



ANNUAL REPORT

2025

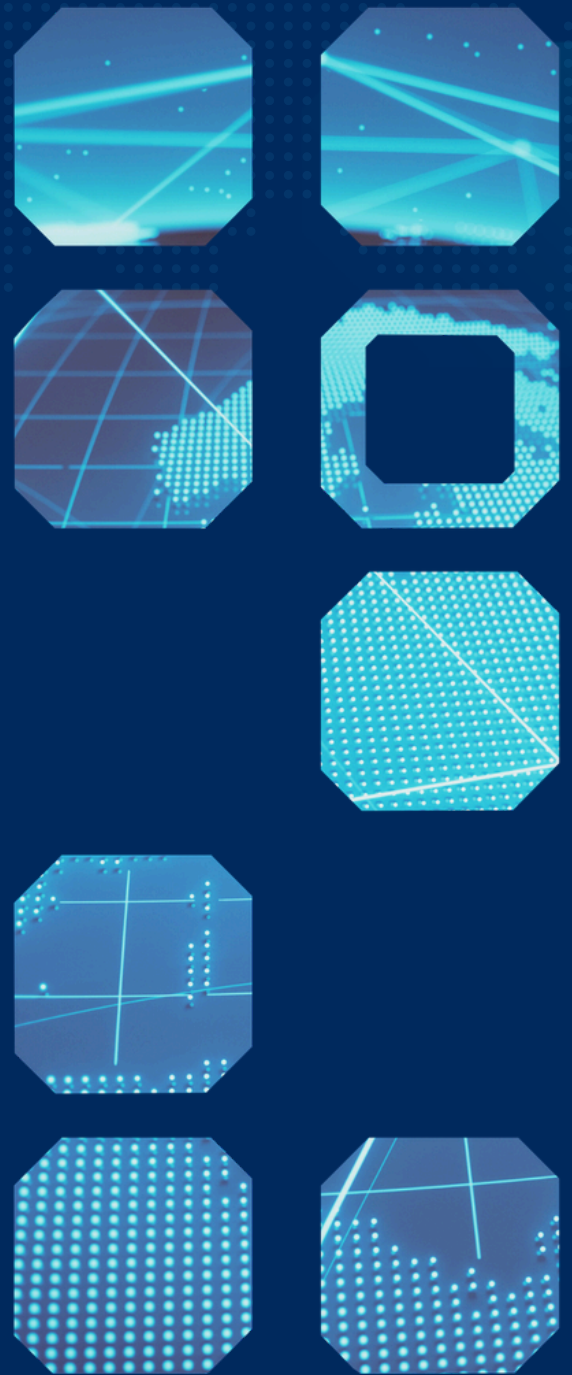


Table of Contents

2	1	Introduction
3	2	A Message from the CEO
5	3	2025 Milestones
7	3.1	The HealthAI Global Regulatory Network: A Historic Achievement
13	3.2	The HealthAI Funders' Council
13	3.3	The HealthAI Community of Practice
16	3.4	The HealthAI Global Governance Forum 2025
19	3.5	Refreshed Online Presence
20	3.6	HealthAI Training on Responsible Health
22	3.7	HealthAI's Global Landscape Report
23	4	Fundraising and Partnerships
25	5	Organizational Update
26	5.1	Mission, Vision and Core Values
27	5.2	2025 in Focus
29	6	Events, Campaigns & Outreach Activities
39	7	Future Outlook: 2026 and Beyond

1

Introduction



Throughout 2025, HealthAI solidified its position as the premier global implementation partner for responsible AI governance in health.

By convening diverse stakeholders across continents, the organization demonstrated that equitable, safe, and effective AI adoption requires collaborative frameworks that respect local contexts while maintaining global standards. The successful establishment of the Global Regulatory Network with pioneer countries spanning Africa, Asia, Europe, and Latin America represents a fundamental shift toward international cooperation in health technology governance. As HealthAI enters the third year of its 2024-2026 strategy, the organization transitions from network-building to intensive capacity strengthening and tangible regulatory impact.

2

A Message from the CEO



Dr. Ricardo Baptista Leite
Chief Executive Officer



Together, we are building a future where artificial intelligence truly improves health and well-being for all individuals and communities.

Dear Friends, Partners, and Supporters,

2025 has been nothing short of a landmark year for HealthAI, demonstrating how much can be achieved when governments, regulators, experts, and communities work together to advance responsible AI in health. With the first countries now formally joining the Global Regulatory Network (GRN), foundations are being laid for a genuinely collaborative, interoperable oversight system that can keep pace with fast-evolving technologies while protecting patients and communities.

There were moments when stakeholders questioned whether a small, independent, Geneva-based non-profit could truly play the role of an implementing organization capable of providing high-quality capacity strengthening services at the country level, convene global health regulators, and foster the kind of international cooperation required to govern AI in health responsibly. Some did not believe we could achieve what seemed impossible.

Yet, we persisted. And in 2025, we started delivering on that vision. We are on track to sign 10 pioneer countries, as diverse as Brazil, India, Indonesia, Peru, Singapore, The United Kingdom, Vietnam and Zambia as formal members of the Global Regulatory Network. Each partnership represents a government's commitment to placing patient safety, equity, and transparency at the heart of AI adoption in health.

Taken together, the countries that have joined the GRN represent nearly one-third of the world's population, which means our work now has the potential to touch the lives of billions of people.

So, these are not merely symbolic membership agreements. They are actionable commitments that will reshape how AI is developed, governed, deployed, and scaled in health systems worldwide. We approach this responsibility with humility and renewed determination, knowing that every step we take with our partners can help make AI in health safer, fairer and more effective for the communities we collectively serve.

At the same time, the **HealthAI Community of Practice** has grown into a vibrant platform that brings together representatives from **more than 400 institutions across 75 countries**, now supported by a dedicated portal that will evolve into a living knowledge base on AI governance in health. The launch of HealthAI's renewed web presence has further strengthened this ecosystem, creating a more accessible entry point into our tools, publications, and community spaces for policymakers, regulators, innovators, and civil society.

This year's inaugural **HealthAI Global Governance Forum** in Nairobi marked another critical milestone, offering an in-person space for dialogue on regulatory readiness, interoperability, and equity, particularly for low- and middle-income countries at the forefront of innovation and implementation. From keynote addresses by regulatory leaders across continents to sessions addressing youth-led innovation and civil society participation, the Forum demonstrated the breadth and depth of expertise now converging around responsible AI in health.

Our global visibility expanded dramatically in 2025. Through strategic communications and thought leadership, we reached millions of people, securing coverage in major international publications and achieving a share of voice that positions us as the definitive authority in this space. This visibility is not an end in itself – it is a means to amplify the voices of countries and communities working to ensure AI serves everyone, not just the privileged few.

Yet these achievements are only the beginning. In the year ahead, more countries will join the GRN, new governance tools will go live, and the HealthAI community will continue to expand in both reach and depth. The mission to ensure that AI in health is safe, effective, equitable, and worthy of public trust has never been more urgent, and our work is only just getting started.

To all funders, country partners, experts, and community members who have walked this path with us in 2025, thank you for your commitment, insight, and confidence in this shared endeavour. To the HealthAI Board, and to our secretariat team in Geneva, and beyond, I simply want to say thank you for your commitment, hard work, and professionalism, without which HealthAI simply would not be where it is today. It has been an honor to be by your side on this extraordinary journey.

Together, we are building a future where artificial intelligence truly improves health and well-being for all individuals and communities.

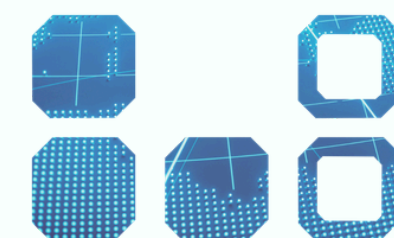
With gratitude and determination,

Ricardo Baptista Leite
Chief Executive Officer

3

2025

Milestones



3.1

The Global Regulatory Network: A Historic Achievement

The establishment of the Global Regulatory Network (GRN) represents HealthAI's signature accomplishment in 2025. The GRN creates an unprecedented platform for health regulators worldwide to collaborate on AI governance, share safety signals, exchange best practices, and develop harmonized approaches to validating and monitoring AI solutions in health.



Pioneer Countries Joining the GRN in 2025

United Kingdom
June 24, 2025

The UK's Medicines and Healthcare Products Regulatory Agency (MHRA) became the first country to join the GRN.

The agreement, signed at a ceremony at Westminster attended by Science Minister Lord Patrick Vallance, MHRA Chief Executive Lawrence Tallon, and CEO Dr. Ricardo Baptista Leite, positioned the UK as a global leader in responsible AI adoption. The MHRA brings world-class expertise through initiatives such as its National AI Commission, and the AI Airlock, a regulatory sandbox enabling safe testing of AI medical devices before broader NHS deployment.



