



GSK Journey to Cultural Fluency

April 11, 2022

Diversity and Inclusion is a **Significant Opportunity** for Growth

Companies with **above
average diversity** have
19% higher
innovation revenues.

HARVARD BUSINESS REVIEW



Because consumers are **demanding more** from their brands...



66%

are **willing to switch** from a known brand to an **unknown purpose driven brand**

(CONE/PORTER NOVELLI)



42%

are likely to **look into the actions, policies, records of diversity of brands** they buy

(IRI)



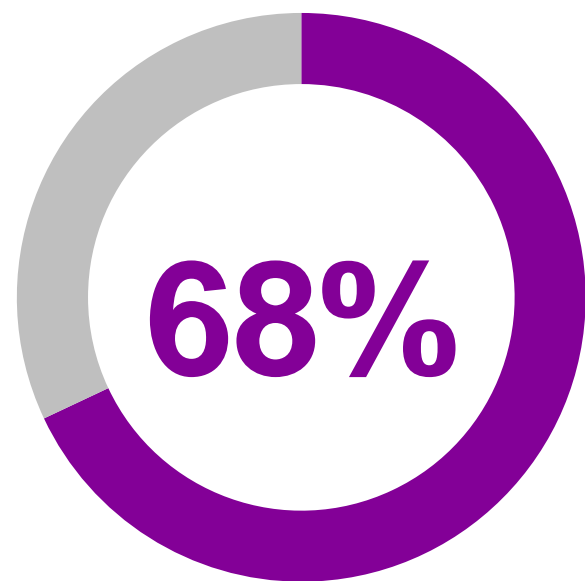
63%

tend to buy brands that **reflect their personal values**

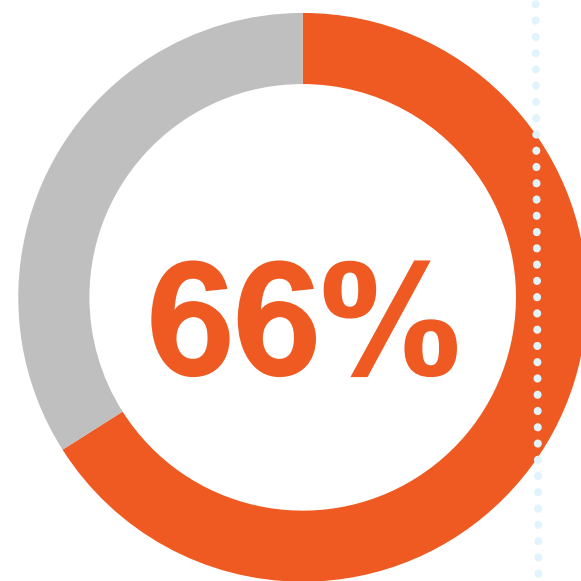
(IPSOS)

..and the **companies** that make them.

