

A close-up photograph of a young girl with dark hair, smiling broadly. She is wearing a traditional, ornate garment with green and gold patterns. The background is slightly blurred, showing other people in similar attire. Overlaid on the bottom left is a large, semi-transparent orange circle containing the report's title and subtitle.

PULSE Volunteer Partnership

**2012 Annual
Impact Report**



Morag McLaren, PULSE Fellow at Save the Children

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Methodology

This PULSE Annual Impact Report summarises the impact of our 2012 PULSE Fellows on communities, on themselves and ultimately back at GSK.

The qualitative data cited in this report have been gathered from case studies written by volunteers, as well as from testimonials recorded from non-profit partners and GSK stakeholders throughout the year.

The quantitative data were collected through surveys of PULSE Fellows, our non-profit partners, as well as colleagues at GSK at the end of a PULSE assignment and 3 or 6 months after the assignment has concluded.

Note: For the purpose of the report, the term “Volunteer” has been replaced with “Fellow” to describe the GSK employee participants in the PULSE Volunteer Partnership.



About GSK

At GSK, we are dedicated to improving the quality of human life by enabling people to do more, feel better and live longer.

We are a science-led global healthcare company that researches and develops a broad range of innovative medicines and brands.

We have three primary areas of business in pharmaceuticals, vaccines and consumer healthcare. Our commercial success depends on creating innovative new products and making these accessible to as many people who need them as possible. By achieving this, we will be able to grow our business and provide

benefits to patients, consumers, society, our employees and our shareholders.

We have offices in more than 115 countries, major research centres in the UK, USA, Spain, Belgium and China and an extensive manufacturing network with 87 sites globally.

We spent just under £4 billion in 2012 in our search to develop new medicines, vaccines and innovating consumer products. We are one of the few healthcare companies researching medicines and vaccines for the World Health Organisation's three priority diseases - HIV/AIDS, tuberculosis and malaria.

About PULSE

The PULSE Volunteer Partnership is our flagship skills-based volunteering programme.

Our employees devote their time and expertise to create positive change in our communities around the world. This gives them an opportunity to get to know our non-profit partner organisations and develop their professional skills. In return, our non-profit partners report benefits in strategic planning, operational and programmatic improvements, knowledge transfer and enhanced communications from the contributions of PULSE Fellows.

Through PULSE, motivated employees are matched to a non-profit organisation for three or six months full-time, contributing their skills to solve healthcare challenges at home and abroad. When PULSE Fellows return to GSK, they

act as catalysts to change the company for the better.

The PULSE Volunteer Partnership contributes to the GSK mission to do more, feel better and live longer.

Change Communities

Our employees use their professional skills to create positive, sustainable change for non-profit partners and the communities they serve.

Change Yourself

Our employees are challenged to think differently about the world and as a result of the PULSE experience they develop their leadership skills.

Change GSK

Our employees bring fresh ideas and new energy back to GSK to activate change in step with global health needs.

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“PULSE makes a difference for communities in need, and it is a life-changing experience for our employees who gain an enhanced understanding of the global environment in which we operate. This flagship programme is evolving our company’s culture into one that is more open-minded, generous of spirit and focused on individuals of all income levels throughout the world.”

Claire Thomas, SVP Human Resources

Our Story (2009-2013)

Since its launch in 2009, PULSE has empowered nearly 400 employees from 45 different countries to work with 85 non-profit partners in 56 countries



58 Fellows
2009



58 Fellows
2010



80 Fellows
2011



91 Fellows
2012



99 Fellows
2013

2009

The big launch!

In our pioneering year, PULSE deployed 58 Fellows from 11 countries to serve with 27 non-profit partners in 17 countries

Our first ever Fellow was from Delhi, India and did a local assignment in Mumbai with AmeriCares, India

2010

Focus on re-entry

We added Line Manager Orientation trainings, Job+ coaches, Senior Mentors, and Alumni Buddies to support re-entry

In his Global Employee Broadcast, Andrew Witty asked GSK managers and home teams to support returning Fellows

2011

Expanding geographic reach

Expanded our PULSE office to Hubs in Latin America and Japan

Our local PULSE Hub in Latin America deployed 18 Fellows from the region

2012

Insights for innovation

We created the PULSE Lab to collect and nurture ideas from returned Fellows for both business and social benefit

A PULSE Lab idea won a global contest, The League of Intrapreneurs, hosted by Ashoka Changemakers

