



Annual Report 2024

Vision

Our vision is for excellence in safety, environmental, and social outcomes across the global pharmaceutical and healthcare value chain.



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Chair's Welcome

“PSCI has tremendous scale; our membership represents over 70% of the industry by revenues and we also engage with thousands of suppliers annually. This uniquely places us to identify opportunities where a collaborative solution works best and to execute this.”



2024 PSCI Chair
Deirdre O'Reilly

Senior Director, Global Viatriis EHS Supplier Operations and Business Development, Viatriis

2024 was a catalyst year for PSCI as we launched and embedded a new three-year Strategy. At its core is impact: understanding, measuring, articulating and constantly focusing on impact against our mission. This is how we create value for members and ultimately ensure both responsible practices and resiliency in our supply chains.

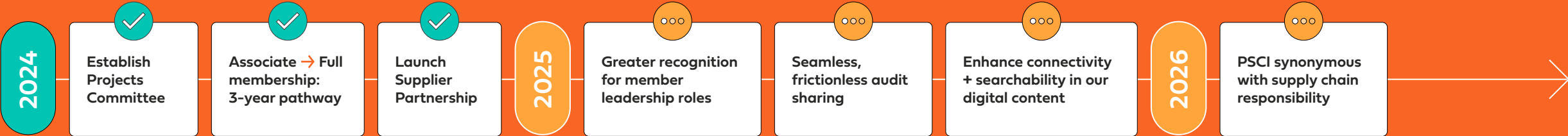
As part of the 2024-2026 Strategy we launched our new Projects workstream, investing in member-led initiatives from across the Principle topics to create impact. This is an important development. PSCI has tremendous scale; our membership represents over 70% of the industry by revenues and we also engage with thousands of suppliers annually. This uniquely places us to identify opportunities where a collaborative solution works best and to execute this. Examples include expanding our presence in India, developing responsible sourcing guides and tools for risky materials, and capacity-building for wastewater testing. Several of those brilliant Projects coming out of this group are profiled later in the report.

Another key part of the strategy was the launch of Supplier Partnership, the result of a longstanding ambition to partner with suppliers who share our mission and truly collaborate towards responsible supply chains. Supplier Partners stand alongside us in upholding the PSCI Principles. Together we can demonstrate best practice and mitigate key risks threatening the resilience of our supply chains and continuity of our supply, the issue of greatest concern to patients. Furthermore, Supplier Partners enable us to better engage further down the supply chain, reaching tier 2 and 3 suppliers on these

important topics. This is a point of pride for me, and I applaud the suppliers who have already joined us in this exciting pathway.

I also want to highlight the tremendous work of our Audit Committee, particularly Birgit Skuballa of Bayer and Dorota Wiacek-Trojanowska of Roche who ably lead this important workstream. In 2024, a record number of audits were added to the PSCI platform. This is an invaluable resource to members in planning their own audit programs, creating efficiencies amongst both members and suppliers, and positioning PSCI to drive audit quality. We also published a comprehensive analysis of the thousands of annual audit findings, an important guide for safety, human rights and environmental specialists, and a key tool in understanding and prioritizing risks. I look forward to working with Birgit, Dorota and the wider Audit team to leverage benefits from the new digital platform we will launch later this year, and on plans to tailor PSCI’s audit protocol to different product and supplier types, allowing greater specificity in our site-level self-assessment and auditing. It’s also great to see several of our Associate Members now adding audits to the platform and many more actively working towards doing so. It’s been an honor to serve the PSCI as its Chair and I warmly encourage others in membership to consider leading one of our Teams or Committees, or even running for a Board position. The PSCI is only as strong as its members and the contributions we all make.

Roadmap



2024 at a Glance

Key Audit Stats

Audits on the PSCI platform

1,208

P.15

Audits downloaded

9,500+

Audits audits added to the platform

252 up 35% ↗

Launched Supplier Partnership



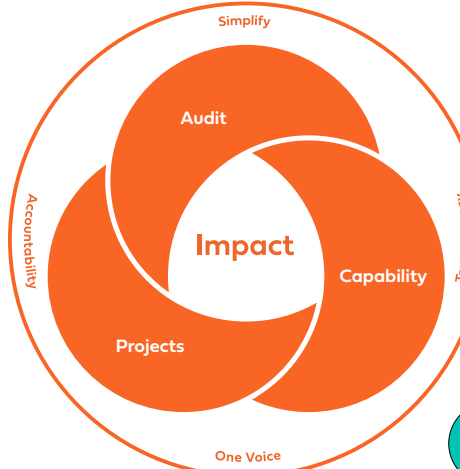
PSCI
Supplier Partner

P.13

Supplier Partners joined

12

Implemented the 2024-2026 Strategy



P.5

81 Total
Members

P.9

35 Full

46 Associate

70% of the industry represented in membership (by revenues)

Building Supplier Capability

Top ten resource downloads

6,000+

P.19

Webinars

22

Webinar attendees

1,100+

Conference

3

Conference attendees

1,150+

Launched Projects workstream

Impact projects

11

P.25

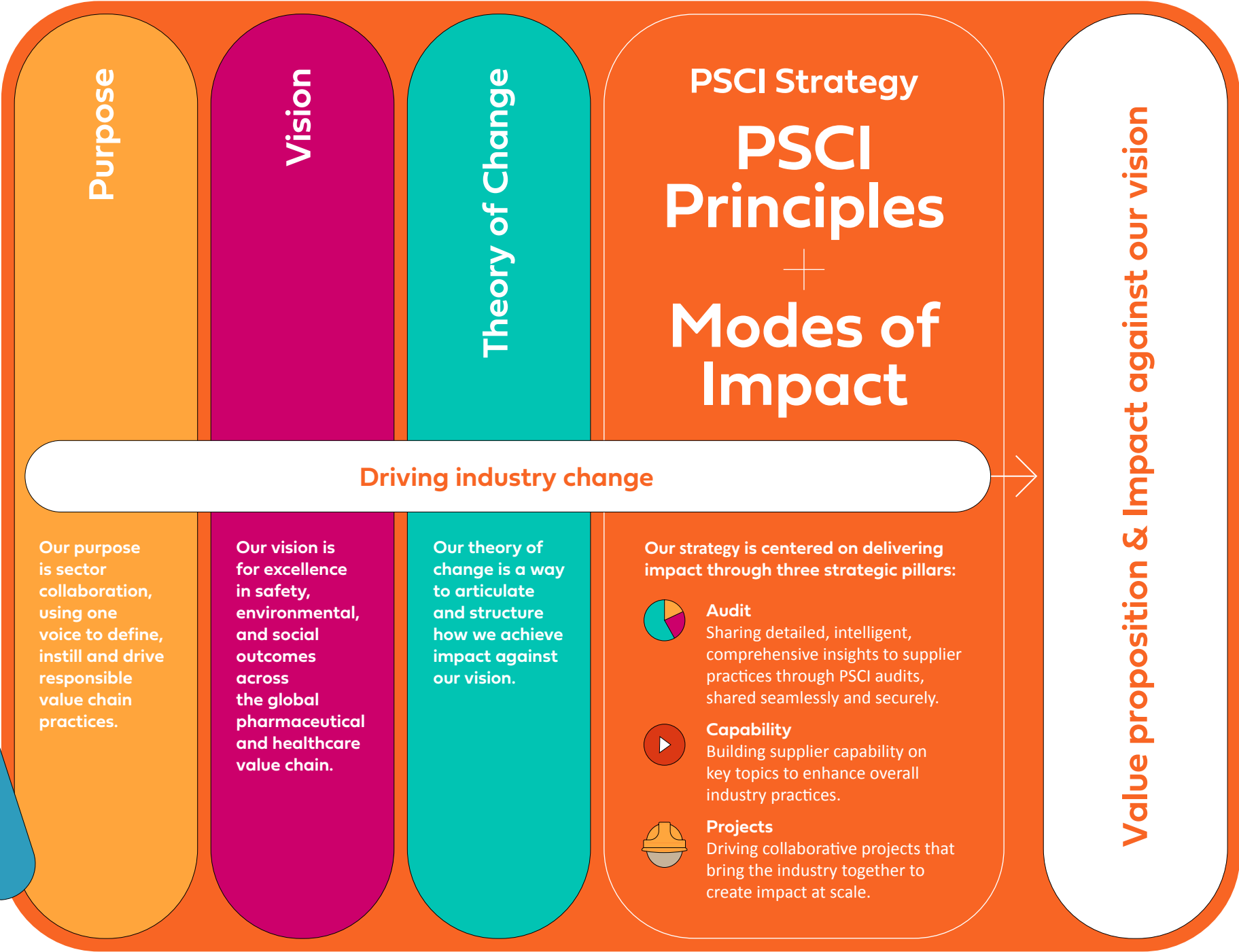
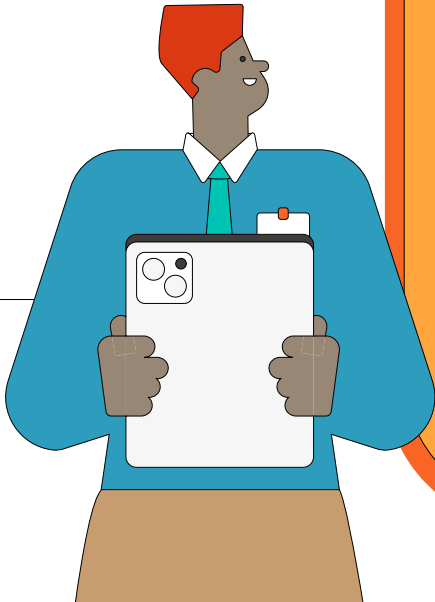
Funding committed

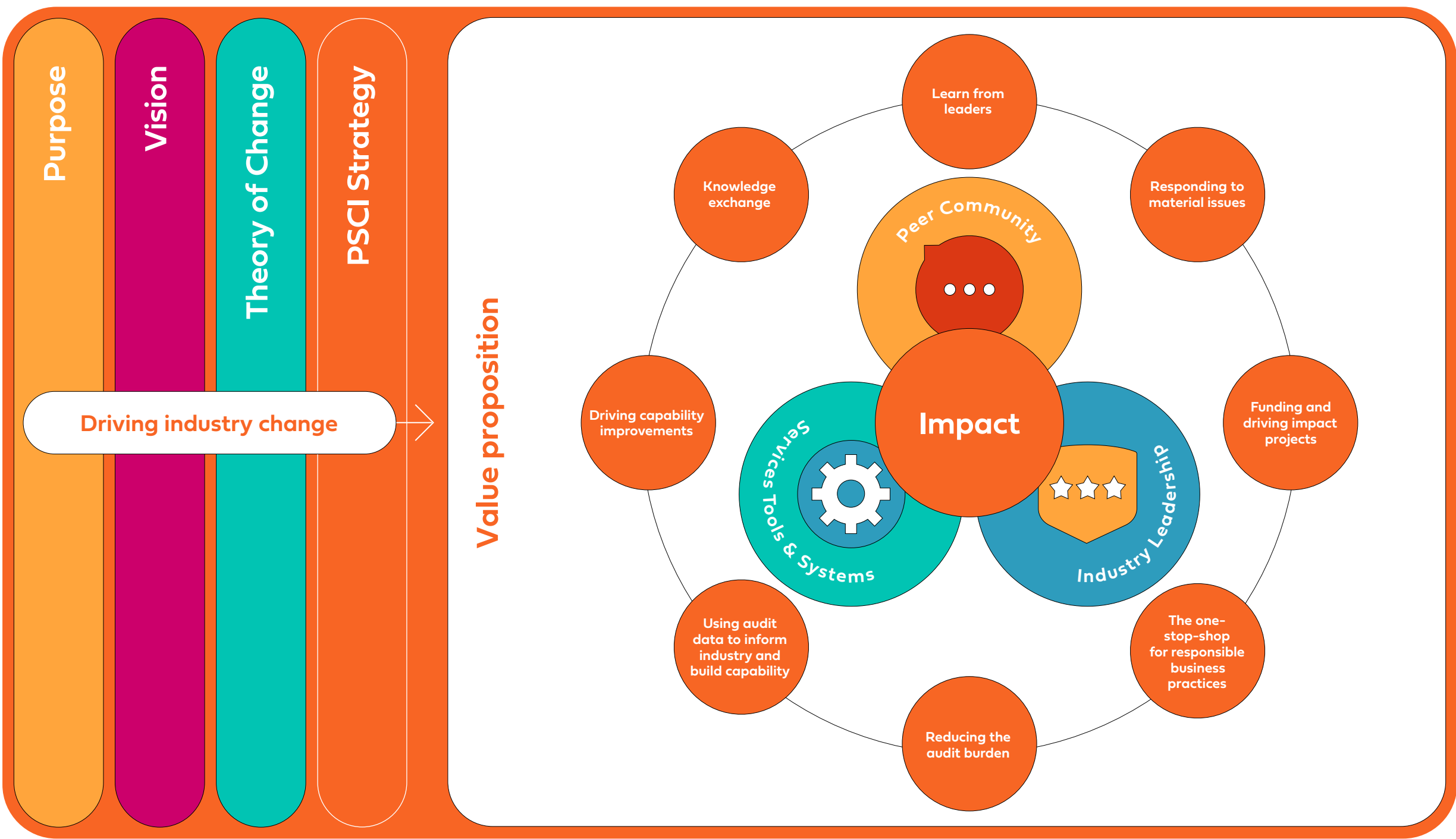
\$300k

Who are we

At the heart of the pharmaceutical and healthcare sectors, the Pharmaceutical Supply Chain Initiative (PSCI) is the leading collaborative member association committed to promoting responsible supply chain management.

