

**International
Pharmaceutical
Federation (FIP)**

Strategic Plan 2025 – 2030

Adopted by the FIP Council
31 August 2025

Who we are

Practice Science Education



The International Pharmaceutical Federation (FIP) is the global body for pharmacy, pharmaceutical sciences and pharmaceutical education. As a federation of national organisations, professional bodies, academic institutions, regulators, accreditors and individual members, FIP represents over 5.5 million pharmacists, pharmaceutical scientists, and pharmaceutical educators worldwide. FIP has members in more than 80% of the world's countries and territories.

Founded in 1912, FIP is a non-governmental organisation with its head office in the Netherlands. Through extensive networks and partnerships in pharmacy, pharmaceutical sciences, and pharmacy education, FIP works to support the development of the pharmacy profession, focusing on practice, emerging scientific innovations, and pharmacy workforce development to meet the world's healthcare needs and expectations.

FIP is recognised as the global pharmacy leader. FIP continues to expand its presence within pharmacy and pharmaceutical sciences, influencing the field through partnerships with some of the world's leading health, policymaking, education, and scientific institutions.



Content

- 4 Foreword
- 5 Transforming pharmacy to build a better world
- 6 Our vision
- 7 Our mission
- 8 Our values
- 10 Our roadmap
- 12 Our strategic outcomes
- 18 Our Bureau Working Group

Foreword

For more than a century, the International Pharmaceutical Federation (FIP) has led the advancement of pharmacy worldwide, empowering pharmacists, pharmaceutical scientists, and educators to improve health outcomes for communities everywhere.

As healthcare systems evolve and new global challenges emerge, FIP remains committed to ensuring the pharmacy profession continues to thrive — as a science-driven, patient-centred and future-ready pillar of healthcare.

This 2025-2030 Strategic Plan sets out FIP's shared vision for a world where everyone has access to safe, effective, quality and affordable medicines, health technologies, and pharmaceutical care services, supported by sustainable practices and innovative collaborations with other healthcare professionals. Guided by the ONE FIP approach, it brings together practice, science, and education to drive innovation, strengthen the workforce, and ensure equitable access to quality care.

The plan focuses on key priorities, including workforce sustainability, economic viability of pharmacy practice, digital transformation, sustainability and climate resilience, and alignment with the FIP Development Goals and the United Nations Sustainable Development Goals.

By working together through this strategy, FIP and its member organisations will enhance the profession's global impact, shape progressive health policies, and build stronger healthcare systems for the future. United by purpose and guided by science, FIP will continue to advance pharmacy worldwide — for the health of people and the planet.

Forward with Pharmacy, Forward with FIP

Paul Sinclair, AM
President
International Pharmaceutical Federation



Transforming pharmacy to build a better world

Since 1912, the International Pharmaceutical Federation (FIP) has led the global advancement of the pharmacy profession — bringing together pharmacists, scientists, and educators to improve health outcomes worldwide. As healthcare systems evolve and global challenges grow more complex, FIP remains committed to supporting a pharmacy workforce that is skilled, empowered, and equipped to meet both current and future health needs.

This Strategic Plan outlines FIP's vision for the transformation of pharmacy across all regions and sectors. At its core is a commitment to strengthening relationships with member organisations and individual members, ensuring our work is responsive to diverse regional needs while aligned with global health priorities.

We recognise that the sustainability of pharmacy relies not only on professional development but also on economic viability. FIP advocates for funding and remuneration models that reflect the expanding role of pharmacists — particularly in community settings — as accessible, frontline healthcare providers delivering patient-centred care.

Pharmacy must also play an active role in addressing climate change and sustainability. FIP is working to embed environmental responsibility into pharmacy practice, education, and science — from disaster preparedness and medicine access during crises to green manufacturing and responsible supply chains.

At the same time, digital health, automation, and scientific advances such as genomics and biologics are redefining healthcare delivery. FIP will help the profession embrace innovation, strengthen interdisciplinary collaboration, and expand the role of pharmacists in personalised medicine and disease management.

This Strategic Plan is driven by FIP's renewed vision, mission, and outcomes, supported by the FIP Development Goals — our roadmap for measurable progress over the next five years. These goals align with the United Nations Sustainable Development Goals and ensure that pharmacy contributes meaningfully to global health improvement.

