



do more  
feel better  
live longer

# GSK Romania: Corporate Responsibility Report 2014-2015

This report is in accordance with  
GRI G4 Guidelines at CORE level.

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# Our approach

*Our mission is to improve the quality of human life by enabling people to do more, feel better and live longer. At a global level, we are doing this through researching and developing innovative pharmaceuticals, vaccines and consumer healthcare products. This report describes our contribution to GSK's global mission through our activities in Romania. It aims to demonstrate to our stakeholders in Romania how we are contributing to improving the life expectancy of Romanians and operating our business responsibly.*

*Romanian patients are entitled to original drugs, not just generics.*

**GSK Romania Stakeholder Survey, 2016**

*Being a middle-income country, smaller than the European average, GSK pricing policy in Romania that takes into account local income levels is appreciated.*

**GSK Romania Stakeholder Survey, 2016**

*A multinational company has to support health so that access to educational programmes is easy for all social classes.*

**GSK Romania Stakeholder Survey, 2016**

*GSK is involved in the development of a professional healthcare community to support professionals and those involved in this field to identify viable solutions to increase the level of health in the population. GSK has initiated a project with wide participation of specialists in the field - Healthcare Connections.*

**GSK Romania Stakeholder Survey, 2016**

*Facilitating access to health and improved health outcomes involves infrastructure and ease of access to medicines in pharmacies.*

**GSK Romania Stakeholder Survey, 2016**

## General Manager insights - Pharma



**I am delighted to present our fourth Corporate Responsibility Report, covering the activities of GSK Romania in the years 2014 and 2015.** Our global mission is to help people do more, feel better and live longer, with a prime focus on patients. In Romania, this remains an imperative for GSK, as Romania still lags behind Europe in almost all health-related metrics. Romania still has the lowest life expectancy in the European Union and one of the highest child mortality rates.

**During the past two years, we have been reshaping all our business operations so that we can serve our Romanian patients and consumers most effectively.** This has been completed in line with GSK's renewed focus on our global pharmaceuticals business to improve performance and response to patient needs. Globally, we increase our focus on key therapeutic areas that will be the drivers of future growth based on a powerful innovation pipeline and optimising the investment in the remaining portfolio. As a result, we are mirroring the same approach in Romania on 5 strategic therapeutic areas: respiratory; HIV; vaccines; urology and antibiotics.

We are committed to helping to raise the life expectancy of Romanians, and in 2014-2015, we are pleased to report significant growth in our business and expansion of many of our activities to support the healthcare system in Romania. Our efforts to make a positive difference for patients in Romania are showing encouraging results.

**Today our business model better serves our patients and our communities needs.** At the heart of this approach is a renewed application of our values, our ethical practices and meticulous attention to compliance, as we remain a leading voice in the professional pharma and healthcare

community in Romania, aspiring to raise the quality and practice of healthcare overall in this country. In line with GSK around the globe, we were the first to eliminate payments to healthcare professionals in Romania and implement a new performance model for our own sales staff.

**Reorganising our company in Romania has not been without challenge for many of our local employees.** The gates to our Brasov manufacturing site will close for the final time in April 2016 following a three-year transition process in which we have supported our employees in the most caring and attentive way possible. More than 70% of Brasov employees have already found employment. At the same time, we have maintained continuity of supply for our patients in Romania with the transfer of production to alternative GSK sites in Europe. Also, in 2015, we announced the sale of Europharm Distribution, one of the two distribution operations in GSK's entire global landscape. Both of these changes are in line with our global patient-centric strategy and enable the redeployment of resources to support our strategic therapeutic areas. For example, our extensive clinical research in Romania will continue to grow and expand. We were proud when GSK plc. confirmed in 2015, after a global review, that Romania will remain one of 20 strategic countries for conducting clinical research, and already in 2015, we invested EUR 2.4 million in clinical research in Romania, four times more than in 2013. We know from experience that our significant investments in clinical trials in Romania provide many benefits for patients and for the education and professionalisation of local physicians.

**Alongside our business remodelling, we have continued to invest in our community in Romania.** We are active with our industry association partners to support public policy to improve the healthcare infrastructure in Romania – including our ongoing leadership of the Healthcare Taskforce of the Foreign Investors' Council in Romania and more recently, of the Healthcare Taskforce of the Coalition for Romania's Development. Our collaborative interventions in supporting improvements in healthcare infrastructure are a critical aspect of our responsibility to our patients. We have maintained our support for local communities with partnerships with OvidiuRo, Save the Children, HOSPICE Casa Sperantei and United Way.

**With the continued support of all our team in Romania, I am optimistic that we will continue to improve healthcare outcomes for many years ahead.** Thank you for your interest in this report. We welcome your feedback.

**Barbara Cygler**  
General Manager, GSK Pharma, Romania

## General Manager insights - Consumer Healthcare



**In Consumer Healthcare, we have enjoyed very positive growth in Romania in the past two years, significantly outpacing the market.**

This is a testimony to our understanding of patient needs and our commitment to providing the right solutions. A cause for optimism is the continued expected growth of the consumer healthcare market in Romania, especially in oral healthcare. We have been supporting the oral healthcare category for many years with our award-winning 'Smiling Romania' campaigns which achieve increased reach and drive greater awareness for oral healthcare practices with each successive year. On a country basis, Romania still has some way to go. With Romanians still purchasing less than one toothbrush and two tubes of toothpaste per person per year, and making few visits to the dentist for check-ups or for dental hygiene, the opportunity to help Romanians improve their quality of life remains an imperative for GSK Consumer Healthcare. We are encouraged that the growth in the oral healthcare market appears to indicate that our message is getting through and consumers are taking greater care of their oral health.

**We recently reviewed how we can further advance our mission and help consumers in Romania.** We established strategic goals which include leadership in the oral healthcare, cold and flu and pain management categories, being an employer of choice in the Romanian market and being the preferred partner for our

customers. All of this requires a deep understanding of the need of our consumers, employees and customers, an evolving product portfolio that addresses healthcare needs in the most effective way and trusting and collaborative relationships throughout all of our interactions. Of course, dedication, passion and commitment are also part of the mix and we have plenty of those.

**At the same time, during this period, our implementation in Romania of the global GSK - Novartis OTC partnership brings a wealth of opportunity for both companies to operate together for even greater benefit for patients.** Our collaboration is progressing well and positions us to enhance access to a wider range of medicines for patients in Romania, in line with our strategic goals.

**We also continue to intensify our efforts to understand our consumers and the healthcare context in Romania.** On the one hand, we completed independent studies to understand consumer habits and preferences with regard to alleviating cold and flu symptoms, and with regard to pain management. On the other hand, we initiated a collaborative conversation platform called Healthcare Connections. Bringing government, social organisations and businesses together to talk about the healthcare challenges we all face and review opportunities for collaborative action has been a very positive step. We hope this will result in tangible change in our market and for our consumers.

**Finally, as an integral part of the GSK family, we apply all the positive global values and frameworks that help us develop our employees and our way of doing business.** We maintain a strong focus on regulatory compliance, risk management, ethical behaviour and anti-corruption. We invest in employee training and provide opportunities for professional growth. We engage with our communities and assist where we can. In this report, I hope you will gain an appreciation of how we work to help Romanians do more, feel better and live longer while acting as a responsible business partner to all our stakeholders in Romania.

**Helen Tomlinson  
General Manager, GSK Consumer  
Healthcare, Romania and Balkans**

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal tail.

## Our approach

### About GSK Romania

As we go forward with our business in Romania, we will deliver our mission by focusing on access to prescription medicines – such as antinfectives, antibiotics and consumer healthcare products and investment in the research of new medicines. During 2016, the final phases of the restructuring of our local businesses will be complete. This means that our dedicated manufacturing operation at Brasov and in-house distribution subsidiary Europharm Distribution will have ceased to be a part of our GSK group in Romania. Both of these successful and businesses have served GSK's expansion and contribution in Romania successfully over many years; now our attention is focused on meeting patient needs and improving access to our medicines for better health outcomes.

Our roots in Romania go back to 1989 when the Glaxo Company opened an office in Bucharest with a single employee. Since then, we have maintained a growing and thriving business by anticipating and meeting patient needs and bringing to Romania the most advanced

medicines from our global pipeline. One positive outcome of our multi-year investment in Romania is that Romania continues to be one of GSK's preferred global research locations for clinical trials. Going forward in 2016, our business is made up of two divisions:

### GSK Consumer Healthcare

We lead the strategy, communication, medical affairs and sales of GSK Consumer Healthcare brands in Romania and Balkans.

### GSK Pharma

We lead the strategy, public policy, market presence, medical affairs, clinical trials and sales of GSK pharmaceutical products and vaccines in Romania.



Our main products include:

### Prescription Medicines

Our prescription medicines include treatments for a wide range of conditions such as respiratory and urology diseases, heart disease, epilepsy, lupus, bacterial and viral infections such as HIV, and skin conditions like psoriasis.

### Vaccines

We have the most complex paediatric vaccines portfolio, with over 10 brand vaccines that prevent life threatening and crippling illnesses such as poliomyelitis, hepatitis, pneumonia, meningitis, rotavirus infection or cervical cancer.

### Consumer Healthcare

We offer Romanians a range of consumer healthcare products based on scientific innovation, in two large categories: Oral care (solutions for the whole family, dental sensitivity, dental acid erosion, gums health, denture care) with well-established brands such as: Aquafresh®, Sensodyne®, Pronamel®, Parodontax®, Corega® and Wellness (respiratory health, analgesics, vitamins and nutritional supplements, and skin care), with known brands such as Theraflu®, ParaSinus®, Voltaren®, Panadol®, Cetebe®, Fenistil®.

#### GSK plc

GSK Romania divisions are wholly owned subsidiaries of GSK plc., one of the 10 largest pharmaceutical companies in the world, with a turnover of £23.9 billion in 2015, a global commercial presence in 150 markets, 84 manufacturing sites and almost 100,000 employees, of which 13,000 people work in research and development in our search for new medicines, vaccines and consumer healthcare products. GSK plc. is headquartered in the United Kingdom.

## Our approach

### Our healthprint in 2015

# 20 million

consumers and patients in Romania used GSK products again this year

# €2.4m

invested in clinical trials in Romania in 2015 - four times more than in 2014

# 292

employees

# 19%

reduction in energy consumption

## We did more

in 2015 to meet our objective to contribute to raising the life expectancy of Romanians.

# €373,489

investment in the community

# 2

women General Managers

# 19%

reduction in greenhouse gas emissions

## We live by our Code of Conduct.

All GSK employees are thoroughly trained in business ethics.

# 2

meetings of Healthcare Connections – our new initiative to drive dialogue in Romania to improve healthcare collaboration

# 64%

of total employees were women and

# 62%

of managers were women.

# 17%

increase in water consumption

More than

# 50,000

children and adults directly engaged in our Smiling Romania campaign

# 0

injuries this year and for the past 5 years

# 65%

of job vacancies in 2014-2015 were filled from within the organisation.

# 30%

reduction in waste (excluding a one-time clear-out of expired stock)

## >90 employees

engaged in GSK Orange Day in Romania in 2015 in community projects in 8 cities.

# >6,800

hours invested in employee training in 2014-2015

# 40

employees/managers promoted from within and

# 78

employees changed roles to gain new experience in 2014-2015

# 12.32

tons of waste recycled in our offices 2012-2015 by our employees

## Our approach

### *How we create value*

#### Creating value for society

We will continue to deliver value for our stakeholders by providing a wide range of healthcare solutions for patients and leading in our support for a better healthcare sector in Romania. We are driven by:

- **Focusing on our patients and customers** – understanding patient needs and empowering patients and consumers to have influence over their healthcare options
- **Becoming a preferred partner** – operating our business in a responsible and sustainable manner and advancing healthcare knowledge and education
- **Daring to innovate** – finding innovative ways to increase patient access to our medicines and healthcare products

Our primary stakeholders in Romania, with whom we maintain an ongoing dialogue, are:

- **Healthcare professionals and regulators:** We employ over 200 staff in GSK Pharmaceuticals and Consumer Healthcare who visit physicians, pharmacies, clinics, hospitals and support local and national government, providing education about medicines and healthcare.
- **Customers:** Our customers are pharmacies, hospitals and clinics all over Romania.
- **Patients:** We reach millions of patients in Romania, helping them to do more, feel better and live longer. We work with patient associations to support the development of a strong patient voice in the healthcare system.
- **Employees:** We provide an empowering and responsible place of work for close to 300 local employees in our Pharma and Consumer

Healthcare divisions, offering ongoing personal and professional development.

- **Suppliers:** We import finished products from GSK subsidiaries in different countries. We engage primarily local suppliers for operational goods and services.

Following consultation with our stakeholders and feedback about their expectations and concerns, in 2013, we developed a set of material priorities for our corporate responsibility focus. We have validated this internally and with external stakeholders each year, making minor changes as appropriate. Our 13 most important material impacts are:

#### Health for all

- Access to healthcare
- Healthcare infrastructure
- Health and well-being of local communities

#### Our behaviour

- Compliance
- Ethical behaviour
- Patient rights
- Public policy
- Quality and safety of medicines

#### Our people

- Employee development
- Safety at work
- Equal opportunity

#### Our planet

- Energy and emissions
- Waste



## Our approach

### How we create value - continued

#### Feedback from stakeholders

In early 2016, we conducted a survey among our key stakeholders in order to gain their perspectives about the way GSK meets its corporate responsibility commitments and understand the matters that are most important to them. We surveyed 58 targeted stakeholders using online questionnaires and were encouraged to note that, overall, our stakeholders maintain a high level of trust in GSK Romania, believing us to behave responsibly, ethically and transparently.

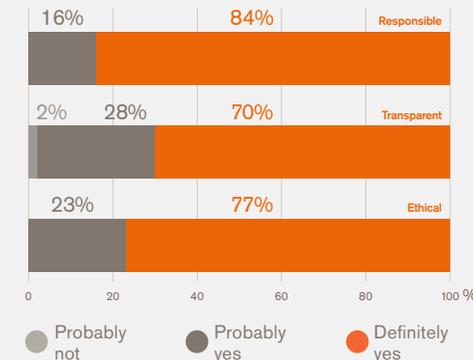
#### Perspectives from stakeholders

We surveyed:

- Physicians (34%)
- Customers and partners (21%)
- Employees (19%)
- Media organisations (10%)
- NGOs (7%)
- Distributors (7%)
- Professional associations (2%)



#### In your experience, do you consider GSK Romania behaves responsibly / ethically / transparently? (n=58)



Other insightful findings from our survey include:

- Half of the stakeholders read GSK Romania's last Corporate Responsibility Report.
- Most stakeholders consider 'Health for All' the most important pillar of GSK Romania's CR activity.
  - o the Romanian health system needs to be improved and invested in;
  - o GSK ensures good quality and innovative medicine at affordable prices for everyone, regardless of their social status.

This survey confirmed that our material priorities in terms of driving access to healthcare, improving healthcare infrastructure and contributing to the health and well-being of local communities continue to be the most important issues for most of our stakeholders. We appreciate the insights received – in addition to the quantitative responses, we received more than 75 individual comments and suggestions from the 58 survey respondents. These insights will be studied in detail by our senior management in Romania and Europe so that we can learn and respond in order to more effectively meet the needs of our stakeholders in Romania.

