



do more
feel better
live longer

PULSE and Global Volunteering

2016 Annual Impact Report

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Methodology

This PULSE Annual Impact Report summarises the impact of GSK's PULSE volunteers on communities, on the Non-Governmental Organisations (NGOs) they worked with, on themselves, and on GSK. The qualitative data cited in this report have been gathered from case studies written by volunteers, as well as testimonials recorded from NGO partners and GSK stakeholders throughout the year. The quantitative data were collected through surveys of PULSE volunteers, GSK colleagues, and our NGO partners at the end of a PULSE assignment, as well as three or six months after the assignment concluded.

CEO's statement



Emma Walmsley,
Chief Executive Officer

Since GSK launched PULSE 8 years ago, 705 employees have volunteered with 120 NGOs to help solve healthcare challenges at home and abroad. I've had the good fortune during my career at GSK to meet many of these volunteers, who have shared how their perspective, motivations, and leadership skills have been transformed through their assignments.

As you'll see in this report, 86% of our 2016 NGO partners state that the impact of their PULSE volunteer is being felt even 6 months after their departure; 94% of the volunteers' colleagues agree that the PULSE experience developed the volunteers' interpersonal skills and learning agility; and 90% of the volunteers say that they are doing something differently at GSK since their assignments.

These PULSE volunteers have created positive, sustainable change in communities all around the world. They are role modelling our expectations for courage, accountability, development and teamwork, and building trust within and outside of the company. I'd like to sincerely thank both them and the many other employees who have taken the time to volunteer during the past year. Your efforts are critical to making GSK one of the most innovative, best performing, and trusted healthcare companies in the world.

About GSK

At GSK, our purpose is to enable people to do more, feel better and live longer



99,300

Number of employees



150+

Number of markets

Our Pharmaceuticals, Vaccines, and Consumer Healthcare businesses generated a combined turnover of £27.9 billion in 2016. Each business benefits from our global commercial infrastructure, integrated supply networks and innovative R&D.

In 2016, we invested £3.6 billion in R&D across our three businesses. External partnerships and collaborations enable us to develop and access knowledge, as well as increase our understanding in new areas of science.

We focus our research across six core areas and are using next generation technology to develop new approaches to disease management and control.



Respiratory diseases



Immuno-inflammation



HIV/ Infectious diseases



Rare diseases



Oncology



Vaccines

1st in FORTUNE magazine's 2016
Change the World list

1st in the Access to Medicine Index

3rd in the pharmaceutical industry
category of the Dow Jones
Sustainability Index ranking

GSK's volunteering commitment

At GSK, we are committed to extending volunteering opportunities to bring about positive change to communities and global health while providing individual development. Our two flagship volunteering programmes – PULSE and Orange Days – give our employees distinct opportunities to offer their time and talent to benefit the communities.