Through our 'ONE FIP' approach, we unite practice, science, and education to deliver a strong, cohesive voice for pharmacy. By fostering collaboration across governments, academia, industry, and health systems, FIP aims to shape a resilient, forward-looking profession — one that advances access, equity, and innovation in healthcare.

Together, under the shared identity of pharmacy, we are building a healthier world.

Our Vision

Accessible
Affordable
Sustainable

A world where everyone has access to safe, effective, quality and affordable medicines, health technologies, and pharmaceutical care services, supported by sustainable practices and innovative collaborations with other healthcare professionals.

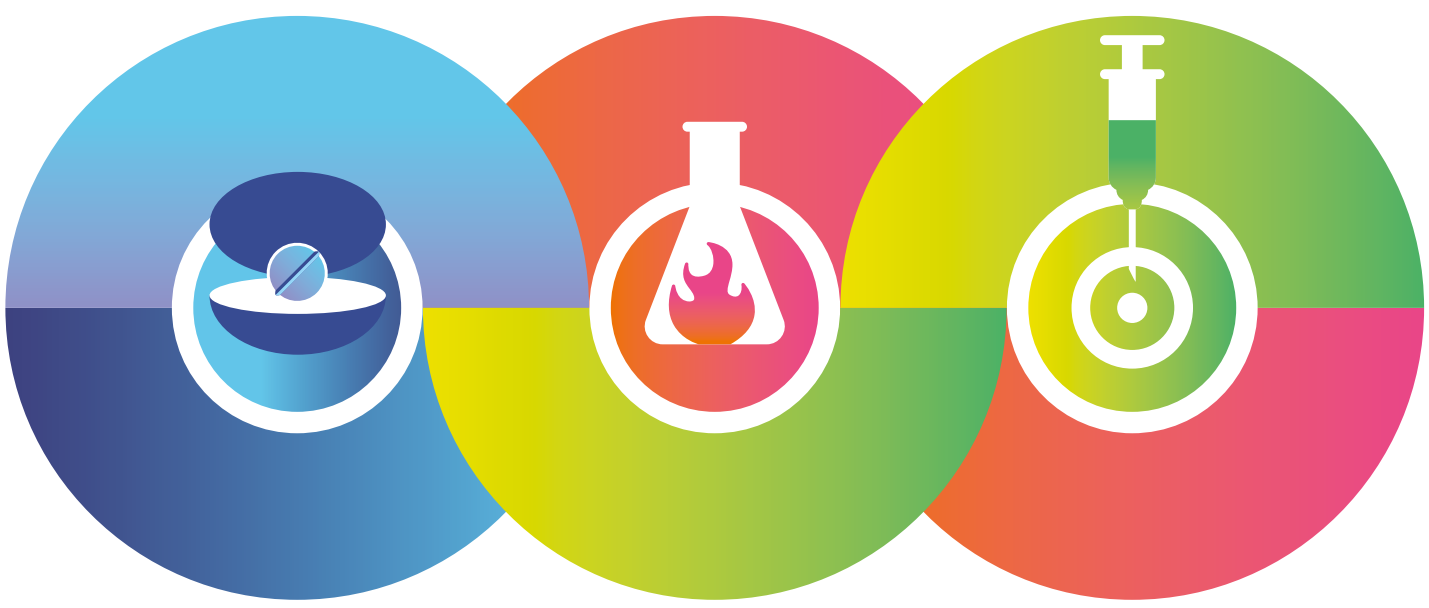
Our Mission

Supporting
Advocating
Fostering

FIP supports global health by advancing pharmaceutical practice, sciences, and education, advocating for pharmacists' roles in healthcare systems worldwide, promoting equitable access to medicines and care, and fostering sustainability in pharmacy to address critical challenges such as climate change and global health disparities.

Our values

Integrity
Passion
Performance



Integrity

At FIP, integrity is a defining value that inspires confidence and respect. We are committed to the highest standards of ethics, transparency, and accountability in everything we do. This unwavering commitment builds lasting trust with our members, partners, and the global healthcare community. Integrity not only guides our decisions and policies — it reflects who we are and how we positively shape the future of healthcare together.

Passion

At FIP, passion is the driving force behind our mission to advance the pharmacy profession and improve global health. It inspires us to innovate, challenge the status quo, and pursue meaningful change with purpose and determination. Our vibrant community of members, partners, and collaborators fuels this passion — sharing their time, knowledge, and dedication to better serve patients and communities. Passion is what unites us and empowers us to keep striving for a healthier, more equitable world.

