



do more  
feel better  
live longer

# PULSE Volunteer Partnership

2014 Annual Impact Report





Brenda Law, GSK China, PULSE volunteer at Save the Children, Vietnam

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## Methodology

This PULSE Annual Impact Report summarises the impact of our 2014 PULSE volunteers 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 volunteers, 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 concluded.

In addition, in this year's report, we have cited data from the 2015 Corporate International Service Learning Impact Benchmark study, designed and implemented by Emerging World.



Photo by:  
Joerg Mayer, PULSE volunteer at  
The Ogra Foundation, Kenya

## About GSK

GSK's mission is to improve the quality of human life by enabling people to do more, feel better, and live longer. We are doing this by developing innovative products and improving access to healthcare for patients around the world.

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.

We develop and make medicines to treat a broad range of conditions including: respiratory disease, cancer, heart disease, and bacterial and viral infections such as HIV, lupus and skin conditions. Our vaccines business is one of the largest in the world, producing more than 30 vaccines for children and adults against a range of infectious diseases. We also develop and market a range of consumer health products based on scientific innovation. We have brands in four main categories: Total wellness, Oral care, Nutrition and Skin health.

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

## About PULSE

The PULSE Volunteer Partnership is GSK's flagship skills-based volunteering initiative. Through PULSE, motivated employees are matched to a non-profit organisation for three or six months full-time, contributing their skills to help solve healthcare challenges at home and abroad. Our employees lend the same expertise that they have been applying in their GSK roles in order to help our non-profit partners.

Since its launch in 2009, the PULSE Volunteer Partnership has enabled 565 employees from across 57 different countries to work with 103 non-profit partners in 62 countries. Over the last six years, PULSE has provided nearly £19 million worth of skilled services to our partners as calculated by multiplying the average salary and benefits cost of a GSK employee by the amount of time that PULSE volunteers served on their assignment.

The PULSE Volunteer Partnership has a three-fold mission:



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



Our employees are challenged to think differently, develop leadership skills and heighten cultural agility through their PULSE experience



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

*"PULSE remains a trailblazing and ambitious initiative. It brings a powerful blend of skills to our non-profit partners, stretch development for our employees and external perspective and insight for GSK. On a personal basis, I am constantly amazed by the stories our volunteers tell about their assignments, whether in Ghana, Philadelphia or East London; their commitment, passion and energy to bring about sustainable change for the non-profit partners is impressive. PULSE 'Be the Change' is more than just a slogan."*

**Natalie Woodford, Head of Talent, Leadership & Organisational Development, GSK**

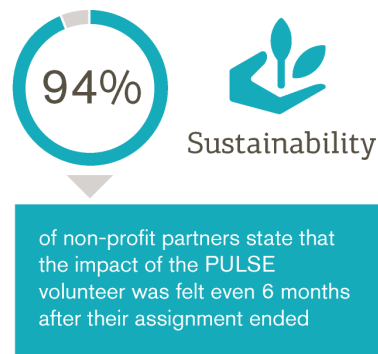
# PULSE Volunteer Partnership



## Change communities

Volunteers use their professional skills to create positive, sustainable change for non-profit partners and communities they serve in the following key areas:

- Improving healthcare
- Research & analysis
- Communications & marketing
- Strategic planning
- Increasing staff capability
- Streamlining business processes



## Change employees

Volunteers are immersed in new environments and challenged to think differently as they accelerate their development in areas such as:

- Leadership skills
- Resilience
- Communication
- Cultural competencies
- Learning agility



## Change GSK

Volunteers bring fresh ideas and new energy back to GSK to activate change in our company and enable us to stay in step with global health needs.

- Focus on the patient
- Doing more with less
- Bringing a sense of purpose
- Better teamwork
- Understanding of GSK's vision
- Bring a different perspective



# 2015 at a glance

With the deployment of 83 employees in 2015, PULSE has crossed an important milestone this year: we've deployed over 500 volunteers since we launched, and we're still counting! Since GSK launched PULSE in 2009, there has been significant growth in the programme's strategy and portfolio on several parameters, including:

## Social impact

In our pioneering year, we worked with 29 non-profit partners to donate approximately £1.1 million worth of skilled services. Since then, we have worked with over a 100 non profit partners and donated approximately £19 million worth of skilled services.

## Inclusion & Diversity

Back in 2009, PULSE volunteers primarily came from the US and UK, whereas in 2015, over half (57%) of our volunteers come from outside of the US and UK. Also, in 2009 our employee volunteers came from 11 countries, while in 2015, we have employee volunteers from 24 countries.

## Sustainable change

In recent surveys (conducted 6 months after the volunteer assignments finished), 98% of non profit partners stated that their volunteers have had a lasting impact on the organization vs. 83% in 2009.

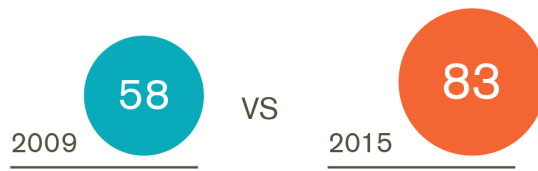
## Personal development

29% of 2013 volunteers moved to a different position in GSK within 12 months after their PULSE assignments (compared to 15% of total GSK population in the same countries).

## Business impact

87% of volunteers are doing something differently back at GSK as a result of their PULSE experience. For example, returned volunteers say that they are able to do more with less, employ better cultural agility, embody a greater focus on the patient and have a better understanding of GSK's mission to help people do more, feel better and live longer after their PULSE assignments.

