Global Life Sciences Summit 2025 Recap

OCTOBER 21, 2025

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The 2025 DLA Piper Life Sciences Summit brought together pharmaceutical, biotechnology, and medical device companies from around the world to discuss emerging trends and challenges in the industry, legal strategies across the value chain, and opportunities for growth. This recap covers the main points of the summit sessions.

"We are gathered here at a pivotal moment for the life sciences industry. The pace of innovation is accelerating… today's summit is designed to bring together the brightest minds legal, scientific, strategic to explore the challenges and opportunities that lie ahead."

— Emilio Ragosa, Partner and Global Co-Chair,
Life Sciences and Healthcare, DLA Piper

BY THE NUMBERS

11	42
Sessions	Speakers
193	**17**
Attendees	Countries

Diplomacy, disruption, and direction: A fireside chat on US global engagement

Who

Senator Richard Burr, (Washington, DC), Principal Policy Advisor and Chair, Health Policy Strategic Consulting, DLA Piper

Ambassador Marc Grossman, Vice Chair, The Cohen Group

Emilio Ragosa (Short Hills), Partner and Global Co-Chair, Life Sciences and Healthcare, DLA Piper

What

Geopolitical shifts and policy alignment are reshaping global engagement. Notably, businesses are facing the convergence of national security with commerce.

In this fireside chat, panelists highlighted the impact of recent United States policies on the pharmaceutical industry, including tariffs and most-favored-nation (MFN) pricing, along with the need for strategic planning and engagement with regulators.

Key takeaways:

- Businesses are encouraged to anticipate geopolitical changes and engage early with policymakers.
- The convergence of national security and commerce is accelerating.
- Strategic planning and adaptability are key in a rapidly changing environment.

"For the first time, chaos and opportunity exist in the same sentence. You can choose which side of the sentence you want to focus on: You can focus on the chaos, or you can focus on the opportunity."

— Senator Richard Burr, Principal Policy Advisor and Chair, Health Policy Strategic Consulting, DLA Piper

Legal strategy for life sciences in a tariff-era economy: Incentives, trade, and strategic site selection

Who
Stephanie Yarbrough (New York, Washington, DC), Partner, DLA Piper

Ting Xiao (Shanghai), Partner and Regional Life Sciences Lead, Asia, DLA Piper

What

China has significantly expanded its export control regime on rare earths, introducing measures that extend beyond raw materials. Panelists examined these trade controls, emphasizing regulatory risks for life sciences companies. The session also covered key considerations for selecting US manufacturing sites, including incentives, workforce demographics, infrastructure, and logistics.

Key takeaways:

- China's trade controls now extend to technologies, data, and clinical trial results.
- US states compete for life sciences investment, with North Carolina, Massachusetts, and Texas leading in incentives.
- Companies must navigate complex regulatory environments and are encouraged to leverage incentives for strategic site selection.

"When it comes to incentives, know that life sciences is the one industry that every state wants."

— Stephanie Yarbrough, Partner, DLA Piper

Bridging science and strategy: Collaborations that deliver

Who

Tracy Dowling,
Chief Business Officer and General Counsel, AskBio

Jared Freedberg,
General Counsel, Arvinas

Sonia de Kondserovsky (Paris), Partner, DLA Piper

Lauren Murdza (Philadelphia), Partner and Co-Chair, Technology and Life Sciences Licensing and Commercial Transactions, DLA Piper

Aurely Vervondel, Senior Legal Counsel, argenx

What

This session addressed the evolving complexities of life sciences collaborations, focusing on balancing scientific openness with legal protections, structuring agreements, and managing competitive dynamics. Panelists discussed cross-functional diligence, stakeholder alignment, and adapting deal structures to geopolitical shifts.

Key takeaways:

- Successful collaborations generally require trust, clear boundaries, and flexible legal frameworks.
- Data ownership and platform boundaries are persistent negotiation challenges.
- China's rise as a US licensing partner presents both opportunities and risks.

"We focus on aligning scientific goals with deal realities and how collaborations truly bridge science and strategy."

— Lauren Murdza, Partner, DLA Piper

"Deals with China are attractive – they often include lower valuations and less competition – but the negotiations are complex."

