



# **STRATEGIC PLAN 2026-2030**

**Draft 12 – FINAL FOR MEMBER APPROVAL**

October 2025

The International Society of Paediatric Oncology (SIOP), established in 1969, is the only global multidisciplinary society entirely dedicated to paediatric and adolescent cancers. SIOP currently brings together over 4,000 healthcare professionals and researchers working with paediatric patients across the world. The Society is united by a shared mission: to increase survival rates, improve the quality of survival, and ensure access to care for all children and adolescents with cancer.

### **Acknowledgements**

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## LETTER FROM THE SIOP LEADERS

### **Dear SIOP Members and Partners,**

We are pleased to introduce the new SIOP Strategy for the next five-year period, 2026–2030. This Strategy outlines the practical steps that SIOP and its members can take to advance our shared vision: *No child should die of cancer – Cure for more, Care for all.*

Following the Board’s recommendation, we have retained the five strategic goals from the 2021–2025 Strategy: Advocacy, Research, Education & Training, Membership, and Strategic Partnerships. These goals are deeply interdependent and mutually reinforcing.

Advocacy for childhood cancer must be strengthened. We must call for increased research funding for innovative drugs and technologies focused on childhood and adolescent cancers to drive progress toward more cures. The collaboration between the basic, translational and clinical researchers and clinical professionals should be enforced. Also, we must continually advocate for equitable access to high-quality, affordable care worldwide by raising awareness across the global cancer community, with governments, and with the public to improve early diagnosis and access to expert care.

Improving both survival rates and quality of life requires safer and more effective therapies. As outcomes improve, collaborative clinical research networks grow in importance. SIOP has long served as a catalyst for this kind of global collaboration, enabling our members to work together across disciplines and borders to enhance every stage of the cancer care pathway.

Through our diverse, multi-disciplinary membership and strong philanthropic partnerships, we aim to foster greater involvement from low- and middle-income countries in research and quality improvement. This global collaboration will help extend access to best practices for all children and adolescents with cancer.

Looking ahead, SIOP embraces innovative and accessible ways of delivering peer-to-peer education, including the latest scientific discoveries shared at the SIOP Annual Congress. Building on this strong foundation, we will expand and diversify our educational offerings to reach a broader audience and strengthen multi-disciplinary learning opportunities.

Every day, SIOP works to realise our vision. In this spirit, we are intensifying our support for the World Health Organization’s Global Initiative for Childhood Cancer (GICC), which aims to save an additional one million young lives by 2030. By convening the expertise, energy, and passion of our members, we can bring together powerful partnerships to help achieve this vital goal. The cure gap in childhood

cancer is unacceptable and it is only by working together that we can address this injustice and save precious lives.

This Strategy is our blueprint for the next five years, and we hope it inspires every member and partner to play an active role in its success. Your contributions, ideas, and actions will be key to turning this vision into reality.

**Yours Sincerely,**

**2025 SIOP Board of Directors:**

- Korede Akindele – Chair, Young SIOP Network
- Federico Antillon – Co-Chair, Global Health
- Asim Belgaumi – Chair, Scientific Committee
- Andrea Cappellano – Continental President for Latin America
- Guillermo Luis Chantada – President
- Rashmi Dalvi – Chair, Advocacy Committee
- Alan Davidson – Treasurer
- Uta Dirksen – SIOP Europe President
- Jeffrey Dome – Continental President for North America
- François Doz – Chair, Education and Training Committee
- Jennifer Geel – Continental President Elect for Africa
- Louise Guolla – Chair-Elect, Young SIOP Network
- Marry van den Heuvel-Eibrink – Chair-Elect, Scientific Committee
- Joyce Balagadde Kambu – Continental President for Africa
- Rejin Kebudi – Secretary-General
- Muhammad Saghir Khan – Co-Chair, Global Health Network
- Jordana McLoone – Continental President-Elect for Oceania
- Rob Pieters – President-Elect
- Courtney Sullivan – Chair, Nursing Network
- Gevorg Tamamyan – Continental President for Asia
- Milena Villarroel – Continental President-Elect for Latin America
- Claire Wakefield – Continental President for Oceania

## **INTRODUCTION**

Established in 1969, the International Society of Paediatric Oncology (SIOP) is the only global multidisciplinary Society exclusively dedicated to childhood and adolescent cancer. With a steadily growing membership, SIOP currently unites over 4,000 healthcare professionals and researchers in 140+ countries, working with paediatric and adolescent patients. The community shares a strong commitment to increasing survival rates, improving the quality of survival and ensuring access to care for all.

The SIOP Strategic Plan 2026–2030 serves as a comprehensive framework for targeted action aligned with the shared vision of our global community, while remaining adaptable to local contexts and responsive to the needs of our members. The Board of Directors extends its sincere gratitude to every member and partner who contributed to shaping this renewed commitment to a world where no child should die from cancer.

The highly collaborative process to develop this Strategic Plan began in late 2024 with input from the full SIOP Board of Directors. At the 2024 Annual Congress, SIOP members reaffirmed the core building blocks of the 2026–2030 strategy, including the Society’s vision, mission, and five strategic goals. Throughout 2025, further input was gathered from members, SIOP leaders, key partners, and other stakeholders through a range of channels and discussions.

## **ACHIEVEMENTS AND CHALLENGES**

Reflecting on the past five years, we are humbled by the remarkable progress and achievements that SIOP, as a Society, alongside its leaders and members, has accomplished—despite facing numerous challenges.

SIOP reached several significant milestones that furthered its mission to ensure that no child dies of cancer. A key achievement was the launch of the SIOP Strategic Plan 2021–2025, a comprehensive plan outlining practical steps to improve cure rates and broaden access to care for all children with cancer. To support the implementation of its strategic goals, the Society strengthened its organisational capacity by expanding the SIOP Secretariat. This included the appointment of an Executive Director for Programmes and Strategy, an Administrative Coordinator, a Communications and Marketing Manager and a part-time Advocacy Coordinator. The Society made a more concerted effort to keep both its leadership and members regularly informed about completed, ongoing, and upcoming activities, while also recognising the contributions of current leaders for their dedication and efforts. The SIOP Weekly Bulletins, introduced first in 2023, and our quarterly newsletters are now highly demanded communication channels for all childhood cancer activities globally.