# 100%

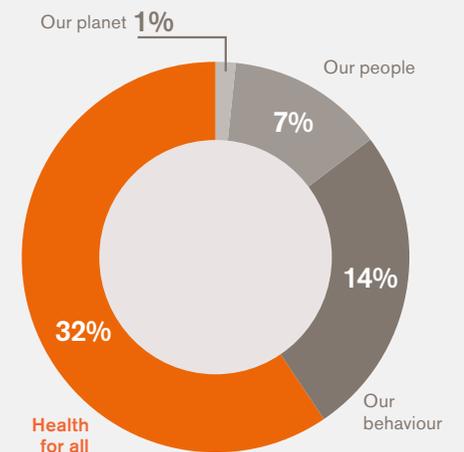
of our employees who responded to the survey believe we are a responsible and ethical company

# 98%

of stakeholders think GSK's Corporate Responsibility Report is useful and should be published annually

#### Most important Corporate Responsibility issues for our stakeholders

Survey 2016, 58 respondents



## Our approach

### CR Performance Summary 2012-2015

Employees by gender and contract	G4	Unit	2012		2013		2014		2015		Change (%) in 2015	
			male	female	male	female	male	female	male	female	male	female
Total employees by gender	G4-10	End-year count	156	233	145	228	110	201	106	186	-4%	-7%
Total employees by year	G4-10	Total	389		373		311		292		-6%	
Permanent contract employees	G4-10	Percentage	N/A	N/A	38%	58%	34%	61%	34%	60%	2%	-2%
Temporary contract employees	G4-10	Percentage	N/A	N/A	1%	3%	2%	3%	2%	4%	7%	11%
Management employees by gender	G4-LA12	Percentage	46%	54%	45%	55%	40%	60%	38%	62%	-5%	3%
Non-management employees by gender	G4-LA12	Percentage	39%	61%	37%	63%	34%	66%	36%	64%	5%	-3%
All employees by gender	G4-LA12	Percentage	40%	60%	39%	61%	35%	65%	36%	64%	3%	-1%

Employees by age	G4	Unit	2012	2013	2014	2015	Change (%) in 2015
Employees below age 30	G4-LA12	Percentage	21%	19%	22%	20%	-6%
Employees aged 30-50	G4-LA12	Percentage	78%	80%	77%	79%	2%
Employees over age 50	G4-LA12	Percentage	1%	1%	1%	1%	-20%

New hires and turnover	G4	Unit	2012	2013	2014	2015	Change (%) in 2015
Employee new hires	G4-LA1	Headcount	72	37	27	51	89%
Employee leavers	G4-LA1	Headcount	69	62	82	70	-15%
Employee turnover	G4-LA1	Leavers end-year	18%	17%	26%	24%	-9%

Health and safety	G4	Unit	2012	2013	2014	2015	Change (%) in 2015
Number of injuries	G4-LA6	Injuries	0	0	0	0	=
Number of lost days due to injury	G4-LA6	Days	0	0	0	0	=
Number of fatalities	G4-LA6	Number	0	0	0	0	=

Training and development	G4	Unit	2012	2013	2014	2015	Change (%) in 2015
Employee training hours total	G4-LA9	Hours	2,844	720	4,262	2,545	-40%
Employee training hours average/pers./year	G4-LA9	Hours	7.3	1.9	13.7	8.7	-36%
Employee performance reviews	G4-LA11	% of employees	99.2%	100.0%	100.0%	100.0%	=

Community investment	G4	Unit	2012	2013	2014	2015	Change (%) in 2015
Total value of community investment	G4-SO1	Euro	619,444	815,269	377,833	373,489	-1%
Value of employee donations (included in total)	G4-SO1	Euro	11,467	33,336	26,181	10,880	-58%
Employee volunteers	G4-SO1	Headcount	278	234	422	75	-82%
Volunteered hours	G4-SO1	Hours	1,706	1,532	2,690	852	-68%

Environmental performance	G4	Unit	2012	2013	2014	2015	Change (%) in 2015
<b>Total water withdrawal</b>	G4-EN8	m3	<b>2,362</b>	<b>1,847</b>	<b>380</b>	<b>443</b>	<b>17%</b>
Non-renewable fuel consumption	G4-EN3	GJ	17,191	17,825	14,084	11,268	-20%
Electricity purchased from grid	G4-EN3	GJ	816	732	1,098	1,064	-3%
<b>Total energy consumption</b>	G4-EN3	GJ	<b>18,007</b>	<b>18,557</b>	<b>15,182</b>	<b>12,332</b>	<b>-19%</b>
Scope 1 GHG emissions	G4-EN15	Metric tons CO <sub>2</sub> e	1,208	1,271	998	790	-21%
Scope 2 GHG emissions	G4-EN16	Metric tons CO <sub>2</sub> e	113	101	147	142	-3%
<b>Total GHG emissions</b>		Metric tons CO <sub>2</sub> e	<b>1,321</b>	<b>1,372</b>	<b>1,145</b>	<b>932</b>	<b>-19%</b>
Waste to recycling / reuse	G4-EN23	Metric tons	20	14	1.0	1.3	35%
Waste to incineration	G4-EN23	Metric tons	59	26	13	31	139%
Waste to landfill	G4-EN23	Metric tons	0	0	0	0	=
<b>Total waste</b>	G4-EN23	Metric tons	<b>79</b>	<b>40</b>	<b>14</b>	<b>32</b>	<b>132%</b>
Percentage of waste recycled or reused	G4-EN23	Percentage	25%	35%	7%	4%	-42%

#### Note:

Due to business reorganisation in 2014 and 2015, all year data is shown for Pharma and Consumer Healthcare divisions only, which represent our operations going forward. Information for these years for Brasov and Europharm is not typical of regular operations and therefore would be misrepresentative. Employee volunteering in 2015 was lower than prior years due to a reduction in employee numbers and resourcing constraints. Volunteering is expected to increase in 2016.



## Our approach

### Commitments and progress - continued

#### Health for all

- Innovation: Continue to deliver innovative solutions in consumer healthcare with at least 5% of annual sales derived from new launches in the first three years
- Clinical trials: Continue to invest in clinical trials in Romania, including trials in new therapeutic areas such as autoimmune diseases and rheumatology
- Oral health: Reach 100,000 direct beneficiaries each year with our Smiling Romania campaign
- Community benefit: Reach more than 30,000 direct beneficiaries per year through our community programmes

#### Our behaviour

- Continue to play an active role in Industry Associations to support improvement of access to medicines in Romania
- Achieve zero major findings at external compliance audits each year

#### Our people

- Maintain an accelerated development of employees through internal promotions in order to maintain robust succession plans and to support the business in the medium and long term
- Maintain 50% participation of eligible employees in at least one leadership or personal development programme each year
- Achieve a 95% participation rate of employees in our Partnership for Prevention programme each year for their own health and for their children in our vaccines scheme
- Increase employee engagement by 5% in 2016 using our global employee survey as a measure of engagement.

#### Our planet

- Maintain or reduce consumption of electricity and water each year on a per person basis
- Implement a driver safety programme including training by end 2016
- Implement a programme to collect and safely dispose of unused drugs by end 2018



“At GSK, we have reported on CR at a global level for many years, as our patients, customers, employees, investors and all other stakeholders have a right to know how we do business and how we affect their lives. In Romania, we have a great story to tell. With our leadership in vaccines and strong presence in respiratory medicines, and other therapeutic areas, as well as our ongoing investment in clinical research, our presence in Romania helps to raise the life expectancy of Romanians. With this fourth Corporate Responsibility Report, GSK Romania maintains its commitment to local transparency and engagement with those invested in improving healthcare in Romania for the long term. I am delighted to support this initiative.”

**George Katzourakis**  
GSK, SVP Head of Europe Area 1

*Health challenges remain a barrier to economic development and quality of life. GSK aims to make a real contribution to meeting these challenges. In Romania, improving health for all will advance our aspiration to raise the life expectancy of Romanians.*

# Health for all

*I appreciate the company's efforts to increase patient access to medicines.*

GSK Romania Stakeholder Survey, 2016

*The Romanian healthcare system is an area that needs to be improved and invested in.*

GSK Romania Stakeholder Survey, 2016

*GSK Romania supports the healthcare system with a large variety of therapeutic areas and educational programmes.*

GSK Romania Stakeholder Survey, 2016

*GSK ensures good quality and innovative medicine at an affordable price for everyone regardless of their social status*

GSK Romania Stakeholder Survey, 2016

*GSK is a company that has introduced unique products for public health.*

GSK Romania Stakeholder Survey, 2016

*Our health is important.*

GSK Romania Stakeholder Survey, 2016

## Health for all

### Realigning for long-term positive health outcomes

During the past two years, GSK in Romania has been managing our transition to becoming a more streamlined, focused and patient-centric local healthcare provider, positioning us for long-term growth and delivering greater positive health outcomes in Romania. This period has been characterised by changes in both our Pharma and Consumer Healthcare organisations as well as the divestment of manufacturing and logistics operations that, although successful, will no longer play a role in the future strategic direction of GSK in Romania. In addition to introducing a revised structure in our pharma business, we have also, in Consumer Healthcare, driven the local implementation of our global joint venture with the OTC division of the leading pharmaceutical manufacturer, Novartis. Throughout all of these changes, we have put patients and people first, ensuring that, in all we do, our service to our market continues to improve and that we stay true to our values.

#### The healthcare landscape in Romania

With around 20 million inhabitants, Romania is the 7th largest country (by population) among the 28 EU member states (EU28). At the same time, Romania is one of the poorest EU countries, ranking 27th among the EU28 in terms of GDP per capita. (Eurostat, 2013). Romania is characterized by low political coherence (56 government strategies in the past 20 years). The critical issues relate to low levels of health insurance contributions, inefficient use of funds, migration of trained physicians out of Romania and delays to the update of the reimbursement list which block access to innovative and effective medicines. These continue to prevent Romanians from obtaining the healthcare they deserve.

All of this contributes to a concerning picture for healthcare in Romania, which continues to report one of the lowest life expectancy rates in the EU and one of the highest infant mortality rates. Decisive action is needed to improve healthcare infrastructure and quality of life for Romanians.

#### Key healthcare facts

In Romania, deaths due to chronic and nervous system diseases are twice the EU average.

Source: Eurostat 2013

Availability of hospital beds in Romania is slightly higher than the EU average - 627 beds per 100,000 inhabitants versus 527 in Europe

627

Source: WHO 2013

Romania has the highest infant mortality rate in Europe with 9.2 / 1,000 versus 3.7 / 1,000 in the EU28.

9.2

Source: Eurostat 2013

Our prime mission at GSK Romania is to contribute to raising life expectancy and our health for all approach is targeted at leveraging our capabilities to achieve this outcome for our Romanian patients and consumers.

Romania ranks 32 (out of 35) in the Euro Health Consumer Index 2015 (EHCI), which evaluates the quality of the national healthcare systems.

32

Source: EHCI 2015

The Romanian healthcare system remains chronically underfinanced at 4.26% of GDP in 2013, well below the EU average of 7.27%.

4.26%

Source: WHO 2013

The ratio of healthcare professionals is one of the lowest in Europe with 2.64/1,000 inhabitants versus 3.2 in Europe (EU20).

2.64

Source: Eurostat 2013

The Romanians have one of the lowest life expectancy rates in the EU with 78.7 years for females / 71.6 years for males versus 83.3/80.3 in EU28.

78.7 / 71.6

Source: Eurostat 2013

The Romanians suffer from almost four times lower healthcare spending - 727 PPP \$/capita versus an average 2,595 PPP\* \$/capita in Europe.

727

Source: WHO 2013

The rate of GP check-ups for Romania is much lower than the European (EU20) average with 4.8 check-ups/inhabitant/year versus 6.7/year in Europe.

4.8

Source: Eurostat 2013



## Health for all

### Realigning for long-term positive health outcomes - continued

#### Collaboration and synergy with Novartis Consumer Health

In 2014, GSK and Novartis announced a global multi-billion-dollar deal to support both companies in creating a simpler, stronger and more balanced platform for long-term growth and access to medicines for patients around the world.

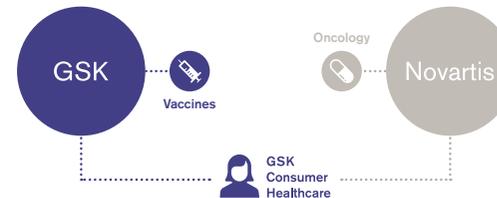


- GSK – Novartis**  
A better deal for patients long-term
- GSK acquired global vaccines from Novartis
  - Novartis acquired oncology products from GSK
  - GSK and Novartis established a global joint venture in consumer healthcare

In the deal, both companies acquired existing pharmaceutical brand assets from each other and agreed to work together in consumer healthcare. In Romania, both GSK and Novartis have been significant local players for many years, so this global agreement required local implementation in a careful and considered manner.

Combining the legacy consumer healthcare business of GSK and Novartis Consumer Health in Romania makes us one of the largest local providers of a wide and diverse range of healthcare products. In different therapeutic categories, we are able to combine our brands to provide more holistic solutions for patients, for example in pain management, where both GSK and Novartis Consumer Health have important legacy brands offering different pain management solutions – systemic and topical products.

The integration process is supported by functional teams from both companies that cover every aspect of our operations, including distribution and logistics, commercial relationships with customers, restructuring our organisation in Romania and supporting our people with care through the transition. Starting in July 2016, the joint portfolio will be under one umbrella, a business with an aim to become the first and best Fast Moving Consumer Healthcare company in Romania and the world.



“My role over the past year has been to prepare the integration of the GSK and Novartis OTC activities in Romania in a way that creates synergy, building on the expertise and brand strength of both companies. Our objectives are to create a much simpler business, improved access and treatment offerings for patients and better customer service. Another important aspect of the integration is to create consistency in communication by unifying the portfolio and capability behind each brand.”

**Teodor Octavian Cristea**  
Market Integration Lead  
GSK Consumer Healthcare  
Romania & Balkans



## Health for all

### *Realigning for long-term positive health outcomes - continued*

#### Focusing on our strategic direction

Our ongoing long-term commitment in Romania is focused on investing in our pharma and consumer healthcare activities for the benefit of patients in Romania. This has led to the divestment of two local operations that no longer directly support this vision, even though they have played an important role in our development in Romania for several years.

#### GSK Romania Strategic focus

- Investment in local research and access to medicines
- Expansion of consumer healthcare with a wider range of solutions for patients

#### Ceasing our manufacturing operations in Romania

In 2013, we announced our intention to cease operations at our oral solid dose manufacturing site in Brasov due to overcapacity in the GSK network. The manufacturing operations ended in December 2015 and the decommissioning process is now nearing its final stages and will be complete in April 2016.

We provide support for our employees in making the transition and in finding a job. On the one hand, we support employees in acquiring or perfecting the necessary competences for better integration back into the job market. On the other hand, with the help of an external partner, we offer support by identifying opportunities for factory employees, contacting potential employers, setting up interviews and supporting

employees during the recruitment process, from obtaining the documents and detailed recommendations required for the employment process until the end of the entire process. Moreover, we are in permanent contact with potential employers in Brasov, to inform them about the current work conditions of our employees and their respective competencies. These services are offered for a period of up to six months after the conclusion of our contract of employment, so that each employee can take full advantage of the range of practical support provided.

To date, approximately 65% of employees found a job within 6 months in other local industries and many others are in discussion, with our help, with possible new employers. Some employees have moved to our consumer business in Bucharest or to roles in the UK. We will continue to support all employees through this transition process, in line with our promises and our values.

#### Transitioning our in-house distribution operations in Romania

In 2015, we announced that GSK signed an agreement with Interbrands Marketing & Distribution, the largest distribution and logistics company for consumer goods on the Romanian market, for the sale of Europharm Distribution (EPH) shares. EPH ownership changes are part of the GSK Romania alignment to our parent company's global strategy, focusing on our core business activity of developing and launching new medicines and vaccines, with the purpose of significantly improving health and healthcare and identifying the ways in which Romania supports scientific innovation and research.

EPH plays an important role in the distribution of medicines on behalf of the majority of manufacturers and suppliers to the Romanian market and will continue to have an important role in the distribution of GSK medicines to pharmacies and patients. During 2016, we will manage the necessary transition activities and EPH will continue to be managed as part of the GSK group until the transfer is complete. The most important thing for us now is to continue business as usual, focusing on providing customers and patients with the best healthcare products available, with no disruption to continuity of supply during the transfer process.

We are carefully communicating aspects of the transactions to all our employees and we are implementing a change management program for them. We encourage feedback from our employees. At the same time, we will keep all stakeholders updated on the transfer status.

"We have managed the transition process carefully and supported our people on an individual basis, according to their needs. We have tried to be transparent and keep people informed at each step of the way. It gives me great personal satisfaction that everyone feels they have been treated with respect and that GSK has delivered on its promises."

**Mariana Cismaru**  
Brasov Site Manager



## Health for all

### *Investing in healthcare infrastructure and research*

We deliver our mission in Romania by continuously seeking ways to improve the healthcare infrastructure and understand the needs of Romanian patients. Our activities include developing new approaches to increase the affordability of medicines and vaccines, supporting the healthcare profession and advancing collaborative dialogue.



Our 2015 market research on Vaccines in Romania

Our research prioritized four vaccines not currently financially supported by Romania's National Immunization Program (NIP):

1. Pneumococcal vaccine
2. Rotavirus vaccine
3. Varicella vaccine
4. Meningococcal vaccine

#### **New ways of financing access to vaccines**

There is a growing concern in Romania as immunization coverage continues to decrease. According to the National Centre for Communicable Disease Surveillance and Control (CNSCBT), in 2014, the average vaccination coverage was 70.8% for DTP3 (four doses of vaccine against diphtheria, tetanus and pertussis), 58.3% for rubella, measles and mumps, and 72.2% for hepatitis B. The same data showed that 31% of children were found to be incompletely vaccinated in 2014 in relation to age-specific recommendations. The low coverage of vaccinations is attributed to challenges within the health system, including financing, policy challenges, consumer perception and negative sentiment about vaccines and also supply and distribution limitations.

