CET Global Broadcast
Live from The Street at GSK House
Thursday, 6 April 2017

Speaker: Ladies and gentlemen, please welcome our new CEO, Emma Walmsley [Applause].

Emma Walmsley (CEO): Thank you. Thank you so much for such a warm welcome, and welcome to you all here in GSK House. Welcome to you in many of our other offices around the world. Perhaps you are in Jurong, or in the Navy Yard. I know we have, I think, more than a hundred gatherings in our different offices around the world. Welcome if you are perhaps joining us from your desks, or maybe even from home, because for some people it is really late at night, or perhaps very early in the morning, and in all cases I really do appreciate you taking the time to be with us today, although it is fair to be said we did a bit of advertising! [Laughter]

As I think you know, over the last few months I have been out and about, inside and outside GSK, meeting loads of people, listening, learning, understanding and hearing about what you love about our company, hearing about what you want to have changed, and how you would like to shape our future. I am incredibly honoured to be your new CEO, and I am extremely excited to be with you here today as we talk about the next phase of our brilliant company. What you are going to hear in the next hour or so is for the first half from me, and then in the second half also from the CET, who are mainly sitting here in the front row, about what we have agreed are going to be our priorities for the years ahead.

First of all, I would like to say something a little bit more personal. When I have been out on my listening tour one of the things that’s come up time and time again is how great the people are at GSK. Look around you now. What an incredible force for good! How great we are, and how powerful we are when we come together as one team with a single-minded, focused goal. Whether that be the team that’s discovering a new, important medicine, or the team that is manufacturing a quality vaccine, or the team that is preparing a super exciting launch for an amazing new Consumer Healthcare product. It has certainly been true in all of my career, right from my very first job, in my first day of work as a nervous new trainee, to standing here as a new CEO, all the way through. You can always achieve extraordinary things with a great team.

Today, I would like to express how grateful I am to my immediate team, to the CET, for their support and I would like to make a commitment to them and to all of you, this
100,000 strong, worldwide GSK team. I want to make a solemn commitment that, for as long
as I have the privilege of doing this job, I will try my very best for GSK, for the people that we
serve, and for all of you.

[Applause]

Thank you. We are really lucky in our company. We are fortunate, because we do
important work. Our purpose matters. We come to work every day to help more people do
more, feel better and live longer and, rest assured, as long as this is my responsibility, this
will always be our ultimate purpose. Never, in our 300-year history, have we had more
potential and more opportunity to fulfil this purpose, whether it is because science and
technology are advancing so fast our understanding of human disease, or, because the
demand for new healthcare innovation just continues to grow, as life expectancy expands
the world over.

But ours is an industry under serious pressure. Governments can afford less and
less for medicines and treatment their people need more and more, and so the pressure on
us to demonstrate the value we really bring is higher and higher. The pressure on pricing is
only going to accelerate. The pressure, therefore, on our costs, the pressure from regulators
on us and the people that supply us, the pressure from accelerating competition, from global
and local players. And, you know, we had better be ready for the pressure that is coming for
our industry, just as every other industry, in terms of the disruption that is going to come from
all things digital.

This is an important and exciting industry, full of opportunity and full of responsibility,
but it is also one that is extremely challenging and it is changing fast. But I am very confident
we can be successful, as long as we keep pace with that change.

What do we mean by “successful”? How are we going to know we are winning in this
next phase of our brilliant company? Today, one of the most important things that I would
like to announce to you, is a new goal for GSK. We want to be one of the world’s most
innovative, best performing and trusted healthcare companies.

Why these three things? Because I believe these are at the very heart of why we
should exist and why we should endure. Most innovative, because we are a science-based
company, first and foremost, and we must bring the very best of our science, the very best of
our technical know-how, the very best of our deep consumer and patient understanding, to
bring more new, differentiated, quality, needed healthcare products to more people around
the world.
Best performing, because in this challenging and changing environment, believe me, if we want to be around for the next 100 years, we need to bring consistent, competitive performance - in the right way - but competitive performance, year after year after year.