# of PULSE volunteers going on assignment:

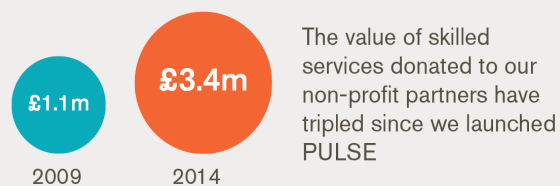


# of countries PULSE volunteers come from:



In 2015, 57% of our PULSE volunteers come from countries outside of the US and the UK

## Gift-in-Kind



The value of skilled services donated to our non-profit partners have tripled since we launched PULSE



Pavan Singh, GSK India, PULSE volunteer at Malaria Consortium, Thailand



Photo by:  
Simona Bosello, PULSE volunteer at  
CARE International, Cambodia

# Change Communities

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

In 2014, we empowered 98 PULSE volunteers from 30 countries to work with 39 non-profit partners in 33 different countries. By giving our greatest resource – our people – and by being NGO-need driven – meaning all PULSE projects are scoped and pitched by our non-profit partners based on their deep knowledge of issues

on the ground and their most pressing needs – we aim to contribute real and lasting value to our partners and the communities they serve. Our volunteers focus not only on these critical needs, but also on building staff and programmatic capacity within the organisation so that their impact is sustainable.





## Our impact on communities

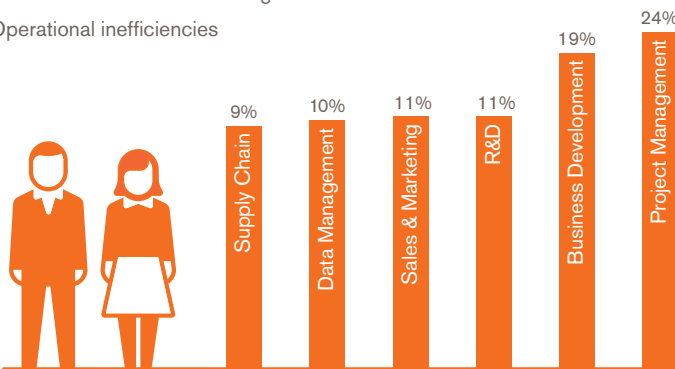
Why our partners request help:



- Lack of time amongst current staff
- Lack of relevant skills in the organisation
- Operational inefficiencies

£3.4m

In 2014, we donated over £3.4 million worth of skilled services to our non-profit partners

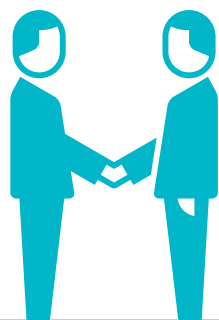


Expertise that PULSE volunteers provide to non-profit partners

PULSE provides a unique opportunity for non-profit partners to benefit from the expertise of GSK employees

## How our partners benefit from PULSE:

Our volunteers provide strategic direction and skills that organisations may not have had the chance to develop



100%

of our non-profit partners agree that the PULSE volunteer delivered against their objectives

93%

of our non-profit partners agree that, as result of the PULSE volunteer, their organisation is doing something differently at the end of the assignment

94%

of our non-profit partners agree that the PULSE volunteer's contribution was having a desired impact even 6 months after their assignment



## Key Impact Areas



Photo by: Joerg Mayer, PULSE  
volunteer at The Ogra Foundation, Kenya



### *Improving healthcare*

Mizanul Islam (GSK Bangladesh) worked with Save the Children in Kenya to conduct a detailed analysis of the supply of medicines and medical products in Bungoma County, an underserved and hard to reach region of the country. Using his expertise in procurement, he identified numerous gaps in the distribution network and developed a plan to address these gaps, which would help patients to have reliable access to affordable medicines and medical products.



### *Communications and marketing*

Pavan Singh (GSK India) worked with Malaria Consortium in Thailand to help build their capacity in communications and marketing. He prepared a situational analysis of dengue in the Greater Mekong Sub-region and developed a plan to increase the priority of dengue prevention and treatment in the malaria sector. He also developed a stakeholder map for key donors in the Asia region.



### *Strategic planning*

Beverley Jewell (GSK UK) worked with Amref Health Africa in Kenya to help with their Clinical & Diagnostics Programme. She worked with senior management to develop financial scenarios for the programme's growth. As part of her role, she also visited refugee camps in Uganda and northern Kenya to seek input for a new model of medical outreach (flying doctors). Last, she developed key performance indicators for the programme.

Mahmoud Ahmed, GSK Egypt,  
PULSE volunteer at Leonard  
Cheshire Disability, Kenya



### Supply chain capacity

Valérie Paul (GSK France) worked with Save the Children to build and improve the supply chain capabilities for Ready to Use Therapeutic Food (RUTF) in Niger. She completed a thorough review of the existing supply chain in Niger and proposed recommendations to prevent bottlenecks. These solutions included tools that will enable the country team to better plan, forecast, and monitor supplies and ultimately reduce future potential shortage of RUTF.



### Fundraising

Clément Douault (GSK UK) worked with UNICEF in Burundi to help them to gain more funding for their health and nutrition programmes. He led the writing of 11 grant proposals that resulted in over \$9 million promised funding to support interventions in Burundi for the next 4 years. He also helped staff in UNICEF Burundi to improve their report and proposal writing skills.



### Streamlining business processes

Anna Dammert (GSK Finland) worked with Canadian Cancer Society in Canada to conduct an audit to streamline their internal communications. The outcome of the audit led to strategic level decisions on organisational structure and governance, leadership capabilities and communication, culture, change management and brand alignment. She also conducted trainings for the staff to help improve their efficiency and collaboration.



