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At Roche, we are committed to bringing positive value to society through our business. Everything we do as a company is guided by our commitment to scientific rigor, unassailable ethics and access to medical innovations for all. We value transparent reporting and aim to drive our economic, social and environmental performance with the same diligence as our financial performance. The Group has been publishing a sustainability report for more than 12 years and has adopted the guidelines of the Global Reporting Initiative (GRI), the global standard for sustainability reporting.

Roche's 2017 Global Report1 follows the newly introduced GRI Standards, which are based on the key concepts and disclosures of the GRI G4 guidelines, and its content is guided by a global materiality assessment. At Roche Latin America,2 we follow the Group’s approach, and our third sustainability report is informed by the GRI G4 Standards methodology.

This report covers Roche’s economic, social and environmental impact in Latin America for the two-year period from January 1, 2016 to December 31, 2017. The content covers the Pharmaceuticals Division of nine affiliates comprising the regional group: Argentina, Brazil, Central America and the Caribbean, Chile, Colombia, Ecuador, Mexico, Peru and Uruguay. The data highlighted in this report is based on key performance indicators from the aforementioned affiliates.

We are committed to improving our sustainability efforts in Latin America and believe that this report reflects our progress on this ongoing journey. We will continue to build on these efforts to support people and the planet throughout Latin America in the future.

This report can be digitally accessed at: www.rocheamericalatina.com

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1 Roche Annual Report 2017. Available at: https://www.roche.com/investors/annualreport17.htm
2 In this report, “Roche Latin America” only refers to its Pharmaceuticals Division.
Global Overview

Roche at a glance

A global leader in innovation
Roche is the world’s largest biotechnology company and a leader in research-focused healthcare

A sustainable company
Roche is committed to business practices that are sustainable, ethical and responsible to create long-term value

A great workplace
Roche is driven by a shared set of values including integrity, the courage to reach beyond boundaries and a passion for what we do

Roche at a glance

53.3 billion CHF in Group sales

30 Roche medicines on the WHO Essential Medicines List

137 million patients treated with Roche medicines

2/3 of our medicines are being developed with a companion diagnostic

10.4 billion CHF in R&D Investment

72 new medical entities in clinical development

+295,000 patients in clinical trials

Dow Jones Sustainability Index Industry Leader for 9 consecutive years

CDP Water “A” List for sustainable water management

93,734 employees (full-time equivalent)

28% of women in key leadership positions

+100 countries

All growth rates in this report are at constant exchange rates (CER, average 2016).

2017 data
Figures include Pharmaceuticals and Diagnostics divisions.

For further information: www.roche.com

1 Swiss francs
WHO WE ARE

Innovation: it's in our DNA. At Roche, we have always worked across disciplines and geographies to drive scientific discovery and redefine what is possible to improve patients' lives.

We work towards understanding how diseases differ down to the molecular level in order to develop new tests and medicines that prevent, diagnose and treat diseases, and bring them to the patients who need them. With our combined strengths in diagnostics and pharmaceuticals, our personalized healthcare strategy aims to fit the right treatment to the right patient.

As the world’s largest biotech company, we develop breakthrough medicines, improving the standard of care across oncology, immunology, infectious diseases, ophthalmology and neuroscience. We are also the world leader in the in-vitro diagnostics business. This track record allows us to build lasting and meaningful partnerships across the world with research academia and public healthcare institutions.

We remain dedicated to the highest standards of quality, safety and integrity. Our legacy is based on respect for the individual, as well as the communities and the world we live in.

OUR VALUES

Integrity starts with me.
We are consistently open, honest and genuine.

Just as we expect it from ourselves and our colleagues, society expects that we live by high standards of integrity. Integrity starts with being honest with oneself and understanding one's own strengths and weaknesses. It is also about interacting with others in an open, genuine way. That is a must for building a strong relationship of trust with anyone, whether inside or outside Roche. We must act ethically and honestly at all times.

Discovery starts with passion.
We use our drive and commitment to energise, engage and inspire others.

Above all, our passion is to improve patients’ lives, and it is this passion that fuels our determination and enables us to persevere, often over many years. Passion can express itself in highly visible ways – such as an enthusiastic speech or a persuasive presentation. It can also be low key – such as persistently repeating an experiment over and over again to determine whether an unexpected result was just an error or possibly an important new discovery.

Success starts with courage.
We are entrepreneurial, taking risks, experimenting and reaching beyond boundaries.

Our business and strategy often take us into uncharted territory. This means that we must have the courage to take appropriate risks in order to succeed. We need to think like entrepreneurs and be prepared to try new ways of doing things even if we are convinced that the traditional ways are right. We may not always feel comfortable about taking a minority view or expressing criticism. Yet, if we don’t speak up, we run the risk of not tackling necessary changes, whether out of complacency or an ill-conceived desire for harmony. Being courageous will ensure we can remain successful and stay ahead in the long run.

ROCHE GROUP PROFILE

Roche is a global healthcare pioneer advancing science for humanity. We are committed to bringing these advances to everyone who needs them, no matter where they live. And this is our promise: to care about this generation, as well as the ones to come.

Founded in 1896, more than 100 years ago in Switzerland, by Fritz Hoffmann, we turned a pioneering idea into reality: that a partnership between business and science can improve people’s lives. Expanding globally, our founders tackled obstacles, worked across disciplines and cultures, and embraced risks. This is still how we transform lives, provide cures, comfort and hope, to make a difference in the health of millions.

To date, the Roche Group has helped to improve people’s health and quality of life in more than 150 countries all over the world. As a world leader in research on healthcare products, the company operates exclusively in the fields of pharmaceuticals and diagnostics. The founding families continue to hold the majority stake in the company. This stability allows for a tradition of sustainable thinking, permitting us to learn from setbacks and pass down lasting value for patients and society.

Our contribution to sustainability

At Roche, we believe sustainability is the alignment of an individual’s goals with the interests of society. By acting sustainably, we contribute positively towards the development of the world.

In September 2015, the United Nations General Assembly unanimously adopted 17 Sustainable Development Goals (SDGs) to end poverty, protect the planet, and ensure prosperity for all as part of the 2030 Sustainable Development Agenda. We are committed to supporting the SDGs in line with our business strategy, in particular SDG3, which aims at ensuring healthy lives and promoting well-being for all.
We have developed leading diagnostics and medicines across the globe that meet urgent, unmet medical needs. Our employees are dedicated to advancing breakthrough science to improve health and well-being across the globe and developing cross-functional partnerships with academia and industry to meet this goal. We do not shy away from the multitude of variables and obstacles we face in searching for solutions that truly makes a difference in patients’ lives. As a result, 36 medicines developed by Roche are included in the WHO Model List of Essential Medicines.

We invest heavily in cutting-edge research and development (R&D) each year, totalling roughly one-fifth of sales or CHF 10.4 billion in 2017. This is the largest single R&D budget in the life sciences industry.

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We investigate diseases in diverse areas, such as oncology, neurodevelopmental and neurodegenerative conditions, ophthalmology, immunology, inflammation and infectious diseases. In 2017, we significantly stepped up our efforts in the antibacterial space to address the spread of multi-drug-resistant strains of bacteria. Ten million people are projected to die from untreatable bacterial infections by 2050, therefore, creating new medicines that are able to cure several drug resistant infections would constitute a significant contribution to society.

We are also pioneering research and treatments in immunology, including spinal muscular atrophy (SMA). SMA is one of the leading causes of infant mortality and the most frequent monogenetic rare disease. Since 2011, we have led cutting-edge research on the disease, resulting in an oral medicine that, for the first time ever, could lead to a game-changing new therapy.

Collaboration with diverse partners across academia and the industry is essential to addressing complexities in the medical sciences today. Roche Pharmaceuticals is currently engaged in 200 partnerships worldwide in our search for transformative technologies and therapies. Our experts in Pharmaceuticals and Diagnostics continually seek and secure new opportunities to complement and strengthen internal R&D efforts.

As a global healthcare company, we are committed to promoting good health and well-being by partnering with the academic and scientific community to drive innovation. However, ground-breaking advances in medical science are only meaningful when they reach the people who need them. The Group focuses on four primary pillars to improve access to healthcare: Awareness, Diagnosis, Healthcare capacity and Funding.

Roche is playing a leading role in an initiative which brings together more than 20 leading biopharmaceutical companies along with the World Bank and the Union for International Cancer Control (UICC). The Access Accelerated Initiative was launched in 2017 and focuses on improving access to treatments for non-communicable diseases (NCDs), such as cancers, cardiovascular diseases, chronic respiratory diseases and diabetes. In doing so, it takes up the UN Sustainable Development Goal to reduce deaths from NCDs by a third by 2030.

**Awareness**

Improving access to healthcare starts with raising awareness and education around the signs and symptoms of disease. As such, we partner with local and international organisations across the globe to disseminate information that will help empower people with the knowledge to safeguard and manage their own health.

**Diagnosis**

Early and accurate diagnosis is key to ensure patients receive the right treatment and can significantly increase a patient’s chance of survival. However, diagnosis can be complex and often requires specialist laboratory technicians or facilities that may not be accessible for many people. We partner with local organisations to equip and train personnel with diagnostic testing instruments to improve diagnosis worldwide, as well as conduct screening programmes.

**Healthcare capacity**

We recognise that the lack of healthcare facilities and trained healthcare professionals in many developing countries creates a major barrier for patients to access appropriate medicines and diagnostics. We have established programmes to educate and train healthcare professionals and support clinic and laboratory facilities with the aim to increase local capabilities to create lasting improvements in healthcare.

**Funding**

In a complex global market, we understand that the ability of healthcare systems and individuals to pay for our medicines varies greatly across different regions. We therefore work closely with governments, insurers and healthcare providers to explore new pricing models that meet individual needs.

Our personalised pricing system takes numerous factors into account, including: the effectiveness of our medicine or diagnostic test; other medicines or diagnostics used to treat or test the same disease; future investment needed to discover new medicines and diagnostics; how to ensure that our products get to the people who need them; and the affordability of our product to healthcare systems and individuals.

Our approach has helped patients overcome funding barriers to access potentially life-saving medicines that otherwise would have been out of reach.
Leadership development
We strive to help our people realise their full potential and contribute at a high level to our mission of improving patients’ lives. We are committed to advancing leadership development by providing ongoing training opportunities, global mobility and opportunities for employees to work abroad and gain experience in different markets.

Diversity and inclusion
Supporting diversity and inclusion (D&I) is essential to creating mutual respect in the workplace. An inclusive culture also fosters innovation by encouraging different perspectives. We were one of the first major corporations in Europe to state our D&I goals publicly, and we continue to make progress towards these targets. We have a global network of D&I champions and encourage local affiliates to employ initiatives that encourage different perspectives and ideas.

Today, women represent 49% of our total workforce at Roche.

We aim to advance peace, justice and strong institutions globally; integrity and ethics therefore guide us in every aspect of our business and allow us to fulfil our responsibility of serving patients.

Corporate governance
Our corporate governance principles focus on sustainable value creation, innovation and transparent communications. Our Board of Directors represent the interests of all stakeholders and help guide the company to successfully act with integrity and support communities worldwide.

Compliance
The Roche Group Code of Conduct outlines our compliance guidelines to help all employees, suppliers and business partners adhere to our ethical standards. In addition, we provide trainings and e-learning to help all stakeholders understand our expectations and industry standards.

Risk management
Ensuring patient safety is our top priority. We work with regulatory agencies to monitor reports of adverse events from our medicines and communicate transparently about product safety. Our data shows that we continue to have a solid track record in key health and safety performance indicators.

Ensuring patient safety is our top priority.

Supporting communities
We are committed to fostering innovative philanthropy that brings forth a long-term sustainable impact on communities around the world. We aim to strengthen local communities and environments by partnering with authorities and non-governmental organisations (NGOs) to advance humanitarian and social projects, science and education, and arts and culture.

Humanitarian and social projects
Perhaps the best example of our humanitarian efforts globally is the annual Roche Children’s Walk. In 2017, 145 company sites in 70 countries came together to support vulnerable children by donating funds for education and health initiatives around the world. More than 100 global children’s projects were directly supported by this initiative in 2017.

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Science and education
We also help future innovators and leaders in science and education through scholarship programmes, employee volunteerism and science engagement initiatives. For example, Roche was the founding sponsor of Schweizer Jugend Forscht’s (Swiss Youth in Science) signature think tank programme and the International Swiss Talent Forum, which brings together 70 talented young individuals from around the world to discuss current global issues.

Arts and culture
We support ground-breaking contemporary art, cultural projects and activities that explore the parallels between innovation in art and in science as a means to express our commitment to innovation characterised by excellence, distinctiveness and passion. For example, in 2003, we launched Roche Commissions in collaboration with Lucerne Festival and the Lucerne Festival Academy, which awards regular commissions for new orchestral works to some of the world’s most talented contemporary composers.

Fostering a great workplace for our people
Our employees are driven by integrity, courage and passion to deliver innovation in healthcare that touches the lives of millions of patients across the globe: they are the core of our success. We are committed to fostering the best workplace culture so our employees can thrive. Globally, we are committed to employee engagement and talent retention, diversity and inclusion, and leadership development.

We have consistently been recognised as one of the best companies to work for around the world. Our headquarters in Switzerland and Roche affiliates globally are regularly awarded by the Great Place to Work® Institute and the Top Employers - Inzerland and Roche affiliates globally are regularly awarded by companies to work for around the world. Our headquarters in Switzerland.

Employee engagement and talent retention
We continually innovate our people practices to foster strong, trusting relationships among employees. We aim to create an agile culture by supporting dialogue between employees and managers. We also offer a variety of work-life balance and wellness programmes, including opportunities to work remotely, allowances for family leave, health and wellness education, benefits and flexible work schedules.

We have also been recognised in Fortune’s The 100 Best Companies to Work For list.

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Protecting the environment is integral to our values and we have been committed to mitigating our impact on the environment for years. We proactively seek new technologies and processes that advance safety, security, health and environmental protection throughout our business. We also support global efforts to address climate change, water scarcity and clean energy.

Our corporate policies help us ensure the safety of people and the environment. We maintain these standards by adhering to laws and regulations, cooperating with authorities and communicating transparently about our activities. We also utilise an environmental management system (EMS) to identify environmental risks and develop mitigation plans.

In 2017, for the 9th consecutive year, we were recognised by the Dow Jones Sustainability Indices as the Group Leader in sustainability within the Pharmaceuticals, Biotechnology and Life Sciences Industry.

**Resources management**

The pharmaceutical industry relies on natural resources that are becoming increasingly scarce. We are therefore determined to identify more sustainable technologies and processes that increase the use of renewable energy and reduce our environmental footprint.

We measure our impact on the environment using the eco-balance metric developed by the Swiss Federal Office for the Environment. This metric provides us with a global view of how we are impacting the Earth’s ecosystems. In 2016, we reached our eco-balance goal of 10% reduction compared to 2014. We have since increased our commitment by another 2% each year.

In 2017, we also reached our goal to reduce water consumption per employee by 10%, and we aim to build on this momentum and continually manage and monitor water use locally. We are proud to have been recognised as a global leader for our actions to manage water more sustainably for the first time in 2017 by being listed on the CDP’s, formerly the Carbon Disclosure Project, Water “A” List. Companies on this list receive the highest rating in accordance with CDP’s water scoring methodology.

We aim to implement the following strategy in all our activities — avoid, reduce, reuse, recycle and thermally destroy. We permit landfilling only as a last resort and, even then, only for inert materials such as slag or incineration ash. We only discharge wastewater and pollutants if they fully comply with regulations. In 2015, we set a goal to reduce waste per employee by 10% over a five-year period. In 2017, we increased this performance indicator by approximately 4.6% compared to 2015.

In 2016, we reached our eco-balance goal of 10% reduction compared to 2014.

Reducing our energy and water consumption are two key priority areas for our environmental initiatives. In 2015, we set a 10-year goal (2015–2025) to reduce energy intensity (gigajoule/ employee) within our owned facilities and purchased energy consumed by 15%. In 2017, our total energy consumption decreased by 5.4%, while sales grew 5%. We also aim to reduce greenhouse gas emissions at the source. Since 2010, we have completed a total of 1,411 projects, resulting in an avoidance of 177,050 tonnes of CO2 emissions in 2017.
Latin America has experienced widespread economic development in the last decade, resulting in significant demographic and epidemiological transitions characteristic of emerging economies. This transformation has impacted public health, as large-scale behavioural change across much of the region has increased life expectancy and reduced the burden of infectious disease. However, this has also resulted in the increase of chronic disease risk and, therefore, incidence.

Cancer, for example, is the second-leading cause of death in Latin America and is expected to continue rising. According to the World Health Organisation (WHO) and the International Agency for Research on Cancer (IARC), just over one million people were diagnosed with the disease in Central and South America in 2012, and it killed around 550,000 people. In the past decades, medicine has advanced more rapidly than healthcare systems in Latin America, which have lagged in their ability to assess, fund and deliver treatments to patients, resulting in poor quality of life or people dying too soon from lack of access to essential healthcare. Government health budgets in Latin America are small compared with those in developed countries, however many countries in the region are working to find sustainable ways to improve access to healthcare. The region currently spends 7.2% of its gross domestic product (GDP) on healthcare and the market is expected to reach USD 400.5 billion by 2020. Despite these investments, many challenges remain that impede access to healthcare, including low levels of disease awareness, late diagnosis, weak infrastructure and insufficient funding for innovative medicines.

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1 The Economist Intelligence Unit. Cancer Control, Access and Inequality in Latin America. 2017
3 United States dollars
4 Deloitte. 2018 Global health care outlook
Roche in Latin America

Roche expanded to Latin America in 1930 with subsidiaries in Buenos Aires, Argentina, and Rio de Janeiro, Brazil. As of 2017, we operate in 23 countries with regional headquarters in São Paulo, Brazil, and own one manufacturing plant in Brazil.

At Roche Latin America, we are committed to improving access to medical innovations that have the potential to improve patients’ survival rates and quality of life, while promoting a sustainable healthcare system. We recognise access to healthcare is a multidimensional challenge with no “one size fits all” solution, particularly in a region like Latin America, where each country faces unique challenges. Therefore, our commitment is as large and varied as the region itself, and we partner with various stakeholders across sectors and industries to develop tailored solutions to break down barriers to health. After all, the work we do at Roche to develop ground-breaking medical advances only makes sense if those who need them can access and benefit from them.

In 2016 and 2017, more than 215,000 patients across Latin America were treated with our products in oncology and immunology. In addition, we received numerous regulatory approvals for new products as well as new indications of products already in the market throughout the region during this period, benefiting patients with various diseases, including solid tumours, lung cancer, breast cancer and multiple sclerosis.

Research and development:
In Latin America, we partner with independent research and development centres to advance innovation across the region. We invested CHF 180 million in developing this research and development network in 2016 and 2017 and engaged hundreds of scientists and healthcare professionals from public and private institutions. These efforts improve healthcare infrastructure and expand medical training, leading to higher-quality patient care across health facilities.

Clinical trials:
We developed 376 clinical studies in 2016 throughout the region, engaging over 1,300 sites and more than 5,000 patients. The following year, we conducted 393 studies across more than 1,400 sites that involved almost 5,500 patients.

We received five breakthrough therapy designations in 2016 and another four in 2017 for our medicines.

The following year, we conducted 393 studies across more than 1,400 sites that involved almost 5,500 patients.

We are also leading the industry in terms of breakthrough therapy designations granted by the US Food and Drug Administration (FDA), an indication of our innovative strength. We received five breakthrough therapy designations in 2016 and another four in 2017 for our medicines.

Delivering innovation

We are committed to pushing boundaries and challenging the status quo to redefine what is possible in healthcare. Throughout Latin America, we partner with a diverse network of organisations to develop innovative diagnostics and medicines to address unmet medical needs, with a deep focus on personalised healthcare and biotechnology.

Personalised healthcare:
Roche is a global leader in personalised healthcare and is known for developing treatments that improve health standards and quality of life for patients. Currently, development projects of Roche products being conducted in Latin America include diagnostic tests, leading to personalised solutions that aim to fit the right treatment to the right patient.

Biotechnology:
Biotechnology is fostering considerable advances in the treatment of disease. We are currently the largest producer of medications in the biotechnology industry, with the most sophisticated biopharmaceutical production unit in the world that is responsible for roughly 25% of global biological production capacity.

Increasing access to healthcare

For us, the health and well-being of patients always comes first. We are committed to breaking down barriers in healthcare throughout Latin America to help patients receive the care they need when they need it, no matter where they live. We work with a variety of partners across issues and geographies to help increase disease awareness, improve screening and diagnosis, strengthen infrastructure and provide funding solutions. Our multi-stakeholder approach aims to elevate the patient voice to ensure our most important stakeholders are heard. Through our programmes, our affiliates aim to address each country’s unique healthcare needs around the Group’s four main pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

Throughout 2016 and 2017, we led over 100 disease awareness initiatives.

Awareness
We believe healthcare education is as important to a patient’s well-being as proper diagnosis and treatment. We are convinced the dissemination of responsible and high-quality information is key to raising awareness in society about disease and preventative measures. Across the region, we engage in numerous initiatives to increase public health awareness to advance prevention, early detection and monitoring of disease. Throughout 2016 and 2017, we led over 100 disease awareness initiatives.
Journalists play a key role in disseminating public knowledge around health, making it imperative to keep them up-to-date on health-related issues and medical advances. As such, since 2012, we have held “Roche Press Day”, an educational forum to promote knowledge exchange and continued education around many of today’s most serious diseases. Each year, we bring together journalists from all over Latin America and expert panellists from around the world to discuss the latest scientific advances and health-related issues and trends in the region, including biotechnology, innovation and personalised medicine. We also use this opportunity to announce the winners of the Roche Award for Health Journalism, which in 2017 celebrated its 5th edition. The award, organised by the Foundation for New Ibero-American Journalism (FNPI) and sponsored by Roche Latin America, honours and promotes high-quality health journalism. In addition to the recognition, the initiative includes a series of educational workshops held throughout the region, impacting over 170 journalists in 2016 and 2017.

We also aim to further journalists’ understanding of healthcare decision making in an effort to promote fruitful discussions around the need for holistic assessment approaches in healthcare decision making. In 2017, we partnered with the Latin American Federation of the Pharmaceutical Industry (FIFARMA) and the Office of Health Economics to host our MCDA Educational Workshop. The workshop educated journalists on the multiple criteria decision analysis (MCDA) model, an approach that takes into consideration patients, physicians, payers, manufacturers and other stakeholders’ preferences. The process has been successfully applied to healthcare decision making around the world and is beginning to gain traction throughout Latin American markets, including Argentina, Brazil, Chile, Colombia, Ecuador and the Dominican Republic.

One of our focus areas is supporting patients by helping to strengthen the capabilities of patient organisations. In 2016, we hosted the first Latin American Patient Organisations Workshop (LAPOWER), which gathered patient groups from across the region to share experiences and develop capacities. The initiative, which celebrated its second edition in 2017, aligns with Roche’s International Experience Exchange for Patient Organisations (IEEPO), which has been bringing together patient groups from around the world for more than eight years.

Lastly, we support independent, third-party research to help policymakers and other stakeholders gain a better understanding of health disparities throughout the region and promote actions to address them. In 2017, we commissioned The Economist Intelligence Unit (EIU) to draft the report “Cancer Control, Access and Inequality in Latin America” that looks in detail at the strengths and weaknesses of existing cancer policies and programmes in Latin America to identify opportunities for future policy development. The study confirms that system delays and socioeconomic gaps are both linked to late access to diagnosis and treatment, translating into patients getting diagnosed in advanced stages of the disease, which in turn results in higher mortality rates. We hope the study sparks a conversation about new ways to serve the specific cancer care needs of populations throughout Latin America.

The report starts from a conversation and a desire to really make a change in policies. It is about looking at evidence, facts and data, that will add to the conversation in the region about best practices and how to improve cancer access. To develop the report, we conducted desk research and interviewed about 20 experts in the region, like cancer experts, policymakers, academics and journalists.

We tried to put together a framework that allows people and relevant stakeholders to understand what are the drivers and policies that allow for equality in access to cancer care in Latin America. There is increased awareness in the region around the importance of cancer, but we thought we really needed a solid backing, a solid framework, to allow stakeholders to really have a serious conversation based on data.

I think media has a key role to play in this debate. Media is very well positioned to influence policies; they have a role to play in moving the cancer issue to the centre of the agenda, not just the policy agenda, but also the civil society agenda. And it is important to use solid data and uncover stories that are not well known.

**Diagnosis**

Our affiliates in Latin America engage in numerous initiatives to help patients access timely and proper diagnosis. As a global healthcare company, we share a joint responsibility with governments, international organisations and the rest of the pharmaceutical industry to tackle the challenge of improving health-care throughout the region. Therefore, we work with different partners to improve screening and diagnostic testing to help patients expedite diagnosis and treatment.

Foundation Medicine (FMI) is a molecular information company that is focused on fundamentally changing the way patients with cancer are evaluated and treated. FMI offers comprehensive genomic profiling across all types of cancer, with validated, actionable results to help physicians make more informed and personalised treatment decisions by matching clinically relevant genomic alterations with associated targeted therapies, immunotherapies and clinical trials.