And trusted because, at a time when there is so much trust deficit in the world, in so many institutions – government or business – we have to remember that, every day, people are putting their health in our hands, their family’s health, and sometimes even their life. That is a really important responsibility that we must never, ever forget.

This is a goal but I really do believe that we can be confident that we can be successful. We can be confident because of the power and strength and breadth of our three global businesses. Every single day, we are curing and treating disease in more than 150 countries around the world. Every single day, we are keeping hundreds of millions of people well, from precious newborn babies to the elderly, who are coming to the last days of life’s last great adventure.

We can be confident in our success because of our incredible scientific and technical know-how. It has been so amazing to see the level of our expertise, when I have visited our labs and our manufacturing sites around the world. The expertise is just phenomenal and a real source of competitive advantage.

Most of all, we can be confident because of you – because of the 100,000-strong GSK team, because of your ability and your commitment, and your determination and your resilience. There are so many things for us to believe in and be confident about.

But, you have also told me that, in this challenging and changing environment, there is a lot that we need to change, to be successful, and that we really have to find this right balance between continuity and change, building on these things that we are so proud of, but addressing the things that are getting in the way or stopping us from being part of the modern business world.

Let me tell you, first of all, what we are not going to change. We are not changing our values, or the high standards that GSK has set for this industry. Our commitment to being a force for good must be unchanging, unflinching and unshakeable.

We are not changing our three business units strategy. We like being a broad-based healthcare company, with globally successful businesses in Pharmaceuticals, Vaccines and Consumer Healthcare, and we will stay that way as long as all three of those businesses continue to perform competitively against their direct peer-set.

We are definitely not changing our critical commitment to delivering near-term execution. This is something that it is really important that everybody understands: where
we are at from an external point of view in terms of performance. GSK has had quite a few difficult years, especially in 2014 but, in the last 18 months or so, we have successfully built and rebuilt confidence in our performance – especially from shareholders. It is really important that we are not distracted from a focus on near term execution and the focus on delivery so that we can keep rebuilding that confidence, strengthening that confidence, and locking it in for the long term. So we must not change our focus on delivery.

Just last week we heard that the Advair generic, one of our biggest drugs, has been delayed a bit. We don’t know how long for; might be a bit, might be a bit more, but there’s another one that’s coming and it will come eventually. That’s the reality of being in the Pharma business. That is why we need to keep having a pipeline of innovation. That’s the model.

But we can all be confident, because I know that Jack and Jamey and Cheryl and hopefully every single sales rep in our US business is not changing their focus on navigating the Advair genericisation and building out the rest of our fantastic Ellipta portfolio. We must not change our focus on these, nor to keep accelerating our fantastic HIV business in the face of some pretty fast and strengthening competition. We must not change the delivery and the growth we’re getting from Menveo and Bexsero and our power brands like Sensodyne and Voltaren. Our determination to get back to profitable growth in emerging markets, and we must not change the preparation for absolutely fantastic launches, for Shingrix, the closed triple, and our HIV dual therapies. These are really, really important launches. They’re all happening in the next year and actually for Pharma and Vaccines they’re the only three major launches we have until the next wave of innovation which comes in the early 2020s, but it is really important for the whole company that we do not change our focus on near-term delivery.

Alignment

Let me move to three important changes we think we do need to make to be successful. The first one is alignment. We need to have better integrated alignment in all three of our businesses but especially in the Pharmaceutical, in Pharma. This means alignment around our strategy, our goal, our purpose, and our priority objectives, so we can be much more efficient and effective internally and focus our time and energy on delivering externally.

