



Culture Club

Our experience of creating an environment where each individual feels Psychologically Safe, Fulfilled, Valued, Valuable and Impactful.

Huw Mason, Ivan Robinson

Culture Club

Huw Mason

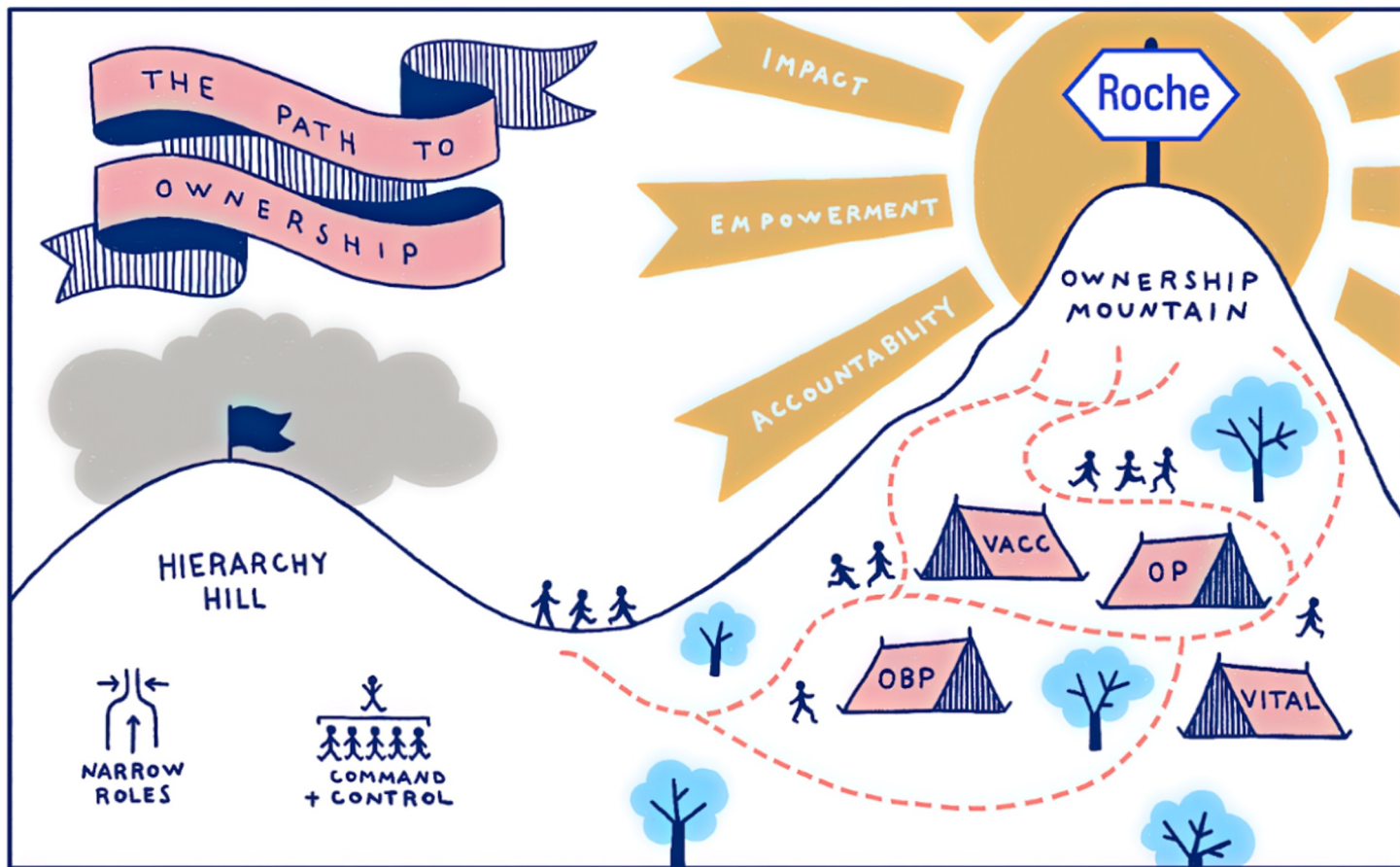


Ivan Robinson



Roche Pharma Development - Data Sciences (PDD)

Doing now what patients need next



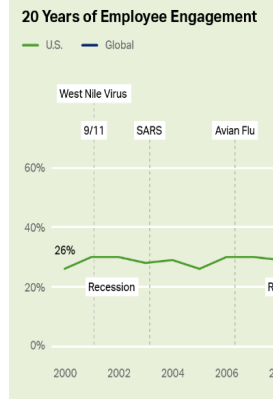
Bill Anderson
CEO Roche Pharmaceuticals

“Caring for and connecting to the people we lead is an irreducible prerequisite to effective leadership”

- Brené Brown, Brené Brown Education and Research Group

“The way we treat people at work profoundly affects how people go home and treat people in their span of care.”

