ECDC Management Board

Minutes of the Sixty-seventh Meeting

Stockholm, 16-17 June 2026

Adopted by the ECDC Management Board at its Sixty-eighth meeting, 24-25 November 2026

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Summary of Proceedings and action points – ECDC Management Board Meeting

The 67th meeting of the ECDC Management Board (MB) convened on 16-17 June 2026 in Stockholm, Sweden. During the meeting, the MB:

- adopted the programme of the meeting;
- adopted the minutes of the 66th meeting of the MB;
- approved the Final Annual Accounts 2025;
- approved the revised Rules of Procedure of the MB;
- approved the proposed meeting dates for June and November 2027 and provisionally for 2028. The MB requested ECDC to review the meeting dates in March 2027 considering the Easter holidays;
- appointed the MB Member representing DG SANTE, European Commission, as member of the Audit Committee;
- discussed the priorities for the Single Programming Document 2028 and agreed that written comments can be submitted after the meeting;
- discussed the ECDC process for developing surveillance standards;
- took note of the update of the ECDC Director;
- took note of the summary of discussions held at the 61st meeting of the Audit Committee;
- took note of the monitoring of the implementation of the Work Programme 2026;
- took note of the Progress report – Overview of 2026 budget implementation;
- took note of the Budget transfers – first quarter 2026;
- took note of the update on the ECDC External Evaluation and requested clarifications on the process for the publication of the final report;
- took note of the update on the 2023 Revised ECDC Strategy Implementation Roadmap;
- took note of the High-level results of the ECDC Staff Survey 2026;
- took note of the overview of ECDC support to Member States on vaccination activities;
- took note of the Procedural information pertaining to the election of the Chair and Deputy Chair of the MB foreseen to take place during the 68th meeting of the MB;
- took note of the update from the European Commission;
- took note of the update from the European Parliament;
- took note of the update on the Cypriot Presidency of the Council of the EU;
- took note of the update on the upcoming Irish Presidency of the Council of the EU.

Opening and welcome from the Chair (and noting the Representatives)

1. The Chair welcomed all the participants to the 67th meeting of the ECDC Management Board (MB), which took place in Stockholm, Sweden. A special welcome was extended to the newly appointed members/alternates from Hungary, Spain, and DG RTD, European Commission.

2. Apologies had been received from Bulgaria, Finland (proxy to Estonia), Greece, Lithuania, Portugal, and Slovenia.

Welcome from the Director, ECDC

3. The ECDC Director warmly welcomed the MB members to the meeting noting that she was looking forward to fruitful discussions.

Adoption of the draft programme (and noting the declarations of interest and proxy voting, if any) *(Document MB67/01)*

4. The draft programme was adopted without changes. The Chair asked each member whether s/he wished to add any oral declaration(s) of interest to her/his Annual Declaration of Interest (ADoI) submitted previously. None were declared.

The Management Board adopted the draft programme.

Adoption of the draft minutes of the 66th meeting of the Management Board (Stockholm, 26-27 March 2026) *(Document MB67/02)*

5. The Chair noted that the draft minutes of the 66th meeting had been circulated to the MB ahead of the meeting. One minor change had been suggested by Germany (point 4). No further amendments were requested, and the minutes were adopted.

The Management Board adopted the minutes of the Sixty-sixth meeting of the Management Board.

Update from the ECDC Director

6. The ECDC Director gave an update on recent and upcoming ECDC activities. She first briefed the MB on activities related to the recent Andes hantavirus outbreak on a cruise ship and the ongoing Ebola outbreak in the Democratic Republic of Congo (DRC) and Uganda. These public health events had shown the importance of strong cooperation between European and international partners and that the new tools put in place post COVID-19, such as the EU Health Task Force and the EU Reference Laboratories (EURLs) work as planned and enable ECDC to respond more rapidly and effectively to crisis events. To ensure sufficient resources for these activities, ECDC currently had two Public Health Events (PHE) ongoing in parallel.