But “alignment” is a bit of a sort of business-y type of word. What do we really mean? Think of a football team. I’m not going to do well with sporting analogies, just so you know; just not my forte. But a football team. Fantastic individual players but all working to a different formation plan. Or think of a ten-part choir. Beautiful voices but working from
different sheet music. Or think of a business with misaligned objectives. In all cases – doesn’t matter how talented you are, doesn’t matter how hard you’re working, doesn’t matter how good your intentions are, doesn’t matter how much you like each other – in all cases you will not succeed. You will either lose your game or sound terrible or miss out on incredible opportunities, and you’ll have a bunch of disappointed, exhausted, frustrated individuals. So many people have told me how frustrating it can be when we at GSK don’t all pull together in the same direction, get things done brilliantly and as quickly as is sensible.

So, whilst I repeat, we are not going to change, any of us, our focus on our current objectives and our current priorities, as we plan for next year we need to come together with much better alignment around one company strategy, one company goal, one set of company priorities, and three business unit strategies for the world: one for Pharma, one for Vaccines, and one for Consumer. There will be no separate manufacturing strategies or R&D strategies or functional strategies and every local strategy, every country strategy, is to feed the three business unit global strategies for one global strategy. We will all bring, regardless of our role or reporting line, a much stronger business first mindset. These are the businesses that we are in.

The second major change is that we need to have fewer, more focussed, priorities. The good news is that when our goal is to be one of the world’s most innovative, best performing and trusted companies, we have three priorities: innovation, performance and trust. The first one is innovation, so I will just say a few words on each of these three.

The first one is innovation: what do we mean by delivery here? First of all, it is about making sure we deliver on our recent and near-term launches, as I have already said, brilliantly, and this is particularly important in Pharma, so that over the next two years, while we wait for the new R&D data to come in, to tell us where we should place our next bets and how we can build our next wave of pipelines, we absolutely have to buy ourselves the time by brilliant execution of recent and near-term launches. That is not just an R&D job, that is absolutely a Commercial, GMS, full team job.

Then, of course, it brings me to my second point in innovation, which is it is all about having a really competitive pipeline, in all three of our businesses. We absolutely must deliver that and that is going to mean making difficult decisions around the portfolio of assets that we have. It is going to mean a completely transformed, aligned level of partnership between R&D and Commercial, so together, we decide which assets, unfortunately, for the new, competitive environment, aren’t competitive enough, and which ones we are going to double-down on, because we know they have the data and we believe together they have
the data to have truly competitive, differentiated claims and labels that payers and patients will value.

What does delivery in performance mean? Most of all, this is about growth; this is about growing versus the market and growing versus competition. To deliver growth we need to have not just competitive products, but world-class competitive, commercial execution. We need to have a much stronger, across the whole company, cost and cash consciousness so that we can fuel that growth, we can invest hard in a smaller number of priorities that give us better return.

I want to be really clear, we know that we cannot deliver performance unless we really invest in and support our people, our talent and our capability. Their careers and our whole company capability – for example, in key areas, like digital, data and analytics, across the whole organisation. We know we can only perform if we make it easier for our people to perform, and that means, first of all, getting better aligned on fewer objectives and fewer priorities, but it also means taking some of the complexity out of our processes and our decision making, and it means making it easier to use some of our systems, really thinking from the user interface back, not the corporate strategy out.

Then, lastly, trust. What does delivery of trust mean? This is every single person’s job, and it is about our internal reputation and our external reputation and it really does start, first of all, with some basics. Our first priority in trust is to make sure we deliver our products to the customers and patients and consumers that depend on them. It is basic, but it is really fundamental. We have to make sure we are all committed to quality. We have to make sure we have effective compliance, which means compliance which doesn’t just protect us, it enables us. And we have to make sure that the way that we communicate with HCPs, healthcare professionals, and with other partners means that they can always trust our science and our intentions because the transparency and the integrity of our data and the way we communicate.

These are basics, but across our whole company, worldwide, we know the price we pay in breaking trust when we get these basics wrong. It’s gone in an instant, and it’s hard to rebuild. So we have to get these basics right. And then beyond the basics we want to keep moving in our commitment as a champion of access, whether that be through our responsible pricing, or through our championing of and our investment of our energy and resources in global health issues, whether that be through our HIV business, or our Vaccines business, or our malaria initiative.

