into innovative products, services and public health solutions.

Women's health and infectious diseases illustrate the value of this integrated approach. Women's health remains one of Europe's most significant opportunities for biomedical innovation, while investments in infectious diseases have demonstrated how coordinated research, manufacturing, surveillance and international collaboration can generate benefits that extend well beyond the health sector.

Recommendation:

FP10 should strengthen the European Health Innovation Ecosystem by improving coordination across existing programmes and instruments rather than creating parallel structures.

Greater integration should be developed between Horizon Europe, the European Competitiveness Fund, HERA, the Innovative Health Initiative, EDCTP, the European Innovation Council, Global Gateway and relevant European Partnerships, creating a seamless pathway from frontier research to deployment and market uptake.

Investment should prioritise enabling platform technologies, including genomics, advanced diagnostics, artificial intelligence, mRNA technologies, precision medicine, advanced therapeutics and biotechnology, that generate innovation across multiple sectors and policy priorities.

Women's health should be embedded throughout the innovation ecosystem, from discovery science and clinical research to diagnostics, implementation research, precision prevention and commercial innovation. **This approach will strengthen scientific excellence while accelerating innovation in one of Europe's most under-invested biomedical fields.**

Infectious diseases should continue to serve as Europe's leading demonstration case for integrated strategic research and innovation, illustrating how coordinated investment across research, surveillance, manufacturing, clinical trials and international partnerships strengthens preparedness, competitiveness and resilience.

The ecosystem should also reinforce connections between human health, animal health, agriculture, food systems and biotechnology through a One Health approach, recognising that future innovation opportunities increasingly emerge at the intersection of these sectors.

Expected Strategic Value for the EU

- Faster translation from research to deployment
- Stronger biotechnology ecosystem
- Greater industrial competitiveness
- More resilient supply chains
- Increased innovation spillovers into food systems, AI and manufacturing

3. Launch a European Women's Health and Precision Prevention Moonshot

Women's health represents one of Europe's greatest opportunities for scientific discovery, biomedical innovation and long-term economic productivity. Significant gaps remain across research investment, clinical evidence, diagnostics, data generation and innovation pathways despite the substantial societal and economic returns associated with improving women's health throughout the life course.

Recommendation:

FP10 should establish a European Women's Health and Precision Prevention Moonshot as one of its flagship long-term research and innovation initiatives.

Strengthening investment in women's health would advance scientific excellence while supporting Europe's leadership in biotechnology, precision medicine and digital health. It would also contribute to improved productivity, healthier ageing and more resilient health systems.

The initiative should adopt a life-course perspective encompassing adolescence, reproductive health, pregnancy, menopause, healthy ageing and sex-specific differences across communicable and non-communicable diseases.

Investment should span the full innovation continuum, supporting biomedical research, prevention, diagnostics, digital health, precision medicine, clinical trials and implementation research.

The Moonshot should complement existing gender mainstreaming measures by providing long-term strategic visibility, coordination and innovation capacity. It should stimulate European biotechnology, strengthen clinical evidence, improve health data and accelerate the development and deployment of innovative solutions addressing unmet needs across women's health.

Positioning women's health as a strategic research and innovation priority would **enable Europe to unlock one of the most significant underdeveloped opportunities in biomedical science while contributing simultaneously to competitiveness, innovation, health equity and societal resilience**. A women's health combines major unmet need with the absence of a comparable dedicated innovation structure, making it particularly suited to a new flagship mission under FP10.

Expected Strategic Value for the EU

- Positions Europe as the global leader in women's health innovation
- Addresses one of the largest untapped biomedical markets
- Improves workforce participation and productivity through healthier lives
- Stimulates biotechnology, diagnostics and precision medicine sectors
- Reduces long-term health inequalities

4. Make Global Health Partnerships a Strategic Capability for Europe

International research partnerships have become an essential component of Europe's scientific excellence, innovation capacity and global competitiveness. They expand research capabilities, strengthen preparedness, facilitate technology development and create opportunities for long-term scientific collaboration.

Global Health partnerships also contribute to Europe's broader strategic objectives by supporting resilient supply chains, regulatory cooperation, biotechnology development and economic security. Building on the success of Global Gateway and Team Europe initiatives, FP10 can further strengthen these partnerships as long-term strategic assets for Europe.

Recommendation:

FP10 should position Global Health partnerships as strategic capabilities that contribute simultaneously to scientific leadership, industrial competitiveness, resilience and international cooperation.

Building on existing European instruments and the Global Gateway strategy, partnerships should strengthen collaborative research, clinical trial networks, pathogen surveillance, manufacturing partnerships, regulatory cooperation, technology transfer, innovation ecosystems, talent mobility and resilient supply chains.

Partnerships should be based on mutual benefit, scientific excellence and long-term collaboration, ensuring that investments generate value for both Europe and partner countries while strengthening Europe's position as a trusted global partner.

A stronger partnership model will reinforce Europe's capacity to anticipate and respond to future health challenges while expanding opportunities for European research organisations, innovative companies and biotechnology industries. By integrating research, innovation, industrial capability and international cooperation within a coherent strategic framework, Europe can strengthen its global leadership in health innovation while advancing competitiveness, resilience and long-term prosperity.

