

STRATEGIC PAPER 03 - SEPTEMBER 2026

Industrial Strategy for Secure Medicines Manufacturing

From capacity announcements to viable, adaptable national capability.

Executive argument

Domestic manufacturing contributes to security only when facilities, skills, inputs, quality systems and commercial incentives remain operational. Capacity that cannot be sustained or adapted provides limited protection.

Capability choices

Strategy should distinguish products requiring sovereign assurance, capabilities best secured through trusted alliances and commodities suited to diversified global sourcing.

Policy instruments

Long-term procurement commitments, challenge funds, regulatory support, shared infrastructure and workforce investment can improve viability. Conditions should reward verified resilience outcomes rather than location alone.

Conclusion

The test is not facilities announced but the system's ability to supply priority medicines through stress.

Institutional note

This foundational paper advances the Medicines Security Institute's developing research programme. It supports informed discussion and does not constitute medical, legal or investment advice.