

PULSE Volunteer Partnership

Impact Summary: Building Trust, Empowering People & Strengthening Culture

Executive Summary

In April 2009, GSK launched the PULSE Volunteer Partnership Programme. Since that time, PULSE has empowered nearly 200 employees in 39 countries working with 58 non-profit and NGOs. These Volunteers hail from 26 different countries. Through PULSE, GSK aims to make a positive, sustainable difference for non-profit organisations and communities, support leadership growth and development of employees and foster a culture of simplification, creativity, ingenuity, proactivity and teamwork in the Partner organisation, and ultimately back at GSK.

Feedback from our Volunteers, their GSK Home teams and our Partners **demonstrates** that PULSE is driving **sustainable change** not only for the communities that the Partners serve, but also back at GSK when the Volunteers return. This summary highlights PULSE's Impact in Building Trust, Empowering People and Strengthening GSK Culture in three parts:

I. PULSE Metrics

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Six months after the return of the 2009 PULSE Volunteers, we now have results from quantitative surveys sent to each of our Volunteers, their GSK Home teams and our PULSE Partners. The results are summarised by the three categories of respondents:

- ☀ **PULSE Volunteers:** 97% of PULSE Volunteers feel that their PULSE Assignments have either exceeded or met their expectations after six months post completion of their Assignment.
- ☀ **GSK Home Teams:** GSK Home Teams believe that PULSE has enabled Volunteers to share a different external perspective and to bring reinvigorated energy and morale back to their GSK jobs and colleagues.
- ☀ **PULSE Partners:** Six months after a PULSE Assignment has ended, 85% of the NGO managers believe that the Volunteer's impact is sustainable.

II. Impact on PULSE Partners

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9 out of 10 PULSE Volunteers said that their Assignment delivered a sustainable difference to their non-profit or NGO (PULSE Partner). At the same time, Partners identified major accomplishments by PULSE Volunteers in the areas of:

- ☀ **Improving healthcare systems:** PULSE Volunteers work has helped our Partners to reach their goals to continue to improve the health and lives of people, especially in the most underserved parts of the developing world.
- ☀ **Streamlining and improving key business processes:** The support provided by PULSE Volunteers have enabled our Partners to help improve their systems and processes such that they are more effective and updated in order to meet their needs, as well the needs of the communities they serve.
- ☀ **Improving communications, marketing and brand identification:** PULSE Volunteers have been able to improve website and branding, generate marketing materials to enable sustainable revenue streams, and create fundraising events to improve branding and/or visibility for our Partners.

- ✪ **Developing and implementing strategic plans and planning capabilities:** PULSE Volunteers have led Partners to revisit and modify their strategies and plans to help guide and improve their future operations.
- ✪ **Research and data analysis to deliver PULSE Partners' mission:** PULSE Volunteers have conducted research that has helped to increase the use of data in future policy making, and also to improve customer service, productivity and efficiency standards of our Partners.

III. Insights and Learnings for GSK

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The pioneering group of 2009 PULSE Volunteers returned to the business brimming with ideas on new ways of working, better leadership skills, and fresh external approaches to business challenges. The insights and learnings of PULSE Volunteers also align closely with several of GSK's strategic priorities, as mentioned below:

- ✪ **Build Trust externally (with community) and internally (with GSK employees):** PULSE gave Volunteers the opportunity to re-energize and connect with GSK's mission as well as build trust and relationships with the Partners and the communities they served on their Assignments.
- ✪ **Leadership Development and Empowerment:** PULSE Volunteers have come back to GSK with renewed confidence about their ability to lead, create, own and deliver for the business. Volunteers say that they have been better at influencing and leading people after they returned from their assignments.
- ✪ **Simplification:** When immersed in a completely different, non-profit environment for three to six months, PULSE Volunteers came to appreciate the need for simplification. One volunteer said, "Simple plans with clear goals equaled quick success."
- ✪ **Inspiration and creativity:** PULSE gave Volunteers an opportunity to work 'outside the box' and be creative in the face of limited resources – a learning that they are keen to apply to the business challenges they now face in their jobs back at GSK.
- ✪ **Teamwork and Building Relationships:** PULSE Volunteers returned as strong advocates of one-to-one conversations as opposed to relying on e-mails and technology to communicate with colleagues. They brought back the spirit of sharing, collaboration and camaraderie that they had witnessed in the NGO world to their GSK Home teams.