- Bob Chapman, Chairman & CEO at Barry-Wehmler



People want purpose and meaning from their work. They want to be known for what they're good at. ¹

These are the key drivers of employee engagement:



purpose



development



a caring manager



ongoing conversations



a focus on strengths

Project Aristotle ⁴

51,000

180

Google employees

teams from across Google
studied by researchers

1

Outcome for success - Psychological Safety

Key components of culture ³

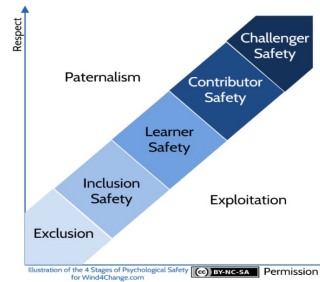
Purpose
Values
Behaviours
Recognition
Rituals

Benefits of a strong culture? ⁶

- 01 We enjoy our work.
- 02 We benefit from a strong infrastructure.
- 03 We become more engaged.
- 04 We're less impacted by interpersonal conflicts.
- 05 Our contributions are valued.
- 06 It helps our careers.
- 07 It attracts (& retains) the best talent.



Maslow's hierarchy of needs ²



Benefits of high work psychological safety

27% reduction in turnover	76% more engagement
50% more productivity	74% less stress
29% more life satisfaction	57% Workers more likely to collaborate
26% greater skills preparedness since workers learn at a faster rate	67% Higher probability that workers will apply newly learned skills

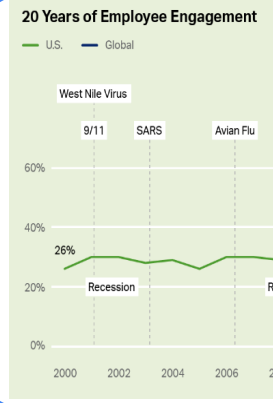
Sources: Gartner Research, The Missing Element in Nearly Every Learning Strategy, Gallup, State of the American Workforce Report '24, Part 2, "The Neuroscience of Trust," Harvard Business Review, January 2017, <https://www.ascenture.com/en/insights/business-functions/stop-work-psychological-safety>

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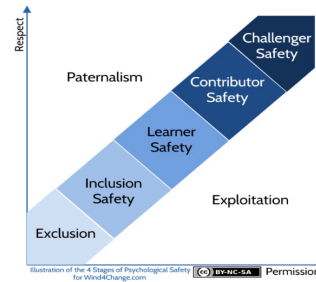


Illustration of the 4 Stages of Psychological Safety (C) BY NC-SA Permission ⁵



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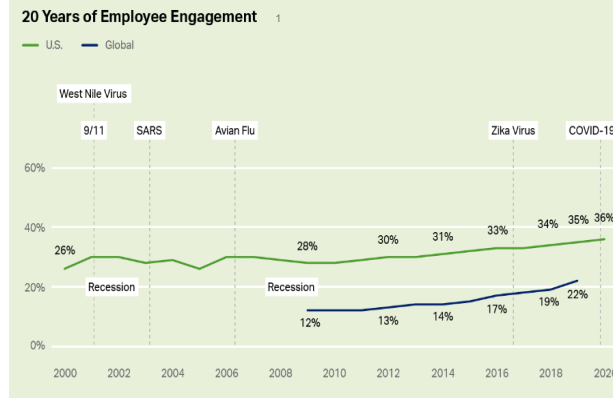
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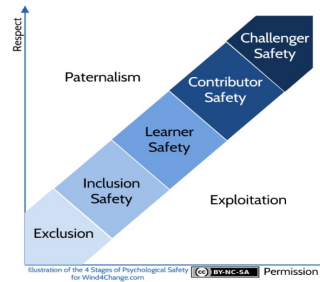
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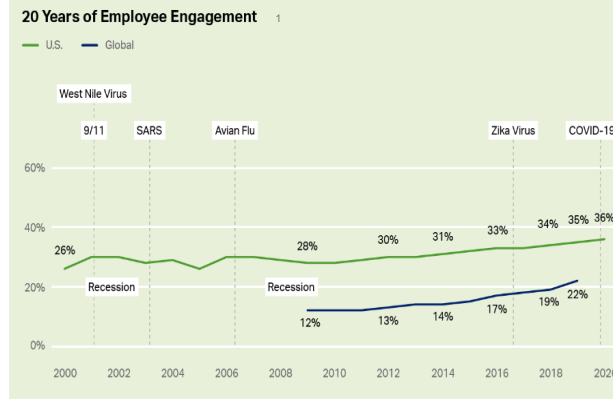
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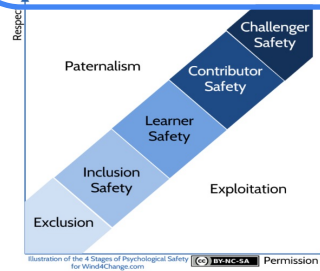
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Psychological Safety

“a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk-taking”