By partnering with FMI, we are helping to bring this personalised diagnostic service to the region. FMI became available in some countries in Latin America in 2017 and is expected to expand throughout the region in the coming years.

**Healthcare capacity**

We are committed to advancing knowledge and education across therapeutic areas throughout Latin America. Our affiliates conduct educational programmes in partnership with the medical and scientific community, government agencies and research centres aimed at training doctors and young professionals.

One way we do this across the region is through Diálogo Roche, an independent knowledge platform of continuing medical education that keeps healthcare professionals updated on the latest medical advances. The platform live-streams medical classes and offers tutorial videos, podcasts and articles about diverse health topics, including clinical studies, scientific advances and congresses, to promote disease prevention, early detection and treatment. Today, Diálogo Roche reaches more than 50,000 registered physicians across Latin America and is available in Argentina, Brazil, CAC, Chile, Colombia, Mexico, Peru, Uruguay and Venezuela.

**Funding**

Each country in Latin America faces unique economic and political challenges that impact patients’ access to healthcare. To address these issues, we create flexible and tailored programmes...
in partnership with public and private entities that adapt to each market to help patients get the treatment they need. Our programmes consider each country’s specific barriers to access, which can include a combination of socioeconomic factors, disease epidemiology, political commitment, healthcare funding, health insurance coverage and the quality of healthcare infrastructure.

Fostering a great workplace for our people

We strive to create an environment where every employee is inspired by what we do and feels at home in our workplace. We are therefore committed to fostering a culture of health and inclusion and providing long-term job stability and development opportunities. To promote health and well-being, all Latin American affiliates participate in Roche’s global “Live Well” programme, which offers unique wellness benefits and activities to encourage active lifestyles. This initiative is tailored by each affiliate to best meet their employees’ needs and may include medical check-ups and screenings, fitness centres, workplace ergonomic evaluations, counselling services and flexible work arrangements. Once a year, we also dedicate a special week to focus on well-being and heighten overall awareness of the importance of this topic.

Employee engagement and talent retention

We are proud to be consistently recognised as an employer of choice by our employees and external institutions. In 2016, the Great Place to Work® Institute ranked us as the No. 1 company to work for in the pharmaceutical sector and one of the best multinational workplaces in Latin America. We also conduct an annual Global Employee Opinion Survey (GEOS) to give employees an opportunity to share their voice and help us understand what we are doing well and what we can improve. In 2017, 94% of employees participated in the survey, and the results showed that 90% of employees are proud to work for Roche and recognise the contribution we make to society.

90% of employees are proud to work for Roche

Leadership development

We also invest in talent development, personnel management tools and policies, and training sessions to develop strong leaders throughout our organisation. Our programmes help us develop and retain top talent to help us carry out our mission. We also promote a culture of open and regular dialogue to create a strong feedback loop that allows us to maintain our status as an employer of choice.

Diversity and inclusion

One of our main priorities is encouraging a culture of diversity and inclusion among our affiliates. Across the region, we employed 3,249 people in 2017, of whom 58% were women. Additionally, 39% of women held key positions.

In 2016, approximately 25% of our senior leaders participated in Roche’s “Emerging Markets Leadership Acceleration Programme” to increase their exposure to emerging and developed markets. This initiative helped contribute to a more open-minded culture and allowed for experience in diverse markets to strengthen our business and people practices.

In addition, in 2017, our Latin American Leadership Team (LLT) completed the LLT D&I Leadership Path, a one-year journey focused on instilling inclusive leadership competencies among teams across the region. In recognition of our diversity efforts, Roche ranked No. 1 on the Thomson Reuters D&I Index of the 100 most diverse and inclusive organisations globally.

As Head of IT, my main responsibility is to participate in and understand business priorities and provide solutions, with four main pillars guiding our actions: sustainability, people engagement, innovative solutions and process simplification. Having worked in the corporate environment for more than 35 years, my big learning is that we need to frequently “unlearn” in order to allow for the incorporation of new ideas, insights and opportunities.

Our mission, values and principles make me proud to work at Roche because they are aligned with my personal background. Here, IT is embedded in business discussions, it goes beyond technical support. Diversity and inclusion bring complementary competencies, expertise and experiences to the work environment, allowing to better use the potential of each person as well as bring different ideas and proposals to address business challenges and opportunities. Being a woman in IT and having a diverse background and many years of experience allows me to bring a mix of insights to the team and to better understand things from different perspectives.

I am very pleased to have received the 2017 Fórum Editorial Information Technology Professional Award. More and more we are seeing women in IT leadership positions. I like to say that IT does not only refer to “machines”, as it was originally thought of, but refers to “changing people’s ways of working”, and at times matches with some of women’s natural competencies.

“Being a woman in IT and having a diverse background and many years of experience allows me to bring a mix of insights to the team.”

Lais Machado
Regional IT Head, Roche Latin America

Meeting high standards of business ethics

At Roche Latin America, we adhere to the highest principles of ethics and integrity and are consistently open and honest about the way we operate. Our business model focuses on long-term value creation through a management culture that follows recognised standards of corporate governance and a policy of transparent communication.

Corporate governance

The LLT is responsible for corporate governance and management to ensure business sustainability in the short and long term and to foster innovation. Each country within Roche Latin America has an Executive Committee, comprised of the country president, executives and managers, that reports to the regional Head. This committee’s purpose is to ensure responsible management and organisational alignment between each country affiliate and the Group.

Compliance

Our primary objective is to meet patients’ and healthcare professionals’ needs for high-quality products and services. We take this responsibility seriously and ensure we are meeting the highest standards of business ethics and integrity. For us, integrity means doing things right from the start. Our commitment includes full respect for patients’ individual rights, standards for patient and patient group relationships through our Patient Support Programme framework, maintaining high ethical and social standards in our business dealings and approach to medical science, and in our efforts to protect the environment and ensure good citizenship. We are committed to benchmarking our Corporate Principles with the industry and best practices through transparent reporting.

The Roche Code of Conduct encompasses the Group’s Corporate Principles, as well as the policies and references that guide the conduct of all staff members in all regions where the company operates. Employees are encouraged to seek guidance when in doubt about the correct way to proceed in business, and to report cases of possible issues involving compliance and ethics.

We have also maintained a Code of Conduct for suppliers since 2010, which requires them to adhere to specific sustainability principles: ethics, employment, health and safety, environment, management systems, innovation, economic sustainability and diversity of suppliers. Our robust compliance community across Latin America has helped us implement 71 best practices and generated a compliance culture across the region.
Risk management
To manage risk along our supply chain, we conduct regular assessments and monitoring of our suppliers to ensure proper due diligence of all our partners. In 2016 and 2017, we conducted more than 85 supplier audits across the region. In 2017, we made our risk management procedures even more robust to address specific anti-corruption laws that came into effect in several Latin American countries by introducing a project called "Mitigating Third Party Corrupt Practices in Latin America". The project was selected as a finalist in the 2017 edition of the World Procurement Awards under the Risk Mitigation category.

In 2016 and 2017, we conducted more than 85 supplier audits across the region.

Healthcare and education were the worst bribery-affected services according to the latest Transparency International Global Corruption Barometer 2017 in Latin America and the Caribbean. Despite anti-corruption laws gaining momentum and governments strongly recommending that all companies create compliance programmes and robust due diligence processes to reduce risks, the complex relationships in the healthcare industry make it susceptible to corruption.

Working at a company like Roche means working with several thousands of external parties in Latin America alone. Being committed to the highest standards of integrity is not enough. Our responsibility goes beyond our company borders, and we have to educate our external business partners and oversee the ways of working and ethical standards these parties are applying. We want them to understand that they are an important and integral part of our own responsibilities and are part of our success in continuing to help patients across the globe.

The Procurement function is responsible for all relationships with suppliers of materials and services, which puts us in an ideal position to oversee the work with all external parties. We have therefore engaged in a broad initiative looking at risk management with external parties and have developed processes and guidelines to assure high sustainability and ethical standards with our external business partners. This programme has been adopted in other regions and is part of our standard approach to supplier management in our commercial regions.

It makes me proud to work for Roche because we have such strong values, a strong sense of community, and we have such a genuine commitment to a holistic sustainability, to compliance and to corporate governance. It gives me sound confidence, knowing that we are doing business in the right way.

Oliver Gaspers
Head of Procurement, Roche Latin America

We are dedicated to supporting the communities where we operate throughout Latin America. Our efforts in this region primarily focus on humanitarian and social projects, science and education, and arts and culture. We aim to deliver lasting impact to communities by establishing unique programmes and partnerships that meet each country’s unique needs. In addition to financial and in-kind donations, we encourage employees to volunteer their time and skills to help people in need.

Humanitarian and social projects
Our keystone community initiative is the Roche Children’s Walk, a global employee fundraiser to support children in need in Malawi, Africa, as well as local communities where the company operates. In Malawi, 62% of people live below the poverty line and many children are orphaned due to HIV/AIDS. Through this initiative, we help raise funds to provide food, education, practical skills training and healthcare for these children.

Launched in 2003, Roche Children’s Walk takes place every year on June 16, the International Day of the African Child, and has raised more than CHF 17 million to date supported by more than 200,000 employees across 130 Roche sites around the world. As part of these efforts, employees in Latin America engage in several awareness and fundraising activities throughout the year to raise money for the cause. Affiliates can use up to 50% of the funds raised for projects supporting local children throughout the region; the balance goes to support global programmes, including our long-standing philanthropic relationship with schools and orphanages in Malawi.
At Roche Latin America, we are committed to making safety, health and environmental protection (SHE) a key component of our operations. In Latin America, we invested CHF 21.7 million in SHE in 2016 and 2017.

We focus our environmental efforts on responsible resource management and investing in technologies that minimise environmental impacts and increase energy efficiency. Our efforts focus on the following pillars:

- **Prevention**: promote employee engagement in responsibility, safety and environmental protection through education, awareness and training campaigns.
- **Shrinking the ecological footprint**: introducing new technologies and sustainable processes to minimise the environmental impact of all our operations.
- **Environmental balance**: reducing environmental impact per employee, with the goal of a 15% reduction by 2020, with a 2010 baseline.

**Resources management**

Each year, we aim to improve our waste management strategy by monitoring waste discharge and implementing new diversion and recycling strategies. Overall, we eliminate 90% of pollutants, which is significant relative to industry standards. We do not discharge any environmentally damaging metals, like cadmium or mercury.

Globally, we aim to reduce our energy consumption by switching to renewable energy sources. After conducting an analysis of our carbon footprint, we found that the majority of our GHG emissions originate from our energy use. Therefore, we aim to reduce our energy use by 20%, measured in tons per employee, by 2020 with a 2010 baseline.

In Latin America, we invested CHF 21.7 million in SHE in 2016 and 2017.
With a population of 43 million, Argentina spends roughly 4.8% of its gross domestic product (GDP) on healthcare. According to the latest records, total annual healthcare expenditure was USD 21.1 billion in 2015. While all citizens are guaranteed universal healthcare coverage, a significant gap remains in access to healthcare between citizens covered by private insurance and social security and those covered by the public sector.

According to the Ministry of Health, 52.5% of the Argentine population is currently covered by social security. Federal laws state that all patients are entitled to receive full coverage for the treatment of certain pathologies, including HIV/AIDS, cancer and transplants. However, the lack of infrastructure and budget constraints in the public sector often lead to insufficient care. As a result, those who can afford it (nearly 11% of the population) opt for private healthcare coverage. This has led to a widening healthcare gap between low- and high-income households in Argentina, with an increase in undetected health problems among the former. For example, cancers that have typically high survival rates often go undetected until a late stage, which significantly reduces life expectancy, demonstrating a growing need to strengthen education on disease prevention and early diagnosis.

In 2016, the Argentine government announced its intent to institute a Plan for Universal Healthcare Coverage (PUHC) to strengthen healthcare services in the public sector. The PUHC aims to provide coverage to over 15 million people who are not currently covered by social security, by bolstering hospitals and patient services across the country.
Roche in Argentina

Headquartered in Buenos Aires, Roche has operated in Argentina since 1930. Throughout our history, we have established ourselves as leaders in healthcare innovation and remained among the top ten laboratories in the country. Along with providing innovative solutions in the field of health, we aim to create economic, social and environmental value in the communities where we operate.

In Argentina, 13 Roche medicines were covered by the public health system in 2016 and a total of 12 in 2017. Our top 25 medicines helped over 15,000 patients in 2016 and more than 14,000 patients in 2017. We were also able to reach patients through our off-patent medicines, helping an additional 13,000 patients in 2016 and 12,500 patients in 2017.

We constantly strive to drive innovation and improve patient treatments. During 2016 and 2017, we received regulatory approval for 11 indications of ten Roche products in the country, covering diseases such as:

- Bladder cancer
- Chronic lymphocytic leukaemia
- Follicular lymphoma
- Idiopathic pulmonary fibrosis
- Metastatic melanoma
- Non-small cell lung cancer
- Rheumatoid arthritis

In addition, our affiliate was widely recognised as a reputable corporate citizen across the country throughout 2016 and 2017.

2016:
- Apertura: 6th among the 15 Companies with Best Reputation in the Pharmaceutical and Chemical Sectors
- Prensa Económica: 2nd in the Health Sector in the Corporate Reputation Ranking
- Mercado: 4th among the top companies in the Online Reputation Ranking
- MERCO: Among the top companies in reputation

2017:
- Apertura: 5th among the 15 Companies with Best Reputation in the Pharmaceutical and Chemical Sectors, marking the 4th consecutive recognition
- Prensa Económica: 5th in the Health Sector in the Corporate Reputation Ranking, marking the 4th consecutive recognition

Our primary contribution to improving healthcare in Argentina has been researching and developing new medicines and diagnostic tests to significantly improve people’s lives. We continually explore new approaches and partnerships to build a more educated and effective health system in the country.

Each year, we conduct clinical studies to advance research on diseases and their treatments. In 2016, we led 74 studies through our clinical research unit across 238 sites for areas including dermatology, oncology, haematology, autoimmune and bone diseases and Alzheimer’s. We continued studies in these areas during 2017 with 81 trials across 262 sites, bringing together local teams of researchers, doctors, staff members and patients.

In addition, in 2016, our Clinical Research Site Development department created “Expanded Education for Sites” (EEducaS), a long-term educational programme for clinical trial site personnel to address high-risk issues. This programme has already reached more than 100 professionals working in areas such as oncology, ophthalmology and autism.

In June 2017, we launched the “Contest for Innovative Initiatives to Improve Cancer Care in Argentina”, in partnership with the School of Medicine of the Catholic University of Argentina, the University of Buenos Aires and numerous non-profit partners. In accordance with the United Nations Sustainable Development Goals and the Argentine Programme 2030: Thinking About Our Future, the programme aims to create awareness in the scientific and academic fields around the pressing problem of access to timely and adequate cancer treatment and incentivise innovative solutions to address the issue.

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The fact that Roche is promoting a project like this is especially relevant as the pharma industry is a first-line player in the health market and has a social, community and even political responsibility, because of all the people it has an influence on.

Dr Javier Oscar Vilosio
Sub-director of the Health Systems Management Master’s Degree, University of Buenos Aires - Güemes Foundation

The development of teaching activities and scientific research in health is our core. We work with clinics and universities across the country, where we currently have over 300 residents in 24 different medical specialties.

Argentina has a long trajectory of clinical research in oncology, but very little is done by the public and private sectors in terms of programme management. For us, it is very important to participate in initiatives that promote the development of research (clinical or populational). Having a laboratory that encourages the development of programmes for innovation is very favourable. The industry is not only promoting its products, but also strengthening systems and programmes that deal with access to healthcare in the country.

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Our contribution to sustainability

At Roche Argentina, we are dedicated to creating a positive impact in the communities where we operate, and we are proud of our contribution to sustainability in the country. Inside our walls, we are committed to managing our resources responsibly and building a great place to work for our employees. Outside our walls, we aim to improve quality and access to healthcare in our communities and invest in social programmes that support children and education.

Our sustainability practices were recognised by MERCO, ranking Roche Argentina among the most responsible companies in the country.

In 2016 and 2017, our sustainability programmes primarily focused on helping patients break down barriers within the healthcare system, raising awareness around diseases and their treatments, and forming partnerships to advance the medical and scientific community – these included university partners like the University of Buenos Aires and non-governmental organisations (NGO) like the Breast Cancer Support Movement (MACMA). We also advanced our goal to incorporate diversity and inclusion into all our programmes. In 2016 and 2017, our sustainability practices were recognised by MERCO, ranking Roche Argentina among the most responsible companies in the country.

Increasing access to healthcare

Ground-breaking advances in healthcare are only meaningful when they reach patients. Therefore, we are determined to help all citizens access the healthcare and treatment they need. In 2016 and 2017, we continued to build on existing programmes and partnerships to find equitable solutions to break down barriers in healthcare through activities that focus on the Group’s four main pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

Awareness

Disease awareness and education are imperative for early detection and effective treatment of disease. In 2016, we conducted five disease awareness initiatives and supported 2,700 patients per month across nine hospitals through patient assistance programmes. We expanded our efforts the following year with seven awareness-raising initiatives and were able to support a total of 4,580 patients per month throughout 12 hospitals through patient assistance programmes.

For Breast Cancer Awareness Month in 2016, we developed ‘Between Us’, a series of ten educational booklets with general information, advice and recommendations on different topics prepared by a multidisciplinary team of professionals to support the well-being of breast cancer patients and their families. Our key partner throughout this initiative was MACMA. In total, the campaign efforts reached over 2,700 people.

We built on our relationship with MACMA the following year to organise an event with legislators and officials in order to present information to the National Congress on the early detection, evaluation and treatment of cancer. The event, “Let's talk about breast cancer”, which highlighted the incidence of the disease in the country, gathered over 150 participants together with decision makers from the public health system and the National Cancer Institute, among others. We have collaborated with MACMA and other civil organisations for many years, supporting their efforts to promote strategies for the early detection of cancer and the evaluation of joint improvements within the health system, to advance access to diagnosis and treatment. We celebrated this event as a significant milestone for was MACMA in its efforts to raise awareness around cancer in Argentina.

As part of our commitment to the well-being of patients and their families, we also led awareness efforts during Lung Cancer Awareness Month in November 2017. Access to information contributes to education and prevention and can also help patients and their families cope with the disease throughout their journey. For this reason, we developed a series of didactic materials about lung cancer that were available throughout their journey. For this reason, we developed a series of didactic materials about lung cancer that were available throughout the month for reading and download on our website, impacting more than 14,000 people across the country.

Diagnosis

We understand the importance of detecting disease in a timely manner and are committed to helping patients receive appropriate diagnosis as quickly as possible in order to help them get the treatment they need. In 2016, we led numerous initiatives to facilitate diagnosis, resulting in 10,576 tests performed and 1,672 patients diagnosed. The following year, as a result of a change in testing strategy and population sample, a total of 3,018 tests were conducted and 520 patients diagnosed. Our partner laboratories carry out these tests with the highest quality controls. In addition, we educate technicians in the pre-analytical stage of testing on best practices through workshops and informative materials to ensure samples reach the laboratories in the best condition.

We also work with pathology and molecular biology labs on National Testing Plans to deliver free testing for breast cancer, lung cancer and melanoma to help patients access the highest quality testing with minimal wait time. We have supported the HER2 national plan to bring free breast cancer testing to more than 100,000 women and the BRAF national plan to help 2,300 patients with metastatic melanoma undergo testing to determine their type of mutation. Lastly, the EGFR lung national plan has reached over 2,600 patients.

Healthcare capacity

We help break down barriers that impede access to healthcare by improving infrastructure, medical education and professional training. From 2016 to 2017, we contributed over CHF 61,000 to strengthen healthcare capacity in Argentina, including the training of 652 healthcare practitioners in 2016 and 840 practitioners the following year.

As part of our efforts to promote capacity building among organisations in our territory, we conduct 15 medical education trainings in Buenos Aires each year with nine NGOs, including MACMA and the Integral Community Care for Cancer Patients Foundation (AICAP), among others, to share updates on early cancer detection, treatments, public policies and health system dynamics in Argentina.

We also support numerous academic institutions each year to carry out trainings in health technology, healthcare management and disease awareness. In 2016 and 2017, we worked with the Guemes Foundation—University of Buenos Aires, Catholic University of Argentina, Shahid University, Health and Safety Institute, and the OSDF Foundation, among others.

In addition to our annual trainings with academia and NGOs, in 2017, we organised a roundtable discussion on lung cancer, breast cancer and multiple sclerosis with representatives from 15 NGOs, including MACMA and the Association for the Fight Against Multiple Sclerosis (ALCEM), and four healthcare practitioners. The educational training focused on understanding the patient journey, covering diagnosis, awareness and education, and treatment.

Funding

Roche recognises that each country faces different health needs and therefore requires unique strategies to help patients access the healthcare they need. Therefore, we adapt our programmes to the realities and complexities of the local market, where specific needs and barriers depend on income levels, disease epidemiology, political commitment and resources allocated to health, as well as insurance coverage and the quality of healthcare infrastructure. In 2016, we contributed to expanding access to oncology treatment to 1.35 million people together with the Government of the Buenos Aires Province.

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From 2011 to 2017, we worked with medical insurers across the country to provide reimbursements for arthritis patients through the “Shared Risk” programme. In the first two to three months of treatment, we provided the medicine free of charge so that its effectiveness could be assessed. If the treatment had no effect on the patient, it was discontinued with no charge to the social benefit programme. If there was a positive response to the medication, we offered special financing for the patient to complete the treatment. This programme benefitted nearly 35 patients in 2017 alone.
In both 2016 and 2017, we conducted more than 50 employee initiatives that engaged over 350 people each year.

We foster work-life balance and healthy lifestyles by offering numerous employee benefits including: childcare, new parent flexibility programmes, Friday summer flexible days with early leave, healthcare and wellness opportunities. We also encourage employees to make exercise a part of their daily routine by taking advantage of our company gym, where we offer different types of classes led by teachers.

In 2016 and 2017, our people practices were recognised by various independent institutions in the country.

2016
- Apertura: 4th among the Best Employers with 200 to 1000 Employees
- El Cronista Who’s Who Ranking: Among the best companies for young professionals
- Great Place to Work: 17th among the best companies to work for in the country
- MERCO Talent: 29th among companies with best human resources managers and that best manage their talent

2017
- Apertura: 5th among the Best Employers with 200 to 1,000 Employees
- MERCO Talent: 28th among the companies with best human resources managers and that best manage talent

Our organisation seeks to improve the quality of life of cancer patients and their families by supporting them in resolving any conflicts that may arise throughout their disease and treatment journey. One of our main challenges is achieving better communication between oncologists, patients and families to facilitate the processes required to begin treatment.

Our collaboration with Roche is very enriching, allowing us to grow as an organisation, as well as provide more comprehensive support for patients and families. Roche has offered continuous training for our staff to allow for greater up-to-date knowledge on the topic of cancer and access to medicines.

These actions allow us to fulfill our mission with cancer patients and their families. We want to continue disseminating our work and replicating it in all hospitals across the country.

Roche is committed to creating a workplace environment that supports each employee’s well-being and career objectives. We currently employ 252 people, of which 50% are women. In both 2016 and 2017, we conducted more than 50 employee initiatives that engaged over 350 people each year.

It’s important that patients are able to access medications adequately to achieve greater treatment effectiveness.

Maria de San Martin
Executive Director, Donde Quiero Estar

Employee engagement and talent retention

We develop numerous programmes each year to engage employees and propel our mission. For example, in an effort to integrate families in our activities, we invite the children of our employees to visit our offices on different occasions. Through the “Children Visit the Office” initiative, we have opened our doors to more than 150 children and teenagers since 2010. We also offer internship opportunities to children of employees who are pursuing a university degree as part of our “Fellows Programme”.

Although it always seems like just one drop of water in the ocean, the sea would be less if it lacked that drop.

Maria Clara Horsburgh
Oncology Group Medical Manager, Roche Argentina

Being able to work at Roche, a company with strong values, fills me with pride. For me, transparency, integrity, passion and courage are a fundamental part of life, and finding a place to work that is governed by the same qualities makes me incredibly happy. I come to work every day convinced that our work is important and helps many patients in need.

Roche also opens its doors to families and organises activities to bring them closer. For many years, I have participated in an initiative where the company welcomes the children of its employees to get to know their parents’ workplace. It is an unforgettable occasion for them, with games and entertainment. I have also brought my daughters to the office to visit during the “Children Visit the Office” day.

I also feel privileged to have the possibility to help others from our place of work. Roche invites us to participate in initiatives such as distributing toys or instruments to the community, and then it distributes images of those special moments This gives us, the employees, an opportunity to see the people we help first-hand, so they do not remain anonymous.
Learning and development

We also place a strong emphasis on professional development. Our “Leading People” programme aims to enhance people management skills among managers across the company through educational modules focused on talent attraction and selection, talent management, performance and compensation management, and people management. The programme has reached over 150 managers since 2012.

In addition, our programme “My Experience at Roche” encourages employees to take ownership of their professional development and improve their understanding of compensation. The programme provides an open space for employees to ask questions and share ideas and experiences, contributing to their development in the company.

Meeting high standards of business ethics

At Roche Argentina, we are strongly committed to meeting the highest standards of business ethics and integrity, and to work to ensure that all our employees and business managers act in accordance with the company’s ethical principles when carrying out their duties.

