



Genentech's 2021 D&I Report

| **OUR COMMITMENT TO  
DIVERSITY & INCLUSION**

**Genentech**  
*A Member of the Roche Group*



## ↑ INCREASE IN BLACK/AFRICAN AMERICAN AND HISPANIC/LATINX LEADERSHIP

This year, Black/African American leadership increased to 4.7% and Hispanic/Latinx leadership grew to 5.0%.

## ★ FIRST-OF-ITS-KIND RESEARCH

We achieved record-breaking enrollment of diverse populations in clinical studies, proving that research can be both efficient and inclusive.

## ▶ \$879M IN DIVERSE SUPPLIER SPEND

We are on track to reach our commitment of \$1B in annual spend with diverse suppliers by 2025.

# Driving Impact in Our Company—and Society

*“Medical breakthroughs are only as impactful as the patients they reach. Embracing equity for our people and our patients is critical to advancing our great science and ensuring better health outcomes for all.”*

**ALEXANDER HARDY**  
CHIEF EXECUTIVE OFFICER

*“We've made so much progress, and while we have much to celebrate, there is still much to do. Every day, we have to ask — and answer — the tough questions about how we can boldly do this work with our people and partners.”*

**QUITA HIGSMITH**  
VICE PRESIDENT,  
CHIEF DIVERSITY OFFICER



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# Consistency & Accountability Build Trust: Our 2025 Commitments



## FOSTERING BELONGING

**DOUBLE** Black/African American and Hispanic/Latinx representation of directors and officers and extended leadership<sup>1</sup>

**MIRROR** Asian representation of directors and officers to that of individual contributors and managers/supervisors

**ADDRESS** gender representation opportunity zones<sup>2</sup>



## ADVANCING INCLUSIVE RESEARCH AND HEALTH EQUITY

**ALL MOLECULE TEAMS** include population-specific assessments and inclusive research action plans

**ESTABLISH GENENTECH AS A** leader and partner of choice in advancing health equity



## TRANSFORMING SOCIETY

**ANNUALLY COMMIT \$1B** of our external spend to Diverse Suppliers<sup>3</sup>

**REQUIRE D&I** commitments from all suppliers with requests for proposals of \$500,000+<sup>4</sup>

**CHAMPION** Kindergarten to Careers

<sup>1</sup>Leadership pathways: Individual contributors include manufacturing, technical, laboratory and business support, as well as specialists/experts. Managers/supervisors are managers of people. Extended leadership is a subset of individual contributors and managers/supervisors, specifically those levels that are most likely to lead to director positions. Directors are managers of managers. Officers are managers of organizations.

<sup>2</sup>We commit to taking a data-driven approach to uncover insights and ensure representation

<sup>3</sup>Diverse suppliers for Pharma defined as US-based businesses that are more than 51% owned by African American, Hispanic American, Asian American, women, veteran or LGBTQ+ 4

<sup>4</sup>Dollar amount may decrease over time to bring more companies into the program



# Our Progress: 2021 Year in Review

## FOSTERING BELONGING



**>53%** of employees **identified as a Person of Color**

**4.7% and 5%**

of **directors & officers identify as Black/African American and Hispanic/Latinx**, respectively



Narrowed the gap on **Asian representation** at the director and officer levels, and the individual contributor and managers/supervisors levels

Addressing **gender representation** opportunity zones for women in STEM leadership in our industry by taking a **data-driven approach to uncover insights and ensure representation**



**>53%** of directors and officers **identified as a woman**

## ADVANCING INCLUSIVE RESEARCH AND HEALTH EQUITY



Launched the Genentech **Advancing Inclusive Research® Site Alliance**



Published the **2nd Annual Health Equity Study**

**\$75M** invested in health equity research and grants

Launched our inaugural **Health Equity Symposium** series with community leaders



## TRANSFORMING SOCIETY



**\$879M** invested in **diverse supplier partnerships**

**89.4%**

of suppliers with RFPs of \$500,000+ have their own **D&I Commitments**

**\$10.5M+**

invested in barrier-breaking STEM programs aimed at fueling a more diverse workforce



