

The Access to Medicine Foundation

**5 billion people
have access to
medicine
2 billion to go**

STRATEGIC DIRECTION 2017 – 2021

access to
medicine
FOUNDATION

The Access to Medicine Foundation is an independent, non-profit organisation founded in 2005 and based in the Netherlands. The Foundation is currently funded by the UK Department for International Development, the Dutch Ministry of Foreign Affairs and the Bill & Melinda Gates Foundation. The Dutch National Postcode Lottery funds the Access to Vaccines Index.

Our independence from the pharmaceutical industry and other stakeholders is critical to our credibility and influence. The Foundation is committed to maintaining this full independence, achieved through financial support from multiple governments and private foundations.



Scheepmakersdijk 5a
NL-2011 AS Haarlem
The Netherlands

W www.atmindex.org
E ddefelice@atmindex.org
T +31 (0)23 533 91 87

Toward 2021: spurring the pharma industry to reach “the 2 billion to go”

There are two billion people worldwide who cannot access the medicine they need – most of whom live in low- and middle-income countries. Pharmaceutical and vaccine companies, as innovators and producers of life-saving medicine, act early in the value chain. If they take just one positive step, the impact can be huge – with significant savings for healthcare budgets, and of course, in terms of human life and wellbeing.

At the Access to Medicine Foundation, we catalyse the efforts of pharmaceutical companies to reach the two billion. We believe companies need to focus on how they deploy their products, and, as global citizens, collaborate on the development of strong health systems. Sustainable Development Goal 3 makes clear that health is key for sustainable development, and that the role of the private sector is critical.

To achieve universal health coverage, for example, we urgently need to solve the affordability question and build resilient health systems worldwide. Strong, innovative pipelines and a framework for stewardship are needed to halt the spread of antimicrobial resistance. To ensure global health security, including for the poor and vulnerable, we must look at the incentives for innovation and guarantee a sustainable and reliable supply of healthcare products and services. Underpinning all of this, we need models that support collaboration, open access and fair competition.

For the past ten years, our Foundation has been guiding pharmaceutical companies on the actions they can take to improve access to medicine. For most of this time, our main tool has been the Access to Medicine Index. It ranks the world's 20 biggest

pharmaceutical companies on their access-to-medicine performances, as measured against our unique framework of priority actions, aligned with multi-stakeholder consensus. It uses public recognition of good performance as a positive incentive for companies to compete to be the best, while also identifying where there is still more to be done.

This approach works. The methodology framework at the heart of the Access to Medicine Index has been adopted in companies' access strategies. We have seen the pride of access teams as their companies rise in the Index; and we have seen them strive for change when they don't. In 2015, an independent impact evaluation of the Access to Medicine Index confirmed its power as a tool for change.

In the five years to 2021, the Foundation will develop a family of tools for stimulating and guiding pharmaceutical companies to do more for access to medicine. Alongside the Access to Medicine Index, there are plans for an Access to Generics Index. Together, these indices can bring pro-access and inclusive business models into the mainstream, while guiding companies on specific actions they can take. Our Access to Vaccines Index and a new industry benchmark on antimicrobial resistance will focus on key international health priorities and the role for the private sector in addressing these issues. We will continue to evaluate company performance on specific health themes, such as oncology, child health and affordability, to trigger engagement and action. Each tool will bring about change and reflect the differences between markets and between areas of medicine.



Between 2017 and 2021, we will use these tools to work toward five shifts in pharmaceutical industry practice, as set out in this strategy. These shifts will help ensure companies' business models are sustainable and inclusive, leaving no-one behind. Work with us at the Access to Medicine Foundation to reach 'the two billion to go'.

Jayasree K. Iyer

A handwritten signature in blue ink that reads "Jayasree K. Iyer".

Executive Director
Access to Medicine Foundation

Strategic goals 2017–2021

In the five years to 2021, we will work to enable five strategic shifts in pharmaceutical company practice:

1

EMBEDDING PRO-ACCESS GOVERNANCE

By 2021, pharmaceutical companies will have management structures and processes in place that integrate access-to-medicine thinking and engagement with local and global stakeholders, as core aspects of their business strategies.