7. The hantavirus outbreak had triggered a complex international public health response and ECDC had worked closely with the European Commission, the EU Member States, WHO, and the UK Health Security Agency. The Director especially thanked the Dutch and Spanish colleagues for their excellent coordination during the outbreak.

8. With regards to the Ebola outbreak, the Director informed that ECDC had rapidly deployed an expert to the Africa CDC headquarters in Addis Ababa as of 19 May and outlined the plan for deployments of teams to DRC and Uganda involving experts from ECDC and Member States (Belgium and France) to evaluate exit screening measures at the international airports and an expert to South Sudan. ECDC action aims at supporting outbreak response and assessing exit screening measures. The recently signed Memorandum of Understanding between ECDC and the Africa CDC had proven to be very useful in this

regard as it facilitates the provision of ECDC support but also allows ECDC to receive first-hand information which is crucial to be able to act fast. The first ECDC Rapid Risk Assessment had in fact been issued very swiftly stressing that the risk for the EU was for now considered very low. The Director then informed the MB on other key guidance documents on Ebola already published and in production.

9. Despite the ongoing PHEs, ECDC's routine work had continued as planned with five PHEPA missions conducted since the previous MB meeting; an interim report on the findings from the first cycle would be published in June. Other recent activities included the European Immunization Week, updated guidance on AMR, ongoing work on developing surveillance standards and support provided to the conference on vector-borne diseases organised under the Cypriote EU Presidency of the Council. The Director also referred to her recent hearing in the SANT Committee of the European Parliament as well as upcoming key events. Lastly, she mentioned that the new Head of Unit for Resource Management Services would take up office in August 2026.

10. In the discussion that followed, several MB members expressed appreciation for the rapid response provided by ECDC to both outbreaks and acknowledged the usefulness of the EU HTF and the EURLs in this context. Responding to a comment that there seemed to be a lack of awareness in general about the work done at EU level, the Director said that this was partly out of ECDC's control but there had been significant media attention with for instance a high number of expert interviews on hantavirus. In general, ECDC was promoting communication around its activities and had received positive feedback from various international partners. Responding to a question on how ECDC was addressing disinformation related to the Ebola outbreak, the Head of the Scientific Evidence and Communication Unit said that a lot of material had been published on the ECDC website including infographics. ECDC had been in contact with media as well as with National Focal Points for Communication in Member States.

The Management Board took note of the update from the ECDC Director.

Priorities for the Single Programming Document 2028 *(Document MB67/03)*

11. The Director presented the high-level priorities for the Single Programming Document (SPD) 2028-2030. The priorities are similar to those of the previous year as there is a need for continuity; at the same time some flexibility is necessary in case of new situations or threats arising. Biosecurity is included as a new topic, which reflects the need for coordination and surveillance for the detection of biosecurity relevant pathogens and toxins and also relates to the ongoing creation of an EURL on biotoxins. There is also an increased focus on innovation (AI and digitalisation of surveillance) and on EU and global health security, which reflects the current geopolitical situation. In the area of immunisation, it is suggested to also consider the link between vaccine-preventable infections and non-communicable diseases in line with key EU policy initiatives.

12. In the discussion that followed, the MB members generally welcomed the proposed priorities. The focus on biosecurity and climate change was appreciated. Responding to a question on the EU Biothreat Radar referred to in the document, the Director explained that this was an EU tool planned to be implemented. Concerning the concrete activities covered under climate change, she clarified that these were mainly activities related to vector-borne diseases and food- and waterborne diseases. Responding to a question on whether there were any plans to deprioritise activities, the Director said that this was an issue that had also been raised in the Audit Committee the day before in relation to the ongoing PHEs. She said that ECDC is in the process of evaluating its PHE system and will look at the PHE crisis mechanism to define what and how to deprioritise. The Chair suggested bringing this topic for discussion at a future MB meeting.

13. As the document had been submitted late, the Chair suggested giving the possibility to MB members to provide additional comments in writing after the meeting.

The Management Board discussed the priorities for the SPD 2028-2030 and agreed that written comments can be submitted after the meeting.

