

Roche's Gender Pay Gap Statement 2020

Our people make our business

We strive to identify and create opportunities that enable all employees to bring their unique selves to Roche and achieve their best work on behalf of patients. Improving the world around us is who we are – and tackling the gender pay gap is part of that.

We want to continue to improve people's lives, and we know to do that we need to build exceptional, diverse teams. 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 by achieving 1st place on the UK's 25 Best Big Companies to Work For List. It's imperative that we continue to attract, retain and develop diverse professionals to spur innovation, drive growth and bring our purpose to life.

Over the past year, we have continued to make positive progress with tackling our gender pay gap. While we're proud of the progress we've made so far, we recognise that our journey is not complete. We still have so much more we want to do to foster an even more diverse and inclusive workplace culture. That's why we will continue to support initiatives and inclusive behaviours across our business to work towards reducing our gender pay gap. Read more about our plans for 2021 and beyond on page 3.

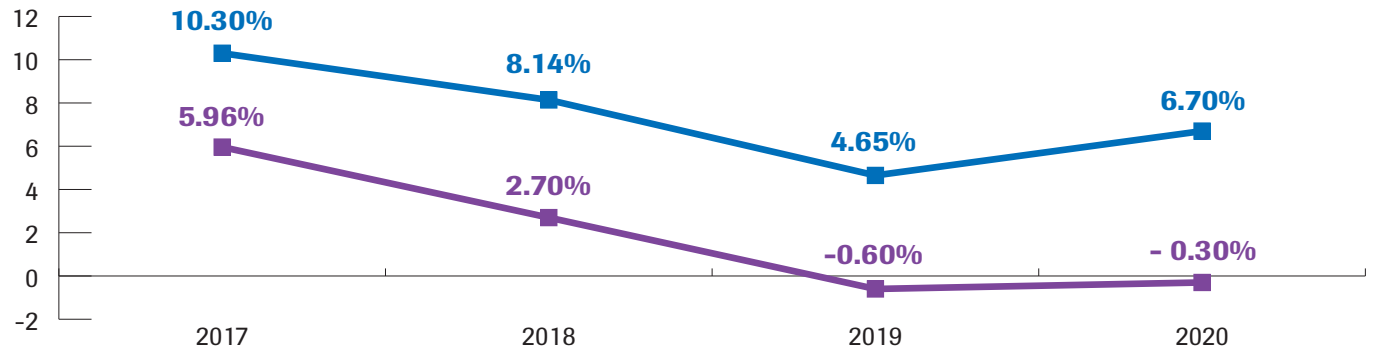
We will remain proactive and vigilant as we build a positive and bright future to continue to attract and retain the best talent.

Our 2020 gender pay gap

We have seen a significant improvement in our gender pay gap figures since 2017 when we started reporting.

Our mean gender pay gap now stands at 6.70%, representing a slight increase from 4.65% in 2019¹. Our median gender pay gap has moved even closer to zero at -0.30% compared to -0.60% in 2019¹. While we are pleased that our gender pay gap over the past three years has been in single digits, we know there is more we need to do to ensure our future results are as close to zero as possible, to reflect being an equal opportunity employer.

It is important to note that our gender pay gap is calculated based on data taken on a 'snapshot date' in April 2020. Payments of compensation elements on this given day may skew the mean gender pay gap, as it is strongly influenced by outliers. In comparison, the median pay gap is less susceptible to the impact of anomalies and is more in line with our results from previous years. This reassures us that we are moving in the right direction – we will continue to champion initiatives and inclusive behaviours across our business to work towards fostering a diverse and inclusive workplace.

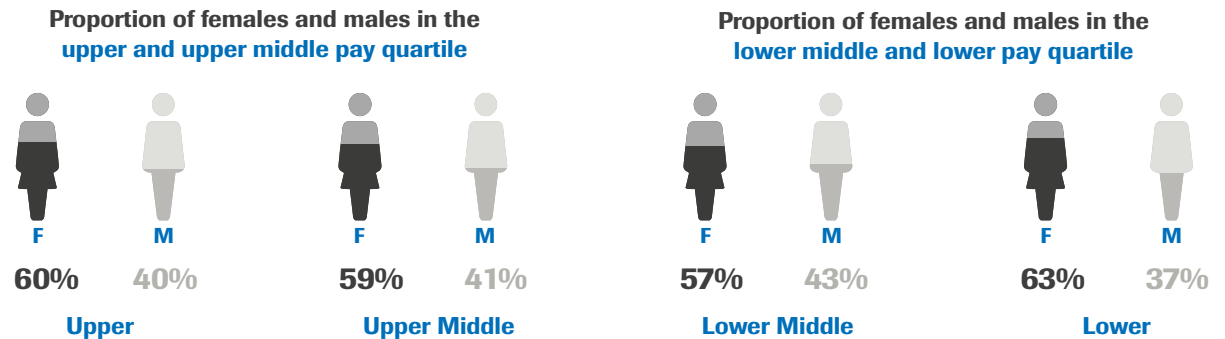


What are mean and median?

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).

Proportion of male and female employees in each 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.

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 women and men in the UK are legally entitled to receive equal pay if they are performing equal work.

