

# Corporate responsibility at GSK

Corporate responsibility (CR) is central to our business. We aim to operate in a way that reflects our values, to understand and respond to stakeholder views and to connect business decisions to ethical, social and environmental concerns. We seek to minimise the negative impacts and maximise the positive benefits of our business.

Our Corporate Responsibility Statement and Principles define our approach to our key responsibility issues and provide guidance for employees on the standards to which the company is committed. You can view the [Principles](#) in the background section of our website.

Our business makes a valuable contribution to society through the medicines and vaccines we produce which improve people's lives. However we know that the research, development, manufacture and sale of medicines and vaccines raise ethical issues. Consequently, the pharmaceutical industry is subject to a high level of public scrutiny and sometimes critical media coverage.

Our approach to CR, our ability to implement high ethical standards and the openness with which we report our progress are all essential to maintaining good relationships with our stakeholders. These in turn help us to achieve the goals of our business strategy and underpin the future sustainability of our business.

## The business case for corporate responsibility

Demonstrating that our practices are responsible and ethical benefits the business in the following ways:

- An improved reputation and greater trust in GSK products
- The ability to attract, retain and motivate talented people. This is becoming increasingly important as fewer young people in our major markets choose science-based careers
- Constructive engagement with stakeholders. This helps us to prevent avoidable conflict and identify innovative approaches that benefit GSK and wider society
- Greater access to markets and the ability to influence healthcare policy through improved relationships with regulators and healthcare payers. Helping governments to increase access to medicines and resolve healthcare challenges is particularly important
- Greater ability to anticipate and prepare for legislative changes and maintain a competitive advantage
- Helping to maintain support for the intellectual property system by finding innovative ways to increase access to medicines
- Reduced costs and more efficient use of resources through increased environmental efficiency.

## Our business strategy

GSK's overarching objective is to maximise total shareholder return. Our business performance and development are driven by four strategies. CR is relevant to these strategies in a number of ways:

We believe that corporate responsibility should be managed as part of our overall business strategy and through our day-to-day business operations. For this reason we do not have a separate CR strategy at GSK.

### Delivering our product pipeline for patients

- [Contribution to health](#)
- [Access to medicines](#)
- [Research practices](#)
- [Interactions with patient groups](#)

### Optimising the performance of key products

- [Ethical conduct](#)
- [Standards in our supply chain](#)
- [Environmental impact](#)

### Improving access to medicines

- [R&D for diseases of the developing world](#)
- [Preferential pricing](#)
- [Voluntary licensing](#)
- [Access to medicines](#)
- [Community investment](#)

### Being the best place for the best people to do their best work

- [Employment practices](#)
- [Diversity](#)
- [Human rights](#)
- [Health and safety](#)
- [Resilience and wellbeing](#)

### Our material issues

Our CR reporting is focused on the most material (significant and relevant) issues for our business. The following factors influence our materiality assessment:

- Our business strategy
- Our risk management process
- Stakeholder interest, including investor feedback
- Changes in our business and operations, for example the types of products we produce or the locations in which we operate
- Existing and proposed legislation
- Public opinion and press coverage

We have identified the following responsibility issues as most material to GSK:

- The contribution our core business makes to health through research, development, manufacture and the sale of medicines and vaccines
- Increasing access to medicines in under-served communities
- Ethical standards in research, and sales and marketing
- Our environmental impact, particularly climate change

## Managing corporate responsibility

### CR governance

Our Corporate Responsibility Committee (CRC) of Non-Executive Directors provides high-level guidance on our approach to CR. The CEO and members of the Corporate Executive Team (CET) are actively involved in CR and participate in CRC meetings.

During 2007 the Committee members were Sir Christopher Gent (Chair), Sir Ian Prosser, Dr Daniel Podolsky and Tom de Swaan. In December 2007 Dr Stephanie Burns was appointed to the Committee.

