



do more
feel better
live longer

A close-up photograph of a young Black woman with her hair in many thin braids. She is wearing a white shirt and is smiling warmly at the camera. She is sitting at a desk with several sheets of paper in front of her. In the background, another person is partially visible, wearing a blue patterned garment. The overall scene suggests a professional or educational setting.

Investing in Africa and Developing Countries

We believe GSK can help transform not only the health status of Africa and Developing Countries but also their economic development. Our commitment to innovation and access means that we aim to get more medicines of value to more people who need them, irrespective of where they live or their ability to pay.

Working in partnership with governments, communities, non-governmental organisations (NGOs) and academia, the Africa and Developing Countries strategy aims to do just that. Our goal is to build a sustainable, integrated and local healthcare company with the capabilities, people and portfolio to reach more patients and consumers in Sub-Saharan Africa and Developing Countries in Asia than ever before.



What we are doing

Increasing access to medicines, vaccines and products across the region



We aim to provide a portfolio of relevant products across Africa and Developing Countries which will help tackle the needs of today and the emerging requirements of tomorrow.

We will increase access in a number of ways including developing products specifically designed for patients and consumers in the region, assessing packaging and regulatory requirements with the aim of making prescription medicines more user-friendly and more accessible – for example available “over the counter” – and pursuing even more rigorous pricing strategies.

Building talent and capability inside and outside the organisation



We will help develop and resource the vital human capability, skills and talent needed to deliver our vision, both within the company and externally, with a focus on areas like manufacturing, chemistry and engineering, by working with universities and research centres across the region. We are currently on track to significantly increase the size of our organisation in developing countries.

We will also continue to invest in our employees – both new and current – to increase our capabilities and look to recruit additional expertise where needed.



Supporting innovation in Research & Development



Our investment of £25million in the world's first Africa 'Open Lab' will enable African scientists to work in collaboration with GSK to undertake research on non-communicable diseases (NCDs), which could help inform prevention and treatment strategies across the region.

By directly supporting research in Africa, we are further strengthening our commitment to develop local scientific knowledge and talent. To increase access to products of value, we are adopting a graduated approach to intellectual property and patent protection reflecting a country's income. For least developed and low income countries we will no longer file for patent protection, while for lower middle income countries we will seek to grant licences to generic manufacturers to supply versions of our medicines.

In addition, we have also outlined our intent to commit our future portfolio of cancer treatments to patent pooling. This will accelerate access to generic versions of our immuno-oncology and epigenetic therapies, currently in clinical development, to help alleviate the increasing burden of cancer in least developed countries.



Strengthening the external healthcare infrastructure and enhancing in-country supply networks



We will work to strengthen both the health systems across the region and our internal infrastructure. By leveraging opportunities to increase the efficiency and security of our supply chain and distribution network, we will help drive our growth strategy, reduce stock outs, bring prices down and increase access to medicines, vaccines and consumer healthcare products across Africa and Developing Countries. We will also consider investing in new manufacturing sites on a case-by-case basis.

We continue to reinvest 20% of our profits back into least developed countries to strengthen health infrastructure through NGO partners – such as Amref Health Africa and Care International – aligned with Ministry of Health priorities. This involves training frontline health workers, educating communities on preventative healthcare and accessing the public health system, building local capacity to continue this work and advocating with governments to increase their investment in health. By 2017, this programme will cover all countries in sub-Saharan Africa.



Collaborating with partners and continuing to evolve our pricing



Our aim is to increase access to healthcare for patients and consumers in Africa and Developing Countries. This will require us to continue to evolve our pricing strategies and remain a reliable and committed supplier to GAVI.

We will continue to partner with others in the private and public sector to develop medicines and vaccines to help tackle diseases such as malaria and explore

the potential of technology and innovative financing to increase access to our products.

For the most vulnerable and poor we will continue to invest in public health programmes for example donating albendazole to prevent lymphatic filariasis and treat intestinal worms and our Save the Children Partnership.

These changes build on the steps taken by GSK over the past eight years to modernise our business model by sharing clinical trial data, changing the way we engage with healthcare professionals and incentivise our sales teams, and increasing access to medicines in developing countries.

Our commitments to cap the prices of our patented medicines at no more than 25% of developed world prices, reinvest 20% of any profit made back into training healthcare workers in the world's poorest countries and pursue open innovation research models for diseases of the developing world and NCDs has seen us consistently top the Access to Medicines Index.