2

MAINSTREAMING INCLUSIVE BUSINESS MODELS

By 2021, the business models of the biggest pharmaceutical companies will be systemically inclusive – benefitting the poorest communities while delivering on the bottom line.

3

IMPROVING INDUSTRY RESPONSIVENESS TO PUBLIC HEALTH PRIORITIES

By 2021, pharmaceutical companies will prove themselves to be natural partners in achieving the SDGs, and in implementing local, national and global health strategies.

4

EMPLOYING “ACCESS-THINKING” IN PRODUCT DEPLOYMENT

By 2021, essential products will be deployed to the poor, following pro-access strategies, including equitable pricing and generics-enabling approaches to IP management.

5

ADDRESSING UNMET NEEDS THROUGH R&D

By 2021, pharmaceutical companies will develop products and solutions for unmet medical needs and for vulnerable populations, while working in partnership with other public and private organisations through more open innovation models.

5 billion people have access to medicine: 2 billion to go

Our mission is to guide and incentivise pharmaceutical companies to do more for the 2 billion people who lack access to medicine worldwide.

Ensuring that people have access to the medicine they need depends on the work of many individuals and organisations – governments, donors and NGOs all play a role. Pharmaceutical companies, as the innovators and manufacturers of life-saving drugs, clearly have a responsibility in this delicate ecosystem.

DRIVING CHANGE IN THE PHARMA INDUSTRY

Pharmaceutical companies are a key link in the chain for achieving access to medicine. Progressive actions on their part can significantly influence access to medicine. They can translate into concrete savings for the international community – in terms of money, but also, crucially, in terms of human lives:

- The first licence of Gilead’s tenofovir disoproxil fumarate, negotiated by the Medicines Patent Pool (MPP), has generated USD42 million in savings for the international community – enough to treat 320,000 people for one year. The MPP estimates that a total of USD1.4 billion could be saved through voluntary licensing, leading to cheaper generic anti-retrovirals.

At the Access to Medicine Foundation, we:

- **Build multi-stakeholder consensus** on a list of ambitious yet achievable actions for pharmaceutical companies to improve access to medicine;
- **Stimulate companies to join a “race to do well”** in key access-to-medicine

areas and empower internal change-makers to drive efforts to improve access to medicine.

- **Catalyse change within pharmaceutical companies** by using and diffusing our insights in our interactions with companies, donors, investors and other stakeholders.

- GSK committed to reducing the price of its pneumococcal vaccine in 2017 from USD3.38 per dose to USD3.05. This 10% reduction will save USD1 million annually in Myanmar alone.
- Merck & Co. has been donating its breakthrough medicine, ivermectin, for river-blindness since 1987. Over the past 25 years, it has handed out more than 1.5 billion treatments.
- In 2014, Japanese pharmaceutical companies granted USD8.8 million to the Global Health Innovation Technology (GHIT) Fund, covering more than a third of the organisation’s investments in R&D for new health technologies. These companies also participate in development projects brokered by GHIT: e.g., Takeda part-

ners with the Medicines for Malaria Venture to develop malaria medicines from its own library of compounds.

- The Boehringer Ingelheim Lung Institute (University of Cape Town), researches lung health and diseases of specific relevance to the needs of Africans. It operates as a non-profit, financially self-sufficient public-private partnership. It was identified by the 2014 Access to Medicine Index as one of 47 pharma initiatives to build local R&D capacities in low- and middle-income countries.

Through our research and engagement programmes, the Access to Medicine Foundation spurs companies to adopt, adapt and innovate such practices.



“The Access to Medicine Index is a very important project.

What gets measured, gets done.”

DR MARGARET CHAN, DIRECTOR-GENERAL, WORLD HEALTH ORGANIZATION



“This year, the Access to Medicine Index is tougher than ever. It

challenges us to think harder about how we drive innovation and enable access to our products. This is a challenge that we are ready and willing to take on. We will continue to push ourselves to go further and faster to make sure our medicines and vaccines reach more people.”