I. PULSE Metrics

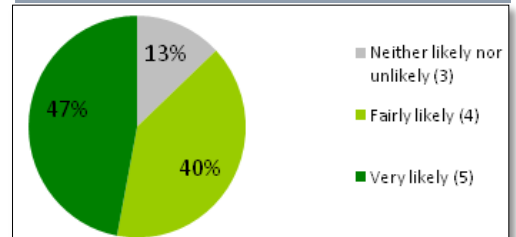
PULSE Volunteers:

- 97% of PULSE Volunteers feel that their **PULSE Assignments have either exceeded or met their expectations after six months** past completion of their Assignment.
- PULSE gave GSK employees the **opportunity to use and/or develop all six of the key GSK Behaviors**, particularly building relationships and flexible thinking.
- Back at GSK, nearly **80% of the Volunteers feel energized** by their work. Volunteers now feel more empowered and energized; have greater clarity and sense of purpose; look for simple solutions; and feel more connected to the GSK vision.

GSK Home Teams:

- GSK Home Teams believe that **PULSE has enabled Volunteers to share a different external perspective and bring reinvigorated energy and morale back to their GSK jobs** and home teams.
- GSK Home Team members say that PULSE provides them the opportunity to **enhance their own work experience and up-skill their behaviours** while their colleague is out on a PULSE Assignment.
- 87%** of the GSK Home Team members have highlighted their willingness to participate in the PULSE Partnership themselves or to recommend it to another colleague. (*Refer to figure on right*)

Would you consider taking part in the PULSE programme yourself or recommending it to another colleague?



Line Manager Testimonials:

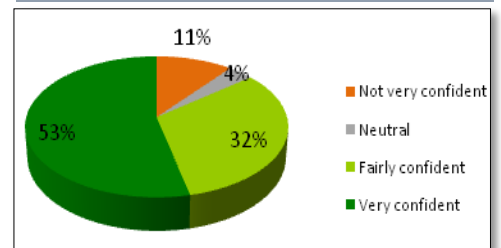
- "I am delighted to have an engaged manager [PULSE Volunteer] who has transformed into an effective leader – a transformation so rapid and wide-ranging that even the best of training interventions may not be able to match!"*
– **Shubhajt Sen, Director Marketing, CH India**
- "[PULSE Volunteer] is already enthusiastically applying the new skills he has learnt during his PULSE placement to his projects at GSK. His new perspective on ways to bring benefit to patients and increase the effectiveness of teams will help bring a new dimension to the way we advance programmes."* – **Ian Churcher, Director of CSC Medicinal Chemistry, R&D, UK**
- "I am delighted PULSE has been such a valuable experience for [PULSE Volunteer] and with such concrete benefits for [PULSE Partner]. Like him [PULSE Volunteer], I believe at Consumer Healthcare we need to step up our CSR initiatives to fulfill our mission to truly make more of a difference to more peoples' lives- aligned completely to the GSK corporate mission."* – **Emma Walmsley, President, Consumer Healthcare Europe**

I. PULSE Metrics

PULSE Partners:

- ☀ **Six months after a PULSE Assignment has ended and the Volunteer has left, 85% of Partner managers believe that the Volunteer’s impact is sustainable** – i.e. if the Volunteer were to visit the organisation today, s/he would feel that their contribution was still having the desired impact. (Refer to figure on right)
- ☀ Six months after the completion of their PULSE assignment, the majority of PULSE Partner organizations **continue to receive support from their PULSE Volunteers.**

If your PULSE volunteer were to return to your organization today, how confident are you that they would feel their contribution was still having the desired impact?



