Regeneron is a leading biotechnology company that invents life-transforming medicines for people with serious diseases.

- **LEADING TECHNOLOGY**
  - VELOCISUITE®
  - BISPECIFICS
  - GENOMICS

- **INNOVATIVE CULTURE**
  - TOP BIOPHARMA EMPLOYER

- **DRIVEN BY DISCOVERY**
  - DIVERSE EARLY R&D

- **BROAD PIPELINE**
  - 30+ MEDICINES IN DEVELOPMENT
We were once a small company with big ideas...
the only thing that’s changed is our size.

9
FDA-approved medicines

~100%
nearly all drug candidates invented and developed in-house

30+
Investigational medicines in clinical development across multiple therapeutic areas

175+
peer-reviewed publications in 2020

6
consecutive years in Forbes’ World’s Most Innovative Companies

10,000+
Regeneron employees worldwide

#1
ranking in the Science Top Employer Survey for six of the past eleven years

12,000
students reached through STEM experiences during 2021 Day for Doing Good

1.6M+
consented individuals sequenced by the Regeneron Genetics Center
Our Mission Is to Repeatedly Bring Important New Medicines to Patients with Serious Diseases

Lead With Science
Science drives our business and passion drives our science. Whether you’re doing science, supporting science or delivering science. It’s what we do.

Science Minded
Curiosity
Innovation

Take On Big Ideas
We take the long view and tackle the big ideas, the unsolvable problems, and the bottlenecks that get in the way. We pursue ideas with passion and courage, to make a real difference.

Entrepreneurial Spirit
Drive
Ownership
Perseverance

Make It Happen
It may not always be easy, but we figure it out and get it done. We have little appetite for unnecessary bureaucracy that can get in the way of innovation or quality.

Flexibility
Process & Planning
Compliance

Be Great Together
While others talk about teamwork, we actually do it. When you work with smart, fun people, you bring out the best in each other and can do the extraordinary.

Teamwork & Collaboration
Be Extraordinary
Learning
Communication
Care

Do What’s Right
We do well by doing good. We act with integrity and pride ourselves on doing the right thing – by each other, our communities, our patients and the world around us.

Respect
Inclusion
Patient Focus
Safety & Quality
Integrity & Trust
Today’s Discussion
Answering Fundamental Questions to Shape Regeneron’s DEI Journey

**What?** Regeneron’s DEI Strategic Framework

A clear vision, focus areas and outcomes – defining where Regeneron can make a real difference, lead in this space and live The Regeneron Way.

**Why?** The Business Case for DEI at Regeneron

Expanding our diversity—in our organization, our work and our communities—will drive scientific advances and better healthcare for all.

**How?** Our Plan to Realize our Strategic Framework

A phased approach to build on Regeneron’s existing strengths, deepen our capabilities and expand our impact.
'OUR VISION

WHY DEI?
WHY NOW?'
DE&I is a Serious Subject within Our Company

Inclusive process captured importance and impact of our work

Leaders and employees shared their perspectives in meetings, workshops and conversations to help develop and test our strategic framework.

Outreach ~3,000

Science is important for this company, how can we ensure DE&I is right up there?

Diversity fatigue is real.

Diversity of experiences is what makes us richer and a better company.

Tokenism is off-putting.

Physical and mental disabilities are also important topics to discuss.

Can we stop the cancel culture?

We must evolve from Programmatic to Leader-led DE&I

The Bersin by Deloitte Diversity and Inclusion Maturity Model

INCLUSIVE CULTURE

LEADER-OWNED D&I

PROGRAMMATIC D&I

COMPLIANCE-FOCUSED DIVERSITY

LEVEL 4

LEVEL 3

LEVEL 2

LEVEL 1
We’ve grown and been very successful at Regeneron, and there is an opportunity to engage much wider and deeper groups of under-represented talent.

To continue to advance medicine for all, trust must be built with groups that historically have been left behind.

Only 5-15% of people who participate in clinical trials are Black, Indigenous, and People of Color (BIPOC) in the U.S., while these communities make up around 24% of U.S. population.¹

In 2016, an analysis showed the proportion of genome-wide association studies (GWAS) in samples from underrepresented populations was 19%, the vast majority focusing on people of European descent (~80%).²

Of the 24 of the 31 trials for cancer drugs approved since 2015, fewer than 5% of participants were Black; while Black Americans have the highest mortality rate for all cancers combined compared with any other racial or ethnic group.³

Shareholders, patients and employees increasingly expect corporations to align with their values and engage on social issues.