Lastly, we want to be a trusted employer for you and the generations that follow you. This can mean all sorts of things. It is about being modern and progressive, and we want to
work on it with you in the months to come. So maybe I will just touch on one small topic, but it’s a very big one - inclusion and diversity. This is not just about supporting women in their career, although you can imagine I get asked about that a lot, and I care about that a lot. But I care just as much about supporting LGBT diversity. I care just as much about making sure that we represent and support every ethnicity and nationality and diversity of experience. I care that we support new parents – mothers and fathers - but I care just as much that we support the carers for their parents. And I really care that we represent the modern world that we live, work and compete in, so every single employee can feel supported when they come to work at GSK, and give the best of themselves every day.

So we are going to have across our whole company and all three of our businesses three priorities, and every single employee will be contributing to those: innovation, performance and trust.

Then, the last change I want to mention, although it is a bit more of a shift than a complete change is about our culture. I have already said we are not changing our values. They really matter, but you told us we need to change some behaviours to keep us competitive. So we have done a lot of work over the last few months and the CET are announcing today four new expectations for the whole company. We will be launching them at the end of the year after we have done some more work with you, and listened and discussed what they mean for you, but I am going to give you a preview now. These are: courage, accountability, development, and teamwork, and we will expect everybody - and you can hold me and the CET accountable for that first - to be role-modelling those.

Courage means the courage to take difficult decisions and stick by them. It means the courage to speak up if you have a different point of view, or if you just think something doesn’t smell quite right and it’s not in line with our values. It means the courage to be ambitious, not the courage to rewrite the rules, or ever work in contrast or contradiction to our values, but the courage to admit mistakes quickly and honestly and openly so that we can all learn from them and not repeat them.

Accountability is about understanding what you’re responsible for, and what your decisions rights are, and keeping the commitments you make about being accountable for competitive performance. Knowing what great looks like, and knowing that a good excuse does not equate to a good delivery. It’s accountability to each other, and to the people that we serve.
Development is all about people. Prioritising our investment, as a company, in people, in our development of ourselves, of our teams, and of our whole organisation. For many people this is just about being a good boss. We want good bosses in our company. We want people who take the time to set objectives clearly, who take the time to give honest feedback and to listen to it, and who take time to sponsor and mentor and guide, and we want everybody to bring a continuous improvement mindset to work.

Lastly, teamwork. This is something I’ve talked about a lot. We are always better together than we are individually – always. We need to get aligned in our teams around what we want to achieve. We need to support each other, challenge each other and have each other’s back. We have so many examples in our company of great teamwork. Think of the team that spent decades developing the world’s first malaria vaccine, or the team that brought together tens of thousands of people in one of the world’s most complicated and challenging integrations brilliantly, or the amazing inspirational Viiv teams who took a business from nothing to being our single biggest growth contributor with a passion for the patients that is incredible, and an equal passion for competitive commercial execution. Or think about the incredible team that brought through a whole new Ellipta portfolio to help us navigate the Advair genericisation.

I'm going to finish with an example of one other team I happened to see recently that really impressed me as brilliant role models for these new expectations, and that was a team that came together in February to take on a really ambitious goal, to scale Mount Kenya. This is a three million year-old volcano, and absolutely famous for being a difficult challenge. They showed amazing teamwork. There were 40 of them from all parts of GSK, lots of different jobs, lots of different roles. 40 of them, and they had a team, twice as big, supporting them with that ambitious goal. By the way, they had a more noble purpose, to raise money for Save the Children, one of the partners we most care about. They showed amazing teamwork, they had to navigate difficult external conditions, as well, with the weather and the planning of the route to the summit, an incredible development opportunity when you hear the stories from these people, so often genuinely life-changing. Real accountability to and for each other, accountability for safety. But most of all, it showed courage. Courage, of course, to aim high, to sign up in the first place and to make it, but I’m going to say in the story that touched me most, it was the courage in a few cases to turn back despite all of the months of training, the hopes and dreams of getting to the summit, the sense of responsibility to sponsors and the personal pride, to turn back – in one case just 80 metres from the top – because it was the right thing to do.  I am sure, like me, you are as
proud of all of them as I am. It was an amazing achievement for everybody, absolutely fantastic. [Applause]