Established in 2006 and legally formed as a non-profit in 2013, the PSCI and its members focus on improving safety, environmental, and social outcomes across the global pharmaceutical value chain. Members deliver impact through three key strands which together drive best practices across the industry, supporting both members and suppliers to speak with one voice on responsible practices and enable both efficiency and transparency.





PSCI Principles

The PSCI Principles are the cornerstone for our commitment to Responsible Supply Chain Management. Outlining the industry's expectations for responsible practices, the Principles are regularly updated to reflect the latest standards and address emerging challenges, with the most recent updates made in 2023.

The PSCI Principles are designed to promote ethical standards, enhance labor practices, improve health and safety measures, protect the environment, and strengthen management systems. PSCI members integrate these Principles into their supplier codes, policies, and documents, ensuring that their expectations are clearly communicated to suppliers.

Members also make public commitments to uphold these Principles, demonstrating their dedication to responsible supply chain management. This holistic approach aims to ensure companies operate with integrity, treat workers fairly, maintain safe working conditions, adopt sustainable practices, and continually improve their processes.

Governance & Management Systems



- Culture, commitment and accountability
- Legal and customer requirements
- Risk management
- Traceability and control
- Training and competency
- Documentation
- Continual improvement
- Emergency preparedness and response
- Grievance mechanisms
- Response and Remediation
- Effective communication

Ethics



- Patient safety and access to information
- Anti-bribery and corruption
- Fair competition
- Animal welfare
- Data privacy and security
- Avoidance and management of conflicts of interest
- Product protection and quality

Human Rights



- Freely chosen employment
- Child labor and young workers
- Non-discrimination
- Fair treatment
- Wages, benefits and working hours
- Freedom of association and right to collective bargaining
- Local communities

Health & Safety



- Safety of the work environment
- Worker protection, health and wellbeing
- Process safety

Environment



- Environmental authorizations and reporting
- Management of waste and emissions
- Climate change
- Resource efficiency
- Biodiversity conservation
- Spills and releases prevention

Our Members

The core of the PSCI consists of a global membership base, comprising leading companies from the pharmaceutical and healthcare industry. Our members are united through one voice to drive responsible supply chain practices, achieving established standards in safety, environmental, and social outcomes.

Creating Impact and Value Together



Sector Collaboration

Members collaborate to move the industry towards responsible supply chain practices, leveraging their collective expertise and resources.



Learning and Development

Members benefit from learning opportunities with their peers, enhancing their knowledge and capabilities in responsible practices.



Efficiency and Improvement

By participating in the shared audit program, members reduce the audit burden on their suppliers and improve efficiency.



Reputation and Leadership

Being a PSCI member enhances a company's reputation as a recognized advocate of a responsible pharmaceutical and healthcare value chain.

Full membership

Full membership is for companies that are ready to fully participate in PSCI by committing to the Principles, uploading audits, and participating in our committees and topic teams.

Associate membership

Associate membership allows companies to learn as a part of PSCI whilst building out their sustainability and audit programs. Associate members must progress to full membership within a maximum of three years.

To be eligible for membership, companies must meet at least one of the following requirements:

- ✓ Substantial revenues* from patented / proprietary medicines or medical devices
- ✓ Substantial revenues* from medical products sold direct to consumer under the company's brand
- ✓ Manufacture generic (off patent) medicines and medical products where these are substantially* sold direct to customers under the company's own marketing licenses
- ✓ Provide ingredients or components where these are substantially* patented or trade-marked by the supplying companies

*more than 50% of the company's sales

Interview

Brian Lubbert

Head EHS North America, Kenvue

Why are you a PSCI member?

At Kenvue, we've had this opportunity to think about our position and role in the sector and there was quick consensus across the business that PSCI membership was key to our goals and strategy.

What value does PSCI membership bring to your suppliers?

One of the things we value most from the PSCI is the Audit Protocol. When we speak with suppliers, we highlight sharing audits via the PSCI platform and using the PSCI's audit framework. Some of my favorite questions to ask suppliers are: "How many times have you been audited? How many times have you been inspected? How are you integrating the feedback?" You definitely have the opportunity to demonstrate the benefits of audit sharing because if we're doing it and our peers are doing it, suppliers realize they can answer the same question once instead of 100 times. And this will only grow in scale as the PSCI expands its footprint, so it's like a future promise to suppliers that creates value in the long-term.

What value does PSCI membership bring to your company?

In addition to the Audit Protocol, we greatly appreciate the resources available for learning and development. The Learnster platform is inspiring, and I find myself thinking this is filling a need in the EHS community for professionals to support learning. The platform is easy, self-driven, and allows you to learn based on your starting position. It's like you pick your own adventure! At Kenvue, we've started self-

guided learning on a Friday, and we specifically use Learnster and the PSCI course catalogue.

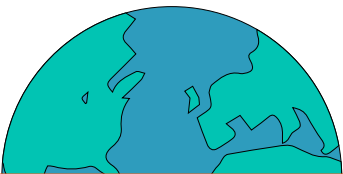
What are you excited about for the PSCI's current direction?

We are thinking about the best way for us to be engaged and connected because many of my staff are new to supporting external supply and they're new to understanding all the opportunities they can access through the PSCI. I think that's really where my team and myself are quite excited: to explore what we don't know, build connections amongst our peers, and play our part to engage and drive the sector forward. We also have an interest in pharmaceuticals in the environment, which we know the PSCI has a specific focus on. Even though we're a consumer health company, we're keen to ensure that we're protecting the environment and stay aware of upcoming legislation. Our connection with that I think is quite critical, but it's also an area for us to gain a deeper understanding through the Topic Teams and their resources. As a smaller company, being able to participate in and actively ideate about shared topics and projects will be an important part of our path with the PSCI going forward, and one that we're excited by.

The platform is easy, self-driven, and allows you to learn based on your starting position.

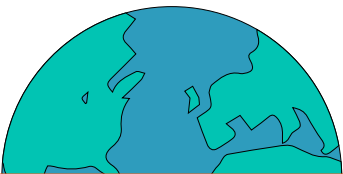


Our Members



Full members contribute to the development of the PSCI and achievement of our vision through leadership positions and audit sharing.

Our Members



35 Full Members

+

46 Associate Members

=

81 Members Worldwide in 2024

Associate membership is intended as a pathway to Full membership, enabling companies to develop their audit programs and learn from peers.

Board & Governance

The PSCI is guided by an elected Board of Directors, composed of representatives from the member companies. This Board is responsible for steering the PSCI's strategic direction, overseeing key initiatives, and representing the organization publicly. The term of office for all Board positions is three years.

The PSCI is driven by three main **Committees** that reflect our impact areas: Audit, Capability, and Projects. These Committees are led and composed of member company representatives who work together to implement our strategies and achieve our goals.



Topic Teams bring subject matter expertise to the PSCI's programs, contributing to the development of resources such as the Maturity Model, webinars, Supplier Conferences, and e-learning courses on our Learnster platform. They also play a key role in reviewing and updating the Audit Templates to ensure their relevance and efficiency.

Regional Teams tailor resources and programs to meet the specific needs of members and suppliers in key regions including China and India.

The Board extends its gratitude to the leaders and members of the Committees, Topic Teams, and Regional Teams for their dedication and hard work.

All PSCI members agree to and abide by robust protocols which respect antitrust rules and any competitive information.

The PSCI is supported by a Secretariat from SLR Consulting.

Board

Ingrid Vande Velde
Johnson & Johnson
Past Chair
2022 2024

Deirdre O'Reilly
Viatris
Chair
2023 2025

Robert Williams
AstraZeneca
Vice Chair
2024 2026

Enric Bosch
Boehringer Ingelheim
Treasurer
2022 2024

Ranjana Ganguly
Pfizer
Treasurer
2023 2026

Aimee Pasquier
Novartis
Secretary
2022 2024

Rincy Joseph
Bayer
Secretary
2023 2026

Committees

Audit Committee

Birgit Skuballa
Bayer
2023 2024

Roy Agostini
Mallinckrodt
2023 2024

Capability Committee

Sarah Turiano
Viatris
2023 2024

Daniel Rehm
Elanco Animal Health
2023 2024

Projects Committee

David McCarthy
Pfizer
2023 2024

Victoria Stone-Bjarup
Novo Nordisk
2023 2024

Topic Teams

Regional Teams

Board

Committees

Topic Teams

 Management Systems

 **Aimee Pasquier**
Novartis
2023 → 2024

 Ethics

 **Anne-Christine Eisland**
AstraZeneca
2023 → 2024

 Process Safety

 **Vijaya Kumar Bendi**
Johnson & Johnson
2023 → 2024

 Safety

 **Germano D'Arasmo**
Gilead
2023 → 2024

 Industrial Hygiene

 **Vivian Rivera Turo**
Lilly
2023 → 2024

 Human Rights

 **Tanya Murphy**
AstraZeneca
2023 → 2024


 PIE & AMR


 **Vince Parker**
Elanco
2023 → 2024

 Environment


 **Andrea Fasanor**
Pfizer
2023 → 2024

 Decarbonization

 **Bridget Ferrari**
Takeda
2023 → 2024

 Topic Teams bring subject matter expertise to the PSCI's programs, contributing to the development of resources such as the Maturity Model, webinars, Supplier Conferences, and e-learning courses on our Learnster platform.


 **Matthew Thomas**
AstraZeneca
2024

 **Lucy Pickett**
Roche
2023 → 2024

Regional Teams


China Regional Team

 **Wenjia Xu**
Merck
2023 → 2024

 **Li Liu**
Boehringer Ingelheim
2024

India Regional Team

 **Aditya Shirodkar**
Abbott
2024

 **Amish Kamat**
Bayer
2024

Supplier Partners

PSCI Supplier Partnership was launched in 2024 to foster collaboration and commitment to responsible supply chain practices among suppliers in the pharmaceutical and healthcare industry. Supplier Partners adhere to the PSCI Principles and contribute to a community dedicated to achieving excellence in safety, environmental, and social outcomes.

Key achievements

- 12 Supplier Partners joined
- First forum meeting held discussing the value of the Audit Protocol, technical guidance on Scope 3 and PiE/AMR, and how to enhance the regional support PSCI can deliver.

To qualify for Supplier Partnership, companies must meet at least one of the following criteria:

- ✓ Manufacturer of components or ingredients
- ✓ Manufacturer of finished pharmaceutical or medical products supplied under clients' brand names or licenses (CMOs)
- ✓ Provider of 'white label' services (CDOs, CROs).



Becoming a PSCI Supplier Partner offers numerous benefits. Partners demonstrate their commitment to the PSCI Principles by sharing audits and completing the Maturity Models. They can register interest in Teams and Committees, receive regular updates, and consult on an ad-hoc basis, contributing their expertise to the community. Supplier Partners also have the option to collaborate with members on projects and present at PSCI supplier conferences, promoting strategic partnerships. Additionally, they gain special access to customized content and can request visibility of audits posted by other companies, subject to approval.