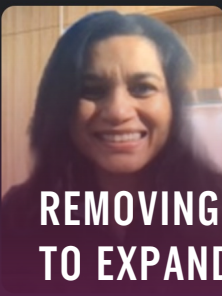
# Advancing Inclusive Research & Health Equity



*“This is the place where people solve difficult problems that matter. If it's a big problem and it matters, we will solve it.”*

**AVIV REGEV, Ph.D.**

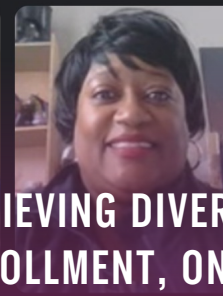
EXECUTIVE VICE PRESIDENT,  
GLOBAL HEAD OF GENENTECH  
RESEARCH AND EARLY  
DEVELOPMENT



**REMOVING BARRIERS  
TO EXPAND ACCESS  
TO CLINICAL STUDIES**



**ACHIEVING DIVERSE  
ENROLLMENT, ONE  
STUDY AT A TIME**



**AMPLIFYING  
VOICES IN OUR  
COMMUNITIES**



# Expanding Access to Clinical Studies

Representation matters in clinical studies. Conducting clinical studies that accurately reflect real-world disease demographics increases access to innovative treatments, advances science and leads to better health outcomes.

In 2021, Genentech launched the Advancing Inclusive Research® Site Alliance for our clinical studies. Its founding members are four clinical research centers in areas with higher proportions of Black/African American and Hispanic/Latinx\* populations. **All have demonstrated clinical expertise and success in recruiting patients of color and diverse and inclusive workforces.**

These sites will publicly share their learnings and strategies for inclusive research so all can benefit. Genentech aims to expand our Advancing Inclusive Research® Site Alliance to more research centers across the country and additional disease areas.

## Advancing Inclusive Research® Site Alliance founding members:



\*The term "Hispanic/Latinx" is used to describe individuals and communities that are of Latin American and Hispanic descent. We at Genentech have intentionally chosen this gender-neutral term as an alternative to gendered terms such as Latino or Latina in order to be inclusive and acknowledge gender diversity. We embrace and celebrate the freedom of individuals to self-identify, and our decision to use this term was informed by multiple inclusive perspectives. Although we have collectively decided on this term, we acknowledge that there is not one designation that adequately captures the diversity of culture, language, perspectives, and identity of this community.



*“Our Site Alliance allows us to partner with clinical study sites that are on the front lines so that we can create long-lasting relationships with diverse communities, and hopefully facilitate many kinds of clinical studies over time.”*

**LEVI GARRAWAY, M.D., Ph.D.**  
EXECUTIVE VICE PRESIDENT,  
CHIEF MEDICAL OFFICER AND HEAD  
OF GLOBAL PRODUCT DEVELOPMENT

*“Our participation in the Site Alliance enables us to bring cutting-edge therapies through clinical studies to South Texas cancer patients and develop information to improve the recruitment efforts of centers nationwide.”*

**RUBEN MESA, M.D., FACP**

EXECUTIVE DIRECTOR,  
MAYS CANCER CENTER,  
UT HEALTH SAN ANTONIO





*“We’ve expanded inclusive research strategies from individual studies to the program level, which gives us the insights and momentum to launch entire portfolios of therapies across all phases of the drug development lifecycle.”*

**TERESA GRAHAM**

HEAD OF GLOBAL PRODUCT STRATEGY, ROCHE

*“Inclusive research should be proactive. City of Hope is focused on building sustained trust with communities through a consistent presence. Where we can, we are being more creative in alleviating financial burdens and helping patients navigate access to study participation.”*

**RICK KITTLES, Ph.D.**

PROFESSOR AND DIRECTOR,  
DIVISION OF HEALTH EQUITIES,  
CITY OF HOPE



## Removing Barriers to Inclusive Research

Genentech Research and Early Development (gRED) has multiple studies underway that seek to increase participation of historically underrepresented groups. In a Phase II Astegolimab study focused on a treatment for Chronic Obstructive Pulmonary Disease (COPD), the gRED clinical study team has developed a plan to enroll diverse patients by **using U.S. Census data to designate sites** that more accurately reflect the patient population.