This information is sourced from an independent market research that GSK Romania commissioned from Development Finance International, Inc., a global consulting firm, in order to understand the barriers to vaccination uptake in Romania, especially with regard to financing. The Romanian government has repeatedly admitted to having insufficient funds to support full vaccine rollout to the entire population. Our objective at GSK Romania was to inform the development of evidence-based strategies and new ways to redistribute the cost of vaccination uptake in Romania.

Our 2015 research provided a root-cause analysis of the low uptake of vaccines in Romania, both for vaccines covered by the government, and those that are not. A number of barriers to uptake were identified, of which several could be addressed through innovative financing mechanisms in which GSK Romania could play a meaningful role.

In order to stimulate discussion amongst key stakeholders regarding additional financing for vaccines, as well as test proposed concepts and catalyse action in the Romanian health sector, we have planned a multi-stakeholder panel discussion that we expect to result in concrete actions for improvement in coming months and years.

“With this market research, we tried to understand the exact nature of barriers to vaccine uptake, and develop an innovative financing mechanism to help reverse the decline in immunisation in Romania.”

**Petru Grădinariu**  
Corporate Affairs & Communication Manager,  
GSK Pharma



## Health for all

### *Investing in healthcare infrastructure and research - continued*

#### My Profession: doctor in Romania

Investing in healthcare infrastructure means investing in those who serve it. Above all, that means doctors. In the past ten years, the number of Romanian doctors leaving to work abroad presents an acute challenge.

##### Respect our Doctors!

14,000 doctors have left Romania to work abroad since 2007

##### Retain our Doctors!

Romania has 2.4 doctors per 1,000 citizens, one of the lowest rates in Europe, well below the average of 3.6 doctors.  
Eurostat 2011

Read more about My Profession: doctor in Romania, at:  
[www.deprofiesiemedic.ro](http://www.deprofiesiemedic.ro)  
See videos of MedClass lectures on YouTube:  
[www.youtube.com/DeProfiesieMedic](http://www.youtube.com/DeProfiesieMedic)

Reversing this trend has been a key objective of the Healthcare Taskforce (currently headed by GSK General Manager, Barbara Cygler) of the Foreign Investors Council (FIC). Launched in 2013, the initiative, "My Profession: doctor in Romania" has an aim to contribute to ceasing the migration of doctors by respecting their profession, providing them with continuing education and rewarding them attractively.

In 2015, we took our ongoing campaign a stage further by producing an educational programme focusing on educating young doctors and medical students in issues that are not typically covered in medical training in universities such as communication, ethics, business and entrepreneurship. A training programme was developed by FIC called MedClass, with full day

workshops one day per week over a month, with modules conducted by specialized trainers at the Public Health Institute in Bucharest. 38 doctors participated in these classes, and 25 graduated the classes. Among other lecturers, our Medical Director, Laura Munteanu, presented on the topic of ethics in the pharmaceutical industry.

In a round table discussion with doctors after the MedClass programme, they expressed great satisfaction with the training and acknowledged its importance for their ongoing education and feeling of being valued in Romania. All the students and resident doctors that attended MedClass confirmed they would like to participate in further "My Profession: doctor in Romania" projects, which encouraged us to commit to extend the courses nationally.



"Supporting our doctors is a critical strategic imperative for the ongoing infrastructure of our healthcare system in Romania. Our efforts to help doctors stay in Romania should help us achieve the target of at least 2.6 doctors per 1,000 citizens in the near future."

**Laura Munteanu**  
Medical Director, GSK Pharma

##### Reaching out to Doctors!

In 2014, "My Profession, doctor in Romania" won the European Excellence Award (non-profit category) for a promotional campaign reaching more than 24 million people including 22,000 medical professionals.

22,000

## Health for all

### *Investing in healthcare infrastructure and research - continued*

#### Healthcare Connections

At GSK, we believe in being part of the solution. The challenges of improving healthcare infrastructure and driving improvements in the life expectancy of Romanians cannot be solved by the government alone, or by any single company. It takes a collaborative effort by all parties.



#### Healthcare Connections Mission

Creating opportunities for PARTNERSHIPS to improve the health of Romanians

*healthcare*  
connections

A strong health system is essential for the economic stability of a country – especially in Romania where most health-related metrics are more concerning than European averages. That's why, in 2015, we rolled-out a series of conferences called Healthcare Connections, bringing together businesses, non-profit organisations and public institutions to share learnings and debate creative and collaborative ways forward for the benefits of healthcare and consumers in Romania.

Healthcare Connections held two meetings in 2015, with the launch meeting enjoying participation of 76 cross-sector professionals, including journalists. GSK Consumer Healthcare and other professionals presented case studies from our experience in Romania. The meetings covered topics such as educational healthcare partnerships, the influence of media in

healthcare education, child mortality, maternal health and much more, and opened up new channels of debate that can lead to better healthcare outcomes.

Consumers' thirst for information is apparent – 500 million online searches by Romanians in the last year on health related topics is an indication that people want more knowledge about their health situation. Rather than encourage increasingly apparent self-diagnosis behaviour, we aim to ensure adequate healthcare education and professional, timely and preventive healthcare solutions are available for all Romanians. We have embedded this thinking into our local strategy for Consumer Healthcare and implemented it in every consumer-oriented campaign.

"By forming strong partnerships, collaborating and communicating to improve education and awareness for healthcare, we can help thousands of people across the country to do more, feel better and live longer."

**Helen Tomlinson**  
General Manager, GSK Consumer Healthcare Romania and Balkans

#### Healthcare needed!

14% of Romanians have unresolved medical problems due to the high cost of medical services, difficult access to medical care or long term waiting periods.



## Health for all

### Investing in healthcare infrastructure and research - continued

#### Ongoing investment in clinical research

In 2014 and 2015, we continued our intensive work and significant investment to advance clinical trials in Romania for the benefit of healthcare research for the entire GSK world and patients around the globe.

Specifically, in Romania, our investment in clinical trials continues to provide a platform for enhancing access to advanced treatments and improving the knowledge and skill of the medical profession. Overall, our investment and presence in Romania for clinical trials continued to increase, along with our commitment to maintain our investment in Romanian healthcare. The main therapeutic focus areas for our clinical trials in Romania are: respiratory, cardiology, infectious diseases and oncology.

#### Romania – a leading GSK country for clinical trials

In 2015, our parent company GSK conducted a global review of corporate global research and clinical trial footprints. The goal of this review was to find ways to simplify GSK’s footprint structure, enhance our operating model to best support our pipeline and position our teams to maximize the delivery of studies. The outcome of the clinical footprint review was a reduction from 42 countries to 20 countries, supported by a

plan to simplify, standardise and strengthen local management of clinical trials procedures and services with global consistency. GSK Romania was selected as a strategic country within the new 20 country clinical trial footprint, alongside other large geographies such as the U.S., UK, Australia, China and several European countries. This decision reinforces our commitment to continue to invest in Romania and is expected to increase the trialling opportunity in Romania, and drive an expansion in our local investigator network. 2015 was the strongest year for GSK clinical trials in Romania ever and we are confident this will continue to expand.

#### Innovation in clinical research

In certain cases, we have the opportunity to apply local innovative approach to meet the demands of specific clinical research. In 2015, for example, we developed a unique type of clinical trial conducted using a group hub protocol and 10 investigators to examine the potential for major adverse cardiovascular events

following cardiology problems treated with a GSK medicine. The challenge was to run a study with a minimum number of targeted subjects at several sites. Ultimately, we resolved this challenge through the recruitment of 58 subjects – 13 more than the required target – and coordinated the research effectively across three separate sites. Feedback from the research partners indicated that the high quality of project management was critical in ensuring this research was completed on time and in a professional manner. In this way, we made a critical contribution to GSK’s global research and development of cardiology treatment solutions and demonstrated the responsiveness of our Romanian research capabilities.



GSK clinical studies in Romania	2014	2015
Number of clinical studies in progress	17	20
Number of clinical studies completed	1	6
Total number of patients involved in a clinical study	913	1,209
Total number of new patients involved in a clinical study	671	346
Total number of investigators in GSK’s pool	Over 200	Over 230
Number of locations used for clinical studies	56	68
Number of hospitals partnering with clinical studies	38	44
Financial investment by GSK in clinical trials in Romania	€653,000	€2,400,000

“We were delighted when, after a global review, GSK named Romania to the list of 20 countries that would continue to perform clinical trials. We see this as an endorsement of our skill and success in expanding the reach of our clinical trials in Romania every year, and also of GSK’s commitment to our patients in Romania.”

**Cristina Bitirez**  
Clinical Research Manager, GSK Pharma

“Clinical research is vital to enhancing health, extending life, and reducing the burden of illness and disability. Through the diversity of clinical trials developed in our country, we have grown our knowledge, refined our expertise and gained leading-edge insight into effective clinical study management.”

**Laura Munteanu**  
Medical Director, GSK Pharma

## Health for all

### *Access to medicines and vaccines*

An imperative to help Romanians do more, feel better and live longer is to increase access to medicines and increase awareness of the importance of adherence. Our efforts include research, education, knowledge-sharing and a range of support programmes in different areas of healthcare.



#### Living with HIV/AIDS

We continue to advance our mission to raise the life expectancy of Romanians and help people to do more and feel better through our collaboration with UNOPA (The National Union of Associations for People suffering from HIV/AIDS) in flagship programmes to provide practical assistance for those living with HIV/AIDS in Romania.

#### HIV/AIDS in Romania

- Since 1985, in Romania 20,146 cases of HIV/AIDS have been diagnosed, more than half under 14 years old.
- 12,866 people are living with HIV/AIDS in Romania as of December 31st, 2014.
- 2014 registered the highest number ever of new cases of HIV/AIDS (755), of which 62% were under age 34.
- The main routes of HIV transmission are heterosexual unprotected sexual contact (59%), injection drug use (21%).
- In 2014, the Romanian government spent about \$70 million for the HIV/AIDS treatment programme.

Source: unaids.org, 2014

#### Project Support +, UNOPA

In 2014, we provided funding for UNOPA's project, SUPPORT +, that was created to assist HIV positive patients through peer education to provide guidance in addressing specific challenges and ways to improve the overall success of therapy. Active seropositive patients in hospitals in Constanta and Iasi were invited to join the programme. Though 2014 and 2015, peer educators provided counselling and emotional support to hospitalized patients in order to increase adherence to treatment and offer guidance on many aspects of living with HIV. Participants gave positive feedback, confirming that the opportunity to talk with people facing similar challenges and hear about the personal experiences of others, especially in

areas that are too sensitive to raise with friends or family, was a real advantage. For many patients, the sessions provided a living example that you can lead a full and fulfilling life with HIV.

#### Support + in 2015

70 HIV positive patients  
10 support groups  
121 peer education sessions



## Health for all

### Access to medicines and vaccines - continued



#### The HIV Helpline by UNOPA

In 2014 and 2015, we continued to support the UNOPA programme helpline which provides a channel for persons living with HIV/AIDS to obtain confidential advice and receive friendly support to help them face their daily challenges. In 2015, a survey was completed by UNOPA among 15 individuals that were enrolled in the Helpline SMS+ service, which provides reminders about adherence to treatment and other advice. The evaluation highlighted the usefulness of the service, with most respondents confirming a reduction in stress arising from the need to adhere to drug regimens, and fewer missed doses. Several confirmed that, without this service, they felt they would not adhere to medication requirements in full.

“Living with HIV is a long-term commitment, and it affects many aspects of a patient’s life. We try to provide support not only in terms of medication but also in a more holistic way, helping patients to maintain hope, courage and confidence.”

**Daniel Iancu**  
Medical Advisor HIV/AIDS, GSK Pharma

#### GSK – leading in HIV treatment solutions

GSK has nearly 30 years of experience in research and development of antiretroviral therapy, and the AZT molecule developed by GSK was the very first product in the world registered for the treatment of HIV in 1987. We continue to advance research to support HIV patients through our dedicated joint venture company with Pfizer, ViiV Healthcare.

#### Using the HIV/AIDS test database

In 2013, we financed the development of an online HIV/AIDS database to speed up the process of HIV/AIDS testing and ensure results are processed quickly and efficiently. This project was piloted in the Constanta area where there is a high concentration of patients and a positive response in uploading patient records. In 2014-2015, we continued to work with hospitals, and physicians to use the new computerized process to raise the efficiency of HIV/AIDS treatment response and provide timely and patient-appropriate treatment.

#### Financial support for HIV testing

In 2015, we also supported UNOPA by providing funds to manage the shipping of the patients’ blood samples for better monitoring. Certain advanced HIV tests are performed only in a central laboratory in Bucharest, which is why blood samples of the patients need to be shipped from all over the country. Lack of funds has often prevented samples being transported and tested in a timely manner.



Helpline Romania

**0800 800 141**

355 people enrolled

## Health for all

### Access to medicines and vaccines - continued

Immunisation is a critical tool in preventive healthcare and helps reduce the burden of disease in populations around the world.



#### GSK – a global pioneer in life-saving vaccinations

GSK is a pioneer in vaccine development and delivery. Around the world, GSK works with partners to research new vaccines and treatments and aims to make existing vaccines available and affordable. More than 2,600 people work globally in the area of vaccine research and development in GSK and we are continuously responding to new needs, such as the Ebola vaccine for African countries.

#### Making the case for vaccines

In Romania, we continue to actively support a heightened awareness and acceptance of immunisation through our work in the healthcare system and through the range of vaccine products we provide. In addition, we have financed independent research to help to gain an understanding of local pressures and needs in our Romanian market in relation to vaccines.

In June 2014, the Romanian medical journal GERMS ([www.germs.ro](http://www.germs.ro)) published the results of an epidemiological study, funded by GSK Romania, that illustrates the importance of prevention of rotavirus disease. The “Hospital-based surveillance to estimate the burden of rotavirus gastroenteritis in children below five years of age in Romania” study aimed to estimate the burden of rotavirus gastroenteritis (RVGE) in children below five years of age in Romania. This study is the only observational study of its kind in Romania, and one of the few held in the Central and Eastern Europe to date. It was conducted in 9 hospitals in different parts of the country, covering 28% of the paediatric population nationwide.

The study results show that:

- 51.7% of hospitalizations for acute gastroenteritis were caused by rotavirus
- Rotavirus is involved in 45.95% of community-acquired acute gastroenteritis, with the highest number of cases seen in children aged between 12 and 23 months
- The median duration of hospitalization among RV-positive subjects was six days with a range from 2 up to 31 days.

#### Helping patients with respiratory diseases

Respiratory diseases such as COPD (Chronic Obstructive Pulmonary Disease) and asthma together affect almost two million patients in Romania. However, healthcare data indicates that only 50% to 70% of cases are actually diagnosed so these diseases most likely affect a much higher proportion of the population. In addition to ensuring the continuity of supply of our medicines that alleviate the symptoms of respiratory conditions, we have been working in Romania for years to increase the awareness of COPD and asthma patient needs.

Treatment is often hindered by lack of affordability, lack of access to testing equipment and delays in visits to a physician. In order to support patients affected by respiratory disease, in 2013, we supported the Romanian Society of Pneumology (SRP) and the Romanian Society of

Allergology and Clinical Immunology (SRAIC) to launch The Asthma Patient Journal, a guide to assist physicians and asthma patients. Following the success of this Journal, in early 2014, we supported the launch of a similarly informative booklet for COPD patients, as well as for asthma in children. Altogether, we distributed around 10,000 Journals which were very well received by physicians.

During 2014 and 2015, we have continued to distribute hundreds more Journals and promote their benefits for patient education. We have engaged with physicians at national and regional healthcare events, and discussed the value of the Journals and the way patients can use them. Based on feedback received from patients, we are now considering developing an abbreviated version of the Journals, for those who do not need a very comprehensive guide.

“Our study confirms a high burden of acute rotavirus gastroenteritis disease in Romania and provides useful data to support the implementation of RV vaccination in Romania. This disease affects many children, unnecessarily. Vaccination could significantly improve their quality of life while saving money for the national healthcare system, as well as for families.”

**Maria Moise**  
Medical Advisor Vaccines, GSK Pharma

“We are currently supporting a project that aims to distribute asthma and COPD journals in patient wards in hospitals, with approval from hospital management. We believe this is a great opportunity to patients to receive accurate, helpful and relevant information about their condition while they are in a safe environment, under the care of hospital physicians and staff.”