Objectives, process and methodology of establishing surveillance standards *(Document MB67/04)*

14. As requested by the MB during the previous meeting in March, the Head of Unit Surveillance, Preparedness and Response, ECDC, provided a presentation on the ongoing ECDC work to develop surveillance standards. Following input received from the Coordinating Competent Bodies (CCB) in April 2026, ECDC is proposing a simplified and more streamlined approach across diseases as well as a revised consultation process and timeline. The aim is to finalise the surveillance standards by the end of 2026 to also inform the Multiannual Financial Framework (MFF) 2028-2034. To complement the legal surveillance standards, ECDC will gradually publish disease (or disease group) specific surveillance guidance on the Centre's web portal.

15. In the discussion that followed it was mentioned that having an EU framework will facilitate data sharing and save time at national level. There was some concern raised that the minimum standards could lead to a varied outcome in terms of data reporting across Member States. The Director acknowledged that the approach was a compromise as it had been adjusted to take into account Member States' comments on the need for increased flexibility. It was difficult to foresee exactly how the approach would work in the future but possibly an update of the system could be considered in a few years' time if necessary.

The Management Board took note of the update on the process for developing surveillance standards.

Summary of discussions held at the 61st meeting of the ECDC Audit Committee (Stockholm, 15 June 2026), including its recommendations

16. The Chair of the Audit Committee (AC) gave a brief introduction and then gave the floor to the ECDC colleagues to present the topics discussed in the AC meeting held the day before.

a) Final Annual Accounts 2025 (Document MB67/05)

17. The Accounting Officer/Head of Section Finance and Accounting, Resource Management Services Unit, ECDC, presented the Final Annual Accounts 2025 of ECDC. Reference was made to the draft report of the European Court of Auditors (ECA), which provides a clean opinion on ECDC's accounts, and includes one observation regarding late payments. The observation does not call into question the ECA's opinion that the accounts of the Agency are legal and regular in all aspects. It was clarified that ECDC did not agree with ECA on how the payment delays were calculated and was currently drafting its reply to be submitted by 19 June 2026.

18. The AC Chair reported back from the discussions in the AC meeting the day before mentioning that the AC had discussed the timing of the ECA draft annual report (received on 4 June) and the report of the external audit firm (received on 1 June 2026). ECDC had explained that ECA is obliged by the financial regulation to provide its annual draft report by 1 June; as a result, the clean opinion from the external audit firm had not yet been received at the time of the ECA report. In conclusion, the AC recommended the MB to approve the proposed MB opinion on the Final Annual Accounts 2025.

19. Following the presentation, a few comments were raised. A minor typo was noted on p. 23 of the document. Responding to a question from the MB regarding the lease of the current ECDC building, the Director clarified that the contract would run out in 2033 and would need to be terminated in 2032 if so decided, but currently there were no plans to change the premises.

The Management Board approved the Final Annual Accounts 2025, including the report on Budgetary and Financial Management.

b) Monitoring of the implementation of the Work Programme 2026 (Document MB67/06)

20. The Head of Section Planning and Performance, Resource Management Services, ECDC, informed the MB about the status of the implementation of the work programme 2026 and gave examples of some of the main achievements in Q2 2026. It was mentioned that the overall implementation of the 2026 work programme remains strong, with the majority of outputs actively progressing. However, the work on the PHEs may impact the progress of some planned activities.

The Management Board took note of the monitoring of the implementation of the Work Programme 2026.

c) Progress report – Overview of 2026 Budget Implementation

21. The Accounting Officer/Head of Section Finance and Accounting, ECDC, gave an overview of the 2026 budget implementation up until 11 June 2026. It was explained that 82,5% of the total budget of EUR 94.4 million had been committed, and from the committed amount, 31,5% had been paid. A total of EUR 18.9 million had been carried forward from 2025 of which 73,2% had been paid.

The Management Board took note of the Progress report - Overview of 2026 Budget Implementation.

d) Budget transfers 2026 – Quarter one 2026 (Document MB67/07)

22. The Accounting Officer/Head of Section Finance and Accounting, ECDC, presented the budget transfers carried out in the first quarter of 2026. As usual, the main budget transfers were explained in the summary part of the document shared with the MB ahead of the meeting and the details provided in Annex.