2013

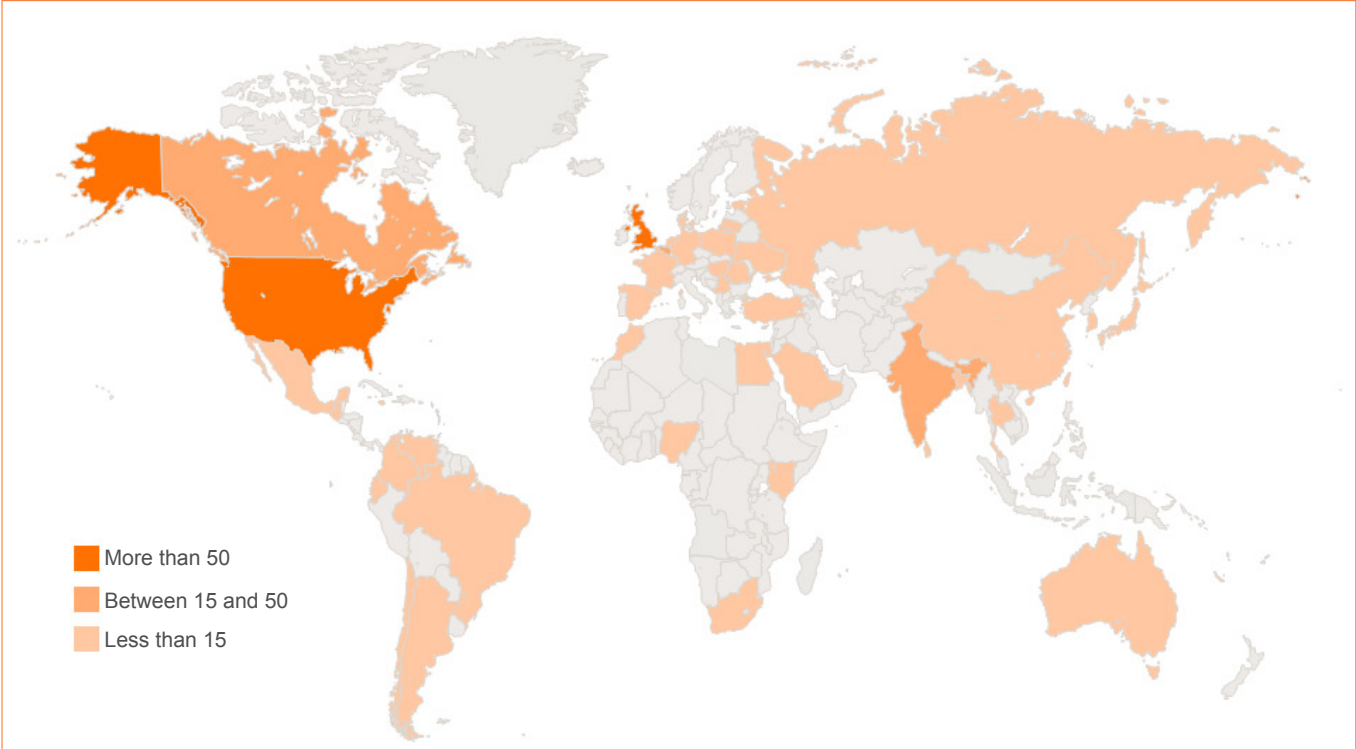
PULSE scope expands

We launched multi-year, multi Fellow projects to help non-profit partners solve global health challenges

We sent a PULSE Fellow to partner with a Pfizer Fellow at CARE India to help prevent and treat “black fever”

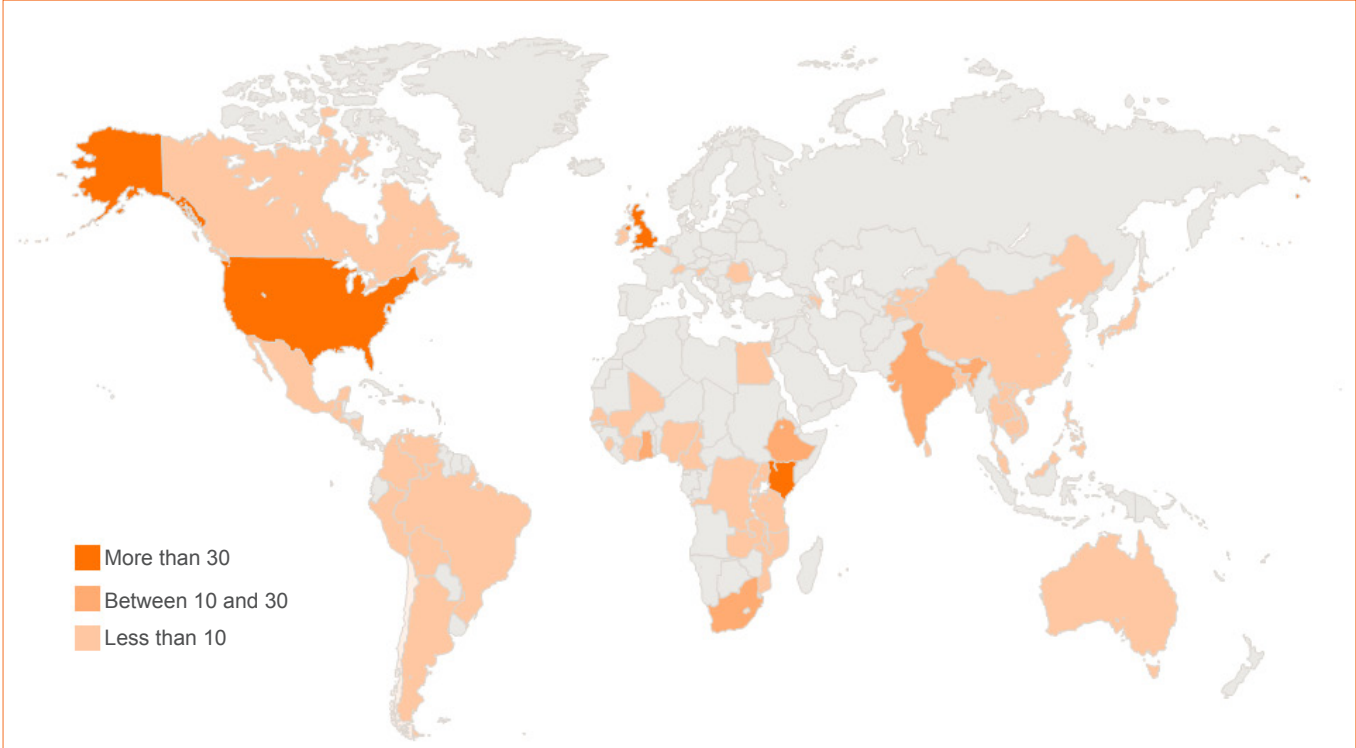
Our Story (2009-2013)

Where PULSE Fellows come from:



Top countries: United States | United Kingdom | India | Canada | Belgium

Where PULSE Fellows go:



Top countries: United States | United Kingdom | Kenya | India | Ghana

2013 at a Glance

Our people

In 2013, we have nearly 100 employees working on PULSE assignments with 48 non-profit partners in 36 countries. These one hundred employees represent 28 countries, including, India, Egypt, Nigeria, Japan, Brazil, US and UK.