That’s amazing! I am going to move us on to the Q&A, but let me just finish by saying I think our culture at GSK should be built equally on these foundations of our values and our new expectations, a culture and a company built equally on competitive performance and strong values, a company built by people, brilliant people, who welcome the outside world in, to learn from the very best and who give of their very best because they understand the importance and the value of the work that we do. As your new CEO, I’m asking you to come together, to align together, to build on what makes us great, but to make the changes that we need to focus on fewer priorities, and to own a shift in our culture so that we can all get back to what matters - which is delivering for our patients and consumers as one of the world’s most innovative, best performing and trusted healthcare companies.

Thank you very much. [Applause]

Emma Walmsley: Okay, so we thought you might like to hear a bit more from your CET, it is all about teamwork. And then we thought that maybe you didn’t know exactly who everyone was and what everyone does, so we are going to do a little Mexican wave of introductions, which means you have to start, Dan.

Dan Troy: I am Dan Troy, and I have been honoured and blessed to be the Global Head of Legal for the last eight-and-a-half years.

Phil Thomson: I am Phil Thomson. I look after Communications and Government Affairs and, as of four hours ago, Global Affairs as well.

Claire Thomas: I am Claire [Thomas] and I do HR.

David Redfern: I am David Redfern. I am responsible for Corporate Development and Corporate Strategy, and I am also Chairman of ViiV Healthcare.

Roger Connor: Hi. I am Roger Connor. I look after Global Manufacturing and Supply. I got an email from my boss this morning telling me I am going to look after Quality and safety too … thanks for that.

Emma Walmsley: Right at the top of my priority list!

Abbas Hussein: Hi, Abbas Hussain, Head of Global Pharma.

Brian McNamara: I am Simon Dingemans; no, I’m not! I am Brian McNamara, I run the Consumer Healthcare business.

Emma Walmsley: You can see it is really easy to manage this team!
Luc Debruyne: I am Luc Debruyne, and I am privileged to lead the Vaccines business.

Nick Hirons: Hi, I am Nick Hirons, the Head of Global Ethics and Compliance.

Simon Dingemans: I am Simon Dingemans. I am the Chief Financial Officer.

Patrick Vallance: Patrick Vallance, and I head R&D - and I have got a video of Brian having his makeup put on.

Emma Walmsley: Thank you. Now is the fun time when we are going to see whether or not – I think I am supposed to say, like they do on the telly, the polling has closed - so hopefully someone is going to give me some questions that we want to answer.

Phil, I am going to give you the heads-up, I am coming to you in a minute, but I am going to take the first one and I am going to ask you to comment on it. How will GSK be different in five years' time?

Hopefully I have laid out to you our priorities and the ones we still want to be focussing on in five years' time. But in terms of output, on innovation, I hope that we have an extremely strong pipeline and we will have made some very important decisions in terms of new therapy areas to compete in. In terms of performance, I hope we have re-built the confidence in the competitiveness and consistency of GSK performance in all three divisions. In terms of trust, I hope we have broken no basics and haven’t had some of the issues that have got in our way before, and we are still famous for leading the way on access. But, what I really hope, is that every single employee thinks this is a brilliant place to work.

This morning I got a video from a guy called Harry, who runs one of the lines in a factory in Boronia, which is in Australia. That did come with the soundtrack “Down Under”, but it was sent from him to tell me that his job was brilliant, was to save lives, and he describes himself as a very proud employee. And that is what I want everyone to feel like in five years’ time. However, the world will be different in five years’ time, so Phil, what would you add?

