

Appendix E

GSK Vaccines interview coding (conducted the 11th of June 2015)

Introduction	
Background and current role within the company	Sven Alaerts: Education: Master Degree in Biological Engineering & Economics Position: Senior manager, Environmental Sustainability Scope: Global The function is the manufacturing department and is commonly named “EHS & Sustainability”. EHS for Environment Health and Safety. Benoît Renson: Education: Master Degree in Biological Engineering Position: Senior environmental manager Scope: Belgium (3 sites) Participated in the beginning of the sustainability strategy of GSK in 2010 at a global level Developed the first carbon footprint study for GSK Vaccines on a general scale but also the carbon footprint study for 3 different vaccines (from sourcing, manufacturing to packaging and distribution). Developed the first water print study for GSK.
Sustainability performance measurement	
	See the “CSR supplement” of GSK. There is a sustainable strategy monitoring.
Supply chain performance measurement	
	Classical indicators and KPIs for the supply chain. Downstream (distribution) and upstream (procurement) are two separated function in the company and the performance measurement is done separately. Sustainability performance measurement for the supply chain is done separately from the classical indicators and it is integrated in the EHS & Sustainability function.
Sustainable supply chain performance measurement	
Sustainability definition	For GSK, the term “Environmental” has to be understood as the legal compliance regarding sustainability. “Sustainability” encompasses the compliance side but has the idea of proactivity in the sustainable domain. This is why GSK added “sustainability” to EHS. They use the TBL approach and the Brundlandt’s Commission definitions
SSC performance measurement	Principal measurement across the SC: A carbon footprint which measures the whole supply chain. It is divided into 6 categories: – CO₂ (Scope 1, 2 and 3)

	– Raw materials – Commuting – Wastes – Logistics – Contract manufacturing (emissions of third parties) Very complicated to develop such measurement on a yearly basis but the big picture remains the same. GSK Vaccines has internal and external objectives in this area. EEI objective: - 11-14% for 2020 Internal objective: Having the same emissions in 2015 than in 2010.
Dashboard	They also have a dashboard summarizing the results. This is done through an online platform that is accessible by all the collaborators. The platform is divided into 4 big categories: Supply, Quality, People, and EHS. The sustainability indicators and graphs are in the EHS category and displays the following indicators: – Waste to landfill – Waste generated & % recycled – CO² emissions – Improvement by site
Communication	Regarding the communication, the dashboards are accessible by all the employees directly on the intranet.
How are they chosen?	They follow ISO 14001. The indicators are chosen if they are measurable and where GSK can have an impact. However, GSK cannot have an impact on some area in sustainability.
Who is responsible for its management?	EHS team.
Suppliers' sustainability measurement	GSK uses EcoDesk to collect data regarding the sustainability performance of its suppliers. This is an external platform. This is not the “rule” for every suppliers. They use it mainly for the suppliers that GSK Vaccines has in common with GSK London. GSK also has a platform to exchange best practices with suppliers in order to foster innovations. This is the “360 degrees”.
Why does GSK outsource the SSC PM?	Doing this internally is resource-consuming. It is much simpler and less costly to do it externally. Only one person has to manage this. GSK does not have the competences to do this job. EcoDesk are specialists. To use something that already exists. Because other suppliers use it.
Advantages and benefits	The reporting makes the corporate level aware of the issue but also in terms of money. Investigating this issue allows to identify risks. This reporting is an important part in the tenders. This is thus important to have measures to disclose.

	Internal demand from the company staff.
Challenges	No central system for CO² management. GSK is a large company and develop such process takes a lot of time. Need to change the mentality as sustainability is not seen as central in GSK Vaccines. There are other priorities before sustainability. Need to understand all the measures and metrics.