With our global PULSE offices based in Philadelphia and London, and our local hub operations in Latin America, Japan and India, we reach a wide employee base. The local hubs have helped us

to diversify our employee participation and promote local ownership of PULSE in our emerging markets.

The assistance of our PULSE Hubs in these markets allows the PULSE programme to expand beyond English-speaking sites by providing logistical support for local volunteers and building non-profit partner relationships with an understanding of local business and community needs.

Our partners

In 2013, we're working with 48 different non-profit partners around the world. We've sent PULSE volunteers to 36 different countries, including Nigeria, DRC, and Kenya in Africa; Philippines, Malaysia, and Laos in Asia; and Argentina, Chile, Mexico, and Brazil in Latin America.

Some of our key partnerships this year include:

Save the Children

We deployed 14 employees to Save the Children, with whom GSK recently established an ambitious new partnership to save the lives of one million of the poorest children in the world over the next five years.

Philadelphia Education Fund

Four volunteers with experience in HR, Sales & Marketing, Research & Development and Project Management were assigned to the Philadelphia Education Fund to help in the advancement of their goals related to STEM (Science, Technology, Education and Math) education.

CARE India

In a unique partnership, a PULSE Fellow is working together with a Pfizer Fellow at CARE India to address one of South Asia's most deadly, but infrequently discussed health challenges, visceral leishmaniasis, or "black fever."

2013 at a Glance

Our achievements

While our 2013 Volunteers are still on assignments, our programme has made some significant strides in sharing the impact of our work:

PULSE Fellows share their stories in real time through our **external blog** (www.gskvolunteers.com). So far, 150 Fellows have written 754 posts that have engaged over 1,200 subscribers from across the globe.

PULSE won the inaugural global **IAVE Award** on Inspiring Best Practice.

PULSE was featured as a lead article in the esteemed **Journal of Personnel Psychology** entitled “Win-Win-Win: The

Influence of Company-Sponsored Volunteerism Programs on Employees, NGOs and Business Units.”

PULSE Local Hubs received the **HR Gold Excellence Award** in Reputation for outstanding contribution in support of our HR strategy.

Two PULSE Fellows, Graham Simpson and Michelle Wobker, won pro bono consulting services for their entry into a global competition, **The League of Intrapreneurs, hosted by Ashoka Changemakers**. Their entry focused on the discovery and development of low cost point-of-care diagnostics for the developing world.



Change Communities

Our employees use their professional skills to create positive, sustainable change for non-profit partners and the communities they serve



Sustainable Change

In 2012, we sent 91 PULSE Fellows from 22 countries to work with 51 non-profit partners in 26 countries.

By giving our greatest resource – our people – GSK aims to contribute real and lasting

value to our partners and the communities they serve. Our PULSE Fellows focus not only on critical needs of our non-profit partners, but also on building capacity within the organisation so that this change is sustainable.

“PULSE provides a unique opportunity for Save the Children to benefit from the expertise of GSK employees. In many cases the PULSE Fellows help to provide strategic direction, skills and knowledge that we may not have previously had the opportunity to develop. Over the past four years, the invaluable insights [of our 45 PULSE Fellows] have helped us to save even more children’s lives.”

Douglas Rouse, Director of Corporate Partnerships
at Save the Children

Impact on Communities

PULSE Fellows are matched to the needs of our non-profit partners based on their professional skills

By being completely non-profit partner need driven, our Fellows are able to create strategic change for our partners and the communities they serve.

Our Fellows' professional skills, in addition to their passion and commitment, allow them to make a meaningful and sustainable contribution to our partners.

Employees selected for PULSE represent the diversity of skills in our global employee base.

From scientists to marketers, IT professionals to logistics experts, HR specialists to project management experts, our PULSE Fellows contribute to an equally diverse set of impact areas for our non-profit partners.

Prioritising our non-profit partner needs:

94% of PULSE Fellows were satisfied with the quality of the match between their skill sets and the non-profit partner need areas.

97% of non-profit partners agree that their PULSE Fellow either met or exceeded their expectations.

Delivering assignment objectives:

95% of non-profit partners believe that their PULSE Fellows delivered against their objectives.

80% of non-profit partners feel that the PULSE Fellows delivered something unique that their own employees could not have delivered.

Sustaining the change:

83% non-profit partners agree that as a result of the PULSE Fellow, their organisation is doing something differently 6 months after the assignment.

90% of PULSE Fellows who have had continued involvement with a non-profit partner are confident that their contribution is having the desired impact at the organisation.

80% of our non-profit partners agree that if their PULSE Fellow was to return to their organization, their contribution would still be having the desired impact 6 months after the assignment.

60% PULSE Volunteers have increased their engagement in community service as a result of their assignment.