Singapore
July 10, 2025

Singapore's Ministry of Health became the first Southeast Asian nation to join the inaugural GRN cohort.

The agreement was signed by Adj Prof Dr. Raymond Chua, Deputy Director-General of Health and CEO of the Health Sciences Authority, with Health Minister Mr. Ong Ye Kung present as witness. Singapore's participation reinforces its position as a regional champion for responsible AI governance and creates opportunities for neighboring countries to engage in knowledge exchange.

India
September 04, 2025

India's entry into the GRN was formalized through a tripartite agreement involving the Indian Council of Medical Research's National Institute for Research in Digital Health and Data Sciences (ICMR-NIRDHDS), IndiaAI, and HealthAI.

The signing ceremony in New Delhi featured Dr. Mona Duggal (Director, NIRDHDS), Smt Kavita Bhatia (COO, IndiaAI), and Dr. Sanghamitra Pati (Additional Director General, ICMR). India's vast healthcare experience and commitment to digital innovation position the country as a pivotal GRN member.

Vietnam
June 24, 2025

Vietnam's National Health Information Center (Ministry of Health) signed a strategic cooperation agreement in Hanoi, with Director Dr. Do Truong Duy and CEO Dr. Ricardo Baptista Leite formalizing the partnership. Dr. Vu Manh Ha, Alternate Member of the Party Central Committee and Permanent Deputy Minister of Health, witnessed the signing alongside WHO Deputy Representative Dr. Jennifer Houston. Vietnam brings valuable expertise in digital health transformation and data governance.



Brazil
 October 30, 2025

Brazil became the first Latin American nation to join the GRN, with the agreement signed by Minister of Health Dr. Alexandre Padilha and CEO Dr. Ricardo Baptista Leite at the 29th ABRAMGE Congress in São Paulo. As Latin America's largest medical device market, Brazil's participation creates a gateway for regional collaboration and sets standards for responsible AI governance throughout the hemisphere.

Indonesia
 November 20, 2025

Indonesia joined the GRN through an agreement signed by Eko Sulistijo (Director, Center for Data and Information Technology) with support from Harditya Suryawanto (Director, Center for Global Health Policy).

Minister of Health Budi Gunadi Sadikin and Board Chair Dr. Christoph Benn celebrated the agreement. Indonesia's SATUSEHAT integrated health data platform and its position as Southeast Asia's dynamic technology economy strengthen the network's capacity.

Zambia
 December 01, 2025

Zambia became the first African country to join the GRN, marking a historic moment for the continent.

The agreement was signed between Permanent Secretary Mrs. Joma Tambatamba Simuyi (Ministry of Health) and CEO Dr. Ricardo Baptista Leite, with the signing ceremony attended by Chief Scientist Dr. Peiling Yap, Chief Regulatory Officer Dr. Paul Campbell, and the HealthAI team conducting capacity-strengthening activities in Lusaka. Zambia's leadership demonstrates visionary commitment to health innovation in Africa.



Additional Countries

Three additional countries, Peru, Rwanda and the Philippines, finalized agreements in late 2025 to join the GRN in early 2026.

These partnerships span additional geographic regions, further diversifying the network's global reach and expertise. The establishment of the GRN creates tangible benefits for member countries:

- Technical assistance and capacity-strengthening support
- Participation in developing global standards and best practices
- Access to contribute to our global public directory of AI solutions
- Access to contribute to our early warning system for AI-related adverse events
- Enhanced ability to protect patient safety while fostering innovation
- Opportunities for regulatory coordination and best practice sharing to strengthen AI governance across the network

Beyond signing ceremonies, we invested significant resources in on-the-ground implementation activities to ensure partnerships translate into strengthened regulatory capacity.

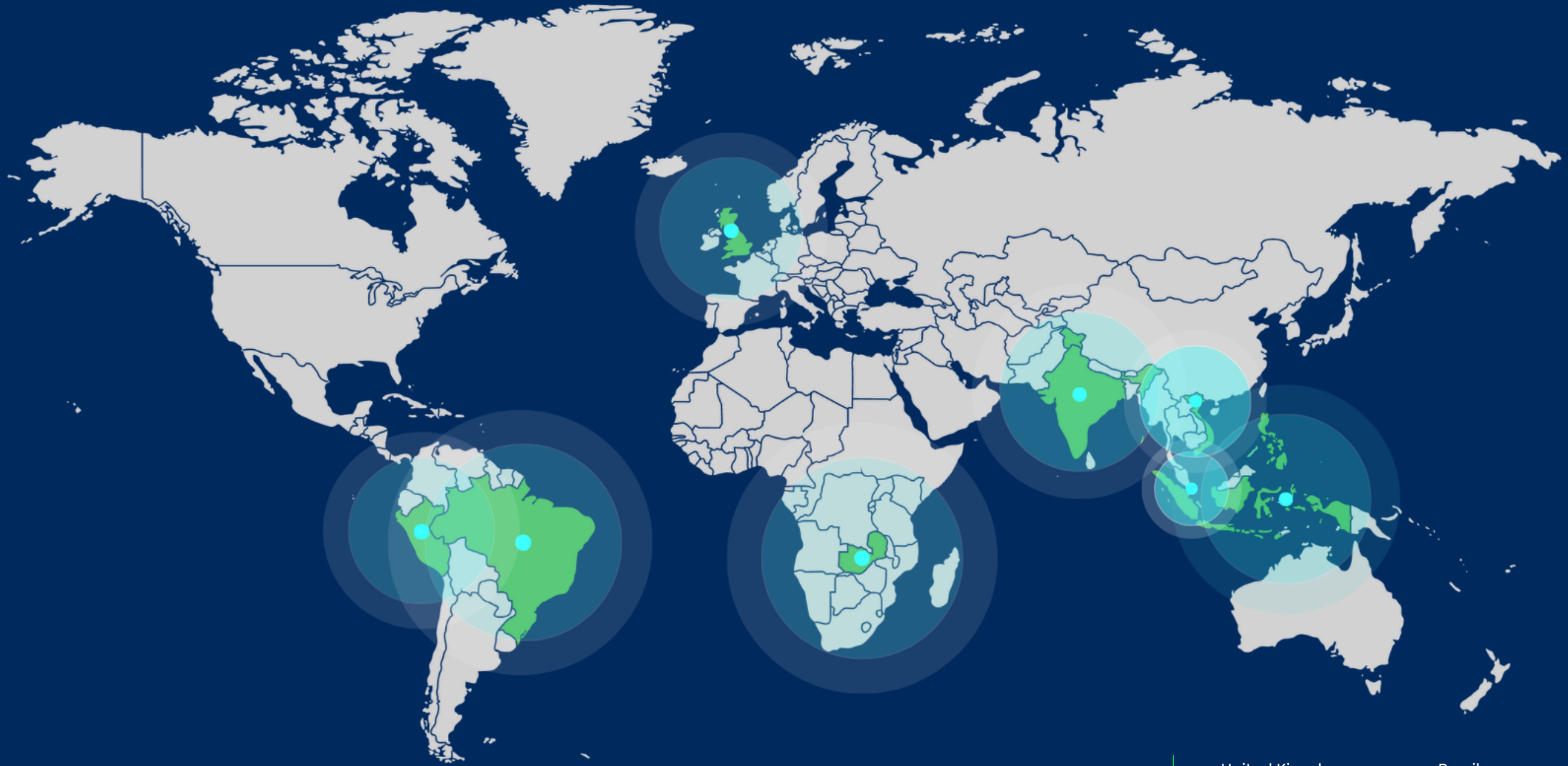


Beyond signing ceremonies, we invested significant resources in on-the-ground implementation activities to ensure partnerships translate into strengthened regulatory capacity.





Pioneer Countries Joining the GRN in 2025



Pioneer Countries
Joining the GRN in 2025

- United Kingdom
- Singapore
- India
- Vietnam
- Brazil
- Indonesia
- Zambia
- Peru

3.2

The HealthAI Funders' Council

HealthAI proudly marked a significant milestone on June 4, 2025, with the inaugural meeting of the HealthAI Funders' Council.

The HealthAI Funders' Council is an advisory body composed of organizations supporting HealthAI's mission. It offers funders structured engagement with HealthAI's strategy and operations, promoting transparency, collaboration, and alignment.

The Council was established to provide our funders with a meaningful way to engage with HealthAI. It is a platform for structured engagement between HealthAI's independent governance and its donor partners, enabling funders to formally contribute to strategic decisions, strengthen global collaboration, receive regular updates about our projects, and ensure that our work remains aligned with evolving priorities in the AI for health space. This collaborative approach fosters transparency, accelerates impact, and places funders at the heart of global efforts to shape the ethical and effective use of AI in healthcare.