As a major CDMO to the Pharmaceutical Industry, Delpharm is proud to join the PSCI community as an official supplier partner. Delpharm believes that every company has a key role to play in making a difference and driving responsible value chain practices. Becoming a PSCI Supplier Partner demonstrates Delpharm's commitment to drive excellence in safety, environmental and social outcomes within our company and across the global pharmaceutical and healthcare supply chain.

Nicolas Ragot, Managing Director - Delpharm



12 Supplier Partners joined in 2024



* Suven finalized a merger with Cohance Life Science Limited in May 2025 and are now operating under the Cohance brand

Our vision for supplier collaboration

- ✓ Working collaboratively with suppliers to achieve our vision
- ✓ One voice for sector on responsible value chains
- ✓ Advance and share best practices
- ✓ Reduce the audit burden on suppliers

Context for Pharma suppliers on responsible practice

- ✓ Buyer expectations increasing
- ✓ Legislative demands rising in many markets
- ✓ Opportunities for collaboration and knowledge sharing on non-competitive topics
- ✓ PSCI Link platform to streamline common requirements from across your customer base.

Purpose

Vision

Theory of Change

PSCI Strategy

Our Modes of Impact

The PSCI seeks to build responsible supply chains for the whole of the pharmaceutical and healthcare sector. We do this through three strategic pillars: audit, capability, and projects.

Audit

1

Capability

2

Projects

3



Value proposition & Impact

Audit

Around the world, pharmaceutical and healthcare companies carry out thousands of audits each year to ensure that their suppliers are meeting expectations around topics such as health & safety and environmental practices. Preparing for, undertaking, and following up after an audit takes a significant amount of time and financial resource, not only for the company being audited, but also the auditors and sponsoring company.

Through our industry-created Audit Protocol and online audit platform, we seek to reduce the audit burden across the pharma and healthcare value chain, providing an opportunity for collaboration, innovation, and continuous improvement. By using our Audit Protocols—which reflect the PSCI Principles—buying companies can align their audit programs with an industry-created approach without having to start from scratch. By inviting their suppliers to upload Self-Assessment Questionnaires (SAQ) and share audits on the PSCI platform, suppliers can reduce their audit burden—providing one audit report that satisfies the needs of multiple customers—and demonstrate their alignment with the PSCI Principles for Responsible Supply Chain Management.

Our theory of change – Audit

Define Principles
↓
Set clear expectations

Speak with one voice
↓
Use a common approach for the industry

Develop standards
↓
Driving performance improvements across the sector

The Audit Committee oversees this workstream with dedicated Sub-Teams focused on Audit Self-Assessments and Guidance, Audit Sharing, and Auditor Training projects.

Committee Co-Leads



Birgit Skuballa
Bayer

Roy Agostini
Mallinckrodt

Sub-Team Leads

Audit Sharing



Mary Walsh
Pfizer



Kaitlyn Etienne
Abbott

Auditor Training



Birgit Skuballa
Bayer



Dorota Wiacek
Roche

SAQ / Audit & Audit Guidance



Birgit Skuballa
Bayer



Dorota Wiacek
Roche

Key Achievements of 2024

- ✓ 35% increase in audit uploads (from 2023)
- ✓ Launched an updated SAQ Template (full and abbreviated)
- ✓ Updated PSCI's audit findings classification matrix
- ✓ Approved four new audit firms to conduct PSCI Audits

Key Audit Tools

- Self-Assessment Questionnaire (SAQ)
- Audit Report Template
- Audit Guidance for PSCI Audits
- Pre-Audit Document Request List
- Audit findings Classification Matrix



Audits on the PSCI platform

1,208 🔍

Audits uploaded in 2024

252 ⬆️

Audits shared

151 ➡️

Audits downloaded

9,500+ ⬇️

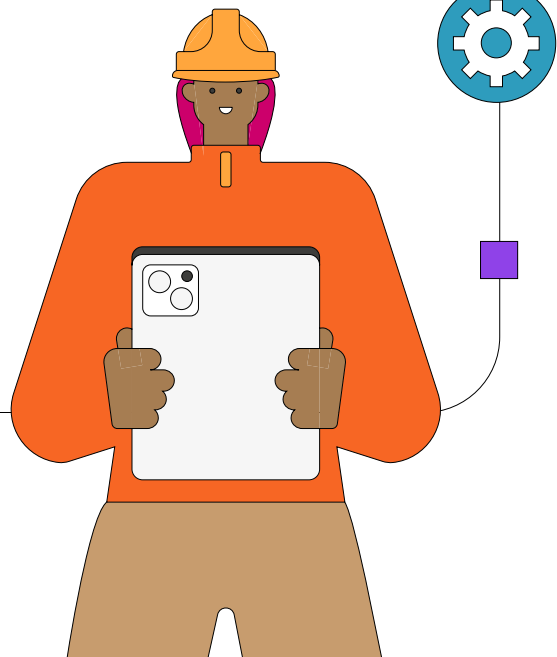
Approved audit firms

21 ✓

Key Audit Stats

The PSCI Audit Process

PSCI audits can be initiated by a PSCI member (sponsored audit) or a supplier company (self-initiated audit) that requests to be audited against the PSCI Audit Protocol. PSCI audits can consider all topics included in the PSCI Principles (Management Systems, Ethics, Human Rights, Health & Safety, and Environment) and are carried out by approved third-party audit firms or internal auditors from PSCI member companies. Suppliers are encouraged to upload Self-Assessment Questionnaires (SAQs) on the platform and share these with PSCI members, demonstrating their commitment to transparency and responsible practices.



Before the Audit

Based on a **risk assessment**, the sponsoring company decides which of its suppliers to audit.



During the **scope definition and resource allocation stage**, the sponsoring company decides whether to use internal auditors or an external approved audit company. If the latter, an alignment meeting may be necessary.



The supplier is **communicated information** on the purpose of the audit, how long it will take, an agenda, and list of required documentation.



In **preparation**, the supplier completes SAQ, gathers the required documentation, and prepares for the auditors to visit the selected site.



During the Audit

Auditors and suppliers begin with an **opening meeting** to set the agenda for the visit and its purpose.



Then a **site tour**, which can include all areas of a facility such as key production areas, laboratories, storage areas, kitchens and staff canteens, waste treatment and handling, and offices. It will also include interviews with management and employees.



Auditors then **review relevant documents** and records.



Finally a **closing meeting** is held to discuss observed good practices and findings that need to be improved. These are shared in a Corrective Action Plan that summarizes all findings and necessary corrective actions and timeframes, which are agreed between the auditor and auditee.



After the Audit

The findings are documented in the **PSCI Audit Report**. This includes an overview of the audited facility, the completed SAQ, and the Corrective Action Plan.



This Audit Report and **Corrective Action Plan** are then uploaded to the PSCI platform and can be shared with the wider PSCI membership at the discretion of the supplying company.



Supplier Categories

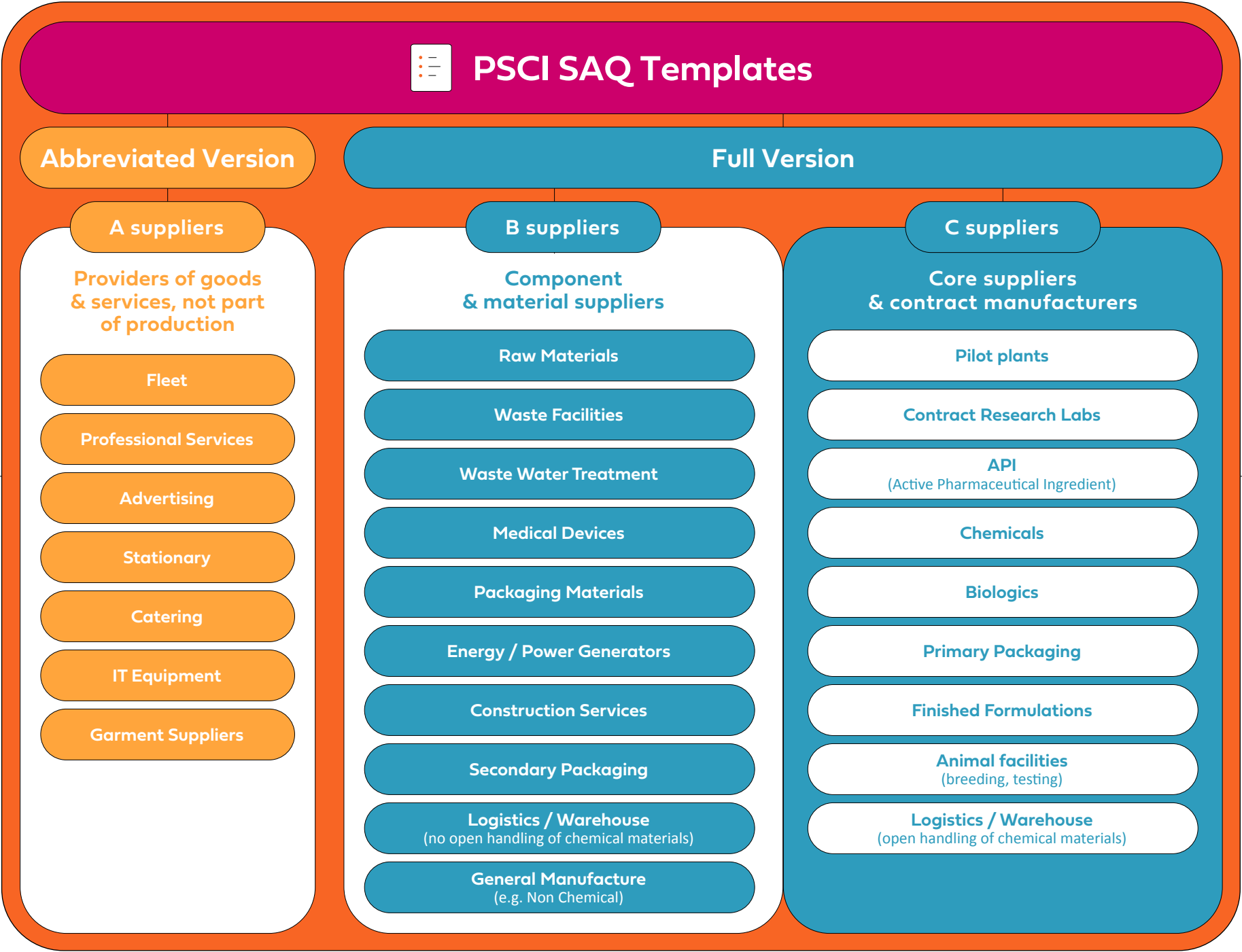
For auditing purposes, suppliers are categorized according to their activities:

- A** - service providers and suppliers of non-supply chain goods
- B** - component & material suppliers
- C** - core suppliers & contract manufacturers.

For **A** suppliers, the **abbreviated PSCI Self-Assessment Questionnaire (SAQ)** and **Audit Report Template** are used, as these supplier have less complex operations and requirements, especially in health, safety and environment.



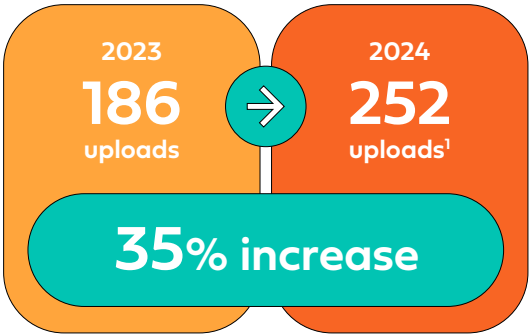
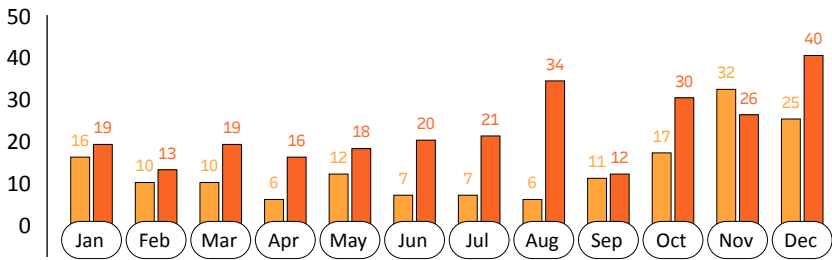
For **B** and **C** suppliers, the **full PSCI SAQ** and **Audit Report Template** should be used due to the complexity of their operations and requirements all areas, always ensuring to adjust the audit template to the scope of the audit.