Phil Thomson: Somebody has absolutely stitched me up there - I am lucky if I know what is going to go on in five days, never mind about five years’ time! Right, let me try and answer this question. I think, actually, there is a risk in trying to predict, obviously, what will happen in the next five years. I do think, and we talked a little about this with the hundred leaders that were in the video earlier, there is no doubt that we are in a period of
massive volatility and if you look at just the stock markets today and the reaction they are having to the two superpowers gathering in Florida on a golf course – not sure I thought I’d ever say that before – the volatility that you’re seeing there, Donald Tusk arriving at No.10 Downing Street this morning to start the Brexit process, and then Unilever announcing this morning that they were going to restructure their business. I’m not sure they thought they were going to be doing that two months ago. So, yes, we are living in a world of massive change, and I think for us where will we be in five years’ time, we have to be super-agile in that context, and I think there’s some obvious trends: Asia, the rise of Asia, our exposure to Asia I think will increase over the next five years, or the disruption of technology which Brian and others may be able to talk about here, but I think ultimately it will come down to innovation and it’ll be about can we produce the right kind of medicines to be successful in the next five years. And I hope that in five years’ time people will be saying: “Yeah, GSK made some super-smart choices, built a new therapy area, made a big difference in the existing core therapy areas, and is brilliant at world class science.” And that’s at the core, and if we get that right then I think in five years’ time we’ll be in a very helpful place and I think the priorities really push us in that space.

Emma Walmsley: Thanks, Phil. I’m going to come back to the structural change question because I think I should headline that, but I want you to hear some more from other people.

So the third question – I don’t know if you can all see it – is “How can we make our systems, processes and decisions easier?” Simon, this is going to come to you. I will say that on my listening tour, whilst the most common answer to the question “What do you want to keep?” was “Values”, one of the most common answers on “What do you want to change?” was just: “Make it easier to get stuff done.” So, Simon, what is the answer to that one?

Simon Dingemans: Thank you. Always a pleasure! [Laughter] As you all know, we have been spending a lot of time and a lot of investment over the last several years to upgrade and renew many of our systems and processes after, frankly, decades of under-investment. But honestly, as part of the focus on trying to get that process rolled across the company as quickly as possible to unlock the value we saw in that, we’ve ended up with some systems and some processes and some changes that have made things harder to get around and do what we need to do. I think we haven’t listened to the voice of the user as much as we should have done, and we got that feedback very loud and clear and over the last several months. We’ve been listening, suggesting, trying to sift through where the toughest pain points are, and we’ve identified ten and we’re going to prioritise
three in particular that we think we can move quite quickly to improve. It’s not going to happen overnight, but the big value of all the systems improvements we have made is that we now have common platforms across large parts of the company so that we can make those changes for large numbers of people quite quickly, so in T&E, in Recruitment, and in purchasing our services and products across the company. We are already underway with a series of pilots. We’re looking at and trialling an Amazon-type interface for the P2P process. We’re looking at, in particular on T&E, how we make things more mobile, and that is going to be a key principle going forward, that you are going to be able to access our systems on your mobile, on your iPad, not just through your laptop in the office, because that’s how people work. With those principles, I’m confident that we can make some significant changes in the very near term.

Emma Walmsley: Thanks, Simon. You really should be reassured that we are listening and CET is talking quite a lot about how we can improve in this space, because we want to make it easier, because then we can help you perform competitively.

Right. So the big question about structural changes. So, first of all, the big answer in terms of major structural changes is, ‘No’. I really want you to have a re-think about the structure of our company and to think of it – regardless of reporting lines – as everyone being in one of three businesses, or for a few people serving two or maybe all of them in a trans-corporate role. I want you to think of yourselves very much in a ‘business first’ operating structure and not in functional silos, and so it is a mindset change.

What is perhaps behind this question is anxiety, which I completely understand for people, around whether there will be any new CEO enthusiasm for massive reorganisation. I won’t promise you that there will be no restructuring, because there may be some targeted, but there will be nothing like what we have been through in the last few years. That’s for sure.