*“My team has worked with PULSE volunteers to expand and pioneer new health-related projects in very low-income settings in Sub-Saharan African. These volunteers have helped us streamline and update operations of rural clinical laboratories to improve services to patients. They have worked with us to design low-cost, high-impact oral health intervention systems. We also have a current volunteer involved in designing a web-based outreach registry as part of the One Million Community Health Workers initiative.*”

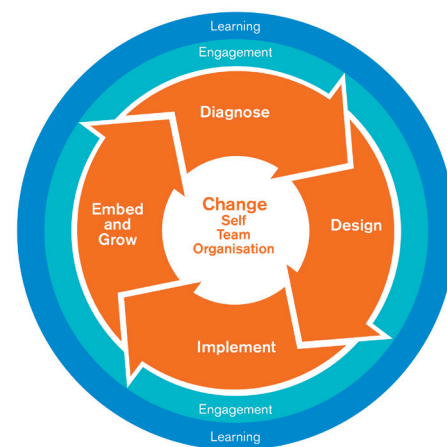
*PULSE volunteers bring deep and precise knowledge in their respective areas of expertise. They also bring an intelligent, trained scientific outlook to help design strategies for problem solving. I can't imagine doing some of the cutting-edge work without them. Thank you GSK for the remarkable PULSE program.”*

**Sonia Ehrlich Sachs MD MPH, Director of Health of Millennium Villages Project, Earth Institute, Columbia University**

## Accelerating Delivery and Performance for our non-profit partners

Accelerating Delivery and Performance (ADP) is a GSK way of working that combines approaches from lean six sigma, organisational development and project management in order to improve business performance and customer value. ADP skill building was provided as part of the routine pre-deployment training for PULSE volunteers for the 1st time in 2014. As a result of this training, **75% of 2014 volunteers shared ADP tools with their NGOs** and used ADP approaches to make an impact on their assignments.

The volunteers reported using a variety of ADP approaches, and those they most commonly reported were “Gemba” (go and see), ways of working to improve meeting effectiveness and project planning. In a recent survey, our NGO partners ranked **“streamlining and improving key business processes”** as the key impact that PULSE volunteers had on their organisation. Below are just a few of the many stories of the application of ADP in PULSE.



GSK ADP Change Framework

**Nadeem Alaizari** (GSK Yemen) worked with the Leonard Cheshire Disability East & North Africa Regional Office (LCD) in Kenya to support them with their fundraising strategy. He applied ADP **root cause analysis**, a technique for problem solving, to help with his assignment. Nadeem discovered a problem on the second day of his assignment: despite the fantastic projects LCD proposed, many local donors were not willing to fund them. He involved all relevant managers at LCD in a problem-solving session and, in so doing, he engaged the team's understanding of the cause of the problem. Through applying the discipline of the **5 Whys process**, they were then able to develop solutions that addressed root causes. Nadeem says, “On first application, these new approaches resulted in a 3 year donation with a local funder in Tanzania! The problem solving was really simple and was very important to avoid jumping to solutions before fully understanding the cause - it was a critical step to success.”

**Mizanul Islam** (GSK Bangladesh) worked with Save the Children in Kenya to identify and solve supply chain issues for medical products in a remote region of Kenya. He also used **ADP Problem Solving** approaches to help with his

assignment. On his first few weeks on the assignment, Mizanul realised that there were many issues that could have contributed to the stock out problems that the area was facing. He used tools, such as the **fish bone analysis** and the **5 Whys**, to understand the challenges and help to resolve them. Mizanul says, “Using ADP allowed me to see the gaps and challenges for Save the Children and make a clear path forward to address these issues.”

**Desmond McCaffrey** (GSK US) worked with Clinton Health Access Initiative in Rwanda. As he developed project plans for the Human Resources for Health (HRH) programme, he introduced **ADP Implementation Planning tools** to help the NGO to better coordinate their projects. These project plans included activities, responsibilities, start and end dates, interdependencies and Gantt charts to assist the team with planning and resourcing. Desmond says, “By introducing simple ADP approaches - making a concerted effort to learn and understand their business as well as their challenges, and engaging directly with Rwandan Ministry of Health teams, we were able to work together to develop project plans. This helped better manage their work within the HRH programme.”

### Non-profit partner testimonial

*“The PULSE volunteers delivered expertise in change management and project management, grounded in the ADP work that GSK has been doing. Because we had 3 volunteers, we realised synergies in bringing a very strong cumulative experience in ADP from which we benefitted by introducing it to all our managers. We have practiced an improved way of preparing for difficult meetings and optimising the chances of the desired outcomes, including use of agendas, tools, background, and rules for conduct and participation in meetings.”*

**Monique Porlier, VP Operations and CFO, Canadian Cancer Society**



## In Focus: Simon Wright

*Head of Child Survival  
Save the Children, UK*

The PULSE programme is very different to other volunteering arrangements. To have a high-performing staff member located with us for six months, entirely paid for, bringing new skills and experience to our organisation, is very valuable. It also leads to a much deeper partnership between our organisations. Save the Children has been involved in PULSE since 2009 and we have welcomed 76 volunteers in over 20 countries. Some have been helping to improve the delivery of projects in some of the world's poorest countries, whilst others have helped to improve the systems that Save the Children uses from head offices. In all cases, there is genuine two-way skill-sharing, with the experience helping to develop both the volunteer and the Save the Children staff with whom they work. A PULSE volunteer brings the skills from their GSK job but, through their placement, they also end up learning from us.