— Sonia de Kondserovsky, Partner, DLA Piper

Transforming life sciences with AI: Real-world use cases and emerging frontiers

Who

Larissa Bifano (Boston), Partner and US Chair, Patent Development and Strategy, DLA Piper

Denise Butler, Senior Director and Team Lead, Technology Legal and IT Procurement Legal, Johnson & Johnson

Ittai Dayan, Co-Founder and CEO, Rhino Federated Computing

Kristina Kitko, Director of Venture Science, Eli Lilly Company

Allen Waxman (New York), Of Counsel, DLA Piper

Camille Whicker, National Director, Cloud and AI Platform – Pharma and MedTech, Microsoft

What

Life sciences organizations are strategically shifting toward targeted artificial intelligence (AI) applications, with data quality and availability playing key roles. In this session, panelists highlighted both the benefits and challenges of AI deployment across operational and research activities.

Key takeaways:

- AI strategies are moving from broad to targeted applications.
- Data can serve as both the greatest opportunity and greatest risk for life sciences companies.
- Effective AI use requires early consideration of data quality and availability.

“Data presents one of the greatest opportunities for life sciences companies, but also one of the greatest risks.”

— Allen Waxman, Of Counsel, DLA Piper

“Data is fundamental to all AI use cases, and its availability and quality must be considered at inception.”

— Denise Butler, Senior Director and Team Lead, Technology Legal and IT Procurement Legal, Johnson & Johnson

Global M&A life sciences outlook and adapting to the current market dynamics

Who
David Clark (San Diego), Partner, DLA Piper

Emilio Ragosa (Short Hills), Partner and Global Co-Chair, Life Sciences and Healthcare, DLA Piper

Victoria Rhodes (Leeds), Partner, DLA Piper

What

The life sciences industry is seeing a shift in mergers and acquisitions (M&A) deal activity. As a result, dealmakers are finding creative ways to structure transactions amid ongoing headwinds. Panelists discussed notable trends signaling the shift, including the muting of overall deal volumes and regulatory uncertainty.

Key takeaways:

- Political uncertainty is the new norm, driving creative deal structures.
- Earn-outs and contingent value rights are increasingly common.
- The US, the UK, France, Japan, and the Middle East are key markets for deal activity.

"People have accepted that uncertainty is the new norm and that we have to progress and move deals forward."

— Victoria Rhodes, Partner, DLA Piper

"I do really believe there's a palpable sense of dealmaking out there right now...a lot of people are looking for deals, particularly in the life sciences sector."

— David Clark, Partner, DLA Piper

The price is right, or is it? What's next in drug pricing policy

Who

Kirsten Axelsen (New York), Senior Policy Advisor, DLA Piper

Ellen Lukens, Managing Principal, Health Transformation Strategies (former Deputy Director, CMS)

Preeya Pinto (Washington, DC), Partner, DLA Piper

What

Drug pricing remains a central issue in healthcare policy and drug development. This session focused on the evolving US drug pricing environment, push for international reference pricing, and legal boundaries of Centers for Medicare and Medicaid Services (CMS) Innovation Center pilots. The panelists discussed the impact on access, affordability, and healthcare innovation.

Key takeaways:

- There is bipartisan interest in closing the US–international drug pricing gap.
- Legal challenges may arise if CMS exceeds its authority.
- Companies are encouraged to rethink launch and pricing strategies.

"Having a large gap between the price in the US and the price of developed countries is going to be a risk. Companies need to rethink their launch strategies and their pricing access strategies."

— Kirsten Axelsen, Senior Policy Advisor, DLA Piper

FDA at a crossroads: How evolving regulatory priorities are affecting global life sciences companies

Who

Kenita Barrow, Deputy General Counsel, Otsuka Pharmaceutical Companies

Sarah Karlgaard, General Counsel, Fujifilm Holdings

Vernessa Pollard (Washington, DC), Partner and Chair, FDA Regulatory, DLA Piper

What

The US Food and Drug Administration (FDA)'s evolving priorities are reshaping regulatory pathways. Panelists discussed staff reductions, new initiatives, and the use of AI tools for regulatory review. The session emphasized the need for adaptive strategies and close engagement with the agency.

Key takeaways:

- Regulatory changes require flexible manufacturing and supply chain strategies.
- Industry is encouraged to review and provide feedback on FDA's AI tools.
- Maintaining regulatory touchpoints is key.

"Even though the agency is moving fast and, in certain cases, in an unprecedented direction, the industry should try to slow that down internally and evaluate how to respond."