Performance

At FIP, performance reflects the impact we make and the results we achieve through dedication, collaboration, and excellence. We are driven to deliver meaningful outcomes across every project, initiative, and partnership — ensuring our work leads to real, lasting change. Grounded in accountability and evidence-based action, we measure our success not only by what we accomplish, but by the positive difference we make in global health.

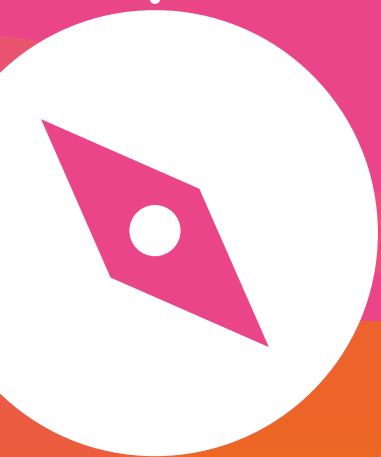
FIP strives to...



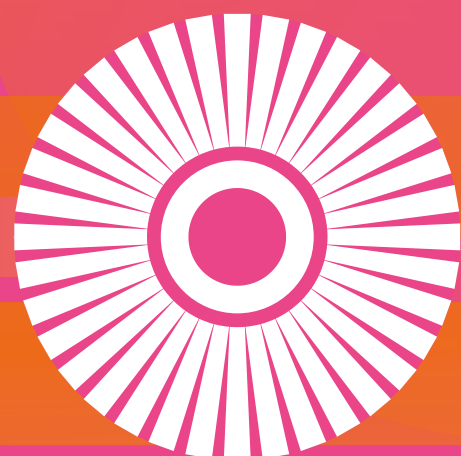


Outlining priorities

Directing towards goals



Overseeing the process



Our roadmap

Determination
Guidance
Leadership

This Strategic Plan is more than a policy document — it's a collective roadmap for the pharmacy profession over the next five years. It begins by identifying and responding to the key global health threats

and challenges we anticipate through to 2030, from workforce shortages and drug access issues to the impacts of climate change and digital transformation.



Roadmap

This *roadmap* outlines the profession's priorities for the next five years, aligning with these global pressures and opportunities.

This includes strengthening education, advancing science, improving equitable access to care, and supporting pharmacists' roles in primary care and public health. The plan also revisits and reaffirms FIP's vision and mission, ensuring they remain relevant and ambitious in the face of today's realities.

Finally, it's designed to ensure that all parts of our Federation — member organisations, sections, boards, and partners — can align their work and strategies to deliver on this shared vision.



Compass

The *compass* that directed the development of this Strategic Plan was the FIP Development Goals and Statements of Policy.

In September 2020, FIP published a set of 21 Development Goals (DGs) that bring together workforce and education, practice and science in a transformative framework, defining an improved and more advanced pharmacy profession for the next decade. The FIP Statements of Policy represent FIP's global consensus positions on key professional and global public health issues (linked to the global health challenges identified by the WHO).



Steering wheel

The FIP Bureau/Integrated Board will oversee the implementation of the Strategic Plan across FIP and all constituencies. By fulfilling the role of a *steering wheel*, they will ensure that all FIP activities and initiatives are directed towards realisation of the Strategic Plan.

By combining this Strategic Plan with agile annual action plans, FIP created a structure that is both stable and responsive. This approach allows FIP to adapt quickly, stay aligned with new developments, use resources more effectively, and continue improving over time — all while keeping its collective mission in sharp focus.

Access to Medicines and Health Services



FIP strives to....
ensure that all persons, regardless of location or socioeconomic status, have access to the medicines and healthcare services they need



Deriving from the following FIP work:

- FIP Statement of Policy on:**
- Strategic development of medicines information for the benefit of patients and users of medicines (2023)
 - The role of the pharmacist in disaster and emergency management (2023)
 - The role of pharmacy in life-course vaccination (2023)
- FIP Statement of Principle:**
- Impact of the COVID-19 pandemic on health equity, and vulnerable patients and populations (2020)

