



Roche's Gender Pay Gap Statement 2021

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 and inclusive 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 in 2021 by achieving 1st place on the UK's 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, which is doing now what patients need next.

For the purposes of gender pay gap reporting all data must be compiled and reported on in accordance with statutory requirements including gender being reported in a binary way. We have therefore used the terms 'gender', 'male(s)', 'female(s)', 'women' and 'men'. We acknowledge that for some employees this will not be referring to their gender identity. Roche is committed to supporting change in this space to help make the reporting more inclusive to all genders.

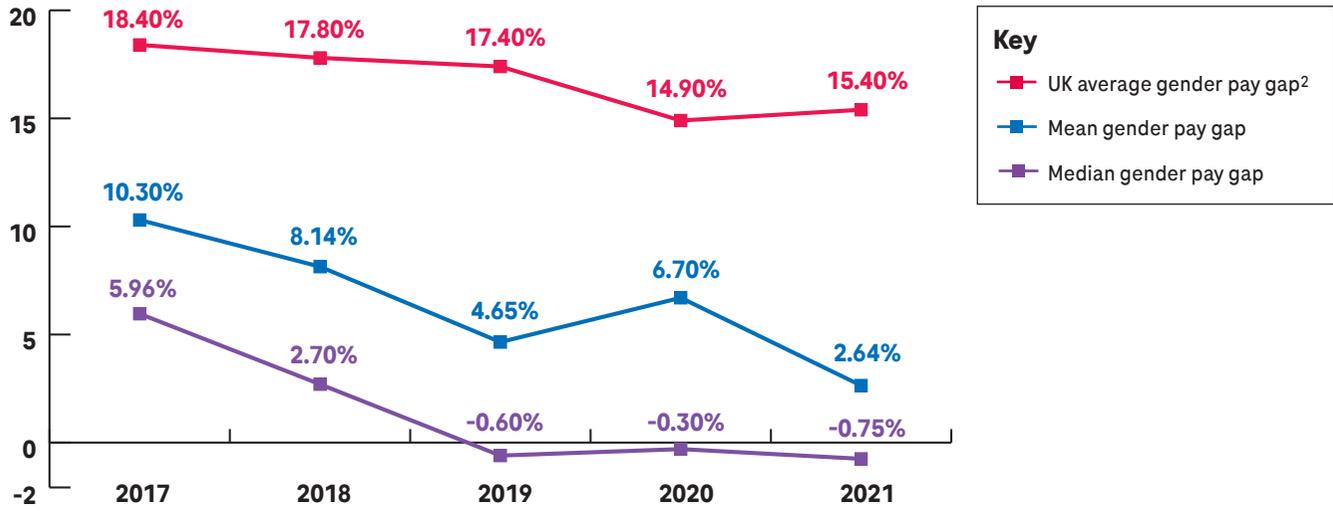
Over the recent years, we have continued to make positive progress with tackling our gender pay gap. While we're extremely proud of the promising progress we've made so far, we recognise that our journey is not complete. We still have so much more we want to do to foster an even more diverse and inclusive workplace culture. That's why we will continue to support and encourage initiatives and inclusive behaviours across our business to work towards reducing our gender pay gap. Read more about our plans for 2022 and beyond on page 3.

Our 2021 gender pay gap

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

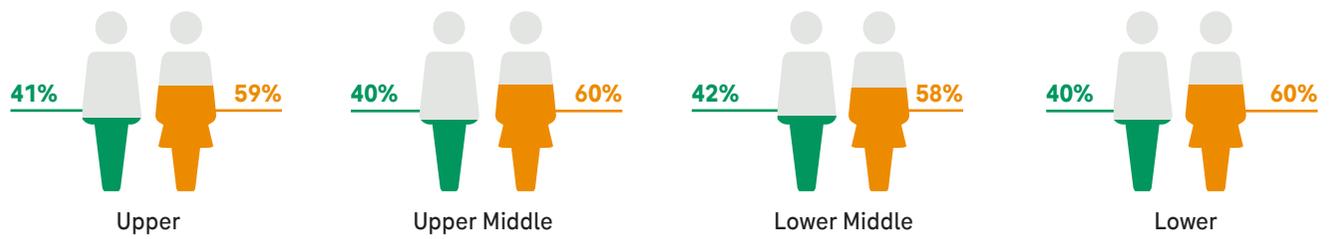
Our mean gender pay gap now stands at 2.64%, representing a decrease from 6.70% in 2020¹. Our median gender pay gap has widened slightly in favour of females to -0.75% compared to -0.30% in 2020¹. We are extremely pleased that our gender pay gap over the past four years has been in single digits and our median gender pay gap remains close to 0%. 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.

It is important to note that our gender pay gap is calculated based on data taken on a 'snapshot date' in April 2021. 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 gender pay gap is less susceptible to the impact of anomalies.