Asked how Regeneron is planning to track its progress in DE&I matters, what success will look like, and what timeline is expected; Rockefeller believes the communities in which companies operate will play a role in what success looks like.

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THE WHAT

DEI STRATEGIC FRAMEWORK
Our DEI Strategic Framework


**Better Workplace**
We will be a place where you can be yourself and succeed
We believe bringing together people who see the world differently leads to the best ideas. We will hire, listen to, develop and advance people with diverse experiences to become a better company.

**Better Science**
We will advance medicine for all
We believe diversity drives scientific advances and better healthcare. We will reduce bias in research and development; pursue inclusive science and technology that supports under-represented populations; and increase access to care.

**Better World**
We will use our voice and influence for good
We are a strong community partner. We will improve the lives of under-represented groups, invest where we can make a unique difference, engage and inspire the next generation.
Our Expected Outcomes

Through DEI, we will have significant business impact -- advancing our culture, talent, research, patient care, philanthropic and social influence, and our reputation.

**Better Workplace**

1. Strengthen Regeneron’s culture of Inclusion & Belonging by modeling inclusive leadership, continuous learning and role modeling from the top.
2. Establish transparency, governance & leadership accountability with enterprise-wide key DEI metrics.
3. Increase engagement and improve self-reporting on demographic data to 88% (2020 industry average)
4. Increase representation and improve retention of under-represented people at all levels of the organization (secure immediate talent pipeline)
5. Be recognized by top DEI ranking groups as the industry’s top employer for diversity

**Better Science**

1. Increase awareness and focus on at least 3 under-studied areas of scientific research, using a diversity lens (Examples: Women’s Health; Cancers and cancer mutations that are specific to particular ethnic and racial backgrounds; Infectious Diseases that are more prevalent in non-Western regions)
2. Be The Change Initiative is established as the lead Science equity initiative - internally & externally and further establish a DEI Research steering committee that evaluates at least one new research idea/ 2 years to address disease states in selected TFAs that affect under-represented groups
3. Report on improvement in clinical trial diversity via investments in education, community/site engagement, patient engagement, and stakeholder partnerships (Regulators, academia, trade/professional organizations)
4. Establish a Health Equity working group that would identify, measure & report improved patient education, targeted KOL and partnerships and patient access/ support programs

**Better World**

1. Establish long-term investment strategy and commitments to scale DEI efforts
2. Establish goals and framework to Increase year over year spend and support for diverse suppliers
3. Continue to invest in long-term pipeline of under-represented and under-supported talent in STEM fields
4. Integrate the new DEI framework into ongoing philanthropic and social impact/ issues response model.
THE HOW

DEI GOVERNANCE MODEL
Diversity, Equity & Inclusion - Model for Governance

CEO, CSO, Senior Management
Serve as sponsors – meets regularly*

Executive DEI Council
- Aligns DEI and business strategy
- Champions initiatives
- Meets quarterly

DEI Leadership Council
- Launches and communicates DEI strategy
- Aligns local and enterprise initiatives
- Meets quarterly

Local Councils
- Support local initiatives
- Increase local DEI awareness & engagement
- Meet monthly with DEILC member(s)

ERGs/EIGs
- Support initiatives that foster DEI
- Focus on leadership development
- Increase awareness of relevant issues
- Meets monthly, more agile as needed

Better Workplace
Better Science
Better World
Dr. Smita Pillai
Chief DEI Officer

Meylin Andares
DEI Director Industrial Operations Product Supply

Cheryl Ewing
Senior Administrative Coordinator, Global DEI

Kaitlin Kabrich
Lead PM, Global DEI

David Sotolongo
Sr. Director, Global DEI

Ivy Kam, PharmD
Director, Global DEI

Soo Mentor
Associate Director, DEI

TBA
US Temp, Global DEI

Potoula Stavropoulos
Sr Director of Social Impact

Jordan Leao
Associate Manager Science Education

Leila Khailat
HR Generalist, UK DEI

TBD
Ireland DEI

Team size = 10x
Budget = 3x
Lessons along the way

A commitment to DEI starts with us.

Small commitments that make a big difference

1. DEI must make business sense
2. Relationship equity is the most important currency
3. Slow is smooth, smooth is fast