Non-Profit Partner Testimonials

“With her thorough evaluation of our grants, her summary of our future opportunities and a long-term plan for Alex’s Lemonade Stand Foundation (ALSF) to continue to evaluate our grants, Leah has left us with several invaluable tools. Her time with ALSF has been very well spent. In addition to her success on the project, Leah has demonstrated to the entire ALSF staff what leadership and project management require – hard work, professionalism, passion for the work and thorough analysis every step of the way.”

Liz Scott, ALSF, United States worked with PULSE Fellow Leah Finnegan (GSK US)

“Lynda’s infectious enthusiasm, always helpful attitude and ability to stay positive and calm throughout the often difficult circumstances and most stressful assignments won us all over and she impressed us all with her remarkable output and efficiency and the quality of her work. Over the course of her six-month assignment in Save the Children, Mozambique (SCIMOZ), Lynda managed to put the country office on the global and national campaign map and helped to establish a solid foundation for our internal and external communications.”

Lesley Holst, SCIMOZ, Africa worked with PULSE Fellow Lynda Comstock (GSK US)

“From the very first week, Binita demonstrated a tireless curiosity and asked thoughtful questions. Binita was always willing to take on new responsibilities and challenges and took an active role in shaping her own scope of work based on the priorities of the project. Not only was she able to produce a communication strategy for the project, but she also developed case studies, presentations and a narrative report. She was very well liked by the team members in Ghana and was appreciated for her sensitivity, humour and flexibility. She was a great asset to the Jhpiego Ghana team.”

Chantelle Allen, Jhpiego, Africa worked with PULSE Fellow Binita Patel (GSK UK)

“Jan produced a superb report covering recommendations for a large number of ways of working for the international matrix teams that will deliver our organisation’s global advocacy strategy. The report drew from Jan’s wealth of knowledge and experience at GSK, as well as from published best practice collated by Jan from across the development sector and from significant work consulting with programming staff around the world.”

Will Tucker, Volunteer Service Organization, UK worked with PULSE Fellow Jan Nichols (GSK UK)

Key Impact Areas

Improving healthcare systems

Florence Richard (GSK Belgium) worked with Save the Children in the Democratic Republic of Congo (DRC) to improve the distribution and the logistics of immunisations, enabling them to protect the lives of many young children. “I worked with the Health and Nutrition programmes for improving childhood immunisation in hard-to-reach communities. I was able to offer a lot of practical support to the local team, for example, I helped develop resources for future funding applications, trained the team in project management and worked with local stakeholders to develop public health research programmes.”

Streamlining business processes

Kanheya Mehrotra (GSK India) worked with the Kherwadi Welfare Social Association (KSWA) in India to help develop a new system to standardise and scale up the reach of “Yuvaparivartan” – a programme aimed at providing training on livelihood skills to youth. “As a result of my work at KSWA, the organisation has a new system for evaluation and certification that will help to scale up their operations to expand reach of their programme from 100,000 to 400,000 students in two years.”

Research and analysis to deliver mission

Nicholas Falco (GSK US) worked with the Clinton Health Access Initiative (CHAI) in Nigeria to improve the supply landscape for paediatric diarrhea treatments and reduce turnaround time for infant HIV detection samples. “I performed a series of training sessions for the local CHAI staff, including how to conduct an After Action Review (AAR), how to manufacture pharmaceuticals and how to tell a story (presentation skills). In particular, the AAR training session has been implemented as a method of assessing important CHAI-led events and determining actionable improvements.”

Increasing staff capability

Hye-Sook Park (GSK Korea) worked with the Millennium Villages Project (MVP) in Ghana to prepare supervision guidelines, training manuals and coaching processes for their staff in order to help the scale-up of local health team operations. “I prioritised the implementation of coaching skills for the managers so that there were more two-way conversations between staff members. As a result of my work at MVP, there was a significant increase in community healthcare worker performance.”



Harshna Mistry, PULSE Fellow at the OGRA Foundation

Creating communication campaigns and marketing materials

Isabelle Adeline (GSK France) worked with CARE International in Bangladesh to develop a communication strategy for CARE and GSK's 20% reinvestment project in remote parts of Asia to help reduce maternal and child mortality. "While I was on my six-month assignment, I was able to develop a four-year communications plan for CARE. However, I think my biggest achievement was to develop the capacity of relevant project staff to carry out the communication activities after my departure."

Developing strategic planning capabilities

Kimberley Burbidge (GSK UK) worked with African Medical and Research Foundation (AMREF) in Nairobi, Kenya to plan and implement the first stage of a long-term project that will help AMREF to increase their Community Healthcare Worker (CHW) population in Africa and thereby improve maternal and

child health. "My approach was highly collaborative as I recognized that whilst I had technical skills and commercial experience to bring to the project, the real insight lay with my AMREF colleagues. I therefore spent a lot of my time understanding AMREF's extensive experience working with CHWs, with particular focus on existing barriers to CHW expansion and effectiveness."

Building relationships with external organisations

Mina Mehta (GSK UK) worked with Save the Children in the United States (SCUS) to develop a strategy to engage the private sector as well as the general public in the SCUS Post-2015 framework (shorthand for the development framework that will replace the current Millennium Development Goals in 2015). "During my assignment, I identified individuals across the global movement for the Post-2015 framework and forged partnerships where possible to ensure a unified message and strategy for Post-2015 and private sector engagement."



Ross Comstock, IT Director at Direct Relief in Santa Barbara US has been supporting PULSE Fellows since 2009

In Focus: Ross Comstock, Direct Relief

How have you been connected to PULSE?