The Committee meets three times a year to review our policies and progress on our CR Principles. The Committee reviews our performance against four of our CR Principles annually. These are access to medicines, standards of ethical conduct, research and innovation and community investment. Other Principles are discussed at least once every two years. The Committee reports its findings to the Board. During 2007 the CRC reviewed GSK's activity in a number of areas including access to medicines, community partnerships, reputation management, human rights in the supply chain, efficiency of manufacturing processes, climate change, risk management processes in R&D, transparency of clinical trial data, informed consent procedures for clinical trials, financial interactions with healthcare professionals, animal research and testing, ethics and compliance initiatives, policy violations and discipline, use of social media tools for marketing, and employment practices.

The Committee also reviews and signs off our annual CR Report and CR Review. There is more information on the CRC's members and Terms of Reference in the [background section](#) of our website.

### CR risks

Our Risk Oversight and Compliance Council (ROCC) coordinates the management of significant business risks. The ROCC also considers reputational and corporate responsibility risks. More information on the ROCC is available on our website, see [Risk management and compliance](#).

### Management structure

The Senior Vice President, Corporate Communications and Community Partnerships, and the General Counsel are the Executive Team members with particular responsibility for CR.

CR covers a very diverse range of issues at GSK so we believe it should be managed within our business functions, where the relevant subject experts work. We have a cross-functional team made up of representatives from key business areas which coordinates CR management. The members are senior managers with direct access to our CET. They oversee development, implementation and communication of policies, including any responsibility elements, across GSK.

We have a small central CR team to coordinate policy development and reporting specifically with respect to CR, and to communicate with socially responsible investors.



### Measuring performance

We have established metrics to track our performance on responsibility issues, see the [Key performance indicator table](#) on page 68 of this report.

### Embedding corporate responsibility

It is important that our employees know about our commitment to corporate responsibility, understand their responsibilities and keep up-to-date with our progress.

Information about our approach to embedding an ethical culture at GSK is included in the [Ethical conduct](#) section of this report (see page 62).

We keep employees informed about corporate responsibility through our myGSK intranet site and Spirit, our internal quarterly magazine, which feature regular articles on CR topics. In 2007 at least six articles on responsibility issues were published in Spirit. These included articles on our climate change strategy and our efforts to combat diseases of the developing world such as malaria. The magazine also featured the work of our Positive Action programme to reduce the stigma around HIV/AIDS in Africa and Asia. This year we published four editions of Spirit, distributing 33,500 copies of each edition internally.

The same number of copies of our CR Review were distributed with Spirit magazine and directly to the CET and GSK Board, senior managers, site directors and all communications staff. Global news articles on myGSK and icons on our intranet site were used to guide users directly to the Review. The GSK CR Report is also distributed internally to the Corporate Executive Team and selected communicators.

#### *Engaging employees on environment, health and safety*

We engage with employees on EHS through a range of communication channels, including our intranet site, bulletins and articles in Spirit magazine. See the [Environment](#) section of this report, page 76.

In 2006, we conducted an internal review of Corporate Environment Health and Safety (CEHS) communications. This revealed that our EHS intranet site, myEHS, needed to be more user-friendly. In response to the feedback we completely redesigned the site to improve access to information. Changes included listing EHS topics alphabetically, adding a 'most viewed pages' list and providing links tailored to different users.

We also surveyed EHS staff in 2006 to determine the success of our EHS communications. This indicated that we needed to be clearer in our messages about our priorities and how they relate to the overall mission of the corporate EHS department and GSK. See the [Employment](#) section, page 100 for details of how we are responding.

## Assurance

### External assurance

The information supplied in the Environment, health and safety and in the Access to medicines sections of this report has been externally assured by independent, third-party assurers. External assurance is a time consuming and expensive process. For this reason we have chosen to focus our efforts this year on these key sections.