At the same time, the team is working to **remove barriers to participation** through such actions as simplifying the study protocol, partnering with community institutions and leaders, offering transportation and launching a mobile nursing initiative for those unable to travel.



### IN INCLUSIVE RESEARCH, THE DETAILS MATTER

*Learn more about Genentech's inclusive protocol designs.*







*“A common belief is that inclusive research practices can slow recruitment and generate poor quality data. However, we hypothesized, then proved, that simplified study design for patients at community sites can answer the most fundamental questions for how all patients can benefit from new medicines.”*

**JAMIE FREEDMAN, M.D., Ph.D.**

SENIOR VICE PRESIDENT, HEAD OF U.S. MEDICAL AFFAIRS, U.S. COMMERCIAL, MEDICAL & GOVERNMENT AFFAIRS



# Achieving Diverse Enrollment, One Study at a Time

## EMPACTA

Black/African American and Hispanic/Latinx patients have been disproportionately impacted by COVID-19. Genentech's Evaluating Minority Patients with Actemra (EMPACTA) study, a Phase III study for patients hospitalized with COVID-19 pneumonia, was **designed in collaboration with physicians at hospitals with diverse patient populations, creating a streamlined outreach process.**

EMPACTA enrolled 389 participants in less than one month — 84% from underrepresented groups.

## CHIMES

The Phase IV characterization of ocrelizumab in minorities with multiple sclerosis (CHIMES) study, which focuses on Black/African American and Hispanic/Latinx patients with relapsing-remitting multiple sclerosis, **drew on learnings from EMPACTA to make participation as convenient as possible.** The team incorporated services to remove participation barriers, including on-demand transportation, a patient stipend and culturally competent education materials.

CHIMES exceeded its target, enrolling 182 Black/African American or Hispanic/Latinx patients ahead of schedule.

## ELEVATUM

ELEVATUM is a post-approval study to expand our understanding of Vabysmo in Black/African American, Hispanic/Latinx, Native American and Pacific Islander patients with diabetic macular edema. Set to start enrolling in 2022, the ELEVATUM team **used best practices from both CHIMES and EMPACTA to focus on design and operational elements that will remove barriers to participation among historically underrepresented patients.**

ELEVATUM will offer free, door-to-door transportation and patient stipends.



# Amplifying Voices in Our Communities



## Elevating Voices of the Spinal Muscular Atrophy Community through Music

Even though 26% of adults in the U.S. have a disability, they are often defined by their disability rather than their achievements. Inspired by these insights and feedback from the community, Genentech partnered with a diverse creative team from the spinal muscular atrophy community to create a **first-of-its-kind musical collaboration called SPACES**.

The concept behind the song and its accompanying music video is that people with disabilities must be seen and heard, their talents and achievements deserve to be celebrated, and they belong in all spaces, including those traditionally occupied by people without disabilities.



*“We serve a large Black community, but participation in most cancer clinical studies is less than 5%. We need to do something different.”*

**EVELYN JIAGGE, M.D., Ph.D.**

HEAD OF BREAST CANCER RESEARCH AND ASSISTANT PROFESSOR AT HENRY FORD BREAST CANCER RESEARCH; PRINCIPAL INVESTIGATOR, PAACT

## Making the Community an Integral Partner in Research

Since 2020, our Health Equity Innovation Fund has awarded \$10 million in grants to advance inclusive research. In 2021, Detroit-based initiative Participatory Action for Access to Clinical Trials (PAACT) received \$750,000 of that grant. This will help enable their aim to dramatically improve representation among Black/African American patients and other historically underrepresented groups in cancer clinical studies. In partnership with the Detroit Community-Academic Urban Research Center (Detroit URC), PAACT is deploying an approach called **Community-Based Participatory Research** to bring diverse stakeholders into the clinical research process — from study design to patient recruitment and beyond. “We are learning, and we are finding new solutions,” says Dr. Evelyn Jiaffe.