Members of the Council bring experience from diverse sectors, including government, philanthropy, and industry, and represent the global scope of HealthAI's mission.

3.3

The HealthAI Community of Practice

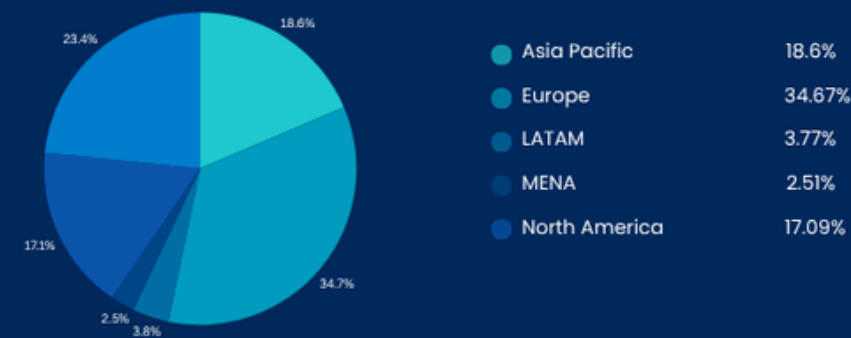
Launched in December 2024, the HealthAI Community of Practice (CoP) is central to HealthAI's mission to advance the development and adoption of Responsible AI solutions in health.

The CoP convenes stakeholders working on the governance of AI in health with the ambition to bring together academic institutions, civil society organizations, private sector and healthcare organizations, government and regulatory agencies, and international organizations into a shared platform for learning and exchange.

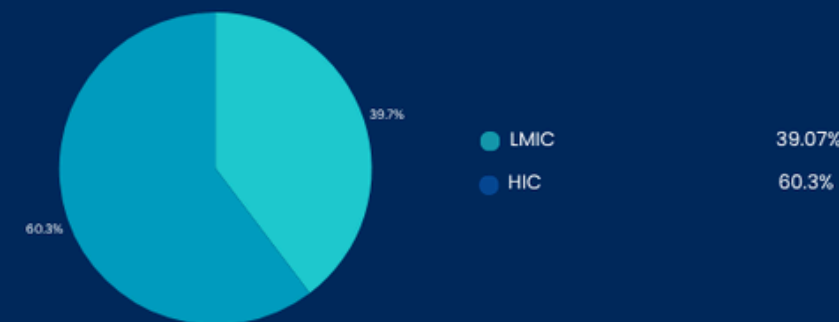
In 2025, the Community grew into a trusted space for dialogue and collaboration, closing the year with more than 400 institutions in the CoP (135% growth), representing stakeholders from over 75 countries (50% growth).

The HealthAI Community of Practice

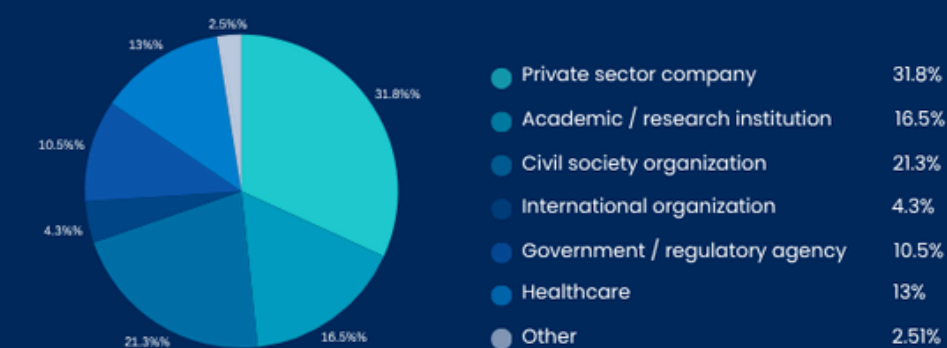
Region



Income Classification



Stakeholder Groups



400
Institutions

75
Countries

135%
Growth

Throughout 2025, the Community of Practice convened regularly through thematic webinars open to all members, covering a wide range of topics, including:

- Regulatory and innovation sandboxes
- Participatory governance for AI in health, alongside a consultation on the Hamburg Declaration on Responsible AI for the SDGs
- Generative AI and its regulatory considerations
- Health Technology Assessment for AI-based technologies
- Liability issues for AI in health

The sessions attracted steady engagement, with an average of 65 participants per meeting and a satisfaction rate of 92%.

To specifically support countries in promoting regulatory best practices into country-level policies and legislation, a dedicated **Leadership Group** was launched within the Community.

The Leadership Group currently brings together 33 institutions from 25 countries, and is composed of government representatives and regulatory agencies with oversight roles in AI policies and regulations, particularly in health, at the national or regional level. In 2025, Leadership Group meetings focused on:

- Country case studies on regulatory landscapes for AI in health, featuring Singapore, Finland, Brazil, Tanzania, and Taiwan (Chinese Taipei).
- A presentation of the Global Regulatory Network, highlighting opportunities for deeper engagement and commitment.
- A co-creation workshop on shared challenges, pain points, and learning opportunities for regulators and policymakers
- Horizon scanning discussions to anticipate emerging AI developments and prepare regulatory approaches accordingly



By combining sustained dialogue with practical engagement, the CoP continues to evolve as a trusted platform for advancing AI governance in health, reinforcing HealthAI's position as a global convener.

These meetings achieved an average satisfaction rate of 98%, with an average of 19 participants per session, reflecting the relevance and practical value of the exchanges within a safe space environment.

The CoP also introduced more hands-on engagement formats through working groups, offering members a practical way to share their expertise and directly advance AI governance in health.

In the beginning of 2025, a working group was launched to support the preparation of the HealthAI Portal, a platform combining policy documentation, practical tools, and an exchange space for CoP members. The working group was then dissolved once this objective was achieved. In addition, a new working group was created to provide state-of-the-art information on evaluation and validation approaches for AI systems in health.

By combining sustained dialogue with practical engagement, the CoP continues to evolve as a trusted platform for advancing AI governance in health, reinforcing HealthAI's position as a global convener.

3.4

The HealthAI Global Governance Forum

The HealthAI Global Governance Forum (GGF) 2025, held on December 2 in Nairobi, Kenya, established a definitive annual gathering for AI governance in health.

The Forum brought together over 240 participants, in both in-person and virtual formats, from more than 50 countries, convening regulators, policymakers, innovators, civil society, academics, youth representatives, international organizations and private sector leaders to address critical challenges and opportunities in responsible AI adoption.

Why Nairobi?

The selection of Kenya as the host country reflected HealthAI's commitment to ensuring that global — including African — priorities shape the international agenda for responsible AI in health.

As Nairobi emerges as a leading hub for innovation and policy dialogue, hosting the inaugural Forum there underscored the importance of equitable collaboration and centering voices from low- and middle-income countries.



The Forum featured keynote addresses from global leaders:

- H.E. Ambassador Philip Thigo
Special Envoy for Technology, Kenya
- Mrs. Camilla Ravensborg Aschjem
Royal Norwegian Embassy
- Dr. Delese Mimi Darko
African Medicines Agency
- Shri Abhishek Singh
Ministry of Electronics and IT, India
- Mr. Lawrence Tallon
CEO, UK MHRA
- Dr. Mona Duggal
ICMR-NIRDHDS, India
- Adj. Prof. Dr. Raymond Chua
Health Sciences Authority, Singapore

The Forum focused on trust as a prerequisite for scaling Responsible AI in health systems. Across keynotes, workshops, and panels, discussions emphasized that, much like medicines, AI must earn trust through evidence, oversight, and clear regulatory pathways to move beyond pilots and deliver impact at scale. Sessions highlighted the growing pressure on governance systems driven by rapid AI development, underscoring the need for data quality, interoperability, and context-specific approaches, particularly in the Global South, where digital infrastructure remains uneven.

The event resonated strongly with participants: in the post-event survey, 100% of respondents reported increased understanding of Responsible AI governance in health, and most agreed that the Forum promoted diverse perspectives, including LMIC realities.

Together, the Community of Practice and the Global Governance Forum lay the foundations for HealthAI's convening role, combining year-round collaboration and engagement and setting the agenda for the future of AI governance in health.



