

CPHI Sustainability Collective Group Charter

Context

The pharmaceutical industry is fundamental to global healthcare. It underpins modern health systems by enabling longer life expectancy, improved quality of life, and resilience against emerging health threats through continuous research and innovation. However, the industry faces growing environmental, social, and ethical responsibilities as global health challenges intersect with sustainability concerns. While individual companies and industry groups have made significant progress, accelerated, collaborative action is needed to close gaps and achieve deeper sustainability transformation with the industry.

Vision and mission

Vision: To accelerate systemic change for sustainability in pharma.

Mission: To create the central hub for sustainability in pharma to build connections, foster partnerships, share insights, and drive tangible progress on sustainability, environmental, social and governance matters.

Purpose and scope

The CPHI Sustainability Collective provides opportunities for change-makers across the pharmaceutical industry to:

- Connect and collaborate with industry peers
- Share insights and best practices on sustainability challenges & opportunities
- Drive measurable progress on environmental, social, and governance matters
- Align diverse initiatives addressing sustainability challenges
- Amplify impactful solutions and catalyse industry-wide action

Governance structure

The governance structure consists of Informa as the group owner, a Steering Committee, Collective members, and a Secretariat. The Steering Committee is primarily responsible for providing strategic guidance and supporting Collective activities to achieve the group vision and mission. Collective members are engaged to assist with Collective activities. A Secretariat is engaged as necessary to support the Collective's activities. The Steering Committee may identify selected individuals as "Industry Liaisons" to engage with on a periodic basis. As the group owner, Informa hold authority for final decisions.

Steering Committee composition

- **Maximum membership:** up to 12 steering committee members at any time
- **Reserved positions:** 3 positions reserved for "Leading the Industry" sponsorship package holders (one-year terms, not official Steering Committee members)
- **Committee chair:** Selected by Informa based on Steering Committee recommendation
- **Committee members:** Appointed by Informa based on knowledge, skill, and expertise in sustainability, ESG matters, or the pharmaceutical industry based on Steering Committee recommendations
- **Industry liaisons:** Select individuals invited to participate as subject matter experts (not official Steering Committee members)

New Steering Committee member selection process

- **Proposal:** Any Steering Committee member may propose new members
- **Review:** Proposed members reviewed by Steering Committee
- **Recommendation:** Steering Committee provides recommendation to Informa
- **Final approval:** Informa responsible for final approval of new members
- **Succession planning:** Departing members encouraged to recommend potential successors during final term period

Term limits and service

- **Steering Committee members:** Initial three-year term with maximum of two consecutive terms (six years total)
- **Committee chair:** Initial three-year term with maximum of two consecutive terms (six years total)
- **Chair selection:** Steering Committee provides recommendation to Informa; Informa makes final selection
- **Sponsorship positions:** One-year terms as part of "Leading the Industry" package

Steering Committee member responsibilities

The Steering Committee shall:

- Guide and assist the Collective to achieve its purpose
- Review previous and current activities of the Collective
- Consider strategies and activities to recommend to Informa or implement directly

- Meet at least monthly or as frequently as necessary
- Maintain professional conduct and comply with all applicable laws and regulations
- Participate in annual feedback surveys to assess the Collective's effectiveness

Steering Committee Chair responsibilities

The Steering Committee chair shall be solely responsible for:

- Convening, chairing, and leading committee meetings
- Setting meeting agendas in collaboration with committee members
- Representing the Committee and Collective within the industry and at external engagements
- Providing strategic guidance and organisational development
- Ensuring follow-through on action items and strategic priorities
- Facilitating communication between the Steering Committee and broader Collective members

Collective Associate role

- **Purpose:** Enable participation of subject matter experts who are not official Steering Committee members
- **Selection:** Invited by Steering Committee based on expertise and value to collective objectives
- **Participation:** May attend meetings, contribute to discussions, and provide specialised knowledge
- **Status:** Non-voting participants without formal Committee member obligations
- **Alternative titles:** Subject Matter Expert, Advisory Participant, Specialist Contributor

Industry Liaison role

Industry liaisons are representatives from CPHI's key sustainability event sponsors.

- **Purpose:** Provide real-time feedback on market trends and sustainability challenges from a corporate/sponsor perspective
- **Selection:** Invited by CPHI based on sponsorship and industry position
- **Participation:** Invited to join Steering Committee meetings and events, join discussions and provide market perspectives to assist the Collective with goals, event themes, annual strategic planning, and working initiatives
- **Status:** Non-voting participants without formal Committee member obligations

- **Term:** One year
- **Representation:** Open to a senior executive or sustainability lead from the sponsoring organization.

Steering Committee Member commitments and expectations

All members commit to:

- Actively engaging, assisting and not harming the purpose of the Collective
- Acting in a professional manner when participating in Collective activities
- Complying with confidentiality and professional obligations
- Signing a Terms of Reference agreement with Informa regarding legal compliance with applicable laws

Time commitments:

- **Steering Committee members:** Up to 5 hours per month (including 1.5-hour monthly meetings)
- **Steering Committee chair:** 8-12 hours per month (may fluctuate based on initiatives)
- **Collective Associates:** As agreed upon invitation (typically 2-3 hours per month)
- **Industry liaisons:** As agreed upon invitation (typically 2-3 hours per month)

Operational framework

Meeting structure

- **Frequency:** Monthly Steering Committee meetings (minimum)
- **Format:** In-person at CPHI/Pharmapack events or virtual
- **Documentation:** Chair may minute committee meetings
- **Agenda focus:** Review activities and develop strategies to advance the Collective's purpose

Annual assessment

Feedback surveys: End-of-year surveys for all Steering Committee members to assess:

- Collective effectiveness and impact
- Meeting structure and frequency
- Strategic direction and priorities
- Member satisfaction and engagement

- Recommendations for improvement

Decision-making authority

- Informa retains full ownership and decision-making power over the Collective
- Informa may terminate or modify the Committee, Collective, or terms at any time
- Committee provides guidance and recommendations but has no independent authority

Membership management

Joining the Collective:

- Membership voluntary and subject to Informa approval
- Members must agree to Member Charter terms
- Committee members also bound by Steering Committee Terms of Reference

Succession planning

- Departing Steering Committee members encouraged to identify and recommend potential successors
- Recommendations should be made 6 months prior to term completion
- Focus on maintaining industry representation and expertise balance

Continuous improvement

Annual review process

- End-of-year feedback surveys for all participants
- Assessment of collective impact and effectiveness
- Review of governance structure and processes
- Strategic planning for following year
- Identification of improvement opportunities

Approved by:



Silvia Forroova, Collective Founder
Date: 28 April 2026



Peylina Chu, Steering Committee Chair
Date: 28 April 2026