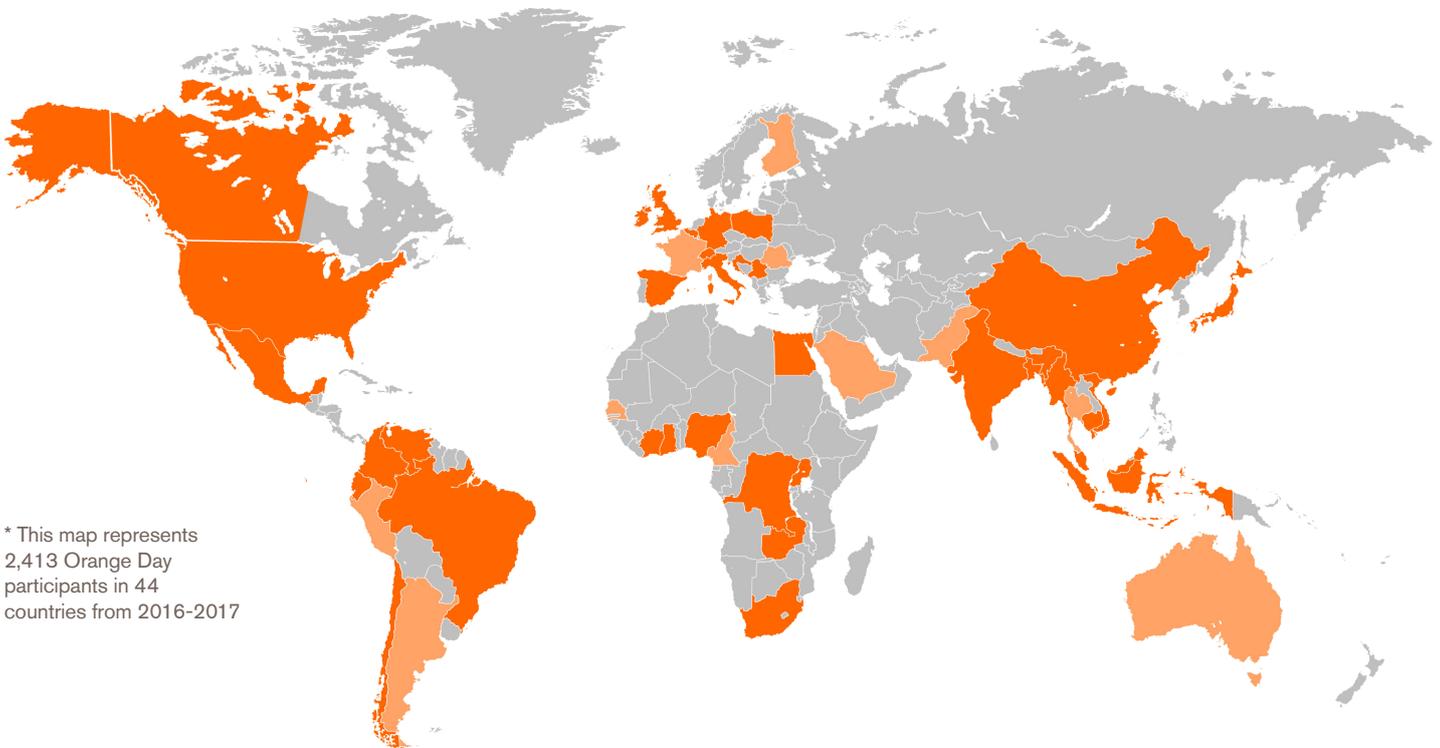
The **PULSE Volunteer Partnership** consists of a skills-based opportunity where eligible employees are matched with an NGO for three or six months full-time. Since 2009, PULSE contributed a total £22 million worth of skilled services to NGOs across the world. PULSE volunteers' work

supports the UN Sustainable Development Goals, particularly good health and quality education.

The **Orange Day** scheme gives all employees one paid day off each year to make a difference for their chosen local community project. Employees often do their Orange Days in teams to support a myriad of activities, from cleaning up community parks to mentoring school students. We encourage employees to volunteer their time to their community, allowing them to offer their skills and expertise whilst developing themselves. Our local offices in India and China launched domestic skills-based volunteering programmes (SBV) in 2016, where employees take up to five days off from work to help communities.

Orange Days around the world *

- Countries with >50 Orange Day participants
- Countries with <50 Orange Day participants



* This map represents 2,413 Orange Day participants in 44 countries from 2016-2017

Many GSK offices, including Germany, Japan, India, South Africa and US, do site-wide Orange Days involving all employees from that site. For instance, in August 2017, 220 volunteers from North Carolina, in partnership with Durham Rescue Mission organisation, packed 3,000 backpacks of school supplies for children and distributed 1,400 bags of groceries to families in the area.

In the US and UK, hundreds of employees participated in over 300 Science, Technology, Engineering, Mathematics (STEM) volunteer activities. Through our STEM programmes, employees work with schools, scientific institutions, and students to show young people the exciting opportunities that studying STEM subjects can bring.

Volunteering highlights

India



GSK India employees from Mumbai office working with children to impart STEM education

“Our employees bring back a lot of enthusiasm and energy after volunteering. It is great for our business as well as for boosting employee and team morale. Volunteers almost always learn how to work with frugal resources, which is also crucial to help them optimally plan at work.”

Ronald Sequeira
Executive Director, HR India

In India, providing a variety of volunteering opportunities like Orange Days, SBV, and PULSE helped to address the challenge of engaging employees who have time constraints or a variety of interests. For example, during Orange Days, GSK India volunteers can spend time with the elderly, with children at orphanages or training young people and other at-risk groups. Orange Days tend to be big group events. In 2016, 2,000 colleagues contributed over 17,500 volunteering hours.

GSK India launched their SBV programme in July 2016 as another way to generate positive impact in communities. Employees can take up to 60 hours of Volunteer Time Off to help mentor local students in core subjects, including Math, Computers and English. In 2016, 40 employees contributed over 290 volunteer hours. Early feedback indicates it has been a positive experience for employees, both in terms of engagement as well as bringing a sense of purpose to their work.

China

In early 2016, when GSK announced its volunteer programme in China at an annual meeting to 3,500 employees, many were very enthusiastic about the new initiative. In fact, more than 80% of respondents to a company survey said they were interested in participating.