SIR ANDREW WITTY, CEO, GSK



“The Access to Medicine Index mobilises the strength of the

private sector, impacting the lives of millions of the most vulnerable people on earth. It showcases the synergy of aid, trade and investment.”

LILIANNE PLOUMEN, DUTCH MINISTER FOR FOREIGN TRADE AND DEVELOPMENT COOPERATION

The Foundation’s model for change

We build multi-stakeholder consensus on what society expects of pharmaceutical companies on access to medicine, and consolidate a framework of action for companies to follow.

WE CLARIFY RESPONSIBILITIES

Experts working on access to medicine hold diverging views on the appropriate role of pharmaceutical companies in facilitating access to medicine. Without mutually agreed-upon standards, pharmaceutical companies cannot assume ownership of the issues, and cannot be held accountable. Furthermore, they need specific guidance on how they can tackle the problems regarding access to medicine.

The Foundation clarifies the responsibilities of pharmaceutical companies by building multi-stakeholder consensus on where they can and should be taking action on international health priorities.

To reach consensus, we engage with multilateral organisations, governments, research institutions, NGOs, patient organisations, investors and the pharmaceutical industry.

The Foundation has created a platform where clear metrics for benchmarking

companies’ actions are developed. These metrics represent a set of ambitious yet achievable expectations for pharmaceutical company behaviour.

WE CREATE ACCOUNTABILITY

While there is increasing recognition of the role of the private sector for achieving international health targets, there are few mechanisms for achieving accountability or for tracking progress.

The Foundation tracks company performance against global health targets, such as the Sustainable Development Goals, and against local and regional health agendas. Our reports form a transparent and independent means of assessing, monitoring and improving company performances.

We stimulate companies to join a “race to do well” in key access-to-medicine areas and empower internal change-makers to catalyse corporate change, guided by our insights into what is working and where.

WE TRIGGER POSITIVE COMPETITION

Pharmaceutical companies operate in an environment where positive actions often go unremarked, yet negative behaviour is strongly criticised.

Our Indices add positive recognition as a key motivator for companies and their employees to drive ongoing efforts further and stimulate the development of new activities.

By publicly acknowledging companies’ investments in global public health, our reports trigger companies to compete to be the best in key priority areas.

WE EMPOWER INTERNAL CHANGE-MAKERS

Changing the business approach of a large corporation is not an easy task: robust scrutiny of novel (and potentially risky) approaches is normal. Our research inspires and validates the work of all employees working to drive



“Accountability is indispensable to the full implementation

of the right to health, and the Access to Medicine Index plays an important role in promoting the responsibility of pharmaceutical corporations for a core element of the right to health - the right of everyone to access essential medicines.”

ZEID RA'AD AL HUSSEIN, UNITED NATIONS HIGH COMMISSIONER FOR HUMAN RIGHTS



“Tools like the Access to Medicine Index are useful in encouraging the pharmaceuticals industry to improve access.”

improve access.”

JOE JIMENEZ, CEO, NOVARTIS



“It is crucial for a CEO to have a dialogue with his or her

company’s stakeholders. The Access to Medicine Index stimulates this dialogue, which is essential to bring all parties together.”

ANTHONY RUY, FORMER CEO, HEINEKEN, AND CHAIRMAN, STOP AIDS NOW FOUNDATION

companies' access-to-medicine efforts. The Foundation provides change-makers with a framework for future action, including tailored opportunities. Our findings are used to develop new strategies and raise awareness of access-to-medicine issues across different business units.

We empower bottom-up pressure from employees whose job is to ensure good performance in our Indices and top-down pressure from senior managers who can use our findings to promote new strategies and mainstream access-to-medicine issues across different business units.

We catalyse change within pharmaceutical companies by using and diffusing our insights in our interactions with companies, donors, investors and other stakeholders.

WE DIFFUSE BEST PRACTICES

Pharmaceutical companies often know little about their peers' access-to-medicine activities, with few occasions to share projects and evaluations, leading to duplication. We facilitate increased disclosure and cross-company learning and provide a standardised framework for reporting and comparison.