We have been working with [Bureau Veritas](#), the external assurers, for the report section on access to medicines in developing countries. The assurance process assesses:

- Accuracy – that all information included in the Access to medicines section is accurate, reliable, objective and free from bias
- Materiality – addresses the material aspects of access to medicines, as required by GSK stakeholders to make informed judgements, decisions and actions

- Completeness – that GSK identifies, understands and manages its material aspects and reports activities in a complete and balanced manner
- Responsiveness – that GSK responds to stakeholders' material concerns. In particular, through performance targets and indicators, and the systems used to gather relevant information

It includes data verification, site visits and interviews with key GSK managers and external stakeholders. [The Access to medicines assurance statement](#) by Bureau Veritas is on page 49 of this report.

The environment section and the health and safety performance section of the report are assured by [SGS](#), an external assurer. The assurance process includes verification of key environment, health and safety data through site visits and telephone calls to EHS professionals and review of systems and processes for collecting, collating, analysing and interpreting the data. [The EHS assurance statement](#) is on page 94.

### Internal audit

GSK has an extensive internal audit programme, including specialist audit groups that regularly assess compliance with our policies in a number of responsibility areas. The frequency and coverage of audits varies but includes: animal research, community investment, conduct of clinical trials, employment practices, environment, ethical conduct, health and safety, interactions with patient groups, patient safety and supply chain standards.

## Human rights

We are committed to upholding the UN Universal Declaration of Human Rights, the OECD Guidelines for Multi-National Enterprises and the core labour standards set out by the International Labour Organization. We are signatories to the UN Global Compact, a voluntary global standard on human rights, labour, the environment and anti-corruption.

High standards on human rights are important to GSK because they:

- Help us get the best from our employees
- Support our relationship with the communities near our sites
- Ensure supplier contracts run smoothly and we have a reliable supply of high quality products through working with suppliers that meet our human rights requirements
- Protect our reputation

Human rights are relevant to many of the issues covered in this report. This section gives an overview of our approach.

### GSK's sphere of influence

We are committed to upholding human rights in our sphere of influence. We have most direct control over human rights in our own operations, but can also influence suppliers and wider society.

Our spheres of influence include:

- Employees
- Suppliers
- Communities
- Society

### Our employees

We believe our employment standards on issues such as diversity, equal opportunities and health and safety provide human rights protection for our employees. For more information see the [Employment practices](#) section of this report, page 100.

### Suppliers

We require all our suppliers, contractors and business partners to meet the same standards on human rights as GSK. We will not knowingly use suppliers who are responsible for human rights infringements. We conduct regular audits of existing suppliers and only engage new suppliers that meet our expectations. Human rights clauses are included in our contracts. See the [Supply chain](#) section of this report for more details.

### Communities

Human rights are relevant to our relationships with the wider community. For example:

#### *Countries with poor records on human rights*

Some of our stakeholders are concerned about GSK's presence in countries with poor human rights records, such as Myanmar (Burma), North Korea and Sudan. GSK shares the UN's belief that people should not be denied access to medicines because of the regime operating in their country. See the UN High Commissioner for Human Rights' [statement](#). We believe it is our responsibility to make our medicines and vaccines available to the people in these countries.

#### *Local communities*

GSK aims to have good relationships with all the communities around our sites. We seek to minimise our environmental impacts and operate our sites safely. We aim to bring social and economic benefits to the areas where we have a presence. See the [Community investment](#) section of this report for more details (page 112).

#### *The UN Convention on Biological Diversity (CBD) and indigenous material*

GSK supports the CBD's role in providing a framework for the conservation of biological diversity and the sustainable use of its components. GSK also supports the CBD objective 'to provide fair and equitable sharing of the benefits arising from the use of genetic resources'. See our policy on [Biodiversity](#) in the background section of our website for more information.

Techniques such as high-throughput screening of synthetic compounds have historically been considered more effective and efficient tools in GSK's drug discovery programmes than natural product screening. GSK is therefore currently involved in few natural product projects although this may change.