- 1.1 Advocate for universal access to medicines and care under the principles of Universal Health Coverage (UHC), aligning pharmacy services with UHC goals.
- 1.2 Work with global agencies to prevent and mitigate medicine shortages and ensure the integrity of the pharmaceutical supply chain.
- 1.3 Promote sustainable manufacturing and distribution practices to minimise environmental impacts.
- 1.4 Ensure the integrity of the pharmaceutical supply chain by combating substandard and falsified medicines, thus strengthening regulatory frameworks, supporting pharmacists, and promoting equitable access to safe, effective, and affordable medicines, in line with FIP’s mission to advance global health.
- 1.5 FIP continues to champion the expansion and recognition of pharmacy services that address contemporary health needs. Enabling pharmacists to provide accessible care — such as vaccinations, health screenings, chronic disease support, and self-care counselling — contributes to more resilient and responsive primary healthcare systems. This service expansion also supports the profession’s evolution and sustainability.

Person-Centred Pharmaceutical Care and well-being



FIP strives to....
enhance the role of pharmacists in patient care by ensuring individuals are knowledgeable and empowered to make informed decisions about their health



Deriving from the following FIP work:

- FIP Statement of Policy on:**
- Strategic development of medicines information for the benefit of patients and users of medicines (2023)
 - The role of pharmacy in life-course vaccination (2023)
- FIP Statement of Principle:**
- Impact of the COVID-19 pandemic on health equity, and vulnerable patients and populations (2020)

- 2.1 Provide leadership in helping pharmacists deliver accurate and accessible information on medicines, health technologies and services to maximise patient benefit. To ensure the safe and effective use of medications, it is essential that a qualified pharmacist is present whenever and wherever medicines are dispensed. Their expertise is critical in providing accurate patient counselling, and ensuring compliance with regulatory and safety standards.
- 2.2 Educate and empower pharmacists to take active roles in pharmacy based vaccination (PBV): vaccine administration, vaccination campaigns and strategies, preventive care education, chronic disease and non-communicable disease (NCD) management to deliver person-centred pharmaceutical care, ensuring comprehensive care that addresses the full spectrum of patient needs.
- 2.3 Support equitable and inclusive policies that prioritise underserved and vulnerable populations.
- 2.4 Ensuring a resilient and motivated pharmacy workforce: FIP will promote strategies that support professional wellbeing, autonomy, and job satisfaction. These factors are essential for retention, performance, and the long-term sustainability of pharmaceutical services. By fostering healthy work environments and valuing the contributions of pharmacists, scientists, and educators, FIP will help strengthen the global pharmacy workforce.
- 2.5 Educate and empower pharmacists to promote disease prevention, health promotion, and disaster preparedness, ensuring a holistic approach to patient care, while expanding their efforts in disease prevention and chronic disease and NCD management initiatives to reduce healthcare costs, improve patient outcomes, and strengthen public trust in pharmacy-led care.
- 2.6 Addressing workforce shortages is a critical priority: FIP is dedicated to identifying strategies that improve workforce retention, including through education, career development, and systems that enhance pharmacists’ wellness, autonomy, and job satisfaction. Strengthening these aspects contributes directly to the profession’s ability to meet future healthcare demands.

Innovation and Pharmaceutical Sciences



FIP strives to....
support and advocate for the development of new medicines, technologies, and services, ensuring these innovations are utilised effectively



Deriving from the following FIP work:

FIP Statement of Policy on:
– Quality assurance of pharmacy and pharmaceutical sciences education (2022)

Strengthening Pharmaceutical Care and Workforce Development



FIP strives to....
ensure that the pharmacy workforce is equipped, empowered, and supported to provide high-quality care, contributing to better health outcomes globally



Deriving from the following FIP work:

FIP Statement of Policy on:
– Quality assurance of pharmacy and pharmaceutical sciences education (2022)

- 4.1 Support the education and training of pharmacists to deliver person-centred pharmaceutical care and improve health outcomes for individuals and populations. FIP is committed to supporting and advocating for a regional regulatory framework that promotes the development of the pharmacy profession. Such a framework is essential for enhancing workforce development, advancing education, and improving pharmaceutical care.
- 4.2 Advocate for sustainable, high-quality pharmaceutical care in health systems, ensuring responsible medicine use. Equip pharmacists with skills to address public health challenges, including vaccinations and chronic disease management, while supporting workforce training in preventive care.
- 4.3 Reduce misuse and abuse of medicines through comprehensive education and intervention programs for patients, healthcare providers and other relevant stakeholders.
- 4.4 Advocate for workforce resilience by enhancing education and professional development opportunities, and implementing strategies to address the global shortage and imbalance of pharmacists, ensuring equitable access to qualified professionals and improving healthcare delivery and patient outcomes.