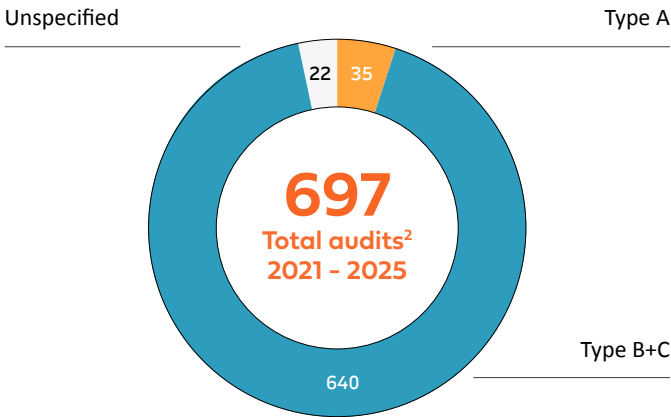
Analyzing PSCI Audit Findings

With over 1,200 audits on our platform covering a wide range of supplier types, geographies, and levels of maturity in responsible supply chain management, PSCI has a unique ability to examine the state of the pharmaceutical and healthcare supply chain and share insights and trends. Our Audit Committee analyzes audits on our platform every year and since 2022 has published a stand-alone report on trends, improvements, and areas of continued focus. The purpose of this analysis is to support the development of resources and tools for suppliers through our Capability impact mode. The detailed Audit Findings Analysis report for 2023 can be viewed [here](#).

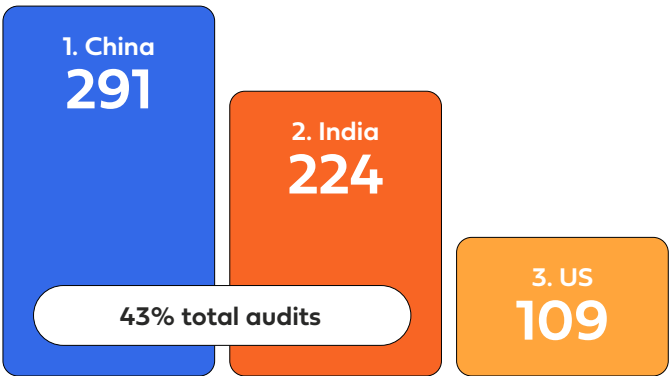
Audits uploaded by month, 2023 vs 2024



Audit by supplier type, 2021 - 2025



PSCI audits - top 3 countries, 2021-2025



¹ Excludes 11 unsubmitted ('in progress') audits added to the audit platform in 2023
² PSCI audits completed and uploaded to the Link between Jan 2021 and Jan 2025

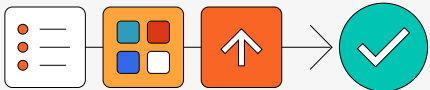
Plans for 2025 - Modular audits

Why?

- ✓ To meet the increasing demand from Tier 1 suppliers for using PSCI audits for upstream supplier management
- ✓ Improve the applicability of the audit questionnaires by offering refined categorizations, such as industry segmentations
- ✓ Enable suppliers to easily select relevant modules and questions based on their industry sector, level of maturity, etc.

Expected impact

- Enhanced supplier accessibility and encourage adoption of good practices
- A feasible solution for early-stage suppliers and a pathway for them to achieve PSCI standards
- Future alignment with the Maturity Model.



In response to the feedback from our members and suppliers concerning the audit template and process, we are proactively enhancing our approach to develop a superior and more contemporary tool that meets all of our expectations.

The expectation for a customized approach to the PSCI auditing scheme highlights the need to simplify the existing process. The implementation of the new digital Link platform presents a significant opportunity to develop a modern, technical solution that aligns with our requirements for a tailored and modular approach to the PSCI audit scheme.

Our high expectations for this solution include not only the provision of basic online auditing functionalities but also enhanced capabilities for data analysis. This advancement will enable us to connect identified gaps with applicable Maturity Models and establish a learning path for continuous improvements.

We are optimistic that the new Link platform will be instrumental in achieving a more efficient and effective audit process that meets the evolving needs of PSCI members and stakeholders.

Dorota Wiacek-Trojanowska, PSCI
 Audit Committee Member and Sub-Team Lead



Capability

One of the most impactful ways to embed responsible practices in the pharmaceutical and healthcare sector is to enable companies to improve their own practices by providing access to tools, resources, and subject matter expertise.

The PSCI aims to be the one-stop-shop for companies across the pharma value chain to develop their knowledge, learn from peers, and ultimately improve their practices in line with the PSCI Principles. We do this by providing free, high-quality content through a variety of learning methods, including webinars, e-learning courses via Learnster, conferences, and specialized tools. Where there is particular demand these are provided in local languages, such as Mandarin. Subject matter experts from PSCI member companies with specialist, technical knowledge work together to develop these resources, while members based in China and India deliver webinars and conferences for local supplier audiences, tailored to the needs of companies based in these key sourcing markets.

Our theory of change – Capability

Build capability
↓
Driving performance improvements across the sector

Develop tools and standards
↓
Enabling better practices

Share information
↓
Supporting the sector to learn from each other

This work is led by the Capability Committee with expert input from our Topic and Regional Sub-Teams.

Committee Co-Leads

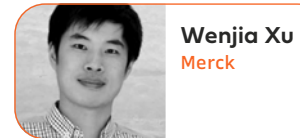


Daniel Rehm
Elanco

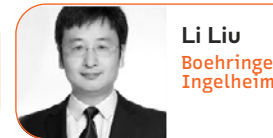
Sarah Turiano
Viatris

Regional Sub-Teams

China



Wenjia Xu
Merck



Li Liu
Boehringer
Ingelheim

India



Aditya Shirodkar
Abbott



Amish Kamat
Bayer

Key Capability Building Tools

- PSCI Maturity Models
- Supplier Learning Plans
- Learnster
- Legislation Tracker
- PNEC Calculator