The Foundation identifies and shares best practices from the industry in priority areas and promotes effective approaches to long-standing barriers to access.

Our findings form the basis of further dialogue, with the industry, governments and NGOs, about goal- and priority-setting for companies, both singly and as a group.

WE AMPLIFY THE IMPACT OF SUCCESSFUL GLOBAL HEALTH INITIATIVES

One risk for donors is that they support projects that are not aligned, leading

to duplication. This is particularly true in the global health landscape, where multiple initiatives and organisations are tackling the access-to-health challenge in low- and middle-income countries.

Our research shows which global health initiatives succeed in securing pharmaceutical company involvement, and how companies respond to market incentives and barriers. The Foundation regularly briefs donors on how to enhance the impact of initiatives that require private sector involvement.

WE UNLEASH PRESSURE FROM INVESTORS

Investors increasingly recognise access to medicine as a material issue, yet have little information about how companies manage risks and opportunities in emerging markets.

Increasingly, our findings enable them to integrate access-to-medicine metrics in their decision-making, and to engage with companies on the basis of independent and credible evidence.



"The work of the Access to Medicine Foundation is

powerful because it shows how pharmaceutical companies can and should integrate access to medicine into their business strategies. This empowers local civil society organisations to advocate for more sustainable initiatives."

DANIEL MOLOKELE, COORDINATOR, PAN-AMERICAN CIVIL SOCIETY PLATFORM ON ACCESS TO MEDICINES



"The success of GHIT reveals that Japanese pharmaceutical

companies are more willing than ever to participate in much-needed global health R&D partnerships. The Access to Medicine Foundation recognises this and continues to drive forward global health in partnership with the industry."

DR BT SLINGSBY, CEO, GLOBAL HEALTH INNOVATIVE TECHNOLOGY (GHIT) FUND

Our impact – a catalyst for accelerating access to medicine

At the Access to Medicine Foundation, we are committed to periodically measuring our impact so that we can improve our programmes based on real-world evidence.

The Access to Medicine Foundation has been working at the interface between the pharmaceutical industry and the international community for ten years. Our Access to Medicine Index has evolved into the primary industry benchmark of access-to-medicine performance, and we have developed the first tool for benchmarking companies on access to vaccines. In 2015, we published a series of reports on industry activity in priority areas, including on maternal health, helping to secure formal commitments from pharmaceutical companies to improve maternal health. Through our engagement programmes, the Foundation contributes to the priority-setting processes of a range of stakeholders, not least the pharmaceutical companies we measure.

INDEPENDENT EVALUATION

To evaluate how the Access to Medicine Foundation drives change in the industry, we asked an independent Reference Group to commission a

third-party impact study in 2015. The authors found that:

- The Access to Medicine Index is a catalyst for accelerating ongoing access-to-medicine activities;
- The Index is an inspiration for companies to develop new activities;
- The Foundation has become a well-regarded authority on access to medicine and a valuable contributor to change in a complex environment;
- Companies are increasingly looking to the Foundation for guidance; and
- The Index provides a tool for learning and discussion.

Evidence of impact also comes directly from corporate documents.

For instance:

- In its latest Charter on Access to Health in Developing Countries, Merck KGaA uses the geographic scope of the Access to Medicine Index to define the scope of its efforts to expand access to health. The geographic scope of the Index is defined with stakeholders, and identifies those countries where the need for increased access is greatest.
- Johnson & Johnson's 2014 Sustainability Report explicitly states: "Feedback from [the Access to Medicine Index] regarding opportunities

for improving access to medicines includes extending our engagement in licensing, developing access strategies for relevant investigational products, and including access-oriented terms systematically in product development partnerships. This feedback is being considered in our strategic discussions about access moving forward."

We are committed to regularly assessing the impact of our research and outreach. We work with our funders to independently track our performance, enabling accountability. A new independent evaluation of our activities will be commissioned before 2021.

The 2013 United Nations Millennium Development Goals Gap Task Force Report included the results of the Access to Medicine Index, recognising that "it is important to monitor and evaluate what pharmaceutical companies themselves, as the producers and suppliers of medicines, are doing to increase access to their products".