**Răzvan Dulugeac**  
Respiratory Customer Activation Manager,  
GSK Pharma

## Health for all

### Access to medicines and vaccines - continued

#### Alleviating the symptoms of cold, flu and pain

Addressing the symptoms of day-to-day challenges such as cold and flu, and topical pain are all part of advancing GSK's mission to help people to do more and feel better. While these sicknesses may not be life-threatening, they certainly play a major role in our ability to live a full and active life and make the most of opportunities. GSK around the world has a legacy of supporting millions of patients to reduce the negative effects of cold and flu and pain symptoms through our leading over-the-counter medicines that are available in several different forms and doses, allowing patients a choice of treatment to meet specific needs. In addition to helping to alleviate symptoms, we help patients in Romania be more aware of elementary preventive measures which may help prevent them from getting sick again.

In the area of cold and flu, for example, we focus our marketing activities on prevention.

#### A Romanian medicine for cold and flu symptoms

Our main cold and flu brand in Romania was launched more than 20 years ago. It is a local product, developed in Romania, with a strong following – it is used by every second adult in Romania over 15 years' old.

#### Understanding habits for managing cold and flu symptoms

We have been serving Romanian patients for tens of years to relieve cold and flu symptoms. Our leading local brand was actually developed in Romania for the Romanians. We continue to be a major player in the market, helping Romanians of all ages to cope with seasonal and unpredictable bouts of cold and flu.

Despite being very familiar with Romanian patients in the field of cold and flu for many years, and having the number one market presence in Romania in the cold and flu category, we felt we needed to know more about our consumers. In 2014, we decided to undertake a study to update our understanding of the habits and preferences of our patients in Romania, so that we can continue to provide solutions that best meet their needs. This was an independent study which we conducted using a specialist independent agency, Ipsos ASI, to identify the ways patients self-treat cold and flu symptoms in Romania. The study covered 3,000 adults who had suffered a bout of cold or flu in the past year. Key findings from this research indicated that people mostly choose medicines in the form of tablets or pills and hot drinks. The preference is mainly based on the dosage form of the medicine, in fact, the dosage form can even be more important than the specific product or brand itself. The other characteristic behaviour that was noticeable from this research is that people buy cold and flu medicines to keep them "in stock" at home – they do not want to run out.

#### Painful in Romania

In a study of 800 people, all respondents attest to suffering from three different types of pain in the last three months.

#### Alleviating pain symptoms

In the area of pain management, we have also enjoyed a leading market presence for tens of years, offering a leading paracetamol based medicine for adults and also in a form suitable for babies. Our joint venture with Novartis also added an anti-inflammatory topical pain relief medicine in the form of a gel, enabling us to expand our offering to Romanians to alleviate their pain symptoms.

The most common forms of pain include headaches, which is the most common, followed by back pains and joint or rheumatic pains. However, there are many more types of pain, including toothache, menstrual pains and more. On average, we found that every person suffered from 3 types of pain in the past 3 months.

#### Pain medication habits

When dealing with strong pain, 61% of people take strong medication. When dealing with mild pain, 49% do not take any medication.



In 2014, we undertook a further study, similar to the study we completed in the area of cold and flu, to better understand the habits and preferences of Romanians with regard to pain management. This study was conducted by an external independent agency, DaedalusMillwardBrown, and reached 800 respondents. The study was conducted in three formats: a quantitative survey requesting responses to targeted questions; three focus groups with users of pain relief medication and one-to-one in-depth interviews with 8 pharmacists from independent pharmacies and pharmacy chains.

#### Some insights from the study include:

- 75% of Romanians keep pain relief medicines in stock in the home.
- The advice of the pharmacist is often the most influential source of information for someone trying to decide which pain medication to purchase.

"We believe our study of the pain management habits of Romanians provides the most comprehensive picture of the habits of Romanians with regards to pain management and provides us with insight that will help us meet their needs more effectively."

#### Monica Faltiska

Senior Brand Manager,  
GSK Consumer Healthcare

## Health for all

### *Access to medicines and vaccines - continued*



#### Delivering Direct to Pharmacies

Our innovative method of delivery of key medicines direct to pharmacies which was launched in 2013, to increase the availability of our medicines to more than 6,000 participating pharmacies where our patients need them. The service succeeds in achieving higher availability rates of our key medicines at pharmacies. We have surveyed participating pharmacists every year to confirm their experiences with the direct service and the availability of medicines through this route.

In 2015, our survey confirmed that pharmacists are positive about the programme and that availability of medicines is still significantly higher than prior to the Direct-to-Pharmacy Service. We continue to work with pharmacists to understand and improve the system for better overall availability and service.

#### Double availability!

In 2015, for the key medicines delivered directly to pharmacies, availability doubled compared with 2012, based on our research with more than 300 participating independent and chain pharmacies.

# Health for all

## Making Romania smile



Our multi-year investment in Smiling Romania is our response to a nationwide lack of awareness of preventive oral health needs and absence of minimum oral health habits throughout the population.



### Oral Health More Healthy Smiles Needed!

- 82% of Romanians have dental problems
- 75% of children with temporary teeth have cavities
- 40% of children with definitive teeth already have cavities
- Only 48% of Romanians have visited the dentist in the past 12 months
- On average, the toothbrush was changed once in 1.5 years (in 2015); in rural area, once in 10 years
- 1.5 tubes of toothpaste per year average in 2015

Such an issue places great stress on Romanians and on the Romanian economy. The cost of prevention is far lower than the cost of dental treatment, and far less painful for individuals! More prevention leads to more healthy smiles.

The Smiling Romania campaign is part of the Platform for Better Oral Health in Europe (BOHEP) developed in 2012 at European level by the European Association of Dental Public Health (with GSK Consumer Healthcare and Wrigley Oral Healthcare Program support). The mission of Smiling Romania campaign is to promote the importance of oral health and to encourage the prevention of diseases caused by poor oral hygiene in Romania. Over the past four years, we have reached millions of Romanians through our annual campaigns and media activities, and close to 150,000 adults and children have directly benefited from the Smiling Romania programmes including free dental check-ups, free toothbrush exchange and free dental care education kits and samples. Not only has this led to increase awareness, but also to a change in the behavior, as Romanians understood to wash their teeth in the evening as well or to change their toothbrush more often - a change also reflected in an increased consumption of toothpaste and toothbrush than at the start of the campaign. In 2012, for example, Romanian adults purchased one tube of toothpaste per capita, per year. In 2015, this has increased to 1.5 tubes. Steady and significant progress, indicating that Romanians understand prevention better and want more healthy smiles – and that there is still more to do.

### Highlights of Smiling Romania in 2015

**1%**  
of GSK Consumer Healthcare June sales donated for dental treatment for 800 children via our Save the Children partnership.

**2,000**  
people reached in our Captain Aquafresh flash mob to launch Smiling Romania Ambassador programme.

**10,000**  
people reached in our “Don’t let your Toothbrush become a Museum Piece” campaign.

**1,500** dentists offered free check-ups  
**363** dentists offered free dental cleaning

**Smiling Romania 2012-2015**  
Around **150,000** Romanian adults and children directly benefited from free check-ups, free samples and free toothbrushes.

**10,000** free toothbrushes donated and  
**9,000** discount vouchers issued in our Buy Back for Your Toothbrush campaign.

**6,000** school children received oral hygiene lessons from dentists and dental kits in our education campaign with Save the Children Romania.

**7,000** school children learned about nutrition and oral hygiene through our partnership campaign with Selgros.

**10,554** users accessed our “Smiling Romania” Ambassadors application and campaign messages reached over 200,000 users in online.

# Health for all

## Making Romania smile - continued



### Turning children in hospital into SuperHeroes

Another project initiated by GSK Consumer Healthcare that focuses on the education of the young generation aims also to support parents and staff in the paediatric departments of hospitals. In many cases, children have a fear of doctors in their white uniforms, and this can elevate the stress and difficulty of children as they undergo necessary medical procedures. In order to address this, and reduce the stress for children, we are creating stories on their taste and are also educating parents, supporting medical staff and providing practical support to improve the experience of children in hospital and thereby aid their recovery.

Our 'SuperHero Camp' project was implemented as a pilot project in 2015 in 2 paediatric departments in Pitesti and Ploiesti city hospitals. In these campaigns, the child becomes a SuperHero in a story which captures her or his imagination. The child participates in games and magic shows, and is awarded with a SuperHero cape and other accessories.

So far, our pilot programme has earned positive feedback from parents and medical staff and this has encouraged us to find ways to extend the 'SuperHero Camp' to other cities in Romania. By creating a story which influences children to more readily submit to necessary medical procedures, the entire process is less traumatic for them and their relationship with medical staff improves. For further practical assistance, we have created an informative brochure to help parents to effectively respond to their children's negative emotions towards doctors or medical procedures.

We believe that educating our young generation not to fear doctors and hospitals but to maintain a balanced approach to healthcare will lead to healthier adults and a healthier future for Romania.

### Every child is a hero!

With our 'SuperHero Camp' project, children in hospital get to become SuperHeroes, and this helps them undergo necessary medical procedures with lower levels of stress and anxiety. The hospital has been transformed from a place where "bad" things can happen, to a place where SuperHeroes show courage and bravery.



**CE ESTE „TABĂRA DE SUPEREROI“?**

Tabăra de Supereroi este o inițiativă GlaxoSmithKline Consumer Healthcare (GSK). Aceasta se dorește a fi implementată în toate spitalele de pediatrie din țară. Scopul de bază este de a ajuta părinții să se conecteze mai ușor cu medicii și să înțeleagă mai bine interacțiunile cu pacienții copii și părinții lor, pentru a le face relațiile mai ușoare și, pe de altă parte, să transforme experiența din spital într-o experiență pozitivă pentru copiii internați.

Acest program are o temă de mai multă mișcare, fiind implementat în spitale precum Columbia și Bulgaria, în temerita proiectului dorind să se conecteze mai ușor cu părinții și să înțeleagă mai bine interacțiunile cu pacienții copii și părinții lor, pentru a le face relațiile mai ușoare și, pe de altă parte, să transforme experiența din spital într-o experiență pozitivă pentru copiii internați.

**CUM FUNCȚIONEAZĂ?**

**MISUNA NOASTRĂ:**

Să creștem o „Tabăra de Supereroi“ în secțiile de pediatrie din cadrul spitalului dumneavoastră. Pentru aceasta, în scopul de a ajuta părinții să se conecteze mai ușor cu medicii și să înțeleagă mai bine interacțiunile cu pacienții copii și părinții lor, pentru a le face relațiile mai ușoare și, pe de altă parte, să transforme experiența din spital într-o experiență pozitivă pentru copiii internați.

**MISUNA COPILOR:**

Să câștige de la medicii cât mai multe informații prin intermediul cărților de informații pentru părinți și copii. Să participe în activități care să îi ajute să se conecteze mai ușor cu medicii și să înțeleagă mai bine interacțiunile cu pacienții copii și părinții lor, pentru a le face relațiile mai ușoare și, pe de altă parte, să transforme experiența din spital într-o experiență pozitivă pentru copiii internați.

**DE CE ESTE ACEASTĂ INIȚIATIVĂ BENEFICĂ PENTRU SPITAL?**

- Pentru că, încredințându-se, se simt mai ușor și mai confortabil.
- Măsurile medicilor și a asistenților medicali pot deveni mai ușoare.
- Discuția de această natură emoțională care conține enorm pentru copiii și părinții lor, spitalul poate câștiga o imagine și mai pozitivă.

**DE CE ESTE ACEASTĂ INIȚIATIVĂ BENEFICĂ PENTRU COPIL?**

- Le poate îmbunătăți starea de spirit, esențială în orice tratament.
- Îi poate ajuta să vadă alături de ei de ce se întâmplă și să înțeleagă mai bine interacțiunile cu medicii și să înțeleagă mai bine interacțiunile cu pacienții copii și părinții lor, pentru a le face relațiile mai ușoare și, pe de altă parte, să transforme experiența din spital într-o experiență pozitivă pentru copiii internați.

**DESPRE PANADOL® BABY**

Panadol® Baby, 120 mg de paracetamol/5 ml suspensie orală, este recomandat copiilor în vârstă de la 6 luni și până la vârsta de 6 ani, pentru tratamentul durerilor de intensitate ușoară până la moderată și al febrei din timpul erupției dentare, datorită faptului că este un medicament sigur și eficient pentru tratamentul durerilor și al febrei la copii.

Panadol® Baby este destinat utilizării pediatriche și se administrează oral. Doza recomandată este de 10 mg paracetamol/kg, divizată în două doze de 5-15 mg/kg în 24 ore.

Doza optimă de paracetamol este stabilită pentru tratamentul eficient și sigur al febrei sau durerii la copii.

Pentru mai multe informații despre acest produs, contactați reprezentantul Comercializatorului Produsului.

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## Health for all

### Making Romania smile - continued

#### Researching Oral Healthcare

In 2014, in addition to our Smiling Romania campaign activities, we commissioned an independent study into the oral healthcare habits of Romanians. The study confirmed much of what we already know:

- Most Romanians don't brush their teeth in the evening
- Most Romanians brush their teeth only in the morning as part of their preparation for the social interactions of the day such as combing hair or putting on make-up. Tooth brushing is not seen as an action related to healthcare. If they do not need to go out, they tend to ignore tooth brushing
- More than 45% of respondents brush their teeth less than twice a day
- However, 90 % of respondents agree with the importance of brushing routine in the morning and at night

This research reinforces the need for our investment in oral healthcare and improving behaviours right from an early age, both to improve the quality of life for Romanians and also help reduce the burden of dental healthcare costs for the Romanian economy.

#### Oral Healthcare Research

GSK Consumer Healthcare commissioned an Oral Care Education Study by Millward Brown on a national representative sample of 800 women and men aged 14-60 years old from urban and rural areas.



"Smiling Romania has increased its scale and reach with every successive campaign. This is an important strategic initiative for Romania."

**Andi Dumitrescu**  
Sales Director, GSK Consumer Healthcare,  
Romania and Republic of Moldova

#### Natural Teeth

A European study showed that 41% of the Europeans on average have all their natural teeth, but in Romania only 30% of the people do.

Eurobarometer, 2010

#### Helping the elderly to smile with confidence

With ageing, dental care can become an acute issue. For elderly people wearing dentures, the problems of maintaining comfortable fit and stable positioning on the gums, removing stains and inhibiting bacteria causing bad breath are associated with the necessary upkeep of dentures. The cost of maintenance and periodical replacement of dentures is often a burden on low-income elderly people. That's why, in wanting to help our seniors smile with confidence through encouraging use of our fixatives and cleanser products for dentures, we understood that the cost is often a trade-off. That way, denture wearers can continue to smile with confidence without giving up other daily necessities.



#### Dentures Hotline

Since 2010, we operate a hotline for denture-wearers who need support for using fixatives or any other denture-related issue.

## Health for all

### Supporting our communities



#### In 2014-2015, our total investments were

Type	2014	2015
Total value of community investment including cash and product donations (€)	377,833	373,489
Total employee volunteering hours (estimated)	> 2,500	> 1,500
Percentage of Pharma and Consumer Healthcare employees who volunteered in the community	63%	22%

#### GSK Romania's strategic partners

Save the Children Romania

OvidiuRo

HOSPICE Casa Sperantei

United Way Romania

#### Supporting vulnerable communities

We care about the health and well-being of our community in Romania. We continue to invest efforts and considerable resources to help individuals and groups in vulnerable communities to do more, feel better and live longer. We maintain long-term relationships with non-profit organisations to support their work over time, building collaborative relationships and identifying opportunities to share resources and expertise for the benefit of local communities. We primarily support projects in healthcare and healthcare education.

Due to several changes in our business in 2015, we experienced a dip in our ability to maintain volunteering rates. As we continue through 2016 and beyond, we will continue to provide frameworks and encouragement for our employees to get involved in supporting local communities.



#### GSK's global community

GSK's targeted product and financial donations help local and global partners provide healthcare for vulnerable communities. Typically, each year, our global community investment totals more than

**€250 million**

which includes cash donations, product donations and employee volunteering.



"One of the ways we support HOSPICE Casa Sperantei in their mission of palliative care in Romania is by joining sporting events in their benefit. Competitions like the SkyRun, half-marathon and Bucharest International Marathon have become a tradition in GSK and have a great effect on our employees; not only they are wearing the HOSPICE T-shirt proudly and supporting the cause, but they also have a great time in the run."

#### Helen Tomlinson

General Manager GSK Consumer Healthcare, Romania & Balkans

## Health for all

### Supporting our communities - continued

#### A long-term commitment for children's health

In 2015, we extended our commitment to OvidiuRo, a Romanian association with a mission to give children born into poverty a chance to work their way out of the poverty cycle.



#### OvidiuRo - A long term plan

GSK supports 3 more years of health and access to medical services for impoverished children.