There are many great examples. Mizanul Islam was a PULSE volunteer in 2014 in Kenya, where together with GSK we are delivering a programme to help accelerate the reduction in maternal and newborn mortality in Bungoma County, which has some of the highest number of child deaths in the entire

country. With Mizanul's experience in the pharmaceutical industry, he conducted a diagnosis of the health commodity supply chain in Bungoma County, identified the gaps and then designed an implementation plan to improve the situation. Many of the health dispensaries in Bungoma County had been reporting stock outs and these supply chain issues were found to be one of the key barriers to success for the GSK and Save the Children project in Kenya. Mizanul was invaluable in breaking down this barrier.

My role is health policy and advocacy, trying to influence the decision-makers of the world that health and healthcare are human rights, and that the way that health access is organised needs to respect and deliver that right. Where health is something that the wealthy can buy and the poor can only dream of, we see widening inequalities and societies with high rates of child deaths and ill-health. Although we all support healthcare, NGOs and pharmaceutical companies have different roles and the language we use can be a barrier at first. I have seen some PULSE volunteers take time to acclimatise and to understand the different culture of an NGO. Some have been surprised

by some Save the Children staff's suspicions about the private sector. As they settle in, they are able to engage in these debates and help everyone reach a new understanding of the differences and commonalities in our worlds.

PULSE volunteers certainly bring a different ethos, one that is tighter at performance management and project delivery. I don't believe that NGOs are less efficient, but we can learn from tools and techniques that are less commonly used in our world. It is a good discipline to find that the PULSE volunteer expects specific deliverables and deadlines. They help us to understand the ways that the corporate world operates. This is especially important if we want to see long-term and sustainable change in our world.

One development that I'm pleased to see is the first reverse PULSE assignment, where a Save the Children employee recently spent three months full-time in GSK. I believe that Save the Children staff can also benefit from the experience of working at GSK and that we have skills and perspectives to share to benefit GSK. This will make the GSK-Save the Children partnership even stronger.



Qutaiba Al-Manaseer, GSK United Arab Emirates, PULSE volunteer at Amref Health Africa, Kenya

## Change Employees

*Our employees are challenged to think differently, develop leadership skills and heighten cultural agility through their PULSE experience*

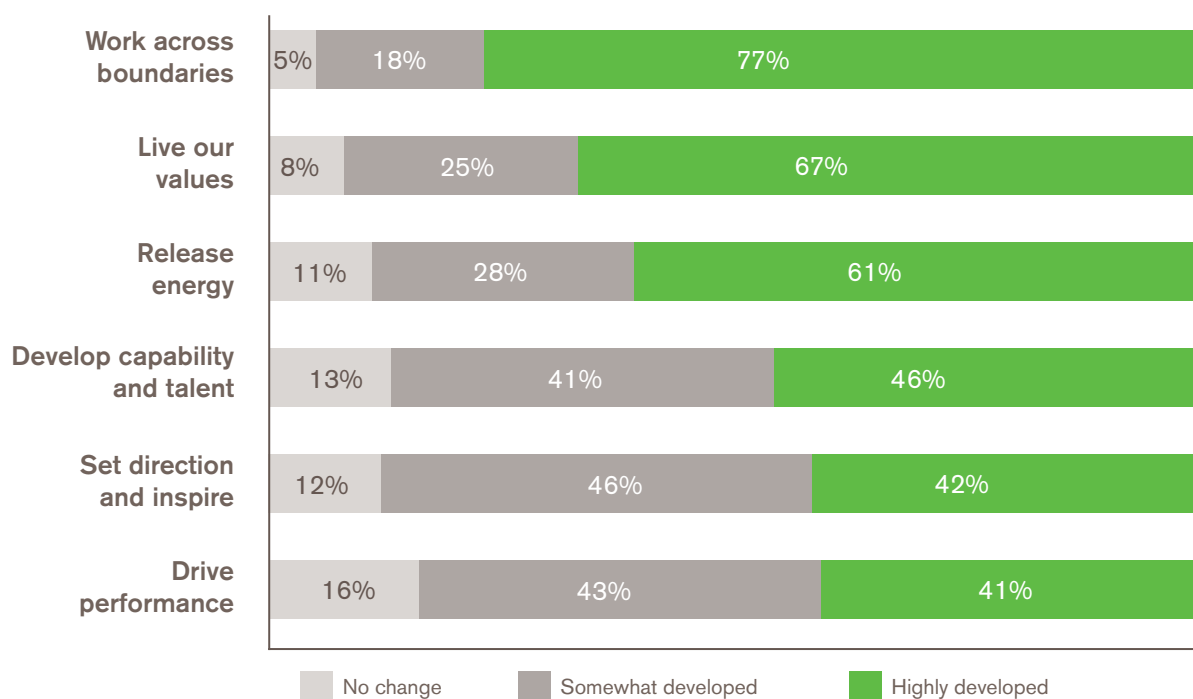
The PULSE Volunteer Partnership offers our employees a unique opportunity to enhance their understanding of the global healthcare landscape, increase energy and motivation, and develop leadership skills and knowledge.

In particular, the PULSE Volunteer Partnership aims to develop key behaviours (GSK expectations), identified by GSK as critical for leadership development and successful delivery of our mission to help people do more, feel better and live longer.



