STRATEGY 2025



Our mission is to improve the health of millions of people worldwide.

Better Treatments: Finding better treatments



Strategy

The design and conduct of high-quality clinical research on treatments for common chronic and critical conditions. **Focus**

> Expand our clinical trials program in size and breadth, and grow our academic capacity to design, conduct and lead largescale studies.

The development of new, scalable treatments for common chronic and critical conditions in high- and lowincome settings.

Expand our medicines and technologies development program to address a wider range of chronic and critical conditions.

The development of more efficient approaches to generating reliable evidence about treatments for common chronic and critical conditions.

Expand our program on the development of new approaches to the conduct of clinical trials – e.g. platform trials, adaptive designs, and trials in which outcomes are assessed by routinely collected data.

Better Care: Transforming primary health



Strategy

The design and conduct of health systems research focused on providing Focus | frontline health care for all.

> Strengthen and expand our health systems research on strategies to improve the provision of accessible, affordable, equitable and comprehensive primary health care services.

The development of disruptive primary health care delivery systems for both high- and low-income settings.

Expand our research program on innovative primary health care delivery systems involving new workforce models, cutting-edge digital technologies, and consumer and community empowerment.

The development of innovative strategies for coordinated care among multiple providers, for multiple conditions, across the entire life course.

Establish a research program on innovative approaches to reducing fragmentation within healthcare systems and improving integrated care for the multiple conditions affecting people from birth to end of life.

Healthier Societies: Harnessing the power of governments,



Strategy

The development of innovative approaches to increasing the impact of governments on population health.

Strengthen and expand our research program to include a broader range of countries and a broader range of determinants of chronic and critical conditions, such as food supply and climate change.

The development of innovative approaches to increasing the positive impact of the commercial sector on population health.

Strengthen and expand our research program focused on innovative approaches to increasing the contribution of the commercial sector, such as the food, transport and pharmaceutical industries.



The development of innovative approaches to increasing the impact of communities on their own health.

Establish a research program that develops and evaluates new ways to engage communities in initiatives designed to prevent and manage those chronic and critical conditions considered to be of greatest importance.

IMPACT GOAL

Advocacy & Thought Leadership: Effective

advocacy and thought leadership to improve health



Focus Strategy

The growth of an effective global advocacy and thought leadership program aligned to our research goals and our entrepreneurship objectives.

Strengthen and expand our advocacy program to include a broader range of governments, multilateral agencies and major non-government organisations. Strengthen our advocacy and thought leadership programs in individual countries, particularly those with low- or middle-incomes.

Disruptive Entrepreneurship:

Disruptive entrepreneurship to improve health

Focus The growth of a disruptive entrepreneurship program aligned to our research goals.
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Strategy Strengthen and expand the Genovate and 10X programs, and continue to build our internal technology transfer capacity. Establish an internal incubator program and associated venture capital fund.



Organisational enablers









Focus
People & Capacity

Hire, train, develop and retain exceptional people globally, and build global capacity in health research, advocacy and

entrepreneurship.

Provide high-quality operational expertise to strengthen global research programs and enhance our impact and reputation for excellence.

Communications
Support research
and impact goals
with effective
external and internal
communications, events
and products across a
range of platforms and
formats.

Funding & Operations

Maximise income from diverse funding sources and have an operating model with significant cash and retained earnings.

Philanthropy

Establish sustainable global and regional philanthropy programs supporting our people, research and infrastructure.

Our Values

Humanitarian commitment

Spurs us to tackle the health issues affecting high-risk and disadvantaged people worldwide.

Focus on excellence

Ensures we will produce scientific evidence that is ethical and of the highest quality.

Creativity

Encourages us to challenge traditional thinking and provide an impetus for new and innovative solutions to the world's leading health problems.

Integrity

Underpins all our work and interactions, including our collaborations with partner organisations worldwide.

'Can-do' approach

Helps produce timely, effective action, even in the face of adversity or other barriers to implementation.

Emphasis on impact

Will ensure our work has real consequences for those who are most vulnerable to disease and injury.