Looking forward to 2021 and beyond

We continue to take action to narrow our gender pay gap and have more dedicated efforts to pushing forward with inclusivity and further change – with the introduction of an Employee Experience Partner and support of our ever-growing OneRoche Equity Diversity & Inclusion group. Our approach is underpinned by our belief that all individuals should be treated fairly and have access to equal opportunities. We will focus on two priority areas – to attract, hire and retain underrepresented talent, and to encourage an inclusive work environment at Roche UK.

Reviewing our recruitment practices and driving change in the industry

Unbiased hiring: We utilise a series of selection and assessment methods that ensure neutrality of approach and guard against gender bias, and to make sure there is diversity within candidate shortlists.

We've also used technology to enhance our recruitment processes, such as different artificial intelligence tools which assess candidates through gamification and allow potential future hires to interact with existing employees – including female leaders – to better understand the employee experience.

Corporate sponsorships: Since 2018, we have been a proud sponsor of WorkingMums.com and have regularly advertised our vacancies on their website. This year, we expanded our partnership with their sister website, WorkWise.com, to sponsor a whitepaper on Ageism and a roundtable on Neurodiversity. We've also partnered with One HealthTech a grassroots, volunteer-led global community, that supports and promotes better equality, diversity, inclusion and accessibility in the health innovation sector, to co-create their strategy and objectives for 2021.

Paving the way for Women in Science: In celebration of the Women in Science Day and International Women's Day, we launched multiple social media campaigns to amplify the voices of our female leaders. This included a series of tweets and articles on LinkedIn and Twitter featuring the achievements and stories of Roche women.

Promoting a flexible and inclusive work culture

Flexible working arrangements: We actively encourage working practices that embrace the whole person and recognise that working parents or carers have multiple responsibilities both at home and in the workplace. Our flexible approach to start and finish times at work focuses on the output of the individual, not where and how they carry out their work activity. We've supported employees to adopt a more flexible approach through initiatives such as 'How We Roll' which includes a series of training, workshops, and communications to help employees find their best working pattern.

Location Agnostic working: We pioneered Location Agnostic working in parts of the organisation in light of the COVID-19 pandemic, and we aspire to continue evolving this initiative going forward. We hope giving employees full flexibility to work from their preferred location in the UK will make it easier for them to balance their personal and professional demands in a way that works for them.

Part of our action to narrow our gender pay gap is to continue to improve our understanding of what's driving it at different levels and in different parts of the organisation. The introduction of our new Global Grading Framework earlier this year will enable us to conduct further analysis across all UK entities going forward, which we hope will give us the richer insights from which to develop effective and sustainable change.

We know that the past year has been extremely challenging for many employees, who are facing unprecedented pressures to balance responsibilities at home and in the workplace. We are committed to continually listen to the needs of our workforce and evolve our business practices to help our people thrive.

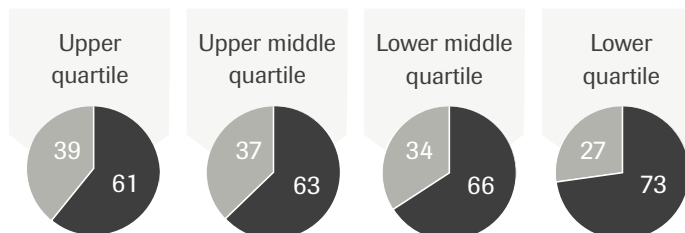
Statutory disclosures

Roche has two legal entities in the UK that 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.

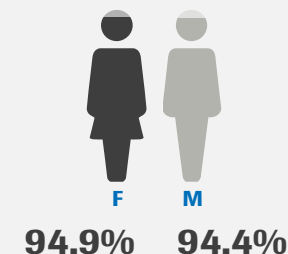
KEY ● Female ● Male

Roche Products Limited

Breakdown of pay quartiles by gender (%)



Proportion of men and women receiving a bonus payment



Gender pay gap

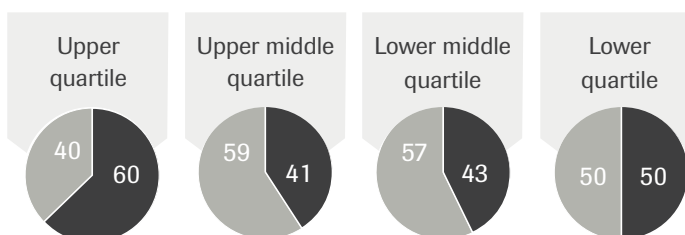
Mean **14.3%**
Median **8.7%**

Gender bonus gap

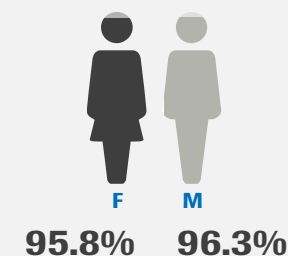
Mean **23.2%**
Median **19.6%**

Roche Diagnostics Limited

Breakdown of pay quartiles by gender (%)



Proportion of men and women receiving a bonus payment



Gender pay gap

Mean **5.7%**
Median **3.8%**

Gender bonus gap

Mean **7.8%**
Median **2.4%**

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

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