Key Capability Stats



Supplier conferences

3

Total conference attendees

1,150+

Learnster courses

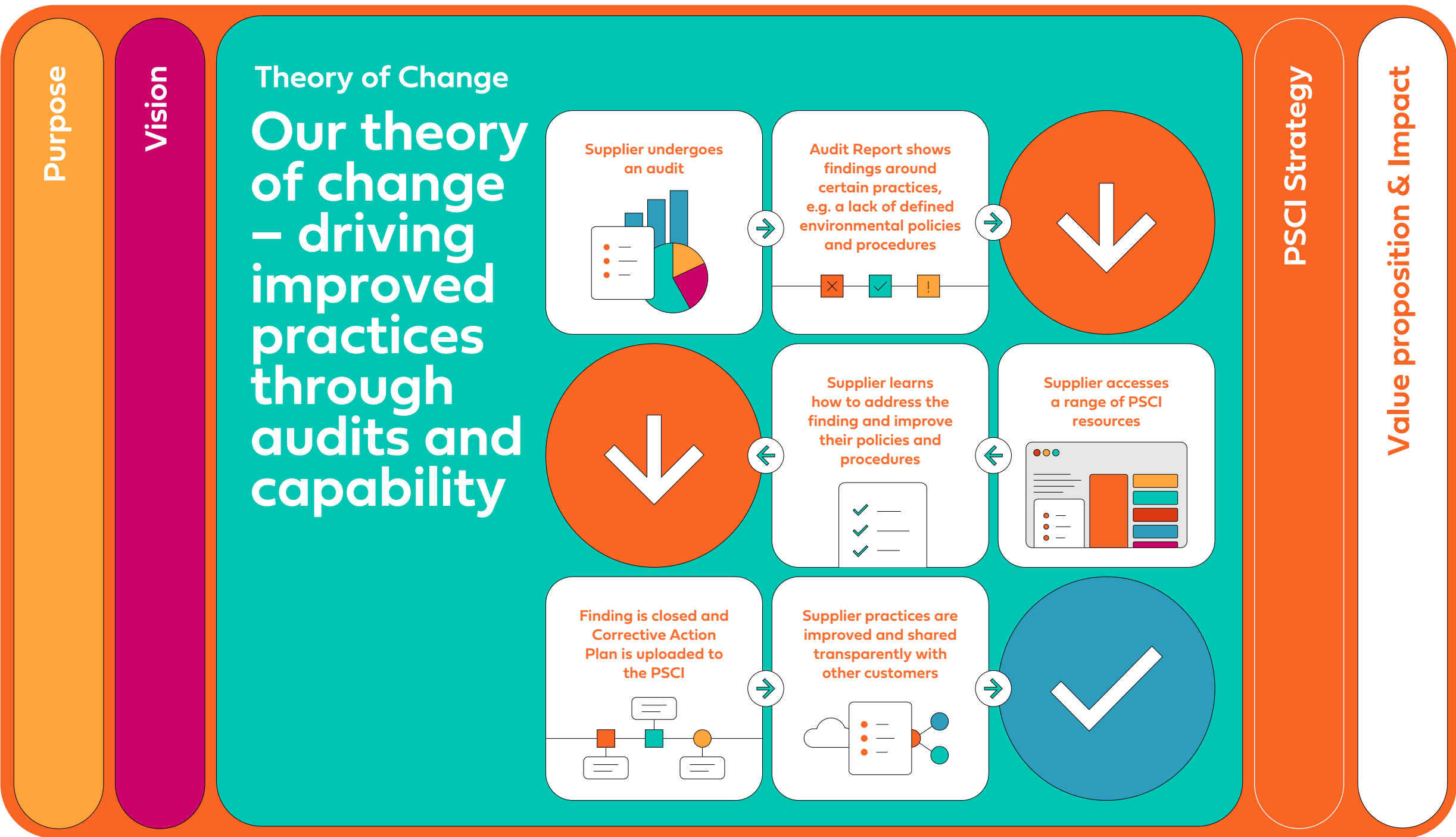
37

Users on the Link

2,900+

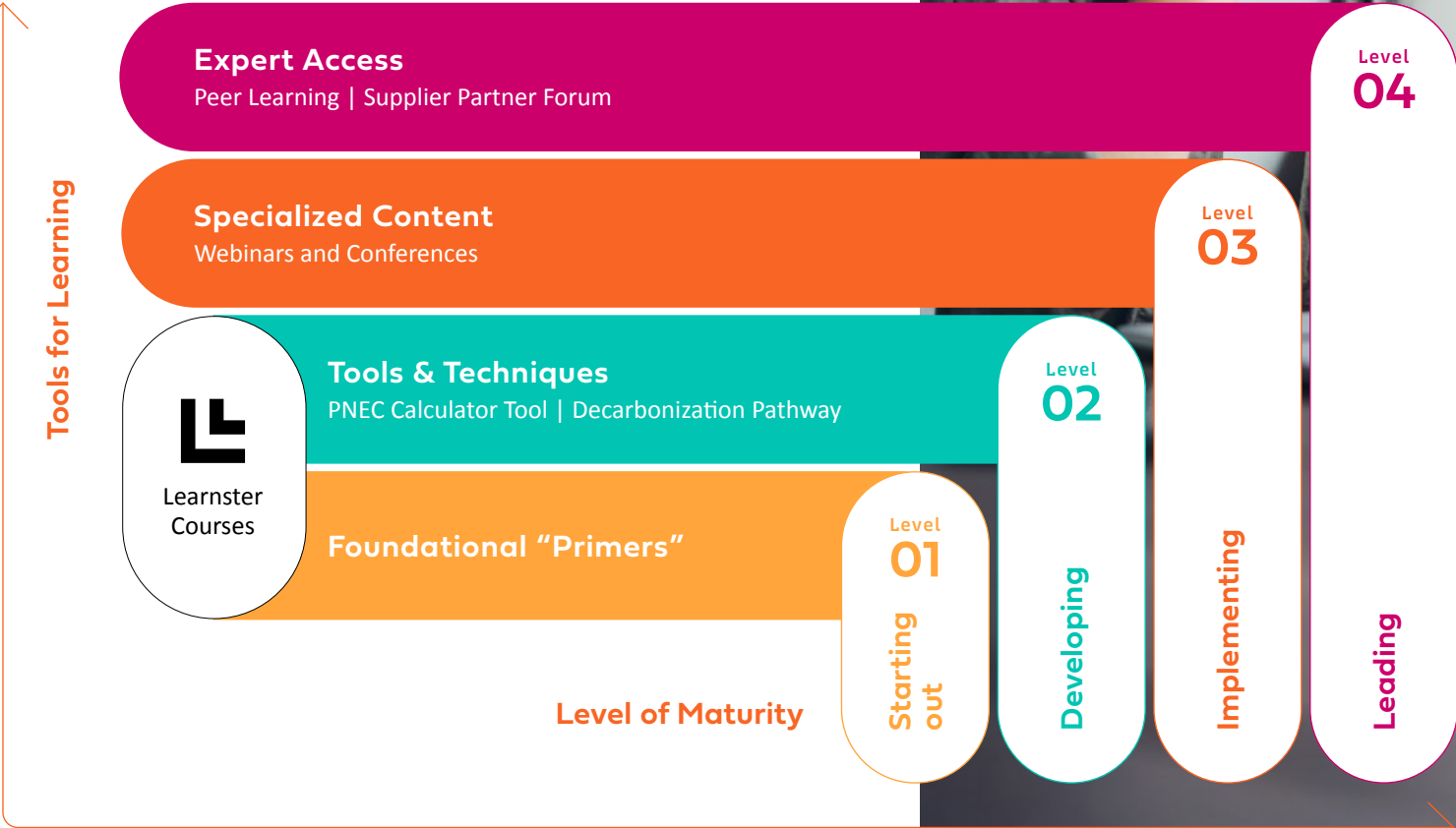
Suppliers sites registered on the Link

2,100+



Where to start and how to improve

The pharmaceutical and healthcare value chain is global, complex, and constantly evolving. That means that companies across the sector are at different stages in their approach to responsible and sustainable practices. Some may be quite advanced in their approach to Health & Safety, while starting out in decarbonization. To help companies at any stage access relevant, practical content, the PSCI developed a Maturity Model & complementary Learning Plans that provide a clear and structured curriculum to follow. Covering all the PSCI Principles and spanning four levels of maturity, our tools and resources are organized in a simple, clear pathway to improvement.



Top Resources		Downloads 
1	Decarbonization Playbook English	2,600+
2	Audit Findings Analysis Report English	2,200+
3	Supply Chain Materiality Report English	1,800+

2024 Tools

- Decarbonization Playbook for the Pharma Industry, with Accenture
- Learnster course on Renewable Energy, with Energize
- Responsible Sourcing Guides
- Legislation Tracker
- PiE/AMR Translated Guides, translated into 5 additional languages: Spanish, French, Japanese, Portuguese and Mandarin

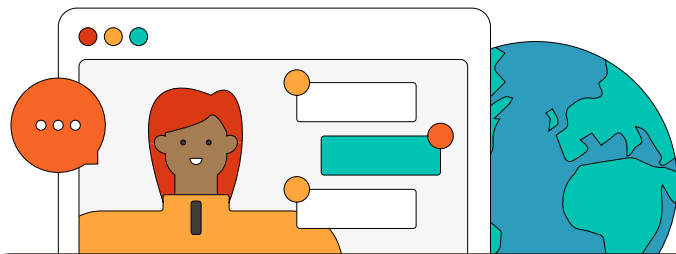
#1
downloaded resource

Digital Content

Webinars

Our monthly webinar program provides access to subject matter expertise on forthcoming and well-known topics such as Product Safety, Integrity and Counterfeiting, Water Risk, and Children’s Rights in the healthcare industry.

Suggested and delivered by subject matter experts from PSCI Member companies and industry partners, our webinars are a free, easily accessible way to learn. Our China and India Regional Teams also deliver webinars in local languages where appropriate and with content tailored to the local market needs and approaches.



Top 5 webinars by attendees

- 1 German Supply Chain Act (Part 1 - Human Rights & Due Diligence)
- 2 Dangerous Goods Handling
- 3 Industrial Hygiene Quantification
- 4 German Supply Chain Act (Part 2 - Environment)
- 5 Waste Vendor Vetting Checklist

“Currently reviewing our existing supply chain strategies so it was good to attend and get the high level overview. Some familiar information (good to have understanding confirmed) but also some new information (very beneficial).”

“This webinar was very helpful to catch the future pharma and healthcare trends.”

“I wouldn’t improve anything! I did not expect this much quality from this webinar series.”



37
Total courses available



Learnster

Learnster, our e-learning platform partner, provides members and suppliers with access to short-form courses on topics such as Biodiversity, Renewable Energy, and Chemical Storage. All courses relate to the topics of the PSCI Principles & the PSCI Maturity Model, so individuals, teams, and companies can take the right course for their maturity level and access more advanced content in a structured way.

At the end of 2024, we partnered with an expert learning and development group to accelerate our course development and ensure that we are meeting good practices around educational content design and delivery.

“I like the visual and straightforward format of the courses, as well as their interactivity, which allows learners to check their understanding of the content as they progress through the course.”

Leonardo Viana, Elanco



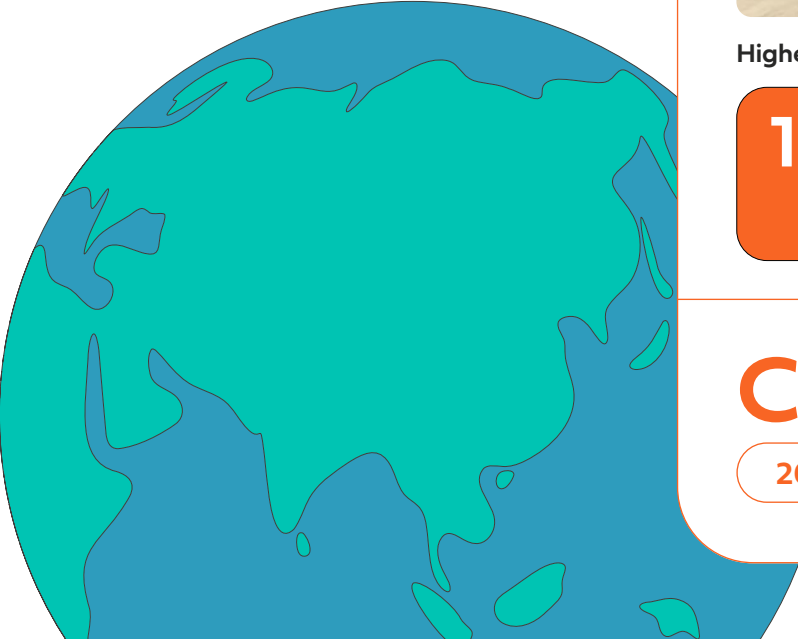
Top courses by use

1	Science Based Targets Decarbonization
2	Biodiversity Environment
3	Pharmaceuticals in the Environment PiE & AMR

Supplier Conferences

We know from audit findings and the geographic spread of the global pharma and healthcare supply chain that topics and hotspots vary from region to region. China and India are two key sourcing regions for PSCI members and for a number of years, we have delivered multi-day, in-person conferences for pharma suppliers on topics aligned with the PSCI Principles such as environmental sustainability and Health & Safety. Our Regional Teams based in these countries play a critical role in the creation and delivery of these conferences, providing insight on the most relevant topics (in addition to input from our Topic Teams and Audit Findings Analysis Reports), conference structure, and speakers.

→ China and India are two key sourcing regions for PSCI members ...



China

Celebrating 10 years in China

Nanjing, September 2024



276 attendees from 136 sites came together for a two-day conference covering Decarbonization, Management Systems, Safety, and Industrial Hygiene. 2024 was the 10th anniversary of our first conference held in China and was celebrated accordingly with a birthday cake.



Wenjia Xu, Associate Director, Global Safety & Environment, Merck

As we celebrate a decade of the PSCI China Supplier Conference, we reflect on our remarkable journey of empowering suppliers in China to elevate their ethics, human rights, EHS and governance capabilities. Over the past 10 years, we have successfully spread the PSCI principles, significantly increasing awareness among Chinese suppliers. Our collective efforts have led to fewer EHS findings during audits and greater engagement in PSCI initiatives, demonstrating our commitment to fostering a culture of sustainability and excellence within the pharmaceutical supply chain. Looking ahead, let us embrace the new changes and challenges that lie before us, continuing to inspire one another in China as we drive forward our dedication to a safer, greener, and more sustainable future for the pharmaceutical industry.



Highest rated sessions

- 1 Common Findings from PSCI Audits on Human Rights and Labor
- 2 Best practices on clean heat solutions & F-gas management
- 3 Case Study: Decarbonizing the supply chain

China	Conferences	Conference days	Conference attendees	Capability sessions
2014 - 2024	10	24	7,000+	151

India

Demonstrating growth and innovation

Goa, September 2024

The India Supplier Conference reached a significant milestone in 2024, with more than 260 attendees from 130 organizations, and total footfall of more than 700 over three days. This high turnout, thanks to the active involvement of PSCI members, reflected the strong interest in responsible supply chain practices across the sub-continent.

Keynote speeches from C-suite executives in the pharmaceutical industry set the tone for the event, delivering leadership insights. The conference also featured over 30 expert speakers who provided a range of perspectives from both the pharma sector and beyond, fostering a rich exchange of best practices. Leadership panels included representatives from top Indian pharmaceutical companies such as Glenmark and Hetero, driving critical conversations on the industry's most pressing challenges.

The event also featured the debut of the first-ever auditors' panel and exhibition, sparking insightful discussions. With 30 booths making up the exhibition, participants had valuable opportunities for networking and exchanging information. The involvement of key institutional representatives, including the Director General of the National Safety Council and the Chairman of the Goa Pollution Control Board, underscored the importance of the event and the relevance of the topics discussed.



Conference rating

4.7/5

Conference attendees

260+

Exhibition booths

30

Organizations

130

Global

Reaching new markets

Virtual conference, February 2024

644 attendees representing 62 countries, with significant engagement from European stakeholders. Our global conference maintains a broad focus, tackling topics such as Sustainability Leadership – looking at corporate-level challenges with a 'beyond compliance' lens.

Most popular topic-based sessions

1 Safety: Advancements in thermal and powder testing

2 Navigating Human Rights legislation in the pharmaceutical industry

3 Decarbonizing the future: a collaborative journey to halve emissions by 2030

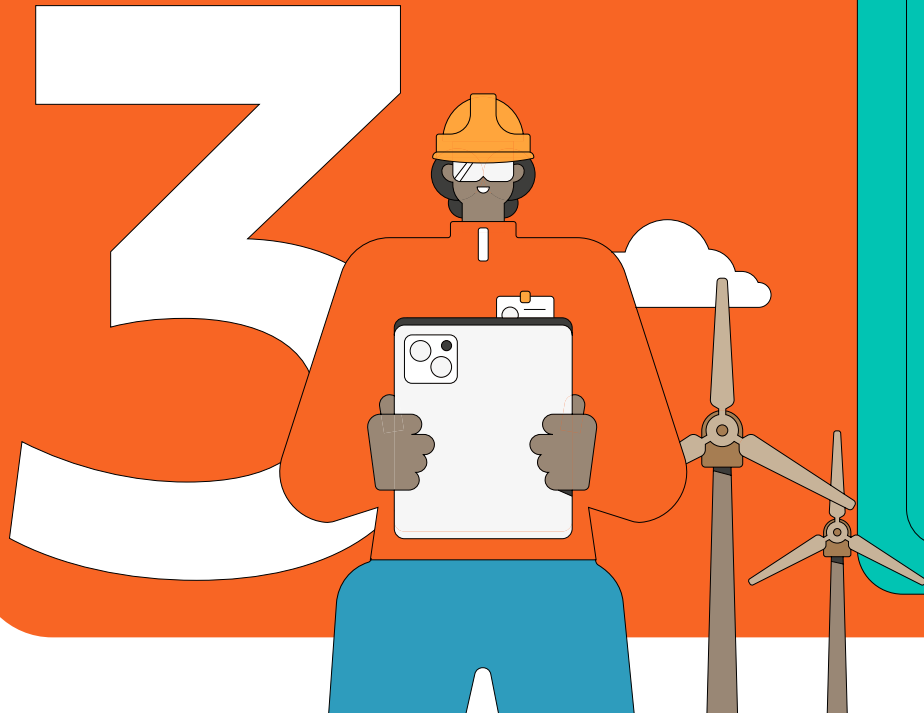
Great insights and learnings on the latest hot topics in the pharma industry.

