

# 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.



**Global Reporting Initiative Performance Indicators in this section:**

Ensure best product quality through the supply chain  
 Material Aspect: Customer Health and Safety  
 Disclosure G4-PR2

Ensure product safety and clear labelling  
 Material Aspect: Product and Service Labelling  
 Disclosure G4-PR4

Be transparent about public policy positions  
 Material Aspect: Public Policy  
 Disclosure G4-SO6

Ensure compliance with all laws and regulations  
 Material Aspect: Compliance  
 Disclosure G4-SO8

Maintain the highest ethical standards of behaviour and marketing  
 Material Aspect: Marketing Communications  
 Disclosure G4-PR7

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# Our values and principles

There is no greater priority for GSK than the ethical conduct of our people. No matter where we operate in the world, in our interactions with patients, prescribers, payers and governments, we must always live our values.

Our four core values – transparency, respect for people, integrity, and patient focus – guide us in everything we do. Our people, our partners and our suppliers are expected to adhere to the strict codes of ethical conduct that support these values.

Ethical behaviour is a critical determinant for success. It is not only the right thing to do from a moral perspective, it also means good business, because it creates and builds trust with our patients and other stakeholders. Ethical behaviour includes our approach to product quality and the way we manufacture and distribute our pharma and consumer healthcare products. It also means transparent, clear and responsible communications with patients and consumers

about our products, their use and their effects on health and well-being. In addition, we have an important role to play in supporting our patients in knowing their rights. Similarly, we believe in transparency and clarity in relation to our products and that patients have a right to be informed about the medicines they consume.

We comply with all product labelling and information regulations.



Our approach

Health for all

Our behaviour

Our people

Our planet

Governance and engagement

## Transparent research practices

In 2013, GSK became the first company to launch a global online system enabling external researchers to request access to detailed anonymised patient-level data from clinical trial results.

In Romania, we remain committed to supporting the development of innovative pharmaceuticals through our ongoing

investment in clinical trials as part of our global research programme.

In 2013, we advanced 23 clinical trials, involving more than 800 patients in more than 90 different centres with more than 600 supporting qualified investigator physicians. The trials covered therapeutical areas including epidemiology, cardiology, urology,

infectious diseases, oncology, rheumatology and respiratory. 2013 was one of our most productive years for clinical research, and we maintained our place as one of the top three countries in GSK Europe for performing clinical research. Our commitment is to invest €8 - €10 million by 2018 in clinical research in Romania. Between 2011 and 2013, we invested €9 million.

*"GSK is by far one of the most innovative companies in the pathology of chronic obstructive pulmonary diseases such as bronchial asthma and BPOC. The existing products have saved many lives and have spectacularly improved the quality of medical assistance provided by the doctors who use them.*

*The Romanian participation in clinical studies for obstructive respiratory pathology was very important. Its pursuit constitutes a real benefit for all partners: patients, doctors, the medical system and the country's economy."*

### Stefan Mihăicuță

Executive Committee and Educational Committee of European Sleep Research Society  
Senior Lecturer of Pulmonology, "Victor Babeș" University of Medicine and Pharmacy

Transparency is key in addressing ethical concerns and we are open about our research practices. Globally, GSK reports the results of clinical research that evaluates our medicines and vaccines, whether the outcomes are perceived to be positive or negative.

*"I have collaborated with GSK since 2000 as a main investigator in clinical studies research activity for the respiratory domain, mainly on asthma and BPOC. Throughout these years, I noticed real progress at GSK in the growth of quality and complexity of studies and specific procedures. From this point of view and based on the diverse experience I accumulated in clinical research throughout this period, I can honestly say that GSK runs research and study activities at the highest level in Romania.*

*I would also like to stress the importance of patients' access to clinical development programmes - clinical studies with therapeutic benefits. Taking into account the difficulties sometimes present in the healthcare budget in our country, the therapeutic assistance we offer our patients through these free programmes constitutes a beneficial alternative that must not be ignored by those responsible for the healthcare system."*

### Antigona Trofor

Ph.D. M.D. "Grigore T. Popa" University of Medicine and Pharmacy



# Transparent research practices

*continued*

During 2013, we were audited several times by GSK central audit staff and by regulatory authorities, as required by internal and external standards. No critical findings were identified in these audits.