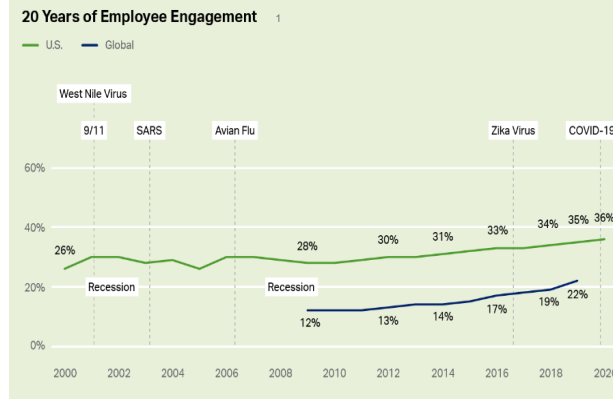
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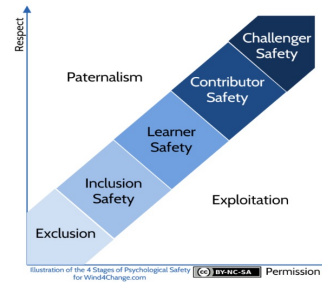
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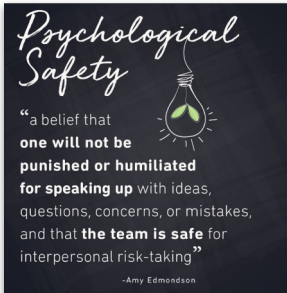
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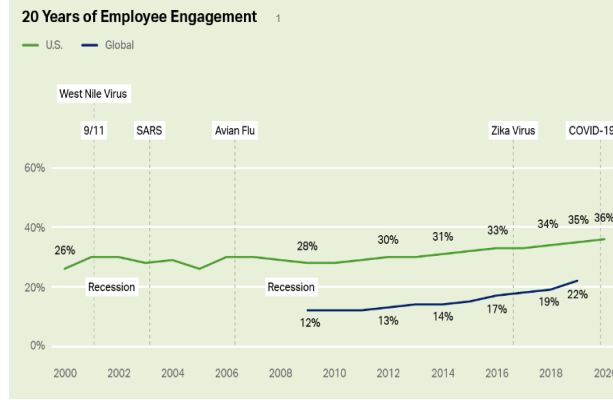


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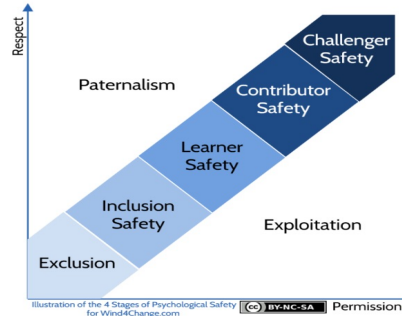
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Psychological Safety

Harmonized Job Description

Wellbeing

RISE
framework

Belonging

Talent Flow

Mindsets &
behaviors

Opportunities
platform

Agility Club

Connectors
Network

Co-Creation	Create a sense of shared ownership, accountability, and empowerment	• Team chat • Commitments • Contributions, opinions, and thoughts • Flat structure, language, team roles • X-teams – Internal Focus Projects
Purpose	Build a connection to our shared WHY, and HOW our efforts contribute directly. So everybody feels valuable and impactful	• Share our purpose statement • Check-in on how connected we feel to our purpose • Each individual makes a personal commitment to our purpose • Our product ecosystem is mapped to the enablement areas
Values	Create a shared understanding of how we show up, treat one another, and work together	• What's important to you • What sort of environment do you want to work in?
Behaviours	Common agreement on how we are going to live our values	• Co-creation • Meeting norms • Rotating chairs and organisers of meetings • Encourage feedback and making space to talk and listen
Belonging	Create a community in which we thrive and feel a sense of shared ownership	• Collaborative learning • Belonging initiative • Openly Sharing
Recognition	Cresting mutual appreciation where we feel valued and celebrated as individuals and/or teams	• Applause • Wall of fame • Encourage feedback • Team awards • Callouts
Psychological Safety	Create an environment where we feel safe and included to learn, contribute, and challenge without fear of humiliation or judgement	• Roche wide initiatives • PS intro sessions and team survey • Team commitments • Added to the Roche onboarding plan

Operating Principles

Systems Awareness

VITAL

Outcome Based
Planning

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PEOPLE

Healthy, Safe Environment

Provide a psychologically safe environment where each individual feels supported, appreciated, fulfilled & connected.

Enablement & Development

Maximise our impact through strong systems awareness and connection to our purpose & priorities.

Identify opportunities to enable personal development and talent flow.

Team Culture

Building a culture of trust, respect, accountability, autonomy and clear communication.

Working collaboratively as a team (& with our partners), supporting one another and delivering our shared purpose.

PRODUCTS

Innovate and Scale Capabilities
and Products

Community and Connections

Portfolio
Contribution

Skills and
Professional
Development

Functional
Excellence

Doing now what patients need next