Current natural screening collaborations do not involve material collected post-1992 and so are not subject to the CBD. However, in the event that GSK undertakes future development work using genetic resources obtained from source countries post-1992, and where local laws stipulate, access to those resources would be obtained in accordance with those local laws.

### Society

Improving healthcare, particularly in the developing world, is one of the greatest challenges we face. GSK is committed to playing its part in improving access to medicines. We contribute to healthcare in the developing world through our research into new treatments and vaccines. We also seek to increase access to a wide range of our products in developing countries by improving their affordability through preferential pricing and voluntary licence agreements with generic manufacturers and through our community investment.

We engage with governments, multilateral agencies, NGOs and other pharmaceutical companies to help improve access to medicines. For more information see the [Access to medicines](#) section of this report on page 32 and the [Community investment](#) section on page 112.

## Stakeholder engagement

Stakeholder engagement and dialogue enables us to connect with the views and opinions of the societies in which we operate. It helps us identify important issues and shape our responses in the interest of our shareholders and wider society. Regular engagement means we are better informed of emerging and current issues and changing societal expectations. It provides an opportunity for us to voice our approach to responsibility issues, obtain important feedback and build trust.

Most of this discussion takes place in the normal course of business. For example, our scientists regularly meet academics, researchers and other pharmaceutical companies through advisory boards and medical conferences.

We have included examples of our engagement here and throughout the report.

### How we engage with our stakeholders

#### *Healthcare professionals*

We engage with healthcare professionals in many ways including through our sales representatives and when running clinical trials. See [Research practices](#) (page 52) and [Ethical conduct](#) (page 62) for our policies governing relationships with healthcare professionals.

#### *Patients*

GSK researchers and scientists meet patients as part of our 'Focus on the Patient' initiative. This engagement influences our understanding of diseases and our research priorities. We also support the work of patient advocacy groups. Read more in [Patient advocacy](#) on page 21. In addition, we conduct market research via third parties to understand patient needs.

### *Governments and regulators*

We engage in debate on legislation and seek to influence policy decisions that affect GSK. We also engage with governments on responsibility related issues. See [Public policy](#) on page 16.

### *Healthcare providers*

We engage with healthcare providers through our government affairs, marketing and access to medicines activities. See [Public policy](#) and [Access to medicines](#).

### *Investors*

We meet regularly with investors and socially responsible investors.

### *Employees*

We seek feedback from our employees through regular surveys. See the [Employment](#) section for examples of survey results (page 100). We also consult employees on changes that affect them and discuss business developments through regional and national consultation forums. See [Internal communications](#) on page 104.

### *Local communities*

Our interactions with local communities are managed by individual GSK sites. See [Community investment](#) for examples of our financial and practical support for communities, page 112.

### *Multilateral agencies*

We engage with multilateral agencies through our access and public health initiatives. See [Public policy](#) on page 16 and [Access to medicines](#) on page 32.

### *Non-governmental organisations (NGOs)*

We engage with international and community NGOs through our access, education and public health programmes and as part of our public policy work. Read more in [Public policy](#) on page 16, [Access to medicines](#) on page 32 and [Community investment](#) on page 112.

We also engage regularly with animal welfare organisations. Read more in [Animal research](#) on page 53.

### *Scientific community and academic partnerships*

It is important for GSK to be part of scientific and academic debates. Examples of our collaborations with academia are included in the [Contribution to global health](#) section of this report on page 24.

### *Suppliers*

We hold global and regional supplier review meetings where senior GSK managers address and interact with suppliers on key issues. We conduct supplier satisfaction surveys. For more information see [Supply chain](#) on page 70.

### *Peer companies*

We engage with peer companies through membership of pharmaceutical industry organisations, for example EFPIA, PhRMA, ICC and IFPMA, and through collaboration on specific projects.