*“Our clinical trial programme is supported by our highly qualified GSK staff including medical doctors, pharmacists, biologists and more. We have strong knowledge of the therapeutic areas which are the subject of our clinical trials. We do our best to attract trials to Romania, in competition with other GSK subsidiaries, because we know that this activity is so important to advance healthcare in this country, given limitations in access to innovative medicines and critical patient needs. Whenever a trial is available, we are always willing to collaborate. In 2009, we ran just two trials with 453 patients. Our position in 2013, with more than 800 patients, demonstrates the result of our strong commitment to supporting medical research in Romania.”*

**Cristina Bitirez**  
Clinical Research Manager GSK Pharma

**Advantages of clinical research for Romania**  
Beyond the obvious advantage of contributing to scientific innovation for the benefit of patients worldwide, there are specific benefits that we bring to Romania by placing such great emphasis on attracting research to this country.

First, we offer patients the possibility of receiving the most advanced treatment available, at no cost. Their participation is voluntary, and they receive no payment. However, in many cases, this provides significant relief for patients. In 2013, more than 800 patients received such treatment, and during the past ten years, we estimate that more than 5,000 patients have gained access to the most innovative medicines available anywhere in the world.

Second, investigators – physicians who support clinical trials – also benefit by learning the most advanced test and diagnosis techniques, using new equipment and new protocols. Through their involvement in trials, physicians continue their education at the highest level. More than 600 physicians have benefited in this way in the past few years, and we recruit more investigators each year to support our growing clinical trial activities.

Third, hospitals which host clinical trial testing also gain the benefit of additional income for supporting clinical trials and testing, and their staff learns through exposure to new medical methods.

*“The clinical studies conducted in Romania by GSK are advantageous for patients, as well as for the doctors involved in the medical scientific research. Besides the elucidation of therapy related issues through the development of clinical studies, patients benefit freely from latest generation medicine, high-level safety measures enforced through the application of international norms under good medical practice and investments that are made for patients’ health care.*

*As a doctor and researcher, my collaboration with the team that supports the department for clinical research in GSK Romania represents a continuous challenge, a model of professionalism, of respecting the principles of medical ethics and access to a research activity which is governed by international standards and unconditional support for patients enrolled in studies.”*

**Roxana Nemes**  
MD at “Marius Nasta”, Institute of Pulmonology

*“The clinical studies represent an opportunity for patients who benefit from complex investigations and new treatments (that are not available in pharmacies in Romania at the time). There have been numerous situations when I observed the benefits for patients of enrolment in a clinical study (for example, improvement in the quality of life and in respiratory functions).*

*The clinical studies also offer investigators in my team the opportunity to benefit from valuable experience in running research activity according to international standards. This leads to continuous improvement, as clinical study activities are always increasingly detailed and complex. The also benefit from meeting and sharing experiences with colleagues from other teams.”*

**Agripina Rascu**  
Assoc. Proffesor, Associate Professor  
University of Medicine and Pharmacy “Carol Davila”

# Working with healthcare professionals

At the end of 2013, GSK announced a global two-year process that will change 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.



*“We want to replace payments for speaking at conferences with a better alternative that will enable us to continue to contribute to medical education and dissemination of relevant information in a way which helps us to maintain trust with all our stakeholders. We are working intensively to try to find the best solution. As the first company in the GSK global network to take this advanced approach, we are pioneering new practice which we hope will set a good example in the industry.”*

**Dana Constantinescu**  
Medical Director, GSK Pharma

In other words, globally, GSK will cease paying healthcare professionals to speak on GSK’s behalf, about GSK products (or related treatments), to audiences who can prescribe or influence prescribing. GSK will also stop providing financial support directly to individual healthcare professionals to attend medical conferences. On the other hand, GSK will continue to provide appropriate fees for services to healthcare professionals for GSK-sponsored clinical research, advisory activities and market research and will continue to fund education for healthcare professionals through unsolicited, independent educational grant routes. At the same time, GSK will increase development of alternative approaches, including the use of digital technologies, to continue to provide appropriate information about our products.

GSK Romania, recognising our specific local challenges, we decided to implement these measures starting immediately, in early 2014, as individual sales targets for our medical representatives were already eliminated from 2013. We view this change as a natural evolution of our existing ethical practices in our local market and a measure of our commitment to meeting stakeholder expectations. Acting in accordance with the highest ethical standards helps us to become a trusted partner in our local healthcare environment.

In 2012, we sponsored 211 doctors who participated at 40 conferences and in 2013, we sponsored the participation of 170 Romanian doctors at national and international congresses.