Our three-year €150,000 grant from GSK in 2012 allowed OvidiuRo to add a health component to the "Every Child in Kindergarten" programme in 43 communities. This element, the "Together for Better Health" (T4BH) project, helps poor children receive routine medical check-ups, identify potential health problems and obtain treatment and medication. The project has also facilitated the involvement of health mediators and increased immunisation rates in isolated communities. We renewed our grant in 2015 for another three years allowing OvidiuRo to continue providing medicine, vitamins, fruit and hygiene products, and health education to parents and children, and making diagnostic services available through periodic medical caravans. A new component has been introduced for the 2015- 2016 school year: PHASE (Personal Hygiene & Sanitation Education) – a school-based basic health and hygiene curriculum designed to help mitigate diseases caused by inadequate access to clean water.

#### Travelling with the Medical Caravan

During 2015, we supported OvidiuRo's Medical Caravan activities throughout Romania. 1,082 children and adults received medical tests, consultations and treatment from 80 volunteer doctors, residents, specialists and medical students from the University of Medicine in Bucharest. During the year, schools and kindergartens in four different areas were transformed into two-day clinics where cases of tuberculosis, hepatitis, respiratory infections, anaemia, intestinal parasites, skin infections, pneumonia and hearing and vision problems were treated.

In addition to the Medical Caravans, we supported many activities for the benefit of our Romanian children and their education, including:

## 4,500

children aged between 3 and 14 and 500 teachers were involved in over 290 Summer Health Schools in 90 communities.

## 500

teachers attended 10 training sessions for the Summer Health Schools and received workbooks, educational materials and lesson plans.

## 109

children received a healthy snack for four weeks when the government snacks were delayed.

## 43

communities were provided with hygiene supplies (toilet paper, soap, paper towels).

#### Participating in a positive future for children

Barbara Cygler, General Manager, GSK Romania, Pharma, serves as a "major investor representative" on the Board of OvidiuRo

"It is a very encouraging achievement that we were able to commit to OvidiuRo for a further 3 years. This approach demonstrates our long term commitment and successful collaboration with OvidiuRo. Moreover, this shows our appreciation for their contribution to improving children's health in Romania."

#### Marilena Năstase

Government Affairs & CSR Expert, GSK Pharma, Romania

"We have been given the opportunity to affect the lives of many times more children than ever before and change their educational and life outcomes for good. We welcome GSK Romania's involvement and support!"

#### Maria Gheorghiu & Leslie Hawke

Co-founders, OvidiuRo

"For the first time in our Medical Caravans we had dentists who performed check-ups for children and explained how to brush their teeth. Children were eager to receive toothbrushes and toothpaste. Some of them had never held a toothbrush in their hands before."

#### Mirabela Boldojar

Internal Communication & Office Coordinator, GSK Consumer Healthcare

## Health for all

### Supporting our communities - continued

#### Feeling the PULSE of our community

In 2015, Natalia Karkoszka (GSK Poland) and Elena Tkachova (GSK Ukraine) visited Romania as PULSE volunteers. Over 10 days, they visited six kindergartens in different counties of Romania and volunteered with OvidiuRo's Medical Caravan, supporting the local teams, offering advice and discussing cases with the doctors. Their field trip was followed by a day at OvidiuRo's offices, discussing the status of health mediators in Romania and the opportunities for new approaches to increase effectiveness.

"During our trip through Romania we travelled over 700 kilometers visiting kindergartens in different communities. We met inspiring teachers doing all they can with few resources available to make learning fun and to motivate kids by stimulating their curiosity and imagination."

**Natalia Karkoszka**  
PULSE volunteer, GSK Poland

#### PULSE for communities

GSK's global PULSE program is a volunteering initiative.

Through PULSE, eligible employees are matched to a non-profit organisation for three or six months full-time. This program is part of GSK's commitment to help various underprivileged communities around the world and improve their health status. Since 2009, PULSE has sent over 550 employees globally to support more than 100 non-governmental organisations (NGOs) across the world.

#### GSK Orange Day

Annual GSK Orange Day was introduced globally in 2009 to enable GSK employees throughout the world to volunteer to support social and environmental causes in local communities. Orange Day offers employees one fully paid work-day to volunteer in a meaningful community project. In Romania, we organise GSK Orange Day over a two-week period every year. During 2014 and 2015, our employees once again engaged in a range of activities throughout

Romania. In 2014, 400 employees from GSK Pharma, Consumer Healthcare, Europharm Distribution and Brasov volunteered more than 2,500 hours to support 800 children and adults in 13 localities across the country. In 2015, our resources were more limited, but the passion of more than 90 employees was no less visible as they brought smiles to the faces of over 240 young people at range of organisations including Save the Children centres at different locations in Romania, United Way and other associations.



#### GSK Orange Day - our flagship community initiative

"We are thrilled with the successes we gain from our community involvement at Orange Day. It's all about compassion, support and team work. All our volunteer activities are aimed at one objective: to contribute to the improvement of the health of disadvantaged people, especially children. Although GSK Orange Day is only one part of our broader community investment throughout the year, it has earned its place among GSK Romania's flagship initiatives."

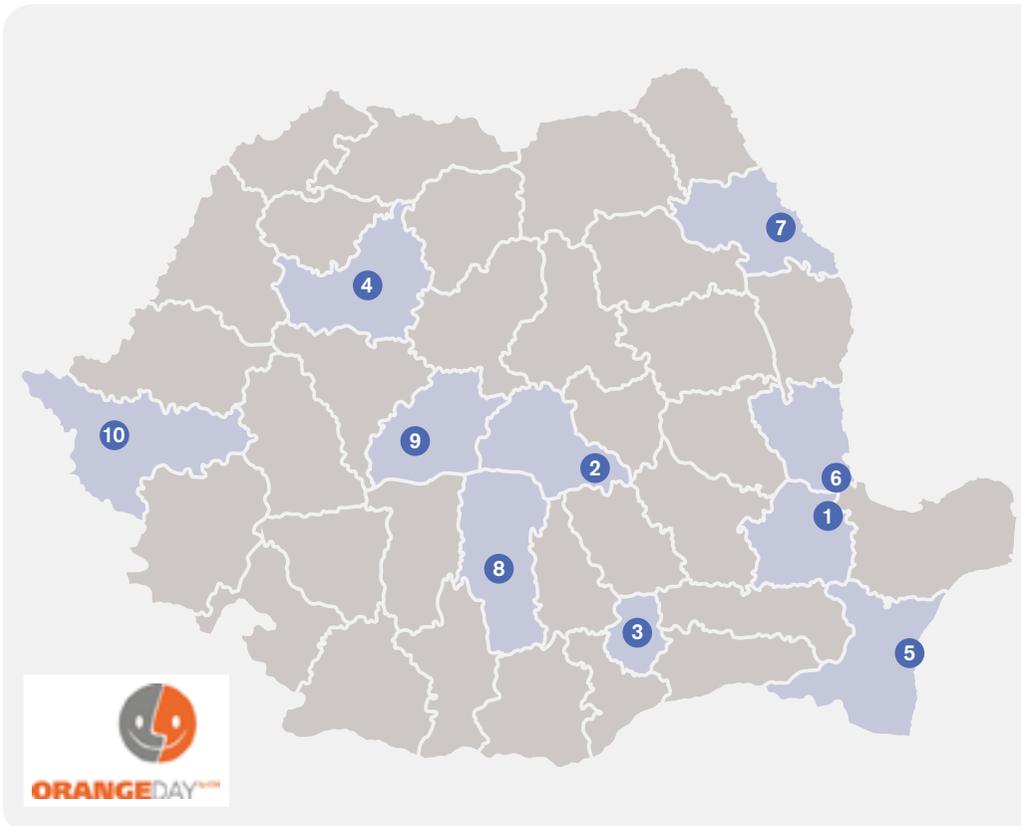
**Barbara Cygler**  
General Manager, GSK Pharma, Romania



**ORANGEDAY** by GSK

## Health for all

### Supporting our communities - continued



#### Orange Day highlights 2014 – 2015

- 1 Brăila:**  
GSK colleagues met with mothers, children and staff of the General Directorate of Social Assistance and Child Protection in Brăila. We taught children about oral healthcare, with fun and games and gifts of toothbrushes (2015)
- 2 Braşov:**  
GSK volunteers visited the Save the Children Centre and shared school supplies with the 30 children in care and participated in occupational workshops (2014)
- 3 Bucharest:**  
GSK Pharma management team spent half a day in creative activities with children at the HOSPICE House of Hope in Bucharest (2015)  
GSK volunteers engaged in educational and recreational activities with more than 30 children at Association "Ana and Children" (2015)  
GSK volunteers visited School 178 with Save the Children Romania to spend time with children and take part in educational and recreational activities (2015)  
18 GSK volunteers reached almost 200 children affected by HIV/AIDS hospitalized in at the Matei Bals Institute in Bucharest, spending a day to renovate a room in the ward and 9 GSK volunteers renovated rooms and painted walls at the Family Centre in Rahova (2014)
- 4 Cluj:**  
GSK volunteers visited the Transylvania Autism Association (United Way) engaged with children in creative activities and delivered a lesson in oral hygiene with gifts of toothbrushes and toothpaste (2015)
- 5 Galaţi:**  
GSK volunteers took children from the Christiana Medical-Christian Philanthropic Association to visit an animal farm (2014)
- 5 Constanţa:**  
GSK volunteers provided school supplies and toys for children at the Save the Children Summer Kindergarten and also renovated the Casa Florilor Centre for vulnerable youth (2014)
- 6 Iaşi:**  
GSK volunteers planted a rose bed together with 20 children of the "Inima de copil" Foundation rehabilitation centre for children with disabilities (2014)
- 7 Iaşi:**  
GSK volunteers gave a talk about oral hygiene to 47 children from the School Vlahuta Alexander (Save the Children Iasi) and gifted toothbrushes and toothpaste (2015)
- 8 Piteşti:**  
GSK volunteers spent time at the Save the Children Arges school, playing games and engaging in arts and crafts with the schoolchildren (2015)
- 9 Sibiu:**  
GSK volunteers spent a day cooking for patients with terminal illnesses at the "Dr. Carl Wolff" Association, Casa Sperantei Centre for Palliative Care (2014)
- 10 Timişoara:**  
GSK volunteers visited the Save the Children school and talked with 25 children and encouraged them in their education, gifting satchels and pencil cases. (2015)

"There can be no more important work anywhere than giving children a good start in life and empowering them by protecting their rights and giving them tools to succeed. We rely on the support of volunteers who share our vision of equal chances for children in Romania. We highly value the partnership and contribution of GSK in Romania."

**Gabriela Alexandrescu,**  
Executive President, Save the Children Romania

"Since 1992 more than 17,500 children and adults diagnosed with an incurable illness have found relief at HOSPICE Casa Sperantei. They and their families have received support when they have needed it and learned how they can preserve their dignity in face of the illness. We are heartened by the genuine passion and support provided by the people at GSK Romania."

**Alex Pădureanu**  
CEO, HOSPICE Casa Speranței

# Our behaviour

*For GSK, how we do things is just as important as what we do. Our values-based culture is designed to ensure we put patients and customers first. We are changing the way we work to further embed our values in everything we do.*

*"Our behaviour" has the greatest impact on people and on society.*

**GSK Romania Stakeholder Survey, 2016**

*In my opinion, GSK's approach regarding patients' organizations is a professional one, a "win-win" approach for the partners*

**GSK Romania Stakeholder Survey, 2016**

*The value of a company is reflected by its employees' behaviour.*

**GSK Romania Stakeholder Survey, 2016**

*GSK Romania is a company that has implemented a procedure and strict way of working which shows respect for people.*

**GSK Romania Stakeholder Survey, 2016**

*Fighting corruption is a topic that concerns me when I think of a pharmaceutical company.*

**GSK Romania Stakeholder Survey, 2016**

## Our behaviour

### *Driven by values*

There is no greater priority for GSK than the ethical conduct of our people. Our four core values – transparency, respect for people, integrity, and patient focus – guide us in everything we do. Ethical, values-driven decision-making requires transparent and responsible communications with our all stakeholders. We expect all our employees and all our business partners to adhere to our values. Therefore, there is mandatory annual training to ensure that our employees know our Code of Conduct and we measure their performance not just by what they deliver, but how they deliver in line with our values. An example of applying our values to our business model is the way we led the industry in changing the way we sell and market our medicines to ensure patients' needs come first. Our pharmaceutical medical representatives around the world, and, of course, in Romania, are assessed and compensated based on their knowledge and quality of service they deliver to healthcare professionals (HCPs) and broader business performance.

#### **Ethics and compliance training**

New employees in GSK Romania undergo training in our Code of Ethics and business principles when they join the company, and all employees undergo refresher training every year. The training requires passing an online test with a minimum score of 80%. Also, in 2015, GSK adopted a new ethics and compliance certification programme which was developed globally by an external institute, the "Ethics and Compliance Initiative", and certification against this initiative for GSK employees is customised

for the GSK business model and includes GSK values and principles of business. Employees selected for this programme undergo five days of training and must pass an exam to receive certification as a "Leading Professional in Ethics and Compliance (LPEC)". In 2016, we will deliver this training to employees in high-exposure roles.



## *Working ethically with physicians*

At the end of 2013, GSK announced a global two-year process that changes how we work with healthcare professionals (HCPs) – becoming the first in the sector to move towards ending the practice of paying doctors to speak on our behalf. In Romania, we were an early adopter of this approach, starting implementation in 2014. The first full year of our elimination of direct payments to doctors in Romania was 2015.

Instead of supporting HCPs to attend medical conferences and in certain cases speak on our behalf, we started, in 2015, to take an alternative approach – namely, to use our Global Medical Experts to present at various events organized by medical associations. We have received an overall positive reaction. In fact, much of the feedback was that GSK is the only company to speak at medical events in a scientific way, thereby placing more emphasis on sharing valuable medical information. Additionally, we have hosted our own national events in Romania where we have invited leading healthcare academics to share their their observations and practical medical experience.



#### **Disclosing payments to healthcare professionals**

Another significant change this year was the legislative requirement to report all transfer of values made during 2014 to healthcare organisations and physicians at a very detailed level by recipient and by event. At GSK, we support this increase in transparency, as we believe that our stakeholders should understand the way we work and be able to evaluate our ethical position regarding such payments. GSK Romania issued the first report in June 2015, in line with new, detailed disclosure regulations.

"Our new policy of non-payments to healthcare professionals in Romania has been a very significant change for the local medical community. However, we are convinced this remains the right approach to avoid any possible conflict of interest. We are sure other companies in Romania will follow."

**Laura Munteanu**  
Medical Director, GSK Pharma

## Our behaviour

### *Investing in healthcare education*

We maintain a strong commitment to supporting the ongoing education of healthcare professionals.



#### Platforma Etiqa

We continue to maintain our “Ethical Platform” (Platforma Etiqa) on GSK Romania’s website as a source of information about how we support the medical education of health professionals. We offer grants for independent medical education programmes organised by medical associations to help physicians improve their knowledge and skills. Platforma Etiqa is a GSK transparent system for approving financing applications which are submitted electronically. Grants are awarded in line with criteria published on the platform. This is an important tool which helps us maintain ethical standards governing our support for medical education in a transparent way.

Our Platforma Etiqa is an online service that enables access to medical education using a transparent tool for receiving and assessing medical sponsorships. We continue to sustain the online learning platform owned by the Romanian Society of General Practitioners, supporting their knowledge and ability to communicate effectively with patients. In 2014/2015, we have expanded this model to pulmonologists, the first such programme in Romania.

In addition, we have been seeking new ways to communicate with healthcare professionals to increase their access to knowledge without risking potential conflicts of interest. We have found that webinars are a highly accessible and appropriate platform, and in 2015 we engaged with hundreds of healthcare professionals in this way.

#### Multi-channel communications and education

During 2015, we advanced multi-channel communications and education programmes with physicians in the fields of CNS (Central Nervous System), urology and antibiotics. Through our webinar series, we were able to connect physicians with leading international experts in each field and enable them to interact effectively online. This is supported by a broad variety of channels such as banners and other content, direct mail and email activity, face-to-face meetings and conferences, and phone calls – all designed to raise the awareness of different medicines, understanding of different treatment options and expand the choices for HCPs in Romania.

We try to be creative, presenting information in an innovative and differentiating way – without focusing specifically on GSK brands. In urology, for example, our content mainly centered around therapeutic choices for patients and their corresponding quality of life impacts. Local urologists highly appreciated the scientific debate with recognised experts and confirmed that the sessions were enriching for them.



“We continue to support access to information as we believe that an investment in the professional development of physicians is an investment in our national healthcare system, fully in line with our goal to raise the life expectancy of Romanians. Our experience is that local doctors have a thirst for knowledge and are grateful for opportunities to become better at their profession. We are thrilled to be able to help them.”