Our progress so far and what's next



Investing in science and innovation

The Africa NCD 'Open Lab' has made great progress towards its goals.

An independent external Scientific Advisory Board, consisting of 12 members – 11 of whom are leading African scientists and clinicians – has been established to provide input on the 'Open Lab' strategy and selection of projects that will be funded with GSK grants. From the first call for research proposals, five high impact projects have been selected to progress and are expected to begin in 2016. In collaboration with the Medical Research Councils of the UK and South Africa, a similar initiative has launched in South Africa.

Seven projects have been selected to progress forward; the first of these are due to begin – subject to successful completion of due diligence activities – during 2016. By 2020, we will have launched additional calls and contributed towards building research capacity for NCDs in Africa.

In turn, the research conducted will generate new knowledge and insights into NCDs that could influence national and regional health policy and practice, leading to better use of existing medicines or inform future discovery and development of new medicines.

Following discussions with local Healthcare Professionals and patients, changes to the packaging of some GSK products in Africa and Developing Countries have been proposed.

These changes are designed to help tackle unmet packaging needs such as enhanced protection of products from dirt and moisture, the addition of 'tear off' tabs so that patients can re-order products easily, adjusted sizing to minimise pack cutting at pharmacies, additional anti-counterfeiting measures and a redesign of the tube format to reduce wastage.



For example, in Nigeria we are helping to increase access and availability of our antibiotic and cephalosporin medicines by introducing 16 new pack sizes which will include currently unavailable strengths.

We are committed to developing our medicines portfolio based on the needs of patients who live in Africa and Developing Countries.

This portfolio includes medicines for the prevention and treatment of malaria, tuberculosis, infections of the umbilical cord and maternal bleeding after childbirth.

In 2016, our antiseptic chlorhexidine gel to prevent umbilical cord infections in newborn infants received a positive scientific opinion for use in developing countries. This positive opinion from the Committee for Medicinal Products for Human Use of the European Medicines Agency brings us one step closer to helping save babies' lives in some of the world's poorest countries.

In addition, we are working with regulatory authorities to assess the potential of making *Zentel*® and *Colart*®, our intestinal worms and malaria medicines, available "over the counter" rather than through prescription only.



Photo: Colin Crowley, Save the Children



Investing in infrastructure and supply

Increasing access and supply are key to our commitment to Africa and Developing Countries.

At present, we use a combination of non-African warehouses and distribution networks to supply products across the region as well as in-country warehouses in Nigeria, Kenya and South Africa.

By completing an assessment of these channels we will be able to enhance our in-country warehouse and distribution solutions, reduce our dependence on distributors, and respond quickly to the market – all of which will ultimately increase availability of GSK products to patients in need. At the same time, we are working to strengthen the quality oversight of supply chains where third parties and in-country distributors form part of our logistics activities.

Working in partnership with other companies and organisations, we set up a 'Supply Chain Forum' to help strengthen and streamline the supply chain of donated medicines for the treatment of neglected tropical diseases.

Business plans are being developed across the region to enable us to grow our operations in Africa and Developing Countries while ensuring our commitment to access and affordable pricing remains.

We are working to build the commercial capability of our organisation and have made significant investments in employee training on topics such as marketing, sales and disease knowledge. We also continuously review our legal presence across the region to ensure we meet local needs and requirements – by doing this we develop greater flexibility to further grow our business and where appropriate, our manufacturing and supply capacity.

By 2020, we aim to have implemented effective market access strategies, optimised our business structure and graduated our approach to intellectual property so that we can reach more patients in Africa and Developing Countries with the medicines, vaccines and consumer healthcare products they need.

Over the past few years we have made significant changes to modernise our commercial model which are industry firsts.

For example, we no longer reward our sales forces based on the number of prescriptions generated, instead they are incentivised based on their technical knowledge and quality of service.

We also stopped paying healthcare professionals (HCPs) to speak about our products and have recruited a number of in-house medical experts to take this role.

Our commitment to supporting medical education remains, however funding to attend conferences will now be allocated to individual HCPs via independent third parties.

In addition, we have increased our digital communications to help share knowledge with HCPs when, where and how they want it, whether that be through webinars, virtual one-to-one meetings, email or via our new HCP websites.



Investing in people and talent

Since 2014, we have made significant investments in people and talent both inside and outside the company.