*Read more about Genentech's*  
**HEALTH EQUITY INNOVATION FUND**



# Fostering Belonging

*“Mentoring brings deeper meaning to my role, and hopefully inspires others as they move forward in their careers.”*

**CHARLES CASTANO**

VICE PRESIDENT,  
HEAD OF INFORMATICS FOR  
U.S. COMMERCIAL, MEDICAL  
AND GOVERNMENT AFFAIRS



*“Cultivating an environment where all employees are actively included, feel comfortable showing up and can thrive as their authentic selves, is essential to delivering groundbreaking science and innovation to all patients.”*

**CORI DAVIS, Ph.D.**

SENIOR VICE PRESIDENT,  
CHIEF PEOPLE & CULTURE OFFICER



**WOMEN CONTINUE  
LEADERSHIP GAINS**



**LEADERS  
TAKE ACTION**



**DNA GROUPS BUILD  
COMMUNITY AND DRIVE CHANGE**



# Women Continue Leadership Gains

Women comprise over 50% of Genentech's leadership, from our directors and officers to individual contributors and managers/supervisors.



*"It's about going out of our way to support one another, to ensure that our voices are heard and that we're being seen throughout the organization."*

**SANDRA MILAN, Ph.D.**

VICE PRESIDENT,  
PROJECT TEAM LEADERSHIP,  
MOLECULAR ONCOLOGY, GENENTECH  
RESEARCH AND EARLY DEVELOPMENT

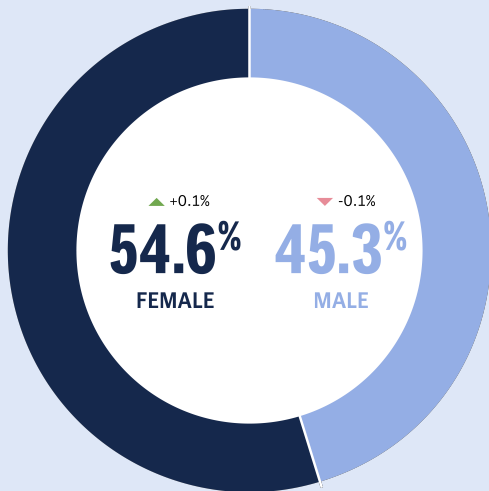


*"I've sponsored several women leaders over my nearly 30 years at Genentech and I have witnessed the positive, tangible impact when they are represented. Our science, business and culture are stronger because of it."*

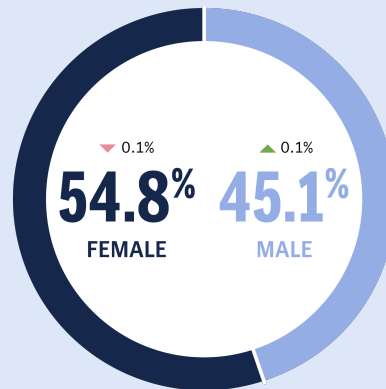
**GEOFF TEETER**

VICE PRESIDENT,  
CORPORATE RELATIONS

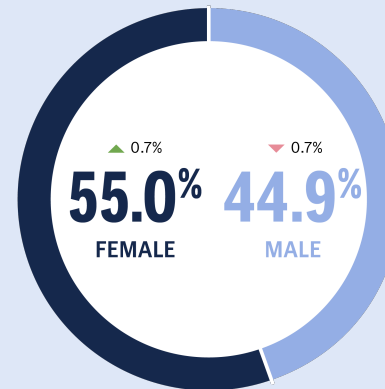
## Overall



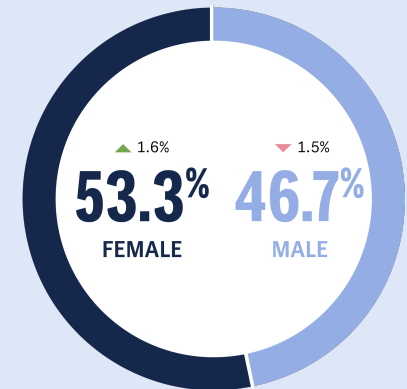
## Individual Contributors & Managers/Supervisors



## Extended Leadership



## Directors & Officers



### LEGEND:

- ▲ Percentage point increase since YE 2020
- ▼ Percentage point decrease since YE 2020
- No change since YE 2020