In 2016, our affiliate conducted an employee engagement campaign, “Our Code of Conduct Helps Us Work Better”, to spread awareness about these important guidelines. As part of the campaign, employees were invited to share creative pictures with the print version of the Code of Conduct. In 2017, we continued to foster compliance-conscious decision making by sharing more information about the Roche Code of Conduct in our quarterly internal magazine. Furthermore, we provided “Compliance Leadership Workshops” to middle management across the affiliate and have included compliance training in the induction of new employees.

To ensure our suppliers are operating in accordance with our business standards and Code of Conduct, we conducted e-learning trainings for 164 of our vendors in 2016, and in 2017, we offered two supplier trainings and educated 105 new vendors.

Risk management

We are also working to advance anti-counterfeiting, anti-corruption and anti-bribery in Argentina by conducting thorough due diligence for all our suppliers and business partners. In 2016, we made even greater strides in combatting counterfeiting by issuing the first version of the local Standard Operating Procedures for Quality Assessment on Counterfeit Management, which includes security, safety and quality requirements in managing counterfeit cases, as well as anti-counterfeit measures to be implemented. Key personnel in the affiliate were trained on the new guidelines to ensure its proper application.

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We were the first pharmaceutical company in Argentina to develop a serialisation system for our products as an anti-counterfeit measure.

“...We were able to notably optimise the operational processes and improve the delivery quality and times, thus improving the customers’ experience.”

Veronica Milva Zampa
Sustainability Manager, Andreani Logistics Group

In 2016 and 2017, approximately 2,000 people were beneficiaries from community initiatives.

Humanitarian and social projects

Each year, our employees participate in the global Children’s Walk initiative to support children living in vulnerable social conditions. In 2016, over 170 employees helped raise nearly ARS 79,800 to support the organisation Centro de Apoyo Familiar Santa Coltride. We continued these efforts in 2017, raising ARS 78,000 with support from more than 200 employees in benefit of the Yes Foundation, which helps more than 1,900 children in over 40 centres across the country.

We have also supported the Fundación Nuevos Caminos since 2010, a non-profit that provides social assistance to vulnera-...
ble children in the Buenos Aires neighbourhoods surrounding Roche’s offices. Each year, we help with a workshop, “Creating Games and Toys”, to foster creativity for at-risk children between 5 and 12 years old. In addition, we support psychological and social assistance for children and families in difficult living situations who reside in these neighbourhoods, with approximately 100 children and teenagers having benefitted from our support between 2016 and 2017.

Science and education
Since 2011, we have supported Teach for Argentina, an organisation that addresses education inequality in the Tigre region, by partnering with teachers to help students access high-quality education. Support for the local programme benefits teachers working in a vulnerable school within the district of Tigre near Roche offices, and has resulted in over 100 students impacted.

Since 2013, we have collaborated in an annual Social Sciences programme that benefits more than 50 children living in vulnerable conditions. Since 2014, we have also partnered with the Fundación Grupo Ejecutivo María de Guadalupe to support training for seven new local teachers in social science that help expand lessons in history and geography. The programme focuses on increasing digital learning and educational trips outside the classroom. Since beginning our collaboration, our work with the school has expanded from the primary level to the secondary level and has benefitted 288 students.

Arts and culture
Since 2012, we have continuously supported the NGO Tunas, whose focus is providing training and support for adolescents and kids in low-income communities. As part of our efforts, we contribute to the “Youth Orchestra”, an educational music programme that benefits more than 50 children living in vulnerable conditions.

Minimising our environmental footprint
We remain committed to reducing our environmental impact through Roche’s Energy Efficiency Plan, which focuses on habitat conservation, efficient use of resources and responsible waste disposal. These programmes actively support the reduction of our overall ecological footprint and optimise the use of renewable and non-renewable resources, enhancing safety, health and environmental protection.

Additional efforts include support for The Garrahan Foundation’s recycling programme to minimise waste disposal at CEAMSE and preserve natural resources and the environment. Throughout 2016 and 2017, we helped recycle 71.8 tons of paper and cardboard.

We also collaborate with a for-profit organisation to increase the reuse and recycling of non-renewable materials (cardboard, paper, plastics and electronics). Additionally, between 2015 and 2017, we led efforts that resulted in a reduction in gas emissions, contributing to Roche’s global objective to discontinue the use of gases that harm the ozone layer.

Roche has always focused on the school’s needs and on helping us provide our children with quality education.

Maria Paz Mendizabal
Founder and member of the Administrative Council, Fundación Grupo Ejecutivo María de Guadalupe

At the Fundación Grupo Ejecutivo María de Guadalupe, our mission is to provide quality education for disadvantaged children. Today, we have 300 children in primary school and 250 in secondary school.

Roche joined our mission by supporting what is, for us, the backbone of the project: the continuous training of teachers, and this support has been fundamental for the school. Since 2013, we have collaborated in an annual Social Sciences Training for our teachers. Throughout the years, Roche has added to this support in various ways, such as in the construction of a classroom for our secondary students, a nature project for the children and the donation of school supplies.

I believe the teacher trainings have been key for the dream of providing quality education to disadvantaged children, and Roche has made this possible. We have shaped a teaching and management staff that is dedicated to accompanying its students in their learning process, so they can grow into responsible adults committed to their community.

I think that if pharmaceutical companies are committed to the well-being of the population, helping to provide quality education to children is an effective way of achieving their mission. We are very grateful to Roche and the staff that have accompanied us since the beginning in support of our vision.

Roche is an innovative company committed to society and the environment.

Rodrigo Tenuta
SHE Coordinator, Roche Argentina

Pharmaceutical companies are recognised in society as an important industrial player in the protection of the environment; not only for their healthcare products, but also for their continuous innovation in industrial processes. In Argentina, one of the main challenges in the management of electronic waste is obtaining the technology to retrieve the materials.

We collaborate with a company dedicated to the management of special industrial waste in the Buenos Aires Province, which has an operating plant dedicated to waste and transport. We conducted an audit of the plant and identified necessary actions and areas of opportunity to make the process more effective and sustainable. We were one of the first partners of the company to adopt this procedure for electronic residues.

Since this recycling practice for electronic devices has been in place, we have almost eliminated the final disposal of these residues, improving their retrieval and reintroduction into the production cycle, which also helps improve safety in the sites that dispose of waste and the quality of natural resources.
### Argentina key performance indicators

**2016**  **2017**

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Clinical studies</strong></td>
<td>74</td>
<td>81</td>
</tr>
<tr>
<td><strong>Active sites</strong></td>
<td>238</td>
<td>262</td>
</tr>
<tr>
<td><strong>Patients in clinical trials</strong></td>
<td>955</td>
<td>561</td>
</tr>
<tr>
<td><strong>Investment in R&amp;D (mCHF)</strong></td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td><strong>Disease awareness campaigns</strong></td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td><strong>People reached through awareness campaigns</strong></td>
<td>287,763,023</td>
<td>61,870,090</td>
</tr>
<tr>
<td><strong>People as part of patient assistance/support programmes</strong></td>
<td>32,400</td>
<td>54,000</td>
</tr>
<tr>
<td><strong>People screened through diagnosis related initiatives</strong></td>
<td>1,672</td>
<td>520</td>
</tr>
<tr>
<td><strong>Donations/contributions made to strengthen healthcare capacity (CHF)</strong></td>
<td>41,278</td>
<td>20,455</td>
</tr>
<tr>
<td><strong>Healthcare practitioners trained</strong></td>
<td>652</td>
<td>840</td>
</tr>
<tr>
<td><strong>Headcount</strong></td>
<td>245</td>
<td>252</td>
</tr>
<tr>
<td><strong>Women (%)</strong></td>
<td>49</td>
<td>50</td>
</tr>
<tr>
<td><strong>Women in key positions (%)</strong></td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td><strong>Turnover rate (%)</strong></td>
<td>6.3</td>
<td>6</td>
</tr>
<tr>
<td><strong>New hires</strong></td>
<td>45</td>
<td>24</td>
</tr>
<tr>
<td><strong>Supplier audits</strong></td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td><strong>Employees trained in ethics, quality and compliance (%)</strong></td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td><strong>Community support programmes</strong></td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td><strong>People reached from community initiatives</strong></td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>General waste produced (tonnes)</strong></td>
<td>96</td>
<td>213</td>
</tr>
<tr>
<td><strong>Recycling (tonnes)</strong></td>
<td>40</td>
<td>45</td>
</tr>
<tr>
<td><strong>Investment in SHE</strong></td>
<td>1,152,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td><strong>Total water consumption (cubic metres)</strong></td>
<td>665</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>GHG emissions (tonnes)</strong></td>
<td>4,234</td>
<td>5,020</td>
</tr>
<tr>
<td><strong>Energy consumption (gigajoules)</strong></td>
<td>33,731</td>
<td>34,720</td>
</tr>
</tbody>
</table>

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1 Million Swiss francs

2 Figures include the Pharmaceuticals and Diagnostics Divisions; 2017 figures include operations in a new Diagnostics Division centre

3 Safety, Security, Health and Environment
Brazil

The healthcare landscape in Brazil

With a population of 208 million, Brazil’s vast territory is comprised of a diverse array of social, environmental and economic factors that lead to a complicated healthcare landscape. The Ministry of Health provides healthcare to all citizens through the country’s public healthcare system, Sistema Único de Saúde (SUS), and 23% of people are covered by private insurance plans.\(^1\)

Brazil spends 9.1% of its gross domestic product (GDP) on healthcare.\(^2\) However, not everyone is able to access the healthcare offered through the SUS. As part of this system, more than 500 types of standardised treatments are free for all citizens, including chemotherapy and hormonal therapy treatments for cancer. Yet, difficulties in accessing care have resulted in high cancer mortality rates in Brazil, as many diseases go undiagnosed until they reach advanced stages.

The Brazilian government and the National Cancer Institute, together with non-governmental organisations (NGOs), are working to advance the prevention and diagnosis of cancer across the country through awareness campaigns and investment in training and professional services for healthcare practitioners.

\(^2\) ANS. March 2017.
\(^3\) Brazilian Communications Company 2017.
Roche in Brazil

Roche has operated in Brazil since 1931, with its offices in São Paulo serving as the Latin American administrative headquarters. We have established ourselves as leaders in healthcare innovation and remain among the top three healthcare companies in the Brazilian market. We aim to provide innovative medical solutions to patients, act as a responsible employer and support social projects in our local communities.

To advance healthcare in Brazil, we work hand in hand with the Ministry of Health, the National Health Surveillance Agency and the National Health Agency to foster public health policy discussions, advance the registration of new products, expand medical use and new indications, and ensure the procurement of drugs and diagnostic tests for hospitals and public laboratories.

Our continuing negotiations with the Ministry of Health have led to an increased number of Roche medicines included under the SUS. Nearly 170,000 patients were treated with the top Roche medicines in the country in 2016. In 2017, Roche products were available in all states and more than 190,000 patients were treated with our top medicines.

We obtained regulatory approval for six indications of five Roche products in 2016 and five indications of three products were available in all states and more than 190,000 patients were treated with the top Roche medicines in the country in 2016. In 2017, our manufacturing site in Rio de Janeiro received the 11th consecutive RIO Export Award, distinguished within the Chemical and Pharmaceutical Industry for exporting products with high technological content.

In 2017, Valor Econômico recognised us among the ten most innovative pharmaceutical companies in Brazil. The same year, our manufacturing site in Rio de Janeiro received the 11th consecutive RIO Export Award, distinguished within the Chemical and Pharmaceutical Industry for exporting products with high technological content.

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Each year, we conduct clinical studies to advance research on prevalent diseases and their treatments. In 2016, we partnered with more than 110 public and private institutions to conduct 92 studies, in addition to 22 outsourced studies, in the areas of oncology, Chrohn's disease, ulcerative colitis and Alzheimer's. In 2017, we continued research in these areas with 96 clinical studies, in addition to 22 outsourced studies, in the areas of hepatology, ophthalmology, rheumatology, haematology, orthopaedics and endocrinology.

In 2017, we also launched the challenge “Driving transformation in the Oncology Journey”, a contest to identify and award innovative projects from start-up organisations and the academic sector that address some of the pressing challenges in cancer care. The projects focused on: first and best-in-class therapeutics as well as new technology platforms that have the potential to transform discovery and generate innovative medicines beyond the standard of care; digital solutions to enhance the efficiency of healthcare delivery, particularly by increasing the productivity of hospitals and empowering cancer patients for a better post-hospital care management; proposals that aim to solve the inequitable distribution of resources, and cancer care services throughout the country. The winner of the challenge received BRL 40,000 in consulting services to help further develop the project and up to BRL 10,000 in transportation and registration costs to participate in an international congress.

In addition, we created a multidisciplinary team with government stakeholders to find solutions to improving the patient journey through our “Innovation Journey” initiative in 2017. Using innovation methodologies and design thinking, the team identified the needs and challenges and developed a proposal for disease management that better allocates public resources. The proposal recommends increasing focus on high-risk patients, enabling early detection and setting up rapid patient referral standards and policies. The project has been incorporated in the Amazonas and Pará regions and will be implemented in Maranhão as well.

Our contribution to sustainability

At Roche Brazil, we aim to improve quality and access to healthcare in our communities, manage our resources responsibly and build a great place to work for our employees. In 2016 and 2017, we led numerous programmes to advance our goals together with key partners, including patient organisations, the academic and scientific communities, NGOs, regulatory bodies and private companies, such as ONCOGUIA, the National Cancer Institute and the University of São Paulo.

Increasing access to healthcare

Patients’ ability to access quality healthcare when and where they need it is crucial for their well-being. At Roche Brazil, we are determined to help all citizens access quality and timely healthcare, and we take a systematic and comprehensive approach to understanding and addressing the specific barriers Brazilians face in order to develop innovative solutions to meet people’s needs.
In 2016 and 2017, we built on our existing programmes and partnerships to address the Group’s four priority areas: Awareness, Diagnosis, Healthcare capacity and Funding.

Awareness
Lack of disease awareness is one of the main barriers to improving health outcomes in Brazil. We therefore invest in awareness and patient support to empower individuals with the knowledge to safeguard and manage their own health. In 2016, we conducted four awareness campaigns and supported more than 4,800 patients through four patient support programmes. The following year, we led five awareness-raising initiatives and supported nearly 7,000 patients through six patient support programmes.

One of our longest running initiatives is the “Conscious Woman” website, an online educational portal to raise awareness of female cancers, specifically breast, ovarian and cervical cancer. In 2017, we hosted discussions between physicians and patients highlighting important themes related to healthcare, which were streamed live on the website. With this new content format, we increased visits to the site, helping to reach approximately 5.1 million individuals between 2016 and 2017 through the portal.

Many of our programmes also focus on supporting patient organisations through funding, training and management. Since 2012, we have held an annual “Call for Proposals”, during which all patient organisations registered in Roche’s database are able to submit project proposals for our review, consideration and, if approved, investment. In 2015, we implemented a new digital platform to facilitate the submission and review process, which was recognised as one of the top three projects in Roche’s Affiliate Meeting at the 2017 International Experience Exchange for Patient Organisations (IEEPO). We sponsored nearly 140 projects to support the well-being of patients across disease areas between 2016 and 2017.

Additionally, in 2017, we trained more than 150 people from 101 patient groups across the country through our “Patient Group Academy”. In partnership with the National Service of Trade Apprenticeship (SENAC), the initiative provided comprehensive training to patient organisations on management, fundraising, advocacy, public policy, navigating the healthcare system, institutional strengthening and project development. By bringing together organisations from different regions, the training also served as a platform to share experiences and build relationships to help further the groups’ goals.

Diagnosis
We understand the importance of detecting disease in a timely manner and work to reduce the barriers that impede patients’ access to appropriate diagnosis and, thus, treatment. Throughout 2016 and 2017, our diagnosis-related initiatives supported more than 24,000 people with screenings and diagnostic testing for diseases including skin, cervical, breast and lung cancer.

While the majority of Brazil’s population resides in urban centres, those living in rural parts of the country struggle to obtain adequate healthcare services. Since 2013, we support the “Health, Joy, and Sustainability” (S.A.S. Brazil) project to provide health services to people living in remote regions of north-eastern Brazil, which lack the necessary infrastructure to meet their citizens’ needs. To improve the quality of life and contribute to local sustainable development, a multidisciplinary team of volunteers provide numerous services, including educational workshops, screenings, biopsies, evaluations and medicine donations. Between 2016 and 2017, over 60 volunteers helped benefit more than 5,900 people.

Throughout 2016 and 2017, our diagnosis-related initiatives supported more than 27,000 people with screenings and diagnostic testing.

Ensuring access for all people
who need and want quality healthcare should be on the social responsibility agenda of large companies.

Adriana Mallet
General Coordinator, S.A.S. Brazil (Health, Joy and Sustainability Brazil)

S.A.S. Brazil is focused on ensuring access to health and joy for inhabitants of small and isolated urban centres in Brazil. Working from inside mobile medical clinics built out of recycled metal containers, a multidisciplinary volunteer team travels through Brazil’s countryside and takes preventive actions to offer treatment for diseases such as cancer, ophthalmologic care for children and surgical dermatological procedures, always combined with cultural, educational and entertainment activities.

Access to quality healthcare is a challenge in areas where the public system faces high demands or lacks the necessary capacities. Roche’s decisive partnership has helped our project evolve into a non-profit organisation that performs 4-6 expeditions a year, involving over 200 volunteers, including doctors, nurses, dentists, lawyers, communicators and educators, and impacting more than 12,000 people annually. In addition to actions focused on health, we carry out activities such as a traveling cinema, theatre and circus, donate educational toys and help assemble collaborative libraries.

Ensuring access for all people who need and want quality healthcare should be on the social responsibility agenda of large companies. With the support of these companies, organisations like ours can have the financial backing to grow, bringing social impact to areas that have not yet been reached.

Healthcare capacity
As part of our efforts to improve the quality of care in Brazil, we partner with government entities, NGOs and medical professionals, among other stakeholders, to strengthen healthcare infrastructure. Between 2016 and 2017, we invested over BRL 32 million to conduct 373 initiatives focused on medical education and professional training. As part of this investment, we invited more than 5,000 health professionals in both 2016 and 2017 to various national and international scientific events to further their training.

One of these initiatives is “Getting Ready”, a programme launched in partnership with the National Association of Clinical Oncology and the Brazilian Association of Haematology, Hemotherapy and Cell Therapy (ABHH). Since 2016, the initiative brings together medical residents specialising in oncology and haematology to receive the latest information on innovative treatments and discuss topics related to the field and their career development. The event drew over 450 attendees from 67 internationally recognised organisations between 2016 and 2017, generating discussions around patient challenges, access to medicines and current advancements in immunotherapy, biotechnology and clinical research.

We also partner with ABHH to support the Lymphoma Interchange Meeting in São Paulo. Celebrating its 15th edition in 2017, the meeting aims to foster information exchange between local and global doctors around the treatment of lymphoma and chronic lymphocytic leukaemia. In 2016 and 2017, the event gathered almost 500 attendees from across the country.

In August 2017, we launched Roche’s first joint meeting of the Immuno-Oncology Forum and the Foundation Medicine LA-TAM Interchange Forum. The event brought together 150 oncologists from across Brazil to discuss the most recent advances in cancer treatment, with a focus on personalised medicine and lung cancer.

Funding
We recognise the political, social and economic complexities of each country impact access to healthcare. In Brazil, we work extensively to implement innovative pricing solutions that promote improved access for patients. For example, in the past six years, over 68,000 patients have been treated with two of our cancer medicines after the implementation of a differential pricing model in the public health system.

In addition, since 2012, our “InspirAr” initiative has helped patients with cystic fibrosis receive the equipment necessary to continue treatment with our medicines as well as information on nutrition, physiotherapy and other tips to improve treatment adherence. We delivered 960 nebulizers in 2017, shared information with over 1,000 patients on how to improve their therapy and supported 450 patients in managing their treatment.

In 2017, we also launched “Foundation Leve” to provide financial assistance to patients who receive a prescription for Foundation Medicine’s genomic testing services. This initiative creates a personalised pricing model for each patient based on his/her socioeconomic status and has benefitted 133 patients since September 2017.

In 2017, we expanded our support for the S.A.S. project through the “Anaira Project”, which focused on improving women’s health in these rural communities. In partnership with the Cancer Hospital of Barretos, volunteers provided gynaecological exams, including screenings for the human papillomavirus (HPV), and minor surgeries to over 1,000 patients in 2017 alone, as well as hosted educational workshops on breast and cervical cancer.

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At Roche Brazil, we aim to develop the best workplace environment to contribute to the well-being and success of our employees. We currently employ more than 1,100 people, of which 52% are women. In 2016, we conducted 28 employee initiatives, and 33 in 2017, to strengthen employee engagement and talent retention, leadership development and diversity and inclusion.

Our workplace culture efforts have resulted in numerous recognitions from independent organisations.

2016
- Great Place to Work® Institute: Among the Best Companies to Work For in Brazil and within the health sector
- HR Management: Among the top 100 Best Companies in Organisational and Human Development
- Top of Mind HR: Among the top 5 companies in the Health Promotion category
- Universum: Among the Most Attractive Employers in Brazil for the 7th consecutive year
- Você S/A: Among the Best Companies to Start a Career
- People Management Award
- People Management: recognised with the Outstanding People Management Award
- Top of Mind HR: Among the top 5 companies in the Health Promotion category
- Você S/A: Among the Best Companies to Start a Career

2017
- Gestão RH: Among the Best Psychologically Healthy Companies to work for; among the top 5 companies in work-life balance
- Great Place to Work® Institute: Among the Best Companies to Work For in Brazil and within the health sector; among the Best Companies for Women in Brazil
- People Management: recognised with the Outstanding People Management Award
- Top of Mind HR: Among the top 5 companies in the Health Promotion category
- Você S/A: Among the Best Companies to Start a Career

Employee engagement and talent retention
We encourage work-life balance and healthy living for all our employees. One of the benefits we offer is the flexible work package, which allows employees to choose flexible work hours, remote work options and short Fridays, among others. The initiative helps promote well-being within and outside of the workplace, resulting in improved quality of life for our people.

Leadership development
We also strive to provide professional development opportunities for our employees through training, mentorship and continuous education. In 2017, we hosted a continuing education programme, “Inovamentes”, focused on fostering innovation among our employees. In partnership with Livework Studio, the programme trained innovation agents across the affiliate to disseminate methodologies, tools, concepts and best practices to develop and strengthen a culture of innovation. “Inovamentes” trained 89 employees across business units over a four-month period on three main pillars: personal development, process and innovation tools, and real business challenges, resulting in 55 new ideas, of which five were selected to be implemented in 2018.

Diversity and inclusion
We work hard to create a workplace that is welcoming to all employees. One of the benefits we offer is the flexible work package, which allows employees to choose flexible work hours, remote work options and short Fridays, among others. The initiative helps promote well-being within and outside of the workplace, resulting in improved quality of life for our people.

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I feel honoured and excited to be able to give my best every day and contribute to the projects of today and tomorrow, always thinking about the quality of life of patients. My direct contribution is to attract diverse people, engage them with our purpose and ensure they have the professional and high-performance characteristics that will be the right fit for our organisation to help make a difference in the world.

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Meeting high standards of business ethics
At Roche Brazil, we are strongly committed to meeting the highest standards of business ethics. As such, we focus on prevention activities, including regular trainings and communications, to ensure that all our employees and suppliers are equipped to fulfil these standards.

Compliance
In accordance with the Group’s corporate governance and Code of Conduct, we follow all policies regarding corporate behaviour training to ensure that all employees have the best knowledge to act in accordance with Roche’s ethical principles. We have a robust Compliance Board whose responsibility is to evaluate non-compliance cases. We established an additional Compliance Board in 2017 for our Healthcare Compliance area to analyse all processes and identify gaps, ensuring improvements in implementation and risk analysis. We have also implemented a robust monitoring process since 2016 to detect and prevent issues related to healthcare compliance.
All new employees receive training on the Code of Conduct, competitive intelligence and COREMAP, and antitrust laws trainings for those who will face commercial challenges in their daily activities. We also provide self-assessments, annual questionnaires, audits, and a global “speak up” line. In 2017, we launched an employee engagement week with the theme “Be a role model for others” and the second edition of our anti-corruption week with the theme “Live your story based on moral values.”

To check if our third parties are operating in accordance with our Code of Conduct, we carry out extensive due diligence and background checks. We also have a Local Contract Policy that establishes procedures for compliance, corruption and obligations. During 2016 and 2017, we completed 74 due diligence processes and 81 isolated background checks. To build on these efforts, in 2017, we trained 30 third-party employees on the topics of anti-corruption, antitrust and healthcare compliance.

In addition, through our robust pharmacovigilance system, we collect all safety information about Roche products throughout their lifecycle to ensure patient safety. This detailed product monitoring aims to identify, assess and prevent adverse effects or any other issue related to the use of a drug. We also invest in new technology to ensure the highest quality standards. In 2016 and 2017, we improved our packaging operations, installed a new rigid bottles line and implemented a new traceability system for our products in our Rio de Janeiro manufacturing facility.