I first heard about PULSE in the spring of 2009. Direct Relief had embarked on a massive project to implement an enterprise software system that we would use to run our business. This multi-year project would enable the organisation to significantly scale its operations to make medicines and medical supplies more easily accessible to people in need throughout the world. Along with this came a major shift in how we approach our work, with new business processes and new opportunities to increase efficiency and scale. I thought that the key to our success would be to have PULSE Fellows, as passionate leaders and “pathfinders,” join us to

help deliver this change. That was the beginning of an intense period of learning and growth for me and for Direct Relief. Since 2009, we have continued to have these amazing pathfinders join us regularly to help us tackle our toughest challenges.

How has PULSE benefitted Direct Relief and those you serve? What is the social impact of PULSE?

Direct Relief donates life-saving medicines and medical supplies to people in need around the world. The PULSE programme has made us a more capable organisation – stronger, faster, and smarter. PULSE has helped Direct Relief to save more lives around the world, ensuring we get the right aid, in the right hands, at the right time

– every day and during times of emergency. My role in Direct Relief is helping to conceive of and build the technology systems that will assist the organisation in meeting our strategic objectives. For many of us in the technology group, we don't have a direct person-to-person contact that involves saving lives, but we know that we are part of the DNA of the organisation that makes this possible. I imagine it would be the same for the PULSE Fellows that have worked with us at our headquarters. I can see the intense motivation and passion of each of the Fellows as they engage in this work – and I am pretty sure that they each understand that the work they are doing is going to save lives. We talk sometimes about how optimism is part of the culture here at Direct Relief. With the strong support of our partners and the efficiencies and strength we continue to gain in our work with PULSE Fellows, it is easy to be optimistic about the road ahead.

Here are just a few things that PULSE Fellows have helped us do better: project management, after-action-reviews for disaster response, project implementation, developing a cold-chain capability, improving our approach to business intelligence and pushing it deeper into our organisation, improving our strategic planning process, and greatly increasing our warehouse efficiency, speed, and accuracy. The amazing thing is that this is

only half of the story! It is the power of all of these changes together, the development of a Quality Management System for continuous improvement – a shift to a culture of quality - that is helping to make Direct Relief the best organisation we can be. As PULSE helps us to transform Direct Relief, together we will save more lives around the world.

How has the PULSE partnership made an impact on the Direct Relief organisation?

PULSE is helping Direct Relief to become a more effective organisation, better able to meet the needs of our partners, both upstream and downstream. In the very same way that PULSE helped us to move forward on so many critical fronts so that we didn't just get better at what we do, but we became the best at what we do, we now hope to lead the way and be the best international NGO. Not just so we can say we are the best, but because we are truly focused on our customers and we are intent on saving and improving as many lives as we possibly can. That is our mission. When the PULSE programme strengthens Direct Relief and makes us more resilient and sustainable, GSK employees can know that they are helping to save or greatly improve the lives of people around the world. That is pretty amazing and I think something that should make all GSK employees quite proud of the good they are doing in the world.

Change Yourself

Our employees are challenged to think differently about the world and as a result of the PULSE experience they develop their leadership skills



Tim Jensen,
PULSE Fellow
at Urban Ministries
of Wake County

A Life-Changing Experience

PULSE offers our employees a unique opportunity to enhance their understanding of the global healthcare landscape, increase energy and motivation, and develop leadership skills and

knowledge. In particular, PULSE aims to develop key behaviours identified by GSK as critical for leadership and successful delivery of our mission to do more, feel better and live longer.

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“PULSE is a great personal opportunity for individuals to experience something different in life, something which gives them the opportunity to recharge their batteries intellectually and emotionally and to open their mind to what is going on, and to view things a different way. Moreover, it is a great opportunity for non-profits to get skills.”

Andrew Witty, GSK CEO

Impact on Employees

We asked PULSE Fellows and their teams to what extent they believe that the PULSE assignments helped them develop their capability on the following GSK Behaviours

Flexible Thinking	Build Relationships	Enable and Drive Change
<p>100% Fellows agree they are more open to different views and ideas.</p> <p>95% of their colleagues agree that Fellows developed this behaviour.</p>	<p>98% Fellows agree they are now building more trustful relationships.</p> <p>93% of their colleagues agree that Fellows developed this behaviour.</p>	<p>92% Fellows agree they are more proactive and open to empowering others.</p> <p>86% of their colleagues agree that Fellows developed this behaviour.</p>
Developing People	Continuous Improvement	Customer Driven
<p>98% Fellows agree they are more capable of supporting the development of others.</p> <p>75% of their colleagues agree that Fellows developed this behaviour.</p>	<p>95% Fellows agree they are more capable of identifying ways to simplify things.</p> <p>88% of their colleagues agree that Fellows developed this behaviour.</p>	<p>89% Fellows agree they are more likely to put the customer at the heart of their decisions.</p> <p>86% of their colleagues agree that Fellows developed this behaviour.</p>

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“I firmly believe that PULSE has the power to make a real difference – not only to the groups and communities that undoubtedly benefit from our volunteers’ expertise and experience, but also to the insight and career development of the employee taking part, and therefore to GSK as a whole.”

Fabio Landazabal, Sr Vice President Latin America, GSK

PULSE Fellow Testimonials

“Prior to my PULSE assignment, I never met a patient at GSK. During my PULSE experience in Kenya, I saw and met hundreds of patients in clinics suffering from different types of illnesses.

Meeting young, orphaned children with HIV who walked into the clinic all alone, from very long distances, facing a very bleak future was beyond gut-wrenching. I now realize why “focus on the patient” is such a celebrated pillar of our culture at GSK.

Through PULSE, I was able to connect deeply with GSK’s mission to help the world “do more, feel better, and live longer,” one patient or person at a time.”