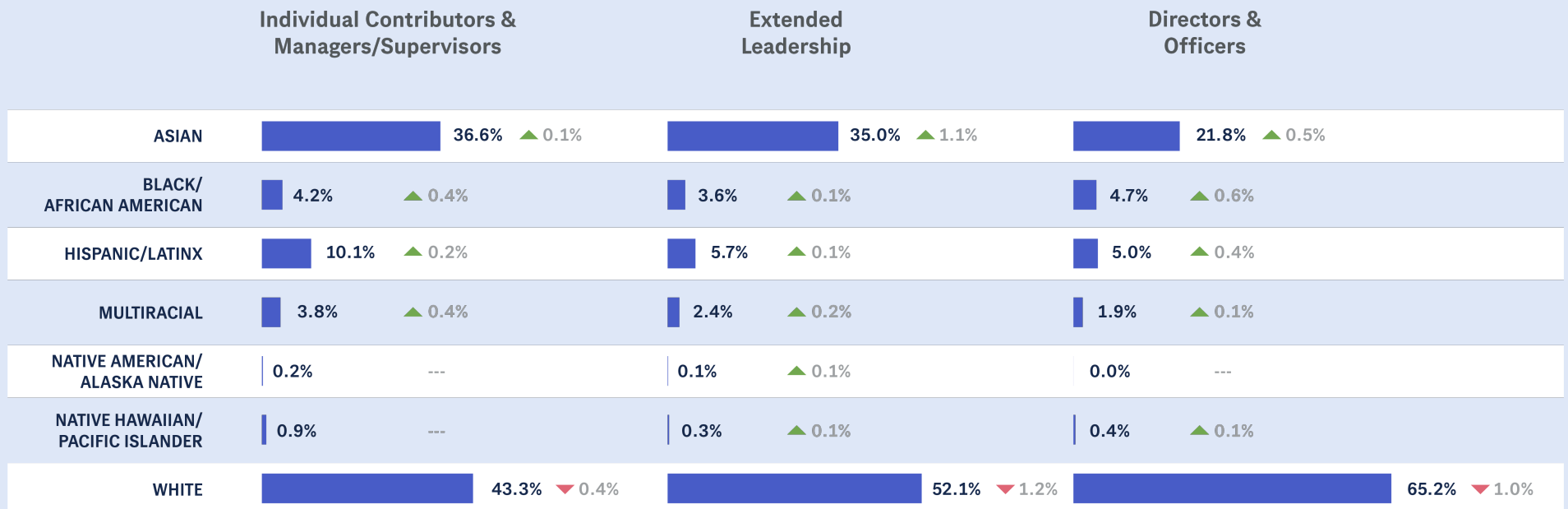
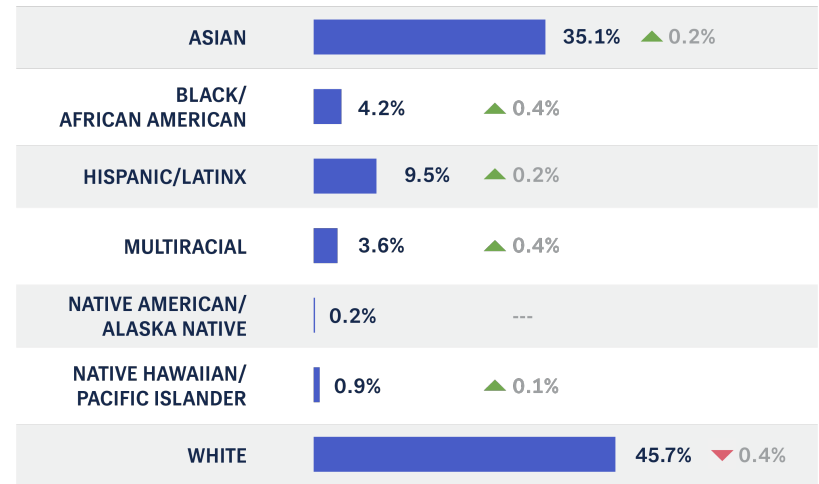
Data as of December 2021. Gender is self-reported by the employee. To align with U.S. government reporting requirements, data uses the traditional gender categories of male and female. Genentech deeply respects that gender is not binary; reporting in this manner should not represent our position on the issue. Totals may not add up to 100% due to rounding or employees who have not reported their gender. Leadership pathways: Individual contributors include manufacturing, technical, laboratory and business support, as well as specialists/experts. Managers/supervisors are managers of people. Extended leadership is a subset of individual contributors and managers/supervisors, specifically those levels that are most likely to lead to director positions. Directors are managers of managers. Officers are managers of organizations.