Risk management

We seek to manage and mitigate all potential risks to our business and employees. The entire business (Commercial, Services and Operations) is prepared with Local Emergency Management (LEM), Pandemic Plan and Business Continuity Management. Additionally, we conduct a risk assessment to evaluate our hazards and mitigate the risks on a continuous basis. The analysis of Compliance risks incorporates data from monitoring, audits, and Executive Committee responses on the greatest hazards and mitigate the risks on a continuous basis.

Science and education

We also work to advance science and education for children in our surrounding communities through funding and volunteerism. Since 2014, we have sponsored educational, cultural, and sports activities for underprivileged people living in the Jaguaré region, where our office is located, through projects developed under the initiative “Selo Vizinho Legal”. We sponsored five projects focused on supporting children, adolescents and adults in the region. Through the S.A.S. Brazil, PALCO, IEE, Núcleo Aprende and Reinventar projects, our support reached nearly 7,000 people in 2016 and over 11,600 people in 2017.

Developed by Núcleo Aprende, the CDRA project aims to identify students with varying levels of learning difficulties and train teachers and school staff on how to effectively adapt activities based on each student’s needs. In 2017, we expanded the project to six additional schools, contributing to over 200 teachers receiving training, nearly 3,800 students impacted and over 1,000 students being reclassified to their appropriate level in the learning process.

We collect all safety information about Roche products throughout their lifecycle to ensure patient safety.

“**My experience has been excellent as I’ve gained knowledge to develop day-to-day activities.**

*Ana Karina Conceição Silva  Clinical Trial Assistant, Techtrials*  
Techtrials is a leading Brazilian clinical research operations company providing real world evidence, sourcing solutions and pharma business intelligence. I work for Techtrials, but I am stationed in the Clinical Operations Department at Roche, participating in activities related to clinical trial safety.

My work entails ensuring that trials are conducted in accordance with Good Clinical Practices and applicable Standard Operating Procedures, including the coordination and distribution of safety documents to clinical trial sites and relevant stakeholders.

I have had the opportunity to participate in Roche’s trainings and my experience has been excellent, as I’ve gained knowledge to develop and strengthen my day-to-day activities.

“**Supporting communities**

We invest in initiatives that promote fairness and equality, benefit society and have a high impact on the communities involved in the projects. Throughout 2016 and 2017, we conducted 46 volunteer community initiatives, engaging 417 employees.

**Humanitarian and social projects**

Our employees are dedicated to supporting their local communities by volunteering their time and skills in support of local organisations. Each year, we participate in the global Children’s Walk in benefit of children living in vulnerable social conditions. In 2016, we supported Nacci for the Fight Against Children’s Cancer in Bahia, raising over BRL 74,000. The following year, we helped raise more than BRL 75,000 for Curumim, the Association to Combat Childhood Cancer.

Science and education

We also work to advance science and education for children in our surrounding communities through funding and volunteerism. Since 2014, we have sponsored educational, cultural, and sports activities for underprivileged people living in the Jaguaré region, where our office is located, through projects developed under the initiative “Selo Vizinho Legal”. We sponsored five projects focused on supporting children, adolescents and adults in the region. Through the S.A.S. Brazil, PALCO, IEE, Núcleo Aprende and Reinventar projects, our support reached nearly 7,000 people in 2016 and over 11,600 people in 2017.

Developed by Núcleo Aprende, the CDRA project aims to identify students with varying levels of learning difficulties and train teachers and school staff on how to effectively adapt activities based on each student’s needs. In 2017, we expanded the project to six additional schools, contributing to over 200 teachers receiving training, nearly 3,800 students impacted and over 1,000 students being reclassified to their appropriate level in the learning process.

The partnership with Roche provided us with the effective implementation of the CDRA project in some schools. Being able to count on a partner for the benefit of education is simply honourable, since trusting the CDRA project was something of extreme relevance. We were encouraged and equipped with the tools needed to work with the heterogeneous group of students. On the other hand, the students were able to count on the teachers, who clarified, understood and respected them and their unique ways of learning.

Initiatives like this, that seek to provide a real impact on education, deserve attention and investment, because it is through quality education that we can achieve a better development for human beings. It is important to change perceptions, to train and inform teachers, parents and students adequately, and implement programmes in schools that allow them to reach their full potential, even with their differences, and this is the focus of the initiative.

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It is an honour to have such an important partner for the benefit of education.

*Rosana Mendes  General Coordinator, Núcleo Aprende*

Lack of proper education has resulted in an increasing number of underachieving children and adolescents who are often labelled as “lazy”, “disinterested” or even “delinquent”, as well as bullied and vulnerable to drug use. Faced with this situation, our objective is to identify, diagnose and commit to these students, with a differentiated approach that considers all their profiles. We developed the CDRA Project to facilitate an intervention process, which consists of elaborating activities and tests to provide students with access to knowledge in a manner appropriate to their cognitive development.

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In addition, 25 Roche employees volunteered to support the Maria Carolina Institute in 2017 by organising a book and toy drive. The donations helped build a library at the institution, impacting approximately 65 children.

Minimising our environmental footprint

We remain committed to reducing our environmental impact through efficient resources management. We made great strides in improving water stewardship in 2016 by installing a rain water capture system in our facilities in São Paulo. The system employs a water tower of 5,000 litres that is used to water the gardens around the buildings during drought periods.

In 2017, we implemented an energy efficiency project in our Rio de Janeiro manufacturing site, which involved replacing lamp lights with LEDs, increasing the reuse of water in cooling towers and bathrooms, and constructing our new office space in a sustainable way. To avoid cutting down trees, the new construction included a deck built around existing trees, and the large glass windows installed maximise the use of sunlight in the space.

In addition, in partnership with eCycle, we support a platform to provide information on the correct and safe disposal of medicines and where people can identify collection sites to safely dispose of their expired or unused medicines.

“This is a rewarding experience, capable of providing valuable information to society.”

Jose Onofre de Araújo Neto
CEO, eCycle

Our commitment is to develop and disseminate ecologically sustainable contents and products to effectively collaborate towards a healthier world. We meet rigorous standards of social and environmental performance, accountability and transparency.

Our initiative, “Plataforma de Descarte Correto de Medicamentos”, created in collaboration with Roche, has been a rewarding experience because it is capable of providing valuable information on how to dispose of expired or partially consumed medicines, as well as solutions to avoid the deposit of these drugs in places that can generate environmental and public health problems.

A company must be able to offer its consumers recommended usage practices and waste management to avoid social and environmental damages. Roche’s partnership has provided a model of virtuous alliance, a repertoire amplifier on responsible practices of consumption, and reduction of environmental damages. Roche exemplifies with excellence the feasibility of our business model, oriented to the economic sustainability of our enterprise.

In 2017, a higher occurrence of power outages and employee travel to further our business led to increased energy consumption compared to 2016, and, as a result, slightly higher emissions.

Increasing access to healthcare

Meeting high standards of business ethics

Supporting communities

Minimising our environmental footprint²

Brazil key performance indicators

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<tr>
<th>Clinical studies</th>
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<td>Patients in clinical trials</td>
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<td>Investment in R&amp;D (mCHF)³</td>
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<td>Disease awareness campaigns</td>
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<tr>
<td>People reached through awareness campaigns</td>
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<td>Patient assistance/support programmes</td>
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<tr>
<td>Patients as part of patient assistance/support programmes</td>
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<td>People screened through diagnosis related initiatives⁴</td>
<td>12,374</td>
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<td>Donations/contributions made to strengthen healthcare capacity (Brazilian Real)</td>
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<td>Healthcare practitioners trained</td>
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<td>Women in key positions (%)</td>
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<td>Turnover rate (%)</td>
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<td>New hires</td>
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<th>Community support programmes</th>
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<th>General waste produced (tonnes)</th>
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<tr>
<td>Recycling (tonnes)</td>
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<td>Investment in SHE⁵ (CHF)</td>
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<td>Total water consumption (cubic metres)</td>
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<td>GHG emissions (tonnes)</td>
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<tr>
<td>Energy consumption (gigajoules)</td>
<td>183,530</td>
<td>213,860</td>
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¹ Million Swiss francs
² Figures include the Roche Testing Project
³ Figures include the Pharmaceuticals and Diagnostics Divisions
⁴ Safety, Security, Health and Environment
⁵ Suppliers, Distributors and Employees
The Roche Central America and the Caribbean (CAC) region encompasses 13 independent nations with a population of 63 million inhabitants. In these countries, total gross domestic product (GDP) spending on healthcare varies between 4.4% and 9.3% and, overall, only 42% of the CAC population has healthcare coverage. This has fuelled an ongoing debate around access to healthcare, pricing of coverage and the health rights of the people in the region. The larger healthcare conversation in CAC often focuses on four key areas: healthcare infrastructure, access to adequate healthcare for all, innovation and specialised healthcare professionals.

In CAC, non-communicable diseases, such as cancer, are the leading health threat in middle- and low-income countries, surpassing infectious diseases. Over the last few years, countries in the region have been under pressure to increase training, expand services and improve infrastructure to respond to this threat. Panama and Costa Rica have shown leadership in this area in terms of their regulatory strength and organisation.

Roche in Central America and the Caribbean

Headquartered in Costa Rica, Roche has been present in Central America and the Caribbean since 1965 and serves the following 12 countries:

- Central America: Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama
- The Caribbean: Bahamas, Bermuda, Cuba, Dominican Republic, Jamaica and Trinidad and Tobago
- Other small islands are covered through a network of distributors

We are currently among the top three pharmaceutical companies in CAC, serving as an institutional market leader. We continually seek advancements that will help meet patient needs, and in 2016 we received regulatory approval for 38 products throughout the region, with an additional 19 in 2017. During this time, more than 30 of our products were included in the national systems of CAC to support local residents.

Delivering innovation

At Roche CAC, we believe innovation is important to develop new approaches and partnerships that build a stronger healthcare system in the region. We research and develop new medicines and diagnostic tests that support healthcare by significantly improving patients’ quality of life.

We worked with 103 researchers who focused on advancements in treatment covering rheumatoid arthritis, oncology, the central nervous system and haemophilia through 36 active clinical trials across 81 research facilities in 2016 and 30 clinical trials across 69 research facilities in 2017. Our affiliate was recognised in the Roche Max Awards in 2017 for our innovative processes in developing clinical operations in Cuba.

In 2017, one of these studies focused on patients with previously untreated follicular lymphoma, which is the most common indolent, or slow-growing, form of non-Hodgkin lymphoma. Our affiliate achieved five of the seven global approvals to carry out the GALLIUM study bringing benefit to nearly 300 patients in Costa Rica, Cuba, El Salvador, Honduras and Nicaragua. In addition, Costa Rica is the only country in Latin America that is participating in the company’s clinical studies for haemophilia treatment.

Our contribution to sustainability

As a proud member of the communities in which we operate, we strive to be a good local partner through our sustainability initiatives. In 2016 and 2017, we focused our efforts on creating strategic partnerships to advance healthcare and increase patient access. We have helped to advance the health sector by working with patient organizations, the academic community, regulatory authorities, payers, government entities and media across the region. We also focused on providing a supportive environment for our own employees to strengthen their capabilities and promote their professional development.

Increasing access to healthcare

Even when adequate treatments are available, if patients are not able to access the care they need, these advancements will not improve the healthcare landscape. At Roche CAC, we believe that all citizens should have the information and tools to take control of their health, as well as access to necessary treatments. In 2016 and 2017, we continued to build on our initiatives to find equitable solutions that break down the barriers in healthcare through activities that focus on the Group's four main pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

Awareness

A first step in tackling the growing rates of non-communicable diseases is to ensure people have a greater awareness and understanding of conditions, helping to promote prevention and seeking of medical care soon after the onset of symptoms. Throughout 2016 and 2017, we created ten disease awareness initiatives to empower citizens with information. Additionally, we supported more than 200 initiatives in benefit of patient organisations each year, and, in collaboration with 25 non-governmental organisations, the initiatives helped educate more than 4,500 patients.

In 2016, we led efforts to inform about the importance of the early diagnosis and adequate treatment of lymphoma in Costa Rica, El Salvador and Panama, reaching more than four million people. The team also worked directly with hospitals in the region to host discussions around disease management and biotechnological treatments to help hospitals, patients and their families better understand the disease.

The same year, we also launched the campaign “Here I Am”, to generate awareness around cervical cancer prevention and treatment. The campaign included a launch activity that gathered civil society organisations, patient organisations and media, helping to bring educational messages to around seven million residents.

The following year, in 2017, we launched the campaign “Women Like Us” in Costa Rica and the Dominican Republic to drive awareness around rheumatoid arthritis among its most prevalent demographic - women. As part of the campaign, we hosted events where more than 200 participants were able to hear from five different specialists, improving patient knowledge on topics such as rheumatology, nutrition, dermatology, gynaecology and emotional support.

Diagnosis

At Roche CAC, we aim to increase access to healthcare by helping patients receive diagnosis in a timely manner, as late diagnosis for many serious diseases can have a negative impact on patient outcomes.

In 2017, we led an initiative to support women in Costa Rica, where cervical cancer continues to be one of the most common cancers among the female population. Cervical cancer has the third highest incidence rate and is the fourth highest cause of mortality due to cancer.
Healthcare capacity
As the quality of healthcare infrastructure is key to ensuring adequate care for patients, we work to strengthen healthcare capacity and improve medical education and professional training. Throughout 2016 and 2017, we led four initiatives as part of our efforts and provided training to more than 750 medical professionals annually, representing an investment of more than USD 200,000 in 2017 alone.

We continued to support Panama’s Early Reference Programme, launched in 2014, to help patients with colorectal cancer, non-Hodgkin lymphoma and HER2+ breast cancer access necessary care. Throughout 2016 and 2017, we led four initiatives as part of our efforts and provided training to more than 750 medical professionals annually, representing an investment of more than USD 200,000 in 2017 alone.

We are committed to creating a workplace environment that empowers and inspires our employees. We offer a variety of benefits focused on promoting wellness and provide opportunities for employees to continue their learning journey and advance their skill sets. In 2017, our people practices were recognised by the Great Place to Work Institute, ranking 3rd among the best workplaces in Costa Rica and 10th among the best workplaces in Central America.

Employee engagement and talent retention
We know that our employees have individual needs, so we offer a number of flexible benefits to help them create a work environment that fits their needs. Through our affiliate’s unique benefits programme, Roche “MyWay”, employees can customise the benefits they prefer, such as remote and flexible working hours, gym membership and the opportunity to take a language course abroad.

In an employee survey conducted in 2017, 94% of employees said that MyWay “Smart Time” benefits have generated an improvement in their personal life and work. In total, the event gathered around 200 attendees, including physicians, international experts and regulatory agencies.
We have realised the importance of the programme in the lives of employees and their families.

Monica Ulloa Mendez
Programme Administrator, Roche MyWay

Roche MyWay is a three-pillared programme developed for the well-being of employees. The three pillars, health, life, and time, make an extremely important initiative because they allow employees to select flexible benefits, including packages focused on the health of the collaborator, and his/her balance with free time to invest in diverse activities and with family.

My experience as a collaborator has been very positive, as this programme allows you to customise your benefits à la carte. Roche MyWay has allowed me to manage my own time with a flexible schedule, creating a sense of accomplishment in my work-life balance. As an administrator, it makes me proud to speak about this initiative because it is something unique that we have in Central America and the Caribbean.

At a national level, Roche has been a pioneer of innovative human resources programmes, and in the two years of Roche MyWay, we have received great feedback, especially on the work-life balance employees feel they have obtained. Also, we [employees] see the company in a new light, as a business that truly cares for its employees.

We also partake in Roche’s “Live Well” programme, an initiative designed to promote work-life balance among our employees. Each year, we host “Well-being Week”, during which we lead a series of activities to celebrate the programme and promote health and wellness across the affiliate. In the six years the programme has been active, more than 80% of employees have participated in the activities.

Leadership development
We seek to support our people as they continue to grow professionally. As part of these efforts, we provide extensive training for all employees, including language, leadership and management as well as technical training.

Meeting high standards of business ethics
We are committed to meeting the highest standards of business ethics and integrity. We work with our employees, suppliers and other partners to ensure they have the right tools to perform in accordance with our business practices. In 2016 and 2017, we provided required training and support to all employees, facilitating open communication channels across the organisation and established a dedicated platform for employees to access our Legal & Compliance team at any time.

Compliance
We follow all company policies on corporate behaviour and ensure that all employees and business partners act in accordance with the Group’s corporate governance and Code of Conduct.

In 2016, we led “Compliance Awareness Month” to inform and embed a compliance mindset among our teams. Throughout the month, we provided training sessions on topics such as the Code of Conduct, data privacy and fair market value, and held a contest called “Who wants to be compliant?” In addition, we hosted the “Compliance room”, an environment designed to address compliance questions. We also held online workshops and a special class on Grants, Sponsorships and Donations (GSDs) specifically for the sales team, in addition to other leadership workshops.

The team also organised a meeting in 2016 with distributors in the region to strengthen our partnerships, share compliance expectations and introduce them to our new and innovative model of doing business. In total, 25 distributors attended the meeting and 77% of the participants responded to a survey saying the meeting was “excellent” or “very good”. Our general manager and members of the leadership team also participated in the meeting, symbolising Roche’s commitment to strengthening our relationships with our partners in the region.

We are a distributing company in Guatemala, with more than 50 years of experience commercialising pharma and personal care products in our country. Our experience during Roche’s Distributors Meeting in 2016 went above and beyond our expectations. The topics covered helped us understand the upcoming challenges in the market.

It is extremely important that pharmaceutical companies develop these types of initiatives because it expands our knowledge to better understand the policies, objectives and challenges they have, allowing us to know where our focus should be in order to support strategic management. This is an initiative that educates us and aligns us as strategic partners, making it easier to face the challenges ahead and reach our joint objectives.

Likewise, the activity allowed us to meet all the commercial and administrative teams of the company, creating an open path for communication between both teams in favour of the business. They also properly communicated what is expected from us as business partners.

In 2017, we signed 297 supplier contacts and ensured that all of them were monitored to ensure transparent and ethical practices. We also held ten trainings on the new Labour Law in Costa Rica with an emphasis on preventing discrimination within our organisation.

Risk management
We strive to create safe environments for our employees and our patients and conduct due diligence on all of our suppliers and business partners to prevent counterfeiting, corruption and bribery.

We have a risk management matrix in place, as well as a Business Continuity Plan and 19 emergency procedures to ensure the safety of our teams. In 2016 and 2017, we prepared our employees through 24 emergency trainings and four earthquake simulations.

We also supported the development of “Basic Elements of Pharmacovigilance: Central America and the Caribbean” in 2016, a publication developed in partnership with the School of Pharmacy of the University of Costa Rica (UCR) to address counterfeiting and patient safety in the region. The document includes the most up-to-date information on pharmacovigilance, such as the current legislations in place throughout Central America and the Caribbean and the need to maintain updated data on the safety of drugs. Through our work, we aim to contribute to the development of robust pharmacovigilance regulations in countries that do not have them in place to ensure the safety of patients across the entire region.

Supporting communities

Through our partnerships and programmes, we remain committed to the communities in which we live and work, delivering a lasting impact that will benefit its residents now and for years to come. During 2016 and 2017, our activities focused on education and, through two community initiatives, we impacted more than 1,000 people.

One of these initiatives was our “Books for All” programme in Heredia, Costa Rica, through which our employees came together to donate classroom materials for children in need at two primary schools in the area. Since its inception in 2014, the programme has impacted more than 1,200 students.

During 2016 and 2017, our activities focused on education and, through two community initiatives, we impacted more than 1,000 people.
There cannot be successful companies in failed societies.

Laura Ortiz
Communication Manager, Roche CAC

I have had the honour to work with different initiatives during my time at Roche. For four years, I have participated in the “Books for All” initiative, where we donate books to low-income children in our community. Even if it’s only one child, through education these kids can change their lifestyle, and that is a great contribution we can make.

Making kids happy and seeing their gratitude when we execute this kind of initiative is moving, it fills your heart. When employees have had the chance to take part in the book deliveries, they come back full of emotion and pride to be part of a company that is interested in social causes. This initiative allows us to generate a real and measurable impact on society and communities close to the company.

I think that all companies must act like citizens, as there cannot be successful companies in failed societies. I believe that, particularly in Latin America, our business will not grow if our countries do not evolve in addressing the public health problems we have. This is why, as a company, we have to take responsibility in what corresponds to us – educating, health problems we have. This is why, as a company, we have grow if our countries do not evolve in addressing the public health problems we have. This is why, as a company, we have to take responsibility in what corresponds to us – educating, contribution to the development of our countries.

At Roche CAC, we are dedicated to reducing our environmental impact through initiatives that drive sustainable best practices.

For example, through our “Re Green” programme, we promote environmentally responsible behaviour among employees with a focus on recycling, waste management, energy efficiency and water stewardship. As part of this initiative, in 2015, we eliminated waste baskets from work stations and set up recycling areas around the office. We also raised awareness around unnecessary printing to encourage employees to become more conscious of their paper usage.

In 2016, we also inaugurated our new Services and Distribution Centre and administrative offices in Costa Rica, which received LEED® (Leadership in Energy and Environmental Design) Gold Certification. The impact of our environmentally-friendly facilities includes 30% water savings per year and 98% energy efficiency in acquired electric equipment.

These initiatives have the power to make a difference and raise the bar.

Erick Fischel
Executive, ENEX Energy Expert

We are a consulting company primarily focused on sustainable construction designs as well as LEED-related consulting. We support architects and developers on issues of sustainability, energy, and target high efficiency while protecting and conserving the environment.

Since the LEED certification updates in 2016, a platform has been in place to accurately report measurements of water, energy, and target high efficiency while protecting and conserving the environment.

Our relationship with Roche is gratifying because of the company’s commitment to sustainability, which is visible not only through its top executives, but also in pivotal instances such as with the blueprints of their new offices. Additionally, Roche’s sustainability standards are highly rigorous with established policies on increasing efficiency and protecting the environment.

Minimising our environmental footprint

Central America and the Caribbean key performance indicators

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<tr>
<th>Category</th>
<th>2016</th>
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<td>People reached from community initiatives</td>
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<td>General waste produced (tonnes)</td>
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<td>Recycling (tonnes)</td>
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<td>Investment in SHE7 (CHF)</td>
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* Figures include the Pharmaceuticals, Diagnostics and Diabetes Care Divisions

7 Safety, Security, Health and Environment
Chile has experienced some of the greatest economic growth in Latin America over the last decade, improving the quality of life for its 17 million residents1 and creating significant development opportunities across the country. In fact, in 2015, Chile received the highest Human Development Index score by the United Nations Development Programme among all the countries in the region2 – this score measures progress in three basic human development categories: the ability to enjoy a long and healthy life, access to education and a decent standard of living.

Healthcare has seen rapid improvements as a result of Chile’s economic growth. In 2017, the country spent CHF 22.6 million on healthcare3 and, today, nearly 75% of the population receives coverage through the public healthcare system.4 The Explicit Health Guarantees (GES) was developed to guarantee universal access to healthcare for most of the population, and financially support numerous diseases, including cancer. However, as life expectancy has increased, so have chronic diseases and, thus, the burden on the healthcare system. As a result, cancer has already become the leading cause of death in five of the country’s 16 regions. Chile has also seen a rapid increase in new cases of HIV.

Despite Chile’s progress, access to medicines and high-cost therapies continues to be one of the biggest social challenges in the country, partly due to restricted healthcare funding and a lack of investment in infrastructure. GES covers treatments for certain high-cost diseases, yet the healthcare system is often unable to meet the needs of a significant group of patients. To address this pressing issue, the Chilean government has proposed numerous reforms in an effort to increase access to healthcare services and products for cancer, chronic diseases and other complex conditions. In 2017, Chile issued the 3rd Decree of the Ricarte Soto Law (National High-Cost Treatments Fund), which aims to bring more transparency to the decision-making process and better access to treatments for all citizens. However, there is still a need for even more health funding mechanisms to meet the country’s needs.

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3 Swiss francs
4 BMI | IMS Health | Focus Economics - Latin Focus Consensus Forecast
5 Ministry of Health, Government of Chile. Boletín de Estudios Fonasa. September 2017
Roche in Chile

Roche has been a biotechnology research and innovation leader in Chile since 1971, where we operate through our Pharmaceutical, Diagnostics and Diabetes Care divisions. We currently hold 87% of the market share and, through our work, we have continued to focus on bringing personalised medicines and targeted treatments to patients. In 2016 and 2017, over 6,700 patients received treatment with the top Roche medicines. In 2016, two of our medicines were covered by the public sector for the treatment of breast cancer, non-Hodgkin lymphoma and rheumatoid arthritis, and three products were approved in two indications for melanoma and bladder cancer. In addition, we received regulatory pre-approval for an innovative multiple sclerosis therapy the following year.

Delivering innovation

We aim to meet people’s health needs and improve their quality of life by developing novel diagnostics and medicines that address unmet medical needs. As part of our efforts to advance research around various diseases, including breast, lung and bladder cancer, we conducted 36 clinical studies in 2016 and 30 in 2017, in partnership with organisations such as the International Clinical Trials Centre, Alemana Clinic and the Oncology Institute of the South. In lung cancer, for example, we implemented a new technique using a liquid biopsy, helping to further enhance the clinical trial’s efficiency.

We were recognised among the 50 most innovative companies in the country by Best Place to Innovate in 2017.