PULSE Partner/ NGO Testimonials:

- ☀ *“GSK PULSE Volunteers are currently my favourite people The ones with whom I worked quickly not only showed me how they had been trained to think from a logical and business-driven perspective, but proceeded to demonstrate their efficient and effective analytical and problem-solving skills on numerous occasions. Through my interactions with them ... it would not be an exaggeration to say that they have revolutionized my thinking on the need for leadership and business management skills in the aid world...They have generated healthy change in the organizations that I work with. In fact, I would cheerfully steal them all to come and work here with me, if such a thing was possible.” – Direct Relief International*
- ☀ *“With PULSE on board, we delivered in three months what would have taken us three years.” – Project HOPE UK*
- ☀ *“Having GSK PULSE Volunteers has been an inspiring infusion of talent, strategy, and energy for CHAI this year. The GSK PULSE Volunteers have truly added much value to our life-saving work and can know in leaving their posts that their work has assisted governments in developing countries with their health systems in ways that will have lasting impact.” – Clinton Health Foundation*



II. Impact on PULSE Partners

1) Improving healthcare systems

PULSE Volunteer Christine Pence from R&D, US worked with the Ogra Foundation in Western Kenya for six months - Christine developed a hygiene and sanitation program targeting local schools and clinics, reaching over 1600 primary school students and 50 clinicians – with a sustainability plan based on filter and soap manufacturing to not only improve sanitation, but also to provide opportunities to advance socio-economics of a devastatingly poor region.

PULSE Volunteer Nick Hickman from IT, UK worked with AMREF in London for six months – Nick facilitated the start up and launch of a €4million, EU-funded project to put mothers and children first, improving maternal, new born and child health in Tanzania, Kenya and Southern Sudan.



PULSE Volunteer Jessica Surman from Pharmaceuticals, UK worked with Save the Children in London for six months – As a result of Jessica’s work, Save the Children International now has an agreed framework to measure their global contribution to saving the lives of 500,000 children under 5 by 2015, allowing them to communicate success stories and build pressure on countries that remain off track against their target under five mortality rates.

PULSE Volunteer Stephanie Guerrera from R&D, US worked with AMREF in Dar Es Salaam, Africa for six months – Stephanie developed a tool enabling a detailed policy analysis aimed at identifying barriers and gaps which would be used to direct the health systems research and advocacy agenda for AMREF, Tanzania. This will allow continued critical analysis and advocacy agenda development geared at helping to bring AMREF closer to meeting their overall advocacy goals, while working with the government and communities to continue to improve the health of the constituents they serve.

PULSE Volunteers Matt and Katrina Tyson from GMS, UK worked with Direct Relief International in South Africa for six months – Matt & Katrina set up a distribution system for anti-retrovirals, travelling to hospices across South Africa to understand capability and build relationships before selecting service partners and creating infrastructure.

2) Streamlining and improving key business processes

PULSE Volunteer Lucinda Doherty from GMS, US worked with Direct Relief in California for six months – During her PULSE Assignment, Lucinda helped to bring efficiencies in the Disaster Response Process, including initiation of ‘After Action Reviews’ that will now be conducted after future disasters to continue to improve the process.

PULSE Volunteer Robyn Sadler from R&D, UK worked with Direct Relief in California for six months – Robyn ensured that each of Direct Relief’s functional areas now have the tools and the training to use web-based interface to run ad-hoc queries directly from a software package. These tools enable staff to extract and analyse information efficiently and therefore make informed business decisions faster. They also have capability to generate formal formatted reports for external use directly the software.

II. Impact on PULSE Partners

PULSE Volunteer Michael McNulty from R&D, US worked with Urban Ministries of Wake County's Open Door Clinic in US for three months – Michael identified electronic scheduling and patient management software application to replace the clinic's out-dated and inefficient paper-based system.