"This year's index shows that the pharmaceutical industry

has made progress in improving access to vital medicines for the globe's poorest people, helping to tackle some of the world's worst diseases."

JUSTINE GREENING, UK SECRETARY OF STATE FOR INTERNATIONAL DEVELOPMENT



"The first ever Access to Vaccines Index has the potential to

be a powerful tool to measure efforts made by vaccine manufacturers to help improve immunisation in countries with the highest need. This Index can help to identify product gaps as well as challenges on affordability, pricing policy transparency, research and development, and supply, to drive positive change and reach more people with life-saving vaccines."

DR SETH BERKLEY, CEO OF GAVI, THE VACCINE ALLIANCE



"Licensing agreements between pharmaceutical companies

and the Medicines Patent Pool can benefit 87-94% of people living with HIV in the developing world, and produce up to USD1.4 billion of savings for the international community. The Access to Medicine Foundation incentivises companies to engage with us and is one of our key partners to achieve impact."

GREG PERRY, EXECUTIVE DIRECTOR, MEDICINES PATENT POOL

5 tools that move the dial

By 2021, the Access to Medicine Foundation will have a family of five tools for driving industry change and for sharing best practices:

The Access to Medicine Index: Ten years of change-making

The Access to Medicine Index is published every two years, and ranks the world's largest pharmaceutical companies on their efforts to reach people living in low- and middle-income countries. It covers several separate aspects of pharma company behaviour regarding access to medicine, including governance, how affordability is taken into account, the strength of the R&D pipelines, the usage of socially responsible IP management, the extent to which essential products reach people, and capacity building at the local level.

In the ten years since the first Access to Medicine Index was published, company behaviour has progressed in several areas: such as the establishment of good governance of access to medicine within companies, more inclusive business models, increased involvement in capacity building and better IP management in certain areas. In other areas, however, progress is limited: in patents and licensing, in efforts to address affordability, and regarding ethical conduct.

Access to Vaccines Index: The first corporate metrics in the vaccines space

The Access to Vaccines Index charts how vaccine companies respond to mechanisms put in place by a range of stakeholders to improve access to vaccines. By revealing what is working, where and why, it will help build inclusive vaccine markets that also reach the poorest and most remote communities.

The first Access to Vaccines Index will be published in February 2017, and will report on three areas of company activity: Research & Development;

Affordability; and Manufacturing & Supply.

Access to Generics Index: Ensuring a reliable, supply of essential medicines

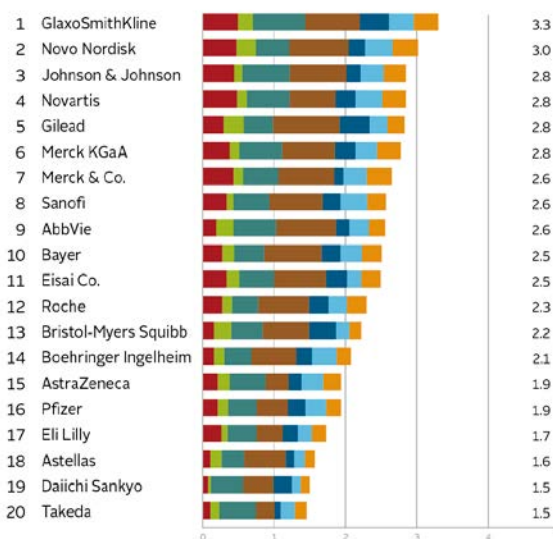
Generic medicines are the mainstay of universal health systems, and for patients who pay out of pocket, they are almost always the most affordable options. More than 80% of the pharmaceutical market is accounted for by generic medicine.

As such, ensuring a reliable supply of good quality generic versions of essential medicine is a crucial global health priority. To help achieve this, the Foundation is developing a transparent mechanism that will provide accountability and track the performance of generics medicine manufacturers against stakeholders' expectations of behaviour. It will examine their performance in critical areas, such as governance, licensing, capacity building, affordability, sustainability and quality.