As mentioned, we also remain committed to continued investment in the education and professional development of HCPs, and are currently working in partnership with a global GSK team to define ways in which we can

support doctors without creating or implying conflict of interest.

We hope that, in the long term, our approach will become prevailing practice in Romania.



**Etiqa Platform**

We publish our “Ethical Platform” (Platforma Etiqa) on our GSK Romania website as a source of information for stakeholders about how we support the medical education of health professionals. We offer grants for independent medical education programmes organised by medical associations, providing physicians with access to quality medical skills to help them better treat their patients. Etiqa Platform is GSK’s transparent system for approving sponsorship applications which are submitted electronically. Grants are awarded according to the 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.

# Sales and Marketing

Our mandate as a pharmaceutical company is to put the needs of patients first. Focus on the patient, one of our core values, is at the heart of our sales and marketing approach.

At a European level, GSK extended the 'Patient First' programme for phased implementation in Europe by 2015. This requires sales team incentives to be based on scientific knowledge and behaviours which support ethical, patient-focused business practices, instead of sales volumes.

In GSK Romania, we had already adopted this approach ahead of GSK Europe, pioneering the highest ethical standards in the pharma sector in Romania. In 2013, we

decided to eliminate individual sales volume targets for our medical representatives. From early 2014, our sales employees who interact with prescribing healthcare professionals are rewarded for the way they reflect GSK values and their focus on putting the patient first through their actions and behaviours, and not on individual sales objectives.

**Our new Customer Engagement Framework** Supporting our focus on customers and patients, having moved away from sales

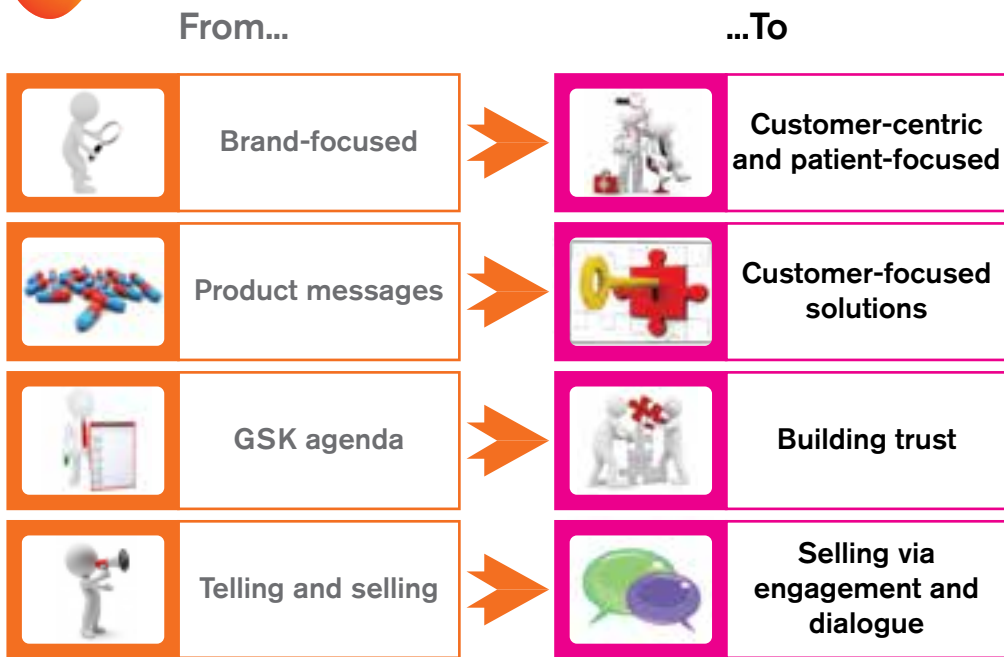
volume targets, we spent most of 2013 delivering training to our sales teams in the new global GSK Customer Engagement Framework and reinforcing new ways of working. GSK Romania was one of the first countries in Europe to adopt this new framework. New customer engagement means shifting our approach from a brand-centric approach towards a customer-centric approach and changing the way our sales teams engage with physicians by focusing on real patient needs rather than discussing and promoting specific GSK brands.