#### Adrian Ciulei

Primary Care Business Unit Director,  
GSK Pharma

#### Highlights of our education programme for physicians, specialists and pharmacists (HCPs) in 2015

6

webinars on the subject of CNS and antibiotics attended by

281 HCPs

6

webinars on the subject of urology attended by

180 HCPs

>110,000

instances of HCPs reached through informative and educational emails/mailings

>12,000

instances of HCPs reached through phone calls to discuss therapeutic properties of different medicines

## Our behaviour

### *Contributing to healthcare public policy*

Our role in Romania goes beyond the supply of innovative and life-saving medicines for patients. Our vast knowledge and resources, backed by our parent GSK, one of the largest healthcare companies in the world, positions us to serve patients in Romania and the Romanian healthcare system through active involvement and support for a positive evolution of the healthcare infrastructure. Therefore, in Romania, we continue to be active members of industry associations which share a mission to advance healthcare policy that supports more accessible and affordable medicines for patients.

During 2015, GSK Consumer Healthcare worked with ARPIM and other industry associations to encourage appropriate marketing for OTC medicines via audio and visual media channels, so that patients can benefit from awareness about different products from all healthcare companies that are available to them in the market place and make the best choices for their own treatment.

#### Coalition for Romania's Development

In 2015, we were honoured to accept the leadership of the Healthcare Taskforce of the newly-formed Coalition for Romania's Development (CDR), an independent group bringing together the most representative organizations of the business in Romania, with an aim to improve Romania's position in the international competitiveness rankings. To achieve this objective, CDR has established ten taskforces that are linked to the economic and public policy agenda. Barbara Cygler, General Manager of GSK, Romania will lead the Healthcare Taskforce from 2016.

"The Coalition for Romania's Development is a collaborative effort to make a significant, strategic difference to the ability of Romania to be an effective and competitive player in European and world markets. Healthcare is at the base of this. A healthy competitive economy requires a strong healthcare infrastructure. We are confident that GSK's leadership of the Healthcare Taskforce will consolidate our efforts in this area."

#### Daniel Anghel

Vice President FIC and Coordinator of the Coalition for Romania's Development



#### GSK Romania is an active member of:

### ARPIM

The Romanian Association of International Medicines Producers

### FIC

The Foreign Investors Council

### LAWG

Local American Working Group

### AmCham Romania

American Chamber of Commerce in Romania

### CDR

Coalition for Romania's Development

### BRCC

British-Romanian Chamber of Commerce

## Our behaviour

### Measuring trust

Trust in our business is essential as part of our social license to operate. We aspire to work in a way that inspires trust in our people and our actions at all times. From time to time, we conduct a survey among key journalists to help us gauge the impression of the media, as key stakeholders in our business in Romania and as key influencers of public opinion, about the level of trust they have in GSK Romania. In 2015, we conducted a new survey, and the results are encouraging.



# 57%

journalists surveyed have an overall positive opinion of GSK. Only

# 7%

expressed a negative opinion of GSK Romania.

# Over 60%

of journalists surveyed are aware of GSK's products and initiatives in the respiratory and vaccine categories.

"We are pleased to note that, overall, GSK is regarded as one of the biggest pharma companies in Romania and scores highly positively in terms of perception by the media. We are regarded as a transparent company. This is good, because with transparency, the door is always open for dialogue. We continue to engage with media representatives, to better understand their goals and perspectives. We endeavour to provide requested information in a timely way in order to support their efforts in creating fact-based articles which also reflect their views about GSK honestly and directly."

**Mihaela Alionte,**  
Communication Coordinator, GSK Pharma

# 64%

of journalists surveyed believe that GSK's communication is equal to or more transparent compared to other pharma companies.

World Oral Health Day, supported by GSK educational campaign, received

# 65

positive mentions (articles) in Romanian media.

## Ethics, compliance and risk management

A finger on the pulse of the dynamic regulatory environment is critical to ensure compliance in all that we do. At the same time, we must ensure that the changes in our business adequately comply with all applicable regulation and that employees are updated and trained in all necessary compliance-related matters. We maintained our compliance communications internally through our network of compliance champions. During 2015, we managed several projects to ensure our business remains in line with regulatory requirements while at the same time, improving our compliance and risk management procedures.

### Intensifying risk management

In both our Pharma and Consumer Healthcare businesses, we continue to maintain strict risk management processes with senior management involvement in review and discussion on a monthly or quarterly basis. In 2015, we expanded our risk management team to include representation of additional departments. We undertake regular risk assessments on all processes to identify risks and agree mitigation plans.

### Assessing corruption risk

In 2015, we became one of the first subsidiaries in our GSK world to trial a new programme to improve risk management. The programme was developed at a global level to ensure all anti-corruption and anti-bribery controls are fully embedded in the way we work. This pilot programme involves a risk assessment tool of more than 250 questions relating to every process and activity of our business and the way risk management is conducted and potential corruption-related conflicts of interest are avoided. In 2015, we audited our responses

internally and were also audited at corporate level who confirmed a positive score for GSK Romania in almost all aspects of our risk management procedures. Not only this, as a country participating in the pilot programme, we were able to make several suggestions to improve the risk questionnaire. In this way, GSK Romania influenced the global roll-out of this programme, helping to further safeguard our local and global business. In addition, GSK Romania undertook additional initiatives in relation to ethics and compliance: we initiated quarterly external audits to confirm that our way of working is not only compliant with all internal procedures but also with all international and local legal requirements.

"Compliance is not simply an objective or a framework. It's a culture. We need every single employee to be conscious of our compliance frameworks, ethical business requirements and anti-corruption commitments. An ethical and compliance culture needs to be embedded throughout the way we do things as part of our natural and intuitive daily routine."

**Cristina Crăciunescu**  
Compliance Officer, GSK Pharma, Romania

## Our behaviour

### *Ethics, compliance and risk management - continued*

#### Our new company, GSK Consumer Healthcare

Our joint venture with the Novartis Consumer Health company which included the establishment of a new worldwide company, GSK Consumer Healthcare, required a comprehensive regulatory integration plan. The transfer of many different products to the new company, completion of new products registration, management of changes in product sourcing for registration purposes and addressing all regulatory requirements has been an intensive task which we approached with the utmost attention to detail. Our objective was to ensure our readiness for market during 2016 to be completed by the end of 2017. So far, we have made the required progress and expect our patients to be able to enjoy the benefits of our new organisation during 2016.

“Regulatory affairs is always a dynamic field. We have a responsibility to continuously evolve our processes and procedures to ensure that every detail of our activities complies with regulatory demands. In 2015, we made strong process in safeguarding our products by updating and upgrading our procedures. In this way, we help to ensure ongoing availability of critical medicines for our patients in Romania.”

**Diana Buru**  
Regulatory Affairs Lead, Romania,  
Moldova & Balkans  
GSK Consumer Healthcare

#### Standard operating procedures for compliance

In 2013, we performed a comprehensive review of our OTC medicines registration files submitted to the Romanian authorities, submitting up-to-date product registrations to the National Medicine and Medical Devices Agency for more than 80% of our medicines marketed in Romania. During 2014 – 2015, we not only completed this registration process for all of our products, we went a stage further to include new Standard Operating Procedures (SOPs) with regard to the regulatory processes for all product categories. The SOP reflects the process that must be followed for the registration of a product from the start of its development until the product is launched in the market. Roles and responsibilities of both global and local teams must be very clearly defined throughout this process. We continue to update our SOPs for existing and new medicines to ensure that all our processes and procedures are clearly understood and observed to meet Romanian regulatory requirements.

#### Collaborating with public investigations

In the spirit of transparency, we disclose information about ongoing inquiries into our business in Romania. The government routinely conducts inquiries into business compliance and the pharma industry is no stranger to such scrutiny. In all cases, we collaborate with authorities and supply all required information in a collaborative and timely way.

We take very seriously all allegations raised with respect to the business practices of GSK Romania and we are committed to investigating the relevant matters and to cooperating with all the competent authorities.

We are confident that our business in Romania operates on robust principles and mechanisms of ethics and compliance. We have implemented the strictest policy of any pharma company in Romania which prevents direct payments to healthcare professionals for attendance or speaking at conferences in order to maintain a strict separation between the marketing of our products and our relationship with healthcare professionals and we continue to conduct all our activities in full compliance with all applicable legal requirements.

#### Ensuring product safety

We maintain the strictest standards of product quality and safety and labelling at all times, including meeting all regulatory requirements. This is critical for our patients who trust our medicines and for our positive reputation in the local market.

“As a responsible business in Romania, we remain alert to potential risks and take measures to safeguard our business. We have a duty to our parent company, GSK, our patients in Romania and our employees to ensure we have robust processes in place that enable us to maintain business continuity at all times. Our business is subject to frequent internal and external audits, and during 2014-2015, we are pleased to declare zero significant findings.”

**Cristina Alexandrescu**  
Head of Legal, GSK Romania

*We invest in our people and communities to ensure the long-term sustainability of our business. In order to help us tackle the biggest global health challenges, we need a talented, motivated and resilient workforce. Our aim is to create a working environment where employees feel valued, respected, empowered and inspired. Our people strategy focuses on four areas: talent, leadership, performance, and engagement.*

*People can make the difference - they are important for the company's image.*

**GSK Romania Stakeholder Survey, 2016**

*The value of a company is reflected by its employees' behaviour.*

**GSK Romania Stakeholder Survey, 2016**

*People are a company's asset and people are part of a company's success.*

**GSK Romania Stakeholder Survey, 2016**

*It's all about trust which is built over time. GSK invests in people and, as a result, they invest time and energy in GSK.*

**GSK Romania Stakeholder Survey, 2016**

*It is important to set an example of behaviour for both companies and for other people (as individuals).*

**GSK Romania Stakeholder Survey, 2016**

# Our people

## Our people

### Organising for the future

During 2014 and 2015 we have been reshaping our organisation to better take on future challenges and realise opportunities to improve healthcare outcomes in our market in Romania.

Our efforts have been focused on supporting people through a period of change, while staying true to our strategic goals of developing people, enhancing leadership skills and putting robust succession plans in place, supporting performance improvement at all levels and continuing to engage our employees for greater motivation and productivity. A specific focus has been on investing in the transformation of the skills of our sales force as they adapt to a new sales operating model.

In general, in order to raise employee engagement, empowerment and commitment, GSK conducts an employee survey at a global level every two years. Based on employee feedback relating to our business in Romania, we undertake specific actions to improve and monitoring of progress is in place locally and globally.

#### Building our leaders from within

One of our most significant achievements in recent years has been the possibility to advance great talent from within the business. In fact, during 2015, we achieved a first ever for GSK Pharma in Romania: our entire management board was filled with individuals that had developed within the business and grown through advancement of their skills and promotions to roles of increased responsibility. This has been a major advantage for our business continuity and our new leadership serves as a living example of the career possibilities that GSK Romania offers to young employees. At the same time, it has reinforced the understanding at management level of the need for robust succession planning and proactive talent management.

In 2014, to further enhance our possibilities to

develop leaders from within, we launched in Romania a programme developed by GSK globally, called the Future Leaders Programme (FLP). This is a learning and career development opportunity for new graduates to work in at least three different functions within our GSK operations over a period of several months, and receive a performance review after each stage to help their onward move. At the end of the programme, they have the opportunity to assume a first management role in GSK in Romania. Six graduates joined the FLP in 2014 and 2015. All have been assigned mentors and coaches from our leadership teams to help them through the programme.

"The last couple of years have been characterised by significant change in our organisation, requiring our Human Resources teams to provide intensive support to the business as we continue to deliver our goals as well as establish a strong foundation for the future. During this period, it has amazed me to see how many leaders we have in the company – individuals who proactively help us all move forward through demonstrating a positive attitude, resilience and applying our GSK values. Looking forward, we must continue to ensure we have the right people with the right abilities and tools to help us advance our mission in Romania and continue to be a model for local GSK companies around the world."

**Luana Crivăț**  
HR Country Head Romania, GSK



#### Leaders from within

In 2014 and 2015, we promoted

**40**

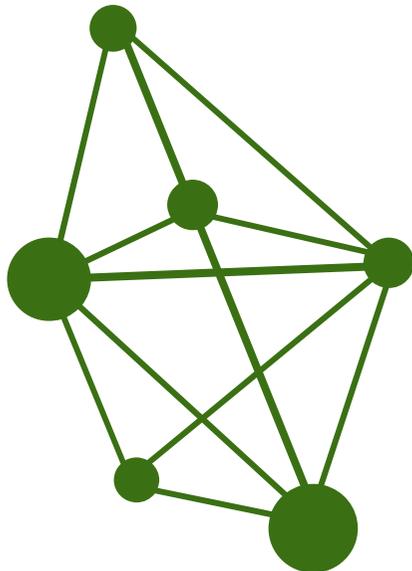
employees/managers to positions of increased responsibility. At the same time, we enhanced the job experience of a further

**78**

employees through lateral job moves.

**65%**

of job vacancies were filled from within the organisation.



## Our people

### Organising for the future - continued

Starting in 2014, GSK Romania undertook to implement our new Healthcare Professional (HCP) engagement model and corresponding sales compensation framework.



#### Winning Performance!

In 2015, GSK Romania was honoured to be named a regional finalist in GSK's Pharma Europe & Canada Winning Performance Awards for the successful implementation and creativity of our "Selling Excellence journey to build a winning mindset" and transformation of our sales approach.

#### Excellence in sales skills

Aligning with GSK's global approach to transforming the nature of our relationship with HCPs to one that is knowledge-based, required a comprehensive programme of education for all our sales professionals and a new way of effectively compensating sales staff for good performance. The challenge was to drive absolute clarity in terms of our expectations of sales professionals, help them build their skills in new ways of operating, and define effective motivational targets that sales professionals understand and use to drive their priorities in their daily work. This meant that, in order for us to deliver the business sales results, we needed increased focus on call quality, business planning and execution.

In order to deliver our objectives, we took a systematic approach, focusing all our actions on building the best customer interface through our people. This was based on imparting knowledge through our "Knowledge Journey" platform which we have loaded with learning modules including interactive quizzes, challenges and other educational tools. We made this accessible to all sales staff and encouraged them to fully utilise the platform.

In addition, we focused on selling skills, becoming a pilot and a leading GSK subsidiary in Europe to use an application called iField for coaching and skills development tracking. We deployed this app by engaging sales managers early on in the process to help manage sales priorities, planning reviews and ensure standardized processes across our entire sales force. Currently we have the highest utilisation rates per user of this app across GSK Europe. We further supported selling skills development by training throughout the year in a Selling Village, with 100% sales force attendance, and a Sales Manager Excellence programme focusing on coaching in the field to support first line sales teams.

To integrate all of this work, in Romania, we developed a further innovative gamification app (iDrive) for sales force engagement which integrates the results from all online platforms and applications and provides qualitative performance measures using feedback from team members. iDrive helps to improve performance, embed our GSK and sales values and supports our competitiveness in the market.

"Our comprehensive and systematic approach to sales force excellence and engagement required a major investment at GSK Romania. We have already experienced positive results: our sales force achieved 100% pass rates in their training tests in 2015 both from a knowledge and a skills perspective; Romanian sales staff has the highest rates of utilisation of online training and tools and sales people are demonstrably engaged and motivated. We think this is what it takes to build a winning mindset based on values and long-term thinking. Ultimately, what we aim for is to be the best at customer interface and deliver real value, which in the end will benefit patients in Romania."

#### Adrian Ciulei

Primary Care Business Unit Director,  
GSK Pharma



## Our people

### *Equal opportunity for women*



In Romania, we have always had a strong presence of women in our workforce and in our leadership. As we move into 2016, the leaders of our Pharma and Consumer Healthcare divisions in Romania are women who have developed and grown their careers with GSK over several years. Our overall percentage of women in the company is 5% higher than participation of women in the Romanian workforce. A report from the Centre for Inclusive Leadership published in 2015 quotes 56.2% participation of women in the Romanian workforce in 2013, and 42% of women managers in 121 large companies in Romania, more than 20% lower than the rate at GSK. The women of GSK Romania perform a range of business roles – commercial, legal, financial, medical affairs, sales, marketing and human resources. In addition to an open culture

of equal opportunity, one of the ways we assist women is by offering women (and men) choices through our Flexible Benefits Plan where employees can choose benefits related to educational services, sports activities and other activities for the welfare of their family.

#### Women at GSK Romania

In 2015,

**62%**

of our management was women and

**64%**

of our total workforce was women.

### *Global Employee Recognition programme*

At GSK Romania, we continue to aspire to the mission of ensuring our patients do more, feel better and live longer. This mission is brought to life by the way we live our values of patient focus, respect for people, transparency and integrity.