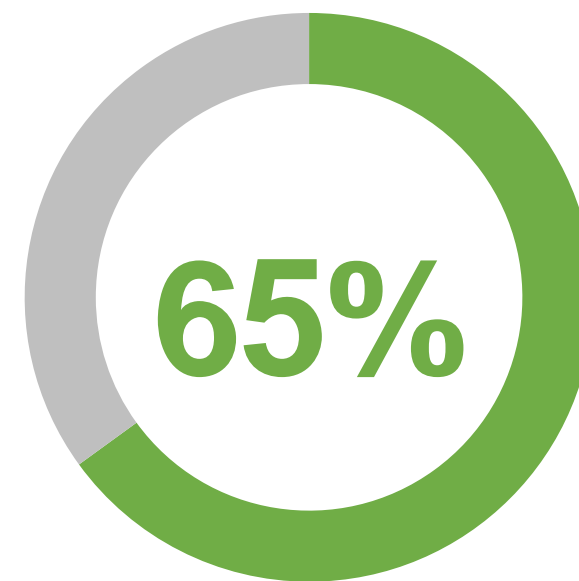
Percent who agree



CEOs should step in
when government does not
fix societal problems



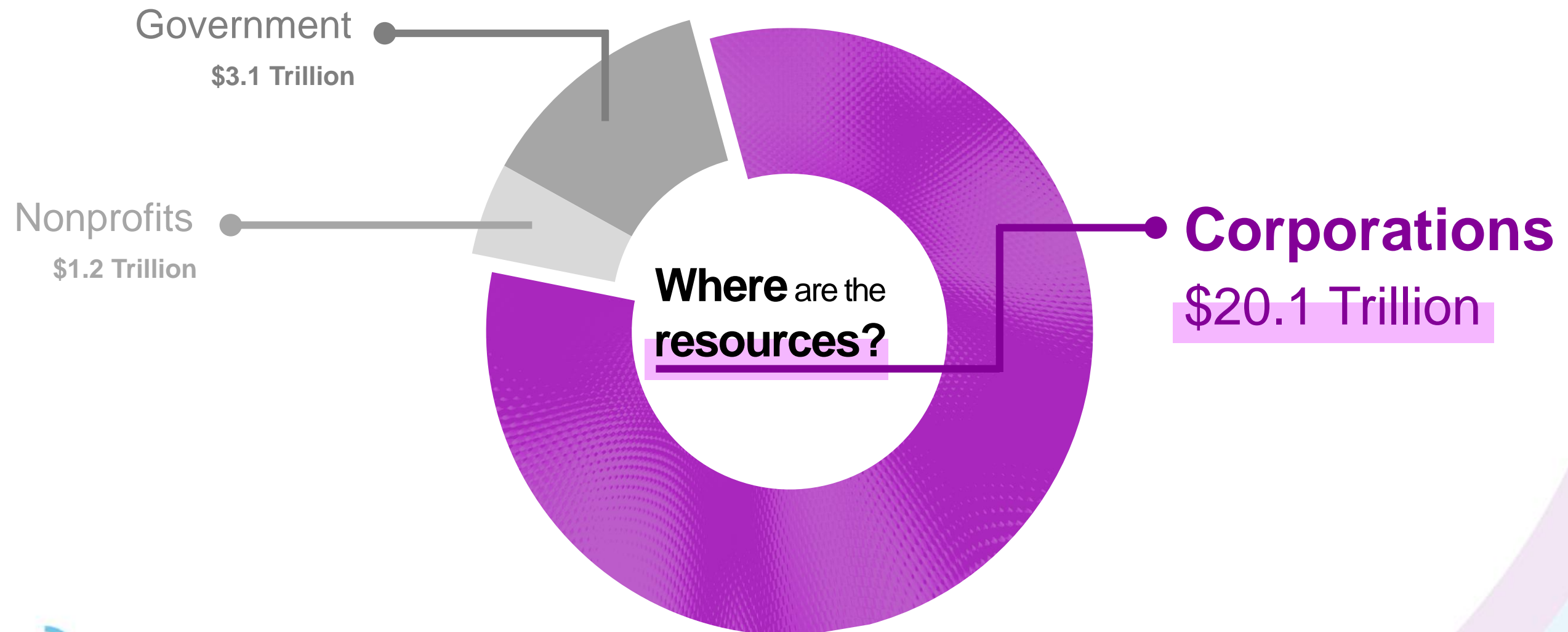
CEOs should take the lead on change rather than
waiting for government to
impose change on them



CEOs should hold themselves accountable to the public and not just
to the board of directors or
stockholders

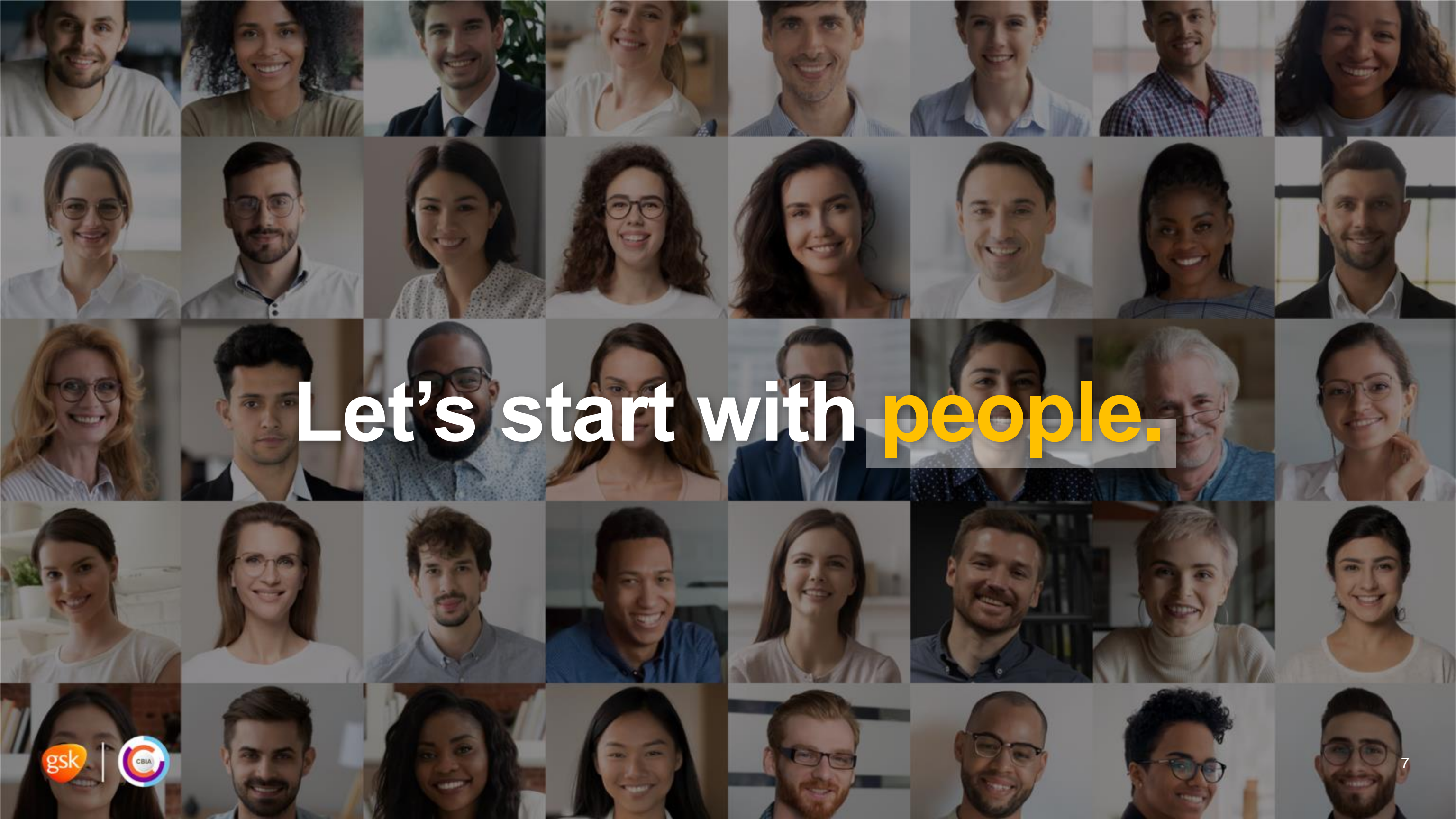
Corporations have the resources to **make a difference.**