3) Improving communications, marketing and brand identification

PULSE Volunteer Manu Juneja from CH, India worked with AmeriCares in Mumbai for three months – Manu created a sustainable revenue-generating and visibility building model that aligned with AmeriCares mission to help more lives. She set up the annual 'AmeriCares Spirit of Humanity Awards' that recognized philanthropic contributions in the field of healthcare – the first of its kind in India. The funds that were generated from the Awards event eventually helped improve the delivery of AmeriCares' healthcare and disaster relief programmes in India.



PULSE Volunteer Douglas Clark from R&D, US worked with El Pueblo in North Carolina for three months – Doug helped develop an ad campaign, completely redeveloped the website from the ground up, centralized the social networking and evaluated/ proposed a strategic way forward for the health program at El Pueblo.

PULSE Volunteer Alison James from R&D, US worked with Rotoplast in California for six months – Alison established a task force that created a business definition and honed the organization's mission and vision statements.

4) Developing and implementing strategic plans and planning capabilities

PULSE Volunteer Margaret Landi from R&D, US worked with Green Treks Network in Philadelphia for six months – Margaret created a dynamic, engaged inaugural Advisory Board for Green Treks' EcoExpress programme. This required that she identify, meet, speak to, persuade and negotiate with a diverse number of community partners within Philadelphia that enabled EcoExpress to achieve its purpose: 1) to cultivate and advance community environmental educational resources using state and national standards; 2) to develop materials; and, 3) to create partnerships and opportunities that created a new generation of knowledgeable/environmental consumers and leaders.

PULSE Volunteer Robyn Sadler from R&D, UK worked with Direct Relief in California for six months – Robyn wrote a strategy and rationale document to serve as a blueprint and reference for the future state of organisation. She consulted with and highlighted the importance of these tools for users, customised training in the tools for different functional areas and user abilities, and developed quick reference guides for the tools.



PULSE Volunteer Lynn Cohen from IT, US worked with Save the Children in Washington for eight months – Lynn established a working, integrated solution that Save the Children (STC) can now choose to adopt and evolve. Emergency response staff that participated in the project and leadership in STC and across 12 STC organizations now have a clear vision of what this type of a system can achieve for them.

PULSE Volunteer Marisela Poot from Pharmaceuticals, LATAM worked with AmeriCares in the US for six months – Marisela provided indicators to improve the Donation Allocation Strategy and proposed recommendations to maximize the benefit of donated products to

the population.

II. Impact on PULSE Partners

PULSE Volunteer Daryl Burnaby from Pharmaceuticals, UK worked with Leonard Cheshire Disability in Galle, Sri Lanka for six months – Daryl developed a 5-year strategic plan for three Leonard Cheshire Disability Resource Centers in Sri Lanka. These Resource Centers provide community-based care for people with disabilities in areas hit by the Tsunami in 2004.

5) Research and data analysis to deliver PULSE Partners' mission

PULSE Volunteer Sue Gammons from R&D, UK worked with Down's Syndrome Association in London for six months – Sue conducted and analysed research into the experience of new parents of babies with Down's syndrome and on the experiences of adults with Down's syndrome who are living, or wanting to live, independently. These studies identified gaps in NHS (National Health Service) and local authority service provision and will be used to inform future campaigns and policy development to improve the lives of people with Down's syndrome.

PULSE Volunteer Deirdre Heydecker from R&D, UK worked with Sparks in London for six months – Deirdre developed and compiled substantial information on the outcomes and impacts of the paediatric medical research projects funded by Sparks since 1991.

PULSE Volunteer Lianna Ishihara from R&D, UK worked with Save the Children in Vietnam for six months – Lianna promoted the increased use of both internal (Save the Children – STC) and external (published literature, collaborators) resources to improve STC's research study designs and implementation from the early planning stages.

PULSE Volunteer Janet Scott from R&D, UK worked with Direct Relief in Western Kenya for five months – Janet conducted community and hospital surveys and evaluations to help clinics in rural Kenya to better understand the quality of service at their health facility. This evaluation enabled a strategic shift to better collective performance through future goal setting, regular feedback, monitoring customer service, and increasing productivity through other operational improvements moving forward.