The SIOP Governance Committee made substantial progress in strengthening the operational framework of the Society's programme structures by revising 16 Terms of Reference documents for SIOP Networks, Working Groups, and Committees. Responding to member petitions, the Board approved the establishment of several new groups and initiatives and strengthened existing ones. The Board also resolved a number of areas of programmatic overlap, ensuring better synergies across the Society's programmes.

Financially, SIOP reported a strong five-year period, with cost savings that enabled the creation of a Reserves Fund and diversification of income sources, making it possible for the Society to support a variety of awards, grants, and scholarships to recognise excellence and to encourage future advancements in paediatric oncology.

### **Progress on Goal 1: Advocating Globally for Children and Adolescents with Cancer**

SIOP's advocacy efforts reached broader and more diverse audiences, with notable contributions to many international fora such as the London Global Cancer Week, the World Health Assembly and the World Cancer Congress. Key events, such as *Progress in Childhood Cancer Data Sharing to Inform Policy and Accelerate Care and Research* and *Every Facility, Every Country: SIOP Global Mapping Programme* underscored the critical importance of equitable access to care. The SIOP Global Mapping Programme completed and published the mapping of African and Latin American centres and continued its mapping efforts across the rest of the world.

SIOP actively and consistently marked awareness days including Gold September, International Childhood Cancer Day (ICCD), World Cancer Day, World No Tobacco Day, World Children's Day, World Candle Lighting Day, and Universal Health Coverage Day. In response to ongoing global and regional political crises, the SIOP Board of Directors adopted a Policy on Neutrality and Integrity, reaffirming the Society's independence and steadfast commitment to advancing cures for all children with cancer.

SIOP's engagement with the WHO between 2021 and 2025 marked a deepening of its global advocacy and technical leadership in childhood cancer. A key milestone came in 2023 with the establishment of a dedicated SIOP WHO Non-State Actor (NSA) Committee. Its purpose is to coordinate SIOP's strategic input across multiple WHO platforms and initiatives, particularly the GICC. The Committee also played a key role in advising on evidence-based contributions to WHO guidance and in ensuring SIOP's advocacy efforts were aligned with broader WHO goals in universal health coverage, access to essential medicines, and health systems strengthening. Major highlights of this collaboration include SIOP's participation in the United Nations General Assemblies (UNGA, 2023 and 2025) and the Global Platform for Access to Childhood Cancer Medicines and cooperation with the Pan American Health Organization (PAHO). Through these actions, SIOP not only contributed to shaping the global health agenda but also demonstrated how civil society

organisations' can play a crucial role in implementing WHO initiatives at the ground level.

### **Progress on Goal 2: Promoting Research to Improve Outcomes for Patients**

A key development was the launch of the SIOP Programme for Advancing the Research Capacity for Paediatric Cancer Clinical Trials (PARC Programme) in LICs and MICs. This initiative attracted significant interest from potential stakeholders and provided two rounds of funding support to cooperative groups in LICs and MICs to improve their operational capacity. In support of the next generation of researchers in LICs and MICs, SIOP also established the Nai-Kong and Irene Cheung Family Career Development Award, aimed at fostering career growth for individuals dedicated to advancing paediatric oncology.

SIOP participated in the WHO-initiative Global Accelerator for Paediatric Formulations (GAPF) for strengthening the research ecosystem in paediatric research in LICs and MICs. A dedicated group was appointed to generate a document for Standardisation of Paediatric Oncology Units in LMICs which was presented in October 2025.

The Society's official journal, Paediatric Blood and Cancer, remained a leading platform for sharing the latest scientific discoveries in paediatric oncology. Complementing this, the SOSIDO weekly digest provided concise summaries of recent publications by SIOP members in prominent journals. Together, these resources facilitated the rapid dissemination of new scientific knowledge across the global paediatric oncology community, ensuring that clinicians and researchers stayed informed of emerging evidence and best practices. By promoting timely access to cutting-edge research, they supported evidence-based decision-making and contributed to improved clinical outcomes for children with cancer.

The SIOP Annual Congress and the Continental Congresses also played a key role in showcasing scientific advancements in the field of childhood cancer (see the section on the Annual Congress below).

### **Progress on Goal 3: Providing Education and Training**

Educational outreach remained a priority, with numerous webinars on a wide range of topics in paediatric oncology delivered by SIOP Networks and Working Groups. For the first time, SIOP also offered educational webinars focused on early diagnosis for paediatricians, under the Childhood Cancer Early Diagnosis and Appropriate Referral (CEDAR) initiative. All educational webinars were well-attended and positively received, reflecting SIOP's ongoing commitment to continuous learning and professional development in the field. A notable addition was the DISPLEN webinar series, which provided disease-specific targeted content on the key WHO GICC childhood cancers and essential aspects of early diagnosis. Aiming to cover a gap in knowledge, SIOP collaborated with the International Pediatrics Association

(IPA) to develop the continuing medical education (CME)-accredited training package on childhood cancer early diagnosis, aimed at paediatricians.

Over the past five years, the SIOP Networks and their Working Groups have delivered more than 200 online educational webinars, engaging over 10,000 participants—many of whom attended multiple sessions. These webinars primarily facilitated peer-to-peer learning, creating a dynamic platform for the exchange of clinical expertise, research insights, and practical strategies across diverse settings. In striving to meet the minimum target of at least three non-Congress activities annually, most Networks and Working Groups have now established a consistent calendar of educational and collaborative initiatives throughout the year, significantly expanding SIOP’s reach and impact beyond its Annual Congress.

In recognition of this key strategic goal, the position of the Chair of SIOP Education and Training Committee was appointed as a member of the SIOP Board of Directors.