3.5

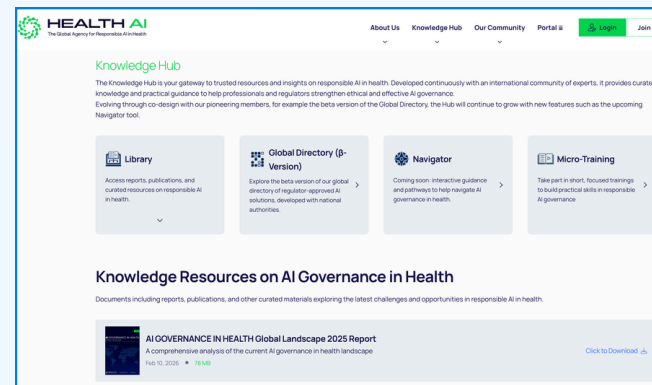
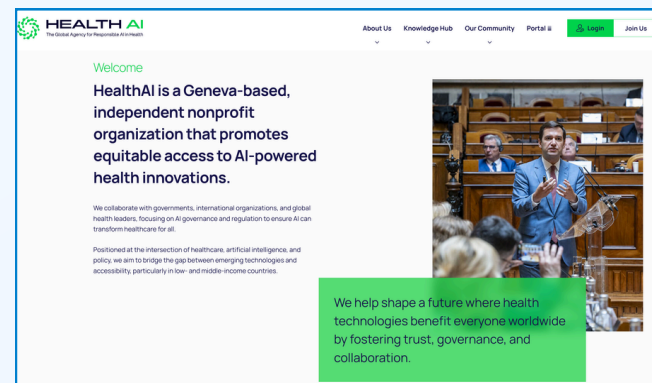
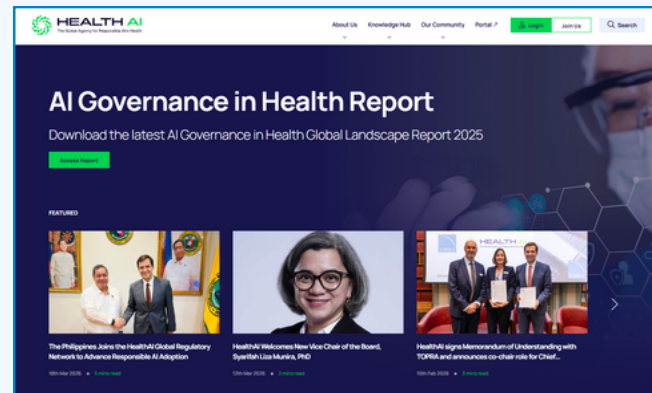
Refreshed Online Presence

HealthAI launched a renewed web presence in 2025, with a fresh, modern look and improved functionality, including event pages, image galleries, FAQs, a new blog, and providing enhanced access to tools, publications, and community spaces.

Part of this new website is a dedicated Knowledge Hub for AI in health, allowing users to explore exclusive, curated content, insights, and policy analyses on AI governance designed to inform, inspire and equip our community to advance responsible AI in health.

Additionally, the HealthAI Community Portal, developed by and for CoP members, provides users with tools for community engagement and knowledge sharing.

The new HealthAI online portal improves the user experience, increases discoverability, and creates clear pathways for stakeholders to engage with the organization's work, while also providing visitors with opportunities to connect and collaborate with fellow experts.



3.6

HealthAI Training on Responsible AI in Health

The year 2025 marked a particularly productive period for HealthAI's training team. Following the development and refinement of its training curricula, with close support from HealthAI's subject matter experts, the programs were rapidly tested and rolled out through collaborations with partners and stakeholders across different regions.

This initial delivery provided valuable insights into how participants engaged with ethical principles and governance frameworks, and it demonstrated the importance of grounding discussions in real-world use cases.

Expansion to Africa: Online Training with HASH

Building on the successful experience in Latin America and the Caribbean, HealthAI initiated discussions in late summer 2025 with the Hub for Artificial Intelligence in Maternal, Sexual and Reproductive Health (HASH) to explore extending the training to the African region.

Latin America and the Caribbean: First Delivery with CLIAS

In spring 2025, HealthAI delivered its first training on Ethical and Responsible AI in Health in collaboration with the Centro de Inteligencia Artificial y Salud para América Latina y el Caribe (CLIAS). The programme was designed for around 40 innovators and researchers working on AI in health and was implemented in a hybrid format in Spanish language.

The four-session training titled Ethical & Responsible AI Training in Sub-Saharan Africa was delivered fully online between 4 and 27 November 2025. Interest in the programme was strong, with 430 registrations received. Attendance reached 128 participants during the first session, with participation ranging between 50 and 90 attendees across the remaining sessions.

Online sessions took place in April and May, followed by an in-person workshop in June in Buenos Aires, Argentina, delivered by Amanda Leal, HealthAI's AI Governance and Policy Specialist and Jhon Magkilat, HealthAI's Knowledge and Training Advisor.

Participants represented a diverse group of innovators, researchers, health professionals, and policymakers. The cohort also included a member of parliament from the Democratic Republic of the Congo.

To ensure relevance and practical value, HealthAI intentionally tailored elements of the content to the African context. Several use cases presented during the first session were drawn from African settings, illustrating that AI applications in health are already being actively developed and deployed across the region. These examples helped ground discussions and highlighted the importance of ethical principles and governance frameworks in supporting sustainable and responsible adoption.

Following the approach used in the CLIAS training, regional experts were invited to serve as co-facilitators. Their involvement helped anchor discussions in local realities, encouraged context-specific dialogue, and contributed to strong participant engagement throughout the program.

GRN Discovery Workshop in Zambia

HealthAI also delivered its first Global Regulatory Network (GRN) Discovery Workshop over two full days, from 24 to 25 November 2025, at the Institute for Digital Health in Lusaka, Zambia. The workshop received 20 registrations from nine organisations, primarily representing the Ministry of Health, Zambia Defence Force Medical Services, the Centre for Infectious Disease Research in Zambia (CIDRZ), and the Institute for Health Measurement. A total of 15 participants attended the workshop.

The theoretical sessions were delivered by Rado Andrian, HealthAI’s Director for AI, and Dr Paul Campbell, HealthAI’s Chief Regulatory Officer, who served as the primary subject matter experts. Interactive and co-creation sessions were facilitated by Yi-roe Tan, HealthAI’s Country Implementation Manager, Jhon Magkilat, HealthAI’s Knowledge and Training Advisor and Dr Peiling Yap, HealthAI’s Chief Scientist.



3.7

HealthAI’s Global Landscape Report



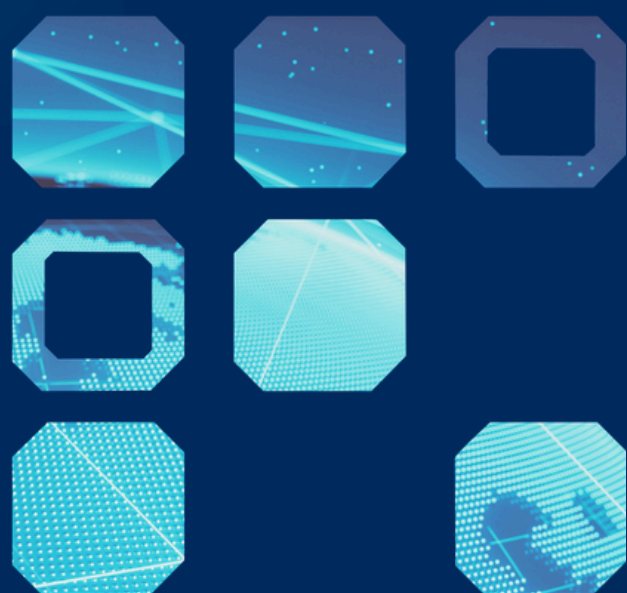
In late 2025, HealthAI published “AI Governance in Health: Global Landscape”, a report based on comprehensive research analyzing AI governance frameworks across eight countries: Brazil, China, India, Singapore, the United Kingdom, the United States, Vietnam, and Zambia.

Building on the foundational research work initiated in 2024, this report represents a significant leap forward in both scope and depth, offering policymakers, regulators, and health stakeholders an evidence-based resource to navigate the rapidly evolving intersection of AI and health governance. By examining diverse regulatory and policy contexts from eight countries, the report captures both converging trends and critical gaps, reinforcing HealthAI’s commitment to ensuring that no country or community is left behind in the global effort to govern AI responsibly.

Offering actionable recommendations for national governments, regulatory authorities, international organizations, AI developers, and civil society, the Global Landscape Report serves as a cornerstone of HealthAI’s knowledge base and will continue to inform our country implementation work, training curricula, and Community of Practice engagements as we support countries in translating policy ambitions into real-world regulatory capacity.

04

Fundraising and Partnerships



Strengthening and Diversifying Our Support Base

In 2025, we continued to strengthen and diversify our funding base, reflecting growing confidence in our mission and strategic direction. Our model brings together government donors, philanthropic foundations, and private sector partners to support global efforts in responsible AI governance for health.

