

Roche's Gender Pay Gap Statement 2019

Our commitment to you

We are committed to being inclusive. We know that harnessing people's differences creates a working environment that promotes innovative and creative thinking in all that we do.

Roche is all about improving people's lives. F Hoffman-La Roche Limited is the world's largest biotech company and we are a global pioneer in pharmaceuticals and diagnostics. Improving the world around us is who we are – and tackling the gender pay gap is part of that.

In the UK alone, we employ over 2,000 people from more than 50 different nationalities and we've been recognised for our commitment to celebrating our differences in our UK Top Employer and Times Top 25 certifications. We want to continue to improve people's lives, and we know to do that we need to have the best people – regardless of their individual differences.

We value each employee and the innovation that comes from leveraging different thinking and capabilities. We actively work to create and maintain an environment where every employee has the ability to share new ideas, collaborate to find the best solutions, and realise their potential.

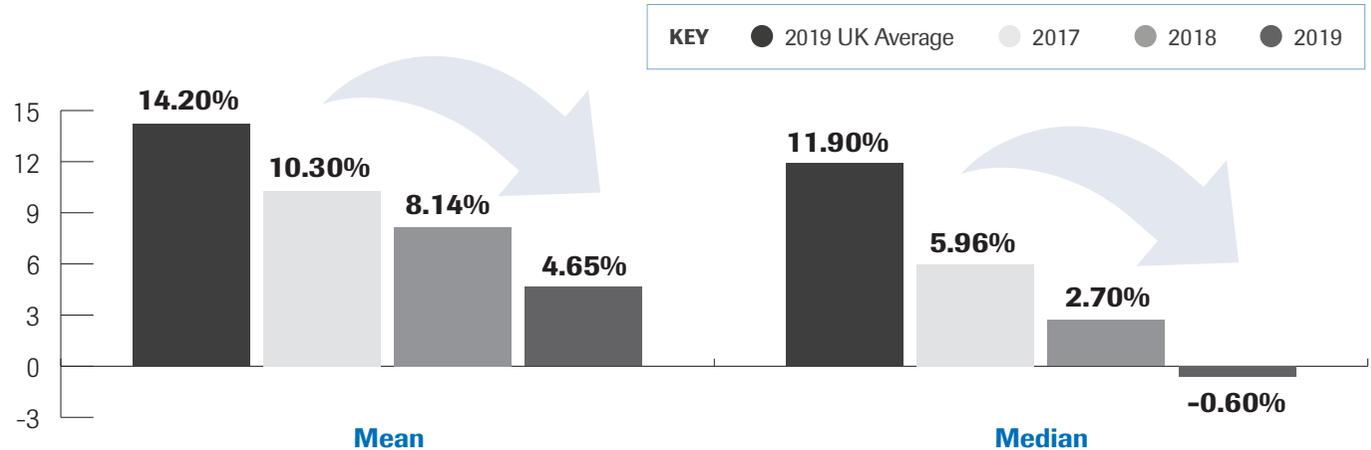
In the last year, we have further reduced our gender pay gap, but we know there is more to do. We will remain proactive and vigilant as we build a positive and bright future to continue to attract and retain the best talent.

Our 2019 gender pay gap

Our gender pay gap* reduced again in 2019 (in Roche UK overall) and remains lower than the UK average.

In 2019, the UK average gender pay gap was 14.2% with a median gender pay average of 11.90%¹. For Roche, our mean gender pay gap now stands at 4.65%, down from 8.14% in 2018. Our median gender pay for 2019 was -0.60% compared with 2.70% in 2018. We are pleased that the median gap is low and, while we know that the numbers will change year on year, our aim is to ensure our results are as close to zero as possible, to reflect being an equal opportunity employer.

We know there is more to do, which is why we are continuing to encourage initiatives and inclusive behaviours across our business to work towards addressing our gender pay gap.



What are mean and median?

Mean is the average, so any applicable pay/bonuses added together, and divided by the number of employees.

Median is the mid-point between the highest paid person and lowest paid (including applicable pay and bonuses).

What is the gender pay gap?

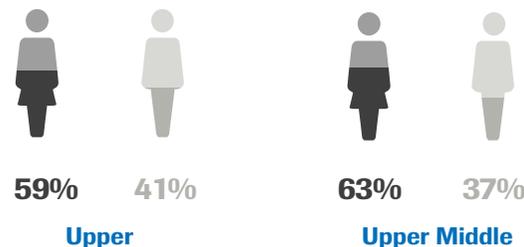
The **gender pay gap** is a measure that shows the difference in average earnings between women and men (taking into account applicable pay and bonuses).

Equal pay is different: it is the long standing principle that men and women in the UK are legally entitled to receive equal pay if they are performing equal work.