Antimicrobial Resistance (AMR) and a United For Health approach



FIP strives to....
play a key role in the global fight against AMR, ensuring responsible medicine use and collaborating with health organisations worldwide



Deriving from the following FIP work:

- FIP Statement of Policy on:**
- Mitigating antimicrobial resistance through antimicrobial stewardship (2023)
- FIP Statement of Principle:**
- Impact of the COVID-19 pandemic on health equity, and vulnerable patients and populations (2020)

- 5.1 Partner and collaborate with global and regional organisations to develop policies and practices that reduce the spread of AMR through responsible medication use.
- 5.2 Support FIP Member Organisations to collaborate with their national governments, healthcare systems, and the pharmaceutical industry to support the development of new antimicrobial agents and alternatives.
- 5.3 Engage with International and regional health organisations to develop global strategies for AMR education, prevention, and surveillance.
- 5.4 Advocate for the integration of planetary health in the fight against antimicrobial resistance (AMR) as part of the WHO’s ONE HEALTH approach, we recognise the interconnectedness of environmental, animal, and human health. We emphasise sustainable practices to reduce AMR spread, promoting a holistic approach that protects both public health and the environment for future generations.

Leadership, Governance, and Global Engagement



FIP strives to....
enhance its capacity to serve members, develop future leaders, and make strategic decisions that promote global health, by advancing pharmaceutical practices, sciences and education



Deriving from the following FIP work:

- FIP Statement of Policy on:**
- The role of the pharmacist in disaster and emergency management (2023)
 - The role of pharmacy in life-course vaccination (2023)
 - Environmental sustainability within pharmacy (2023)
 - Environmentally sustainable pharmacy practice: Green pharmacy (2016).

FIP Centennial Declaration (2012, Amsterdam)

- 6.1 Ensure that all decisions and initiatives focus on benefiting FIP’s members, recognising diverse needs across regions, and across the various disciplines, sectors of work and specialities of our professions.
- 6.2 Cultivate the development of future leaders in pharmacy, promoting leadership training across countries, regions, and sectors.
- 6.3 Enable sharing of knowledge and professional development tools for pharmacists, pharmaceutical educators and pharmaceutical scientists globally, leveraging IT and digital platforms.
- 6.4 Improve decision-making processes to enable effective governance, ensuring FIP adapts to changes and remains a leader in global health advocacy.

Our Bureau Working Group

This Strategic Plan was developed by our dedicated Bureau Working Group.

Feedback was invited from FIP member organisations, sections, and wider FIP constituencies through a formal consultation process. The thoughtful feedback, critical insights, and constructive suggestions have been invaluable in shaping a strategy that reflects the diversity, needs, and priorities of the global pharmacy profession. This has truly been a collective effort.



President
Mr Paul Sinclair
(Australia)



Chief executive officer
Dr Catherine Duggan
(Netherlands)



Interim FIP Education secretary
Dr Naoko Arakawa
(UK)



Professional secretary
Mr Luís Miguel Lourenço
(Portugal)



Scientific secretary
Dr Rebecka Isaksson
(UK)



Chair of the Board of Pharmaceutical Practice (BPP)
Mr Daragh Connolly
(Ireland)



Chair of the Board of Pharmaceutical Sciences (BPS)
Prof. Giovanni Pauletti
(USA)



Chair of FIP Education (FIPed)
Prof. John Pieper
(USA)



Vice president
Dr Prosper Hiag
(Cameroon)



Vice president
Dr Marianne Ivey
(USA)



Vice president
Prof. Donald Mager
(USA)



Vice president
Ms Raquel Martinez
(Spain)



Vice president
Mr Robert Moss
(Netherlands)



Vice president
Dr Virginia Olmos
(Uruguay)



Vice president
Mr Lars-Åke Söderlund
(Sweden)



**International
Pharmaceutical
Federation**
Fédération
Internationale
Pharmaceutique

Andries Bickerweg 5
2517 JP The Hague
The Netherlands

+31 (0) 70 30 21 970
fip@fip.org

www.fip.org

Reference 11/2025