We are deeply grateful for the continued institutional support of the International Development Research Centre (IDRC), Ottawa, Canada; UK International Development; Norway; Fondation Botnar; and Singapore's Ministry of Health. We were particularly pleased to renew commitments from the Patrick J. McGovern Foundation and Merck KGaA. Their sustained partnership provides a critical foundation for our organisation.

In 2025, we also welcomed new corporate partners, including Johnson & Johnson and Amazon Web Services (AWS), further strengthening private sector engagement in responsible AI for health.

Together, these partnerships reflect a diversified and increasingly aligned funding base committed not only to supporting our work financially but to advancing a shared vision for safe, equitable, and innovation-enabling AI governance in health.

Deepening Engagement: The Funders' Council Launch

In June, we held the inaugural meeting of the HealthAI Funders' Council, a dedicated platform for our funding partners to engage more deeply with our mission and strategy. The Funders' Council provides a forum for donors to receive strategic updates, contribute expertise on key organizational priorities, and participate in exclusive technical briefings. Through this engagement, members offer valuable advisory perspectives that strengthen our strategic direction and institutional development.

At its second bi-annual meeting in November, the Council members elected Dr. Raymond Chua, Deputy Director-General of Health at Singapore's Ministry of Health and Chief Executive Officer of the Health Sciences Authority (HSA), as Chair, and Haitham El-noush, Senior Adviser at the Norwegian Agency for Development Cooperation, as Vice Chair. The Chair, supported by the Vice Chair, serves as a non-voting representative of the Council on the HealthAI Board, strengthening coordination and information-sharing between these two bodies.

We are deeply grateful to the Council members for investing not only financial resources, but also their time and expertise in advancing HealthAI's mission. The Funders' Council remains open to all funding partners who wish to engage more deeply in shaping our strategic direction.

Ricardo joins the MHRA national commission

In October, HealthAI CEO Ricardo Baptista Leite joined the newly created UK National Commission on the Regulation of AI in Healthcare as a founding member to help accelerate the use of Responsible AI in Health.

The commission, tasked with advising the Medicines and Healthcare products Regulatory Agency (MHRA) on how to revise the regulatory rulebook on AI in healthcare, unites clinical leaders, patient advocates, and leading tech firms to make the NHS the world's most AI-enabled healthcare system, enabling it to gain quicker access to the latest AI tools.

Bringing in experts from big tech companies – like Google and Microsoft – as well as leading clinicians, researchers, and patient advocates, the commission advises regulators on how to speed up access to the latest tech in a safe way, so British patients can safely benefit from it first.

05

Organizational Update



5.1

Mission, Vision and Core Values

Mission and Vision

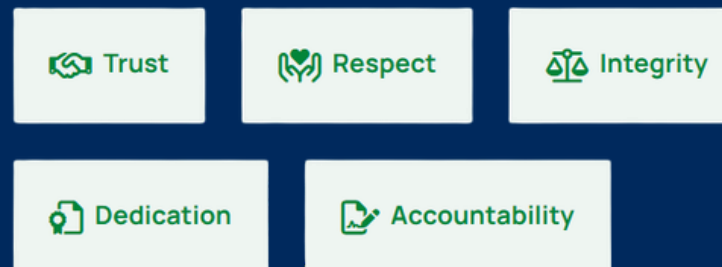
Vision

HealthAI envisions a world where artificial intelligence produces equitable and inclusive improvements in health and well-being for all individuals and communities.

Mission

HealthAI advances the development and adoption of Responsible AI solutions in health through the collaborative implementation of regulatory mechanisms and global standards.

Our Core Values



Trust

We believe in the reliability of our colleagues and partners, fostering open communication and transparency so we can depend on one another to deliver on our shared mission.

Respect

We recognize the inherent worth of every individual, embracing diverse perspectives and treating everyone with courtesy and kindness to create a culture where all feel empowered to contribute.

Integrity

We act with honesty and strong moral principles in all aspects of our work, upholding high ethical standards and always doing what is right, even when it is difficult.

Dedication

We are committed to HealthAI's mission and to one another, fostering unity and teamwork to create an environment where everyone is motivated to contribute to our shared success.

Accountability

We take full ownership of our decisions, actions, and omissions, accepting responsibility for their outcomes and holding ourselves to the highest standards of transparency and reliability.

5.2

2025 in Focus

HealthAI continued implementing its rightsizing process to achieve a fit-for-purpose structure aligned with its strategic priorities. In 2025, the organization had 18 professionals, demonstrating a focused effort to ensure agility, clear roles, and operational effectiveness.

Two all-team retreats were held during the year to strengthen alignment and foster collaboration. The first, conducted virtually in June, focused on mid-year reflection and coordination. The second, held in person in December, provided a valuable opportunity to take stock of the year's achievements, reinforce team cohesion, and define priorities for 2026.

During this retreat, new Objectives and Key Results (OKRs) were agreed upon, setting a clear and shared direction for the year ahead.

Strengthening organizational culture remained a central priority throughout 2025. With 18 team members representing 12 nationalities, our workforce reflects the global scope of our mission. We continued to invest in cultivating a cohesive and inclusive working environment - one that values diverse perspectives, leverages individual strengths, and establishes a shared foundation for collaboration and accountability.

A significant milestone in this regard was the entry into force of our Code of Conduct. Structured around our five Core Values of Trust, Respect, Integrity, Dedication, and Accountability, the Code provides a clear framework for professional behavior and decision-making. It guides our internal collaboration and shapes our engagement with partners, stakeholders, and the broader community, reinforcing our commitments in all aspects of our work.



Setting the Objectives for 2026

Objective 1

Establish a high-performing global regulatory network on AI governance for health

Objective 2

Increase internal operational clarity & empowerment

Objective 3

Strengthen HealthAI's funding base and secure resources to implement the 2027-2030 strategy



06

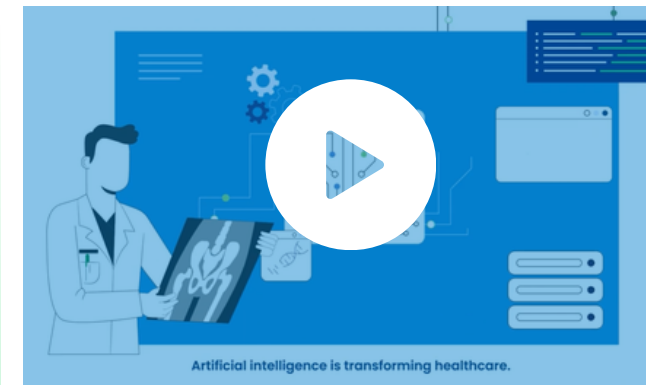
Events, Campaigns & Outreach Activities



Digital Awareness

Website Relaunch

HealthAI launched a renewed web presence in 2025, providing enhanced access to tools, publications, and community spaces. The redesigned platform improved user experience, increased discoverability, and created clear pathways for stakeholders to engage with the organization's work. To support the website launch, HealthAI unveiled a new brand video as a prominent feature on the homepage. The short animation film explains the work of the organization in simple terms, and why it matters.



Social Media Metrics

HealthAI's social media presence expanded significantly in 2025, reflecting growing interest in its work on responsible AI in health. On LinkedIn, followers rose from 8,800 in January to over 15,000 by year's end - an increase of more than 70% - with page posts generating over 2 million impressions over the year.

While the Twitter/X audience remained relatively stable, the communications team diversified channels by launching a Bluesky account, which grew its follower base by 93%, alongside new Instagram and YouTube presences that broadened reach to additional audiences.

Taken together, these efforts delivered a 130% increase in followers across all platforms, strengthening HealthAI's ability to share evidence, highlight partners, and engage a global community around responsible AI governance in health.

Newsletter Expansion

The HealthAI newsletter subscriber base doubled from 1,069 to 2,233 subscribers (109% increase), with strong open rates (43.5%) indicating high engagement with organizational updates and content.

Content Amplification

Media coverage and thought leadership content were systematically amplified across digital channels, extending reach and reinforcing key messages. Strategic sharing of earned media, partnership announcements, and expert commentary strengthened HealthAI's brand presence.