# Ongoing Work Toward Racial/Ethnic Diversity in Leadership

We are encouraged to see employees from historically marginalized groups better represented in leadership during a year marked by intense competition for talent. But we are aware **much work lies ahead and are accelerating efforts to diversify our leadership ranks.**

## Overall



Data as of December 2021. Race/ethnicity are self-reported by the employee. Totals may not add up to 100% due to rounding or employees who have not reported their race/ethnicity.

Leadership pathways: Individual contributors include manufacturing, technical, laboratory and business support, as well as specialists/experts. Managers/supervisors are managers of people.

Extended leadership is a subset of individual contributors and managers/supervisors, specifically those levels that are most likely to lead to director positions. Directors are managers of managers. Officers are managers of organizations.



*“I’m inspired by how colleagues across Genentech have rallied behind our commitments in service of each other, our community and achieving health equity. As a leader today, I know that fair pay is one of the most important ways we recognize our employees.”*

**ANDI GODDARD**

SENIOR VICE PRESIDENT,  
HEAD OF GLOBAL QUALITY AND COMPLIANCE,  
PHARMA TECHNICAL OPERATIONS



# Committed to Pay Parity

Based on our 2021 pay gap analysis, Genentech continues to have **no effective difference in pay** between women and men, or People of Color (POC) and White employees.

At Genentech, women  
earn on average

**>99 cents**

For every dollar  
**men** earn.

At Genentech, POC  
earn on average

**>99 cents**

For every dollar  
**White** employees earn.

Data as of December 2021. Gender and race/ethnicity are self-reported by the employee. To align with U.S. government reporting requirements, data uses the traditional gender categories of male and female. Genentech deeply respects that gender is not binary; reporting in this manner should not represent our position on the issue.



*“I’m proud of the initiatives our team has taken to improve representation within Finance — from establishing programs to foster belonging to creating external partnerships that attract top-notch professionals from diverse backgrounds.”*

**ED HARRINGTON**

SENIOR VICE PRESIDENT,  
CHIEF FINANCIAL OFFICER



## Leaders Take Action

In 2021, **nearly all Genentech Officers identified specific actions** to foster belonging, advance inclusive research and health equity and transform society on their own teams. For greater transparency, Officer Action Plans are shared with employees annually. “Awareness among our employees drives accountability and pushes these plans forward,” says Emily Reyna, head of Diversity & Inclusion Business Partners.



Learn more about

**LEADERS TAKING ACTION**

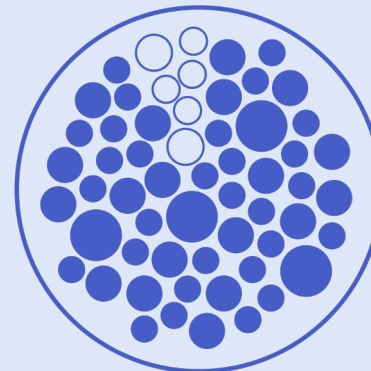
*“Putting my Officer Action Plan together was one of the best actions I have taken in my career. It gave me the right focus to take actions that are purposeful and impactful.”*

**NAZELI DERTSAKIAN**

VICE PRESIDENT,  
GENERAL MANAGER,  
PHARMA TECHNICAL  
OPERATIONS



### By the numbers: 2021 Officer Action Plans



By the beginning of 2021,  
**99%** of Officers  
submitted a plan

In an evaluation  
conducted at the end of 2021,  
**93%** of self-evaluating Officers  
agreed or strongly agreed  
that having an Officer  
Action Plan **increased**  
their commitment to D&I



## SPOTLIGHT

# Breaking Down Barriers to Career Advancement with the Directors Exchange

We're committed to doubling Black/African American and Hispanic/Latinx representation of Directors and Officers and extended leadership by 2025. "We've got to plug the drain, so people don't want to leave, and we've also got to turn on the faucet, so we bring in more people," says Dana Spencer, senior director, Therapeutic Area Training and Co-founder and Director of the Black Directors Exchange.