### **Engagement with investors**

We held 15 meetings with investors in 2007 to discuss responsibility issues. These included one-to-one meetings, presentations, a socially responsible investment (SRI) roadshow and three 'Lunch and Learn' sessions.

Lunch and Learn sessions address topical issues and enable mainstream and SRI investors to ask questions directly to senior GSK executives. Topics covered this year included:

- Patient safety, attended by 16 mainstream and SRI investors. Our Senior Vice President, Medical Governance, explained how GSK assesses the safety of products in clinical trials and after marketing. See the [Research](#) section of this report for more on our approach, page 52
- Clinical trials and informed consent in the developing world, attended by 35 investors. Our Vice President, Pharmaceuticals International Medical, set out the policies underpinning our approach to clinical research, and the reasons why we are conducting more trials in the developing world. See the [Research](#) section of this report for more on our approach, page 52
- Patient advocacy and government affairs, attended by 12 investors. Our Programme Leader, Patient Advocacy, and our Government Affairs Manager explained how GSK interacts with patient groups and governments to find solutions that benefit patients, governments and the company, and the policies underlying this engagement. See [Public policy](#), page 16, for more information.

We participated in a SRI roadshow in Paris and Zurich, along with six other companies from a range of sectors. The main topics covered by GSK included stem cell research, access to medicines and how we embed CR into the business.

We held one-to-one meetings with a variety of investors. For example, we engaged with Hermes on clinical trials in the developing world and with ABP Investments on transparency over patient advocacy.

Details of our greenhouse gas emissions were reported through the Carbon Disclosure Project (CDP). You can read our response on the [CDP website](#) at [www.cdproject.net](http://www.cdproject.net).

### *Investor questions*

Some of the questions raised by investors about responsibility issues in 2007 concerned:

- [Access to medicines](#)
- Clinical trial results disclosure. See the [Research practices](#) section of this report, page 56
- [Clinical trials in the developing world](#)
- Patient safety. See the [Research practices](#) section of this report, page 58
- Our operations in Sudan, Myanmar (Burma) and North Korea. See [Human rights](#) on page 10 of this report

- Intellectual property rights in India. See [Access to medicines](#) section of this report, page 42
- Sales and marketing practices. See the [Ethical conduct](#) section of this report, page 64
- Stem cell research. See the [Research practices](#) section of this report, page 53

### Engagement on access to medicines

GSK conducted three stakeholder discussions during 2007 to get feedback on our approach to different issues relating to access to medicines. We engaged with influential individuals and organisations with expertise in this area including NGOs, government representatives, journalists, academics, investors and industry organisations.

The topics covered were:

- Increasing access to HIV/AIDS medicines in developing countries
- Expanding R&D into diseases of the developing world
- Increasing access to medicines in middle-income countries

While we do not necessarily agree with all the comments made by participants, these sessions provided valuable feedback on our approach.

#### *Feedback on GSK's approach in developing countries*

Participants felt that GSK has a moral responsibility to make its products accessible to poor people and that access to medicines is also important to GSK's long-term business sustainability.

It was felt that GSK's approach to increasing access in developing countries (R&D, preferential pricing and voluntary licensing) is appropriate, although participants would like GSK to invest more in R&D into diseases of the developing world and do more to remove obstacles to the supply of generic medicines in these countries.

Participants urged GSK to collaborate more with other pharmaceutical companies to address access issues in developing countries. It was felt that an industry-wide approach could help to address issues more quickly and effectively.

#### *Feedback on GSK's approach in middle-income countries*

Participants emphasised the importance of increasing access to medicines in middle-income countries (MICs) where there are still large numbers of very poor people. They encouraged GSK not to treat MICs as we would high-income countries.

Participants felt that GSK does not have a clear strategy on access in MICs. They would like GSK to be clearer on its approach and objectives, in particular they would like to know if we regard MICs as significant commercial markets.