Corporations have more resources than governments



Ok, that's great!
But **where do we start?**





Let's start with people.

Our Cultural Fluency Journey started with these two steps:



Identify who is being left out

“Underserved Consumers”

Which groups of people feel the most left out/left behind by brands.



Prioritize them for GSK

Alignment with GSK

Where do we think GSK could make the biggest difference?

To start, we looked as broad as possible, identifying 28 different potential **“Underserved Consumer”** groups.

Some of the areas we investigated:

- | | |
|--|---|
| <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Social Economic |
| <input checked="" type="checkbox"/> Partnership | <input checked="" type="checkbox"/> Country of Birth |
| <input checked="" type="checkbox"/> Race/Ethnicity | <input checked="" type="checkbox"/> Household Composition |
| <input checked="" type="checkbox"/> LGBTQ+ | <input checked="" type="checkbox"/> Disability |



Then we assessed their level of **frustration with feeling excluded from marketing/advertising.**

Through Kantar Global Monitor Study

- **Relevance of Marketing/Advertising Relevance**
- **Representation in advertising**
- **Focus from brands**

A photograph of two women with visible tattoos on their arms and necks, holding a baby. The woman on the left is wearing a blue and white striped shirt, and the woman on the right is wearing a white shirt with a black geometric pattern. They are in a kitchen setting with a sink and faucet visible in the background. The text is overlaid on the right side of the image.

10 groups **over-indexed**
on this metric.

They feel more “left behind”
by marketers and advertisers
than others do.



They are the **US**
Underserved Consumers
group



Quiz Time

Which group from the below do you think is the most underserved group in the US?

Black Americans

Asian Americans

Hispanic Americans

American Indian

Low Income Households

White Men

Millennials

Older Americans 50+

People with Disabilities



Quiz Time

Which group from the below do you think is the most underserved group in the US?

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Asian Americans

Hispanic Americans

American Indian

Low Income Households

White Men

Millennials

Older Americans 50+

People with Disabilities

Next, we needed to **prioritize** them for GSK

Our Key Questions:

- Who feels the **most underserved**?
- Where can we make the **biggest difference**?
- Who has the **greatest need** for our products?
- Where are we **not meeting their needs** today?



We combined all of these into a

GSK Underserved Index



Quiz Time

Which group do you think is the most important
Underserved consumer group for GSK?

Black Americans

Asian Americans

Hispanic Americans

American Indian

Low Income Households

White Men

Millennials

Older Americans 50+

People with Disabilities



Quiz Time

Which group do you think is the most important
Underserved consumer group for GSK?

Black Americans

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Older Americans 50+

People with Disabilities

How have these been used to date?



Identifying Value:

We know the value of our most important underserved groups for each brand in our portfolio.



Building Our Knowledge & Empathy:

Increased investment in building our knowledge estate of these groups.

Consumer events featuring these consumers, often co-led by employee resource groups.



Driving Activation:

All Business Plans incorporated new focus leveraging learning from this study.

My **top 5 learnings** from this journey (so far)

1

Don't assume you know who feels underserved.

4

People really **want to help.**

2

Prioritize by focusing where you can make the biggest **difference.**

5

This is a **journey.**

3

Understanding the **\$\$ opportunity** helps.

Questions?