Despite their passion to make a difference, we discovered that many employees didn't know how or where to go to volunteer. To address this barrier, we partnered with Xintu Centre and Chinese Relief and Development Foundation, two NGOs that offered a range of volunteering opportunities to engage employees in supporting urban migrants and children.

Today, GSK China offers an SBV programme where employees can contribute their professional

skills to an NGO on short-term projects. In the first year, 29 employees participated in SBV projects, where they spent up to five days with their NGO partners to deliver community projects through capacity building, design of disease awareness toolkits, and event planning.

GSK China also encourages teams to take Orange Days together. In 2016, the company mobilised more than 1,600 Orange Day volunteers. These team-based events can be powerful and transformational experiences for employees. Eric Chung, an Orange Day volunteer, said: “I am very honoured to meet with community members to understand their needs, to have a chance to serve the community, and to discuss how we can serve better in the future. Everyone's small effort can make a difference!”



Vanina Kacheva (left), Ukraine
PULSE volunteer at
Save the Children, Kenya

“The PULSE and Global Volunteering Team is excited by our evolution to extend a variety of volunteering opportunities to employees globally. PULSE and other skills-based volunteering options are not only a powerful differentiator for GSK as a progressive employer, but also it’s the right thing to do as a company that strives daily to live our values and serve all people, regardless of their income, education, status, age or place in the world.”

Ahsiya Mencin
Director, PULSE and Global Volunteering

PULSE Volunteer Partnership: our 3-change mission

Change Communities

By giving our greatest resource, our people, to support our NGO partners’ most pressing needs, we aim to contribute real and lasting value to society. PULSE volunteers focus not only on the communities’ needs, but also on building staff and programmatic capacity so that their impact is sustainable.



£2.7 million

worth of skilled services donated to our NGO partners through the PULSE Volunteer Partnership in 2016

Change Employees

PULSE offers a unique opportunity for GSK employees to step out of their comfort zone, explore the unknown and enhance their understanding of the global healthcare landscape. It increases our people’s energy and motivation, helping them to become more resilient and develop leadership skills.

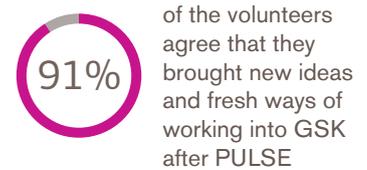


72 GSK employees

embarked on their PULSE journey in 2016, working with NGOs at home and abroad

Change GSK

PULSE volunteers are part of how we evolve GSK and the spirit of the company to stay in step with society. They represent a cadre of people who, after going through life-changing experiences, come back with bigger view of the world and fresh insights, changing our company for the better.



71% of GSK colleagues

agree that the volunteer took on increased leadership responsibilities immediately after PULSE

Since 2009,

705



from

PULSE volunteers

63

countries



have worked with

120 NGOs



based in

68

countries



Change **communities**

"Our partnership with GSK demonstrates how we pioneer new ways of working with companies to tackle the biggest challenges faced by children."

Sayyeda Salam

Partnerships and Philanthropy Director for Save the Children

86%

of our NGO partners agree that the impact of the PULSE volunteer was felt even 6 months after their assignment ended

Change **employees**

"PULSE has given me the confidence to take on new challenges! If I can be sent to Nigeria to do a job that I have never done before and be successful, I can do anything!"

Jeevini Sivanathan

PULSE volunteer at the Clinton Health Access Initiative

90%

of the volunteers agree they are doing something differently at GSK after coming back from their PULSE experience

Change **GSK**

"PULSE is a win-win-win programme: volunteers contribute in a different environment; NGOs receive new skills; and GSK gets back inspired employees from this development experience."

Jen Baxter

VP Strategy Delivery & Performance, Office of CEO and CFO

83%

of GSK colleagues agree that the volunteers brought reinvigorated energy, spirit, motivation and morale to GSK

Creating sustainable change



Shaun Venable, US
PULSE volunteer at EDCI,
North Carolina

Impact and sustainability



83% of our NGO partners agree that the PULSE volunteers were a change agent even 6 months after their assignment



83% of the PULSE volunteers have continued involvement and communication with their NGO

In 2016, PULSE enabled 72 GSK employees to work with 31 different NGOs around the world for up to 6 months full-time. From scientists to marketers, IT professionals to logistics experts, our employees bring the same skills they apply at GSK to their assignments – sometimes building upon work started by previous volunteers to enable sustainability with our long-term partners.