# Impact on Employees

According to our volunteers' line managers and colleagues, their PULSE assignment helped them in the development of the following key behaviours (GSK Expectations):



## Capability and skills improvement

**88%** of volunteers' colleagues agree that the PULSE assignments served as a development opportunity for the volunteers

**92%** of volunteers' colleagues believe that the volunteers' assignments helped them to develop their learning agility, resilience and networking

## Community engagement

**84%** of volunteers have continued involvement with their non-profit partner organisation post completion of assignment

**53%** of volunteers agree that their engagement in community service and volunteering outside of work has increased after their PULSE assignment

## Strong sense of belonging to GSK

6 months post return from their assignments, **81%** of volunteers have a sense of belonging for GSK

**69%** of volunteers agree that they would be very happy to spend the rest of their careers at GSK

## In Focus: Laure Benjamin

*Health Economics and Outcomes Research Expertise Area Manager in France, she was a PULSE volunteer at UNICEF in the Democratic Republic of Congo*



### Why did you apply to PULSE?

PULSE was the first big GSK initiative that I noticed when I started at GSK 6 years ago. I remember saying to myself “this is an experience that I want to be part of!” A few years later, once I had been at GSK for 3 years and had completed my Ph.D. in Public Health, I decided to apply. I wanted to step outside my comfort zone and get a broader view of the world by working in a different social and cultural environment. PULSE was also a great opportunity for me to really understand the “focus on the patient” spirit that we have in GSK. I could see how an experience like this would help me in rapid development of my leadership and management skills.

### Tell us about your PULSE assignment and the impact it had on the non-profit partner and communities you served? How has this impact been sustained?

I served as a PULSE Volunteer with UNICEF in the Democratic Republic of Congo (DRC) where my main job was to help with the monitoring & evaluation (M&E) of health programmes. I spent the majority of my time in the field with nurses and physicians where I ran workshops to develop and test a data collection tool. One nurse told me, “This is the first time that we are asked

to give our opinion on the conception of a data collection tool... [It] really fits our needs at a local level.” I also helped to develop scientific communications on UNICEF’s work in HIV and these were presented as posters at a conference in Malawi. The posters were useful in sharing and promoting the impact of UNICEF’s work, and also in building their credibility in the minds of donors and other implementing countries. Additionally, I supervised a vaccination campaign against poliomyelitis and supported the M&E of child and maternal health interventions in order to reinforce government capacity.

It is difficult to measure sustainability on a 6 month project. I was especially concerned about this before leaving the DRC, so I prepared a strategic plan of activities for the next year that included SMART (specific, measurable, achievable, realistic and time-bound) objectives. It was important to be realistic since there was no full-time resource dedicated to this work after I left. On this point, I helped UNICEF to develop ideas for the next PULSE assignment and I’m happy to report that another volunteer is furthering the sustainable impact that I made.

### How has the PULSE experience benefitted you in your personal leadership or other skills? Are you doing anything differently back in

### GSK as a result of PULSE?

The return to GSK was more difficult than the departure for PULSE and it took me several months to realise how this experience changed me. I often remember the advice of a United Nations colleague who said: “Laure, you have to bear in mind that, in the DRC, we do what we can with what we have and it is the responsibility of Congolese people themselves to decide how they want to build their future.” I now apply the same philosophy at work.

I have been back at GSK for almost 6 months and I can say that my PULSE experience has helped me in many ways. I’m better at stepping back in stressful and busy situations. I take into account the opinions of all people involved in a project. This has helped me in building relationships and making more thoughtful, considered decisions. Finally, I am doing a much better job at maintaining a good balance between my professional and personal life.

In terms of what I’m doing differently, I think I’m now leading projects in a more collaborative manner by taking more time to observe before moving forward. It’s all about how we better use our energy at work. For me, this is a very powerful learning, and one that I use not only at GSK, but also in my personal life!





Rachel Gundersen, GSK UK, PULSE volunteer at Save the Children, UK

# Change GSK

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

PULSE not only aims to create sustainable change for our non-profit partners, but also back at GSK. Returned volunteers come back to GSK with fresh insights and new perspectives that lead them to change our company for the better.

*“PULSE volunteers are a part of how we are evolving the culture of the organisation and the spirit of the company to stay in step with society. They represent a cadre of people who, over time, are bringing back a bigger view of the world, a changed perspective, that brings the outside-in and helps make GSK a much better company.”*

**Sir Andrew Witty, GSK CEO**



## Impact on GSK

*87% of PULSE volunteers say that they are doing something differently at GSK after their return from assignment. Below are some examples of what past volunteers have done differently since their return to GSK:*

**Mayuko Hashimoto** (GSK Japan), PULSE volunteer in 2010: “I returned from my PULSE assignment in Africa to my home country, Japan, at a time when the Tsunami had struck us! It was terrible to witness the devastation, but I tried to focus on how I could contribute. I think I was able to do so only because of my experience in Africa where I felt that everyone tried to do their best with what they had, even if it was very little. I joined a newly formed team that was responsible for bringing together GSK employees and resources for philanthropic activities. Since then, I have been part of the team, and I have been proudly supporting our volunteering efforts in Japan.”

**Britta Camen** (GSK Germany), PULSE volunteer in 2011: “After I helped develop an oral health programme in rural Senegal and Ethiopia as my PULSE assignment, I desired a similarly entrepreneurial role back at GSK. I joined a global team that drove collaboration across our pharmaceutical and consumer businesses to serve our patients better and our customers more holistically. I have recently moved back to Africa as Africa Area Marketing Director. This is the perfect combination of my enthusiasm for entrepreneurial thinking and my passion for Africa, which was ignited during PULSE. I still apply my key learnings from PULSE which are as relevant as ever for my new role: truly value the power of relationships, always stay focused on the objective, be flexible about how to get there and progress pragmatically.”