The Directors Exchange plays a crucial role helping retain, recruit and elevate Black/African American and Hispanic/Latinx employees at Genentech. Sponsored by Chief Diversity Officer Quita Highsmith, the Directors Exchange aims to **break down barriers to career advancement** for these employees and encourages Genentech leaders to **actively participate in mentoring**.

*"Our Inclusive Leadership Program identifies top talent in finance and provides individualized development and coaching to help them advance to the next level."*

**JIM CUNIFFE**

SENIOR FINANCE MANAGER







# Building Community and Driving Change with DNA Groups

Our Diversity Network Association (DNA) Groups bring employees together around professional development, business partnership and community camaraderie. These vital organizations have been an integral part of Genentech culture since the 1990s. Today, we have **13 DNA Groups across 32 chapters** that span multiple locations and geographical regions in the United States.



*“As a sponsor of gPride and GWP, I've seen how DNA Groups support Genentech's diverse and vibrant community. Our DNA Groups help us to appreciate our individual journeys and to understand how those experiences contribute to our shared mission of revolutionizing healthcare.”*

**SEAN JOHNSTON, Ph.D., J.D.**

SENIOR VICE PRESIDENT,  
GENERAL COUNSEL, CHIEF COMPLIANCE  
OFFICER, CORPORATE SECRETARY,  
AND HEAD OF LEGAL AFFAIRS



*“In 2021, the Hillsboro Chapter of Genentech Women Professionals (GWP) collaborated with other GWP chapters and DNA teams (Medley and gVETS) to create inclusive, meaningful events to foster belonging for all of our colleagues regardless of their work location or hours. By working together, we're breaking boundaries for everyone to learn and grow together.”*

**EMILY STUMP**

SENIOR QUALITY ENGINEER,  
PHARMA TECHNICAL OPERATIONS





# Transforming Society

*“Our corporate citizenship efforts speak to the heart of who we are as an organization and demonstrate our unwavering commitment to being servant leaders.”*

**ALLEN NAPETIAN**

VICE PRESIDENT,  
HEAD OF SITE SERVICES



*“Our strategic partnerships make it possible for Genentech to be the architects of the society and community we envision for the future.”*

**GRACE CHEN, Ph.D.**

DIRECTOR,  
BUSINESS DEVELOPMENT,  
PHARMA PARTNERING



**\$10.5M GRANT FUNDS  
THE FUTURE OF STEM**



**\$879M IN DIVERSE  
SUPPLIER SPEND**



**LEVELING THE PLAYING FIELD  
FOR YOUNG SCIENTISTS**





SPOTLIGHT

# Funding the Future of STEM with a \$10.5 Million Grant

Starting from a \$170,000 Genentech Foundation grant to San Francisco State University (SFSU) in 2008, Genentech's investment has blossomed into the largest grant initiative in the foundation's history. Since then, Genentech has invested almost **\$14 million** in students from historically underrepresented groups to remove financial and other barriers for achieving careers in science and medicine. This investment includes a **landmark, five-year, \$10.5 million grant** launched in 2019 that continues to fund more than one hundred undergraduate and masters-degree-level students per year at SFSU.