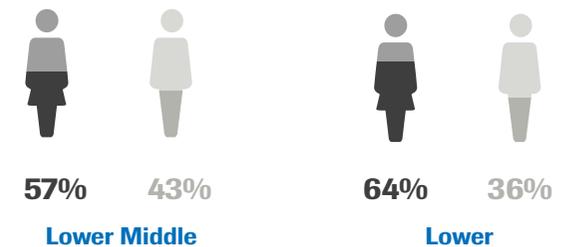
¹The Gender Pay Gap from the House of Commons Library Briefing Paper (published January 2020)

²All data has been compiled and reported on in accordance with statutory requirements for the two Roche legal entities that are subject to these regulations

Proportion of females and males in the upper and upper middle pay quartile



Proportion of females and males in the lower middle and lower pay quartile



What are quartiles?

Quartiles show the gender distribution across the overall pay range. They are calculated by dividing the pay range into four equally sized groups covering all employees and calculating the percentage of men and women in each group.

Why this matters to us

For us, the gender pay gap is not just an administrative exercise; it is fundamental to us being a diverse and inclusive organisation that lives up to the challenge of improving people's lives. In 2019, we made real progress in reducing our gender pay gap across Roche in the UK.

59%

of our highest paid employees are female



Our mean and median

pay gap has reduced considerably across entities



97%

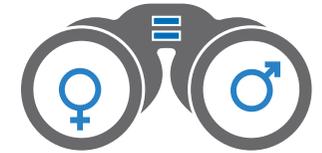
of our staff received a bonus, regardless of gender



Looking forward: 2020 and beyond

Our approach is underpinned by our belief that all individuals should be treated fairly and have access to equal opportunities.

We celebrate diversity, promote inclusion, remove barriers and ensure equal opportunities for all our team. This is a key passion for us – it's who we are.



We fully support increasing pay transparency. However, we recognise there is more to do in tackling the gap – in particular our bonus gap – which is why we are currently reviewing family-friendly policies for both men and women. We are continually improving our selection processes to ensure fairness and consistency throughout, and how we best attract a diverse pool of candidates in our recruitment process.

We have continued to innovate to protect against any bias in the recruitment, development and retention of people at Roche, as well as advance female representation in our most senior roles. We're pleased to report across Roche the percentage of women in the upper and upper middle quartiles has increased, showing that we can achieve positive results when we take positive action.

The progress we've made means increased access to equal opportunities, and a balanced playing field that supports skilled, diverse teams. We're encouraged by our progress as we continue to support a diverse and inclusive working environment.

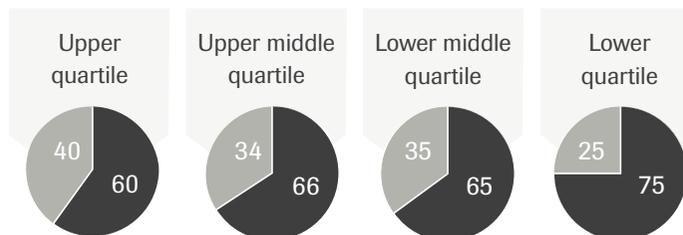
Statutory disclosures

Roche has two legal entities in the UK which meet the criteria for mandatory publication set out in the gender pay gap regulations (over 250 UK employees). Accordingly, we set out below the required statutory disclosures for these two companies.

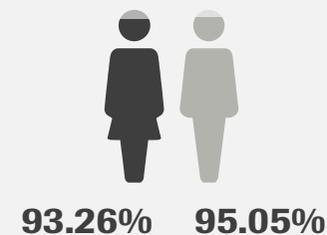
KEY ● Female ● Male

Roche Products Limited

Breakdown of pay quartiles by gender (%)



Proportion of men and women receiving a bonus payment



Gender pay gap

Mean **10.06%**
Median **9.22%**

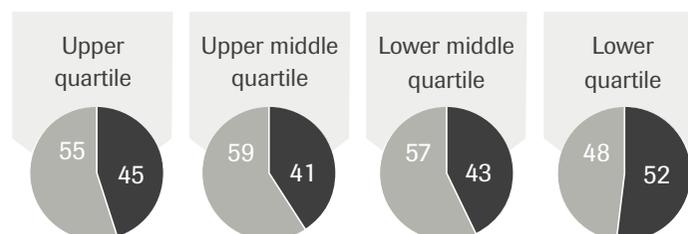
Gender bonus gap

Mean **24.39%**
Median **18.35%**

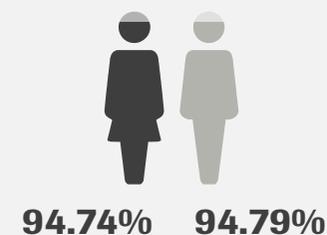
In 2019, the mean and median gender pay gaps for Roche Products Limited are lower, but have not decreased to the extent we would like.

Roche Diagnostics Limited

Breakdown of pay quartiles by gender (%)



Proportion of men and women receiving a bonus payment



Gender pay gap

Mean **6.75%**
Median **2.88%**

Gender bonus gap

Mean **13.67%**
Median **-2.63%**

We confirm that the content of this report is true to the best of our knowledge and belief.

Richard Erwin
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Roche Products Limited

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Roche Diagnostics Limited