Outreach

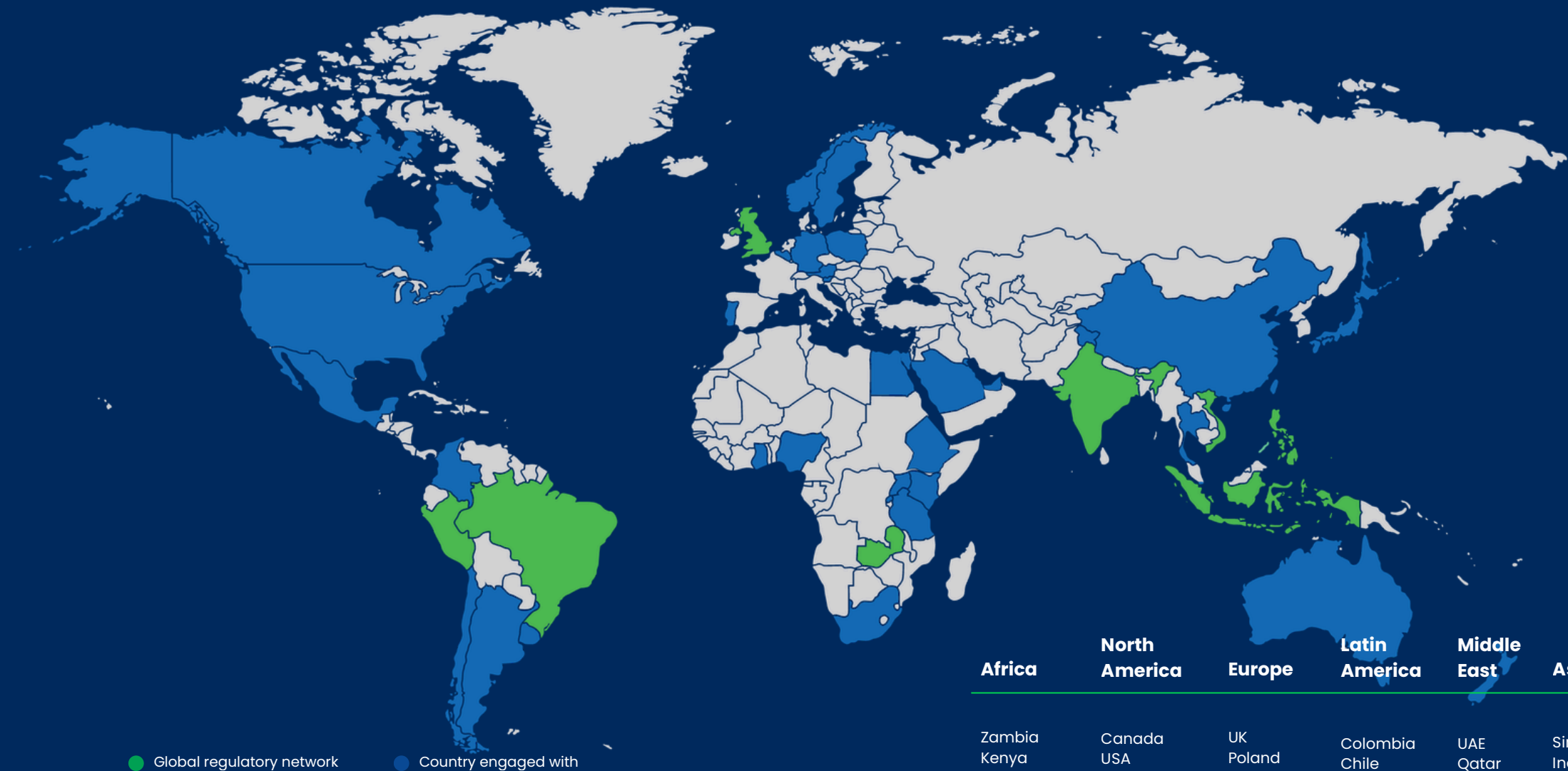
In 2025, HealthAI maintained active partnerships and engagement across six regions:

Our team conducted country implementation visits, participated in over 59 events globally, and engaged with stakeholders in over 40 countries throughout 2025.

59
Events

42
Countries

6
Regions



Africa	North America	Europe	Latin America	Middle East	Asia / Oceania
Zambia Kenya Tanzania Rwanda Uganda Ethiopia Ghana Nigeria South Africa	Canada USA Mexico	UK Poland Norway Sweden Belgium Germany Portugal Slovenia Austria	Colombia Chile Peru Brazil Argentina Uruguay	UAE Qatar Kuwait KSA Egypt	Singapore India Vietnam Indonesia Thailand China Japan Australia New Zealand Philippines

Strategic Convenings

Davos Leadership Dinner: Investing in a Responsible AI Ecosystem for Health

In January, on the sidelines of the World Economic Forum Annual Meeting in Davos, HealthAI convened an exclusive leadership dinner on investing in a responsible AI ecosystem for health under the theme "Collaboration in the Intelligent Age".

The gathering brought together senior representatives from government, philanthropy, multilateral institutions, and the private sector to examine the investments required to build a sustainable and responsible AI-for-health ecosystem.

A central conclusion emerged: while capital and technological capability are accelerating rapidly, governance capacity is not scaling at the same pace. Closing this gap will require coordinated investment not only in AI tools, but in regulatory institutions, health system readiness, and global cooperation.

World Health Assembly: AI Governance as the Foundation for Health System Transformation

On the sidelines of the 78th World Health Assembly in May, HealthAI partnered with Devex for a high-level discussion titled "Is health system transformation possible without resolving the AI governance challenge?" In conversation with Devex Executive Vice President Kate Warren, HealthAI CEO Dr. Ricardo Baptista Leite explored how countries can collaborate to develop equitable, context-specific approaches to AI in health.

AI has the potential to be the greatest equalizer of our time. But if we do not design the ecosystem properly, it could become the greatest divider of our time." said Ricardo Baptista Leite, CEO of HealthAI, emphasizing both the promise and responsibility of rapid technological advancement.

He underscored that robust governance is not a barrier to innovation but rather the foundation that enables AI solutions to scale safely and deliver meaningful, lasting impact. The discussion reinforced the critical role of coordinated governance frameworks in ensuring AI contributes to stronger, more inclusive health systems worldwide.



AI has the potential to be the greatest equalizer of our time. But if we do not design the ecosystem properly, it could become the greatest divider of our time

CHI Innovate Singapore

In July, HealthAI participated in the CHI (Center for Healthcare Innovation) Innovate 2025 conference in Singapore. Under the theme "AI for All, AI for Change", the conference moved the discussion beyond policies, science and theories, towards the democratization of AI, to challenge and broaden our horizons of where AI could lead us.



"We need technology, AI, and human healthcare to coexist harmoniously. To this end, MOH will be the first Asian country to join HealthAI's Global Regulatory Network"

"We need technology, AI, and human healthcare to coexist harmoniously. To this end, MOH will be the first Asian country to join HealthAI's Global Regulatory Network," said Hon. Ong Ye Kung, Minister for Health and Coordinating Minister for Social Policies of Singapore, during an inspiring opening speech, reminding us that healthcare is an essential public service that cannot be substituted by technology alone.

World Health Summit Berlin: Responsible AI for Sustainable Development

In October, HealthAI co-hosted a high-level session on Responsible AI in Health for Sustainable Development at the World Health Summit in Berlin, in partnership with the German Federal Ministry for Economic Cooperation and Development (BMZ).

The session convened government, multilateral and industry leaders to discuss collaborative approaches for implementing responsible AI standards and strengthening regulatory ecosystems.

Representatives from the Indonesian Ministry of Health - which has since joined the HealthAI Global Regulatory Network - participated on the panel alongside the World Health Organization, Africa CDC, and Siemens Healthineers.

"HealthAI is a trusted partner of BMZ, and I would like to commend you for the vital work that you are doing," said Niels Annen, State Secretary of the German Federal Ministry for Economic Cooperation and Development, highlighting the importance of HealthAI's role amongst other global actors. The event underscored our shared commitment to advancing global cooperation on AI governance in health and the critical importance of multi-stakeholder collaboration in driving sustainable innovation across regions and sectors.



HealthAI is a trusted partner of BMZ, and I would like to commend you for the vital work that you are doing."

The event underscored our shared commitment to advancing global cooperation on AI governance in health and the critical importance of multi-stakeholder collaboration in driving sustainable innovation across regions and sectors.

Webinar with the American University of Beirut

HealthAI was invited by the Global Health Institute at the American University of Beirut to deliver a webinar titled Building Responsible AI in Health: A Governance Roadmap for the MENA Region, held on 30 October 2025.

The webinar attracted more than 230 registrations, with over 70 participants actively engaging throughout the session.

In total, HealthAI colleagues participated in approximately 59 events globally throughout the year, including:

- PMAC 2025, Bangkok, Thailand
- Global Healthspan Summit, Riyadh, Saudi Arabia
- AI Action Summit, Paris, France
- IMDRF Meeting, Tokyo, Japan
- Fokus Patient – Future Days, Stockholm, Sweden
- RAPS Euro Convergence, Brussels, Belgium
- HIMSS Europe, Paris, France
- European Health Forum, Gastein, Austria
- 29th ABRAMGE Congress, São Paulo, Brazil

Media Coverage

Media coverage in 2025 built a layered, highly credible presence for HealthAI. Multiple homepage features for thought-leadership pieces signalled strong editorial confidence in the organization’s expertise, while a steady flow of articles across specialist health, technology, science and policy outlets reinforced its standing within core professional communities.