In Chile, we continually explore new approaches and partnerships to build a more educated and effective health system. As a reflection of our work, we were recognised among the 50 most innovative companies in the country by Best Place to Innovate in 2017.

Our contribution to sustainability

At Roche Chile, we are committed to developing strong relationships with the communities where we operate by improving environmental, economic and social outcomes. In 2016 and 2017, our programmes primarily focused on delivering value to patients, communities and our employees, driving disease awareness and volunteer initiatives, as well as promoting diversity and inclusion among our workforce. Some of our key partners included patient organisations, regulatory bodies and the academic and scientific community, including the Alemana Clinic, the NucleoSalud Clinical Centre and the Cancer Institute of Chile.

Increasing access to healthcare

All citizens have the right to access the healthcare and treatment they need. Therefore, in 2016 and 2017, we continued to build on existing programmes and partnerships to find equitable solutions to break down barriers in healthcare through activities that focus on the Group’s four main pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

Awareness

As the prevalence of chronic diseases such as cancer continue to increase throughout Chile, we understand the pressing need to educate the population about disease risk factors and symptoms to prevent promotion and early detection. For this reason, we are committed to increasing disease awareness to help patients receive proper diagnosis and treatment as quickly as possible.

In 2016, we conducted 12 disease awareness initiatives around gynaecological cancers, haemophilia, multiple sclerosis and vasculitis, among other conditions, and built on these efforts in 2017 with 18 initiatives.

We are committed to increasing disease awareness to help patients receive proper diagnosis and treatment as quickly as possible.

Many communities lack access to information on early cancer diagnosis, a significant reason why the disease has become the leading cause of death in several of the country’s regions. With this in mind, we developed multiple campaigns throughout 2016 and 2017 to promote self-examinations for breast cancer, empowering women with information to better care for their health.

During this period, we distributed informational brochures, conducted in-person counselling sessions and hosted workshops in public schools throughout Santiago as part of our “Touch them and care for them” initiative, impacting approximately 300 students. For World Breast Cancer Day in 2017, health experts from the municipal government along with Roche employees conducted breast self-examination trainings for students at three high schools in the city, reaching over 700 students.

In addition to our breast cancer awareness initiatives, we also conducted the First Patients and Healthcare Professionals Meeting on Vasculitis in Chile in 2016 to promote patient education and empowerment. In partnership with the Vasculitis Chile Foundation and the Alemana Clinic, we hosted a patient counselling event that provided the opportunity for specialists to speak with patients about the disease and its treatment options, impacting over 100 people.

Along with awareness-raising initiatives, we supported patients with cancer, arthritis and cystic fibrosis, among other diseases, through patient assistance programmes. In 2016, we created four programmes that benefitted over 400 patients, and with an additional four programmes in 2017, more than 700 patients were impacted.

Diagnosis

Timely and accurate detection of disease is vital to a patient’s outlook. At Roche Chile, we aim to improve early diagnosis to ensure patients get the appropriate treatment and care as quickly as possible. In 2016, we focused on improving the prevention and diagnosis of cervical cancer in Chile with two diagnosis initiatives. The following year, we increased our support to focus on three diagnosis initiatives.

For example, in 2017, we supported the Municipality of Pedro Aguirre Cerda and the NucleoSalud Clinical Centre to bring free human papillomavirus (HPV) screenings via a mobile clinic to women in the community, in the context of Cervical Cancer Awareness Day. The same year, we also launched the campaign “Go on the safe side” to increase awareness about the importance of HPV screenings in collaboration with the Santa María Clinic, CECIN (Gynaecology & Obstetrics Centre), Obstetrics & Gynaecology Society of Chile, CONAC and FUCOG. As part of our efforts, we also facilitated testing for the virus to women at the Santa María Clinic.

Healthcare capacity

To help strengthen healthcare capabilities, and, consequently, improve care for patients, we develop initiatives that aim to improve medical infrastructure as well as education and training. In 2016, we conducted two healthcare capacity initiatives and trained 15 healthcare professionals to ensure they obtain the most up-to-date medical information. In addition, we carried out three initiatives in 2017 and trained 75 healthcare practitioners.

In 2016, we launched “Pharmacovigilance Encounters” to educate various stakeholders on the regulation of biotechnological products and pharmacovigilance practices. The initiative brought together the medical community, patient organisations and the government to discuss important advances that will help improve healthcare in Chile. We built on the success of this initiative with a second pharmacovigilance meeting in 2017.

To foster the training of healthcare professionals involved in the treatment of breast cancer, we support the annual Breast Cancer Course in Antofagasta, led by the Alemana Clinic and the University of Development. The initiative aims to inform about breast cancer, current treatment options and advances in the integral treatment of the disease, bringing together healthcare personnel, from specialists to primary healthcare professionals and assistants, to reduce knowledge gaps and ensure consistency in guidelines across the country. In 2017, approximately 100 healthcare professionals participated in the event, which also serves as an opportunity for specialists to exchange knowledge and build partnerships.
We also donate equipment regularly to help ensure organisations are able to provide the care and comfort that patients need. In 2016, we donated 19 televisions for patient rooms at the Cancer Institute of Chile (INCANCER) and, the following year, we donated 30 oncological chairs to support nearly 700 patients being treated at the San Juan de Dios Hospital in Santiago.

**Funding**

As part of our commitment to the health of patients across the country, we work with government authorities and health professionals to ensure greater access to our therapies through different financing mechanisms. In 2016, we conducted 28 funding initiatives to improve access to healthcare, and we built on these efforts in 2017 with a total of 11 initiatives.

Dr Jamile Camacho  
Breast cancer surgeon, Alemana Clinic

The main priority of the Alemana Clinic is to provide first-class care for patients, and, as part of the University of Development, it is also directly involved in education around various health professions.

I believe all education directed at healthcare professionals and the community is important. Transparent support from the pharmaceutical industry is fundamental, and Roche has always been an ally and a partner in everything related to education. This is seen through specialty courses or courses for general physicians and other health professionals, like the Breast Cancer Course in Antofagasta.

It is very important to provide information to cities outside of Santiago, to not always carry out these sessions in the capital, to decentralise knowledge. Informing about breast cancer topics that are not addressed in regions outside of Santiago, such as geriatric oncology, risk factors, genetic testing and preservation of fertility, stimulates the creation of medical units that take these areas into consideration. Bringing information on advanced mastology to general practitioners also makes the suspicion and confirmation of the disease timelier, helping to improve healthcare for patients.

At Roche Chile, we aim to provide the best workplace environment to support the development and well-being of our employees. We currently employ 125 people, of which 65% are women, who receive numerous workplace benefits, including flexible working schedules, “Short Fridays”, access to Roche medicines for employees and families, healthcare and wellness opportunities. For example, through the “Live Well. Find your Balance” programme, we offer resources to help foster a culture of health and well-being among our employees.

In 2016, we were recognised among the best companies to work for in Chile by the Great Place to Work® Institute. In addition, we were ranked 5th by FirstJob for being one of the top companies for young professionals.

Employee engagement and talent retention

Our workplace is characterised by a culture of open dialogue, where our teams are encouraged to share their ideas and perspectives. We offer a variety of trainings to help employees develop professionally, including training for managers on difficult conversations, human resources workshops and leadership training. In 2017, we launched “Roche Labs”, an initiative founded by a group of employees in partnership with the Human Resources team that provides formal opportunities for employees to network and discuss topics of their interest. Since its implementation, the initiative has engaged 260 employees.

**Diversity and inclusion**

We are committed to improving career opportunities for women in our company. During 2016 and 2017, we carried out eight diversity and inclusion initiatives focused on career development and international mobility opportunities for women. Through presentations by external experts, workshops, focus groups and female leadership sessions, approximately 120 employees were impacted.

Kristel Ortiz Carrillo  
Patient Support Programme Educator, Roche Chile

I have been at Roche for about one year. I am part of the Access team, where my role is to support the education of healthcare professionals, as well as monitor and supervise patient support programmes.

Working at Roche means being able to learn and grow in the pharmaceutical industry, a new field for me. The fact that Roche is an innovative company and a leader in biologics, where the focus is providing the best treatments for patients while also supporting medical education in Chile, makes me proud to work here.

Our objective of “doing now what patients need next” is the centre of what we do. For me, it is about going one step ahead to deliver the best therapies to patients. Like this, they can improve their quality of life and even be cured, bringing peace of mind and happiness to the patients and families. My contribution to reach this objective focuses on giving healthcare professionals the tools necessary for patients to receive treatment safely and effectively.

In the workplace, Roche has adopted actions to promote a culture of open dialogue, like the Check-ins initiative, which allows us to improve our day-to-day work. This is thanks to the support of our colleagues who, through brief conversations, provide us with constructive feedback.

Fostering a great workplace for our people

For me, it is about going one step ahead to deliver the best therapies to patients.
Humanitarian and social projects
Our employees are dedicated to volunteering their time and skills in support of their local communities. In Chile, our humanitarian and social projects primarily focus on helping children in need. In 2016, we conducted three community initiatives that engaged 45 employees in approximately 150 volunteer hours. The following year, 100 employees contributed 300 hours to our four community initiatives.

In 2016, we supported the My Friends Foundation, an organisation that welcomes at-risk children. As a contribution to the physical and mental health of the children who reside at the institution, 20 employees volunteered to improve the sports facilities, directly impacting around 100 children. Additionally, in 2017, our teams volunteered their time to celebrate Christmas with the children at the San Juan de Dios Hospital. Celebrating with games, songs and gifts donated by the employees, approximately 100 children benefited through this initiative.

Every year, the Teleton Foundation calls on all citizens of the country to help raise funds for people with different disabilities. Over 250 of our employees participated in “Teleton 2017”, leading fundraising activities to help raise CLP 1.6 million for Chileans in need.

As part of our contributions to our community, we also align with the global Children’s Walk initiative. In 2016 and 2017, our local efforts benefited the Love and Hope Corporation, whose mission is to support low-income children with cancer being treated at the San Juan de Dios Hospital. In 2017 alone, 260 employees participated in the initiative.

Over 250 of our employees participated in “Teleton 2017”, leading fundraising activities to help raise CLP 1.6 million for Chileans in need.

Risk management
We conduct regular employee trainings to ensure patient safety and reduce counterfeiting in the healthcare sector. In 2016 and 2017, we held trainings to provide updates on internal rules and policies related to both topics and provided all new employees with procedural information to report customer complaints. We also addressed risk management during this period through employee trainings on Devon Raids (instances when a regulating entity, such as a health or economic authority, conduct an impromptu assessment of Roche facilities), digital channel practices, standard operating procedures for contracts, and interactions with healthcare practitioners and public agents.

Supporting communities
We are strongly committed to supporting the communities where we operate, and we are working to create a lasting impact in Chile through our local partnerships and programmes. In 2016 and 2017, our community programmes focused on humanitarian and social impact as well as disaster relief.
The programme has a direct impact on the environment and creates awareness to generate a habit of recycling.

Our objective is to reduce the generation and disposal of waste, create a high-impact recycling network and add value to companies’ business models. Through education, we look to promote an environmental culture that integrates itself across the company. It is important that pharmaceutical companies support these types of initiatives as a way to take responsibility for the environmental impact they are generating, as well as to set an example for other companies.

Since the implementation of the programme with Roche, we have been able to recycle a significant volume. From the start, we saw a commitment from employees. People actively participated in the activities, asking a lot of questions and wanting to learn. We have seen strong results, with the materials in the recycling containers progressively better segregated and cleaner.

We were also part of the Clean-up Day, where we recycled a large amount of materials from employees’ desk, and the rest were given to the Protector of Childhood Educational Foundation to support the vulnerable community in Chile.

Little by little, we have instilled the habit of taking waste products to the recycling bins. And we have many more initiatives to carry out to create this internal culture of recycling. We congratulate Roche for all that it is doing in environmental matters and how it is generating this culture internally.

Nicolas Fial
Commercial Director, Kyklos

Chile key performance indicators

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td><strong>Clinical studies</strong></td>
<td>36</td>
<td>30</td>
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<tr>
<td><strong>Active sites</strong></td>
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<td><strong>Patients in clinical trials</strong></td>
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<td><strong>Investment in R&amp;D (mCHF)</strong></td>
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<td><strong>Disease awareness campaigns</strong></td>
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<td><strong>People reached through awareness campaigns</strong></td>
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<td><strong>Patient assistance/support programmes</strong></td>
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<td><strong>Patients as part of patient assistance/support programmes</strong></td>
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<td><strong>People screened through diagnosis related initiatives</strong></td>
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<td><strong>Healthcare practitioners trained</strong></td>
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<td><strong>Headcount</strong></td>
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<td><strong>Women (%)</strong></td>
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<td>65</td>
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<td><strong>Women in key positions (%)</strong></td>
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<td><strong>Turnover rate (%)</strong></td>
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<td><strong>New hires</strong></td>
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<td><strong>Employees trained in ethics, quality and compliance (%)</strong></td>
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<td><strong>Community support programmes</strong></td>
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<td><strong>General waste produced (tonnes)</strong></td>
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<td><strong>Recycling (tonnes)</strong></td>
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<td><strong>Investment in SHE (CHF)</strong></td>
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<td><strong>Total water consumption (cubic metres)</strong></td>
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<td><strong>GHG emissions (tonnes)</strong></td>
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<tr>
<td><strong>Energy consumption (gigajoules)</strong></td>
<td>20,743</td>
<td>17,950</td>
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</table>

* Million Swiss francs
* Figures include the Pharmaceuticals, Diagnostics and Diabetes Care Divisions
* Safety, Security, Health and Environment

Roche Latin America 2016-2017 Sustainability Report
Colombia invests 7% of its gross domestic product (GDP) on healthcare, providing coverage to approximately 95% of its 49 million residents. The country’s citizens receive coverage through two main healthcare plans: the Contribution Plan, which includes people in the workforce and those who are able to pay for it, and the Subsidised Plan, which ensures coverage for the unemployed, low-income population. This allows for all citizens to have equal health rights in the Colombian healthcare system.

Cancer is the third most frequent cause of death in Colombia, with about 64 new cancer cases per 100,000 people each year and an annual mortality of 37,894 cases. Oncology services are concentrated in the country’s major urban centres, causing the 61% of the population located in remote and rural areas to have little access to these services. Therefore, many rural patients are diagnosed in advanced stages of their disease, making access to treatment and its overall effectiveness challenging. In response, Colombia has prioritised oncology in its healthcare conversations about providing better drug prices, reducing access barriers, creating financial stability within healthcare infrastructure and managing biotechnological measures.

Colombia is considered one of the countries with the lowest health investment as a percentage of GDP in Latin America. While the government has issued guidelines to manage the increasing incidence of cancer, the low investment in healthcare and barriers of access to health services across the country has made progress slow.

3 DANE. Available at http://www.dane.gov.co/reloj/
5 High Cost Account. Available at https://cuentadealtocosto.org
Roche in Colombia

Roche has operated as a leading pharmaceutical company in Colombia since 1957, ranking 4th in the pharmaceutical market in 2016 and 2017. We were recognised by Merco Salud in 2016 as one of the top 25 pharmaceutical laboratories with the best reputation and received the Great People Leader Award by People's Voice S.A.S. in 2016 for creating significant social and economic value for the country.

Currently, 11 products in 16 indications are covered by the public sector to treat diseases including breast and colorectal cancer, rheumatoid arthritis and non-Hodgkin lymphoma.

In 2016, we received regulatory approval for two new indications of two medicines covering the treatment of cervical cancer and moderate to severe idiopathic pulmonary fibrosis in adults. The following year, one new product received regulatory approval for one indication. In 2016, 7,000 patients received treatment with the top 25 Roche medicines, followed by 5,600 patients the year after.

Delivering innovation

Throughout our history in Colombia, we have pioneered innovation in the healthcare sector to deliver new diagnostics and medicines that address unmet medical needs. We work with the academic and scientific communities to find new approaches to prevent, diagnose and treat diseases.

We led 24 studies through our clinical research unit in 2016 and 29 in 2017.

Innovation is embedded in our company culture, and we continue to seek new ways to address the challenges both inside and outside the organisation. In 2016, we launched a company-wide strategy planning programme to formalise our innovation process, hosting a total of 59 engaging sessions that resulted in 58 innovative solutions. One of these innovative solutions is oriented to support low-income breast cancer patients by subsidising the transportation they need to receive medical treatment.

For the past two years, we have also worked with Foundation Medicine (FMI) to conduct genomic analysis and tumour biopsy samples for multiple cancers. The Roche Group purchased part of FMI in 2015 and, since then, we have worked together to expand their services outside of the United States. In Colombia, our collaboration has benefitted six patients in the past two years and helped us develop educational advances in genomic oncology.

In addition, from 2012 to 2016, we hosted the Forum on Scientific Innovation, which aims to promote high-level discussions on innovation’s role in healthcare and how it can contribute to patients’ well-being. Organised in collaboration with the publishing house El Tiempo, through its Portfolio Forums programme, the meeting brought together 280 attendees in 2016, including national and international experts, physicians, professors, researchers and government officials, as well as representatives from patient organisations. Personalised healthcare dominated the conversation at the fifth edition of the forum in 2016, which reinforced our commitment to finding individual treatment solutions for patients.

Increasing access to healthcare

At Roche Colombia, we recognise the importance of supporting communities through our commitment to sustainability and social impact. In 2016 and 2017, we focused our efforts on increasing engagement with partners, finding innovative solutions for patients, conducting humanitarian work and strengthening our corporate governance. In addition, we aimed to make diversity and inclusion a key tenant of our culture.

To help achieve our goals, we partnered with the public and private sectors, including patient organisations, such as the Colombian League Against Cancer, and the academic community, including the Centre for Journalism Studies at the University of Los Andes. Our contributions were recognised by the National Association of Public Services and Communication Companies (ANDESCO) with the ANDESCO recognition for social development and governance in 2016. The following year, the organisation ranked our affiliate among the most socially responsible companies in Colombia.

As awareness of cancer and other chronic diseases has risen steadily throughout Colombia, we have seen that many patients lack access to the treatment and care they need, especially in rural areas. We therefore work with numerous partners to develop initiatives that remove access barriers to ensure patients obtain the best treatment possible. Our programmes focus on the Group’s four main pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

At Roche Colombia, we recognise that a key factor in reducing the burden of disease is to provide citizens with the tools and knowledge they need to take control of their health. We are therefore dedicated to increasing awareness around disease risk factors and symptoms to help patients receive proper diagnosis and, thus, treatment. Throughout 2016 and 2017, we conducted 17 awareness initiatives across 25 cities in the country. As part of these efforts, we continued our Health Journalism Workshop, which aims to encourage high-quality media coverage of health issues in Colombia, celebrating its fourth edition in 2017.

Colombia has been recognised as one of the lowest investors in health compared to other Latin American countries, even while cases of cancer have dramatically increased over the past decade. Therefore, we are committed to promoting dialogue across sectors, generating social and economic evidence to encourage the government to make health a top priority. As such, we participate in the “Así Vamos en Salud Observatory,” a think tank bringing together ten of Colombia’s largest companies, government advisors and academia to develop solutions around access to healthcare and the financial sustainability of the health system.

We also provide training and support to strengthen the capabilities of patient organisations. In 2017, together with the Jorge Tadeo Lozano University, we designed a short-term advocacy and public policy certification course, impacting 25 leaders from 15 patient organisations. With their improved leadership and advocacy skills, the organisations can bring benefit to their over 18,000 members as well as the overall patient population.
We see health as a universal right, in which the principles of equity, solidarity, opportunity, quality and inclusion should prevail.

Gustavo Campillo
Executive Director, Social Support Network of Antioquia Foundation (RASA)

We work so that patients can access treatments and have their needs met. The most significant difficulties are found in access barriers, and, in Colombia, one of the most relevant is accompanying and educating the patient until they are able to enjoy their right to access health. Thanks to the support of companies like Roche, we have been able to serve around 40,000 patients per year to resolve barriers, and approximately two million patients through the foundation’s educational platform, which addresses topics related to legal mechanisms.

The support for patient organisations has improved quality of life for patients and has saved lives for a significant amount of time. With Roche, the relationship has been built on respect, trust and transparency. Its support responds to its philosophy and interest in developing innovations aimed at benefiting people.

During Breast Cancer Awareness Month in 2016 and 2017, we continued our “Touching Without Consulting is Overlooking” campaign to inform on the disease’s signs and symptoms and the importance of getting regular check-ups. The campaign, led in partnership with Pink Mode, the Association of Nurses of Colombia and the Federation of Gynaecology and Obstetrics, among others, included a forum with health experts that gathered over 160 participants. Overall, the initiative reached 41 million people and allowed for 340 nurses to be trained.

In addition to awareness initiatives, we also conducted one patient assistance programme that reached 6,500 patients in 2016 and 5,500 the following year.

Diagnosis

We aim to increase education and screening throughout Colombia to improve early detection of diseases. Our diagnosis goals fall under the 10-year National Cancer Control Plan 2021, which defines intervention points for pathologies including breast, lung, colon, skin and cervical cancer. We led six initiatives in 2016 that worked towards this goal, followed by four initiatives in 2017. Our local advances in diagnosis were recognised internally at the EMEA-LATAM Market Access Summit, where we received the Best Practice Award for the implementation of a primary human papillomavirus (HPV) screening model.

One of the greatest barriers to accurate diagnosis is the lack of training for technical staff. In 2016, we partnered with the Valle de Lili Foundation and the Colombian Association of Pathologists (Ascoscolpa) to implement a diagnosis programme in Cali. To strengthen the quality of diagnostic testing and continue to offer timely access to biomarkers testing, we trained 70 histotechnologists on conducting high quality immunohistochemistry and sponsored 1,000 diagnostic exams for diseases like lung and skin cancer.

We also created a comprehensive programme to reduce the time between the diagnosis and treatment of breast cancer, as long wait times are often a significant deterrent for patients to receive timely care. Since 2012, we have worked with different stakeholders to raise awareness about early detection of the disease, train primary healthcare professionals to improve screening and diagnosis, and establish more than 128 “Women Consulting Rooms” in 63 cities. Over 260,000 women have visited the specialised clinics, of which 7,353 have been diagnosed and treated for breast cancer. In addition, almost 16,000 healthcare professionals have attended lectures or participated in online trainings on signs and symptoms and risks of the disease.

Over 260,000 women have visited the specialised clinics, of which 7,353 have been diagnosed and treated for breast cancer.

To assess the breast cancer diagnosis process and detect challenges and opportunities for improvement, as well as evaluate quality of results, we worked with the High Cost Account (CAC) fund, a private entity providing consulting to the Public Health Ministry, to analyse the processes of breast cancer diagnosis in the country. A total of 242 cases were evaluated, which demonstrated the need to include HER2 testing in the diagnostic guidelines. The initiative resulted in the recommendation of adequate diagnostic processes in Colombia and also served to promote the creation of a group of government to support the implementation of the necessary changes in public policy to improve these processes.

Healthcare capacity

An educated healthcare workforce and high quality medical infrastructure are essential to provide the best care to patients. We therefore partner with institutions to foster a qualified network of medical professionals and invest in improving medical facilities. In 2016 and 2017, we invested COP 2.2 billion to provide educational opportunities such as workshops, congresses, working sessions, lectures, seminars and forums, impacting 31,000 healthcare professionals. During this period, we also supported a study from the University of Antioquia recommending a better framework and policies to strengthen the financial sustainability of the healthcare system in Colombia.

In 2016 and 2017, we conducted medical trainings to improve clinical competencies around early cancer diagnosis. In partnership with the Colombian Federation of Gynaecology and Obstetrics, the Colombian Society of Gastroenterology and the Colombia Dermatology Association, among others, we developed trainings focused on topics including: cancer risk assessment, signs and symptoms, interpretation and quality of diagnostic aids, timely referral, patient follow-up and adherence. Additionally, we developed tools—such as workshops and e-learning—that allow each institution to build even more continuing education programmes on these topics. Throughout the two years, we conducted 456 trainings for 18,471 healthcare professionals on lung, breast, colon, skin and cervical cancer. This has helped to, not only increase early diagnosis for patients...
Fostering a great workplace for our people

At Roche Colombia, we want our employees to feel inspired to come to work every day to solve the health challenges facing our country. For this reason, we aim to create a workplace environment that cultivates passion, energy and career aspirations.

For this reason, we are proud that women now make up 67% of our workforce. We currently employ 229 people, of which 67% are women. In both 2016 and 2017, we conducted 23 employee initiatives that reached all employees.

Our employees benefit from flexible work schedules, a company-wide wellness programme, a recognition programme and any other activities that promote a healthy work-life balance. Between 2015 and 2016, we reduced occupational accidents by 25%, further contributing to the well-being of our workforce. In 2017, our efforts to promote healthy lifestyles and embed this culture among our employees were recognised internally in the Live Well Branding Contest.

As a result of our efforts, we were also ranked 7th among the “Best Workplaces with up to 500 Employees” by the Great Place to Work Institute in 2016.

Employee engagement and talent retention

We develop several initiatives to engage our employees and retain our top talent through positive feedback and recognition. In 2016, 69% of vacant positions in our office were filled by existing Roche employees. We also launched a learning and development programme the same year, opening our doors to graduating students from several universities. Over 150 students visited our facilities through the “Open Doors Fair” to learn about our work and the various business units in the company, and, as a result, seven students were eventually hired.