Douglas Mackie, PULSE Fellow at the OGRA Foundation

“My PULSE assignment has offered me the greatest personal and professional development opportunity of my career at GSK. I developed leadership, communication and adaptability skills that can be applied within GSK. Being involved in every aspect of an organisation and affecting change at each and every level was priceless.”

Renetta Bryant Mills, PULSE Fellow at Community Health Coalition

“My attitude towards GSK has changed as a result of my PULSE experience. I have never felt prouder, more committed or more convinced of the importance of the work we do as a company, especially within oncology.

I cannot adequately express the extent of the gratitude that I feel towards GSK for allowing me such a unique and transformative opportunity.

There was not a single day of my assignment where I did not think of the significant investment that GSK was making by allowing me to participate as a PULSE Fellow. I feel that the experience has changed me for the better.”

Adam Marsella, PULSE Fellow at Canadian Cancer Society

“Having had a career of successes and setbacks as an executive in the commercial world, my six-month assignment in the non-profit space adds more depth to my career. It provides me unique perspective on how best to prioritize projects, view problems and shape solutions. I can now view myself as an ‘intrapreneur’ within GSK.”

Chris Pilkington, PULSE Fellow at North Carolina Prevention Partners



Vivian Blunk, Medical Manager, was a PULSE Fellow in 2012 at Mundo Sano Foundation, located in Buenos Aires, Argentina.

In Focus: Vivian Blunk

Why did you apply to PULSE?

I am a Paediatrician by training and, back in 2010, when I was looking for a job at the end of my training, I was keen to find an employer that could support my personal mission to help communities and patients in need. It was because of PULSE that I chose to join GSK.

I also think that everyone who applies for PULSE wants to change the world. There is an added benefit of developing personal and leadership skills through working and living in another culture. So the whole PULSE package appealed to me from the very beginning.

What has been the personal

impact of PULSE on you and on your leadership skills?

My PULSE assignment took me away from my home country, Brazil, to Argentina to work with a non-profit organisation, Mundo Sano.

My role at Mundo Sano was to write a strategic plan to help them reduce the burden of neglected tropical diseases and achieve the Millennium Development Goals in parts of Latin America and Africa. The immediate impact of working and living in another country all by oneself cannot be overstated. I found the first few weeks to be the most challenging as I was dealing with people from a very different culture. When I first arrived in Argentina, I felt that

people were not receptive to my questions or new ideas. After a few weeks, I realised that the country was going through a difficult political and economic situation and in general people were not very happy with the grim situation.

So, my first learning was not to assume things and not to take things personally. Then, as I gradually started working with the staff and Mundo Sano's partner organisations, I realised that I had to gain their confidence before I could propose solutions. This was key to the success of my assignment.

During the course of the next few months, I drastically improved my listening skills and I learned to be more patient with people around me. Working with a non-profit organisation for three months, full time, I realized that at GSK we live in a very fast-paced world - information and resources are at your fingertips and decisions have to be made rather fast. While working with Mundo Sano, I realised that I had to slow down because the kind of work that the organisation was doing would take years to plan and implement. As a result of being in the non-profit environment, I am now more patient and flexible. I really take the time to understand different views. For instance, as a part of my GSK job, I meet with physicians who might have several questions about our products. I take the

time to understand where they are coming from and what they need. Unlike my past behavior, I don't hurry to answer their questions. I listen and let the conversation flow. I take the time to research and get back to them with my answers when I have them ready.

How has the PULSE journey continued for you after being back in GSK?

It's been almost one year since I have been back at GSK, and it feels that the PULSE assignment is continuing to have an impact on my life and my work. People who know me back at GSK say that after my PULSE assignment, I am a much more patient, calm and mature person. I feel that they trust me more because they know that I will take the time to understand them. I believe that because of PULSE, I have significantly developed as a professional, as a person and as a leader, and that is very evident to people I work with on a daily basis.

The learnings that I brought back from PULSE are ongoing. I feel responsible for sustaining the change that I brought to myself and back to GSK. I continue to volunteer for the community by working with Saúde Criança, a key non-profit partner with GSK Brazil, where I have conducted medical education seminars for Saúde Criança's beneficiaries, and I am also helping them plan for medicine donations.

Change GSK

Our employees bring fresh ideas and new energy back to GSK to activate change in step with global health needs



Sarah Rosin,
PULSE Fellow
at Philadelphia
Education Fund

Changing our Company

PULSE not only aims to create sustainable change for our non-profit partners, but also back at GSK.

Drawing from the external perspectives gained through their assignments, PULSE Fellows return to GSK changed, and challenged in turn to

change GSK for the better.

GSK employees who participated in PULSE through 2012 had a **21%** increase in the rate of role change (promotions, transfers and rotations), as compared to the overall employee population in the same countries.

“I have been very impressed with the activity of PULSE Fellows when they return. They come back to GSK with a re-ignited passion to serve patients and when they find any opportunity to do this, whether in or outside of their day job, they jump on it fast. I believe that, as a company, our potential to do good increases many-fold when our employees are motivated, and there is no doubt in my mind that the PULSE experience motivates our employees to do tremendous good.”