In 2015, we adopted the globally developed GSK Global Employee Recognition programme, giving us the opportunity to recognise individuals and teams who have exceeded expectations at any time during the year. Recognition is awarded for delivering a project that has had a significant impact on our team, function, in Romania or in our European region, or for supporting our strategy of achieving success through a high performance culture and supporting business growth and excellence, whilst being a role model for living GSK values. The programme recognizes these behaviours and enables us to acknowledge individuals for their hard work, over and above their 'normal' core activities. Recipients of the recognition can receive a cash award and an electronic 'Thank You' e-card.

In Romania, more than 70 employees have already received recognition and the cash award that goes with it! We are happy that we have a new framework for rewarding and supporting our employees who do outstanding work and help us advance our mission in Romania.

#### Who deserves recognition?

- What was the impact of the employee's performance?
- How did the employee's performance make a difference to GSK or our customers and patients?
- To what degree did the employee's performance exceed normal expectations?
- Did the employee demonstrate exemplary behaviour?
- Did the employees do something worth thanking them for e.g. voluntarily lent a helping hand?



#### Recognized in 2015

European awards

**5**

Platinum awards

**3**

Silver awards

**30**

Bronze awards

**36**

## Our people

### Protecting our people

Protecting the health and safety of our people is an important focus. In 2015, we refreshed and simplified our standards at a global level to help everyone at GSK understand what they need to do to safeguard our people, our business and the environment.



#### Healthy workplace!

In 2015, our global parent company GSK won the Multinational Healthy Workplace Award from the Global Centre for Healthy Workplaces

GSK's global health and well-being strategy was also reviewed, setting out our plan to ensure that every GSK employee has access to a consistent and comprehensive health service.

#### Safety in the office and on the road

We maintain a comprehensive approach to safety in our offices and on the road, complying with all applicable legislation and providing continuous education for our employees. We are proud to note that we have not recorded any work injuries in both divisions for several years. This is a testimony to the attentiveness and careful work of our employees and to the safety frameworks we put in place.

In 2015, we focused on assuring driver safety, as our medical and sales staff cover millions of kilometres to reach our customers every year. We delivered an online course over a period of two months, and participating drivers who pass the test will receive a certificate. In 2016, we plan to incentivise safe driving behaviour even further with a Driver Recognition Programme.

#### Health and well-being

We wish to help employees enhance their own health and well-being so that they can do more, feel better and live longer. We continue to promote our Partnership for Prevention (P4P) programme which we launched in 2012 for our employees in Romania. With this programme, our focus is on raising awareness of preventive

health care for employees and their families while facilitating access to critical services to help them proactively manage their own healthcare, and ensure early detection of diseases and health conditions.

P4P offers a range of up to forty preventive healthcare services at little or no cost to employees, tailored to meet individual needs, including a complete vaccine programme for children and free breast cancer screening in the office for female employees. Use of P4P facilities has increased every year. We supplement P4P with additional training activities. For example, in 2015, all employees in GSK Consumer Healthcare attended a 2-day training on Personal Resilience, covering balanced nutrition, physical and emotional energy and overall resilience and health. We held a competition with challenges in cookery, table tennis, ping-pong and more in order to put in practice some theoretical ideas on energy and recovery, and raise employee engagement at work.



# ZERO

Injuries in our pharma and consumer operations during the past

# 5 years

(2011-2015)

#### P4P services available to employees

- Adult Immunisations - Many adults are behind on their immunisations, and P4P helps keep employees on track to prevent risk of sickness.
- Cancer screenings - Early cancer detection is proven to save lives.
- HIV screenings - Enables doctors to detect and possibly treat this life-threatening virus
- Childhood Immunisations - Immunisations for children prevent at least a dozen different diseases.
- Routine Physical Exam - Regular check-ups identify health issues early and allow preventive treatment.
- Women's Health - Screenings for breast and cervical cancer for early detection and treatment if required.
- Diabetes Screening
- Cholesterol Screening
- Hypertension Screening
- Smoking Cessation
- Physical Activity

# Our planet

*We are committed to reducing the environmental impacts of our operations and our products. At a global level, GSK has set ambitious targets on carbon, water and waste across our value chain – from the sourcing of raw materials and the impacts of our own labs and factories, to the use and disposal of our products by patients and consumers. By using resources more efficiently, and collaborating with others to tackle these challenges, GSK can reduce costs and enhance competitiveness. In Romania, we support all these objectives in the most appropriate ways based on our local operations.*

*Taking back inhalers for safe disposal is a great initiative to care for the planet.*

GSK Romania stakeholder feedback, 2016

*Caring for the environment is an important aspect of responsible behaviour.*

GSK Romania stakeholder feedback, 2016

*We should take care to minimize the effects of pharmaceutical waste in the environment.*

GSK Romania stakeholder feedback, 2016

*We all must play a role in protecting the planet.*

GSK Romania stakeholder feedback, 2016

# Our planet

## Improving our impacts on the planet

We remain committed to conducting our operations in compliance with all applicable environmental regulation in Romania and confirm that we have not been subject to fines or sanctions for non-compliance during the past five years.

### Improving environmental impacts!

15%

reduction in energy consumption per person over three years 2013-2015

13.3%

reduction in greenhouse gas emissions per person over three years 2013-2015

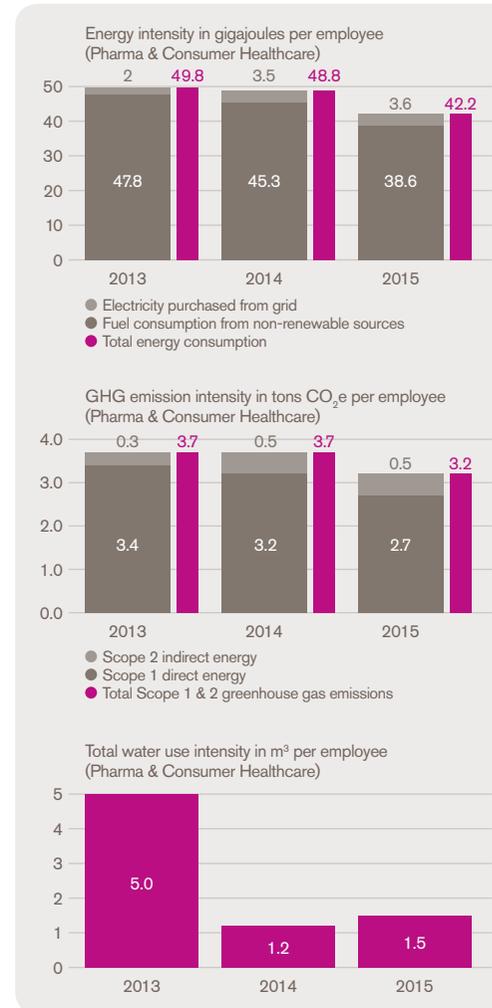
70%

reduction in water consumption per person over three years 2013-2015

Note: All data refers to GSK Pharma and GSK Consumer Healthcare

Beyond compliance, we share GSK's global objectives to reduce our impacts on the planet and engage in activities to educate and encourage all our staff to play their part proactively.

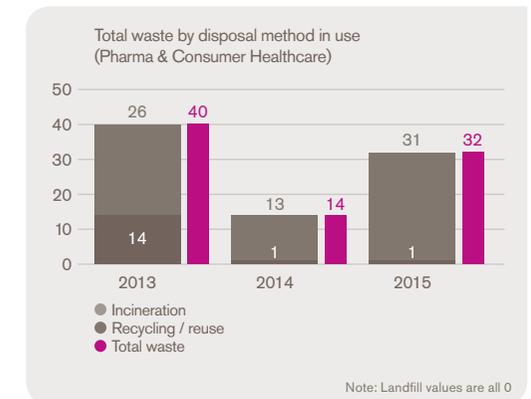
In 2016, the direct environmental impacts of our operations in Romania will reduce significantly due to the divestment of our main sources of energy and water consumption, and main generators of greenhouse gas emissions and waste, when our in-house manufacturing and logistics operations cease to be part of our activity in GSK Romania. Going forward, our primary impacts on the planet will be through our pharma and consumer healthcare research, sales and marketing practices. In this report, we present full environmental data for 2014, and partial data for 2015, due to some limitations of data availability during our transition period. For comparison purposes, however, we show the performance specifically of our pharma and consumer healthcare operations over the past three years.



Note: Data for electricity and water consumption in our offices is more accurate in 2015 due to the installation of new meters. This may have the effect of overstating the actual performance improvement described above. However, we are not able to restate prior year figures. Performance in 2016 will be measured against a new 2015 baseline.

### Waste reduction performance

We continue to strictly control and reduce our overall waste and our recycling performance has incrementally improved over recent years. In 2015, however, we were forced to dispose of 28 tons of pharmaceutical waste after a one-time clean-up initiative in our offices and warehouses of expired drugs. Were it not for this incident, our waste in 2015 would have continued to show a further decrease and our recycling rate would have been close to 100%. We expect this will be reflected in our figures for 2016 and beyond.



## Our planet

### Act Green in the office

We aim to minimize our impact on the environment as much as possible and this requires the active participation and collaboration of all our employees. In 2012, we launched a programme to encourage our employees to “Act Green” by taking responsibility for daily environmental actions around our offices. “Act Green” has progressed with the support of our partner in this initiative, an environmental organisation called ViitorPlus, and has been successful in educating employees, communicating environmental messages and encouraging eco-responsible practices.

Employees take part in interactive courses to learn about recycling, waste avoidance, water conservation and energy reduction practices in our daily work. Posters are placed around our offices to remind employees to adopt eco-habits. We placed segregated waste bins in several locations in our offices for recycling of paper, cardboard and metal waste and money earned from recycled materials is donated for reforestation in Romania, funding the planting of more than 600 trees in the past few years. In 2015, we intensified our training efforts and held three “town hall” meetings for all employees to further encourage them and share successes.

#### Act Green Romania - recycling 2012 - 2015

Paper and cardboard waste	12,212 kg
Plastic waste	94 kg
Metal waste	15 kg

In 2015, we also completed the preparation of a first EHS (Environment, Health and Safety) manual which is accessible to all employees via our online platform. This manual provides a framework for good environmental and safety practices, providing employees with all they need to know to act responsibly.



### Driving Green



One of our most important impacts on the environment is our consumption of fuel for road vehicles for our sales staff in our Pharma and Consumer Healthcare operations. Our sales people travel almost 4 million kilometres per year on the roads of Romania to reach our customers all over the country. During the past few years we have taken several measures to reduce the environmental impact of road transportation.

- We have replaced face-to-face meetings with online or phone communications wherever possible without affecting the level of service we offer to our customers

- We have purchased new low-emission vehicles for all medical reps. These vehicles have an auto-switch-off when the engine is stationary, yielding significant fuel and emission savings.
- We have trained all our drivers in fuel efficient driving methods

## Our planet

### *Acting Green in the market*



In 2013, we launched the first programme of its kind in Romania in the pharmaceutical industry – the collection of used oral respiratory inhalers from the market and their environmentally safe disposal. Our aim was to provide a convenient way for patients to recycle their inhalers, to help reduce waste and greenhouse gas emissions, and move towards a more environmentally sustainable approach to treating respiratory disease. Controlled incineration reduces the greenhouse gas emissions of used inhalers by more than 99% versus disposal via landfill. During the six months' pilot programme in Romania, we collected and safely disposed of more than 6,900 used inhalers in Bucharest, reducing the greenhouse gas emission impact of these inhalers by almost 100 tons of CO<sub>2</sub>e. Following this successful pilot initiative, we are planning to expand this programme nationally in 2016.



# Our reporting

*My proposal is to have a newsletter to inform our business partners about health projects which we are involved in and what we have achieved in support of public health from month to month through the projects we conduct.*

GSK Romania Stakeholder Survey, 2016

*We need a Corporate Responsibility Report - it must be accessible to physicians, organisations, authorities and the media. Sharing information helps to counterbalance the negative reputation of the pharma industry from years ago.*

GSK Romania Stakeholder Survey, 2016

*I think it is very important to continue publishing and distributing this report. We are among the few pharma companies which do this in Romania.*

GSK Romania Stakeholder Survey, 2016

## Our reporting

### About this report

This is our fourth Corporate Responsibility Report for GSK in Romania. Our last report covered 2013. This report covers our activities during 2014 and 2015. We did not report in 2014 due to business reorganisation. In this report, all quantitative data relates to the calendar years 2014 and 2015 unless otherwise stated.

This report is written in accordance with the Global Reporting Initiative (GRI) G4 Sustainability Reporting Framework. As an early adopter of this framework with our 2012 CR Report, we continue to demonstrate our commitment to transparency and to meeting the expectations of our stakeholders with our third GRI G4 report. We were the first pharma company in the world to publish a CR Report in accordance with the G4 framework. Also, our parent company, GSK plc, publishes a global CR report annually.

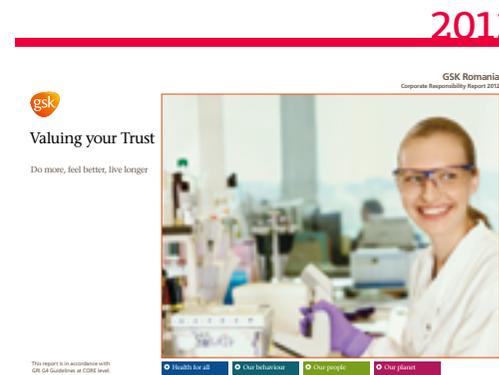
We have tried to meet the requirements of the G4 framework in good faith. We decided on content for this report using the GRI reporting principles of Materiality (the issues which have the greatest impact on our long-term business growth and which are of most importance to stakeholders),

Stakeholder Inclusiveness (responding to stakeholder expectations and interests), Sustainability Context (presenting our performance in the wider context of sustainability issues) and Completeness (inclusion of all the information which reflects significant economic impacts in order to enable stakeholders to assess our performance).

This report has been edited by members of the GSK team in Romania, and was prepared with the support of an external corporate responsibility expert, Elaine Cohen, of Beyond Business Ltd. The report was approved by GSK Romania Senior Management Team. We thank all those who contributed to GSK Romania's Corporate Responsibility performance and to this report.

"This report sets out progress against both our specific responsible business commitments in Romania and our wider global commitments - we hope it acts as a useful tool to stimulate engagement and dialogue with local stakeholders in Romania."