Expected Strategic Value for the EU

- Stronger global clinical research infrastructure
- More resilient supply chains

- Enhanced scientific diplomacy
- Increased access to international talent and markets
- Greater resilience against future pandemics

V. Conclusion

The debate surrounding FP10 is often presented as a series of competing priorities: competitiveness or cohesion, defence or social investment, industrial policy or international cooperation. This White Paper argues that such choices are increasingly artificial. In a world characterised by geopolitical uncertainty, technological competition and interconnected risks, Europe's strength will depend less on its ability to prioritise one objective over another than on its capacity to design policies that deliver across several objectives simultaneously.

Global Health Research and Innovation is one of the few policy areas capable of doing precisely that.

As demonstrated throughout this White Paper, **investments in Global Health R&I extend far beyond the development of new medicines or health technologies**. They strengthen scientific excellence, reinforce preparedness, accelerate biotechnology, stimulate industrial innovation, improve productivity, support resilient supply chains and deepen international partnerships. The challenge for FP10 is therefore not simply to increase investment in Global Health R&I, but to **recognise and maximise the wider value that these investments generate across the European economy and society**.

This requires moving beyond a fragmented approach to health research. Rather than treating Global Health R&I as one thematic area among many, FP10 should position it as a **strategic platform capable of connecting research, innovation, industrial policy, preparedness and international cooperation**. In doing so, **Europe has the opportunity to develop a distinct model of innovation**, one that combines scientific excellence with public value, industrial capability with international partnership, and economic competitiveness with societal resilience.

The recommendations presented in this White Paper should therefore be understood not as four independent proposals, but as four complementary building blocks of a single European Global Health Innovation Strategy.

The first building block is governance. A Strategic Governance Framework for Global Health R&I would combine democratic strategic direction, independent scientific advice and coordinated delivery across FP10's institutions, ensuring that priorities such as women's health and infectious diseases are set deliberately rather than emerging by default from broader competitiveness objectives.

The second building block is the innovation system itself. By adopting an Integrated European Health Innovation Ecosystem, FP10 can move beyond traditional sectoral boundaries and encourage investments that generate ripple effects across multiple strategic domains. This ecosystem approach recognises that the most valuable innovations increasingly emerge through the interaction between disciplines, industries and policy areas rather than within isolated sectors.

The third building block is mission. A European Women's Health and Precision Prevention Moonshot would demonstrate how FP10 can mobilise scientific excellence around a major societal challenge while unlocking innovation, improving productivity and accelerating the transition

towards more preventive and personalised healthcare systems. It would signal Europe's ambition to lead globally in one of the most significant and underdeveloped frontiers of health innovation.

The fourth building block is partnership. Making Global Health collaboration a strategic capability, built on co-investment and mutual benefit rather than a donor-recipient model, would strengthen Europe's global clinical research infrastructure, diversify its supply chains and reinforce its standing as a trusted partner at a time when international cooperation is itself becoming a competitive advantage.

Taken together, these four building blocks represent more than a set of policy recommendations. They propose a different way of thinking about Global Health Research and Innovation within the European project. Rather than viewing health as a sector competing for resources, this White Paper positions Global Health R&I as an enabling investment capable of generating ripple effects across multiple European priorities. It is this capacity to create value simultaneously, for citizens, industry, research, healthcare systems and international partnerships, that makes Global Health R&I strategically unique.

The implications extend beyond FP10. As Europe seeks to strengthen its competitiveness, resilience and strategic autonomy, the distinction between research policy, industrial policy, health policy and external action is becoming increasingly blurred. Future leadership will depend on Europe's ability to connect these domains through coherent innovation strategies rather than addressing them in isolation. Global Health R&I provides a compelling example of how this integrated approach can be realised in practice.

Delivering on these four building blocks also depends on two commitments that cut across all of them rather than standing apart as separate pillars: embedding public value, transparency and meaningful patient partnership in how projects are evaluated, and connecting research systematically to industrial scale-up, manufacturing capacity and procurement, so that European discoveries are also built and deployed in Europe.

Ultimately, the question is not whether Europe can afford to invest in Global Health Research and Innovation. The more pertinent question is **whether Europe can afford not to organise its innovation system around one of its most powerful strategic assets.** In an increasingly uncertain world, the countries that lead will not simply be those that invest more in research, but those that are able to transform scientific excellence into resilient societies, productive economies, trusted partnerships and long-term strategic influence. By adopting a European Global Health Innovation Strategy grounded in strategic governance, an integrated innovation ecosystem, mission-driven investment in women's health and strategic international partnership, the European Union can position Global Health R&I not at the margins of its research agenda, but at the heart of its vision for Europe's future.

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About Re-Imagine Europa

Re-Imagine Europa is a Brussels-based European think tank working to bridge divides and unlock the power of narratives in public debate. It deciphers the cognitive frames, emotions and narratives that shape political discourse, and transforms disagreement into evidence-based, collaborative blueprints for change.

Re-Imagine Europa's REFRAME methodology, developed through its work on climate and migration narratives as leader of the European Narratives Observatory (NODES), brings together insights from psychology, neuroscience and the social sciences to help policymakers and stakeholders move beyond polarisation and find shared ground on Europe's most contested issues.

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