Global Supplier Conference Attendee

Projects

The PSCI membership consists of 81 pharmaceutical and healthcare companies that represent 70% of the sector by revenue. That means we have significant ability to drive impact at scale, both for our members and for those within the wider value chain.

Our structure as a member-led organization with significant global coverage and deep subject matter expertise across health, safety, and environmental topics creates the ideal conditions for the PSCI to be a springboard for collaborative projects. We are united by a common mission for excellence in responsible supply chain practices and together, we can tackle industry-wide issues and drive change at scale. In 2024, we launched our new approach to investing in projects as a core element of the PSCI strategy to realize the opportunity.



Our theory of change – Projects

PSCI's actions (outputs)

- We define Principles for our industry
- We build supplier capability
- We speak with one voice
- We develop and offer tools and standards
- We share information across the sector
- We promote transparency and accountability.

How this supports the vision (impacts)

- ✓ Sets clear standards and expectations
- ✓ Enabling and equipping suppliers towards better practices
- ✓ Using a common approach to harness the industry's combined impact
- ✓ Providing shortcuts to best practices
- ✓ Enabling the sector to learn from the past and from peers
- ✓ Drives performance improvements in members and suppliers.

Committee Leads



Dave McCarthy
Pfizer

Vicki Stone-Bjarup
Novo Nordisk

11
projects endorsed

\$300k+
invested



PSCI Projects

Project

Responsible Sourcing: developing a common approach to sourcing palm oil and lactose

PiE / AMR Resource Translations: ensuring key PiE/AMR resources are available in a range of languages

Energize: partnering with the Energize program to support industry-wide decarbonization efforts

Human Rights & Fair Recruitment: developing an open access map on high-risk labor migration corridors

CSRD & Impact Assessments: identifying the main similarities and differences between human rights & environmental impact assessments against the new Double Materiality requirement from CSRD

Phase 3: India Wastewater Lab: assessing, validating, and endorsing select labs in India for analyzing APIs in a wastewater matrix at low detection limits

Technical Guidance on PiE/AMR effluent averaging: creating a guidance document on effluent averaging to establish best practices for managing batch discharges within available PNEC limits

India Connect: raising the PSCI's profile in India through exhibitions, face to face workshops in pharma hub locations, and taking part in industry events such as CPHI India

Phase 2: Horseshoe Crabs: assessing and reporting on member progress, engaging with stakeholders on the US conservation position, and improving practices through developing capability-building resources

Learnster Course Development: creating PSCI Primer Learnster courses for suppliers and ultimately establishing a partnership for course development with an expert learning and development vendor

Human Rights Due Diligence Supplier Consultation: surveying and interviewing pharma suppliers 1:1 in order to understand what support they need in regards to human rights due diligence compliance

PSCI Principle

🌿 Environment

🌿 Environment

🌿 Environment

👤 Human Rights

🏢 Governance & Management Systems

🌿 Environment

🌿 Environment

🏥 Health & Safety

💰 Ethics

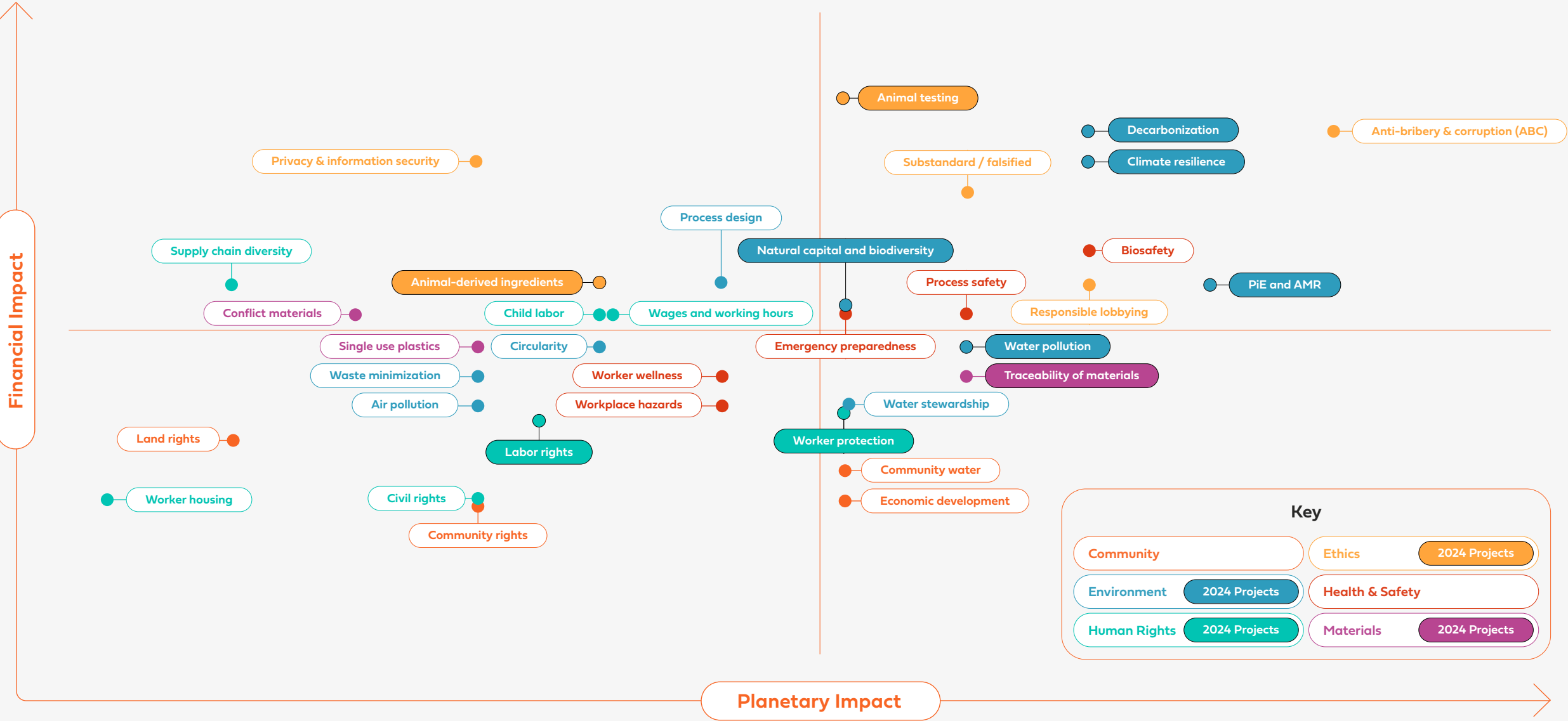
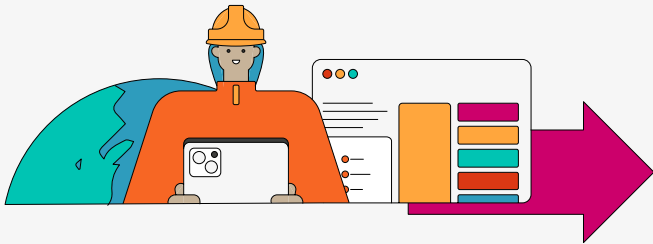
🏢 Governance & Management Systems

👤 Human Rights



Project links to material topics

Supply Chain Materiality in 2024: Pharmaceutical & Healthcare sector



Responsible Sourcing Guides

India Connect

India is a major manufacturing and supply hub for the global pharmaceutical and healthcare industry with 17 major hubs across the sub-continent. For a number of years, the PSCI has held in-person Sustainability Conferences for suppliers in India in major cities such as Hyderabad and Goa. However, suppliers located in other locations throughout the country would benefit from access to the tools, resources, and network provided by the PSCI. The India Regional Team launched a project in 2024 called India Connect, which sought to raise awareness of the PSCI in India and support capability-building of the supplier community through technical workshops, exhibitions, and industry events.

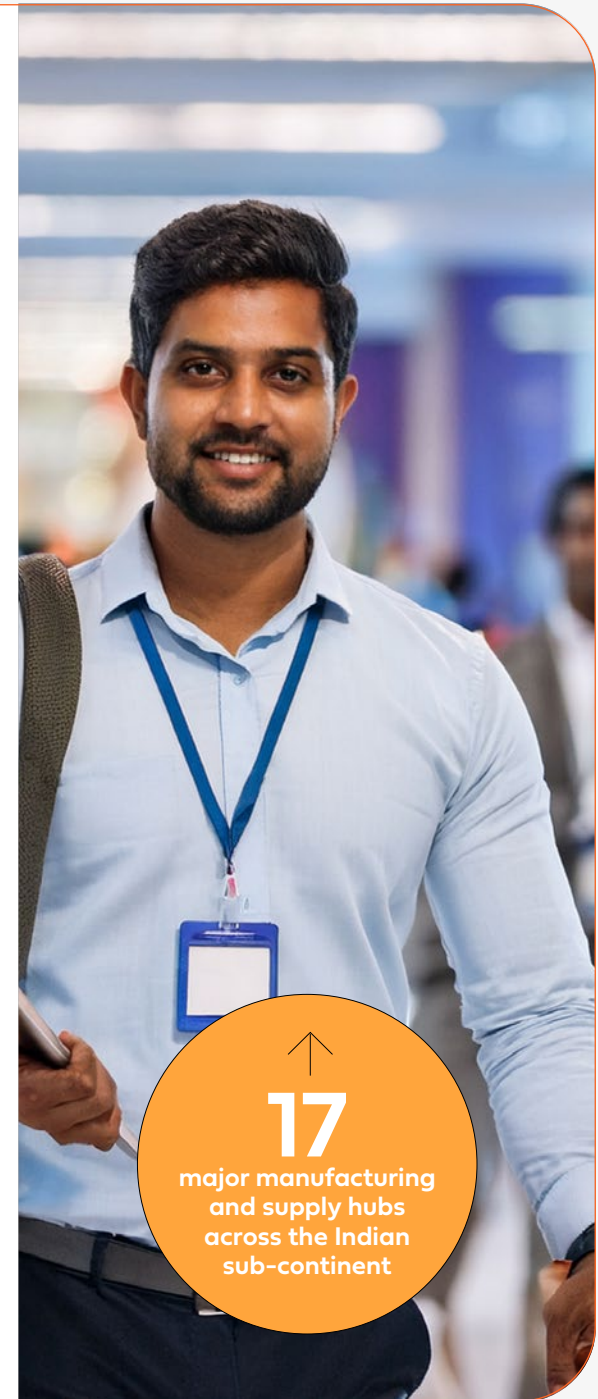


Project Goals

- 1 exhibition alongside the 2024 India Supplier Conference
- 4 face-to-face workshops held in local pharma hubs throughout the country
- Participation in industry events that are specific to pharma sector, such as CPHI India

As PSCI India Regional Team, we are incredibly proud of our achievements in 2024. In PSCI's decade-long presence in the region, this has been a milestone year with high-impact offerings including the annual conference, hosting an exhibition, reaching the various pharma hubs of the country through India Connect project, and having the opportunity to have our very own booth at CPHI India for the first time. We are committed to this journey of driving PSCI's vision in years to come

PSCI India Team



Daman, India

Face-to-face Workshop on Process Safety

The India Regional Team conducted an in-person workshop on Process Safety, covering technical topics such as the basic elements of Process Safety Management, root cause analysis, powder analysis relevant to dust explosion risk assessment, and Hazardous Area Classification.

39
participants

26
companies

 Process Safety



The sessions were delivered by experts from Chola MS, Green Circle and GVS Cibatech, alongside representatives from PSCI member companies. The workshop team included Milind Samant, Sudhir Bhagwat, Amish Kamat, Aditya Shirodkar, Rohit Virmani, and Ranjana Ganguly.



Interview

Tom Newbigging

Global Director, Nature, GSK

Tom is leading a PSCI cross-member project to develop a shared approach to the sustainable sourcing of naturally-derived materials. Over the past year, he has worked closely with other PSCI members with sourcing expertise to create a foundational approach aligned with PSCI's Maturity Models. The project initially focuses on two key raw materials—lactose and palm oil—chosen for their importance and distinct challenges.

What is this project aiming to achieve?

This project aims to define and operationalize a common approach to sustainable sourcing of key raw materials within the pharmaceutical industry, starting with palm oil and lactose. These materials were selected due to their high environmental and social impact potential. By creating a scalable and strategic methodology, the project supports PSCI members in identifying, assessing, and improving the sustainability of key materials across their supply chains.