Leadership development

We support leadership development for our employees by providing them with workshops and trainings to grow and gain new skills. In 2016 and 2017, we offered workshops and “Practice Labs” for managers to share best practices on hiring and performance management.

Diversity and inclusion

We have worked hard to improve diversity and inclusion in our office and we are proud that women now make up 67% of our workforce. In 2016, we placed an even greater emphasis on women in leadership positions, leading an internal campaign that highlighted the importance of embracing our differences.

Roche understands each country’s needs are unique, requiring tailored solutions to address healthcare affordability. At Roche Colombia, we work with numerous stakeholders, including health authorities and private insurers, to adapt our programmes to the realities of the local market in an effort to promote improved access to innovative treatments for patients.

We live by values like passion, integrity and courage.

Sandra Ojeda
Commercial Director, Roche Colombia

Diversity and inclusion, how we live it at Roche, does not only entail age, gender, race or sexual orientation, but also diversity in thinking, amplifying our work through open dialogue. This facilitates holistic work between integrated areas, aimed at a common goal: benefiting and generating moments that make a difference for people.

I joined Roche Diagnostics in 1990 and sometime later moved to Pharma as a sales representative. When I started my on-site visits almost 28 years ago, the woman’s rule in the pharmaceutical sector was almost none. It was a big challenge to open doors because there were a lot of biases. However, there was an enormous strength in me to grow, and I decided that I would accomplish my goals. I began to excel in these visits and grow within the company, and it makes me feel very proud.

Today, the situation is completely different. I see more and more initiatives that promote growth within the company and an authentic interest in supporting diversity and inclusion. In the affiliate, there is a mindset of complete openness without biases related to gender or age. There are local and international opportunities for those who want to grow, and leaders are being increasingly trained to support employees’ development.

I have enjoyed some of the benefits by participating in development programmes in leadership and group management and training in marketing, among others. This demonstrates the company’s personal focus, which goes in line with the innovative solutions we develop. Human resources are valued, and the company shines for its workplace environment.

We are proud that women now make up 67% of our workforce.

Meeting high standards of business ethics

Compliance and risk management are key priorities for us at Roche Colombia and we aim to provide the best tools and training to employees in order to ensure they adhere to our ethical principles. These activities focus on prevention, transparency and communication to deliver the highest commitment to integrity. In 2016 and 2017, there were no incidents of corruption, lawsuits, fines or noncompliance.

Our affiliate was recognised for excellence in ethics and corporate governance by the newspaper El Espectador in 2016, ranking second in the Professional Leader Award. In 2017, the media outlet placed Roche Colombia second in the “Companies with Good Governance in Colombia” ranking.

For us, compliance is a priority not only through self-regulation, but also by applying and abiding by the codes of ethics of the pharmaceutical industry in the country, including those of the Association of Pharmaceutical Research and Development Laboratories (AFIDRO) and the pharmaceutical chamber of the National Business Association of Colombia (ANDI). In 2016, as leaders of the chamber’s Board of Directors, we supported the launch of ANDI’s Code of Ethics.

Risk management

We are strongly committed to supporting patient safety and reducing counterfeiting in the Colombian healthcare system. We have a dedicated pharmacovigilance team that supports all activities related to protecting patients. Additionally, our Risk Management Plan outlines activities to inform patients and health professionals about the risks associated with our treatments. During the last two years, all employees participated in trainings around transparency related to our medicines and the management of adverse events.
We support organisations throughout Colombia to develop programmes that give back to our communities. Our work in 2016 and 2017 primarily focused on humanitarian and social projects, post-conflict initiatives and disaster relief. In total, we led ten volunteer initiatives in 2016 that benefitted 150 people. The following year, employees participated in 200 hours of volunteer service across six initiatives, impacting 62 people.

**Humanitarian and social projects**

We encourage our employees to volunteer and support local community development projects. All Roche Colombia employees participate in the annual Children’s Walk to raise awareness of children’s diseases and support local organisations. In 2016 and 2017, we raised COP 98 million for the Project Union Foundation, which assists people with low income impacted by serious diseases or disabilities. Since 2015, our employees have also supported the organisation through our volunteer programme ‘Manos Amigas’. Fifty employees have volunteered their time to help over 60 children as part of this initiative.

In 2016 and 2017, we raised COP 98 million for the Project Union Foundation, which assists people with low income impacted by serious diseases or disabilities.

**The partnership has provided more hearts, more hands, and therefore, more timely care for each child in need.**

Fernando Quintero
Founder, Project Union Foundation

Project Union Foundation is a non-profit entity committed to five different programs: Casa de Los Ángeles, Hogar Santa Rita de Cascia, Casa de la Esperanza, Comedor Maria es mi Madre, and Centro de Vida. These initiatives are focused on providing comprehensive care to children with complex or chronic diseases and their families, food and shelter for the elderly who are homeless, and a paediatric unit for low-income families who are struggling to manage an ill child.

Since 2015, Roche has made an impact within our initiatives through the participation of its employees in volunteer activities. With Roche’s partnership, we concluded the first stage of the Los Angeles Life Centre - a space that is comfortable, cheerful and dynamic, and has helped reduce wait times and improve quality of life. This first stage, better known as the Casa Los Ángeles, continues to help us provide comprehensive care to children with complex illnesses and their families during their entire recovery time. Additionally, Roche donated funds for the creation of this space.

Roche’s initiatives allow us to see another actor working towards developing solutions for the care of serious diseases, and the administrative and financial structure of a large company serves as an example and inspiration for all. If we combine our experiences and resources, we can help reduce the gap of inequality in our countries. With a partnership from a pharmaceutical company, like Roche’s, that contributes economic resources continuously, our organisation strengthens, and thus our work produces a greater impact in the community.

Along with our commitment to creating social value in our communities, we also aim to minimise our environmental footprint. Each year, we develop initiatives to increase energy efficiency and improve resources management.

In 2016, we led various efforts in this regard, which included replacing over 600 lightbulbs with LEDs, driving employee awareness campaigns around responsible energy use and creating efficient allocation of energy to the most critical areas of the company. We also reduced our gasoline consumption by 26.5% by purchasing more energy efficient company cars. In 2017, increased employee travel to further our business led to slightly higher energy consumption as well as emissions, compared to 2016.

To build on these efforts, we measured the carbon footprint of our operations to identify the greatest sources of emissions. We used this information to define objectives and more-effective policies to reduce our emissions, be more efficient and reduce our impact on the environment. Additionally, in 2017, we promoted an internal awareness campaign that involved the children of our employees, who participated in educational videos that were shared with our teams to foster environmentally responsible behaviour throughout our affiliate.

We also continually seek new ways to improve waste management. Since 2014, we have been part of the Blue Point Corporation, a non-profit organisation dedicated to the proper management and disposal of drug residues. The organisation emerged as an initiative of the pharmaceutical industry to improve the proper disposal of expired or unused medicines by improving the collection, transport, storage and classification of waste. In 2016, the programme reached 56% of the population across 129 municipalities, collected 351,208 tons of residue and trained 4,252 people in the post consumption of medicines.

Since 2014, we have been part of the Blue Point Corporation, a non-profit organisation dedicated to the proper management and disposal of drug residues.
Colombia key performance indicators

- **Clinical studies**: 24 in 2016, 29 in 2017
- **Active sites**: 61 in 2016, 82 in 2017
- **Patients in clinical trials**: 398 in 2016, 433 in 2017
- **Investment in R&D (mCHF)**: 4 in 2016, 4 in 2017
- **Disease awareness campaigns**: 17 in 2016, 20 in 2017

### Increasing access to healthcare

<table>
<thead>
<tr>
<th>Year</th>
<th>Clinical studies</th>
<th>Active sites</th>
<th>Patients in clinical trials</th>
<th>Investment in R&amp;D (mCHF)</th>
<th>Disease awareness campaigns</th>
<th>People reached through awareness campaigns</th>
<th>Patient assistance/support programmes</th>
<th>Patients as part of patient assistance/support programmes</th>
<th>People screened through diagnosis related initiatives</th>
<th>Donations/contributions made to strengthen healthcare capacity (Colombian Pesos)</th>
<th>Healthcare practitioners trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>24</td>
<td>61</td>
<td>398</td>
<td>4</td>
<td>17</td>
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<td>6,586</td>
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<tr>
<td>2017</td>
<td>29</td>
<td>82</td>
<td>433</td>
<td>4</td>
<td>20</td>
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<td>1</td>
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### Fostering a great workplace for our people

<table>
<thead>
<tr>
<th>Year</th>
<th>Headcount</th>
<th>Women (%)</th>
<th>Women in key positions (%)</th>
<th>Turnover rate (%)</th>
<th>New hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>256</td>
<td>72</td>
<td>61</td>
<td>14</td>
<td>61</td>
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<tr>
<td>2017</td>
<td>229</td>
<td>67</td>
<td>56</td>
<td>19</td>
<td>28</td>
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</table>

### Meeting high standards of business ethics

<table>
<thead>
<tr>
<th>Year</th>
<th>Supplier audits</th>
<th>Employees trained in ethics, quality and compliance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>2017</td>
<td>3</td>
<td>100</td>
</tr>
</tbody>
</table>

### Supporting communities

<table>
<thead>
<tr>
<th>Year</th>
<th>Community support programmes</th>
<th>People reached from community initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>10</td>
<td>150</td>
</tr>
<tr>
<td>2017</td>
<td>6</td>
<td>62</td>
</tr>
</tbody>
</table>

### Minimising our environmental footprint

- **General waste produced (tonnes)**: n/a
- **Recycling (tonnes)**: 90 in 2016, 88 in 2017
- **Investment in SHE (CHF)**: 232,000 in 2016, 8,850,000 in 2017
- **Total water consumption (cubic metres)**: n/a
- **GHG emissions (tonnes)**: 1,857 in 2016, 1,899 in 2017
- **Energy consumption (gigajoules)**: 20,537 in 2016, 20,771 in 2017

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“Since the objective of pharmaceutical laboratories is to look after human health, these social and environmental responsibility initiatives reaffirm their commitment with the community.”

**Jorge Trujillo Sanchez**
Executive Director, Blue Point Corporation
Ecuador

The healthcare landscape in Ecuador

Ecuador spends between 4% and 6% of its gross domestic product (GDP) on healthcare and has allocated USD 470 million for medicines in the last two years. All 16 million Ecuadorian citizens are guaranteed healthcare by Ecuador’s constitution. However, over a quarter of the population currently lives under the poverty line and lacks access to sufficient healthcare options. Poor hospital infrastructure, inadequate diagnosis and low treatment adherence are some of the biggest healthcare issues facing Ecuadorians today. To address this, some of the main discussion topics among healthcare professionals, the pharmaceutical industry and policymakers include the New Healthcare Organic Code, the National Noncommunicable Diseases Care Plan and the Cancer Law.

1 United States dollars
2 BMI Research Ecuador - LATAM, 2017
At Roche Ecuador, we are committed to fostering an improved healthcare landscape in the country and promoting medical advances to meet patient needs. We have been headquartered in Quito since 1990 and our affiliate ranked 4th in the pharmaceutical market throughout 2016 and 2017. We received regulatory approval for two indications of three Roche medicines in 2016, including a treatment for chronic lymphocytic leukaemia and a combination therapy for lung cancer, and one medicine in 2017 for the treatment of follicular lymphoma.

During this time, we also had 12 indications of seven medicines covered by the public sector in both 2016 and 2017 to treat cancer, cystic fibrosis and autoimmune diseases, and our top medicines in Ecuador helped treat approximately one million people.

### Delivering Innovation

We are committed to pushing boundaries to create groundbreaking advances in healthcare. We work across disciplines and regions throughout the country to drive the creation of new medicines and diagnostics to address unmet medical needs in the benefit of patients.

In 2016 and 2017, we continued four of our clinical trials on treatments for non-Hodgkin lymphoma and breast cancer throughout sites in Quito, Guayaquil, Portoviejo and Cuenca. With support from IQVIA (formerly Quintiles IMS Holdings, Inc), the Ministry of Health, numerous hospitals and labs, and other Roche affiliates in Latin America, these trials reached around 30 patients.

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### Our contribution to sustainability

We believe good business means a better world, and that our business continuity relies on our ability to generate positive value to society and the environment. We are therefore deeply committed to the communities where we operate and assume our corporate social responsibility.

In 2016 and 2017, our sustainability programmes primarily focused on raising awareness of diseases and their treatments to increase access to healthcare and strengthening our workplace culture and compliance activities. To carry out these initiatives, we formed partnerships with patient organisations, including the National Agreement Against Cancer Network, the academic and scientific community, government authorities and non-governmental organisations (NGOs), such as the Swiss Alliance.

### Increasing access to healthcare

Ecuador faces unique political, socioeconomic and geographic barriers that impede patients’ access to healthcare. We therefore create tailored, multi-stakeholder programmes to help all citizens access the care they need through efforts focused on the Group’s four key pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

In my role, I oversee public relations efforts. Our experience with Roche’s “Pink Card Against Cancer” campaign allowed us to improve communication around cancer by raising awareness of the impact this disease has on patients and their families. Our strategic relationship with a globally renowned company, such as Roche, was constituted by high levels of interaction, which led to positive impacts by ensuring that events were carried out in an efficient manner.

Our main challenges at LDU were to show that, as an institution, we truly care about cancer, to promote a culture of prevention and to create relationships between private institutions and foundations. With Roche’s collaboration, we were able to implement all the socialisation of the campaign in internal and external media throughout the month-long campaign in October 2017.

With this initiative, we were able to educate players, raise awareness about the disease and improve our relationship with groups of interest. The creation of and engagement from pharmaceutical companies in initiatives like these helps improve social conditions and allows for harmonious collaborations. However, in this case, Roche was the fundamental factor as it helped unite and execute the ideas we had in mind to show that we are not only a soccer institution, but an institution dedicated to and for people.

The campaign reached over 1.1 million people and was personally recognised by the president of Ecuador, Lenin Moreno, who commended our efforts to generate awareness around the pressing topic of cancer.

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**Esteban Paz**
Chairman of the Soccer Executive Committee of the University Sports League of Quito
We also conducted various activities in the context of the global days dedicated to raising awareness around colorectal, ovarian and cervical cancer in 2016 and 2017. Throughout March, April and May, we conducted seven educational meetings at seven institutions from Solcas, the Ministry of Health and Social Security to educate patients about topics related to the diseases, including symptoms, diagnosis, treatment options and daily care. We disseminated educational materials to approximately 2,000 patients, reached 300 patients through the educational workshops and helped increase treatment adherence rates among patients.

Diagnosis
Early diagnosis is essential to helping patients get the appropriate treatment they need in a timely manner. We are committed to working with medical institutions across Ecuador to improve screening and diagnostic education. We led one diagnosis initiative in 2016 that reached 430 people and an additional two programmes the following year that reached 760 patients.

Since 2014, we have invested in screening tests at public hospitals throughout Ecuador through our “Onco Diagnosis” programme to ensure patients with breast cancer, lymphoma and skin cancer have access to correct and timely diagnosis. As part of this initiative, we provide equipment, immunohistochemistry technology and training to histotechnologists and pathologists in specialised cancer hospitals throughout the country to ensure lab tests are conducted accurately. Through our efforts, more than 800 people have been tested for breast and skin cancer.

We also launched a programme in 2017 to promote the early detection of cystic fibrosis in children through the pilocarpine test. In partnership with Central University of Ecuador, we helped educate patients, families and around 300 healthcare practitioners on early testing for the disease and conducted 180 screenings. In addition, the University is developing a publica-
tion with the data generated from the initiative to inform decision makers on the importance of including testing for cystic fibrosis in neonatal screenings. As a result of our efforts to support the project and the book’s launch, our affiliate received a recognition from the Central University.

Healthcare capacity
To improve healthcare capabilities across Ecuador, we educate healthcare professionals on key chronic diseases by partnering with the medical and scientific community, government agencies and research centres. We carried out three healthcare capacity initiatives in 2017 that trained over 200 healthcare personnel.

For example, in the context of World Lymphoma Day in 2017, we launched “Recognise the Symptoms, Anticipate Cancer” to educate specialists in public and private hospitals as well as our employees on early signs and symptoms of cancer. Our team held a meeting with members of the Ecuadorian Society of Haematology to discuss updates in treating follicular lymphoma, as well as collaborated with the Society of the Fight Against Cancer (SOLCA) to coordinate scientific education sessions on the disease. Overall, we helped train 15 medical specialists and 98 Roche Pharma employees.

We also activated a campaign on World Arthritis Day in 2017 with the Ecuadorian Society of Rheumatology to disseminate information about the disease and promote early detection and treatment, as well as the benefits of biological therapies for treating the disease. As part of the campaign activities, our team sponsored and participated in the International Course of Osteoarthritis and Osteoporosis and worked with local medical thought leaders to spread information to the general public and medical specialists. Over 200 healthcare professionals participated in this event.

We also aim to strengthen infrastructure by helping to improve medical facilities in the country. To accelerate waiting times for cancer patients at the Eugenio Espejo Hospital and help improve their outcomes, in 2017, we donated five infusion chairs and pumps, contributing to the reduction of waiting times from 30 days to 15 days. With the added capacity, the hospital can now provide care for a total of around 40 patients each day. We also trained seven nurses on the use of the equipment.

Funding
At Roche Ecuador, we understand the financial challenges that patients face when accessing medicines and care. We are committed to working with government authorities, NGOs and patient organisations to create funding solutions to meet all patients’ needs, as well as guide them through the complex healthcare systems.

Throughout 2016 and 2017, we continued the “For You” Patient Support Programme in collaboration with NESEC to address the unmet needs of cancer patients living in poverty, remote or rural areas and with low levels of education. The programme aims to improve the quality of life for these patients by improving adherence to Roche treatments. “For You” provides education, transportation and food to patients, and helps them navigate hospital processes and treatment regimens. The programme therefore covers all stages of the patient journey—from access to hospitals to effective treatment and timely follow-up, increasing the likelihood of higher life expectancy and better patient outcomes. This integrated support programme is currently operating in six of the ten major public hospitals in the country and has been well-received by patients and healthcare practitioners. The programme has grown since it launched in 2014 and reached over 1,400 patients in 2016 and more than 1,700 in 2017.

We offer numerous benefits that demonstrate our commitment to fostering a great workplace, including a meal bonus and loans to help employees purchase cars. We also celebrated Occupational Health Day by bringing mobile massage stations to employees at our offices in Quito and Guayaquil.

At Roche Ecuador, we want our employees to feel inspired to come to work each day and supported to achieve their career aspirations. We are committed to creating an enriching and stimulating work environment that supports diversity and inclusion and promotes career growth. In 2017, we employed 88 people, and women comprised approximately 60% of our workforce.

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In 2017, we employed 88 people, and women comprised approximately 60% of our workforce.
Our commitment to our people was recognised by the Great Place to Work® Institute in 2017, ranking our affiliate 10th among the best companies to work for in Ecuador and 2nd in the pharmaceutical industry.

Employee engagement and talent retention

We aim to attract outstanding, motivated people and help them perform at their best. In addition to our benefits, we engage employees through the global “Live Well” programme, which aims to encourage healthy and active lifestyles. In 2017, our Live Well week offered numerous activities and resources around healthy lifestyles, prevention practices, well-being and mental health. We also carried out a “red carpet” event where employees were awarded prizes for participation. Overall, the initiative reached 140 employees.

We also introduced the “Active Pause Programme” in 2017, which encouraged employees to take a short break during the work day to promote health and well-being. Two employees were designated as “champions” in each floor and were trained by a psychologist and certified coach to lead active pauses throughout the day, encouraging physical movement and mental breaks. Approximately 180 employees across our affiliate’s three divisions participated in active pauses throughout the year. The initiative was well-received by our teams locally and globally; and our affiliate won the Group’s Responsible Care Award for this effort.

Leadership development

We support our employees’ career goals through leadership trainings and workshops throughout the year. In 2017, we launched “Our Strength, Our People”, which engaged 100 employees in leadership trainings. A cross-disciplinary team from the HR, Finance, Medical and Commercial areas led the learning and development initiative to help employees develop skills and behaviours to reach their individual development goals.

The programme assured me that for Roche, the most valuable resource is its people.

Alesksandra Lukzea
Central Nervous System Franchise Manager, Roche Ecuador

I am proud to work at Roche, a company dedicated to innovation and development of new molecules for patients who currently don’t have efficient therapeutic options to fight the disease they suffer from. My current passion at work is to ensure the successful launch of an innovative treatment that will transform the lives of patients with multiple sclerosis.

The leadership development programme was an experience that helped me become more aware of the importance of a leadership role in an organisation like Roche. I immersed myself in a series of intense exercises, which allowed me to reflect on my leadership style. During the programme, I was impressed at how general managers dedicated the time, energy and effort to provide feedback to participants and help everyone understand areas of improvement and strengths, while discussing possible career paths and development within the company. The informality between participants and regional leaders allowed for a collaborative environment, as everyone was able to learn more about each other’s experiences and plans, as well as the company’s vision.

The programme assured me that for Roche, the most valuable resource is its people. Only companies with a great vision for development of their employees and constantly think about future leaders.

Employee engagement and development initiative to help employees develop skills and engage in trainings and workshops throughout the year. In 2017, we provided in-person and virtual trainings about our Code of Conduct and other compliance topics, including anti-corruption and anti-bribery, and monitored activities with healthcare professionals, GSDs (Grants, Sponsorships & Donations) and PSFs (Patient Support Programmes). In addition, we hosted our annual Supplier Day in 2016 and 2017 to ensure suppliers are aligned with our corporate guidelines.

In 2017, our Compliance Week gathered over 180 employees to learn about various compliance topics and participate in workshops and interactive activities. With the theme of “cha-cha-cha”, employees took part in a dancing class that brought together the themes of speed, stability and flexibility as essential factors for both the dance and compliant behaviours. The same year, we also held field trips with key sales force team members to learn about compliance in the field.

Risk management

We work diligently to identify potential risks to our business and employees and manage them accordingly. In 2017, we developed various strategies as part of our risk management efforts and trained over 30 employees on our Business Continuity Management plan to ensure the continuity of key activities. We also trained 24 employees in our Emergency Brigade on fire, evacuation and first aid in a nine-hour classroom course.

Through a people-focused and locally-oriented approach, we create and support tailored activities that address the needs of the communities where we live and work. In 2016 and 2017, our activities mainly focused on supporting humanitarian and social causes.

Humanitarian and social causes

We have a strong partnership with the Swiss Alliance and carry out numerous activities with the organisation throughout the year to deliver lasting impact to communities throughout Ecuador. The Swiss Alliance is an educational initiative of social responsibility in Ecuador whose mission is to improve the learning processes of children in the country. We partnered with the NGO on three primary initiatives in 2017, among them an Arts and Crafts Workshop that engaged 55 Roche volunteers to gather and prepare supplies for elementary school teachers. The activity, which helps foster creativity and aids in the first steps of education, impacted over 200 children in Quito and Guayaquil.

We also worked with the Swiss Alliance to support the “Cervical Cancer Campaign for Rural Women” in Quito aimed to promote education, awareness and detection of cervical cancer for at-risk patients. We helped test 135 mothers of children from five schools within the Swiss Alliance’s scope. This programme had to overcome significant social challenges around sexism that have created a stigma around cervical cancer exams in the region. However, the initiative identified 17 women that were at-risk for the disease and helped them receive follow-up care.

In addition, we have supported the Swiss Alliance for Education in Ecuador, a project led in collaboration with the Swiss Alliance and five other Swiss companies, for nine years through various activities. In 2017, we provided additional funding to the organisation as part of our annual Children’s Walk initiative. We led activities with 11 multidisciplinary groups of employees from the Pharmaceuticals, Diagnostics and Diabetes Care divisions, helping to raise USD 3,390 to support six low-income schools.

We led activities with 11 multidisciplinary groups of employees, helping to raise USD 3,390 to support six low-income schools.
The Benjamin Carrión Institute (IBC) is a non-governmental, non-profit organisation established under the agreement of the Ministry of Education in 1988. Its objectives include carrying out studies on educational policy issues and socio-economic reality and methodology design for learning, as well as the development of community management projects.

Since 2015, our experience participating in the Swiss Alliance programme, where Roche is a partner, has been very positive. This is the first time that IBC has implemented a corporate social responsibility proposal for six foreign companies. As a result of this partnership, IBC has learned different strategies of work, organisation and dialogue for the development of activities to support schoolchildren, school equipment and health prevention campaigns.

Pharmaceutical companies should contribute with actions like those executed by the Swiss Alliance because it is a fundamental responsibility to help in the improvement of education.

In Ecuador’s case, the Swiss Alliance initiative is unique, as it constitutes a social responsibility experience aligned with public policies through the joining of efforts of six companies in pursuit of a shared goal – to improve education.

Juan Samaniego
Spokesperson, Benjamin Carrión Institute

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AKROS is a leading company in the implementation, commercialisation and integration of technological projects in the corporate segment. With Roche’s support, we were able to hold meetings with HP Inc’s representative to discuss the importance of a recycling programme to help conserve the environment.

In 2017, Roche partnered with HP Inc to create a recycling programme for the toners being disposed of by the affiliate. Due to this initiative, our relationship with Roche became gratifying because, in addition to ensuring the correct disposal of empty supplies, we, at AKROS, also have the pleasure to contribute to the protection of the environment.