— Kenita Barrow, Deputy General Counsel, Otsuka Pharmaceutical Companies

Navigating global product liability: Legal trends and the EU's new rules

Who

Cara Edwards (New York), Partner, DLA Piper

Mary Gately (Washington, DC), Partner, DLA Piper

Jeremy Sher (London), Partner and International Co-Head, Global Class Actions, DLA Piper

Michael King, Senior Vice President and Senior Associate General Counsel, Jazz Pharmaceuticals

What

The recent General Product Safety Regulation (GPSR) implemented by the European Union will likely spur an increase in products liability cases originating in EU countries. This session explored the GPSR's impact and new collective action rules on global product liability, noting the need for legal departments to prepare for increased litigation risk.

Key takeaways:

- The GPSR expands liability to digital goods and a broader range of actors.
- EU collective actions will likely increase litigation risk for life sciences companies.
- Global coordination and training are key.

"Companies can't view products liability cases or class actions or collective actions as an American problem – it's a global problem."

— Jeremy Sher, Partner and International Co-Head, Global Class Actions, DLA Piper

"Changes in laws in the EU and other countries make them more attractive jurisdictions to start litigation in."

— Mary Gately, Partner, DLA Piper

Managing business views of LOE in real time: Patent expiration and global IP strategy

Who

Jenny Alonso, General Counsel and Chief Compliance Officer, Neurelis

Nicole Endejann (Philadelphia), Partner, DLA Piper

Raymond Miller (Philadelphia), Partner and US Chair, Life Sciences Patent Development and Strategy, DLA Piper

Aoife Murphy (Dublin), Partner, DLA Piper

Nicholas Tyacke (Sydney), Partner and Head of Life Sciences, Australia, DLA Piper

Dr. Irfan Qureshi, Chief Medical Officer, Biohaven

What

For innovators in the life sciences industry, there are multiple approaches to protecting therapeutics with patents. In this session, panelists discussed strategies for maintaining exclusivity through patents and global mechanisms for extending patent terms, highlighting the importance of understanding global loss of exclusivity (LOE) considerations.

Key takeaways:

- Patent rights are central to exclusivity in the life sciences industry.
- Global strategies are needed to address LOE.
- Litigation and exemptions for manufacturing are frequent challenges.

Compliance and investigations: Navigating an uncertain enforcement environment

Who

Eric Christofferson (Boston), Partner, DLA Piper

Lisa Kutlin, Senior Compliance Counsel, Pfizer

Lisa LeCointe-Cephas, Senior Compliance Officer, Johnson & Johnson Innovative Medicine

Dana McMahon, Vice President, Chief Compliance Officer, Stryker

Jeffrey Scott (Philadelphia), Of Counsel, DLA Piper

What

Amid regulatory uncertainty, compliance programs seek to align with the US Department of Justice (DOJ)'s expectations while adapting to international developments. This panel explored strategies for navigating government enforcement, focusing on healthcare fraud, the False Claims Act, global compliance, and the influence of AI on compliance programs.

Key takeaways:

- DOJ prioritizes healthcare fraud enforcement.
- Compliance programs must evolve to address global risks and data-driven enforcement.
- Early compliance involvement in AI initiatives is key.

"If your company has the data, you should look at it – because someone else is going to look at it someday, and you should understand what it looks like to an outsider."

— Lisa Kutlin, Senior Compliance Counsel, Pfizer

The EU life sciences landscape: Trends, risks, and opportunities

Who

Marco de Morpurgo (Brussels, Rome), Global Co-Chair, Life Sciences, DLA Piper

Stefano Marino (Malta), Senior Consultant, DLA Piper

What

A number of key EU legislative initiatives are set to significantly impact life sciences companies' operations in the coming years. Panelists reviewed the European Union's evolving regulatory landscape, highlighting reforms in pharmaceutical law, medical devices, AI, health data, and biotech. The session addressed market access risks and opportunities in clinical trials and transatlantic collaboration.

Key takeaways:

- Sixteen key EU legislative initiatives will impact life sciences operations.
- The EU aims to stay competitive with the US and China.
- The upcoming EU Biotech Act could accelerate advanced therapies.

"Keep a close eye on the upcoming EU Biotech Act, which could be one of the drivers to facilitate the development of biotechnologies and advanced therapies, and ultimately their path to market."

— Stefano Marino, Senior Consultant, DLA Piper


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Diplomacy, Disruption, and Direction:
A Fireside Chat on US Global Engagement
Protecting the Value Chain


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