**Training our people in the Customer Engagement Framework**  
During 2013, we invested significant efforts in training our sales people in the principles and practice of the new Customer Engagement Framework. All sales personnel attended a two-day learning session and follow-up workshops to practice dialogue skills. A new set of customer-interface tools were presented to sales staff to help them follow correct process in their interactions with physicians. Also, sales representatives were provided with iPads, pre-loaded with sets of patient profiles that can assist sales representatives in developing a conversation with doctors around patient needs rather than types of medicine. The key approach is to understand the different types of patients and specific needs that doctors meet each day in their practice, and identify ways in which GSK can provide support. Sometimes, this will be by offering a GSK branded medicine and sometimes, our sales representatives might offer different kinds of support, such as learning and education programmes for

*"Our new Customer Engagement Framework has made all our sales team think very differently about the interactions with physicians and about what they need to do to ensure the patient receives the best treatment. We want to avoid promoting the wrong products to patients. Measuring the sales of prescriptions does not necessarily mean that patients received the most relevant treatment. Changing the dialogue with physicians will lead to a much better outcome for patients, and, we hope, will continue to provide opportunities for GSK to maintain a successful and healthy business."*

**Adrian Ciulei**  
Commercial Excellence Manager, GSK Pharma

 **Shifting the organisation to increase focus on customers and patients**



# Sales and Marketing

*continued*

doctors to help them communicate more effectively with their patients. Whatever the solution we offer, the focus is on ensuring patient needs are understood and addressed.

In 2013, we conducted a survey among physicians to understand their perspective and reaction towards the new approach which GSK medical representatives are using in communication with them, and assess their response to our focus on patient profiles and corresponding medical solutions. After consultations with many physicians, we received both validation for our patient profile approach and suggestions as to how to make them even more relevant.

**Working collaboratively with pharmacists**  
 Pharmacies, and pharmacists are critical players in the healthcare value chain, and their impact and influence is significant. Local pharmacists are often a first point of contact for informal consultation by patients. There are now over 7,000 pharmacies in Romania, of which around 74% are independent pharmacies, and the remainder belong to national or local pharmacy chains. In 2013, we expanded our team of representatives who visit pharmacies around the country in order to provide even better service and understand their product availability and information needs more fully. This year, we also continued our programme of providing workshops to help pharmacists improve their ability to communicate with patients and give them appropriate advice, including referring them to their physicians where relevant.



*“This year, instead of using external trainers to provide workshops for pharmacists, we have equipped our own representatives to provide this training. In this way, we not only contribute to improving the capabilities of pharmacists, we also continue to build our positive relationships with them.”*

**Petru Grădinaru**  
 Pharmacy Business Unit Manager, GSK Pharma



# Our supply chain

## Efficient and responsible supply is critical to enable us to get high-quality products to patients and consumers in the right place at the right time.

During 2013, we completed two major efficiency projects in our logistics and distribution supply chain operations at Europharm Distribution to improve our quality, service and resource efficiency.

### New Logistic Center in Chitila

During 2013, we completed our distribution efficiency programme and commissioned our new central warehouse operation at Chitila in the Bucharest region, closing down our local warehouse in Brasov and relocating our warehouse in Bucharest city. This was a complex move, requiring reorganisation of all stock and stock-management controls as well as revising our entire shipment and delivery schedules for our thousands of customers throughout the country. We took the opportunity to eliminate inefficiencies in our delivery system.

The implementation of this comprehensive efficiency program brought us benefits in several areas: increasing the competitiveness of Europharm Distribution, as logistics provider, by creating a logistic center in the Bucharest, area where such services demands are high; improving the agility and efficiency of the logistic infrastructure by eliminating redundant logistics operations for 55% of the available stock and, consequently, the costs of these operations and ensure business sustainability by eliminating extra and unnecessary logistics costs

### New Enterprise Resource Planning programme

During 2013, alongside the restructure of our distribution operations, we introduced our

new ERP system, Charisma. Charisma can handle more efficient the stock management and significantly improves our ability to provide our customers with first-class, rapid, accurate and reliable service.

In addition, Charisma has reduced our administrative workload and enabled us to



*“Our new warehouse in Chitila was planned with environmental considerations including LED lighting which decreases electricity consumption by 30%. We also introduced a new waste management system with segregation of waste and a recycling contract to reduce waste to landfill.”*

**Nerina Dobrotă**  
Business Development Manager, Europharm Distribution

become more resource-efficient. We converted 18 different applications and databases to one single application for each of our three business operating entities (Pharma, Consumer Healthcare and Europharm), as separate systems are required by law for each legal entity. Automating certain processes that were handled manually in the former system, we have saved months of man-hours per year, and are now able to use this resource to support improving customer relations and other value-adding work, rather than repetitive administrative tasks.