John Baldoni, SVP – Platform Technology & Sciences, GSK

Impact on GSK

We asked PULSE Fellows and their teams to what extent they believe that the PULSE assignments helped them develop their capability, skills and performance at GSK

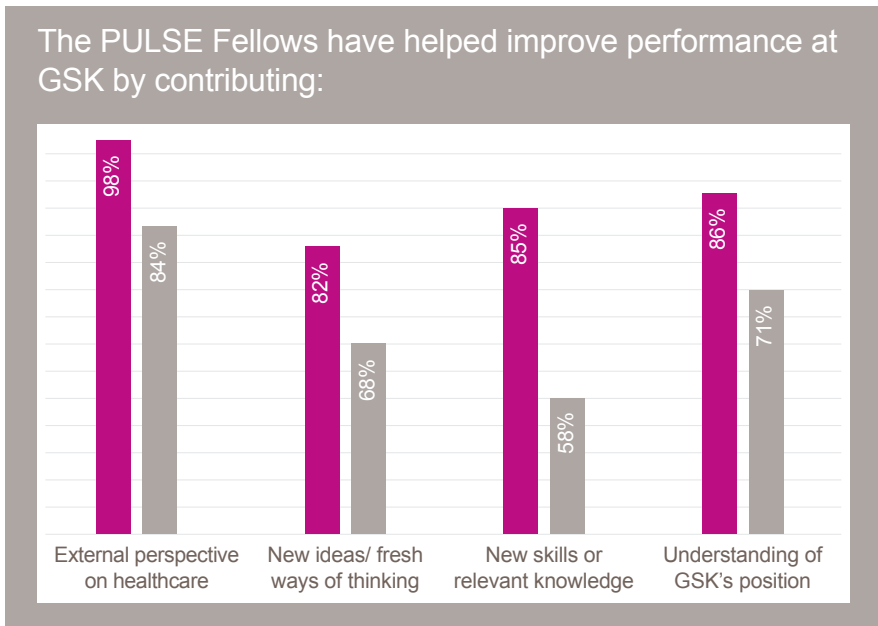
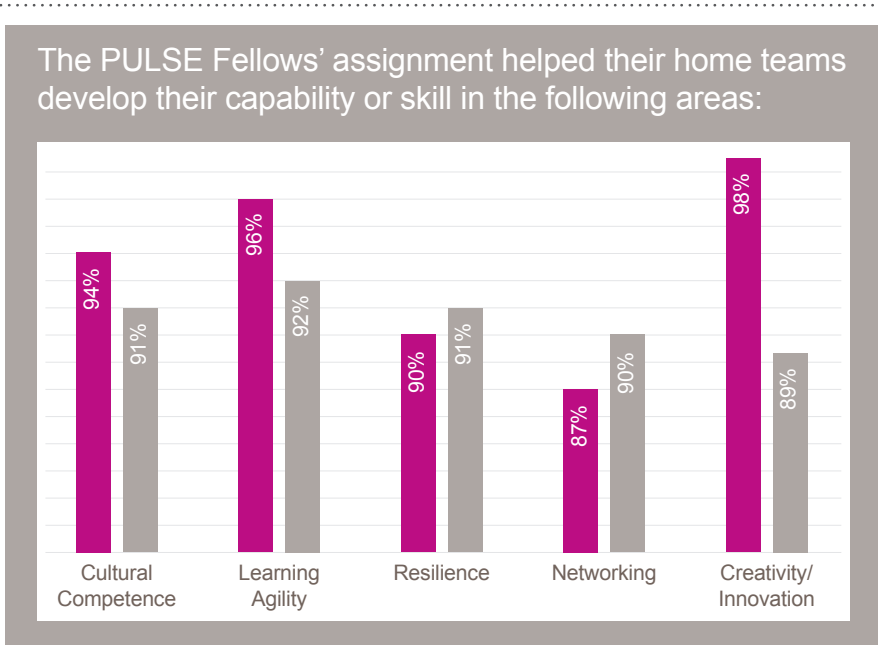
Six months after their PULSE assignments, **85%** of PULSE Fellows feel they are doing something differently at GSK as a result of their PULSE experience.

Even their colleagues cite numerous changes to ways of working and ideas that these employees have introduced after their PULSE experience, including:

- Reinforcing focus on the patient
- Stronger sense of purpose and confidence in abilities
- More cohesive teamwork and integration with other parts of the business
- How to do more with less

75% of Fellows' colleagues would consider becoming a PULSE Fellow themselves or recommending it to others.

Also, GSK employees who participated in PULSE through 2012 had a **40.6%** decrease in the rate of turnover as compared to the overall employee population in the same countries.



■ PULSE Fellows ■ PULSE Fellows' Teams

Success Stories

Karen Juhasz, Service Owner, CBS IT Service, worked with Alex's Lemonade Stand Foundation in the US

"I feel the biggest difference I have brought is a greater openness to change. I encourage my team to not automatically think of reasons why we can't change, but to think of reasons why we should. My manager is impressed with my new behavior, repeatedly expressing his appreciation of my increased productivity and improved leadership skills."

Michelle Wobker, Project Manager Platform Technology & Science, worked with the Millennium Global Villages in Ghana

"I came back to a newly-merged product development organisation, but my flexibility and eagerness to learn and skills that I honed while I was on assignment enabled me to jump into my new project. Within a year, I moved into a lead role on that project where I could put into practice the leadership skills. I also came back with a passion for improving lives in the Least Developed Countries. This commitment led me to join forces with two Fellows to develop a low-cost diagnostics project was targeted at diagnosing common diseases in these countries. The project was the winner of a global competition and the resulting business proposal is now being supported by GSK senior leaders."

Ann Dufton, Director, Platform Technology & Science, worked with Direct Relief in South Africa

"When I returned to GSK, I was full of ideas about how we could do more to help our global community. I imagined other returning Fellows had ideas, but at that time we had no structure to support our intrapreneurial ideas.