It was pointed out that chronic diseases are a growing problem in MICs. It was suggested that GSK take a broad approach to access that encompasses all its medicines, not just those for high-profile diseases such as HIV/AIDS, malaria and TB.

You can read the findings from these sessions in more detail in the background section of [our website](#). For more information on our approach to [Access to medicines](#) see pages 32.

### Engagement on environment, health and safety

We have an EHS Stakeholder Panel in the UK which has provided independent feedback on our performance since 2005. It has ten members representing customers, suppliers, regulators, public interest groups and investors. Four senior EHS representatives from GSK also regularly participate and other GSK managers attend discussions on specific topics. The panel is facilitated by The Environment Council, an independent charity.

The panel met in April 2007 to debate a range of issues including:

- How GSK manages corporate responsibility
- Sustainability initiatives in our Nutritional Healthcare business
- Employee wellbeing and resilience.

The panel was also updated on GSK's EHS performance and on developments in our process safety and climate change programmes.

In 2007 we also held an EHS stakeholder engagement workshop in the US. The meeting was chaired by an external facilitator and was attended by representatives of retail customers, regulators, environmental interest groups, health interest groups and academia. Four senior EHS representatives from GSK also participated.

The US stakeholders identified a number of issues they felt that GSK should prioritise. These included:

- Pharmaceuticals and products in the environment (including toxic and biological materials)
- Air pollution and climate change
- Nanotechnology (especially relating to consumer and worker safety)
- Water (including wastewater treatment and water scarcity)

The stakeholders urged GSK to adopt a leadership position and to collaborate with industry organisations on these issues.

We will use the feedback from the US workshop and UK panel to inform our EHS programme.

Many of our sites also engage with stakeholders locally on EHS issues, through activities such as open days, newsletters and community projects.

## Engagement with opinion leaders

### MORI survey

GSK participated in the MORI survey which rates companies according to CR experts' and NGOs' perception of their CR performance. This year 78 per cent of the 40 people surveyed thought that GSK took its responsibilities seriously, compared to 58 per cent last year. GSK was the sixth highest rated company on this question (out of 36 companies). They also thought we were better at communicating than last year: 45 per cent rated GSK communications with them as fairly or very good, compared to 33 per cent last year.

### Focus group

We ran an opinion leader focus group in the US to get feedback on our approach to CR and our reporting.

The discussion showed that GSK is not well known for its CR performance in the US compared with other pharmaceutical companies. Participants encouraged us to increase communication on CR with US stakeholders.

Overall, our efforts on corporate responsibility reporting and our approach to access to medicines met with approval. Participants felt we should be clearer on our future strategy and set challenging CR targets.

The participants supported our decision to research into diseases of the developing world and our sustainable approach to preferential pricing. However, several thought we could do more to help make medicines affordable. They wanted to know whether our lobbying activity on intellectual property rights and generics is aligned with our efforts to improve access to medicines. Helping to improve the availability of medicines was another area where they would like GSK to do more.

Participants felt we had not addressed the effects of climate change on health in our report.

You can read the findings from these sessions in more detail in the background section of [our website](#). For more information on our approach to [Access to medicines](#).

## Benchmarking

GSK received the following ratings from benchmarking organisations:

Organisation	Rating
Association of Chartered Certified Accountants (ACCA)	GSK Corporate Responsibility Report 2006 was shortlisted for an ACCA award, which recognises transparency and credibility in reporting
Dow Jones Sustainability Index	GSK was included in the Dow Jones Sustainability Index, which covers the top ten per cent of sustainable companies in each sector
Financial Times Bowen Craggs Website Index	GSK ranked 20th out of the 60 companies assessed on how well their website served a range of stakeholder groups. GSK ranked 13th in the 'serving society' category, which reflects coverage of corporate responsibility issues
FTSE4Good	GSK was included in the FTSE4Good index
Innovest Global Pharmaceutical Sector Report	GSK ranked third of 44 pharmaceutical companies analysed in the 2006 report which looks at sustainability risks and opportunities in the industry
One World Trust	GSK was ranked second out of ten multinational companies assessed for corporate accountability in the One World Trust's Global Accountability Report. The report assesses formal policies that guide transparency, participation, evaluation and response to complaints
SustainAbility Global Reporters benchmark	GSK's 2006 report scored 54 per cent using this methodology. The full Global Reporters Survey was not conducted in 2006, however reports that achieved this score in the 2005 survey were in the top 30 reports in the survey
Storebrand Investments	GSK achieved 'Best in Class' status in the 2007 overview of the pharmaceutical industry, ranking in the top 30 percentile
Business in the Community Environment Index	GSK maintained its position in the Platinum League of the 2006 index which assessed 134 companies

## Responding to stakeholders

This table summarises how we are responding to stakeholders on the key responsibility issues for our business.

Interest area	Stakeholders	Activity this year
Contribution to global health	Healthcare professionals, Healthcare providers, Investors, Multilateral organisations, NGOs, Patients, Regulators, Scientific community	<p>Invested £3,327 million in R&amp;D and launched important new medicines and vaccines including our cervical cancer vaccine and new breast cancer treatment.</p> <p>Joined partnerships to increase scientific understanding in key areas including the use of imaging technology and genomics.</p> <p>Supported efforts to prevent chronic disease and reduce healthcare costs in the US through the Ten City Challenge. See <a href="#">Contribution to health</a> page 29.</p>
Access to medicines in developing, middle-income and developed countries	Healthcare professionals, Healthcare providers, Investors, Local communities, Multilateral organisations, NGOs, Patients, Regulators	<p>Progressed our R&amp;D into new medicines and vaccines for HIV/AIDS, malaria and TB. Explored new solutions to increasing access in middle-income countries.</p> <p>Supported the efforts of developing countries to prepare for a potential flu pandemic. Contributed to an Oxfam report on access to medicines. See <a href="#">Access to medicines</a> page 44.</p>
Research practices including use of new technologies, animal research, clinical trials and patient safety	Healthcare professionals, Investors, NGOs, Patients, Regulators, Scientific community	<p>Published our position on stem cell research on our website. Continued to publish the results of GSK clinical trials on our publicly available Clinical Trial Register. Joined a partnership with governments and peer companies to improve patient safety. See <a href="#">Research practices</a> page 59.</p>
Ethical conduct, including sales and marketing practices	Healthcare professionals, Healthcare Providers, Investors, NGOs, Patients, Regulators	<p>Carried out a comprehensive review of our ethics policies and practices. We are implementing a range of improvements as a result. See <a href="#">Ethical conduct</a> page 62.</p>
Environment, including climate change, materials efficiency and pharmaceuticals	Employees, Investors, Local communities, NGOs, Regulators, Suppliers	<p>Launched a new climate change strategy which includes increased quantitative targets to reduce CO<sub>2</sub> emissions in the environment. See <a href="#">Environment</a> page 79.</p>
Supply chain	Investors, NGOs, Regulators, Suppliers	<p>Carried out audits to assess suppliers' performance on environment, health and safety and human rights. See <a href="#">Supply chain</a> page 72.</p>
Employment practices	Employees, Investors	<p>Responded to feedback from our employee survey by reducing unnecessary bureaucracy and increasing management visibility. Put in place plans to reduce the impact of planned restructuring on employees. See <a href="#">Employment practices</a> page 100.</p>
Advocacy on public policy	Investors, Regulators	<p>Extended our reporting on our lobbying activity to increase transparency. See <a href="#">Public policy</a> on page 16.</p>
Community investment	Employees, Regulators, Local communities, Multilateral organisations, NGOs	<p>Invested £282 million in community programmes. Major programmes included those designed to prevent disease, build community capacity and support science education. See <a href="#">Community investment</a> page 112.</p>