Charisma enables us to take orders and process invoices much more efficiently. With more than 6,000 delivery outlets and more than 100,000 invoices per month, this is a major advantage, saving both

administrative time and paper resources for order processing.

*“The implementation of Charisma took more than 14 months of intensive work which we managed to achieve during a time of physical restructuring with no significant disruption to customer deliveries. Europharm Distribution is now in a much stronger position to support GSK Romania’s ongoing business and provide efficient and reliable service to all our customers.”*

**Doru Achihai**  
Finance Manager, Europharm Distribution





# Public policy

Globally, GSK contributes to the debate on global health challenges and other issues by advocating for a policy environment that protects the interests of patients around the world, while supporting our business.

We follow a clear set of criteria to ensure the public policy groups we work with are aligned with our values and priorities.

In Romania, GSK continues to be active in 4 industry associations that assist us in advancing policy that supports a robust healthcare infrastructure and more accessible and affordable medicines for patients. We believe in collaboration and engagement, and we work through our partnerships with these important associations to contribute our expertise, resources and insights to improving the healthcare framework in Romania.

*“We view our work with industry associations as critical to helping to make positive change in Romania for the benefit of patients. We work towards one overarching objective: to drive greater consensus among the health main stakeholders to support a robust plan to improve health outcomes in a sustainable manner.”*

**Violeta Pătru**  
Corporate Affairs Manager, GSK Pharma

<p><b>ARPIM</b> <b>The Romanian Association of International Medicines Producers</b></p> <p>ARPIM is the innovative pharma industry association in Romania. GSK holds a Board position in ARPIM. In 2013, we had the vice-presidency of ARPIM.</p> <p>For more information, see: <a href="http://www.arpim.ro">www.arpim.ro</a></p>	<p><b>FIC</b> <b>The Foreign Investors Council</b></p> <p>FIC represents the interest of foreign investors operating in the Romanian market, with a mission to stimulate Romania's economic development. FIC has over 130 members whose combined investment in Romania represents €35 billion. GSK is a member of the FIC Board of Directors and chairs the dedicated Healthcare Taskforce.</p> <p>For more information, see: <a href="http://www.fic.ro">www.fic.ro</a></p>
<p><b>LAWG</b> <b>Local American Working Group</b></p> <p>LAWG represents the interests of PhRMA, the Pharmaceutical Research and Manufacturers of America, an association of bio-pharmaceutical research companies. LAWG's mission is to support public policies which advance the introduction of important new medicines for Romanian patients. GSK is an active member.</p> <p>For more information, see: <a href="http://www.lawg.ro">www.lawg.ro</a></p>	<p><b>AMCHAM ROMANIA</b> <b>American Chamber of Commerce in Romania</b></p> <p>AmCham is a non-profit and non-political organisation that promotes the commercial and economic interests of the U.S., international and local business community in Romania. GSK is actively involved as leader of the dedicated Healthcare Working Group.</p> <p>For more information, see: <a href="http://www.amcham.ro">www.amcham.ro</a></p>

# Patient advocacy

We believe we have a significant responsibility, as a large and leading healthcare company in Romania, to help patients understand their rights and gain access to available treatments.

Often, patient groups have little support and minimal resources, and require assistance in making their needs heard and in understanding how to cope with the diseases that patients live with. GSK Romania has been a partner to a range of patient groups for many years, focusing our

contribution in areas where patients are most challenged. This includes helping patients with diseases such as lupus, HIV, Parkinson's and more. For example, we support awareness and educational campaigns, designed to enlist the support of the general public, healthcare profes-



nals and authorities, and provide different forms of learning platforms and information.

As always, we maintain our patient advocacy relationships and interventions within a strictly ethical and transparent framework that does not promote our medicines but focuses squarely on the best interests of patients.

### First e-learning platform for patient associations

In 2013, in partnership with the National Alliance for Rare Diseases, the Ministry of Health and the Ministry of Labour, we launched the first e-learning platform for patient organisations dedicated to patients with chronic diseases in Romania. The site, [www.aspac.ro](http://www.aspac.ro), is designed to support

communication between patient organisations and professionalisation of the skills and capabilities of leaders of patient organisations. The site provides online courses in project management, disease management, volunteer coordination, fundraising, legislative frameworks and media communication.

Individuals successfully completing courses are awarded diplomas and in some cases may obtain certification by the Ministry of Labour for completion of certain modules. In addition, the website platform provides an online forum for knowledge-sharing and experience exchange between patient associations, as well as information resources which can be supplemented by participating associations.