III. Insights & learnings for GSK

1) Build Trust externally (with community) and internally (with GSK employees)

“Breaking GSK staff ‘out of the box’ [through PULSE] is a powerful way to have bi-directional change. My biggest insight is how insular we have been in GSK. I thought I knew what was happening out in the ‘real world’, but working there and interacting with students, street people and others makes me realize how much I didn’t know.”

. “Exposure to the challenges people face outside the GSK environment is a life changing experience. I am committed to working with senior managers, and others, within and outside GSK on how to improve people’s lives, independent of geography and socioeconomic status.”

Margaret Landi, R&D, US

“PULSE has totally re-energised me for my role at GSK...It has given me fresh perspectives and inspired me to think of new ideas/ ways of working...It has made me even more proud to work for GSK and this is reinforced every time I tell people about PULSE and see the positive impact it has on their view of GSK.” *Jessica Surman, Pharmaceuticals, UK*



“My placement has confirmed that when I return to GSK I will refuse to lead with a view to only short term results. I can ‘be the change’ by continually asking how any effort contributes to GSK’s mission – not just its annual metrics. I’ve proved myself to be an energetic thinker and believe that I can draw conceptual straight lines for others between GSK’s key priorities and their own actions, thereby helping values-based decision-making.”

Reka Szalkai, Pharmaceuticals, Hungary

“PULSE gave me the opportunity to make a difference, to be empowered, and to be gratified and humbled through helping others and making a serious impact on improving communities and society. It gave me an extended sense of pride not only to exhibit my PULSE involvement, but also to say that I am a GSK employee.”

James Foose, R&D, US

“I feel that I have a stronger commitment to GSK after completing my Assignment and I am filled with pride to be working for a company that supports an innovative volunteer program like PULSE.” *Loren Nakamura, R&D, US*

“Investment in human capital provides invaluable resource to the NGOs and helps make the organization become more effective and efficient beyond simple monetary value.” *Anna Vichiendilokkul, R&D, US*

“I was able to develop a strong and lasting connection to AMREF’s mission. This came from being closer to the ‘point of impact’, from the language used by the team and through the importance of AMREF’s work being so evident from the posters, photos, maps and progress updates adorning the office walls. I found this very inspiring and motivating. It has encouraged me to find ways to rekindle my own passion for GSK’s mission and be careful not to let myself be sleepwalking. I want to push this out to my team and trigger a chain reaction.”

Nick Hickman, IT, UK

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2) Leadership Development & Empowerment

“The PULSE Assignment stretched me and provided renewed confidence regarding my ability to problem solve, plan, deliver for the business, influence, and lead people to new approaches.”
Susan Weill, R&D, US

“I learnt to trust my own ideas and follow them to fruition with passion... I returned with a ‘can-do’ and entrepreneurial mindset that helped me in being more creative, making decisions that maximized benefits and challenging the old ways of working.”
Manu Juneja, CH, India

“I realized that I am adaptable and efficient in foreign environments and can be successful negotiating, influencing, and collaborating with senior leadership.”
James Foose, R&D, US

“The PULSE program made me realize how valuable a rotation type program is. When you rotate into a new organization for a development opportunity, you are not familiar with the status quo and can challenge the ways of working. I found it easier to use OE tools to improve processes within DRI than I have found within GSK; I think the same philosophy would work with rotation programs within GSK to make improvements.”