One of these NGOs is East Durham Children's Initiative (EDCI), an organisation that offers educational and social services for children and families in Durham, North Carolina. In 2015, **Levia Rodriguez Shepherd** was EDCI's first PULSE volunteer, using her HR skills to assess and reshape their organisational growth strategy. "I came in with a neutral, fresh assessment and, once I had an action plan, I got them involved right away. The only way to make your PULSE project sustainable is not to save the day by yourself, but to find the solutions together," Levia said. She shared project management tools with EDCI and proposed that, for the organisation to keep growing in range and scale, they needed someone to support them on their branding strategy. This led to a new PULSE assignment, taken by **Shaun Venable**, Internal Communications Manager, in 2016.

Through this baton pass from Levia to Shaun, Shaun explained: "My first priority was to sit down with my new colleagues to ask what EDCI meant for them and why they believed in this

organisation. After identifying the common themes that demonstrated EDCI's values, together with the leadership team and staff, we brought the organisation's mission to life by enabling their employees to be their own brand ambassadors."

After her assignment, Shaun returned to GSK more inspired. "I feel like I found my authentic voice. Working so closely with the kids in the schools and seeing how much good EDCI's programmes create in their lives – it's the kind of experience that opens up your eyes and makes you think differently about the world."

Because both Levia and Shaun live in the same area where EDCI is based, they found ways to connect their GSK colleagues with their assignments, inspiring them to volunteer at EDCI's special events. Lauren Stephenson, from EDCI, appreciates the extended support beyond PULSE volunteers. "Our PULSE volunteers were so passionate about their time at EDCI that they spread the word about their assignments in their various departments at GSK. This has led to increased volunteers from GSK," she said. "It was also extraordinarily helpful to have outside expertise to help us solve internal problems, as the volunteers have brought in many tools from their daily work." In 2017, two more PULSE volunteers are continuing to build positive, sustainable at EDCI.

Hands together, forces combined



"In this milestone year as we welcome our 100th PULSE volunteer, we reflect on the impact each one has made by using their unique expertise in over 35 countries around the world. PULSE remains an integral part of our innovative partnership with GSK and has made a lasting contribution to our ambition to help save the lives of one million children"

Arabella Moore, Head of Partnerships at Save the Children

In 2013, GSK embarked on an ambitious global partnership with Save the Children to help save one million children's lives. Since then, our collaboration has been voted the most admired partnership for two consecutive years by the C&E Corporate-NGO Partnerships Barometer. This unique collaboration brings together two organisations from different sectors through a knowledge-sharing model, going beyond the traditional charity-corporate fundraising model. PULSE supports this partnership by lending our most valuable asset – our people – to build capacity at Save the Children.

Since PULSE was created in 2009, GSK has sent over 100 employees to work with Save the Children in more than 35 offices across the world.

Working hand in hand with Save the Children teams, our PULSE volunteers are improving children's access to basic healthcare, enabling health workers in the poorest communities, helping to develop child-friendly medicines, and working at local and global levels towards stronger child health policies.

In 2016, year 4 of our partnership, 16 PULSE volunteers eagerly tackled these missions alongside Save the Children to positively change the communities we serve.



Christine Barrett

Translational Medicine
Director, United Kingdom

"Reaching every last child with immunisation is one of the key drivers within Save the Children. I've had the great privilege of seeing what that means on the ground when I served as an Immunisation Advisor in their London office and out in the field with their Child Health Unit. I enabled Save the Children to carry out immunisation assessments in Nigeria and extended similar training in Ethiopia, with the aim of reducing child mortality in these countries."



Dean Irely

Senior Vaccines Sales
Specialist, United States

"I used my sales and marketing experience as a Corporate Fundraising Associate to help Save the Children Philippines develop relationships with other corporate partners, using our GSK partnership as a model. Seeing the immense needs of children first hand was very intense, but it increased my passion in helping my colleagues to fundraise to enable the experts in the field to do what they do best."



Francis Nono

Finished Goods Stock
Controller, Kenya

"I worked with Save the Children Nepal as a Supply Chain Advisor, helping to improve access to the medicines in their warehouse and ensuring government stores and hospitals are adequately stocked during emergencies (such as the 7.9 magnitude earthquake in 2015). During PULSE, I realised one thing – I never chose Nepal, it chose me. Afterwards, I came home with a renewed purpose in life."

