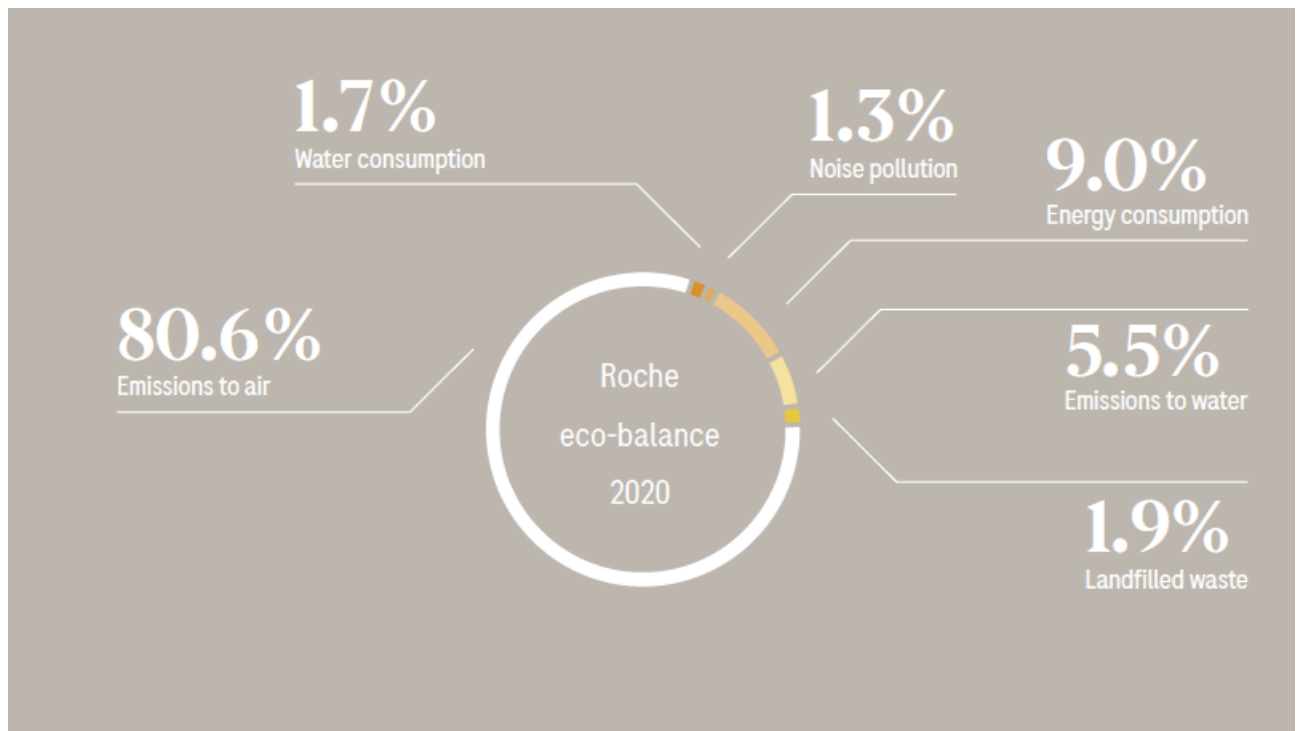


## Our SHE goals and performance

### *Eco-balance*

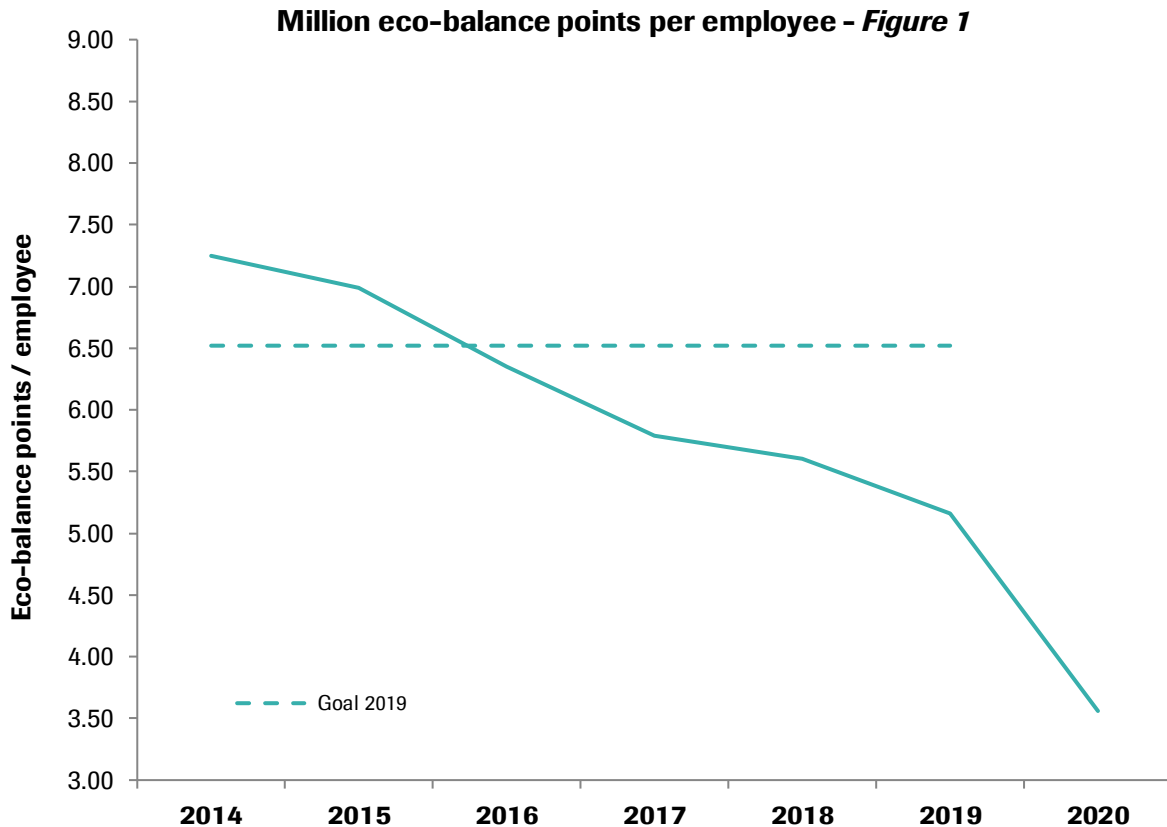
The Roche Eco-balance measures the environmental impacts of our business activities. Eco-balance comprises a number of individual impacts including air and water emissions, landfill waste and waste incineration, primary energy, raw material and water usage. The weight of these impacts allows us to monitor our environmental performance and thereby identify potential risks and opportunities. Eco-balance is calculated at both the local and global level. By not identifying an environmental risk e.g. water shortages, or emissions to water, can result in reputational and financial losses. Improving the eco-balance is a benefit for the company, by helping to achieve significant improvements in plant and process operations, while reducing our ecological footprint.

By allocating environmental impact points (see note on weighting factors at the end) to ecologically relevant parameters — i.e. the consumption of resources, water and energy, and the waste and emissions to air, water and soil — we obtain a view of the pressure we put on the Earth’s ecosystems. These points are added and then related to the total number of employees, which enables us to monitor our environmental impact per employee (million impact points).



Eco-balance (our total ecological footprint) was chosen as one of the Roche Group strategic goals for the years 2014 – 2019. The goal was reached early, in 2016, but Roche has continued to improve each

year since then. Progress in most constituents of the eco-balance contributed to this result. Overall, until 2019 Roche has decreased its ecological footprint by 29% since 2014 (see **Figure 1**), which was a great achievement. In 2020, influenced by the Covid pandemic and an increase by our staff, there was a further substantial decrease in eco-balance points per employee (see **Figure 1**).



Sites develop their own SHE goals and action plans to support the global eco-balance goal. It is about 50 sites (90%) that report their action plans to Group SHE. However, there are other sites beyond the 50 that have established action plans and goals. Starting from 2019, new challenging strategic eco-balance goals have been defined short- to mid-term:

- reduce environmental impact (million points/employee) by 6% from 2019 to 2020
- by 36% from 2019 to 2025
- by 50% from 2019 to 2029.

Even though the 2020 goal of -6% reduction has by far been already achieved due to the pandemic situation, to reach these ambitious targets under “normal conditions”, all our sites must contribute and – if not already done so – develop their local action plans to also bring forward SHE in their affiliates and countries.

*Note on weighting factors:* The weighting factor for individual constituents in terms of ecological impact points are evaluated by the Swiss environmental agency (BAFU) according to the ecological scarcity principle. The factor expresses the ratio of current environmental impacts and acceptable environmental impacts.