The SIOP Annual Congress and the Continental Congresses also played a key role in providing education (see the section on the Annual Congress below).

#### **Progress on Goal 4: Increasing Membership and Engagement**

In 2020, SIOP members numbered 2,600. Today, our members are 4,000 – a notable membership growth of 53% – and our membership renewal rates are excellent (81% in 2025, high above the industry average). The Society saw a marked increase in members under the age of 40 years and a significant rise in growth in members who are not paediatric oncologists but work in our field as nurses, psychologists, pathologists, radiologists, surgeons, nutritionists, rehabilitation specialists etc. On average, in any given year, 60% to 65% of the members are women. As of 2025, half of SIOP members come from LICs and MICs, making the Society more diverse and inclusive than ever before. Today our membership represents 140+ countries. These great achievements in membership.

The 2023 launch of SIOP CONNECT marked a major step forward in member engagement, enhancing global collaboration and knowledge sharing in paediatric oncology. A key feature is its ability to let SIOP leaders communicate directly with their Networks or Working Group members via email.

SIOP has significantly improved the reach and quality of its communications to better engage its global membership. New channels like WhatsApp enable faster, more direct interaction across time zones and continents. The concise Weekly Bulletin has strengthened information flow, with consistently high open and click-through rates reflecting strong member engagement. These efforts—alongside rising website traffic and a growing social media presence—underscore SIOP’s commitment to a more connected and informed paediatric oncology community.

SIOP continued to grow its younger demographic, with Congress attendees averaging 36 years and members 46—both notably lower than five years ago. Multi-year memberships gained popularity, and for the first time, members could utilise automatic membership renewals.

Over the past five years, SIOP launched new programmatic initiatives to address key gaps, including the Women Leaders in Paediatric Oncology, Survivorship, Epidemiology and Outcomes Networks, the Rehabilitation and Physical Medicine Working Group, and the AI in Paediatric Oncology Working Group. Most notably, SIOP has significantly diversified and expanded the volume of activities beyond the Annual Congress. These include educational webinars, journal clubs, case study discussions, research paper development, publications, and leadership and scientific discovery workshops. All these efforts are documented in comprehensive Annual Reports highlighting the Society's broad and growing range of initiatives.

### **Progress on Goal 5: Strengthen and Expand Strategic Partnerships**

Between 2021 and 2025, SIOP significantly strengthened its partnerships with key international organisations and medical societies to advance its mission of achieving universal access to quality care for children with cancer. Central to this was SIOP's expanded collaboration with the WHO. In parallel, SIOP collaborated with Childhood Cancer International (CCI) to amplify the voices of patients and survivors through advocacy and by providing a platform for survivor and families' research at the Annual Congress and Continental Congresses. Furthermore, SIOP worked closely with St. Jude Global Alliance on global capacity-building tools like the ARIA Guide and the Global COVID-19 Observatory for Childhood Cancer. These partnerships were instrumental in aligning research, policy, and service delivery across diverse regions and settings.

SIOP also fostered strong alliances across the professional and clinical spectrum. It deepened collaborations with PROS, IPSO, WCC, UICC, Foundation S and ResonanceHealth, which supports the technology to develop the Global Mapping Programme initiative. Partnerships with the ISOO expanded engagement with rare childhood cancers, while cooperation with the International IPA led to the development of training modules. Furthermore, support from Foundation S – My Child Matters Programme and ACT 4 Children enhanced equitable access to essential medicines and systems strengthening in low-resource settings.

Crucially, SIOP reinforced ties with national paediatric oncology societies worldwide. Continental Presidents now have closer collaborations with national societies and centres and national-level Congresses are oftentimes endorsed by SIOP at their request. Furthermore, national societies nominated SIOP Asia Ambassadors who are working to promote SIOP's work at the national level.

### **Progress on SIOP's Flagship Event**

During this period, the delivery of the SIOP Annual Congress was shaped by the COVID-19 pandemic, which required fully virtual events in 2020 and 2021 and later presented financial challenges due to rising costs for in-person gatherings. The 2022 Congress in Barcelona marked a strong return to in-person meetings. However, the 2023 and 2024 Congresses in Ottawa and Honolulu faced higher expenses and reduced income, making hybrid formats financially unviable—though recorded content was made available on demand to accommodate member access for those unable to travel. To address these challenges, SIOP established the Congress Development Committee (CDC), and the Board of Directors suspended the continental rotation model for Congress host bidding to better manage increasing costs. At the same time, Continental Congresses in Africa, Asia, Europe, and Latin America successfully expanded SIOP’s global reach and engagement.

The 2025 Annual Congress saw record levels of abstract submission and attendance, a revitalised Educational Day, and new side workshops on Nutrition, Psychosocial Support, and Women’s Leadership. It also introduced SIOP-NEXT, a session track focused on networking and career development for early-career scientists.

The SIOP Annual Congress remains the world’s leading platform for paediatric oncology, advancing research, innovation, and implementation science. It fosters interdisciplinary dialogue, highlights solutions from low- and middle-income countries, and supports future leaders through mentorship and awards—contributing directly to improved outcomes for children with cancer worldwide.

## **SIOP’S ENVIRONMENT**

Cancer in children and adolescents is viewed as a rare disease in the context of healthcare services: each year, about 400,000 children are diagnosed with cancer globally according to WHO estimates. Around the world, cancer across all ages is rising in importance in the paediatric non-communicable disease (NCD) agenda as a cause of premature mortality and morbidity in survivors. Cancer is a principal cause of death in children in HICs and many middle-income countries (MICs). However, there is a tendency to overlook the specificities of paediatric haemato-oncology in the global cancer agenda and in the paediatric agenda. Our task is to articulate these specific needs, support our members in their endeavours to meet these through improving care and research, and to promote recognition and prioritisation by governments and research funders.