Antimicrobial Resistance Benchmark: stimulating stewardship

Our ability to cure certain infections is already compromised. The recent UK Government Review on Antimicrobial Resistance reported that, in the US alone, more than two million infections a year are caused by bacteria that are resistant to at least first-line antibiotic treatments, costing the US health system USD20 billion each year.

While rich countries worry largely about future access to effective antimicrobials, many patients in poor countries today struggle to access the drugs that still work. We urgently need new tools: simple-to-use, cost-effective diagnostic technologies; new anti-microbial medicines; alternatives



The 2014 Access to Medicine Index

to anti-microbials, such as vaccines. We need better use of existing tools, ensuring proper rational use of antibiotics, as well as responsible access to existing tools for the world's poor.

The Foundation is developing a method for benchmarking and tracking how pharmaceutical companies are addressing this issue. It will provide a critical performance management tool for companies, policy-makers, donors and governments working together to solve this pressing issue.

Thematic studies: Advancing the agenda on priority areas

Through our thematic studies, we analyse how pharmaceutical companies address key international priorities, to identify opportunities or an urgent need for companies, NGOs, donors and investors to accelerate progress toward greater access. Our recent studies have examined maternal health, vaccine R&D and hepatitis C. In 2017, our studies will address oncology and access in Africa. Our maternal health and contraceptives study led directly to more pharmaceutical companies making commitments to action in this area.

How do the 4 Indices complement and reinforce each other?

There is no way to ensure access to medicine without both research-based pharmaceutical companies and generic medicine manufacturers. To address antimicrobial resistance, effective vaccines must reach the people who need them the most.

It is important to incentivise corporate change at two levels: in their overall business models and in the specific actions they take to improve access to

key products. The Access to Medicine Index and Access to Generics Index will guide research-based pharmaceutical companies and generic medicine manufacturers in their efforts towards sustainability and inclusiveness.

The Access to Vaccines Index and Antimicrobial Resistant Benchmark concentrate on how these companies contribute to product-related international priorities.

The diffusion of good practices across industries and themes is key to enabling innovation and to creating successful collaborations. Research-based pharmaceutical companies and generic medicine manufacturers may face different challenges, and access to medicine and vaccines may need different solutions.

Roadmap to 2021: two streams of action

To achieve our strategic goals, the Access to Medicine Foundation will pursue two streams of action, while also investing in the development of our organisation. In order to accelerate as a powerhouse of independent insights about the pharmaceutical sector, it is a strategic priority to further strengthen our research, communications and business/investor relations teams, attracting and developing talented people with a wide range of expertise who can research and disseminate our findings. We will also continue to strengthen and invest in our data-management and analytical platform, prioritising functionality, security and output.

PRODUCING INDEPENDENT RESEARCH; PIONEERING ANALYSIS

We will continue to strengthen the Access to Medicine Index as a leading source of information on companies' access-to-medicine profiles. We will tailor and expand our work, including the development of new Indices that target access-to-medicine priorities:

- Publish a new Access to Medicine Index in 2018 and 2020,
- Regularly align the Access to Medicine Index scope with changes in public health needs (e.g., to include oncology in the scope for 2018),
- Publish reports on critical access topics, including Oncology, Access in Middle-Income Countries, Affordability,
- Publish the first Access to Vaccines Index in 2017; future iterations to include more large developing country vaccine manufacturers,
- Develop and publish a first Access to Generic Medicines Index; to include large Indian, South African and Chinese manufacturers,
- Develop and publish a first benchmark exploring Antimicrobial Resistance; to include a focus on companies' stewardship and R&D activities, and
- Deepen collaborations with organisations that influence access to medicine including open data organisations.

TRIGGERING ACTION THROUGH ENGAGEMENT

We will provide neutral platforms for stakeholders to discuss access-to-medicine challenges, constraints and solutions in relation to their own practice and/or the pharmaceutical industry. We will continue to increase the specificity of our recommendations for the groups that use our research:

- Organise private sector meetings for ranked companies to share their practices in an independent, solutions-oriented environment,
- Enhance our engagement with non-ranked companies, to support efforts to get access-to-medicine efforts off the ground,
- Coordinate action-oriented investor collaborative engagements,
- Organise multi-stakeholder events on access-to-medicine challenges and solutions, including with local actors, to be held in low and/or middle-income countries,
- Increase the value and specificity of our recommendations for companies and of the information provided for investors and policy-makers, and
- Develop specific recommendations and insight for donors and in relation to the initiatives they support (eg., in research, product development PDPs, international procurement).