Fundamentally, we want to be more focused on the work we have in hand. We like the structures and the large-scale operating model that we have today and we do not want to distract or worry people. One great example of that would be in R&D, which has been through a lot of restructuring in the last few years and we like the model that we have. We really want R&D focused on the very important work that has to be done around the portfolio in the next few years. However, that doesn’t mean that, because there is no restructuring, we don’t want some major changes. We need to have some really important behavioural changes that I talked about earlier, and perhaps, Patrick, it would be good for you to illustrate on the R&D story.
Patrick Vallance: Innovation, in the Pharmaceutical business, definitely means great science coming together with very clear patient need, where there is commercial potential. That is not enhanced by endless structural change, or even solved by structural change, but it is absolutely an issue of behaviours and culture.

What we need to do, going forward – and no question about this – is to have excellent alignment partnership across the Pharma business. In the next two years, we have got read-outs across lots of medicines and we need to have a complete partnership with Commercial and R&D to make that happen. We need to make choices, because you don’t win by progressing very slowly across a broad front but you win by making choices on things you really want to progress, which you want to put the might of the organisation behind.

So we need focus, we need choice-making, and we need to be very clear in our partnership across R&D, Commercial and Manufacturing, to make that happen.

Emma Walmsley: Thank you, Patrick. Can we have another roll of the next questions, please?

How will we strengthen our Pharma business? We have been ‘demonstrating teamwork’, a very important piece of work, over the past few months. It is chaired by David Redfern, our Chief Strategy Officer, on an integrated basis across the Pharma business, so it is also with Roger from Manufacturing and with Abbas from Commercial, and with Patrick from R&D, to look at the Pharma strategy. That is really the business that the outside world is focusing on, making sure that we really got running competitively. It is our biggest business and it has been the core of the company. David, could you give a bit of an answer to that question?

David Redfern: Sure. To be honest, Emma, I think you covered quite a lot of it in your speech a little earlier. The first thing is brilliant execution – the continued brilliant execution of our new products, the products in Pharmaceuticals that we launched relatively recently. These are products like the Ellipta portfolio in Respiratory; products like Nucala, which is off to a fantastic start around the world. Obviously, in HIV there is continued growth performance with the dolutegravir franchise.

Later this year and into next year, we will have some new launches. There is the closed triple, the first three-in-one, in the Ellipta device, and it is very important that we get that right. In ViiV, we will have continued roll-out of the dolutegravir combination, particularly the dual combination.
The second area – and we have talked quite a lot about this in the last few months – is that we have a real opportunity with our emerging market business. We have a fantastic footprint around the world and we have some great products, both classic brands like Augmentin but also, increasingly actually, there are our innovative products in emerging markets. I know that there is a very good plan to return that to competitive growth and, if we can execute on that, that will be fundamental and very important to us.

Secondly, as Patrick has talked about a little, and Emma as well, we have a real opportunity with the wave of 40 to 50 new pipeline assets that are coming through. As the data emerges on those assets in the next two years or so, the choices that we make for the prioritisation of those assets, and the alignment that you talked about between the Commercial and R&D, can really get behind the winners – the assets and the medicines that will really be differentiated and make a difference. If we can get that right then I think we will be very, very powerful and I have no doubt Pharma on its own can become one of the best performing, most innovative Pharma companies in the world.

Emma Walmsley: Brilliant, thanks, David.

Roger, do you want to pick up the balancing performance and values, because you are right at the heart of performance and trust as two big priorities for your part of the company?

Roger Connor: Yes, I will do, and, David, thanks for that message as well. If you guys can get the forecasts right as well coming into Manufacturing we would really appreciate it so we can shine, and deliver as always!

Balance of performance with our values. So I think the simple answer to this is there’s no trade off. I love the values of GSK. I know so many people here will as well, but the values are everything. They are us. They are what we stand for, and they underpin everything that we do, and the values are how we perform. Not a choice.