Individual types of paediatric cancer are rare but collectively, cancer in children and adolescents affect 1 in 430 children by their 15th birthday and 1 in 320 by their 19th birthday. Childhood cancer comprises between 0.5%- 6% of all cancers in a population according to the age structure of that population and prevalence of certain predisposing infectious agents. Childhood cancers have a very different biological basis from that of most adult cancers; their aetiological factors are largely not related to environmental or life-style factors; hence, opportunities for

prevention are limited. Successful treatment requires a specialised workforce trained in the specificities of cancer in children and adolescents. However, there is a real shortage of capacity —both in terms of a suitably trained workforce and appropriate facilities—to treat all of the children and young people with cancer in the world, with particularly large gaps in LICs and MICs. Furthermore, while the majority of the workforce in our sector is comprised of women, they remain significantly underrepresented in leadership positions in many settings.

Another factor that makes paediatric cancers distinct from adult cancer is the high curability with appropriate treatments. More specifically, the 5-year survival for children and adolescents with cancer in many HICs is greater than 80%. However, only 10% of the world's children actually live in HICs. In contrast, in LICs and MICs (where 90% of the world's children reside) the reported 5-year survival ranges from ranges from <10% to ~60%. Many countries still have no national statistics available.

A significant part of treatment is often very intensive, placing considerable physical and emotional demands on patients and their families. Because of this, the goal cannot be limited to survival alone. We must also prioritize quality of life and the quality of survival to ensure meaningful and holistic outcomes.

Childhood cancer outcomes are influenced by determinants that range from available expertise and resources, health services delivery and local and international policy. The SIOP community is uniquely positioned to foster enabling conditions for optimizing the rate and quality of cure across all settings. Through SIOP, members can speak with a united voice in global policy fora and exchange scientific and advocacy know-how for use in their own contexts. The multi-faceted global environment can support or constrain SIOP's potential to affect tangible change.

High levels of participation in national and international collaborative clinical trials have underpinned the advances seen in HICs over many decades. Such breakthroughs can prove lifesaving for children and adolescents with relapsed or refractory malignancies. Yet perceptions of paediatric clinical trial participation differ on ethical grounds. There is still scope for improving public understanding around participation in clinical trials for childhood cancers, building on previous research findings and evidence of success. Indeed, under recent investments from SIOP, there is now more consistent effort to expand the childhood cancer research capacity in LICs and MICs where most of the children affected by cancer live. Recognising the need for continued efforts in this area, the WHO released resolution WHA 75.8 in 2022 calling for strengthening of clinical trials with a focus in LICs and MICs. Research groups across Africa, Asia and Latin America are now better positioned to continue their clinical research work in search of better cure and care for childhood cancer patients.

Scientific societies like SIOP face numerous challenges after the COVID-19 pandemic. Concerns about climate change alongside rising air travel costs have begun to impact international travel. Increasing onsite expenses and digital livestreaming costs pose a challenge to the sustainability of our Congresses. Measures to address this include prioritising low-carbon footprint transport whenever possible and adopting environment-friendly communication channels.

The advent of Artificial Intelligence (AI) and Big Data presents new horizons for the diagnosis and treatment of childhood cancers. Examples include AI-enhanced MRI scans, AI-based digital pathology for better precision and speed, enhanced treatment personalization and clinical decision support etc. Yet the capacity to access and utilise these tools is unequal among global regions and between countries. Well-resourced international research collaborations and the inclusion of these novel technologies in global advocacy initiatives and information-sharing can help drive their gradual uptake.

The impact of the media for raising awareness on the burden of childhood cancer among the public and policy makers is potentially far reaching. The occurrence of multiple crises in a politically polarised society—marked by war, displacement, and other challenges—prompted SIOP to establish a Neutrality Policy. This policy ensures that SIOP does not comment on conflicts, thereby respecting its members’ diverse political opinions and sociocultural backgrounds, while continuing to prioritise childhood health in all settings. Engaging parents, patients, survivors, and their communities is a key driver of media attention, helping to connect personal stories to the underlying issues.

The WHO GICC is proving to be a game-changer by focusing worldwide community attention and resources on childhood cancer but requires sustained commitment and support from national governments. SIOP and its members play a key role in promoting the GICC in their respective settings. In the next five years of GICC, SIOP must ensure that its commitment to improving the lives of children and young people with cancer extends beyond survival rates. The ambition should be more holistic—improving the quality of survival through optimising early diagnosis, strengthening first-line therapy delivery, and supporting survivors and families after treatment has ended. The ultimate hope is that paediatric cancer is included in national health strategies and international development programmes, which can pave the way for dedicated budget allocation, implementation, and improved outcomes. Through advocacy and policy support, SIOP can support its members to leverage their governments’ political will to prioritise childhood cancer care in National Cancer and Childhood Health Care Plans and to include diagnosis and effective access of children and adolescents with cancer to high quality care with universal health coverage (UHC).

Other partnerships that enable our work include those with CCI, the UICC, our discipline-specific sister societies (PROS, IPSO and the IPA).