**Nicholas Falco** (GSK US), PULSE volunteer in 2012: “While on PULSE, I worked in a high-energy, entrepreneurial environment focused on health outcomes. The skills I brought back enabled me to more competently frame risks, options, and (especially) impact associated with business decisions. In an R&D environment where many decisions are based on scientific data, the ability to marry the technical and business drivers has allowed me to make more impactful contributions.”

**Matt Hall** (GSK UK), PULSE volunteer in 2012: “After PULSE, I have had many opportunities to tell my volunteering experience in both short films and articles in the press. I also now lead a UK team of volunteer ambassadors. We are raising awareness of employee volunteering and finding projects in partnership with UK based non-profits. This is good for developing and motivating staff morale and also helps to build a positive image and reputation for GSK.”

**Rajan Sharma** (GSK India), PULSE volunteer in 2014 : “During my PULSE assignment, I spent a significant amount of time interacting with healthcare workers in South Africa, and as a result of that I felt closer to the patient. Now back at GSK in India, I’m constantly reminded of our mission to help people do more, feel better, live longer, and at the beginning of each day I ask myself, ‘How will my work benefit the patient?’”



We asked PULSE volunteers' GSK colleagues to what extent they agree that the PULSE volunteers brought something back to GSK:

- **76% of GSK colleagues** agree that the volunteer shared a different external perspective that helped inform or shape GSK work, thinking, or policy.
- **70% of GSK colleagues** agree that the volunteers brought reinvigorated energy, spirit, motivation and morale to GSK.

**85% of PULSE volunteers** brought reinvigorated energy, spirit, motivation and morale to their GSK colleagues. They've introduced new ways of working or ideas within their team, including:

- Reinforcing focus on the patient
- Doing more with less
- Bringing a stronger sense of purpose
- Better understanding of GSK's mission
- Bringing a different perspective
- More cohesive teamwork and integration with other parts of the business
- Simplifying processes and ways of working



## In Focus: Roger Connor

*President, Global  
Manufacturing and  
Supply, GSK*

### **How have you been connected to PULSE?**

I was site director at Barnard Castle when PULSE was launched and it created a lot of interest at the time. What GMS people really care about is the person at the end of the supply chain. PULSE provides another, very hands-on way for people to help make lives better. It taps into what really motivates the people who choose to work for GSK.

### **Participation in PULSE has grown significantly in GMS under your leadership. Can you comment on this growing participation and awareness of PULSE in your business?**

In the early years of PULSE, volunteer numbers from GMS were quite small, but it quickly became clear that the experience made a big impact on everyone who took part. We've made a concerted effort to raise awareness and send a clear signal to GMS people that we encourage them to apply. We let the value of PULSE speak for itself in GMS, by giving our volunteers a platform to share their stories when they return to the business – and they've inspired others. I've been delighted to see numbers grow. We've sent 67 volunteers from 22 countries on PULSE assignments since the outset – over

10% of the entire PULSE population.

### **Have you seen first-hand a PULSE volunteer's direct impact on your business? If so, what was the impact and how were their PULSE learnings able to be applied at GSK?**

Volunteering is a great development opportunity and I hear consistent feedback that PULSE volunteers bring back a new perspective on the challenges they face at work.

One story that comes to mind is of two GMS volunteers from the UK who were placed in South Africa for the PULSE assignment, looking to improve medicine supply chains to rural African hospitals. They had never been to Africa before, but they used their supply chain skills to tackle distribution problems. They also used their leadership skills to propose a new strategy for Africa to their NGO leadership – all while experiencing first-hand the challenges that people face in accessing healthcare in the developing world. The skills they used are ones that we can take for granted at GSK, but they made a big difference for the NGO and communities they serve.

Both volunteers who were placed in South Africa came back with a greater appreciation of the type of leaders they

wanted to be, and also a realisation of the difference they could make working for GSK. One volunteer was promoted to a leadership role in one of our African factories, and the other volunteer took on a leadership role in the team developing GSK's strategy for Africa. Both are now based in Africa, leading teams to implement this Africa strategy. PULSE changed their lives, their career paths, and also GSK – by influencing our plan for Africa.

PULSE volunteers change communities for the better, but the experience also changes them in a way that cannot be taught, ultimately positioning them to bring back valuable fresh perspectives and skills to GSK.

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

Developing our people and building a high performance culture are at the heart of our GMS strategy. In 2014, we had our highest ever number of successful volunteers in GMS – 21 people from countries ranging from Bangladesh to Guatemala, Nigeria to Italy. I'm particularly pleased to see the diversity of applicants increasing. How does PULSE benefit GSK? It develops leadership capabilities at every level. It's a catalyst for positive change in our business.

## Success Story:

*Anna Musielak demonstrates the business value of PULSE*



A community in Africa supported by GSK

### What were you doing before PULSE?

My background is in supply management and production planning. My GSK adventure started at the manufacturing site in Poznan, Poland, before I moved to the role of therapy supply chain manager at the European supply chain hub based in London. Here I was responsible for ensuring the efficient, timely and reliable supply of respiratory and metabolic products from GSK manufacturing sites and external suppliers to 9 GSK markets.