PULSE and IMPACT 2030



Tamsin Davidson (middle), Martin Joveski (one over to the right in light blue), and Robin Wilson-Tolbert (one over to the right in orange), along with colleagues working with Partners in Health in Rwanda

In a pioneering multi-company collaboration, GSK's Robin Wilson-Tolbert and Tamsin Davidson volunteered in Rwanda with three employees from SAP to assist Partners in Health, an NGO locally known as Inshuti Mu Buzima (PIH/IMB). GSK and SAP are both founding partners of IMPACT 2030, the only business-led effort that harnesses the power of employee volunteerism to advance the UN Sustainable Development Goals (SDGs). The SDGs provided the context to explore our shared values, complementary capabilities, and how best to collaborate. This eventually led to a three-way partnership where PIH/IMB's insights guided the GSK and SAP volunteers to create a system that enables the NGO to securely store and manage data - an important step on their journey of becoming a research-based organization that impacts local and global health policies.

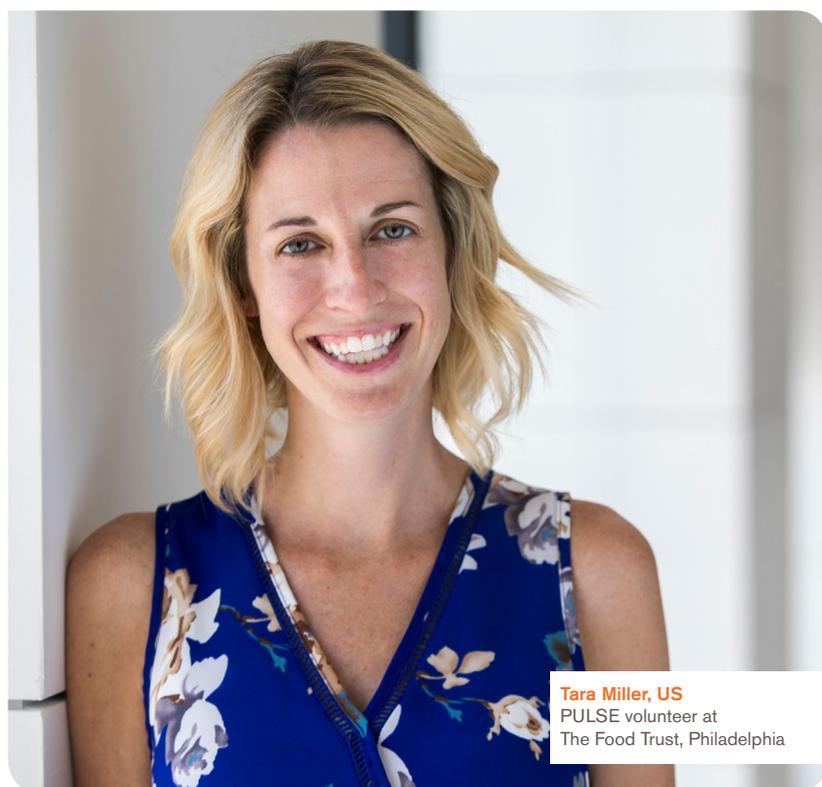
Tamsin Davidson (GSK Australia): I like the idea of combining two companies' unique skill sets to contribute to a project that either company may not have been able to accomplish alone as efficiently. The SAP team brought IT programming and database design expertise while researching data management issues to properly scope the project. Robin provided overall project management guidance and applied her change management skills to address the people side of change. My job was to ensure high health data quality in using the technology solution. It took time to figure out our specific contributions, but having open dialogue to understand roles and responsibilities kept everyone aligned.

Martin Joveski (SAP Germany): During the first days of our assignment, we learned that we could leave something tangible and sustainable for PIH/IMB to help the people in Rwanda. This was a real motivation for our team to work very hard on designing and building a pilot for a data management and collaboration platform.

Robin Wilson-Tolbert (GSK USA): We came together as strangers – five people from two companies and four different countries! Our shared vision and commitment to the success of the project helped us learn each other's strengths and to overcome challenges. Our SAP teammates had four weeks from July to August to implement the database. After they left, Tamsin and I were on the ground for five more months to introduce a change management process for the new system. My advice to others seeking to collaborate in a similar way is to embrace diversity of thought. "Listen" with all your senses, which is especially important in building trust with the NGO and in delivering your best every day.

Fred Kateera (PIH/IMB Rwanda): The volunteers have "dug in" and opened up to understand our work. This has allowed them to re-think and re-calibrate on how they can support us in a more targeted manner. They established a centralised data management system and championed a change strategy that ensures buy-in, optimal use of the system, and sustainability.