The Management Board took note of the Budget transfers 2026 – Quarter one 2026.

e) Reporting on additional topics discussed in the Audit Committee

23. The MB was then informed about the discussions in the AC regarding a few additional topics. The AC had received a presentation from the Internal Audit Service (IAS) on their working methods in relation to ECDC including the Strategic Internal Audit Plan (SIAP) 2026-2028. The AC had also been informed about the status of audit observations from audits performed by the IAS and ECA. The AC had asked and received information about the process for de-prioritisation in case of outbreaks requiring fast deployment of resources. Lastly, as requested by the AC during the previous meeting in March, ECDC had provided information about the external evaluation of ECDC procurement and action plan.

24. Following the presentation, the MB discussed briefly the issue of EU Classified Information (EUCI) and it was clarified that a document outlining the ECDC rules on EUCI will be brought to the MB for approval in November 2026.

25. On the second meeting day, the MB Chair informed the MB that the European Commission had nominated the MB Member representing DG SANTE as member of the AC. No objections were raised and the appointment was thereby confirmed.

The Management Board appointed the MB Member representing DG SANTE, European Commission as member of the Audit Committee.

Update on the ECDC External Evaluation Report

26. The MB member representing DG SANTE, European Commission, introduced the topic and then gave the floor to the contractor to present the draft conclusions of the external evaluation of ECDC.

27. The contractor recalled the evaluation scope and methodology and then presented the key findings for each of the five evaluation criteria: Effectiveness, Efficiency, Coherence, Relevance and EU Added Value. With regards to a possible mandate extension, the evaluation found a strong scientific and policy consensus that ECDC should engage with the growing interface between non-communicable and communicable diseases to address a recognised structural gap in the EU.

28. Following the presentation, the MB members asked the European Commission for some clarifications on the content and timeline of the final report. It was commented that the results presented by the contractor seemed to be based mainly on interviews and surveys and it was inquired whether the final report will include further information based on relevant documents. The MB member representing DG SANTE noted that the evaluation was still work in progress.

29. The Chair concluded the discussion saying that she expected the MB External Evaluation Recommendations Drafting Group to be able to start its work as soon as possible.

The Management Board took note of the update on the ECDC External Evaluation Report

Update on 2023 Revised ECDC Strategy Implementation Roadmap *(Document MB67/08)*

30. The Head of Section Planning and Performance, Resource Management Services Unit, ECDC, recalled that the initial ECDC Strategy Implementation Roadmap had been developed in 2021; after the entry into force of the amended ECDC mandate, a more pragmatic approach was adopted, and the milestones were linked to the five Strategic Objectives (SOs). It was explained that 90% of the 2021-2025 milestones had been completed and 99% if also counting the ongoing work.

31. The Chair congratulated ECDC for its work and concluded that most of the milestones had been implemented and some activities were ongoing such as the implementation of the EURLs. The Director commented that many of the milestones, such as for instance PHEPA, have brought ECDC closer to the Member States and strengthened its EU network.

The Management Board took note of the update on the 2023 Revised ECDC Strategy Implementation Roadmap.

High-level results of the ECDC Staff Survey 2026

32. The Acting Head of Unit Resource Management Services, ECDC, presented the high-level results of the Staff Engagement Survey conducted in February-March 2026. The survey had a response rate of 80% (target 83%), with a "Total favourable" of 58% (compared to 57% in 2024). The key results by dimension were then presented compared to the 2024 results and the EU average. As in the previous survey, the highest scores are found in the dimensions relating to wellbeing, the line manager and the job being meaningful and rewarding, while the lowest scores are found in leadership, transparency, and diversity and inclusion. As a next step, an action plan will be developed together with the Staff Committee focusing on the lowest scoring areas.