### What did you do on your PULSE assignment?

In 2013, I was a PULSE volunteer at Clinton Health Access Initiative (CHAI) in Kigali, Rwanda. My project focused on supply chain improvements at the Medical Procurement and Production Division (MPPD) of the Rwanda biomedical centre (part of the Ministry of Health in Rwanda). I assisted MPPD with general supply chain management, quantification and distribution planning, to ensure the overall supply chain system was robust and had mechanisms in place for continuous improvement. I developed and implemented tools and reports to facilitate stock management, and helped the team implement Key Performance Indicators (KPIs), visual performance boards and performance review meetings. I also helped the team to build their general supply chain knowledge and improve their use of Excel and PowerPoint.

### You've been back in GSK for 18 months, what are you doing now?

I'm now working as the Barclays GSK Partnership Supply Chain Lead based in Lusaka, Zambia. This is a very innovative and unique programme where Barclays and GSK, which both believe that long-term business growth in Africa is linked to the well-being of communities, work together to improve access to affordable healthcare and stimulate economic development.

My role is to lead the supply chain activities within this partnership. This starts with understanding and mapping the current supply chains in Zambia for medicines and health products, followed by designing a supply chain that increases the availability of products and improves affordability for the end customer. We are working on a number of interventions, for example with CARE Zambia to develop an innovative social enterprise model, which will distribute health goods (e.g., toothpaste, pain relief medication, nutrition products, solar lamps) to under-served communities through a network of community health entrepreneurs.

### How are you able to use what you learnt during your PULSE assignment in your new role?

I often reflect on how useful my PULSE experience and learnings are now. The

environment I'm currently working in is really complex and often ambiguous. Some may find this uncomfortable, but my PULSE journey helped me to be prepared for this. Now I'm back in a developing country, and my eyes seem to spot faster the unique characteristics of Zambia. I often compare it with things I saw in Rwanda. Ideas and solutions that worked there inspire me to consider new ways of working that could be adapted in Zambia. Working in Rwanda with an NGO and the government broadened my perspective, by putting me in an unfamiliar and totally different setting than the one I was used to in GSK. Being responsible for the overall outcome of the project during PULSE improved my leadership and stakeholder management skills, which are essential in my day to day work today.

PULSE is an amazing experience that gives an opportunity to learn and develop in a very unique way. The greatest learning for me was improved patience and resilience, which have been crucial in the last few months of my work on the partnership and I'm sure will be going forward. Through PULSE, I definitely improved my flexibility, openness, adaptability and cultural sensitivity, which is so important when working in a foreign country. Occasionally, I'd like to turn back the time and be again in Kigali, so that I can do things differently and learn even more. Since I haven't yet discovered how to do that, I take a different approach now and continue learning.

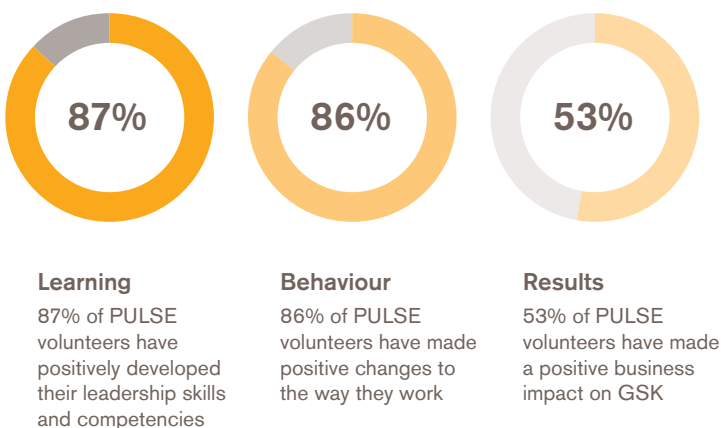
# PULSE's long-term impact:

## The 2015 Corporate International Service Learning (CISL) Impact Benchmark Study

GSK was one of five founder companies to participate in the inaugural CISL Impact Benchmark Study. This was the first long-term impact benchmark study of skills-based volunteer participants and was designed by Emerging World with GSK, BD, Credit Suisse, EY and Microsoft. This study enabled GSK to assess, for the first time, the long-term impact of PULSE on 99 volunteers who had returned to GSK 1-3 years earlier.

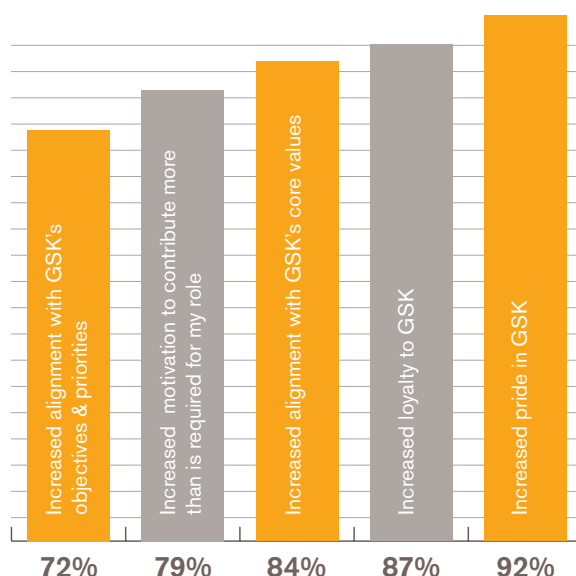
### Learning & behaviours

The study shows that PULSE provides a powerfully strong engagement opportunity and led to significant leadership development and associated behavioural changes