A life-changing machine



Tara Miller, US
PULSE volunteer at
The Food Trust, Philadelphia

Business impact



of the PULSE volunteers' colleagues agree that they have shared a different external perspective that helped to inform or shape GSK work, thinking, or policy



of the PULSE volunteers' colleagues indicated that they have taken on increased leadership responsibilities following their PULSE assignments

PULSE volunteers come from very different backgrounds, but share a couple of things: a desire to help others, a good amount of courage, and an itch for more. They take a leap of faith, leave their comfort zones behind, and embrace new perspectives. "After my assignment, I challenge myself to find comfort in stepping out of my comfort zone: I embrace and trust the turbulence that comes with change," said **Helene Pineau**, National Advocacy Manager in Canada and 2016 PULSE volunteer at PATH in Senegal. "Also, my current line manager has recently told me that I came back with some sort of restlessness, which I am channeling to explore different approaches to create shared value for our customers and for GSK."

Helene's line manager is not the only one to observe such positive changes. 70% of the PULSE volunteers' home teams recognise that they demonstrated new skills following their assignments, including adaptability, cultural awareness, and learning agility. **Tara Miller**, Strategic Projects Director and PULSE volunteer at The Food Trust in Philadelphia, adds one more capability to this list: coaching. "Not having the answers led me to take on a coaching role. As much as I wanted to help, I couldn't just simply provide solutions to my colleagues at The Food Trust all the time. I had to let them come up with their own solutions as well. I often

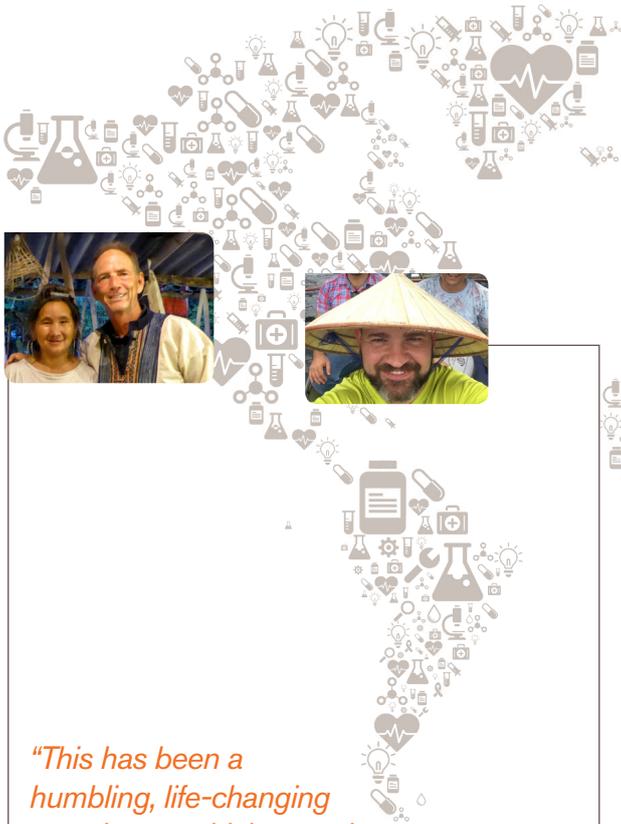
found that I added the most value by coaching them through their problems."

For some, going on a PULSE assignment is like starting a new project. At the beginning, the chaos can be overwhelming and hard to manage, especially having to adjust to new work environments, new colleagues, and the difference between working in the private sector compared to the NGO setting. However, after completing their journeys, many PULSE volunteers see a boost in their self-confidence. "When I started my assignment, my supervisor and I agreed on a list of objectives for my 6 months with Amref Health Africa", said **Mahendra Ameta**, Regional Business Manager in India. "Successfully meeting all of them gave me a sense of achievement, especially since at first, I was very apprehensive about performing well in different and challenging working conditions."

The developmental learning doesn't end when the PULSE assignment finishes. Our volunteers return with a renewed sense of purpose and fresh energy. Tara said: "This experience has given me new insights. It made me realise how grateful I am to work at GSK and for the work we do to take care of our patients and employees."