Lucinda Doherty, GMS, US



“My PULSE Assignment has proven to me that we can transfer skills and experiences to a radically different context and make a positive, valued impact. In my case it was to a non-IT, non-corporate context with a very different culture. It could apply equally elsewhere and open up new paths for me within GSK and beyond, in my community and professional associations. This insight will be useful in development planning for me and my line and for talent management discussions within my department.”
Scott Coapman, CH, US

“I learnt, through experience and observing those I worked with, how powerful giving people clear accountability and empowerment is. Without this, it is harder to make decisions and move forward and an organisation is in danger of stifling creativity and thinking, being less nimble, preventing individuals’ personal development and negatively impacting job satisfaction. To ensure that I continue to drive individual empowerment I am going to check that I: a) Empower my team to lead on initiatives and always ensure that I don’t correct their work or tell them how I would do something, but instead provide them with feedback and coaching to enable them to develop, grow and feel real ownership for any outputs; b) Advocate and use the 80:20 rule when taking decisions.”
Jessica Surman, Pharmaceuticals, UK

“Make empowerment real and tangible – give employees the ability to make decisions quickly and simply, and live with the consequences of their decision.”
Sandy Peters, Pharmaceuticals, US

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3) Simplification

“Simple plans with clear goals equaled quick success. Anyone who was working on my projects could easily explain what the goal of each project was in a single sentence.”
Loren Nakamura, R&D, US

“Seemingly insurmountable and complex situations can be solved with simple solutions... and through one-to-one conversations rather than emails.”
Christine Pence, R&D, US

“Lean teams can achieve great things with a network of support. As I began my Assignment, Save the Children (STC) US was undergoing a series of cutbacks, reducing staff across many departments. This reduction impacted my project ... However, with a very lean team we accomplished a great deal in a short amount of time. This experience reinforced my support for current simplification initiatives, and I believe GSK can do even more to simplify processes and enable employees to do more with less bureaucracy.”

Lynn Cohen, IT, US



4) Inspiration and Creativity

“Ideas can come from unexpected sources. I will take a more concerted effort to look outside my work environment for inspiration . . . It is OK to build as you go...my manager and I have discussed planning a ‘Business Challenge’ exercise utilizing concepts from Trump’s ‘Apprentice’ Program and excerpts from the movie ‘Apollo 13’...teams of Development Scientists will be given the challenge and expected to report back on their plans in a predetermined time frame.”

Sharon Sawchak, R&D, US

“Use more creativity to consider what can be done better with current resources, rather than dwelling on what could be done better if we had more resources. It was inspiring to see the people of Vietnam using their creativity and innovation to solve their problems with very little resources.”

Lianna Ishihara, R&D, UK

“Resource constraints at the NGO taught me how to more conservatively spend company funds, think differently about use of time and become more efficient.”

Shannon Leveille, Pharmaceuticals, US

“I’ve had an opportunity to really work outside the box the last six months, and have seen the great results of being creative and courageous in the face of many challenges. I temper this by saying that a creative and courageous attitude has to be joined up with thoroughly understanding business drivers and building relationships and buy-in. I intend to bring this creativity and courageous attitude back with me to achieve GSK objectives.”

Lynn Cohen, IT, US

“I’m coming back with fresh perspectives – including keep it simple, listen to others, and small steps in the right direction do get you there.”

Janet Scott, R&D, UK

5) Teamwork and Building Relationships

“We have relied so much on technology to interface with people. At Direct Relief, we all sat in small cubes, close together. We could hear every conversation going on and we were able to respond and interact -- not wait for the

III. Insights & learnings for GSK

phone to ring or the email to come -- creating a much more vibrant environment. But just changing the environment won't necessarily change the culture. We need to rely less on our computers as a way of communicating. We have a tendency to get distracted by emails instead of focusing on the productive work that needs to be done and the human interactions needed to do it.”

Lucinda Doherty, GMS, US

“My success in getting agreements and commitment within totally new arenas proved to me that I can bring back this capability to GSK as GSK works with new paradigms in changing environs.”

Margaret Landi, R&D, US

“At GSK, always remember we are working to help drive the best interests of the corporation and therefore, without neglecting our own responsibilities, we must always be willing to help others.”

Stacey Harris, CH, US

“The higher degree of sharing/ cooperation/ camaraderie in the NGO world was very powerful.”

Gillea Rosetti, R&D, UK

Creating sustainable change around the globe