Within the programme, containers are delivered for empty toners to be collected and then picked up once there are at least five toners ready for recycling. Once the collection process is completed, Roche receives a certificate indicating the quantity of supplies properly recycled, which shows that Roche is following due processes. These types of initiatives have the power to encourage other companies to contribute to the well-being of the environment for a better world.

Andrea Rivera
Account Manager, AKROS

“We aim to operate in an environmentally responsible manner by managing our resources efficiently and increasing our use of renewable energy. In 2016 and 2017, we started tracking our water and energy consumption to create goals in line with the United Nations Sustainable Development Goals and the Dow Jones Sustainability Index, and we plan to release these results in 2018.

Additionally, we partnered with HP Inc. to create a ‘Toner Recycling Programme’ in 2017 with the goal of recycling all toners disposed of by the affiliate. Through this initiative, we recycled 77 toners throughout the year.”
### Ecuador key performance indicators

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td><strong>Clinical studies</strong></td>
<td>6</td>
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<tr>
<td><strong>Active sites</strong></td>
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<td>11</td>
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<tr>
<td><strong>Patients in clinical trials</strong></td>
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<td><strong>Disease awareness campaigns</strong></td>
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<td><strong>People reached through awareness campaigns</strong></td>
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**Increasing access to healthcare**

<table>
<thead>
<tr>
<th>Indicator</th>
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</tr>
<tr>
<td><strong>Energy Consumption (gigajoules)</strong></td>
<td>n/a</td>
<td>153,517</td>
</tr>
</tbody>
</table>

**Fostering a great workplace for our people**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Headcount</strong></td>
<td>185</td>
<td>88</td>
</tr>
<tr>
<td><strong>Women (%)</strong></td>
<td>53</td>
<td>60</td>
</tr>
<tr>
<td><strong>Women in key positions (%)</strong></td>
<td>41</td>
<td>46</td>
</tr>
<tr>
<td><strong>Turnover rate (%)</strong></td>
<td>13</td>
<td>34</td>
</tr>
<tr>
<td><strong>New hires</strong></td>
<td>27</td>
<td>22</td>
</tr>
</tbody>
</table>

**Meeting high standards of business ethics**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supplier audits</strong></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Employees trained in ethics, quality and compliance (%)</strong></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**Supporting communities**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community support programmes</strong></td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td><strong>People reached from community initiatives</strong></td>
<td>0</td>
<td>10,000</td>
</tr>
</tbody>
</table>

**Minimising our environmental footprint**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General waste produced (tonnes)</strong></td>
<td>n/a</td>
<td>2</td>
</tr>
<tr>
<td><strong>Recycling (tonnes)</strong></td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Investment in SHE</strong></td>
<td>n/a</td>
<td>155,802</td>
</tr>
<tr>
<td><strong>Total water consumption (cubic metres)</strong></td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>GHG emissions (tonnes)</strong></td>
<td>n/a</td>
<td>1,087</td>
</tr>
<tr>
<td><strong>Energy Consumption (gigajoules)</strong></td>
<td>n/a</td>
<td>153,517</td>
</tr>
</tbody>
</table>

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6 Figures include the Pharmaceuticals, Diagnostics and Diabetes Care Divisions
7 Safety, Security, Health and Environment

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*Million Swiss francs

1 2016 figures include the Pharmaceuticals, Diagnostics and Diabetes Care Divisions
2 Figures include the Pharmaceuticals, Diagnostics and Diabetes Care Divisions
3 Safety, Security, Health and Environment
With a total of USD 17 billion in spending on medicines in the country, Mexico has the second largest pharmaceutical market in Latin America and ranks 12th worldwide. The country invests 6.1% of its gross domestic product (GDP) on healthcare, and has been working to bring universal healthcare coverage to its 127 million inhabitants through a national public programme since 2003.

Currently, 90% of the population has healthcare, yet significant budget cuts in recent years have impacted support within the public sector, resulting in many patients being unable to receive complete coverage for their care. Despite these cuts, the country is implementing strategies to ensure all citizens can access quality services regardless of socioeconomic status or geographic region.

In parallel, as life expectancy continues to rise in Mexico, so has the incidence of chronic disease. Major urban centres like Guadalajara, Monterrey and Mexico City host 60% of the country’s oncologists, making it difficult for citizens living in remote areas to access the care they need. As a result, oncology has become a major priority in national healthcare discussions.

Throughout 2016 and 2017, Mexico created a National Registry of Childhood Cancer, a programme to reduce obesity and a national diabetes registry. This reflects the industry’s recognition of the severity of chronic disease, especially diabetes and obesity, and an ongoing trend to better monitor diseases. The industry continues to discuss ways to improve health services and funding nationwide.

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1 United States dollars
6 Mexican Society of Oncology
Roche has been committed to improving healthcare in Mexico since we established our headquarters in Mexico City in 1948. We have positioned ourselves as a key player in healthcare innovation in the country and currently rank among the top five companies in the pharmaceutical market.

Our efforts to advance health in the country resulted in regulatory approval for two indications of two Roche products in 2016 for the treatment of breast cancer and rheumatoid arthritis. The following year, we obtained two more indications of two products for non-small cell lung cancer and follicular lymphoma.

During this time, four products in five indications were covered by the public sector. Overall, our top 25 medicines benefited almost 1.2 million people in 2016 and over 915,000 the following year.

Our affiliate was recognised as a reputable corporate citizen in Mexico in 2016 and 2017 by MERC0, ranking among the 100 companies with best reputation as well as corporate governance.

For 33 years, we have promoted medical and scientific research in Mexico through the Dr Jorge Rosenkranz Medical Research Award. The award aims to encourage medical research that will lead to the development of breakthrough healthcare solutions by providing scholarships to innovative research projects.

Throughout the initiative’s history, we have recognised 120 researchers, who receive MXN 200,000 along with the Award to support their project.

For 33 years, we have promoted medical and scientific research in Mexico through the Dr Jorge Rosenkranz Medical Research Award.

In 2017, we also hosted an industry-wide forum on access to medical innovations in partnership with the National Institute of Genomic Medicine (INMEGEN). The “Challenges in Innovation, Health and Cancer” forum aimed to boost investment in innovation within public and private health institutions throughout the country, as well as the creation of public policies that allow for the use of biotechnological drugs.

The forum included four conferences with renowned specialists as well as conversation roundtables focused on topics such as access to medical innovations. The event brought together over 150 stakeholders, including associations, government officials, health institutions, universities and media.

We continuously invest to improve innovation in diagnostics and treatment in Mexico. Each year, we work with numerous partners to advance research that builds a stronger healthcare system in the country. In partnership with institutions like the Cancer Hospital of Queretaro, the University Hospital of Dr Jose E. Gonzalez and the Specialised Medicine Consultancy, we conducted 75 clinical trials in 2016 and 76 studies in 2017 focused on inflammatory, autoimmune and bone, neurological and psychiatric, and oncology research.

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Increasing access to healthcare

Our innovative medicines are only meaningful when patients are able to access them. Although we have helped to drive medical advances throughout Mexico, numerous challenges in the healthcare system, as well as socioeconomic and geographic factors, make it difficult for patients to access treatment. We aim to break down barriers to healthcare by developing initiatives that focus on the Group’s four main pillars: Awareness, Diagnosis, Healthcare capacity, and Funding.

Awareness

The increase in life expectancy throughout Mexico has resulted in a significant rise in chronic diseases among older patients. However, many do not have access to adequate information about signs and symptoms of diseases, which can delay diagnosis and medical care. Between 2016 and 2017, we conducted ten disease awareness initiatives around lung cancer, breast cancer and lymphoma, among other conditions, to empower patients to manage their health.

As journalists play a key role in informing the public, since 2014, we host the “Medical Update Journalism Seminar” to increase journalists’ understanding of medical topics and ensure they have access to the latest information. In partnership with Pan-American University and the Health Secretary of Mexico City, we conduct various sessions with teachers and leaders in the field. In 2016, the sessions focused on chronic degenerative diseases, the central nervous system, cancer and issues related to pharmacovigilance and pharmacoeconomics. The following year, the specialists addressed bioethics, personalised medicine, cancer therapies and other issues related to the disease.

Between 2016 and 2017, the seminar impacted 95 journalists across the country.

In 2016, we launched an awareness campaign around ovarian cancer that reached over 78 million people. As part of the initiative, we hosted a conference in partnership with the Mexican Association for the Fight Against Cancer and the Gynaecologic Cancer Research Group that brought together government officials, health authorities and journalists to discuss the inclusion of epithelial ovarian cancer among the diseases covered by Mexico’s Seguro Popular.

The following year, we worked with the Mexican Association of Relatives and Patients with Rheumatoid Arthritis to launch “I’m Not Made of Cardboard”, a campaign aimed at creating awareness around arthritis for patients and the general public. The initiative included informational sessions for over 400 patients, which focused on innovation in treatment and the importance of treatment adherence to avoid disease progression, and reached over six million people overall.

We also conducted nine patient support programmes in 2016 that reached over 2,000 patients. The following year, our 11 programmes benefited more than 2,400 patients. In addition, in 2017, we launched “Roche For You” to integrate all our patient support programmes under one initiative, helping to strengthen our efforts and increase our impact.

Diagnosis

Early detection of disease is imperative to helping patients receive appropriate treatment as quickly as possible. However, many public institutions in Mexico lack the resources to perform diagnostic testing. To address this problematic, we conducted eight diagnosis-related initiatives in 2016 and nine in 2017. We also supported testing programmes for numerous pathologies, including breast, lung and skin cancer and rheumatoid arthritis, impacting over 21,000 people in 2016 and more than 20,000 the following year.

In 2016, we conducted our second “Bone Health Week” in Mexico City to increase awareness about the early detection and treatment of osteoporosis and calcium deficiency and facilitate our contribution to sustainability

We are dedicated to improving access to healthcare, supporting employees and communities, meeting the highest standards of ethics and managing our resources responsibly. In 2016 and 2017, our sustainability priorities included: patient access, strict compliance fulfilment, diversity and inclusion, and waste management. We worked with key partners including patient organisations like the Salvati Foundation, academic partners like the Pan-American University, and non-governmental organisations (NGO) like the Make-A-Wish Foundation.

As a reflection of our efforts, the Mexican Centre for Philanthropy (CEMEFI) recognised us among the most socially responsible companies in the country for the tenth consecutive year in 2017. The same year, we were also included in the responsible companies ranking of the magazine Expansion.

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testing for older adults. In partnership with the Mexican Association of Bone and Mineral Metabolism, we held a press conference at the University of the Third Age and performed more than 100 bone density tests. The following year, we launched an awareness and diagnosis campaign around the importance of early diagnosis for cystic fibrosis. For “Breathe Day”, we worked with the Cuauhtémoc Delegation, the Mexican Cystic Fibrosis Association and public health officials to inform parents about the risks of late diagnosis, promote the inclusion of cystic fibrosis in neonatal screenings and provide testing for children. Over 200 kids ages 2 to 9 from nearby schools attended the activities and were tested for the disease.

“

My hope is that 100% of these children receive adequate treatment and that their life expectancy is as normal as anyone else’s.

Dr Jose Luis Lezana Fernandez
Paediatric pulmonologist, Federico Gómez Children’s Hospital

I work at a tertiary hospital that has interdisciplinary management and access to different medicines. It is the hospital with most cystic fibrosis (CF) patients, and one of the few affiliated to the Seguro Popular, a public health insurance that covers a wide range of services without co-pays for its affiliates. We are actively working to extend the treatment age window from 5 years of age to 10, something we consider quite feasible. With that change, we would be able to cover 95% of patients with CF.

Our participation in Roche’s CF early detection programme was positive, and we hope to have an even broader reach. Ideally, we could work together to give talks in secondary level hospitals, which are the ones that confirm the diagnosis, to inform them that the Children’s Hospital is an institute where children are entitled to all medications needed. With Roche, we were able to execute two talks in second level hospitals and conduct detection sessions in collaboration with government delegations. Throughout our partnership, we were able to diagnose and treat more patients, and have a positive impact on their expectations and quality of life. Our hospital also benefited because now it has a well-established CF clinic, something very rare to find in Mexico.

As pharmaceutical companies continue to participate in these types of initiatives, more patients will be able to get diagnosed and treated, and the industry will benefit from the resources as well.

Healthcare capacity

We also work to advance healthcare in Mexico by improving infrastructure and medical education. Between 2016 and 2017, we invested over MXN 103 million in capacity building to train more than 1,300 healthcare personnel. We also launched a redesigned version of Diálogo Roche to ensure researchers and physicians have access to up-to-date medical information.

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During this period, we fostered the participation of healthcare professionals in various medical conferences to receive the most up-to-date information on medical advances and innovative treatments. In total, over 220 specialists were benefited, taking part in events like the American Society of Clinical Oncology (ASCO) Annual Meeting, the European Society for Medical Oncology (ESMO) Congress and the European Renal Association & European Dialysis and Transplant Association (ERA-EDTA) Annual Congress.

In 2017, we launched the HER2+ Breast Cancer Summit “CRONOS” to increase education and foster discussions around the disease. The event brought together more than 80 oncologists and surgeons as well as 22 national and international speakers, and focused on the importance of treating breast cancer from a multidisciplinary point of view to ensure the best possible outcome for patients.

The same year, we also hosted several seminars to help improve health management at the Institute of Security and Social Services of State Workers (ISSSTE). We partnered with the Pan-American University to train physicians and administrative staff on topics including: economy and health, information systems in the health sector, financial administration and organizational management. With the participation of 78 healthcare personnel, these seminars helped improve the quality of services for patients.

Funding

Roche is committed to working with government, payers and healthcare professionals to develop funding mechanisms to protect patients from financial burden.

As part of these efforts, we supported two funding initiatives in 2016 and 2017 to facilitate access to treatment for metastatic colorectal cancer and rheumatoid arthritis. For patients being treated at private health institutions for metastatic colorectal cancer, we provided the first dose of a Roche medicine, benefiting 152 patients in this period. Our programme focused on patients with rheumatoid arthritis facilitated the first two doses with an intravenous formulation or the initial dose with the drug’s subcutaneous version to help improve adherence to treatment, impacting almost 40 patients.

In addition, in 2017, we expanded our initiatives to support patients with HER2+ breast cancer. Patients previously treated with the intravenous formulation of one of our medicines were provided with a cycle of the subcutaneous version, allowing the patient and treating physician to assess the efficacy of this alternative treatment. The initiative benefited 60 patients throughout the year.

At Roche Mexico, we offer numerous benefits and develop engaging initiatives to create the best environment for our employees. We aim to be an employer of choice by supporting diversity and inclusion and career development for our people.

In 2016, we were recognised as a safe company by the Ministry of Labour and Social Welfare (STPS) and recognised by the National Housing Fund for Workers (Infonavit) under its “Empresas de Oje” initiative for on-time employee contributions. The following year, we were ranked among the Best Workplaces in Mexico as well as the Best Workplaces for Diversity and Inclusion by the Great Place to Work Institute.

Through our Total Rewards Model, we offer benefits to our employees based on five key pillars: performance and recognition, career and learning, health and well-being, benefits, and cash compensation. Some of the incentives include medical insurance, food coupons, vacation days and flexible work schedules.
Employee engagement and talent retention

We encourage employees to live healthy lifestyles through our “Live Well” programme. In 2016 and 2017, we offered numerous wellness opportunities and resources focused on promoting healthy eating, physical activity, healthcare prevention practices and mental health. For example, we labelled foods in our employees’ dining room and offered healthier snacks, participated in a corporate run, facilitated vaccinations and vision tests, and hosted a day of activities with employees’ children in the office. In 2016, we launched “I Am Roche, I’m From Here” with the goal of increasing employee engagement and attracting and retaining the best talent. The initiative kicked off with an event where each employee had the opportunity to express why they are proud to work at Roche on small cards, which were then displayed on the “I Am Roche, I’m From Here” wall at our offices.

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Leadership development

We place a strong emphasis on developing leaders by offering learning opportunities throughout the year. In 2016, we launched a training site to unify all training resources available at our affiliate as well as facilitate accessibility. The portal comprises 123 e-learnings, 124 articles and 35 classroom trainings.

Diversity and inclusion

Diversity is fundamental to our business. We are committed to creating a diverse and inclusive environment in which every employee feels valued and respected and can reach their full potential. In 2017, women comprised 47% of our workforce, 51% of our managers and 31% of our senior leaders.

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Meeting high standards of business ethics

At Roche Mexico, ethics and integrity are core to our business culture and we are committed to giving our employees and partners the tools they need to meet all compliance and risk management requirements. In 2017, we were the only pharmaceutical recognised for our ethical business practices by the Confederation of Industrial Chambers (CONCAMIN) with the “Live Well” programme. In 2016, we offered numerous wellness opportunities and resources focused on promoting healthy eating, physical activity, healthcare prevention practices and mental health. For example, we labelled foods in our employees’ dining room and offered healthier snacks, participated in a corporate run, facilitated vaccinations and vision tests, and hosted a day of activities with employees’ children in the office. In 2016, we launched “I Am Roche, I’m From Here” with the goal of increasing employee engagement and attracting and retaining the best talent. The initiative kicked off with an event where each employee had the opportunity to express why they are proud to work at Roche on small cards, which were then displayed on the “I Am Roche, I’m From Here” wall at our offices.

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Supporting communities

We are committed to supporting local causes and we encourage our employees to volunteer their time in benefit of community development. In 2016 and 2017, some of our efforts focused on humanitarian and social causes. We also allocate selective grants each year to support our non-profit partners. In 2016 and 2017, we led three community initiatives focused on humanitarian and social causes and disaster relief following the earthquake in Central Mexico.

Humanitarian and social projects

Each year, we participate in the Children’s Walk to benefit local organisations dedicated to supporting children in our communities. In 2016, over 1,000 employees helped raise MXN 756,000 in benefit of the Friendship Home, a local NGO dedicated to helping children with cancer. The following year, we supported the Make-A-Wish Foundation through various internal fundraising activities. More than 1,000 employees helped raise MXN 798,824, which helped to grant the wishes of 17 children with life-threatening medical conditions.

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In September 2017, we joined the national #FuerzaMexico campaign to support earthquake victims in Mexico City, Puebla and Morelos. For our employees who were impacted by the disaster and suffered damage to their homes, we offered assistance, flexible and remote working schedules, and counselling through our Employee Assistance Programme. To support the greater community affected, we donated MXN 1.5 million to the Carlos Slim Foundation, who matched five pesos for each peso received, totalling MXN 9 million. We also offered in-kind donations to the Mexican Social Security Institute, including 27,500 units of analgesics and antibiotics, 8,560 particulate respirators, glucometers and test strips, tents and sleeping bags.

Resources management

As part of our commitment to sustainability, we also strive to minimise our environmental footprint. Our efforts focus on habitat conservation, efficient use of resources, responsible waste disposal and energy efficiency. Our affiliate also participates in the EHS Pharma Group, which brings together Mexico’s top pharmaceutical companies to exchange best practices on environmental, health and safety topics.

In 2016 and 2017, our efforts to efficiently manage our resources are aligned with our goals to reduce general waste by 0.5%, energy consumption by 3% and water consumption by 2% annually.

Granting a wish lets children discover that it’s worth to keep fighting against the disease, which leads to better treatment adherence.

Renata Olvera
Volunteer at the Make-A-Wish Foundation

The Make-A-Wish Foundation was born 37 years ago in the United States to grant wishes to children with life-threatening illnesses, ultimately filling them with hope, strength and happiness. We have been present in Mexico since 2012 and have granted over 1,800 wishes.

Rarely do we find a company where so many employees participate to support a cause and are whole-heartedly interested in the impact of their work. Our partnership with Roche through Children’s Walk has been a tremendous pleasure because we get to see, first-hand, the true commitment from both the company and its employees. They take care of all details and make us, as well as the beneficiaries, feel the love they do it with.

It’s hard for people to believe that a wish can transform the life of a child and his/her family. But once they live the power of a wish being granted and its impact, they want to keep supporting us. With Roche, we had full support from the start because they believed in us.

When companies support these types of initiatives, they are able to share part of what they receive to help others. They set an example for their employees and, above all, benefit the children who need the aid. We are extremely grateful to Roche and its employees, as well as pleasantly surprised to see what they have helped us accomplish as a team.

In 2017, we partnered with General Electric to replace the incandescent lightbulbs in our facilities with LEDs in an effort to improve energy efficiency. We also replaced 51 automatic paper dispensers in our restrooms to reduce the use of batteries and, over the course of six months, we saved approximately 1,200 alkaline batteries, reducing the negative environmental and health problems associated with these harmful chemicals.

During this time, we continued our “4R” project, which launched in 2013 to promote efforts to Reduce, Reuse, Recycle and Re-educate employees around waste disposal. As part of this programme, we began measuring our waste in January 2017, and are proud to have saved 18,928 litres of water during paper recycling and recycled 53 kg of aluminium, 728 kg of paper, newspaper and cardboard, and 337 kg of plastic bottles throughout the year.

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### Mexico key performance indicators

#### Increasing access to healthcare
- **Clinical studies**: 75 (2016), 76 (2017)
- **Active sites**: 280 (2016), 288 (2017)
- **Patients in clinical trials**: 1,248 (2016), 1,137 (2017)
- **Investment in R&D (mCHF)**
  - 2016: 15
  - 2017: 15
- **Patient assistance/support programmes**: 9 (2016), 11 (2017)
- **Patients as part of patient assistance/support programmes**: 2,152 (2016), 2,462 (2017)
- **Medical staff screened through diagnosis related initiatives**: 21,118 (2016), 20,643 (2017)
- **Donations/contributions made to strengthen healthcare capacity (Mexican Pesos)**
  - 2016: 42,911,594
  - 2017: 61,053,660
- **Healthcare practitioners trained**: 700 (2016), 600 (2017)

#### Fostering a great workplace for our people
- **Headcount**: 931 (2016), 896 (2017)
- **Women in key positions (%)**: 47 (2016), 43 (2017)
- **Turnover rate (%)**: 30 (2016), 17 (2017)
- **Supplier audits**: 10 (2016), 8 (2017)
- **Employees trained in ethics, quality and compliance (%)**: 100 (2016), 100 (2017)

#### Meeting high standards of business ethics
- **Community support programmes**: 1 (2016), 2 (2017)
- **Number of people reached from community initiatives**: n/a (2016), n/a (2017)

#### Supporting communities
- **Investment in SHE**
  - **(mCHF)**: 8 Million Swiss francs
- **Total water consumption (cubic metres)**
  - 2016: 86,800
  - 2017: 74,391
- **GHG emissions (tonnes)**
  - 2016: 17,936
  - 2017: 15,626
- **Energy consumption (gigajoules)**
  - 2016: 175,313
  - 2017: 153,517

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*Figures include the Pharmaceuticals, Diagnostics and Diabetes Care Divisions

**Safety, Security, Health and Environment*
The healthcare landscape in Peru

Peru’s 31 million people¹ receive healthcare coverage through four separate entities: Ministry of Health, Social Security, Armed Forces and Police, and Private Insurance. Although Peru spends 5.4% of its gross domestic product (GDP) on healthcare² and approximately 80% of the population receives healthcare coverage, its fragmented system leads to inequitable care across the country, particularly among urban and rural populations.

The lack of health workers in rural and less dense populations results in insufficient care in certain regions. In addition, the country has struggled to provide public funding for innovative drugs. As such, institutional reform has risen to the top of the healthcare debate.

- Ministry of Health (MINSA): The Ministry of Health provides coverage for 56% of the population, including citizens with low income and informal jobs who have historically lacked adequate access to medical care. In 2012, the government announced a publicly funded oncology insurance programme, Plan Esperanza, to help the poor population receive cancer treatments. Although progress has been made, some pathologies are not being treated in accordance with the latest guidelines and innovative treatments are limited to early-stage tumours.

- Social Security: Covering 36% of the population, Social Security seeks to provide healthcare for those formally employed. However, increasing demands for services and ongoing budget deficits have led to limited access to some treatments.

- Armed Forces and Police: The approximately 2% of the population in the armed forces and police receive healthcare coverage, which in some cases extends to their family members.

- Private Insurance: Providing coverage to 11% of the population, private insurance companies are in the process of rapid vertical integration (e.g. private hospital acquisitions). This sector will play an increasingly important role in closing the gaps left by the public sector.

We have been present in Peru since 1961, with our headquarters in Lima, and have grown to become a leader in healthcare in the country. In our work, we relentlessly pursue innovative solutions to improve patients’ lives and support the communities where we operate.

As part of our priorities, we aim to help patients access treatments in a timely manner through the inclusion of our molecules in the National Formulary, while ensuring that this process is transparent and participative, and all stakeholders are actively engaged. We also work to develop medical skills and healthcare infrastructure to further the quality of and access to care, as well as drive the adoption of innovative medicines and promote a sustainable healthcare system in Peru.

In 2016, over 1.4 million people received treatment with our top 25 Roche medicines in the country, and this number grew in 2017 to more than 1.6 million people. Additionally, between 2016 and 2017, 14 of our medicines were covered by the public health system (Ministry of Health, Social Security, Armed Forces hospitals and top private clinics) to conduct 35 studies, in addition to ten outsourced studies, for conditions like breast cancer and age-related macular degeneration. We built on these efforts in 2017 by establishing an additional four clinical trials. During this period, we also made great strides in reducing the timelines of the trial approval periods by improving our internal processes and working collaboratively with the Ministry of Health.