Why not carry out this work as GSK alone?

Why a sector collaborative approach?

A collaborative approach through PSCI enables greater scale, consistency, and efficiency.

I'm really pleased to be leading the PSCI Sustainable Sourcing Project. The project will bring together PSCI members to align our approach to sustainable sourcing of high impact naturally-derived materials. By acting together to set clear standards and collaborating with supply chain partners to support implementation, we can move faster and drive impact at scale.

Sector-wide collaboration also strengthens our collective voice in engaging suppliers, reduces duplication of effort, and aligns with PSCI's mission to drive convergence on responsible supply chain practices across the industry.

What are the key outputs from the project, and the expected impacts?

These include:

- A defined PSCI sustainable sourcing pathway for lactose, enabling members to speak with one voice through an industry-aligned approach.
- Training and resources to build supplier capability.
- Cross-member information exchange, and benchmarking of lactose supplier maturity for PSCI members.

These are integrated into PSCI's capability framework, providing members and suppliers with practical pathways to assess and enhance practices, spot gaps, and benchmark against others. All of this supports sustained improvements in practices and risk reduction across the supply chain.



Financial Report 2024

PSCI is led and funded by its members. Over the last five years, PSCI's membership and income has increased, allowing the organization to increase its ambition and impact.

Our fees income in 2024 was \$1.52m (2023 income was artificially inflated by \$0.3m from collection of overdue fees from the prior year). Expenditure was \$1.47m with the surplus carried forward to reserves.

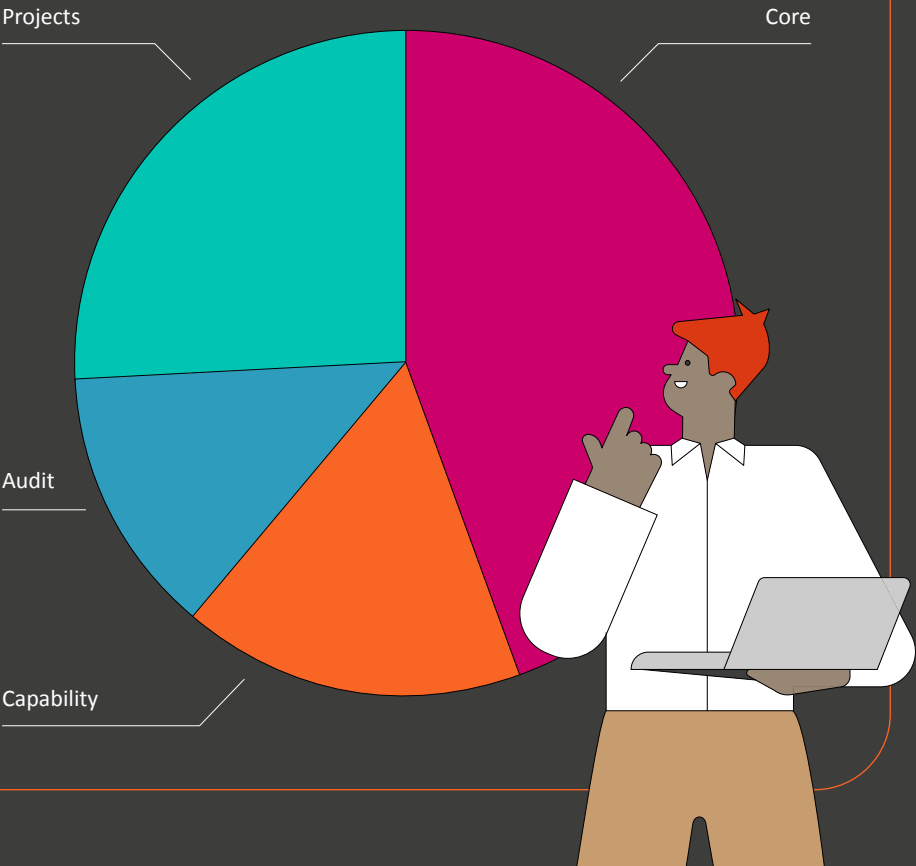
In 2024, with the approval of our members, PSCI implemented three important strategic changes, each with financial implications.

- 1 The new **Projects workstream** supports impactful projects proposed and led by our members, in line with PSCI's purpose and vision. A budget of \$0.4m was allocated with a strategic aim that annual spend will reach \$0.5m by the end of the strategic cycle (end 2026).
- 2 Launching the **Supplier Partnership** category has allowed PSCI to hold hands with our suppliers towards achieving our shared vision for responsible supply chains, and to recognize their commitment. The decision to launch Supplier Partnership was driven by the potential impact and not any commercial goals, however those fees do add a small but growing sum to PSCI's overall budget and thereby our collective power to deliver programs and activities. In 2024 this contributed \$46,000 with anticipation that this will grow.
- 3 Third of the major changes for 2024 was the decision to press ahead with a new and improved **online platform**, 'The Link'. \$0.4m was set aside for this work to fund web developer fees, web support and licenses. Most of this cost is one-off and will be incurred in 2024 and 2025 funded from reserves. In a growing organization operating in an increasingly digital world and with a clear demand for frictionless connectivity, this is a key investment for PSCI. The web redevelopment is underway and will be delivered 2025.

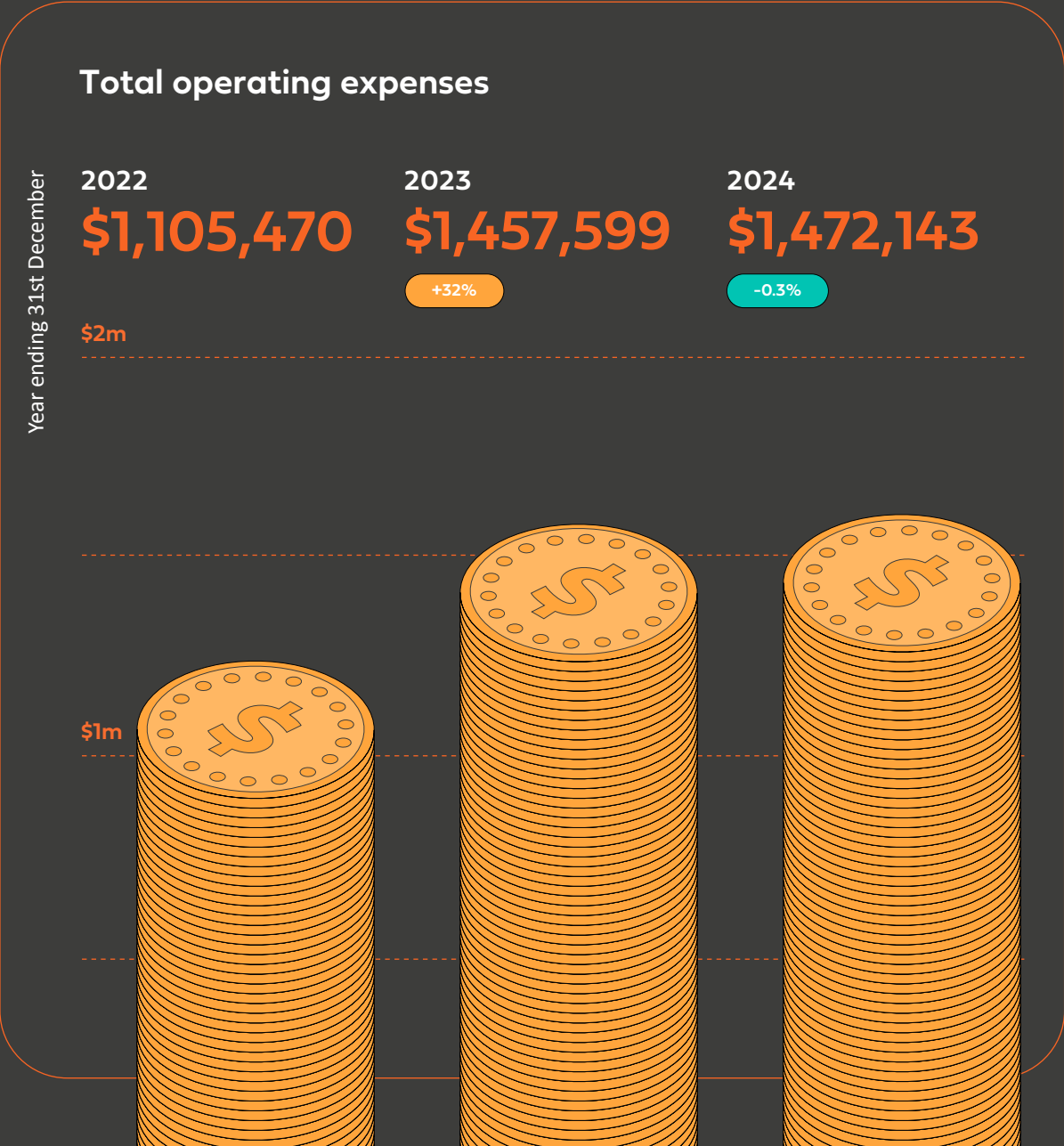
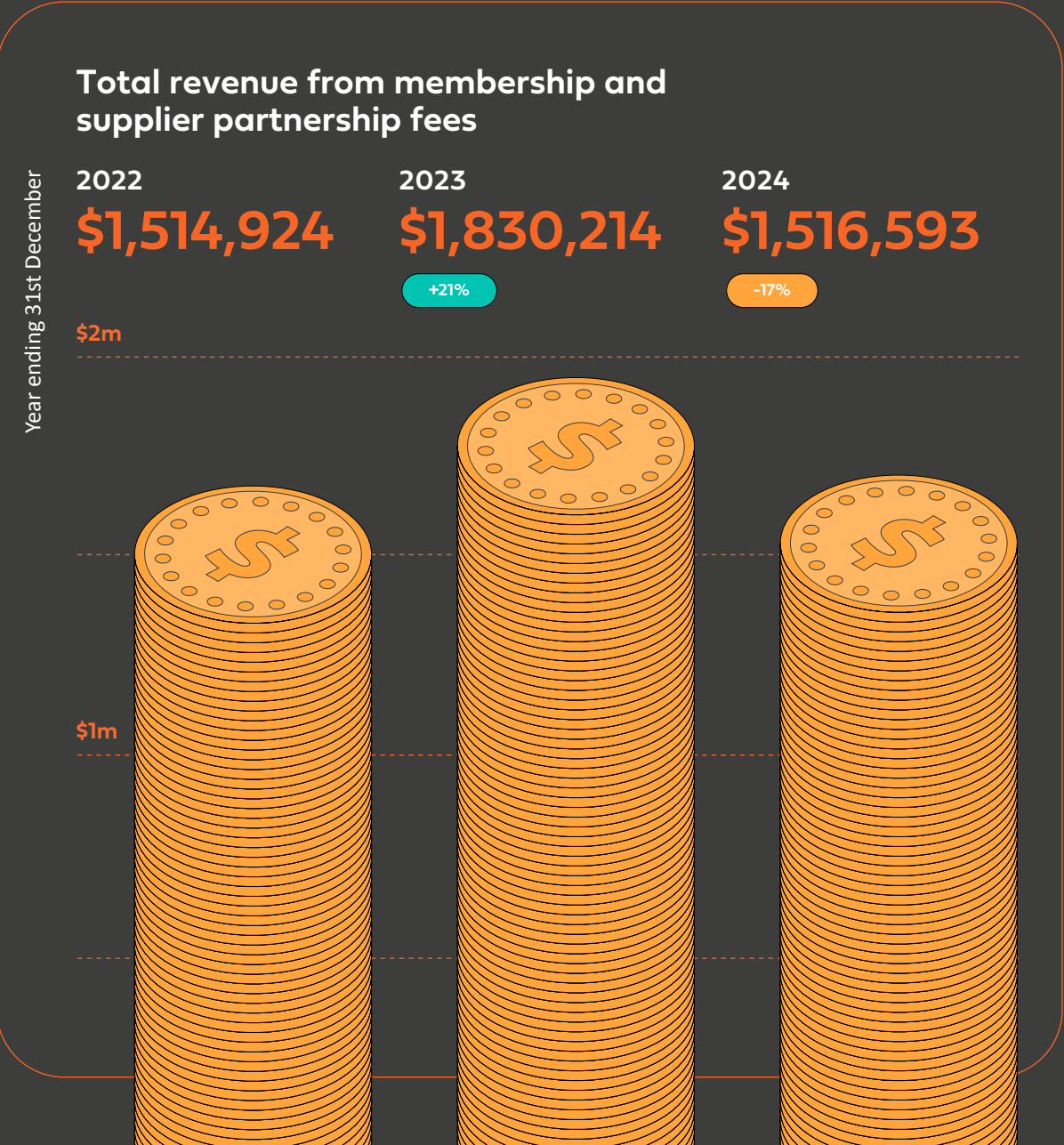


The PSCI is a non-profit organization legally established in the United States. The PSCI Board consists of seven Directors, including two joint-Treasurers all of whom are answerable to members at two face-to-face meetings each year including the PSCI's Annual General Meeting. The Treasurers provide budget and financial updates to the Board (quarterly) and membership (at least annually). The finances are overseen by the Treasurers and administrated by independent accountants, BDO.