At the same time, coverage in broader AI news platforms extended reach into mainstream debates on responsible AI, and wire-distributed company announcements – particularly around the GRN and GGF – significantly boosted Google discoverability and generated thousands of backlinks. As a result, online brand mentions grew from fewer than five in January to hundreds per month by year’s end, creating sustained news momentum and a well-rounded media footprint that strengthened HealthAI’s visibility, brand recognition and role as a leading voice on responsible AI in health.

HealthAI’s voice as a global authority on responsible AI in health grew substantially in 2025, with strategic communications efforts yielding remarkable results.

3277

total publications across wire, earned, and sponsored media

8.4m

million direct readership

3231

backlinks, strengthening domain authority and online discoverability

69.6%

Share of voice increased from 6.5% to 69.6% within the AI governance in health landscape



Notable Publications and Media Placements

1. "AI empowers healthcare without replacing humanity. Ong Ye Kung urges medical institutions to make good use of AI to meet challenges" - [ZaoBao](#), Singapore
2. "Equitable medical access through smart technology" - [China Daily Mail](#)
3. "Established Regulations Already Exist For Regulating AI In Healthcare Safely" - [CiteLine](#)
4. "No health reform without better AI governance" - [Devex](#)
5. "Harnessing AI for a Healthier World: Ensuring AI Enhances, Not Undermines, Patient Care" - [Unite.AI](#)
6. "Responsible AI can truly transform patient care": Dr. Peiling Yap on the future of Healthcare Innovation - [All HealthTech](#)
7. "Wellbeing for all, not a few: For AI to bridge health gaps, it must stop perpetuating them" - [London Daily News](#)
8. "Wellbeing for all, not a few: For AI to bridge health gaps, it must stop perpetuating them" - [HealthTech World](#)
9. "Dr. Alberto-Giovanni Busetto, Chief AI Officer at HealthAI - Interview Series" - [Unite.AI](#)
10. "The rise of AI in LMICs: A new era for global healthcare" - [BizCommunity](#), South Africa
11. "The rise of AI in LMICs: A new era for global healthcare" - [MSN.com](#)
12. "Ricardo Baptista Leite: It is not acceptable that there are still people that don't have access to health care" - [OncoDaily](#)
13. "AI Ushers in a New Era of Patient Care... Global Governance Needed" - [Etoday](#) - South Korea
14. Podcast: "Pushing responsible AI in health" - Impulse - Meeting Healthcare Pioneers (YouTube). <https://www.youtube.com/watch?v=gQG2uoDHZi8>
15. Podcast: "HIMSS Europe 2025: Femtech, Synthetic Data, AI + more" - Talking HealthTech (YouTube). <https://www.youtube.com/watch?v=u6KAAQtNpbo>
16. Podcast: "Global AI Regulation: Health AI and the Future Expectations in Healthcare" - Faces of Digital Health Podcast (YouTube). <https://www.youtube.com/watch?v=qEBqIYum6QA>
17. Podcast: "A Conversation with Ricardo Baptista Leite on Global Health" - Digital Health Portugal (YouTube). <https://www.youtube.com/watch?v=JDLoD77mWoo>
18. TV Appearance: "l'IA pour le meilleur des mondes" - Léman Bleu TV. <https://www.lemanbleu.ch/fr/Emissions/459057-Cosmopolis.html>
19. "India joins Health AI Global Regulatory Network to strengthen oversight of AI" - [The Hindu BusinessLine](#)
20. "India joins global push for safe AI in healthcare" - [Coingeek](#)
21. Podcast: "Is AI Public Health's New Ally, with Dr. Karen deSalvo, Google Health" - [The Other 80](#)
22. "What is the outlook for the brave new world of digital health?" - [Healthy Europe](#)
23. "National commission launched to tackle regulatory challenges" - [HealthTech News](#)
24. Podcast: "On Bridging Theory and Practice in Health AI" - [Narratives of Purpose](#)
25. "AI tests Europe's social model" - [Politico](#)
26. "Vietnam is a pioneer in applying AI in healthcare" - [VN Express](#)
27. "Interview: Dr Ricardo Baptista Leite, CEO of HealthAI" - [ITIJ](#)
28. "Brasil assina memorando de intenções internacional para regular IA na saúde pública" - [O Globo](#)
29. "Building a legal framework for the use of AI in healthcare" - [Nhân Dân](#)
30. "Zambia Becomes First African Nation to Join Global AI-in-Health Regulatory Network" - [iAfrica](#)



07

Future Outlook: 2026 and beyond



The landscape for AI in health continues to evolve rapidly. Generative AI applications are proliferating, creating new opportunities and challenges for health systems.

Countries are increasingly recognizing the need for coordinated international approaches to AI governance, even as they seek to maintain regulatory sovereignty and protect local innovation ecosystems. The tension between rapid innovation and patient safety remains acute, demanding governance frameworks that are both rigorous and adaptive.

As we enter the final year of our 2024–2026 strategic plan, HealthAI stands at a pivotal juncture. The foundations established over the past two years – network infrastructure, stakeholder relationships, governance tools, and global credibility – position the organization to transition from network-building to intensive implementation and measurable regulatory impact.

Against this backdrop, HealthAI's role as a neutral convener, trusted implementation partner, and source of technical expertise becomes increasingly vital.

Strategic Priorities for 2026

Deepen Implementation in Pioneer Countries

HealthAI will intensify capacity-strengthening activities across all GRN member countries, ensuring that these partnerships translate into enhanced regulatory capability and tangible governance improvements.





Key Actions:

- Complete discovery workshops in all ten initial pioneer countries
- Conduct regulatory baseline assessments to identify challenges, gaps, and priorities in each country
- Deploy in-country consultants to provide sustained technical support

- Facilitate peer-learning exchanges between regulators from different countries
- Develop tailored implementation plans to strengthen local capacity through in-depth training and technical support while ensuring alignment with international standards and guidelines

Launch Transformative Governance Tools

2026 will see the development of HealthAI's technical assets and public launch of its core governance platforms, providing practical resources to regulators, policymakers, and the worldwide innovator community.

 <p>Global Public Directory of Registered AI-related Healthcare Solutions</p>	 <p>Global Early Warning System</p>	 <p>HealthAI Responsible AI Navigator</p>	 <p>HealthAI Responsible AI Rapid Review (HAI RAIR-Review)</p>
--	--	--	---

1 Global Public Directory of Registered AI-related Healthcare Solutions

The HealthAI Global Public Directory of Registered AI-related Healthcare Solutions (GPD) is designed to become the global reference point for approved AI solutions for health, supported by the first regulator-governed AI taxonomy and cross-jurisdictional tracking capabilities.

It serves as a shared instrument for members of HealthAI's GRN to exchange and access trusted information on registered AI-enabled health solutions, while also providing innovators with a transparent pathway to make their validated solutions visible across participating jurisdictions and beyond. The platform translates key international expectations, particularly those of the WHO, OECD, and IMDRF, into a live, structured, and comparable database that strengthens responsible innovation and regulatory oversight by consolidating national registries and aligning device descriptions with globally harmonised taxonomies.

2 Global Early Warning System

Building on the GPD's governance model and technical foundations, the Global Early Warning System (EWS) addresses a major gap in the vigilance of global medical device and AI-enabled health solutions.

Today, post-market surveillance systems often operate in disconnected national and regional silos, limiting early detection of safety signals and hindering timely, coordinated regulatory action across borders.

The EWS is intended to enable earlier identification of emerging risks and to support more coherent international responses. The Global Early Warning System's infrastructure is being developed throughout this year so that beta-testing can start in Q1 2027.

3 HealthAI Responsible AI Navigator

HealthAI partners with governments to strengthen national systems for regulating, governing, and safely deploying AI in health. Engagement typically begins with baseline assessments, stakeholder mapping, and discovery workshops, which inform a tailored two-year implementation roadmap.

The HealthAI Navigator is the operational backbone of this work, helping countries close the "implementation gap" between global responsible AI principles and governance by translating assessment findings into structured, sequenced actions that build regulatory and responsible AI governance maturity.

The Navigator will support the innovator community by integrating global Responsible AI principles into a guided step-by-step risk-based Total Product Lifecycle (TPLC) management framework, translating country-specific governance pathways into practical guidance for responsible design and market entry.

Looking ahead, the Navigator will evolve into an interactive guided platform (2027) and ultimately a semi-automated self-service toolkit for governments and innovators (2028).

