

Annual report of the AVR President for 2025

The highlight of 2025 was the celebratory events and offerings to commemorate the 75 year anniversary of the AVR. We received much positive feedback and were grateful to be able to put a smile on peoples faces.

2025 was also another year full of change and uncertainty in many areas.

Transformations remained a constant high, the drivers of which were certainly diversified: On the one hand, changes due to the need to adapt the organisation to evolving business requirements of course remind, but other changes were influenced much more by the geopolitical tensions that impacted the business and to which Roche needed to react. This added additional layers of complexity to transformations and the strong collaboration between the AVR and Roche, as well as the willingness to find new/pragmatic solutions were essential elements in ensuring that consultations continued to be conducted with the expected high level of standards. While it is always the AVR's goal to reduce the number of redundancies in a reorganisation, a successful consultation process should not, in my opinion, solely be measured by the reduction of the overall people impact within a given department, but has so many more aspects that are considered and challenged by the consultation teams and which contribute to a better outcome for employees. I fully empathize with all impacted individuals and am glad that the entire AVR board is fully committed in supporting these individuals however possible during this difficult time. Thank you to all the AVR board members who challenge, brainstorm and seek socially acceptable solutions tirelessly during these consultations for the benefit of the employees.

The second half of 2025 was also very eventful in terms of negotiations on other specific topics:

As we communicated in Autumn of last year, I am very proud of the outcome of the negotiation (and equally grateful to Roche for granting this AVR request) for additional vacation days for over 7500 employees in Switzerland. This increase of the minimum entitlement to 25 days underscores the importance that Roche places on generous benefits and employee wellbeing. The discussions for further employees that were not able to profit from this will continue this year.

Another lengthy negotiation related to the inclusion of Taverio employees into the scope of the agreement on principles. I am grateful for the fruitful conversations with Roche and Taverio Management which resulted in Taverio employees now being formally represented by the AVR. Acknowledging the difference in industry, which provides the AVR with a steep learning curve, this nevertheless underscores the one-Roche mindset, allowing employees who we interact with every day to benefit from the services that the AVR has to offer.

As always, I want to close this report with a huge thank you to the AVR board members for investing so much time for the benefit of employees on top of the time needed to perform your regular jobs. Also, thank you to the line managers for supporting your employees in exercising this impactful role.

Thank you, AVR members, for your continued trust and support.

Best regards



Robert Gray
President of the AVR