2024 Budget



Financial Report 2024



Collaborations & Partnerships



The PSCI continues its established partnership with CPHI, a global platform renowned for connecting professionals across the pharmaceutical supply chain. CPHI plays a pivotal role in the global pharmaceutical industry, fostering innovation and collaboration through a comprehensive array of events. As an Official Sustainability Partner, the PSCI provides insights on sustainability trends, approaches, and tools.

This year, we marked several milestones: our third consecutive year exhibiting at CPHI in Europe, our second year at Pharmapack in North America, and our first year at CPHI Japan and CPHI India. At these events, the PSCI helped demystify double materiality, engaged with manufacturers and suppliers about Supplier Partnership, and connected with peers in the sustainability space.

PSCI at CPHI Milan



→ **CPHI plays a pivotal role in the global pharmaceutical industry, fostering innovation and collaboration through a comprehensive array of events**

In October 2024, the PSCI joined the newly launched Sustainability Collective, launched at CPHI Milan. This initiative aims to advance sustainability across the pharma value chain. The Sustainability Collective provides a unique platform for the pharma community to come together, share insights, and drive sustainable progress. Members benefit from collaboration, access to best practices, and opportunities to contribute to industry-wide sustainability efforts.



Sustainability Collective at CPHI Milan

We are delighted to welcome the PSCI as a valued partner across our portfolio of events and content initiatives again this year. Their deep expertise in sustainable pharmaceutical supply chains brings a vital perspective to our communities, especially as the industry continues to navigate complex environmental and regulatory challenges.

This collaboration reflects our shared commitment to driving forward-thinking conversations and actionable insights. By joining us at key in-person events and contributing to our year-round content program, PSCI is helping to elevate the dialogue around sustainability—from a niche concern to a strategic priority for pharma leaders globally.

The impact of this partnership lies in the richness it brings to our platforms: fresh thinking, cross-sector collaboration, and a strong focus on long-term value creation. We're excited about the journey ahead—and proud to be working alongside a partner that's as committed as we are to shaping the future of pharma.

Silvia Forroova, Director – Partnerships & Sustainability, Informa Markets



Collaborations & Partnerships

Energize

Powered by Schneider Electric's Zeigo

ENDORSED BY:
PSCI

The PSCI is proud to partner with Energize, a pioneering initiative led by 24 sponsor companies, 22 of whom are members of PSCI. Energize aims to accelerate renewable energy adoption within the pharmaceutical and healthcare supply chain, addressing the critical challenge of reducing carbon emissions. The education program at the heart of Energize is designed and managed by Schneider Electric Sustainability Business.

The Energize program equips suppliers with the critical tools needed to transition to renewable electricity. It offers comprehensive education and support, enabling suppliers to navigate the complexities of renewable energy procurement. By addressing common obstacles such as limited expertise, small-scale electricity needs, and financial constraints, Energize empowers companies of all sizes to make sustainable energy choices.



→ **Energize aims to accelerate renewable energy adoption within the pharmaceutical and healthcare supply chain, addressing the critical challenge of reducing emissions**

Through this partnership, the PSCI raises awareness about the Energize program among our supplier community and highlights opportunities to get involved and increase their understanding of renewable energy procurement.

In 2024, the Energize program celebrated a landmark multi-buyer Power Purchase Agreement, with 8 companies buying renewable electricity together. The investment in this deal supports seven new solar projects with two developers, adding over 280 MW of new solar capacity to the European grid. The program has been extended until 2028, with new sponsors joining to further support the transition to net zero for the sector.

Additionally, Energize collaborated closely with the PSCI, including speaking at the PSCI Global Supplier Conference 2024 and launching a new Learnster course on renewable electricity to help suppliers learn more about renewable energy and start their decarbonization journey. The PSCI launched this course using Energize's educational content, enabling consistent access for suppliers to start learning today.



The collaboration in Energize among leading pharmaceutical and healthcare organizations and the Pharmaceutical Supply Chain Initiative is a testament to the growing commitment across the sector to drive impactful change and transition to a low-carbon future.

Dave Rimkus, Director Supply Chain Decarbonization at Schneider Electric Sustainability Business



Vice Chair's Close

Membership of PSCI presents a unique opportunity for the companies and individuals who collaborate on our collective mission to 'Build Responsible Supply Chains'.

It is an honor to close the PSCI's 2024 Report, and an even greater honor to chair the Board in 2025.

This Report demonstrates the remarkable impact of PSCI members working together for impact. I commend the contribution of all our members and especially our Committee and Team leads for their incredible expertise. I would also like to thank my Board colleagues for their boundless energy and direction. In particular, my predecessor as Chair - Dierdre O'Reilly, Viatrix - who as well as overseeing the new strategy, led a renewed focus on 'Impact'.

Membership of PSCI presents a unique opportunity for the companies and individuals who collaborate on our collective mission to 'Build Responsible Supply Chains':

- We have unparalleled scale; members represent over 70% of sector revenue, around \$1.2 Trillion USD
- We reach over 2,000 suppliers at site-level and our audits provide the clearest possible picture of the activities at an individual site

2024 PSCI Vice Chair

Rob Williams

Senior Director, Sustainable Procurement, AstraZeneca



- Our resources, courses and conferences give guidance to suppliers to improve site performance across the spectrum of topics necessary for resilient operation; and to meet the requirements of our customers and investors.

It is this unique combination of scale, site-based insight and speaking with one voice which members can use for greater impact with our suppliers. By raising awareness and recognition of PSCI across our industry, together we can improve standards and influence more suppliers; acting together through the PSCI brand, delivered by members, for the benefit of members.

And with the right resources, there are more opportunities to cost-effectively act together; with the expertise of the Topic Teams and Committees addressing emerging member requirements, incoming legislation and external stakeholder expectations of our sector.

To increase the recognition, reach and impact of PSCI, I firmly believe that partnerships are a powerful way for PSCI to scale up our impact and reduce duplication of effort across the industry:

- We are already an official sustainability partner with CPHI, the biggest brand in Pharma supply chain exhibitions
- We work closely with groups such as SMI and PEG and this year already launched an initiative to bring together the leadership of many groups representing interests in our sector, through a 'Group of Groups'
- Our partnership with the Energize consortium has contributed to new contracts for renewable electricity, reducing annual CO2e emissions by over 400,000 tonnes
- And our recent partnership with My Green Labs to improve sustainability of laboratory facilities will see new training modules for suppliers added to Learnster.

And as you will have read, we have now established our own Supplier Partnership scheme, recognizing those supplier companies who engage most closely with the PSCI's mission. Formalizing and extending such partnerships will be a key feature of my year as PSCI Chair.

In 2025 we will also develop PSCI presence in China, as a key location for members, suppliers and their supply chains. We already have dedicated regional teams in China and India who represent PSCI members and organize important regional conferences with suppliers. In 2025 China will also host our in-person Members' Meeting – our first ever in the country! We look forward to building PSCI's relationships with key Chinese companies and welcoming some into Supplier Partnership.

2025 will also see us launch an upgraded online platform to communicate with members and suppliers, host our audits and capability-building resources and support collaboration. As I write, development is well underway with a target launch in the second half of 2025. We look forward to a better user experience, tailored user pathways, supplier dashboards and the opportunity – for the first time – to complete supplier audits fully online.

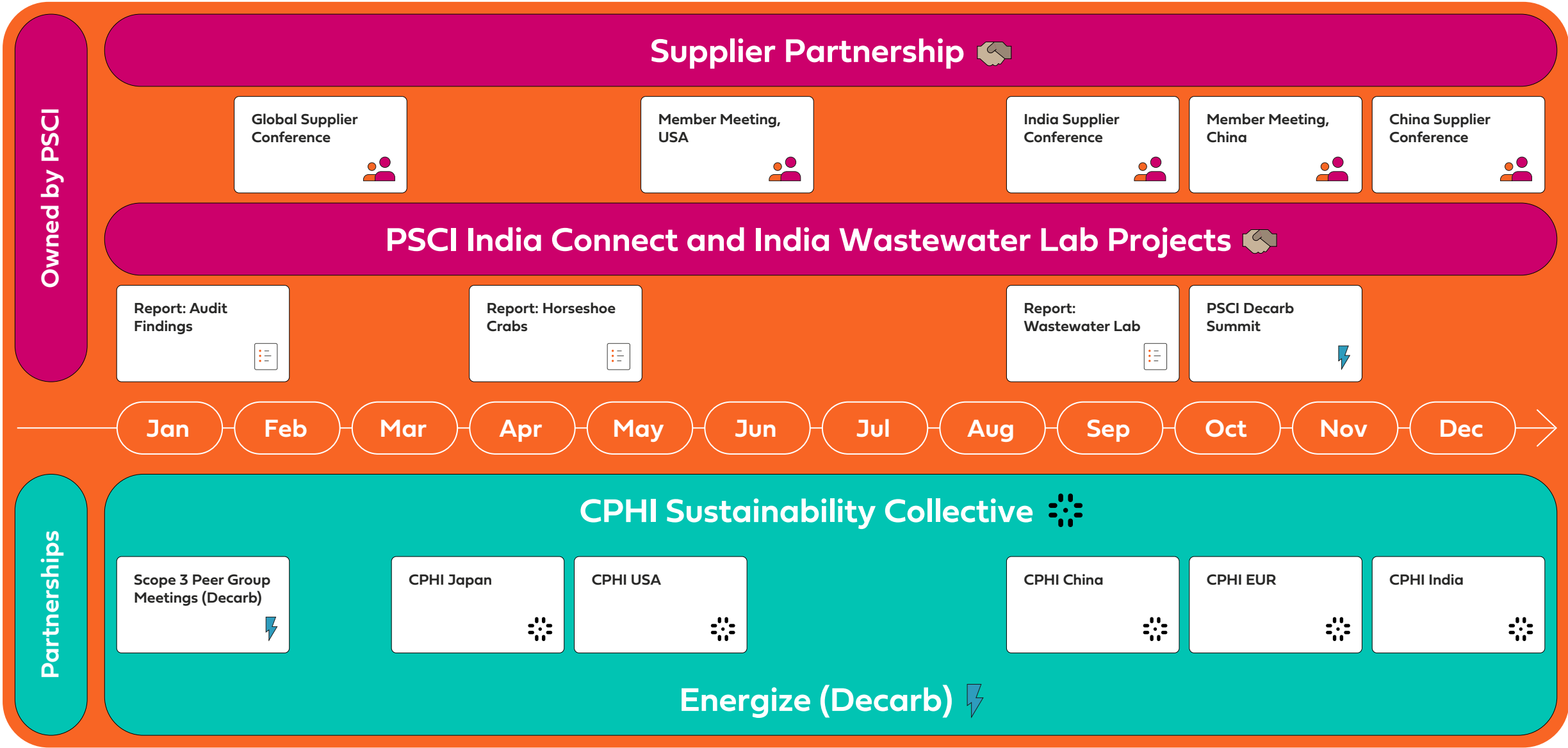
When we add to all this, planned publications on our India Wastewater Lab project, an update on the position paper on Horseshoe Crabs, working towards a collective member approach to meeting the requirements of EU Deforestation Regulations and much else, 2025 will be another busy year for the PSCI. I look forward to updating you again in a year's time.

2025

Increasing the PSCI value proposition for members and suppliers through partnerships

PSCI in 2025

Externally facing activities and partnerships



Join us to build responsible supply chains

 pscinitiative.org

 info@pscinitiative.org

in PSCI

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