**Clare Griffin**  
Head of Corporate Responsibility & Reporting GSK plc.



# Our reporting

## GRI Content Index

### General standard Disclosures

G4	General Standard Disclosures	Response / Page / Link
G4-1	CEO statement	Pages 4, 5
G4-3	Name of reporting organization	Page 6
G4-4	Products	Page 6
G4-5	HQ location	Page 6
G4-6	Countries of operation	Page 6
G4-7	Legal form	Page 6
G4-8	Markets served	Page 6
G4-9	Scale of the organization	<ul style="list-style-type: none"> <li>Total number of employees: See G4-10</li> <li>Total gross revenues in 2015: &gt; € 165 million</li> <li>Quantity of products or services provided: Over 175 million units distributed to the market</li> </ul>
G4-10	Employees by contract and gender.	Page 51
G4-11	Percentage of employees covered by collective bargaining agreements.	None (0%) of GSK Romania employees are covered by collective bargaining agreements.
G4-12	The organization's supply chain.	As a pharma and consumer healthcare business, our supply chain is based on imported produces from our GSK manufacturing sites around the world. We employ local suppliers for the distribution of our products and for local facilities and services in Romania.
G4-13	Significant changes during the reporting period.	In this reporting period, 2014-2015, we have announced and started work towards the closure of our manufacturing site in Romania, and the divestment of our in-house distribution business. At the same time, we formed a new joint venture consumer healthcare company with Novartis for marketing and distribution of Novartis and GSK OTC brands.
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	Page 37
G4-15	Externally developed economic, environmental and social charters, principles.	We observe the standards of The Romanian Association of International Medicines Producers (ARPIM) and the European Federation of Pharmaceutical Industries and Associations (EFPIA). We also support the United Nations Global Compact of which our parent company GSK is a member.
G4-16	Memberships of associations maintained at the organizational level.	Page 36
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents.	This report covers GSK Pharma and GSK Consumer Healthcare.
G4-18	Process for defining the report content and the Aspect Boundaries.	Page 49

G4	General Standard Disclosures	Response / Page / Link
G4-19	Material Aspects identified in the process for defining report content.	Page 8
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	All material Aspects selected in this report apply equally to our all of our operations and entities in Romania as listed in G4-17. Please see below for a table which shows whether the impacts occur internally or externally for each material Aspect.
G4-21	For each material Aspect, report the Aspect Boundary outside the organization	
G4-22	Effect of any restatements of information provided in previous reports.	2013 data has been restated to include only Pharma and Consumer Healthcare operations.
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	This report covers GSK Pharma and GSK Consumer Healthcare.
G4-24	Stakeholder groups engaged by the organization.	Pages 9, 52
G4-25	Basis for identification and selection of stakeholders with whom to engage.	The basis for selection of stakeholders is management judgement based on interaction and feedback from all stakeholder groups during the year.
G4-26	Approach to stakeholder engagement.	Page 52
G4-27	Key topics and concerns that have been raised through stakeholder engagement.	Page 9, 52
G4-28	Reporting period (such as fiscal or calendar year).	Calendar year 2014 and 2015 for all quantitative data. Stories from early 2016 where relevant
G4-29	Date of most recent previous report.	2013
G4-30	Reporting cycle (such as annual, biennial).	Annual
G4-31	Provide the contact point for questions regarding the report or its contents.	We welcome feedback on this report and on our performance. Please write to us at CR-Romania@gsk.com or call Marilena Nastase, CSR & Patient Advocacy Executive, on +40 21 302 82 08 or use the feedback form on our website <a href="http://www.gsk.com/pages/contact">www.gsk.com/pages/contact</a> .
G4-32	Report the 'in accordance' option the organization has chosen. and GRI Content Index.	This report has been written in accordance with G4 CORE option. The GRI content index is on these pages.
G4-33	Current practice with regard to seeking external assurance for the report.	We do not seek external assurance for our report. Our report is prepared with the help of an independent external consultant, Elaine Cohen, Beyond Business Ltd ( <a href="http://www.b-yond.biz">www.b-yond.biz</a> ) who interviewed managers and reviewed the consistency of our data. Together with our internal controls, this gives us confidence that our reporting is accurate and robust.
G4-34	Governance structure of the organization, including committees of the highest governance body.	GSK Pharma and GSK Consumer Healthcare are fully owned subsidiaries of GSK plc. They are managed by teams who report through the GSK structure via functional and regional reporting lines.
G4-56	Values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Page 34

## Our reporting

### Detailed disclosures

**G4-10** - All data refers to GSK Pharma and Consumer Healthcare

Number of employees by gender	2013	2014	2015
Male	145	110	106
Female	228	201	186
<b>Total employees</b>	<b>373</b>	<b>311</b>	<b>292</b>

Number of employees by contract	2013			2014			2015		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent contract	142	217	359	105	190	295	101	175	276
Temporary contract	3	11	14	5	11	16	5	11	16
<b>Total employees</b>	<b>145</b>	<b>228</b>	<b>373</b>	<b>110</b>	<b>201</b>	<b>311</b>	<b>106</b>	<b>186</b>	<b>292</b>

Employees by gender	Male			Female			Total		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
Pharma	102	71	58	189	158	129	291	229	187
Consumer Healthcare	43	39	48	39	43	57	82	82	105
<b>Total</b>	<b>145</b>	<b>110</b>	<b>106</b>	<b>228</b>	<b>201</b>	<b>186</b>	<b>373</b>	<b>311</b>	<b>292</b>
<b>% of female employees</b>							<b>61%</b>	<b>65%</b>	<b>64%</b>

**G4-21**

G4 Category	GSK Romania Material Issue	G4 Material Aspect	Material internal	Material external	Relevance outside the organization	Specific Standard Disclosure
Social	Enhance access to healthcare in Romania	Local Communities		✓	This Aspect impacts all Romanians, aiming to provide improved healthcare for all.	G4-SO1
Economic	Invest in local communities in Romania	Indirect Economic Impacts		✓	This Aspect impacts all Romanians, aiming to provide improved healthcare and empower local communities through support and knowledge.	G4-EC8
Social	Work collaboratively to improve healthcare infrastructure and access to medicines in Romania	Local Communities		✓		G4-SO1

G4 Category	GSK Romania Material Issue	G4 Material Aspect	Material internal	Material external	Relevance outside the organization	Specific Standard Disclosure
Product Responsibility	Ensure best product quality through the supply chain	Customer Health and Safety		✓	This Aspect impacts all Romanians, aiming to provide improved healthcare for all, as well as hospitals and pharmacists, to ensure they have stocks available to supply to patients.	G4-PR2
Product Responsibility	Ensure product safety and clear labelling	Product and Service Labelling		✓	This Aspect impacts patients, so that they can understand treatments and make informed choices.	G4-PR4
Social	Be transparent about public policy positions	Public Policy		✓	This Aspect impacts regulators, so that they know where GSK stands on important policy issues and can use this information to decide on healthcare matters.	G4-SO6
Social	Ensure compliance with all laws and regulations	Compliance		✓	This Aspect impacts regulators, who are charged with ensuring compliance, and also, all Romanians, who could be adversely affected by any non-compliance.	G4-SO8
Social	Maintain the highest ethical standards of behaviour and marketing	Marketing Communications		✓	This Aspects impacts all Romanians, so that vulnerable groups are not exploited unfairly.	G4-PR7
Social	Support patients and awareness of patient rights	Local Communities		✓	This Aspects impacts patients, specifically those with chronic diseases, so that they can realise their rights to treatment and other quality-of-life elements.	G4-SO1
Labour Practices	Develop and empower employees	Training and Education	✓			G4-LA11
Labour Practices	Provide a workplace that offers diversity and equal opportunity	Diversity and Equal Opportunity	✓			G4-LA12
Labour Practices	Ensure a safe working environment for employees	Occupational health and Safety	✓			G4-LA6
Environment	Minimise energy consumption and GHG emissions in our supply chain	Energy, Emissions	✓	✓	Environmental aspects are important for the people of Romania, as consumption of resources and reducing carbon emissions are a key element in creating a more sustainable planet for all. These Aspects are also relevant internally as resource conservation makes us more efficient.	G4-EN3, G4-EN15, G4-EN16
Environment	Minimise product and packaging waste	Effluents and Waste	✓	✓		G4-EN23
Environment	Comply with environmental legislation	Compliance	✓	✓		G4-EN29

## Our reporting

### Detailed disclosures - continued



#### G4-26

Stakeholder group	Nature of engagement	Key expectations of GSK Romania
GSK plc	Our parent company sets the frameworks within which we operate, approves our strategy and monitors our performance. We engage with colleagues around the world on a daily basis.	Alignment of our strategy and practices with GSK's mission and values, while ensuring sustainable growth in our business in Romania. Adherence to ethical standards is critical.
Employees	We engage our employees through regular internal communications and at least twice a year in performance development planning and engagement surveys.	Employees are interested in being kept informed, doing meaningful work, receiving recognition and opportunities for personal development.
Patients, healthcare professionals and patient associations	Patients are at the heart of our thinking and we engage with them through market research and patient advocacy via patient associations and via healthcare professionals on a daily basis.	Patients want effective, quality medicines, and access to affordable treatment. Patient associations and HCPs want support for improved access and affordability of healthcare, and knowledge sharing.
Customers	We meet our customers regularly to understand their needs.	Our customers want best value and reliable, high quality service and product availability.
Suppliers	We rely on local suppliers for our local needs and engage with them on an as needed basis.	Our suppliers are interested in fair opportunity and fair dealings
The Romanian regulatory authorities and the pharma industry in Romania	We engage with regulators, often through industry associations, to support improvements in healthcare. We meet frequently at different levels across a wide range of subjects.	Regulators expect us to be compliant and collaborative on regulatory initiatives and our industry associations welcome support and resources to advance issues of shared concern.
The media	We build positive relations with the media and collaborative to help raise awareness of healthcare issues.	Media professionals want us to be responsive to their information needs.
The local community	We engage with many NGOs which serve underrepresented populations to identify needs and channel our support.	NGOs look for long-term partnership and resources to support their missions and social and environmental initiatives.

## Our reporting

### Specific Standard Disclosures

Material Topic	Material Aspects as listed in G4-19	DMA and Indicators	Page / Link	Omissions	Material Topic	Material Aspects as listed in G4-19	DMA and Indicators	Page / Link	Omissions	
Bring innovative products to patients in Romania	Local Communities	G4-SO1	DMA: Page 29 100% of our operations in Romania have implemented community engagement programmes. Specific impacts are reported in the Health for all section of this report.		Maintain the highest ethical standards of behaviour and marketing	Marketing Communications	G4-PR7	DMA: Page 34 We have not been subject to any incidents of non-compliance concerning marketing communications.		
Enhance access to healthcare in Romania						Support patients and awareness of patient rights	Local Communities	G4-SO1	DMA: Pages 21-27 100% of our businesses advance patient rights through advocacy activities.	
Work collaboratively to improve healthcare infrastructure and access to medicines in Romania						Develop and empower employees	Training and Education	G4-LA11	DMA: Page 39 100% of employees in Romania received a full performance review in 2015.	Data by gender is not available.
Invest in local communities in Romania	Indirect Economic Impacts	G4-EC8	DMA: Page 14 Our most significant indirect economic impact is the advancement of a robust healthcare infrastructure in Romania, which supports long term GDP growth. This is reported in the Health for all section in this report.		Provide a workplace that offers diversity and equal opportunity	Diversity and Equal Opportunity	G4-LA12	DMA: Page 39 Indicator: Page 54	Age split of management is not available at this time.	
Ensure best product quality through the supply chain	Customer Health and Safety	G4-PR2	DMA: Page 38 We have not been subject to any incidents of non-compliance concerning the health and safety impacts of products and services within the reporting period.		Ensure a safe working environment for employees	Occupational Health and Safety	G4-LA6	DMA: Page 43 Zero injuries or lost days in our operations for the past five years.		
Ensure product safety and clear labelling	Product and Service Labelling	G4-PR4	DMA: Page 38 We have not been subject to any incidents of non-compliance concerning product and service information and labelling.		Minimise energy consumption and greenhouse gas emissions in our supply chain	Energy, Emissions	G4-EN3 G4-EN15 G4-EN16	DMA: Page 44 Indicators: Page 55		
Be transparent about public policy positions	Public Policy	G4-SO6	We do not engage in any party political oriented activities and have made zero political donations.		Minimise product and packaging waste	Effluents and Waste	G4-EN23	DMA: Page 44 Indicators: Page 55		
Ensure compliance with all laws and regulations	Compliance	G4-S08	DMA: Page 38 We paid no significant fines and were not subject to any significant non-monetary sanctions.		Comply with environmental legislation	Compliance	G4-EN29	DMA: Page 45 We have not been subject to any incidents of non-compliance concerning environmental legislation.		

## Our reporting

### Specific Standard Disclosures - continued

#### G4-LA1

New hires by age (Pharma & Consumer only)	2013		2014		2015		Rate of new hires in 2015 (males)	Rate of new hires in 2015 (females)	Total new hire rate (%)
	Male	Female	Male	Female	Male	Female			
Below age 30	4	12	7	12	22	12	21%	6%	12%
Age 30 - 50	8	9	1	7	4	13	4%	7%	6%
Over age 50	4	0	0	0	0	0	0%	0%	0%
<b>Total employees</b>	<b>16</b>	<b>21</b>	<b>8</b>	<b>19</b>	<b>26</b>	<b>25</b>	<b>25%</b>	<b>13%</b>	<b>17%</b>

Employee turnover by age (Pharma & Consumer only)	2013		2014		2015		Rate of turnover in 2015 (males)	Rate of turnover in 2015 (females)	Total turnover rate (%)
	Male	Female	Male	Female	Male	Female			
Below age 30			25	16	23	14	22%	8%	13%
Age 30 - 50	36	26	23	18	22	11	21%	6%	11%
Over age 50			0	0	0	0	0%	0%	0%
<b>Total employees</b>	<b>36</b>	<b>26</b>	<b>48</b>	<b>34</b>	<b>45</b>	<b>25</b>	<b>42%</b>	<b>13%</b>	<b>24%</b>

#### G4-LA9

Training and development	2012	2013	2014	2015
Employee training hours' total	2,844	720	4,262	2,546
Employee training hours' average/person/year	7.3	1.9	13.7	8.7

#### G4-LA12

Employee diversity: gender	2013		2014		2015	
	Male	Female	Male	Female	Male	Female
Management	45%	55%	40%	60%	38%	62%
Non-management	37%	63%	34%	66%	36%	64%
<b>Total employees</b>	<b>39%</b>	<b>61%</b>	<b>35%</b>	<b>65%</b>	<b>36%</b>	<b>64%</b>

Employee diversity: age group	2013	2014	2015
Below age 30	19%	21%	20%
Age 30-50	80%	77%	79%
Over age 50	1%	1%	1%

Employees by age - 2015	Pharma	Consumer Healthcare	Total
Female under 30	19	20	39
Female 30-50	109	36	145
Female over 50	1	1	2
Male under 30	12	8	20
Male 30-50	45	40	85
Male over 50	1	0	1
<b>Total</b>	<b>187</b>	<b>105</b>	<b>292</b>

Employees by age as a percentage of total employees - 2015	Pharma	Consumer Healthcare	Total
Female under 30	6.5%	6.8%	13%
Female 30-50	37.3%	12.3%	50%
Female over 50	0.3%	0.3%	1%
Male under 30	4.1%	2.7%	7%
Male 30-50	15.4%	13.7%	29%
Male over 50	0.3%	0.0%	0%
<b>Total</b>	<b>64%</b>	<b>36%</b>	<b>100%</b>

## Our reporting

### Specific Standard Disclosures - continued

#### G4-EN3

Fuel consumption from non-renewable sources in gigajoules (Pharma & Consumer only)	2013	2014	2015	Change in 2015
Natural gas	0	372	454	22%
Diesel fuel	17,774	13,711	10,814	-21%
Gasoline	51	1	0	-100%
<b>Total gigajoules</b>	<b>17,825</b>	<b>14,084</b>	<b>11,268</b>	<b>-20%</b>
<b>Electricity purchased from grid in gigajoules</b>	<b>732</b>	<b>1,098</b>	<b>1,064</b>	<b>-3%</b>
<b>Total energy consumption in gigajoules</b>				
Fuel consumption from non-renewable sources	17,825	14,084	11,268	-20%
Electricity purchased from grid	732	1,098	1,064	-3%
<b>Total energy consumption in gigajoules</b>	<b>18,557</b>	<b>15,182</b>	<b>12,332</b>	<b>-19%</b>

This data includes the GSK Romania Pharma and Consumer facilities. Data is converted to gigajoules using the GRI Indicators Protocol set guidelines.

Total energy intensity in gigajoules per employee	2013	2014	2015	Change in 2015
Fuel consumption from non-renewable sources	47.8	45.3	38.6	-15%
Electricity purchased from grid	2.0	3.5	3.6	3%
<b>Total energy consumption</b>	<b>49.8</b>	<b>48.8</b>	<b>42.2</b>	<b>-13%</b>

#### G4-EN8

Water withdrawal in m3 (Pharma & Consumer only)	2013	2014	2015	Change in 2015
Total water withdrawal	1,847	380	443	17%
Total water intensity in m3 per employee (Pharma & Consumer only)	2013	2014	2015	Change in 2015
Total water withdrawal	5.0	1.2	1.5	24%

#### G4-EN15

Greenhouse gas emissions in tons CO2e	2013	2014	2015	Change in 2015
Scope 1 direct energy	1,271	998	790	-21%
Scope 2 indirect energy	101	147	142	-3%
<b>Total Scope 1 &amp; 2 greenhouse gas emissions</b>	<b>1,372</b>	<b>1,145</b>	<b>932</b>	<b>-19%</b>

#### Basis for reporting on greenhouse gas emissions

Greenhouse gases included in the calculation of CO2e are CO2, CH4 and N2O. All emissions are in CO2e with the exception of electricity emissions which are CO2 only.

Calculations of emissions from electricity purchased are made using IEA emissions factors. All other emissions factors are taken from DEFRA GHG conversion factors.

#### G4-EN16

Total greenhouse gas emissions intensity in tons CO2e per employee	2013	2014	2015	Change in 2015
Scope 1 direct energy	3.4	3.2	2.7	-16%
Scope 2 indirect energy	0.3	0.5	0.5	3%
<b>Total Scope 1 &amp; 2 greenhouse gas emissions</b>	<b>3.7</b>	<b>3.7</b>	<b>3.2</b>	<b>-13%</b>

#### G4-EN23

Total amount of hazardous and non-hazardous waste by disposal method in tons (Pharma & Consumer only)	2013	2014	2015	Change in 2015
Recycling/reuse	14	1	1	-7%
Incineration	26	13	31	133%
Landfill	0	0	0	N/A
<b>Total hazardous and non-hazardous waste</b>	<b>40</b>	<b>14</b>	<b>32</b>	<b>132%</b>
Hazardous waste in tons				
Total hazardous waste	0	0	0	N/A
Recycled and reused waste as a percentage of total waste				
Percentage of total waste recycled or reused	36%	10%	4%	-71%



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