A small organisation moving giants

The Access to Medicine Foundation acts as a catalyst: a small organisation that moves giant companies to do more for the poor and vulnerable around the world. Through its research and engagement programmes, the Access to Medicine Foundation ensures that

best practices are adopted more widely within the pharmaceutical industry. The Foundation currently employs fewer than 20 people – the pharmaceutical companies we measure employ on average 60,000 people. The annual budget to produce the 2014 Access to

Medicine Index was EUR2 million – the companies we measure generate revenues of EUR25 billion on average.

Replenishment, budget and economies of scale

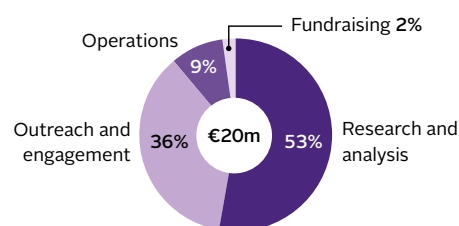
In order to maintain its influence and credibility, the Access to Medicine Foundation is committed to full independence from pharmaceutical companies. The funding objective for the period 2017-2021 is to secure grants from multiple governments and/or private foundations.

The 5-year budget for delivering our full Roadmap to 2021 is EUR20 million. Production, outreach and leverage of the Access to Medicine Index amounts to EUR10 million for the 5-year period.

The infrastructure that is already in place for the Access to Medicine Index enables significant economies of scale. As a result, the Foundation can realise its other indices at a fraction of the cost.

The budget for the Access to Vaccines Index is EUR2 million for the 5-year period. The budget for the Access to Generics Index is EUR4.5 million for the 5-year period. The budget for the Antimicrobial Resistance Benchmark is EUR3.5 million for the 5-year period.

Use of funds 2017–2021



“The Access to Medicine Index report has had an incredible and

unforeseeable impact on the pharma industry.”

DR TACHI YAMADA, FORMER CHIEF MEDICAL AND SCIENTIFIC OFFICER AND BOARD MEMBER, TAKEDA PHARMACEUTICALS



“The beauty of the Access to Medicine Foundation is the way

in which it has helped focus on getting pharmaceutical companies more involved.”

DR TIM WELLS, CHIEF SCIENTIFIC OFFICER, MEDICINES FOR MALARIA VENTURE



“When I talk to executives from pharmaceutical companies

they tell me that they want to do more for neglected diseases, but they at least need to get credit for it. The Access to Medicine Index does exactly that. The companies at the top of the Index want to do more. The ones at the bottom see that and push forward on it.”

BILL GATES, CO-CHAIR, BILL & MELINDA GATES FOUNDATION

Our organisation

Executive Director



Jayasree K. Iyer
Executive Director

Supervisory Board



John Schaeztl
Chair of the Supervisory Board



Wim Leereveld
Founder and Member of the Supervisory Board



Wilfred Griekspoor
Member of the Supervisory Board



Hans Hogerzeil
Member of the Supervisory Board



Knut Kjær
Member of the Supervisory Board



Joelle Tanguy
Member of the Supervisory Board

Team



Damiano de Felice
Deputy Director of Strategy



Suzanne Wolf
Director of Communications



Amal El Basrhiri
Financial Controller



Anna Massey
Communications Manager



Mireille Deen – Le Belle,
Personal Assistant



Andreas Oszkiel
Operations Manager



Danny Edwards
Research Programme Manager



Tara Prasad
Research Programme Manager



Namratha Rao
Communications Officer



Suvi Ristolainen
Researcher



Luca Genovese
Researcher



Catherine Gray
Researcher



Clarke Cole
Researcher



Maïke Nellestijn
Researcher