



# **Implementation of Anti-Discrimination Legislation.**

**Martin Swain**

**UK Director, Policy, Employee Relations, Diversity & Inclusion**

# Agenda

- GSK Overview.
- ‘Compliance’ v ‘Culture’.
- ‘Compliance’.
  - Process Architecture.
  - Outputs.
- ‘Culture’.
  - Diversity Management.
  - Valuing the Individual.
- Summary.
- Close / Questions.

# GSK Overview

- GSK is one of the world's leading producers of prescription medicines, vaccines and consumer healthcare products.
- Employs over 100,000 people in over 100 countries.
- All GSK's global activities exist in the UK (Corporate HQ, research, development, manufacturing, marketing, sales).
- Over 19,000 UK employees.
- Operating from 23 sites within the UK.
- UK R&D investment of over £1b p.a.
- GSK recognised as the largest giver to charitable causes of any FTSE 100 company for the last three years.

# GSK as an Employer

- Our ambition is to make GSK a company where people do their best work every day, with passion and energy towards the goal of helping people live longer, do more and feel better.
- To create a high performance culture in which every employee contributes through meaningful and challenging work.
- Employees are enabled to develop their professional potential through learning and development.
- Fosters an inclusive work environment which embraces diversity (i.e. breadth of perspectives, styles and knowledge). Global Diversity Policy.
- Direct relationships between leaders and their teams.

# 'Compliance' v 'Culture'

## ● 'Compliance'.

- Driven by requirement for Compliance.
- Promotes elimination of discrimination.
- Policies.
- Procedures.
- Rules.

## ● 'Culture'.

- Driven by wanting to do what's right.
- Promotes elimination of prejudice.
- Behaviours.
- Values.
- Policy 'brought to life'.

# Compliance – An Example

- Sex.
- Sexuality.
- Race.
- Religion & Belief.
- Disability.
- Age.

# Compliance – An Example

- Sex.
- Sexuality.
- Race.
- Religion & Belief.
- Disability.

 **Age.**

# Process Architecture

**SENIOR SPONSORSHIP – UK HR Directors**

**CORE AGE REVIEW TEAM**

**RECRUITMENT  
EMPLOYEE  
DEVELOPMENT  
TALENT  
MANAGEMENT**

**POLICIES  
PROCESSES  
TERMS &  
CONDITIONS**

**COMPENSATION  
BENEFITS**

**EDUCATION &  
TRAINING  
COMMUNICATION  
SUBJECT MATTER  
EXPERTS**

**INVOLVEMENT OF ALL UK BUSINESSES**

**UK INFORMATION & CONSULTATION FORUM**

**MANAGEMENT COMMUNICATION & BRIEFING**

**COMMUNICATION, EDUCATION & TRAINING**

# Outputs – The Impact for GSK UK

## ● Policies

- Retirement
- Termination of Employment
- Pension
- Holidays
- Long Service Awards
- Legacy Benefits
- Equality of Treatment
- Harassment & bullying
- Code of Conduct

## ● Procedures

- Retirement
- Redundancy selection
- Promotion
- Employee Development
- Recruitment & Selection

# Outputs – ‘Culture’

- UK workforce is growing steadily older - need to challenge ageist stereotypes.
- Recruit the best people regardless of background or age.
- Benefit from a highly skilled and motivated workforce by improving employee retention.
- Recruit and promote solely on ability and potential.
- Retain corporate knowledge and increase the return on investment of our people.
- Be considered an employer of choice in an increasingly competitive labour market.
- Build upon our reputation as an ethical employer.

# 'Compliance' – Diversity Management

## DIVERSITY & INCLUSION

### COMMERCIAL

TARGETED MARKETING  
INITIATIVES

TARGETED SALES  
INITIATIVES

UNDERSTANDING  
CUSTOMERS &  
PATIENTS

PRODUCT  
SPONSORSHIP

GSK AWARDS

### CULTURE

VALUING THE  
INDIVIDUAL

EMPLOYEE  
ENGAGEMENT

BELIEFS, VALUES

LEADERSHIP  
FRAMEWORK

'SELF' AWARENESS

GSK AWARDS

### COMPLIANCE

SEX

SEXUALITY

RACE

RELIGION & BELIEF

DISABILITY

AGE

# Summary

- **‘Compliance’** is important in order to ensure immediate compliance with legal regulations.
- **‘Compliance’** can involve high level of investment in planning, time and resource – if you’re going to ‘do it right’.
- **‘Culture’** takes even more time, energy and commitment.
- **‘Culture’** is vital to move from elimination of discrimination to the elimination of prejudice.
- **‘Culture’** changes values and behaviours and achieves sustainability.

# Questions