33. Following the presentation a few comments were raised. One MB member noted that while there was a slight improvement in the overall staff satisfaction, there seemed to be significant challenges linked to the internal organisation with some signs of silos and lack of communication. It was suggested that an open discussion with staff could be beneficial to better understand where the frustration comes from before moving to actions. It was also commented that the amended mandate and coming out of the COVID-19 pandemic could have affected staff satisfaction, but it was important to be cautious when interpreting the results of such surveys. The Director acknowledged that there had been significant changes with new management and a new organisational structure put in place as well as external developments which surely had an impact on staff. Commenting on the issue of silos, the Director said that efforts had been made to improve coordination and communication, for instance by introducing strategic scientific coordination meetings involving representatives from all operational units.

The Management Board took note of the high-level results of the ECDC Staff Survey.

Revised Rules of Procedure of the ECDC Management Board *(Document MB67/09)*

34. The Chair of the MB Working Group on revision of the MB Rules of Procedure and AC Mandate presented the proposed amendments to the MB Rules of Procedure. She recalled that the Working Group proposal had been shared with the MB for written consultation with deadline for feedback on 19 May 2026. Comments were received from Ireland on Article 10 related to the AC, but following a meeting between the MB Working Group and the MB Member representing Ireland it was concluded that no textual changes were needed. Instead, the scope of the AC can be discussed at a later stage.

35. No further changes were requested, and the revised MB Rules of Procedure were adopted.

The Management Board approved the revised Rules of Procedure of the MB.

Overview of ECDC support to Member States on vaccination activities

36. The Head of Unit Directly transmitted and Vaccine-preventable Diseases, ECDC, gave an overview of how ECDC supports Member States on vaccination activities. The presentation focused on ECDC's work to maintain and strengthen surveillance, the activities related to vaccination coverage monitoring and vaccine effectiveness and the work to provide evidence-based immunisation advice including ECDC's collaboration with EU/EEA National Immunisation Technical Advisory Groups (NITAGs). It was mentioned that ECDC is transitioning towards a more proactive issuing of advice, but this approach needs to be acceptable to Member States and should also take into account economic considerations. A team of modellers is being built up for this purpose.

37. Several MB members acknowledged the importance of ECDC's work in this area and appreciated ECDC's efforts to strengthen the process for providing EU vaccination and immunisation related scientific advice while considering Member States' needs and priorities. The MB member representing DG SANTE thanked ECDC for the close collaboration with the European Commission on the Council recommendations on vaccine-preventable cancers. He also mentioned that the Terms of Reference of the new HSC subgroup on immunisation would be shared in the coming weeks.

The Management Board took note of the overview of ECDC support to Member States on vaccination activities.

ECDC Management Board meeting dates 2027 and 2028 *(Document MB67/10)*

38. The MB approved the proposed meeting dates for June and November 2027 (15-16 June and 23-24 November 2027 respectively). Concerning the proposed meeting dates for March 2027 (23-24 March) the MB requested ECDC to review the dates considering the Easter holidays.

39. The MB also took note of the meeting dates proposed for 2028 (21-22 March, 13-14 June, and 21-22 November respectively).

40. In this context, the MB members briefly discussed the frequency of meetings and whether online meetings could be considered. The Chair concluded that most of the members were in favour of keeping the current set-up with three physical meetings per year.

The Management Board approved the meeting dates for June and November 2027 and provisionally for 2028. The MB requested ECDC to review the dates of the MB meeting in March 2027 considering the Easter holidays.

Procedural information pertaining to the election of the Chair and Deputy Chair of the Management Board *(Document MB67/11)*

41. The Chair recalled that elections of MB Chair and Deputy Chair will take place during the next MB Meeting scheduled on 24-25 November 2026. In accordance with the MB Rules of Procedure, nominations shall be sent to the MB secretariat four weeks ahead of the meeting, i.e., by 27 October 2026.

The Management Board took note of the Procedural information pertaining to the election of the Chair and Deputy Chair of the Management Board.