Roche has been recognised as a global pioneer in healthcare by advancing novel diagnostics and medicines to meet people’s health needs. In Peru, we continually seek new partnerships across disciplines to drive scientific discovery and healthcare solutions. Each year, we conduct clinical studies in collaboration with academia and health clinics to make progress on the research of diseases and their treatments. In 2016, we partnered with the Ministry of Health, Social Security, Armed Forces hospitals and top private clinics to conduct 35 studies, in addition to ten outsourced studies, for conditions like breast cancer and age-related macular degeneration.

We reduced 38% of unnecessary patient delays and improved the quality of patient care, benefiting over 1,000 patients.

In 2016, we conducted two initiatives focused on educating medical professionals and improving efficiency in the healthcare system.

In 2017, our “Residents Programme” provided trainings on the latest medical innovations and treatments to more than 60 oncology residents in Lima, Arequipa, Chiclayo and Trujillo, contributing to the professional development of the specialists in various disease areas.

In addition, we partnered with the Integral Education Development Centre (CIDET) on an initiative to support improvements in the quality and efficiency of patient care at the Regional Institute of Neoplastic Diseases of the South (IREN). Through our “Women’s Journey” programme, we conducted an in-depth analysis of the current state of care for cancer patients at the hospital and worked with healthcare professionals on proposals to improve the system. Our efforts resulted in increased patient flow and improved adherence to treatments. In the first six months of the project, we reduced 38% of unnecessary patient delays and improved the quality of patient care, benefiting over 1,000 patients.

Since 2014, we have partnered with the Peruvian Society of Oncology to host a workshop for cancer patients at our affiliate. The “Patient Day” initiative focuses on helping patients understand their rights and duties, as well as informing about relevant topics such as disorders associated with cancer and psychological support. During the workshop, participants have the opportunity to ask questions directly to oncology experts, as well as share concerns about their disease and treatments, and build patient support networks to improve diagnosis and treatment. Between 2016 and 2017, over 600 people participated in the event.

In 2016, we also conducted a breast cancer awareness campaign, “Together for More Time”, focused on the importance of early diagnosis and the treatment of metastatic breast cancer. We partnered with ten organisations to launch the campaign, including private associations, patient groups, the medical community and celebrities, and reached over eight million people across the country.

We understand that early diagnosis is essential to a patient’s outlook and, therefore, we aim to improve screening and diagnosis to ensure patients receive the right treatment options in a timely manner.
I have been deeply involved in the public health sector for over two years now, from the analysis of the sector to the reforms that can be made to make it more inclusive and efficient. The partnership with Roche to carry out this initiative has allowed my team and me to see up close not only the problems patients face, but also the difficulties health professionals working in the state have. Many of them give their best effort, sacrifice themselves and go above and beyond what is required, yet they still have problems with financing, infrastructure, equipment and lack of medicines. This reality must be considered by any specialist or authority that wants to propose reforms in the sector.

This initiative’s main objective is to improve the oncological patient’s experience. We have optimised the quality of care by simplifying administrative steps, training staff and implementing new systems to manage appointments, helping to expand the capabilities of the health facility. This initiative is unique for Peru, as it includes technological and human elements, making it possible to directly influence improvements in the quality of patient care in various indicators.

A key element of Roche’s identity and mission is to improve the health and quality of life of people, and this is one of the reasons why at CENDIET, we not only trust but value the ethical standards of the company. Initiatives such as this respond to the mission of the company, supporting people’s quality of life and sustainable development in the country.

I have the honour of being part of a company with a legacy in health at a global level, always contributing with important innovations for the benefit of humanity.

Joaquin Pinto Ferrand
Public Policy Manager, Roche Peru

Working at Roche is a huge honour and responsibility for me. I’m in charge of finding synergies in our relationships with civil society organisations that allow us to work together to guarantee patients have access to their rights in the Peruvian health system. I’m also in charge of having a detailed knowledge of public health trends at a national and international level to identify opportunities to continue contributing to the construction of a fairer health system in which all patients obtain the treatment they need in a timely manner.

Roche is a company with a legacy in health at a global level, always contributing with important innovations to the benefit of humanity. As an employee, I feel proud to be a part of this company, which offers initiatives that have helped me develop personally and professionally. The “Live Well” programme, for example, lets us make appointments with a nutritionist and be informed about the foods served in the cafeteria, allowing us to manage a balanced diet with all the support necessary from our workplace. This also benefits us in the professional field because good health directly affects our productivity.

I truly believe Roche has a clear mission to contribute to a better quality of life for people across the world. In a society where people look for positive values to identify with, Roche’s mission is a differentiating principle.

“Women’s Journey” Project Supervisor - Arequipa

Esteban Pacheco Araoz

“Women’s Journey” Project Supervisor - Arequipa

Throughout 2016 and 2017, we conducted six initiatives that engaged over 80 people each year.

Funding

We recognise numerous factors, including income levels, political environments, insurance coverage and the decentralisation of healthcare in the public sector, have resulted in a lack of appropriate care for much of the population. We therefore work with stakeholders to increase access to our medicines through different pricing solutions.

Since 2015, we have partnered with pathologists, breast surgeons and oncologists to support breast cancer patients at Ministry of Health hospitals. As part of our efforts, we helped hospitals that have historically struggled with HER2 diagnostic testing through financing agreements that ensure patients can receive appropriate diagnosis and timely treatment. Between 2016 and 2017, 749 patients across seven hospitals in Lima and other provinces were tested as a result of this initiative.

We foster work-life balance by offering numerous employee benefits including: new parent flexibility programmes, Friday early leave, support for continuing education, bonuses, health insurance and wellness opportunities.

Throughout 2016 and 2017, six initiatives were conducted that engaged over 80 people each year.

In addition, our “Live Well” programme encourages all employees to live active and healthy lifestyles. For “Well-being Week”, we partnered with numerous vendors to provide free health and wellness services to our employees, impacting more than 60 people in 2017.
Meeting high standards of business ethics

We adhere to the highest principles of ethics and integrity and our business model focuses on long-term value creation through a culture that follows standards of corporate governance and a policy of transparent communications. We therefore provide trainings and guidelines to employees and suppliers to ensure they meet our behaviour standards.

Compliance

We pioneered compliance in Peru by leading the creation of the pharmaceutical industry’s first-ever Code of Ethics, which was published by ALAFARPE, the local pharmaceutical guild, as binding guidelines for all foreign-based pharma companies in the country.

To ensure employees maintain our ethical standards, all new employees undergo introductory compliance trainings and, as of December 2017, we had a 100% completion rate. During 2017, we also published standard operating procedures related to the protection of personal data, conflict of interest reporting and compassionate use, and all relevant staff were trained.

In June 2016, we launched CompliApp to easily provide employees with information on business and healthcare compliance topics. We also kicked off our “Proud to be Compliant” campaign during Compliance Week, which included a town hall meeting and workshops with external experts, engaging all employees of our affiliate.

We also support ongoing education on compliance issues through regular educational activities and trainings. In 2016 and 2017, we carried out two trainings to enhance compliance awareness and improve ownership, helping to ensure employees make conscious and responsible decisions.

We also work with suppliers and business partners to ensure transparent and ethical practices by including legal and compliance clauses in all agreements.

Risk management

Patient safety is one of our main priorities in Peru, and we adhere to global and local policies and procedures to address counterfeit medications. We work closely with the Peruvian Health Authority on anti-counterfeiting procedures, as well as local safety units to ensure compliance around patient safety. Our activities focus on adverse event reporting and pharmacovigilance training and monitoring.

In 2016 and 2017, we implemented risk management plans and risk minimisation protocols to prevent adverse events. We also conducted trainings and medical information workshops for our staff as well as healthcare professionals to increase education and provide management strategies for patient safety around the entry of biosimilars.

Supporting communities

We are deeply committed to the communities where we operate and work with our partners to develop programmes that deliver lasting social impact and address some of the pressing needs of our communities. As part of our efforts, we conducted three community initiatives between 2016 and 2017.

Humanitarian and social projects

Each year, we identify various humanitarian and social projects to support our communities. In 2016 and 2017, Peru faced extreme weather, including heavy rains and flooding from El Niño that destroyed the homes of thousands of people on the coast. During this period, we directed our humanitarian efforts and donations towards disaster relief to support people affected by these climatic events.

In 2016 and 2017, we helped raise over PEN 44,000 to support the Enrique Rebuschini Shelter.

In addition, our employees participated in the annual Children’s Walk to support children living in vulnerable social conditions. In 2016 and 2017, we helped raise over PEN 44,000 to support the Enrique Rebuschini Shelter, which houses cancer patients from across the country that travel to receive treatment at the National Institute of Neoplastic Diseases.

In 2016, we also led our “Volunteer Patrols” programme, through which a group of employees visit patients in various health institutions to bring them happiness and hope.

I have participated several times with the Roche Volunteer Patrols, especially around Christmas, either in meetings organised by hospitals for cancer patients or by visiting paediatric patients in some hospitals where we sing Christmas carols, take them toys and offer our affection.

Working at Roche means a lot to me. It allows me to be part of a company focused on the research of new molecules that provide cures for difficult-to-treat diseases and that improves the quality of life of many patients and their families. I feel extremely proud when I go out on the field and the doctors tell us about the positive results they have obtained using our products, how well their patients feel and how life changes for them and their families. This is extremely rewarding for me and fills me with pride.

Luisa Wiener
Product Manager, Roche Peru

“For me and fills me with pride.”
Minimising our environmental footprint

Environmental protection is an integral part of our operations and, as such, we approach it with the same level of commitment as we do all our business activities.

In 2017, we launched a “Paperless Campaign” to reduce paper use and generate awareness around environmental issues among our employees. We assessed our spending on paper and the environmental impact of printing and identified concrete areas for improvement. By implementing new software and equipment, we were able to reduce paper consumption from 400,000 to 250,000 sheets per year.

Through our campaign “For a Better Planet”, we offered opportunities for employees to learn about recycling, waste management, energy efficiency and water stewardship throughout 2017. The initiative encourages employees to adopt sustainable lifestyles and, while participation is voluntary, all employees at our affiliate take part in the activities.

Peru key performance indicators

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
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<tbody>
<tr>
<td>Headcount</td>
<td>129</td>
<td>109</td>
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<tr>
<td>Women (%)</td>
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<td>Women in key positions (%)</td>
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<td>Turnover rate (%)</td>
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<td>Employees trained in ethics, quality and compliance (%)</td>
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<tr>
<td>Community support programmes</td>
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<td>People reached from community initiatives</td>
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<td>General waste produced (tonnes)</td>
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<td>Total water consumption (cubic metres)</td>
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<td>GHG emissions (tonnes)</td>
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<tr>
<td>Energy consumption (gigajoules)</td>
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</table>

1 Million Swiss francs
2 Figures include the Pharmaceuticals, Diagnostics and Diabetes Care Divisions
3 Safety, Security, Health and Environment
Uruguay has a history of leadership in healthcare. The country pioneered the use of mammograms to detect breast cancer, instituted a tobacco tax to reduce lung cancer caused by smoking, developed a human papillomavirus (HPV) vaccination programme to prevent cervical cancer and provides a national colorectal cancer screening programme. These advancements have significantly helped efforts to increase timely detection. In breast cancer, for example, 40% of cases are detected at an early stage.

However, the prevalence of cancer has risen steadily in Latin America and healthcare professionals project a 12.2% increase in cancer cases within Uruguay by 2020. While Uruguay remains one of the few countries with a national cancer screening programme, it will be imperative for these initiatives to provide greater access to screening and oncology services across the country.

Currently, over 98% of the country’s 3.5 million people1 have public or private healthcare coverage. All workers, retirees and their families are covered through Uruguay’s National Integrated Health System (SNIS), which is financed by contributions from employees, employers and the government.

The country spends an estimated 8.6% of its gross domestic product (GDP) on healthcare,2 and the sector is actively working to find solutions that address the barriers of access to healthcare.

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1 National Information System (Ministry of Public Health)
Roche in Uruguay

Roche has been a leader in the pharmaceutical market of Uruguay for 70 years. Our presence in the country has been marked by a deep commitment to our patients as well as valuable and respectful relationships with government authorities, public and private organisations and the scientific and academic community. Our affiliate also covers the markets of Bolivia, where we opened a new legal entity in 2016, and Paraguay, where we operate through an exclusive distributor. Roche Uruguay also functions as the logistics, regulatory affairs and quality hub for the entire Latin American region.

Throughout 2016 and 2017, we ranked among the top 10 pharmaceutical companies in Uruguay. In 2016, over 1,600 patients were treated with our top 25 medicines in the country, while the following year, more than 1,800 patients received treatment with these medications.

We obtained regulatory approval for 12 indications of nine Roche products in Uruguay, Paraguay and Bolivia in 2016 and 2017, covering several types of cancer, leukaemia, lymphoma and idiopathic pulmonary fibrosis. In addition, the National Resources Fund of Uruguay included one of our medicines in its list of covered treatments in 2016 and two medicines in 2017.

We continually seek new ways to improve the healthcare landscape in Uruguay by advancing innovative medicines and diagnostic testing to fight chronic diseases as well as novel solutions to improve access. We build on our existing programmes and partnerships to develop better ways to prevent, diagnose and treat diseases. We conducted four clinical trials in 2016 and seven in 2017 to advance the treatment of diseases, with a special focus on breast cancer.

In 2016, we partnered with the Central Hospital of the Armed Forces (HCFFAA), which has 120,000 users, with the aim of training the Health Technology Assessment (HTA) Commission in implementing multiple criteria decision analysis (MCDA). This model provides a more comprehensive methodology for deciding on the reimbursement of high-cost and innovative drugs that are not included in the National Formulary.

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Delivering innovation

We maintain our commitment to sustainability by leading numerous activities to improve access to healthcare and meet patients’ needs. We also aim to reduce our environmental footprint at our headquarters and facilities throughout Uruguay and Bolivia and are dedicated to creating a great workplace for employees.

In 2016 and 2017, our programmes primarily focused on addressing cancer challenges unique to Uruguay, Bolivia and Paraguay, as well as improving medical education. Our main partners included patient organisations, the academic and scientific community, government authorities and non-governmental organisations, including CIPPPUS, Livestrong Uruguay, the Honorary Commission to Fight against Cancer, and public and private hospitals.

Uruguay has made a national commitment to address the growing rates of cancer across the country, and we aim to support these efforts with our expertise and resources by helping patients access the healthcare and treatment they need. In 2016 and 2017, we built on our existing programmes and partnerships to develop activities focused on the Group’s four main pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

Our contribution to sustainability

We conduct four clinical trials in 2016 and seven in 2017 to advance the treatment of diseases, with a special focus on breast cancer.

Increasing access to healthcare

Uruguay has made a national commitment to address the growing rates of cancer across the country, and we aim to support these efforts with our expertise and resources by helping patients access the healthcare and treatment they need. In 2016 and 2017, we built on our existing programmes and partnerships to develop activities focused on the Group’s four main pillars: Awareness, Diagnosis, Healthcare capacity and Funding.

Awareness

Prevention and early detection of diseases are only possible when citizens are educated about risk factors and symptoms and feel empowered to manage their health. We therefore conduct numerous disease awareness initiatives throughout the year to provide key information that can help people prevent, identify and take action on diseases. Between 2016 and 2017, we carried our thirteen awareness campaigns in Uruguay and Bolivia.

During this period, we partnered with the National Cancer Institute of Uruguay and Paraguay as well as the Bolivian Gastroenterology Society to install a giant inflatable colon in main cities throughout all three countries to spread awareness about colorectal cancer. With this interactive structure and additional campaign efforts, the initiative helped educate over 4.2 million people about the disease, its symptoms and prevention.

In 2017, we also hosted “A New Look at Cancer”, a forum aimed at changing the perception of cancer in Uruguay, in partnership with the Livestrong Foundation. Celebrated in the context of the national Cancer Survivor Day, the event brought together health authorities, oncologists and patients to discuss advances in cancer treatment and patient challenges. During the forum, experts presented the results from the “First Survey of Cancer Perception in Uruguay”, which revealed mixed public perceptions in regard to cancer treatment and survival. Overall, the event and related efforts reached more than 700,000 individuals.
We also released “Oncology of the 21st Century” in 2017, a book highlighting how advances in cancer treatments have improved survival rates and patients’ quality of life. Over 400 copies were distributed among oncologists, national health authorities, journalists, hospitals and non-profit organisations, such as the National Cancer Institute and the Honorary Commission to Fight Against Cancer. The book builds on a previous edition, “50 Years of Oncology in Uruguay”, which focused on trends in cancer treatment, including personalised medicine, monoclonal antibodies and immunotherapy.

Bolivia

In Bolivia, we partnered with My Refuge Foundation on a breast cancer awareness initiative in 2016 and 2017 that reached over 2.8 million people. “Put Your Chest into It” aimed to break taboos around breast cancer and share information on prevention and diagnosis. As part of the campaign, we held educational talks throughout the city, distributed flyers and publications, hosted a conference with experts and media, and developed informational videos. The campaign concluded with “Zumba for Life”, an interactive experience that brought together Zumba groups across the city to support the campaign.

We also conducted three patient support programmes in 2016 and four in 2017 that offered physicians and patients a dedicated service to improve access to our medicines. “By Your Side”, developed to support patients with rheumatoid arthritis, reached 42 patients in 2017. In addition, our “Personalised Testing Programme”, which helps patients with HER2+ breast cancer, metastatic melanoma and lung cancer, benefited 522 patients throughout 2016 and 2017.

Funding

Many patients lack the financial resources to access the care they need. We therefore partner with health professionals and the government to develop financing mechanisms that create affordable solutions for patients.

In 2016, we collaborated with the National Resources Fund to provide a reimbursement solution for our HER2+ breast cancer therapies across the country. The agreement facilitates universal coverage of all available therapies for women who suffer from the disease in Uruguay, with more than 900 patients expected to benefit from the initiative between 2017 and 2019.

Diagnosis

We recognise the timely and accurate diagnosis of disease is key to receiving adequate treatment and fostering positive patient outcomes. For this reason, as part of our commitment to patients’ well-being, we work in partnership with various stakeholders to address the barriers that impede patients’ access to screening and diagnosis.

Healthcare capacity

We support initiatives that advance medical education and strengthen infrastructure to improve healthcare in Uruguay. Between 2016 and 2017, we invested nearly USD 990,000 in 58 healthcare capacity initiatives to support healthcare professionals as well as medical and patient organisations, and we contributed to the training of more than 440 specialists.

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One of these programmes, “Cycles of Oncological Trainings”, provided training for 200 nurses across four training centres in partnership with public hospitals throughout 2017. The trainings reinforced education around biotechnological drugs, patient safety and the management of adverse events, as well as helped to establish regional support networks among nurses.

The same year, we also conducted a “Healthcare Professional Training Initiative” at public and private health institutions with 12 oncology healthcare providers throughout the country. The training, directed at all staff that interacts with patients at the institutions, aimed to improve knowledge and understanding of patient needs throughout their journey and how best to support them. In addition, we facilitated professional training for 110 nurses throughout several cities in Uruguay on improving practices around the flow of surgical samples.

Bolivia is a very price-driven market with few regulations for biologics. Therefore, education on patient safety, international standards and biotechnology is key to achieving optimal patient care. In 2016 and 2017, we carried out trainings with doctors, biochemists, nurses and administrative staff at public and private medical institutions to improve education around biological products and biosimilars.

Diagnosis

Fostering a great workplace for our people

Roche places great value on fostering a workplace culture that supports well-being, diversity and inclusion, and professional development. We offer numerous employee benefits, including: new parent flexibility programmes, life insurance, healthcare and wellness opportunities. Additionally, as part of our “Live Well” programme, all employees are given the option to work from home once a week. Throughout 2016 and 2017, we conducted 22 initiatives for employees in our affiliate.

Our efforts to support leadership development were recognised by the Forge Foundation in 2016 for being one of the best companies to employ young talent in Uruguay.
Meeting high standards of business ethics

Meeting high standards of business ethics and integrity is a key priority for us. By developing comprehensive trainings, procedures and risk management assessments, we ensure that our employees and business partners have the necessary tools to meet this goal.

Leadership development

We provide leadership development opportunities throughout the year to all employees. In 2017, we launched a formal mentoring programme to allow junior employees to engage with managers and the Leadership Team. Through the programme, employees received support in various aspects of their career, such as reaching performance objectives or developing a career plan. Nine mentors and five mentees were involved in its first year, and they have all provided positive feedback about their participation.

Compliance

We uphold the Group’s corporate governance and Code of Conduct by providing all employees with the most up-to-date information and conducting training on compliance, ethics and transparency guidelines for all new employees as well as business partners and suppliers.

In 2016, we also implemented regular monitoring for at least ten activities to ensure adequate compliance. The following year, we evolved our training for new employees to include custom guides around the specific rules, risks and issues that apply to his or her specific role.

Risk management

Our affiliate also conducts regular anti-corruption and anti-bribery trainings with key business partners to manage counterfeiting and ensure patient safety. We have a robust global system in place to monitor the safety of Roche medicines throughout their lifecycle, and regularly review databases and publications to identify any potential issues. In 2017, we also conducted bio-similar trainings with key stakeholders to support proper safety and care for patients.

In addition, we update our risk matrix each year to identify the main risks associated with our business and corresponding actions to address them. Our Compliance Team made risk management a key priority in 2017 and carried out numerous workshops throughout the year on workplace security and mental health for field staff.

In 2017 the Forge Foundation recognised our affiliate for the second time for the integral support provided to the organisation.

Dr Virginia Olmos
President, Chemicals and Pharmaceuticals Association of Uruguay (AQFU)

With the goal of improving healthcare in Uruguay, we promote continuous training and professional development and make proposals to the competent authorities in different areas to increase access to medicine, quality of health services and safety in the use of equipment.

For many years, our relationship with Roche has consisted of trust and support. We speak the same language and understand the value that our profession can bring to the health of the population. The interactions are based on respect and independence when it comes to actions led from our organisation.

With Roche’s partnership, we have been able to maintain a connection with the International Pharmaceutical Federation since 2002, being the first Latin American representative in this bureau in 100 years. We have also been able to participate in many events in and outside of Uruguay that are relevant to our profession.

Pharmaceutical professionals play a key role in providing people the best medicines, ensuring their safe and efficient use, and minimising the risks associated with their consumption, both for the health system and the individual.

Supporting communities

We are dedicated to creating a positive impact in communities throughout Uruguay by supporting local organisations and helping to advance science and education. In 2016 and 2017, we led seven initiatives and worked with organisations like CIPPIUS and the Forge Foundation to support children’s health and education. As a reflection of our efforts, in 2017 the Forge Foundation recognised our affiliate for the second time for the integral support provided to the organisation.
Humanitarian and social projects
We support humanitarian and social projects in our communities by encouraging employee volunteering and providing financial support to local organisations. Each year, we participate in the Children’s Walk initiative in support of children living in vulnerable conditions. Since 2009, our local efforts support CIPPUS, an organisation that aims to promote health, education and rights for children and adolescents. In 2016 and 2017, our employees helped raise over UYU 297,000 for the institution. We further supported CIPPUS through the donation of materials like books, clothes, food, toys and furniture throughout 2016 and 2017, impacting more than 150 children each year.

Science and education
In Uruguay, we advance Roche’s global mission to support the future of science and medicine by bringing STEM opportunities to our local communities. In 2016 and 2017, we hosted educational workshops for students in partnership with the Forge Foundation and provided insight into real-world jobs by hosting students for “A day in the life of Roche.”

During this period, we also supported the Impulso School by donating technology equipment, including laptops and desktop computers, benefiting more than 150 children each year.

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We aim to minimise our environmental footprint by making annual improvements to promote energy efficiency and waste management throughout our facilities.

In 2016, we partnered with the GLA Company to improve our recycling efforts and management of cardboard, nylon and wooden pallets. We also replaced refrigerants in our cold chambers to reduce our greenhouse gas emissions and replaced all incandescent, halogen and mercury lights with LED lights to reduce energy use. We made additional improvements in 2017 by implementing simple-use thermometers to reduce the air transport of lithium batteries with exports to Bolivia and Paraguay.

**We are helping to improve the quality of life of young adults and their families.**

Fernando Panizza
Director, Forge Foundation

At the Forge Foundation, we facilitate integration into the workforce for young people from families with low economic resources through an innovative training and employment system. The Foundation bridges the gap between public secondary education and quality companies.

It is a challenge to bring together two completely different realities: the world these adolescents live in and the world of a leading pharmaceutical company like Roche. The company has supported our scholarship programme, volunteered in different training activities and visited to the company, and even hired four young adults in 2017. Year after year, we deepen our bond and cooperation with Roche and its employees.

We were also able to bring awareness to many Roche employees about the problematic of training young adults to be hired. It is critical for the pharmaceutical sector to be actively involved with a population that needs special support in order to have a successful first job experience. Since Roche aims to improve the quality of life of people, and work is a key factor in a person’s life, by helping achieve integration into high-quality companies we are helping to improve the quality of life of young adults and their families.

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