4

HealthAI Responsible AI Rapid Review (RAIR-Review)

HealthAI Responsible AI Rapid Review (RAIR-Review) is a practical, early-stage due diligence tool that helps organizations quickly and consistently assess AI solutions in health against internationally recognized Responsible AI principles and good governance mechanisms. It is designed for situations where innovation is moving faster than many health stakeholders' ability to evaluate safety, ethics, and equity, particularly for organizations without a formal regulatory mandate or deep technical and governance expertise.

Supporting a wide range of decision-makers, including health system leaders, clinicians, procurement teams, global health programme implementers, and funders or investors, RAIR-Review will enable users to: (1) narrow the field to solutions most likely to fit their needs, (2) identify key gaps and follow-up evidence requirements, and (3) anticipate the resources, timelines, budget and any regulatory implications of moving toward implementation.

Expand the HealthAI Community

Evolution of the Global Regulatory Network

The successful establishment of the Global Regulatory Network with pioneer countries spanning Africa, Asia, Europe, and Latin America represents a fundamental shift toward international cooperation in health technology governance. Building on the success of the first cohort, HealthAI will welcome additional countries into the GRN, expanding geographic diversity and strengthening the network's collective expertise.

Key Actions:

- Onboard 5 additional countries across underrepresented regions
- Prioritize engagement in the European Union, Latin America, MENA and Africa
- Develop mechanisms for engagement within the GRN space, allowing greater interaction between GRN members
- Strengthen the GRN secretariat functions to support growing membership

Evolution of the Community of Practice

The organic growth of the HealthAI Community of Practice (CoP) across industries and regions demonstrates a clear need for such a space. In fact, 40% of member institutions are based in low- and middle-income countries, reflecting the CoP's role in bridging divides on AI governance and ensuring that perspectives from resource-constrained settings are meaningfully represented. This reinforces HealthAI's role as a neutral convener that connects perspectives and supports collective learning.

In 2026, the Community of Practice will focus on deepening members' engagement and creating more opportunities for collaboration. A key priority will be to grow the online participation on our Community Portal, which enables members to interact directly with one another, share news and opportunities, and continue discussions beyond formal meetings.

Second Annual Global Governance Forum (2026)

Plans are underway for the second annual HealthAI Global Governance Forum. Building on the success of the inaugural Forum in Nairobi, the 2026 convening will showcase tangible progress in global AI governance, deepen engagement with key groups, explore more interactive formats and expand participation from pioneer countries and the broader community.

Preliminary Focus Areas:

- Real-world evidence from GRN implementation across pioneer countries
- Deep-dive sessions on technical validation methodologies
- Civil society perspectives on AI governance accountability
- Youth innovation and next-generation leadership in health AI
- Navigating governance challenges when scaling AI solutions

Strengthen Thought Leadership and Technical Credibility

HealthAI will consolidate its position as the definitive global authority on responsible AI governance in health through evidence-based thought leadership, high-quality research, and strategic partnerships.

Key Actions:

- Publish flagship reports on AI governance trends, challenges, and innovations
- Conduct policy analyses and institutional assessments of regulatory systems
- Develop case studies showcasing successful deployment and use of Responsible AI in health
- Cultivate strategic relationships with leading institutions
- Convene expert consultations on emerging AI governance challenges
- Maintain a robust communication strategy with target audiences globally

Solidify Operational Efficiency and Financial Sustainability

HealthAI will strengthen organizational foundations to ensure long-term viability and impact.

Key Actions:

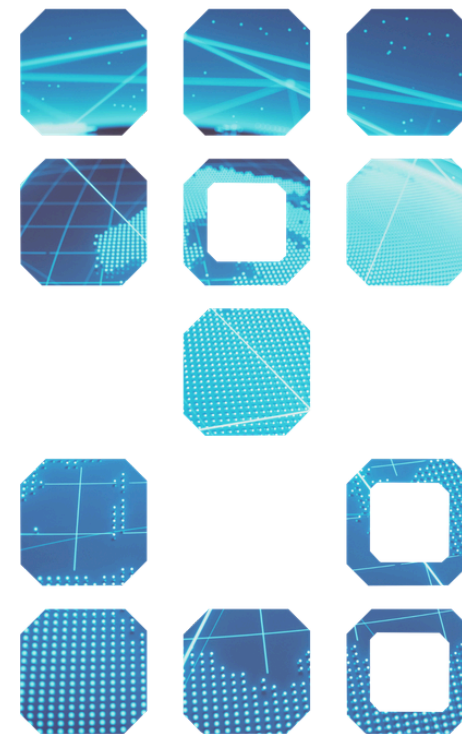
- Engage the Funders Council to enhance donor engagement and strategic input
- Secure confirmed funding for 100% of 2027 budget by the end of 2026
- Streamline critical operational processes
- Develop a comprehensive fundraising strategy and pipeline management
- Develop and implement a more robust framework for organizational risk management

Our Vision for the Future

Looking beyond 2026, HealthAI envisions an established global ecosystem where:

- Countries worldwide have regulatory mechanisms and capacity capable of evaluating AI health solutions against international standards
- The Global Regulatory Network serves as the primary platform for coordination, knowledge exchange, and early warning
- HealthAI governance tools are widely adopted by regulators, policymakers, and innovators globally
- Validated AI solutions are accessible to health systems in all countries, contributing to improved health outcomes
- Global governance norms for AI in health reflect diverse perspectives and prioritize equity, safety, and effectiveness
- Public trust in AI for health is strengthened through transparent, accountable governance

Achieving this vision requires sustained commitment from partners, continued innovation in governance approaches, and unwavering dedication to the principle that AI must serve all people, not just the privileged few.

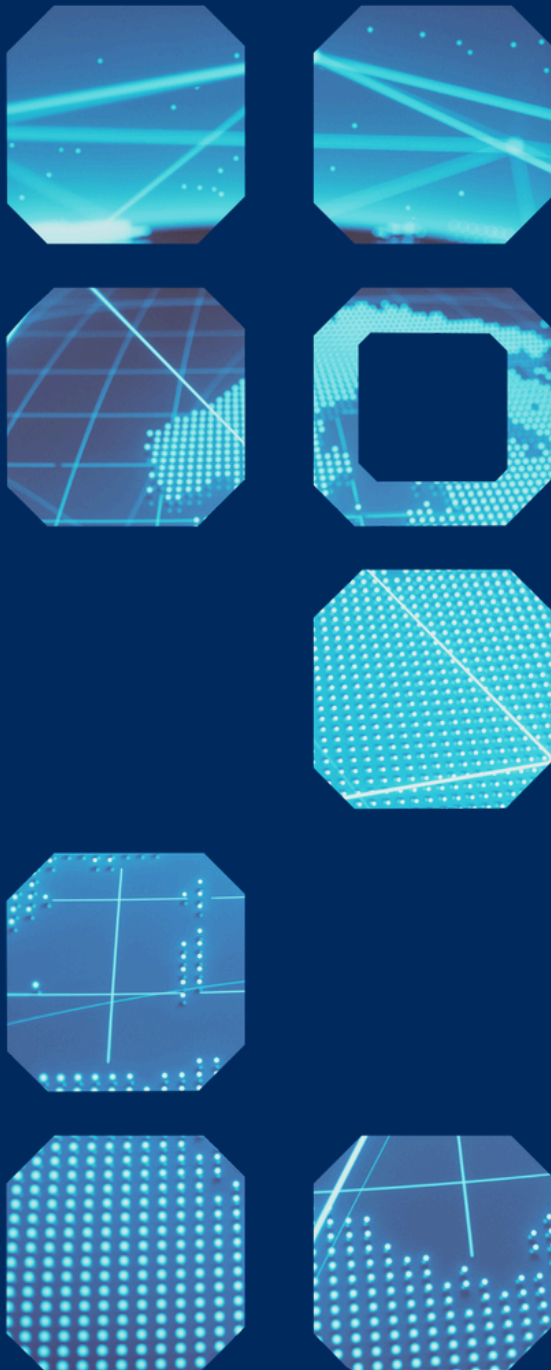




HEALTH AI

The Global Agency for Responsible AI in Health

HealthAI - The Global Agency for Responsible AI in Health, is a Geneva-based, independent nonprofit driving equitable access to AI-powered health innovations. Collaborating with governments, international organizations, and global health leaders, HealthAI focuses on AI governance and regulation to ensure AI transforms healthcare for all. Positioned at the intersection of healthcare, artificial intelligence, and policy, HealthAI aims to bridge the gap between emerging technologies and accessibility, particularly in low- and middle-income countries. By fostering trust, governance, and collaboration, HealthAI is shaping a future where health technologies benefit every population worldwide.



HealthAI – The Global Agency for Responsible AI in Health

Rue de Varembe 7, 1202 Geneva, Switzerland

contact@healthai.agency

www.healthai.agency

+41 (0) 22 552 00 34