## SIOP's Strategic Position Relative to the Environment

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• High quality science presented at the Annual Congresses with CME credits</li> <li>• Internationally recognised for producing and disseminating high-quality publications, clinical guidance and online educational resources</li> <li>• The only global multi-disciplinary society for paediatric oncology professionals</li> <li>• Collaboration with WHO and the recognition of SIOP as a non-state actor in official relations with WHO</li> <li>• Well-recognised and trusted brand within the paediatric oncology community</li> <li>• Highly committed and engaged members and volunteer leaders</li> <li>• Wide range of year-round activities for learning, networking and collaborations</li> <li>• Engaged social media presence and effective communication strategies, ensuring members have timely information about upcoming activities and opportunities</li> <li>• Growing collaborations with national, regional and international partners</li> <li>• Steady member growth, strong retention rates and diverse membership base</li> <li>• Expanding tailored programmes for underrepresented groups (women in paediatric oncology, rehabilitation staff, survivorship workers, epidemiologists, cooperative groups/researchers etc)</li> <li>• Strong Society journal (PBC)</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Heavy reliance on voluntary time and the commitment of individual leaders, leading to variability in frequency and quality of activities offered by Networks, WGs and Continents</li> <li>• Sporadic knowledge-sharing and collaboration across Continental Branches</li> <li>• Insufficient leadership development and succession planning across some Continents, Networks, and WGs</li> <li>• Lack of long-term funding for certain initiatives</li> <li>• Some structures do not offer year-round member-facing activities</li> <li>• Limited leadership rotation, with some members holding multiple positions, reducing opportunities for broader participation</li> <li>• Official communication in English only</li> <li>• Inconsistent know-how transfer to new LOCs for Continental Congresses</li> <li>• Low presence and engagement of basic translational researchers in SIOP activities and Congress programmes</li> <li>• Limited activities in some areas (health systems, health economics, health policy)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Opportunities</b> Expanding collaborations with national paediatric hematology-oncology societies</li> <li>• Opportunity to re-envision the Congress programme and structure</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Unpredictability of the financial sustainability of the Annual Congresses</li> <li>• Difficulty in finding the right balance of activities that appeal to a diverse global membership base, particularly in aligning</li> </ul>

<ul style="list-style-type: none"> <li>• Maximising partnerships with research groups and global partners</li> <li>• Growing demand for online education, including webinars, peer-to-peer knowledge transfer and SIOP-certified (paid CME ) examinations</li> <li>• Increasing engagement with country-specific and region-specific cancer groups for greater influence</li> <li>• Strengthening support from parents and survivor groups</li> <li>• Growing media attention on paediatric cancer, increasing opportunities for awareness and advocacy</li> <li>• Expanding advocacy and knowledge-sharing on early detection, especially among paediatricians and primary healthcare workers</li> <li>• A predominantly female (64%) and young (30% under 40) membership presents opportunities for targeted engagement and leadership development</li> <li>• Increasing opportunities for in-person networking at the country level outside the Annual Congress timeframe</li> <li>• Disease-specific and treatment-specific online education products attractive to industry and companies and of educational interests to members</li> <li>• Opportunity to draw attention to childhood cancer care needs of refugees and internally displaced children</li> <li>• Interest in more content and activities year-round for younger childhood cancer professionals (aged 40 and below)</li> <li>• Opportunity to further diversify the Society's income sources</li> </ul>	<p>the differing needs and expectations of members from low-resourced settings and high-income countries (HICs).</p> <ul style="list-style-type: none"> <li>• Challenge of leveraging international support for childhood cancer care in LICs to ensure sustainable capacity building and improved outcomes</li> <li>• Limited awareness among external stakeholders of the burden, research needs, and care gaps in paediatric cancer</li> <li>• Increasing competition from other regional and international paediatric oncology organisations, including those offering paediatric oncology congresses (competition for delegates and for sponsorship)</li> <li>• Competing advocacy and funding priorities within the broader NCD health agenda</li> <li>• Global economic downturn reducing available research funding</li> <li>• Political instability and major violent conflicts in some countries/regions, affecting the whole range of childhood cancer research and services and healthcare workforce</li> <li>• Risk of volunteers feeling undervalued or overburdened, leading to disengagement</li> </ul>
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This Strategy will be reviewed annually by the Board. An in-depth stocktake of progress with implementation and priorities will be undertaken at the midpoint in

2028, allowing adjustment according to delivery and any changes in SIOP's environment.

## VISION, MISSION AND CORE VALUES

In all its work, SIOP is guided by its vision, mission, values and core functions.

### Vision

No child should die of cancer: cure for more, care for all

### Mission

Improve the lives of children and adolescents with cancer through global collaboration, education, training, research and advocacy.

### Values

**Interprofessional Collaboration:** We foster collaboration across disciplines, valuing the integration of diverse expertise, experiences, and perspectives to advance paediatric oncology care and science worldwide.

**Clinical and Research Excellence:** We strive for the highest standards of clinical care and research excellence in paediatric oncology, driven by a shared pursuit of scientific discovery that leads to better outcomes for children everywhere. We value overcoming inequity in access to care, research and innovation.

**Shared Learning:** We learn from and support one another, recognising that our diverse perspectives strengthen us all. As a professional network, we promote shared learning through continuous education, knowledge exchange, and mentorship.

### Core Functions

A core function is defined as the primary, mission-critical activity that a Society must perform consistently and effectively to mobilise support, influence policy and practice, and drive systemic change. SIOP defines its work around four interrelated core functions that guide its global efforts to improve outcomes for children and adolescents with cancer:

**Community Building:** SIOP fosters a strong, inclusive global community of professionals dedicated to improving outcomes for children and adolescents with cancer. This function centres on creating a sense of shared purpose and belonging among clinicians, researchers, nurses, psychosocial workers, survivors, advocates, and policymakers across all regions and disciplines. Community building also includes the development of Continental branches, Committees, Networks, and Working Groups that enable context-specific collaboration, peer support, and leadership development. Each member has a unique place and voice in our community. Through this function, SIOP cultivates a unified voice and collective identity in paediatric oncology.

**Convening:** SIOP serves as a global convener, bringing together stakeholders to share knowledge, shape priorities, and drive coordinated action. The SIOP Annual Congress is a flagship example, offering the largest international platform for

exchange and innovation in paediatric oncology. Beyond the Congress, SIOP hosts webinars, meetings, regional events, and collaborations that enable interdisciplinary dialogue and joint problem-solving. By convening experts, institutions, and stakeholders, SIOP helps catalyse progress on shared goals—from scientific discovery to policy development.

**Advocating:** SIOP advocates for the needs of children and adolescents with cancer at local, regional, and global levels. This includes working with international organisations, governments, and industry to ensure childhood cancer is included in national cancer control plans, universal health coverage (UHC) schemes, and funding priorities. SIOP also raises public awareness and amplified the voice of its members. Central to this function is the belief that every child—regardless of geography—deserves timely access to quality diagnosis, treatment, and care.