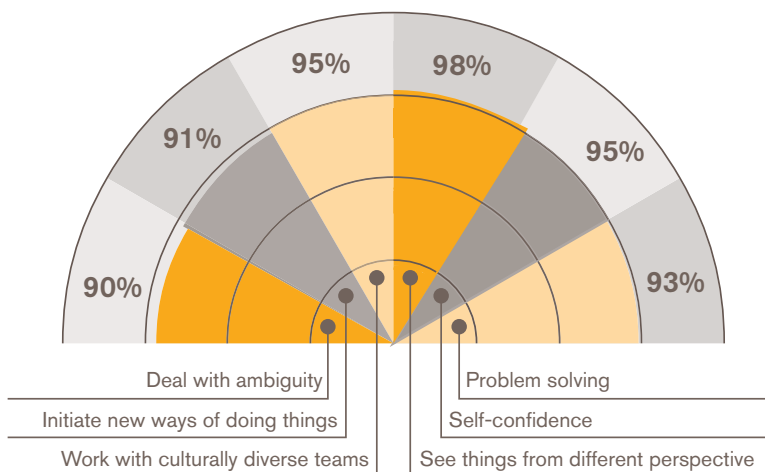
### Employee Engagement

Results shows that PULSE volunteers demonstrate a high level of engagement up to 3 years after their assignments



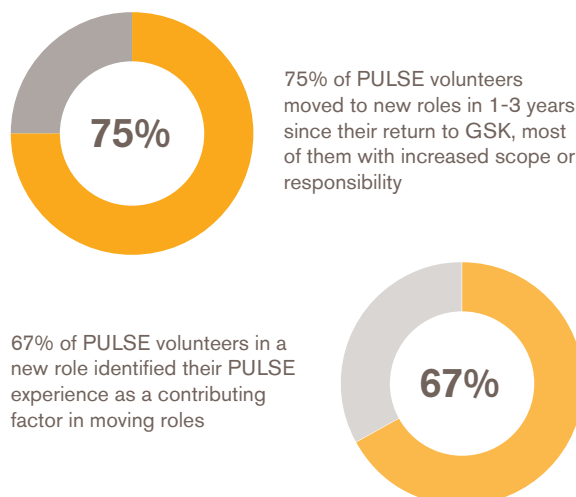
### Leadership Development

The study results show that, in the long run, PULSE volunteers have had high development across different competencies, including:



### Career Mobility

PULSE is effective in providing opportunities for a move to a different part of the business and for new roles with increased scope or responsibility



# Moving Forward

## *Our vision for the future of PULSE*

It's an exciting moment in time for PULSE, GSK and the global community. As this Impact Report is released in September 2015, the United Nations is on the brink of releasing the **Sustainable Development Goals (SDGs)**. These 17 goals are meant to guide the global community in optimising international and human development over the next 15 years until 2030. GSK and PULSE are already well positioned to continue to be a leader in this space through our contributions to the focus areas of SDG 3 (Good Health) and SDG 4 (Quality Education). And we look forward to doing more in partnership across sectors and industries in order to advance this new global strategic agenda, including aligning ourselves with the last SDG 17, Partnerships for the Goals.

Significantly, PULSE reached a milestone in 2015 of deploying **500 volunteers (and counting)** since our launch in 2009. While the 500 number is impressive in itself, it becomes truly powerful when one pauses to think of the human story and impact behind each of the 565 volunteers, deployed in all corners of the globe, who have dedicated on average 6 months full-time to improve communities in need and develop themselves in the process. This is the PULSE vision being brought to life, literally – of “being the change” that one wishes to see in the world. I've had the privilege of leading PULSE since our first volunteer was deployed, and the energy, enthusiasm and ideas that these 565 volunteers are bringing back to GSK is palpable -- and, luckily for us, it's contagious too.

Additionally this year, we introduced a **PULSE+ track** for 2015 PULSE volunteers who are keen to bring their fresh insights and innovative ideas from their PULSE assignments back to GSK to help fulfil the “Change GSK” aspect of the PULSE mission.

Typically volunteers are exposed to the harsh realities and challenges of delivering quality, affordable healthcare and/or education opportunities to all, and they may have insights that can offer a break-through from a business and social perspective. With the support of our CEO Sir Andrew Witty, the PULSE Team is now working in partnership with his office to ensure that our volunteers are briefed on GSK's current priorities and challenges at the start of their assignment, and that they have the opportunity to pitch their top innovations or insights to his office upon their return. Winning ideas will be advanced for the benefit of our business and the community.

Finally, PULSE is now examining how GSK can continue our trajectory of being a global force for good by harnessing and energising our employee population globally to engage in **“bringing the outside in” experiences (beyond PULSE)**, such as skills-based volunteering and mentoring schemes. In this way, we can continue to contribute to communities and stay in step with society, operating as a company with a real sense of purpose – one that is innovative, operates responsibly and better meets the expectations of our patients and consumers.

It's an exciting time indeed as PULSE internal developments (PULSE+ and “outside in”) are converging with external key milestones (SDG launch), and we're looking forward to next year's opportunities to broaden and deepen our impact even further. Thanks for your support on this meaningful journey.

**Ahsiya Posner Mencin, Ph.D.**  
Director, PULSE Volunteer Partnership  
Talent, Leadership and Organisational  
Development

Photo by:  
Joerg Mayer, PULSE volunteer  
at The Ogra Foundation, Kenya



GlaxoSmithKline | PULSE Volunteer Partnership

980 Great West Road, Brentford, Middlesex, TW8 9GS, United Kingdom

5 Crescent Drive, Philadelphia, PA 19112, United States

[global.pulse@gsk.com](mailto:global.pulse@gsk.com) | [www.gsk.com](http://www.gsk.com) | [www.gskpulsevolunteers.com](http://www.gskpulsevolunteers.com)