Not only have we seen a 25% increase in our workforce, we have also recruited 20 new or first time General Managers and Country Managers, 90% of whom are from Africa or Developing Countries.

We have also seen significant improvement in internal engagement and empowerment scores from our employees, both of which increased by 12% on previous years.

We know that developing early talent is key to the success and sustainability of our business.

In 2015, 10 graduates were recruited and took roles across our Pharmaceutical and Consumer Healthcare businesses. In addition, the number of placement countries for graduates has risen from 3 to 8, including an option to work in our London headquarters or office in Bangladesh.

During 2016, our Nigerian Young Physicians and Pharmacists pilot programme will be rolled out across an additional 11 countries. The programme – which connects students with GSK on a quarterly basis to discuss industry trends – will help us engage graduates of the future, further securing the talent we need to drive our business forwards.

We are also committed to capability development outside of GSK.

Our academic investments focus on building local scientific, technical, manufacturing, and public health skills and capabilities in order to strengthen local healthcare capacity.



By 2020 we expect to have built 25 innovative partnerships across Africa and Developing Countries including academic chairs, new graduate and undergraduate programmes, research grants, fellowships and scholarships.

In addition to long standing investments such as our ten year commitment to the Tutu Fellowship programme, we will have developed up to 15 additional partnerships by the end of 2016, including two Academic Chairs.

The first, will work in collaboration with three centres of excellence in East, West and Southern Africa to redesign healthcare supply chains to increase access to medicines across Africa and Developing Countries, with the chair itself being based in Belgium. The second is based at BRAC University in Dhaka, Bangladesh and focuses on NGO management. An agreement has also been signed with the Pan African Chemistry Network of the Royal Society of Chemistry to train 400 African scientists based in Kenya, Ghana, Nigeria and Ethiopia, in analytical disciplines – a fundamental requirement for industrial development for healthcare and beyond – with GSK employees acting as trainers and mentors.

Since 2009, we have reinvested 20% of profits from least developed countries to train frontline health workers and strengthen healthcare systems in the most under-served communities across the world.

Over 40,000 frontline health workers have been trained so far, reaching and increasing access to healthcare for 11 million people. By 2017, we will have expanded this programme to cover all countries in sub-Saharan Africa and expect to be able to increase our reach to 40 million people by 2020, when we will have trained over 150,000 health workers.



Our commitment to reducing the burden of diseases found in the developing world remains the same.

Over the past 16 years we have donated over 6 billion albendazole tablets to fight lymphatic filariasis and intestinal worms, reaching over 760 million people including 212 million school-aged children.

Our partnerships continue to help us increase access to healthcare across Africa and Developing Countries.

For example, our innovative partnership with Save the Children combines the global expertise, skills and energy of both organisations to tackle the ambitious goal of helping to save one million children's lives.

Through upgrading health centres, increasing access to immunisation programmes, training and equipping community health workers and empowering communities to understand the benefits of improved healthcare, this pioneering and powerful collaboration is already improving the health of some of the world's most vulnerable children.

In addition, we are also investing in partnerships that focus on using technology and innovative business models to increase access and build healthcare infrastructure.

For example, our mVacciNation programme with Vodafone uses mobile phones to send reminder texts when vaccinations are due and Live Well, our social enterprise pilot with Barclays and Care International, uses locally trained community agents to sell health impact products door-to-door in rural communities.



Photo: Martin Webb, Save the Children

GSK's focus on increased access to healthcare is strongly aligned with the United Nations Sustainable Development Goals which look to create a world that is fair, equitable and inclusive for all



Our partnership with the PATH Malaria Vaccine Initiative has seen the development of the world's first malaria vaccine candidate – RTS,S – which was given a positive scientific opinion from the European Medicines Agency in July 2015.

In January 2016, the World Health Organisation announced a pilot programme to introduce the vaccine to countries across Sub-Saharan Africa. If approved for further use, we have committed to supply RTS,S at a not-for-profit price.

To further fight malaria and strengthen health systems in countries worst affected by the disease, we have formed a partnership with the UK charity Comic Relief. Over the next five years, through a new £22 million malaria fund, the partnership will support organisations working on the frontline in Ghana, Mozambique, Sierra Leone, Tanzania and the Greater Mekong region.



Our long-term commitment to Africa and Developing Countries is not just philanthropy:
It's a new way of doing business that drives sustainable growth, whilst ensuring medicines of value reach all those who need them.



To find out more go to www.gsk.com