An unforgettable journey

2016 brought together four PULSE volunteers who would have been unlikely collaborators in GSK. However, through their PULSE experience, they have become lifelong friends who learned trust, courage, and culture from each other in their 6 months together in Hanoi, Vietnam



"This has been a humbling, life-changing experience, which turned me into a wiser person"

Bob McGarry, Account Director, North America Pharma, US

PULSE volunteer at Clinton Health Access Initiative

"I'm a more empathetic person and a better listener because of my PULSE experience"

Chad Morgan, Product and Skills Manager, North America Pharma, US
PULSE volunteer at PATH



"PULSE helped me become a leader who honours diversity and respects opinions from all sides"

Mohamed Elsaid, First Line Sales Leader, Saudi Arabia

PULSE volunteer at Save the Children

"In the first weeks coming back to India, my colleagues said I look like a 'triumphant warrior'"

Sujay Kulkarni, Clinical Research Senior Manager, India

PULSE volunteer at Save the Children

The four volunteers were assigned to different projects with different NGOs, but all based in the same location – Hanoi, Vietnam

The emotional ups and downs of PULSE can be compared to climbing a mountain with the wrong shoes. For our 2016 Vietnam volunteers, their journey began with this exact scenario. Their camaraderie started when Mohamed arrived from Saudi Arabia the evening before Bob and Chad's planned hike in the Sapa mountains, near the Vietnam-China border. They met at the train station, introduced themselves, and took off on an overnight ride and two-day trek up the muddy paths of the rice patties and corn fields.

Day 1 was the initial "what did I get myself into?" moment. Mohamed was in his polo shirt and jeans, not entirely ideal attire for a steep mountain climb, and Chad had to ditch his overpacked bag for only the essentials. On Day 2, however, Mohamed awakened with the determination to conquer the mountain, going from feeling defeated to leading the pack. The reward at the top was not only the breathtaking view, but also the unique bond that came from facing your fears with new friends and surviving to tell the story together.

Sujay arrived soon afterwards from India to volunteer with Save the Children as their Nutrition Research Specialist, supporting their interventions to address poor child nutrition amongst Vietnamese ethnic minorities. Sujay learned early in his PULSE assignment that "sometimes you need to 'unlearn' before you can re-learn new things." Spending 6 months with his "PULSE family" exposed him to new cultures, religious beliefs, and even dietary restrictions. "It only took them 5 weeks to convince me that there was more than Indian food in Vietnam," Sujay joked.

So how did PULSE change these four friends through the ups and downs of their respective experiences? Chad volunteered at PATH as a Market and Commercialisation Advisor to promote

protective behaviours and HIV prevention. "After Vietnam, I can truly empathise with what it's like to walk into a room and be the only person who looks and sounds like you. The four of us were welcomed warmly not despite, but because of our differences as foreigners. This powerful experience helped me to become a vocal advocate about inclusion and diversity issues." Upon returning to GSK, Chad stepped into a new role as a Product and Skills Manager who aims to impart these values when training other field sales staff.

Mohamed volunteered with Save the Children as a Corporate Funding Officer, supporting their fundraising strategies. Since returning to Saudi Arabia, his colleagues have observed that his communication is more open compared to his previously introverted style. "PULSE is the most rewarding professional experience I've ever had. Working in a different culture was a breakthrough for me, and it helped me become a better team leader who honours diversity and respects opinions from all sides. I also got promoted to a new job 2 months after my return."

For Sujay, he now feels equipped to overcome challenges more confidently since successfully navigating the demanding conditions of his assignment. "In the first weeks coming back to in India, my colleagues said I looked like a 'triumphant warrior.' This has been a surreal and confidence-boosting experience."

Bob celebrated his 35th GSK anniversary while serving as Clinton Health Access Initiative's Technical Advisor to improve the quality of HIV and Tuberculosis treatment. "This has been a humbling, life-changing experience, which turned me into a wiser person. I had never travelled outside of the US before this trip. Now, armed with a passport, I'm going back to Vietnam to experience other adventures."



Bringing the outside in



Lucas Sakalem, US
PULSE volunteer at
Save the Children, Philippines

"The PULSE Programme is a great opportunity to gain outside experience and bring a fresh set of eyes back into the company. It enables employees to see the real impact our vaccines can have on people's lives - and then come back and use that experience to help move our business forward."

Luc Debruyne
President of Global Vaccines

PULSE not only creates sustainable change for NGOs, but benefits GSK through increased employee engagement and equipping our people with fresh perspectives to foster innovation within the company. Additionally, PULSE volunteers often find themselves seeking new challenges to tackle with a sense of urgency and a re-awakened sense of purpose, which at times can guide their careers in new directions. For example, **Esteban Lizan-Fernandez**, Assistant General Counsel, volunteered with Comic Relief in UK as part of GSK's five-year partnership to combat malaria in the most affected countries. After his PULSE assignment, Esteban is applying his newfound perspective in the Legal Operations team to support our portfolio of global health programmes.