Now, there are some things that we can continue to improve. Certainly, I love hearing Emma emphasise the importance of quality and safety in our environment because, let’s face it, the single most important person in our business is the patient and the consumer, and then also every single one of you going home safe every single day is something that this team cares passionately about. But look at our policies and our procedures. Look at them. They are massive! I mean, some of them are incredibly thick. Have you ever tried to find them? We have to improve. We have to improve this because there are people who rely on these policies and procedures. So taking the complexity out of them, thinking about the person that’s using them, the end-user. What is it like for them? The person in our lab and our R&D environment; the person who’s running a night shift line;
the person who is out selling the product with a physician or another customer. We have to make it easier for them, and that’s something that this team are absolutely passionate about as well.

Whilst I have 15 seconds left on this answer I just want to grab one thing on performance, and it is just in case anybody is listening that the new CEO is going to visit soon, because performance is important. And a question you will get will be how good are you, and how do you know? We call it benchmarking, but, actually, that’s what we all have to ask ourselves. We all have to ask, how are we currently performing? How good is that, and is it good enough for a company as GSK today and in the future, and we put a plan in place to deliver it. That’s why I love the whole innovation, performance and trust agenda because we will win as a result.

**Emma Walmsley:** Thanks, Roger, fantastic.

I have asked Brian to lead for the CET our DD&A transformation - digital, data and analytics - because, as I said earlier, it is absolutely fundamental across the whole company for us to be fit to compete. So, Brian, do you want to take a turn before I wrap up?

**Brian McNamara:** Absolutely, thanks, Emma. So the short answer to that question, are we making the most in digital innovation is, “No”. Thank you very much! [Laughter] We have pockets of fantastic work happening in the company everywhere, so I am not saying we are nowhere. We do have pockets of great work, but it isn’t enough, and we have a huge opportunity in front of us to lead the industry in this place, and really make a breakthrough, and add value, not only to the company, but to our patients, to our customers, to our consumers and to our employees.

So we have been working on our DD&A strategy and we have five work streams. One is to use our data to get higher quality dossiers faster; one is use real-world data to get better access and outcomes; the other is to create better engagement with our customer; the fourth is better engagement with our consumers; and the fifth is actually improve the employee experience, actually, a bit linked to what Simon said earlier about the pain-points and stuff. Big opportunity to use digital as the front-end of how you all interface with all the systems to make that better. So from my perspective it is not discouraging that we are not where we need to be, it is actually really exciting. Massive opportunity, massive commitment from the CET and the organisation so I am actually looking forward to the journey and you will hear a lot more about it. Thanks.

**Emma Walmsley:** Thanks, Brian.
Thank you, everybody for all of your attention and your time this afternoon. I think we could have gone on a lot longer with the Q&A, and I was certainly looking at the really long list of stuff that came in. Don’t worry, you are going to have plenty of opportunity, sometimes with the CET, sometimes with local leaders out and about over the next few months who really want to talk to you and listen to you about what you understand and feel about this new goal, our new priorities, the new expectations, because they will mean very different things to different people in different roles, and we want to make sure we ready ourselves together to roll it out really strongly next year, or at the end of this year for next year.

By the way, we are often around and about, don’t feel that you only get to ask us questions in formal Q&A meetings. If you have some of this on your minds, we are not scary people, so please, do feel free to come up and just ask. Just ask, and if we can answer it, then we will.

When I was a kid, my dad used to make me climb mountains. They felt like mountains; I think they were actually big hills in Scotland. But we would start very early in the morning, and it always took all day and when you stood at the bottom and looked up, it was really quite scary. It looked like an enormous task, and it was usually pretty exhausting, very exhilarating. Normally, we had absolutely terrible weather, but sometimes we had amazing views, and always we did it together.

As we start this next phase for our brilliant company, we are definitely aiming high. We want us to be one of the world’s most innovative, best performing and trusted healthcare companies for the long run. We are going to need to build on what we do brilliantly and who we are, and to change to be powerful enough to compete.

I think we are going to get some terrible weather. I hope we get some amazing views. And I know that, together, we can achieve anything.

GSK, thank you very much.

[Applause]