**Learning and Knowledge Sharing:** SIOP facilitates continuous learning and the global exchange of knowledge to improve paediatric oncology practice and outcomes. This includes formal educational activities (e.g., webinars, workshops, publications) and informal mechanisms like mentorship, peer-to-peer learning, and case discussions. SIOP supports the generation and dissemination of evidence-based guidelines, research findings, and innovative models of care—particularly those adapted to low- and middle-income settings. Through this function, SIOP empowers professionals at all career stages to contribute to and benefit from shared expertise and evolving best practices.

## **SIOP IN 2030 – WHAT SUCCESS LOOKS LIKE**

For the children and young people with cancer whom we serve, success means that more are diagnosed timely and accurately and have better access to appropriate treatment and care so that survival rates and quality of survival both improve. This can only be achieved by expanding the professional workforce capable of delivering this care and supporting their education, training and collaborative research efforts.

### **Success for SIOP means that:**

SIOP is globally recognised as a strong Society and is respected for its multidisciplinary expertise in cancer in children and adolescents.

SIOP is viewed as a reliable source of timely information on the current state of childhood cancer services and research and an important advocate for standards of care, improvement strategies and resources.

SIOP is strongly valued as an active facilitator of collaborative basic, translational and clinical research. SIOP is recognised for its continued investments in improving collaborative research capacity in MICs and LICs and serves as the forum for sharing of best practices in expansion of childhood cancer research in LICs and MICs.

SIOP is a vibrant Society of strongly committed members, representing healthcare practitioners from all disciplines in 140+ countries, and our Board reflects this diversity. Our members will believe that: a) SIOP membership is valuable to them personally, and b) SIOP delivers on its Mission and Strategic goals. In collaboration with partners, SIOP members work across a number of spheres including advocacy, research, education and training, and come together for special programmes concerning childhood cancer issues.

SIOP plays an increasingly active role in raising public awareness and strengthening healthcare systems' understanding of the importance of early and accurate diagnosis, as well as effective, adapted therapy in childhood cancer. It also emphasises that childhood cancer is highly curable in all resource settings, provided that care is well organised and universally accessible. SIOP empowers its members to conduct local and regional advocacy seeking to achieve the inclusion of childhood cancer in government cancer and national childhood plans, including by contributing to WHO GICC delivery in several countries.

Having embraced new ways of providing year-round, education, networking and knowledge activities, SIOP creates more opportunities for continuing education. Harnessing innovations in technology and member engagement, the Annual Congress continuously increases the level of its scientific content.

SIOP has strong partnerships with many childhood cancer organisations, centres, cooperative research groups and national haematology-oncology societies to help us achieve our goals. Every partnership results in a meaningful collaboration every year.

In order to deliver on this strategy, SIOP has increased and diversified its income streams and created a fully staffed SIOP Secretariat, including sufficient project management capabilities. In addition, SIOP provides clear information, enables members to identify and recruit and support volunteer leaders to specific projects and/or continental regions. Volunteer leaders feel recognised, appreciated and well supported.

## STRATEGY GOALS FOR 2026-2030

### Goal 1: Advocating Globally for Children and Adolescents with Cancer

Decision-makers face multiple priorities when allocating resources for health and research. Even within a broader focus on cancer, the distinct needs of children and adolescents may be insufficiently recognised and addressed. It is therefore crucial that authorities and the stakeholders influencing them are aware of childhood cancer and its specificities, the implications of survivorship, the associated health gains and socio-economic potential, the feasibility of improved outcomes, and the means to achieve them.

SIOP's advocacy will promote the recognition of childhood cancer as an urgent priority, encourage universal healthcare coverage, and strive to translate increased awareness into political momentum and progress on specific programmes such as the WHO GICC. It will also advance the inclusion of childhood cancer in health, cancer, and research strategies, including national paediatric health plans and National Cancer Control Plans. Furthermore, SIOP will emphasise the importance of engagement with childhood cancer professionals, as well as patient, survivor, and parent groups throughout the policy cycle and at all levels of governance.

As part of its strategic direction, SIOP is committed to addressing inequities in access to care, research, and innovation. This includes advocating for the equitable distribution of resources, strengthening health systems in low- and middle-income countries, and promoting research that reflects the needs of diverse populations and settings. By fostering global collaboration and ensuring that innovations are accessible and affordable, SIOP aims to narrow survival gaps between and within regions, ultimately advancing the right of every child and adolescent with cancer to benefit from high-quality treatment, care, and long-term follow-up.

To achieve this, SIOP will continue its collaboration with the WHO and partners to advocate for increased survival towards 2030 and beyond through research and multidisciplinary approaches. Additionally, it will foster dialogue, support capacity-building for advocacy at regional and national levels, and strengthen its position as a key global stakeholder in all matters related to childhood cancer.

#### **To meet this goal, SIOP will:**

- Develop and share advocacy and technical expertise to promote research and enhance childhood cancer services.
- Promote enabling policies and evidence-based arguments for resource allocation to childhood cancer, such as its recognition as a cost-effective NCD intervention.
- Foster strategic partnerships, strengthen international commitments, and enhance SIOP's visibility.

### Goal 2: Promoting Research to Improve Outcomes for Patients

Advancing scientific rigour and fostering collaboration are central to accelerating progress in childhood cancer research. SIOP is committed to continuously elevating the quality and impact of research presented at its Annual Congress, providing a platform for groundbreaking research, critical discussions, and international networking. By strengthening partnerships with national paediatric haemato-oncological societies and childhood cancer cooperative research groups, we aim to enhance research excellence, drive innovation, and promote collaboration across borders. SIOP will work to make bridges between research and clinic application of research findings.

Additionally, SIOP recognises outstanding scientific contributions through scholarships, awards and prizes, including contributions from young researchers and contributions to scientific discovery in all subfields within paediatric oncology and across disciplines.