What are mean and median?
Mean is the average, so any applicable pay 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.

¹All data has been compiled and reported on in accordance with statutory requirements for the two Roche legal entities that are subject to these regulations.
²Office for National Statistics, Gender pay gap in the UK: 2021, 26 October 2021

Looking forward to 2022 and beyond

We continue to take action to narrow our gender pay gap and have more dedicated efforts to push forward with inclusivity and further change. Following the introduction of a UK Employee Experience Partner, the People and Culture team have co-created a People Strategy with the business to give priority and goals to improving our Employee Experience. The support of our ever-growing OneRoche Equity Diversity & Inclusion group has seen us run an internal audit reviewing all aspects of the employee lifecycle to set some key Diversity and Inclusion strategic outcomes. Our approach continues to be underpinned by our belief that all individuals should be treated fairly and have access to equal opportunities. We will continue to focus on two priority areas – to attract, hire and retain underrepresented talent, and to encourage an inclusive work environment at Roche UK.

Promoting a flexible and inclusive work culture

New and updated policies: We have worked to include and update a range of policies to allow for further support and inclusion at various moments in an employee's life. The introduction of our new Compassionate and Carers Leave policy gives 10 days paid leave (per year and per circumstance) to any colleague needing to take on caring responsibilities and to those experiencing challenging situations for their dependents or for themselves (including aspects such as illness, domestic abuse, pregnancy loss, fertility treatment and menstrual cycle challenges). A new menopause policy acknowledges and supports the growing number of women working during this period of their lives and equips managers and colleagues to support and improve their knowledge to better support those around them. The updates to our Maternity, Adoption and Shared Parental Leave policies sees an increase in pay to 75% over a 50/52 week period, helping colleagues to take more time in a strong financial situation.

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 working policy "How We Roll" is externally recognised and awarded as being a leading example of autonomy and empowerment that all our UK colleagues are able to utilise.

Location Agnostic working: We pioneered Location Agnostic working in light of the COVID-19 pandemic to attract and retain diverse talent. The policy gives employees full flexibility to work from their preferred location in the UK and will make it easier for them to balance their personal and professional demands in a way that works for them.

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 continue to use and explore 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 WM People and have regularly advertised our vacancies on their website. Our ongoing work with them supports a range of topics impacting inclusivity in the workplace including ageism, neurodiversity and women's health in the workplace.

Paving the way for Women in Science: We now begin work for a new scholarship with University College London for a low-income female to pursue an MBA. Alongside this, our Early Careers work sees us take on a new partnership with STEMettes to support the next generation of female scientists. This paves the way for new talent alongside our ongoing campaigns for Women in Science and International Women's day, highlighting the incredible female talent we have as part of our organisation.

We know that the past few years have 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.

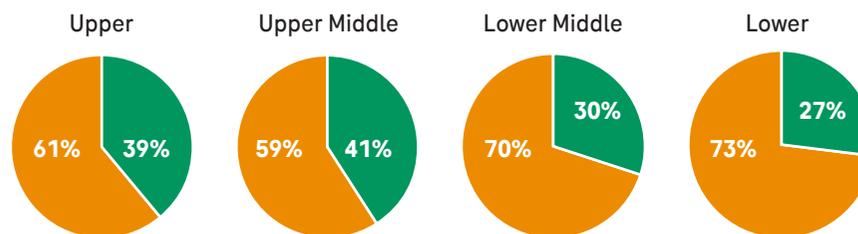
Statutory disclosures

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 ● Males ● Females

Roche Products Limited

Breakdown of pay quartiles by gender (%)



Gender pay gap

Mean 9.41% Median 9.29%

Gender bonus gap

Mean 27.50% Median 19.36%

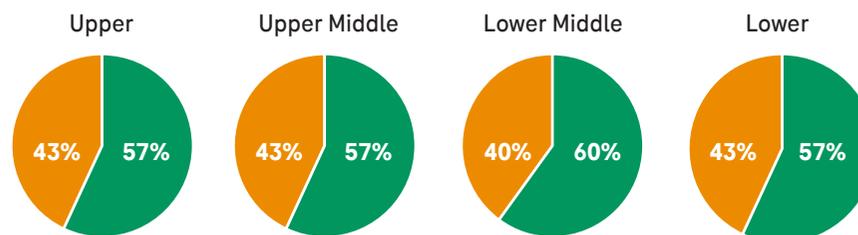
Proportion of men and women receiving a bonus payment



91.2% 96.1%

Roche Diagnostics Limited

Breakdown of pay quartiles by gender (%)



Gender pay gap

Mean 4.10% Median -1.19%

Gender bonus gap

Mean 16.32% Median 6.30%

Proportion of men and women receiving a bonus payment



97.4% 97.4%

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

Richard Erwin
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