*“If we are to advance health equity and transform society, we need today's students to grow into the scientists and leaders that will shape our future. Kindergarten to Careers is our investment to remove barriers and create equitable pathways into STEM.”*

**JOANNA TONG**  
SENIOR DIVERSITY & INCLUSION BUSINESS PARTNER

**58** out of **61**

Genentech Foundation Scholars have gone on to Ph.D. programs



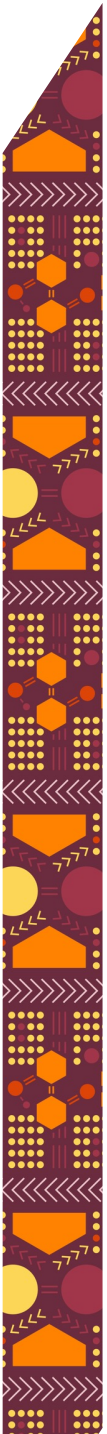
Scholars have **higher GPAs** and **Ph.D. acceptance rates** than their peers



Academic scholarships are paired with holistic, wraparound services such as **academic mentoring** and **skills training**

**> 85%**

of Scholars complete undergraduate education in **four years**, compared to **less than 25%** for peers facing similar inequities





# Supporting Diverse Suppliers with a \$1 Billion Annual Commitment

Get Involved:

**BECOME A  
GENENTECH SUPPLIER**



**In 2021, we reached \$879M in diverse supplier spend, helping ensure our success benefits all communities and that we leverage diverse perspectives to drive innovation.**

Among the diverse suppliers Genentech partners with is **Galileo Research & Strategy Consultancy**. Co-founded by Cathy Lennox and Dr. Sarah Fitzharding, Galileo uses a patient-first approach to help Genentech teams gain insights directly from patients. For the Strategic Analytics and Intelligence team, those insights deepen their understanding of the patient experience to inform how to launch brands and move patients across the care continuum. By diversifying our supply chain, we're able to incorporate nuanced perspectives and different approaches to better innovate and serve our patients.

*"The collective sum of our differences is what makes us a better company and a smarter and more effective team to support our clients."*

**SARAH FITZHARDING, Ph.D.**

CO-FOUNDER,  
GALILEO RESEARCH & STRATEGY CONSULTANCY

▲ **89.4%**

of suppliers with RFPs of \$500,000+ **have D&I Commitments**

▲ **\$879M**

invested in diverse supplier spend, a **19.6% YoY increase**





# Leveling the Playing Field for Young Scientists



*“The more kids that come to programs like [Futurelab’s] Science Garage, the higher the chance that one of us will end up discovering a life-saving drug or finding a cure for cancer.”*

**JONCARLO**  
FUTURELAB  
HIGH SCHOOL STUDENT



*“I was basically sitting right next to all of the people that I eventually wanted to be.”*

**JASMINE SIMS**  
GENENTECH FOUNDATION  
SCHOLAR  
*On landing her internship with the Genentech Research and Early Development team*

## Futurelab Fuels Curiosity and Prepares Students for a Career in STEM

Joncarlo has been fascinated by science since before he could balance on a bike. Through Genentech’s Futurelab partnership with the South San Francisco Unified School District, the high school junior has deepened his knowledge and sharpened his lab skills through advanced biotechnology classes. Joncarlo’s childhood passion is now a career plan: “Biotechnology has the capability to eradicate disease and save millions of lives.”

Read more about  
Joncarlo’s experience and  
**FUTURELAB’S MISSION**



## Genentech Foundation Scholarship Allows Scholars to Focus on a Future in STEM

During college at San Francisco State University, Jasmine Sims juggled multiple jobs with a biology and biochemistry double major course load — leaving her little time for sleep, much less the extracurricular lab research experience needed to get into top graduate programs. That all changed when she was awarded a Genentech Foundation Scholarship for her master’s degree. Fully funded, and supported with mentorship and research opportunities, Sims doubled down on her studies and her goals — landing **an internship with Genentech’s Research and Early Development** and a coveted spot as a Ph.D. student at the University of California, San Francisco.

Read more about Jasmine’s Story and  
**THE GENENTECH  
FOUNDATION SCHOLARSHIP**





# Ask Bigger Questions

At Genentech, we believe the opportunity for the greatest impact starts with the challenge set by the boldest question. And while we continue to hold ourselves accountable for achieving our 2025 Commitments, we're also keeping our eyes firmly focused on the greater aspirations behind them — achieving health equity for all.

*more*  
✓  
What can we do to achieve  
~~our 2025 Commitments?~~  
*health equity?*



*Read about how we:*

**ASK BIGGER QUESTIONS**



# Genentech

*A Member of the Roche Group*



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