**To meet this goal, SIOP will:**

- Collaborate with and support research capacity development and research endeavours of national haemato-oncological societies, childhood cancer cooperative groups and disease-specific research groups
- Disseminate the latest childhood cancer research findings and facilitate bridges between research and clinical application of research findings
- Recognise research excellence through scholarships, prizes and awards
- Identify gaps in current research on childhood cancer and draw the attention of researchers to address these gaps

**Goal 3: Providing Education and Training**

SIOP's continued and globally recognised strength is the provision of knowledge, education and training on the latest scientific discoveries and innovation in the field of paediatric oncology. This is directly related to SIOP members' continued learning and professional growth. To that end, the Society is committed to producing and disseminating information on 'state-of-the-art' approaches for diagnosis, treatment and care for childhood cancer patients and emerging issues. SIOP will create and promote opportunities for training and education for its members and the wider community of paediatricians and general practitioners. SIOP commits to continue increasing the scientific programme of the Annual Congress in order to transform the Congress into a platform for ground-breaking research presentations and scientific discoveries.

**To meet this goal, SIOP will:**

- Create online educational opportunities (webinars, repositories, learning modules) and educational content (guidance notes and tools to cover knowledge gap areas)
- Share widely educational and training opportunities from SIOP and from partners

- Continue to increase the educational quality and scientific rigor of the Annual Congress

#### **Goal 4: Increasing Membership Engagement and Retention**

SIOP is committed to serving its members by fostering a strong, engaged community that supports and sustains their work in paediatric oncology. We achieve this by building a vibrant professional network, convening diverse stakeholders and partners, managing and sharing knowledge, advocating for our field, and providing essential resources, linkages, and information. Our members are not only the foundation of our Society’s success but also its driving force—contributing expertise, leadership, and volunteer efforts that shape our collective impact.

We aim to have a consistent annual membership growth of 10%, a high retention rate (minimum, 85% yearly), and to maintain diversity within our membership body across disciplines, age, and geography, with special attention to under-represented constituents. SIOP members should additionally have opportunities for meaningful engagement, active participation, and connection year-round, and access to clear, timely, and relevant communication, reinforcing the Society’s collective impact and adding value to their membership.

We appreciate and celebrate our members who lead activities year-round, advancing research, advocacy, education, and collaboration within the global childhood cancer community. To empower them in these efforts, we are committed to strengthening the services and support available to help them lead effectively. By fostering leadership and recognising these contributions, we aim to create a dynamic and sustainable community dedicated to improving outcomes for children with cancer worldwide.

##### **To meet this goal, SIOP will:**

- Maintain an annual membership growth of 10% and a retention rate of 85%
- Maintain diversity within the membership body (disciplines, age, geography), with special attention to under-represented constituents
- Expand year-round engagement opportunities for members and recognise SIOP leaders for their contributions to the Society’s programmes.
- Enhance quality and streamline communications across all SIOP platforms

#### **Goal 5: Strengthen and Expand Strategic Partnerships**

SIOP has international recognition as an expert global network of professionals knowledgeable about the needs of children and adolescents with cancer and the solutions for improving survival rates and quality of care. SIOP seeks to strengthen and expand its partnerships with organisations that share SIOP’s vision to add value to mutually aligned or joint projects and to avoid duplication or siloed efforts.

In addition, SIOP is committed to partnering with healthcare providers with international programmes and presence, cooperative groups, disease-specific groups, national paediatric haemato-oncological societies, and parent/survivor groups to advance common goals in research, advocacy, and treatment approaches. These partnerships are crucial to SIOP's mission, as they allow for shared expertise, resources, and efforts that amplify the collective impact and ensure sustainable progress in improving outcomes for children with cancer worldwide. By collaborating with these strategic partners, SIOP can drive innovation, avoid fragmentation, and foster global alignment in tackling the challenges of childhood cancer.

SIOP Continental Branches and their Country Ambassadors will play a key role in strengthening partnerships with the National Paediatric Haemato-Oncology Societies or groups (NaPHOS). By serving as a bridge between the Society and local stakeholders, Country Ambassadors will help foster deeper connections, promote collaboration, and ensure that national perspectives and needs are represented in SIOP's global initiatives. Their local expertise and leadership will be instrumental in building and maintaining sustainable partnerships that are aligned with SIOP's mission, while also driving member involvement and promoting country-specific initiatives to improve childhood cancer outcomes.

**To meet this goal, SIOP will:**

- Work in close partnership with WHO
- Build a close partnership and collaborations among SIOP Continental Branches, their Country Ambassadors and NaPHOS
- Partner with international childhood cancer cooperative research groups, disease-specific groups and national paediatric haemato-oncological societies/centres
- Strengthen partnership with global organisations of parents and survivors, including for fundraising purposes
- Develop strategic partnerships (e.g. childhood cancer healthcare providers, donors, pharmaceutical industry, academia, media companies)

## **CROSS-CUTTING THEMES**

Synergies across SIOP are strengthened when cross-cutting themes—such as strong congress performance, branding and communications, good governance, transparency, and sound finances—are strategically aligned to support all programmes and regions. These foundational elements ensure organisational coherence, amplify impact, and enable sustainable growth.

## Congress Development

The SIOP Congress is central to the Society’s mission, serving as a premier global platform for networking, knowledge exchange, and advancing paediatric oncology. It is also a key revenue source for SIOP.

To strengthen its impact, the Congress Development Committee and Scientific Committee will collaborate on initiatives to enhance the delegate experience, elevate scientific quality, continue to redesign the programme to maximise engagement, learning, and innovation. In addition, SIOP will invest in re-conceptualising the experience of first-time attendees, who tend to be young professionals, so that they want to return to the Congress and become SIOP members.

The Secretariat will work closely with both Committees and the Professional Congress Organiser to deliver a high-calibre, dynamic, and financially sustainable Annual Congress. Furthermore, guidance and know-how will be shared with LOC Chairs and Continental Presidents on the development and strengthening of Continental SIOP Congresses (Asia, Africa, Oceania, North America).