Update from the European Commission

42. The MB member representing DG SANTE, European Commission, updated the MB on ongoing activities. He thanked ECDC for the support provided in relation to the Commission report on the state of play and progress on prevention, preparedness and response planning at Union level to be finalised by December 2026. He also referred to the preparations for the next Article 7 reporting cycle and the second PHEPA cycle. With regards to the Andes Hantavirus and Ebola outbreaks, he congratulated ECDC for the effective coordination of the EURL on vector-borne diseases noting that this was a good example of how the new structures put in place under the Regulation on serious cross-border threats to health are adding value. He also briefed the MB on the ongoing work to set up an EURL on biotoxins.

43. The MB alternate representing DG HERA, European Commission, briefed the MB about DG HERA's actions in response to the Hantavirus and Ebola outbreaks. He also reported on the Clinical Trial Coordination Mechanism activities for Hantavirus and Ebola respectively.

44. The MB alternate representing DG RTD informed the MB about the recent research response on Hantavirus initiated by the BE READY partnership as well as global research actions on Ebola.

The Management Board took note of the update from the European Commission.

Update from the European Parliament

45. One of the MB members representing the European Parliament gave a brief update on recent activities of the Parliament's SANT Committee relevant to the ECDC area of work.

The Management Board took note of the update from the European Parliament.

Update from the Cypriot Presidency of the Council of the EU

46. The MB Member representing Cyprus briefed the MB on the main achievements of the Cypriot Presidency of the EU, ending on 30 June 2026.

The Management Board took note of the update from the Cypriot Presidency of the Council of the EU.

Update on the upcoming Irish Presidency of the Council of the EU

47. The MB Member representing Ireland briefed the MB on the main priorities in the area of health planned under the Irish Presidency of the EU, starting on 1 July 2026.

The Management Board took note of the update on the upcoming Irish Presidency of the Council of the EU.

Any other business

48. The Chair recalled that elections of MB Chair and Deputy Chair will take place at the next meeting in November. The following topics were suggested to be addressed at the next or subsequent MB meetings: ECDC Communication Strategy, ECDC's deprioritisation process, scope of the second cycle of PHEPA missions and brief presentations from assessed Member States, aircraft disinsection, AMR in the context of the European Antimicrobial Awareness Day, 30th anniversary of Eurosurveillance, and ECDC's approach to artificial intelligence, cybersecurity and digital transformation.

49. The Chair thanked all the MB members for their active participation during the meeting. She also thanked the interpreters and the MB Secretariat for their support.

Annex: List of Participants

	Country/Organisation	Representative	Status
1.	Austria	Sigrid Kiermayr	Member
2.	Belgium	Lieven De Raedt *(Deputy Chair)*	Member
3.	Cyprus	Constantinos Papantoniou	Member
4.	Czechia	Matyáš Fošum	Alternate
5.	Denmark	Kirstine Moll Harboe	Member
6.	Estonia	Heli Laarmann	Member
7.	France	Anne-Catherine Viso	Alternate
8.	Germany	Gesa Lücking *(Chair)*	Member
9.		Charlotte Möndel	Alternate
10.	Hungary	Ágnes Galgóczi	Member
11.	Ireland	Rachel Murray	Member
12.	Italy	Giovanni Nicoletti	Alternate
13.	Latvia	Jana Feldmande	Member
14.	Luxembourg	Éveline Santos	Alternate
15.	Malta	Patricia Vella Bonanno	Member
16.	The Netherlands	Frank Kooiman	Member
17.	Poland	Paweł Grzesiowski	Member
18.	Romania	Amalia Luca	Member
19.	Slovakia	Martin Sojka	Member

20.	Spain	Isabel Jado	Alternate
21.	Sweden	Olivia Wigzell	Member
	European Commission		
22.	DG SANTE	Antonio Parenti	Member
23.	DG HERA	Laurent Muschel	Member
24.	DG RTD	Petra Goyens	Alternate
	European Parliament		
25.	Quique Bassat		Member
26.	Andreea Capilna		Member
	EEA Countries		
27.	Iceland	Guðlín Steinsdóttir	Alternate
28.	Liechtenstein	Silvia Dehler	Member
29.	Norway	Line Vold	Member