I collaborated with other passionate Fellows to create such a structure. We saw how impactful and empowering a forum could be, so we launched the PULSE Lab as a hub to incubate and leverage the delivery of innovative ideas conceived by PULSE alumni and other employees from across the entire GSK corporation."

Janet Taylor, Health System Account Manager, US Pharmaceuticals worked with Project HOPE in the US

"After returning to GSK, I've maintained contact with the GSK office in Macedonia that I had visited during my PULSE assignment. I set up an "Idea Exchange" between US and Macedonia leadership teams with the aim to learn and better understand each other's markets. The feedback has been amazing from the GSK leaders on both teams. The participants want to continue the dialog because there is a lot to learn from the GSK leadership in diverse markets."



Dr. Moncef Slaoui,
Chairman, Global R&D
Vaccines, GSK

In Focus: Dr. Moncef Slaoui

How does PULSE benefit GSK? What is the business value of PULSE?

PULSE clearly brings to life our mission of improving public health and helping NGOs to bring benefit to people and patients. But on a more personal level, I have seen how the PULSE experience leads to people coming back who are completely transformed. They return as better individuals and human beings, with a big picture perspective. They also come back incredibly motivated to make a difference. These changes are difficult to measure, but I have witnessed these transformations first-hand, which is what makes me such a strong supporter of PULSE.

Have you seen first-hand a PULSE Fellows' direct impact on your business?

Graham Simpson is a great example of the huge impact of PULSE. Graham was a R&D bench scientist when he went to volunteer with the Ogra Foundation in Kisumu, Kenya in 2010. He worked with villagers to help build a sustainable approach to the economy. He then came back to GSK in 2011 with a strong determination to see how he could continue to promote the health and well-being of people in Africa. Graham not only returned with great energy that truly transformed himself and his career; he also enthused, energized and motivated his colleagues, which was again transformational.

Could you describe Graham's transformation and how he applied his learnings back at GSK?

Graham came back from his PULSE assignment with an idea to develop a basic, simple diagnostic that would improve health while also generating livelihoods. He came to me to share his idea and I was so inspired by his vision and energy. I connected him to various external groups that I was working with at the time, like Johns Hopkins University.

Graham began working with a number of labs and people there to help him further his vision. Graham also used internal social media sites to find like-minded people and built a team of passionate internal experts to help mentor the student teams from Hopkins. He teamed up with another former PULSE Fellow Michelle Wobker, as well as Dwight Walker and Connie Erickson-Miller, to develop paper-based diagnostics for ante-natal screening and to improve the treatment options for malaria.

Graham's idea won the global League of Intrapreneurs challenge, hosted by Ashoka Changemakers. As part of his award, he and his small team were supported for 4-months by a world-leading consulting firm to further develop this idea.

Now Graham and his team have developed a

business case and model for diagnostics at GSK, and their recommendations have been received by the GSK Executive Team for review.

Graham's work has renewed GSK's interest in diagnostics for emerging markets and neglected diseases. His experience on his PULSE placement has been formative in guiding his own career choices.

After PULSE, he was selected to be one of the founding PTS Seekers. He then submitted a successful proposal to fund the Therapeutic Peptide Chemistry Performance Unit based in Stevenage last year.

His work and the achievements of the team were recently recognized in his nomination as one of the top 100 influencers in the pharmaceutical industry.

To me, Graham's example is extraordinary because all of these successes were sparked by his PULSE experience. He went to Kenya, got inspired and motivated, came back with a vision and has been incredibly persistent, consistent and thoughtful in pursuing his vision in order to bring tangible action.

To me, this is what PULSE is all about. Fellows become ignited from their experience. They benefit from it. GSK benefits from it. And our patients benefit from it. It's a win-win-win. It's remarkable!

2014: Moving the PULSE Mission Forward

As we move into our sixth year of PULSE, we will continue to improve our PULSE Volunteer Partnership and achieve **increasingly meaningful impact** for communities, employees and back at GSK. In 2014, we will aim to have at least 100 PULSE Fellows, out of which 80 will be serving on assignments that support GSK's strategic non-profit partnerships towards improving access to health and healthcare. We will also continue our multi-year, multi-Fellow **PULSE Pillar Projects** with select non-profit partners in order to create cumulative impacts that "move the needle" on specific, long-term global health challenges.

We will strive to further **diversify** our employee participation in terms of geography and skill-set to best serve our non-profit partners' and patient needs. We will also continue to promote local ownership of the PULSE mission in our emerging markets through **PULSE Local Hubs** in Latin America, India, Japan and beyond. We will increasingly share the

stories of our PULSE Fellows through traditional and **social media** outlets in order to inspire further impact, deeper commitment and a sense of connection to the global work of PULSE, both inside and outside of GSK.

To drive even greater impacts for patients and communities in need, we will focus on developing **innovative volunteering partnerships** across companies and sectors that leverage unique and complementary skill-sets – for example, improvements to mobile technology and health.

We will develop an **Innovation Challenge** in 2014 to accelerate the implementation of strategic insights and ideas conceived by PULSE Fellows as a result of their PULSE experience. By using a technology platform that allows for crowd-sourcing and funneling the best ideas to GSK leaders, this unique challenge will aim to leverage PULSE Fellows' fresh innovations for the developing world that can bring both business and social benefit.



Direct Relief[®]
Deliver a world of good.



From left to right: Kateem Alotaibi, Maxime Plasmanne, Hyacinth Okpechi, Chee Yong Gan, Ann Grossman, and Feriba Akhter - PULSE Fellows at Direct Relief

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