## Brand & Communications

The SIOP brand is synonymous with high-quality science, a strong professional network, and a highly committed, diverse membership that represents all professions working in paediatric oncology. Over the next five years, SIOP is committed to protecting and strengthening its brand while ensuring consistent and effective communication to enhance engagement, visibility, and membership growth.

Effective communication is fundamental to elevating childhood cancer as a global health priority, ensuring that stakeholders, policymakers, and the public recognise its urgency and act accordingly. Public and professional awareness is critical—not only for early detection and timely treatment but also for fostering an informed, responsive, and proactive healthcare ecosystem. Structured communication strategies play a pivotal role in engaging healthcare providers, researchers, and advocates, equipping them with the latest knowledge and best practices.

To expand its reach and impact, SIOP will empower its leaders—within its continental branches, networks and SIGs—to take greater ownership of communication within their communities. The introduction of SIOP Connect provides an opportunity to decentralise communication efforts, allowing for a more dynamic exchange of information and enabling leaders to engage directly with their networks. Strengthening collaboration with regional and global partners will be key to ensuring a seamless flow of information, with structured processes for sharing key messages and receiving regular updates on activities that can be amplified

through SIOP's communications channels. This approach will extend SIOP's capacity to inform, engage, and mobilise its members more effectively.

To sustain and expand these efforts, SIOP will continue leveraging its internal communication channels—including Weekly Bulletins, SIOP Connect, the WhatsApp community—to ensure members remain informed and engaged in the wide range of activities happening across the network and how they can participate. Additionally, the SIOP Annual Report, Quarterly newsletter, website, and social media channels will highlight the organisation's most significant achievements and progress, reinforcing its commitment to advancing paediatric oncology globally while aiming to attract new partners, members, and funders.

### **Good Governance & Transparency**

At SIOP, we base our governance on international best practice, ensuring the overall integrity, effectiveness, efficiency, transparency, and accountability of the Society. To achieve this, the SIOP Governance Committee will conduct periodically a governance "audit" which will elicit governance areas for improvement and take steps to cover the governance gaps.

Notably, the SIOP Governance Committee will review any agreements (MOUs, Cooperative Agreements etc) with potential and existing partners, review annually activities of the SIOP Committees, Networks and their WGs/SIGs to ensure that these groups are still relevant and meeting the needs of SIOP members, review bi-annually the TORs of these groups, and contribute annually to the update of SIOP Bylaws and Constitution.

SIOP consists of six Continental Branches and will work towards strengthening the synergies and support that are provided to them.

### **Financial Stability**

The Board is fully committed to ensuring the financial health and stability of the Society. Implementation of projects and initiatives across the five Strategic Goals will only be achieved if it is backed up by sufficient financial resources. SIOP's income comes from three main sources: Annual Congress profit, project grants from partners and from unrestricted medical education grants, and membership fees.

To achieve a financially stable Society, the Board commits to working, in collaboration with the SIOP Secretariat and the PCO, to produce a financially profitable Congress; under the leadership of the SIOP Secretariat and the SIOP Membership Committee, we will continue to improve SIOP membership recruitment and retention strategies; and with the leadership of the SIOP Secretariat and Training and Education Committee, we strive to increase the number of successful unrestricted medical education grants and project support.

## CONCLUSION

SIOP's Strategic Plan 2026–2030 charts a clear and ambitious path toward a future where every child and adolescent with cancer receives timely diagnosis, effective treatment, and high-quality care—no matter where they live. Driven by a global, multidisciplinary membership, the Society is uniquely positioned to lead collective progress in research, education, advocacy, and partnership. Building on its growing reach and strengthened governance, SIOP will continue to foster innovation, collaboration, and equity across all regions and disciplines. This plan is both a call to action and a shared commitment—uniting the power of our members to deliver on our vision: *No Child Should Die of Cancer – Cure for More, Care for All.*

## ACRONYMS

AI	Artificial Intelligence
AROG	Asian Regional Oncology Group
ARIA	Access to Radiotherapy for Children with Cancer
CDC	Congress Development Committee
CCI	Childhood Cancer International
CEDAR	Childhood Cancer Early Diagnosis and Appropriate Referral
CME	Continuing Medical Education
DISPLEN	Dissemination and Implementation Network
GAPF	Global Accelerator for Paediatric Formulations
GHN	Global Health Network (formerly PODC)
GICC	Global Initiative for Childhood Cancer
HICs	High-Income Countries
IPA	International Paediatric Association
IPSO	International Society of Paediatric Surgical Oncology
ISOO	International Society of Ocular Oncology
LICs	Low-Income Countries
LMICs	Low- and Middle-Income Countries
LOC	Local Organising Committee
MICs	Middle-Income Countries
MOUs	Memoranda of Understanding
NAPHOS	National Paediatric Haemato-Oncology Societies
NCDs	Non-Communicable Diseases
PBC	Paediatric Blood and Cancer
PCO	Professional Congress Organiser
PODC	Paediatric Oncology in Developing Countries (now GHN)
PROS	Paediatric Radiation Oncology Society
PSPO	Paediatric Solid Tumours Protocol Organisation
SIGs	Special Interest Group
SIOP	International Society of Paediatric Oncology
SIOP-NEXT	Networking, Education, and eXploration Track
SOSIDO	Online digest summarising research by SIOP members
TORs	Terms of Reference
UHC	Universal Health Coverage
UNGA	United Nations General Assembly
UICC	Union for International Cancer Control
WCC	World Child Cancer
WHO	World Health Organization
WGs	Working Group



The International Society of Paediatric Oncology (SIOP), established in 1969, is the only global multidisciplinary society entirely dedicated to paediatric and adolescent cancers. With a steadily growing membership, SIOP currently brings together over 4,000 healthcare professionals and researchers working with paediatric patients across the world. The Society is united by a shared mission: to increase survival rates, improve the quality of survival, and ensure access to care for all children and adolescents with cancer.

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