Mindy Chao attributes her new leadership role as a Marketing Executive in Taiwan directly to her PULSE experience with Clinton Health Access Initiative in Nigeria. "Because of PULSE, I became mentally stronger. Even with the language barrier, I successfully worked with government agencies and learned to navigate in a very different culture. This has given me the confidence to take on a new challenge, moving from Finance to Marketing."

To fulfil the third aspect of the PULSE mission to "Change GSK," this year we continued the

PULSE+ Track Innovation Challenge, where we've taken a more strategic approach to promote intrapreneurship. Volunteers received training on GSK's business priorities from various leaders across the organization prior to their assignments and, upon their return, pitched innovative ideas to the Office of the CEO. **Sujay Kulkarni's** PULSE+ idea focuses on reducing malnutrition through the co-marketing of 3 GSK products in nutrition, hygiene, and anti-infective that make up a health pack. "PULSE gave me the burst of confidence to overcome challenges after being stretched out of my comfort zone. I'm more committed than ever to pass along my learnings to future intrapreneurs!"

As a member of the PULSE team, **Lucas Sakalem** is well-versed in the intricacies of the PULSE programme, having supported hundreds of other GSK employees in the past four years as they underwent transformative learning on their PULSE assignments. In 2016, Lucas had his turn as a PULSE volunteer himself, working with Save the Children in the Philippines. "It was definitely a transformative experience. I came back with a stronger sense of the power of volunteerism, and I feel even better equipped to support more GSK employees to also go through this life-changing programme."

Return on investment

In 2016, GSK was one of 11 companies to participate in PYXERA Global's Common Performance Indicator Report, a study that aims to benchmark Global Pro Bono programmes' impact on their partners, participants, and companies. Here are some findings:



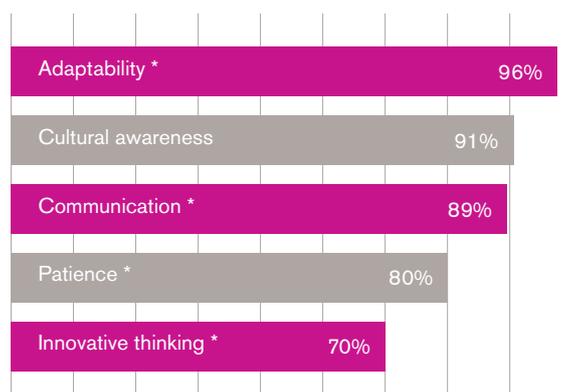
100% of 2016 volunteers see GSK as a corporate citizen*, and **93%** are likely to tell others about the work GSK is doing to enable people to do more, feel better, and live longer



87% of 2016 volunteers are more motivated to do their job at GSK, and **74%** are bringing back new ideas as a result of their PULSE assignments

* areas where GSK employees scored the highest compared with other companies

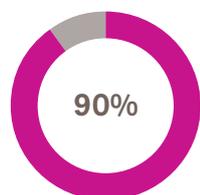
2016 PULSE volunteers experienced development across different competencies, including:



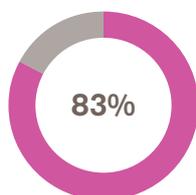
Long-term impact

We ran a study to assess the long-term impact of PULSE on 135 PULSE alumni who did their assignments between 2009-2015

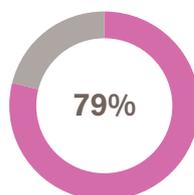
Results show that PULSE provides a powerfully strong engagement opportunity and led to significant leadership development and behavioural changes:



Through PULSE, I have developed my leadership skills and competencies



Because of PULSE, I have made positive changes to the way I work



PULSE helped me make a positive business impact on GSK

PULSE alumni demonstrate a high level of engagement even years after their assignments:

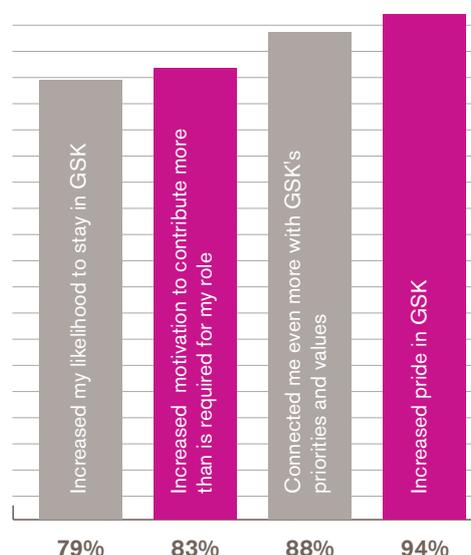




Photo by Vanina Kacheva
PULSE volunteer at Save the
Children, Kenya

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