Roche mandatory AI training and time savings in Regulatory

IMPLEMENTED 2025 ONWARDS · HEALTH AND LIFE SCIENCES · SWITZERLAND · BAND D · CLAIMED ONLY
VERSION 1.0 · PUBLISHED 16 NOVEMBER 2026 · UPDATED 16 NOVEMBER 2026 · FACTS CHECKED 16 NOVEMBER 2026

Roche made AI training mandatory for all employees in the second half of 2025 and paired it with approved tools, including Gemini in its Google environment. In its Regulatory function, by Roche's account, around half of employees saved 4 hours or more a week.

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NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: Generative AI assistants for office work: Gemini in Roche's Google productivity environment and internal Notebook LM environments, by Roche's account; also RocheChat, an in-house AI companion, per a vendor case study.

Implemented: 2025 onwards. Grade: band D, Task support, Claimed only.

Headline result, as reported: Around 50% of employees in Roche's Regulatory function saved 4 or more hours a week with AI tools, by Roche's account in a GOV.UK case study

1 · The case

The facts, as reported by the 5 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

Roche. Pharmaceutical and diagnostics group headquartered in Basel, Switzerland, operating in around 120 countries. 112,774 employees at the end of 2025, per its annual report. Its UK workforce was estimated at close to 3,000 in 2026, per the GOV.UK case study, which is part of a UK research programme on AI upskilling led by Dr Nisreen Ameen of Royal Holloway, University of London, with Skills England. Canvas block: 5. People and skills. Also 8. Governance and risk, 4. Operations and process.

Business challenge

The challenge. By Roche's account, many non-technical employees saw AI as a specialist domain, and most had not met AI in their education. Widely available large language models created a need for policies and training to manage data security and compliance risk. Roche wanted to upskill a workforce of over 100,000 in around 120 countries quickly, responsibly and within regulatory constraints. It linked AI to four targets in drug development: speed, lower cost, a higher probability of technical success and more patients reached.

How it was addressed. Roche ran a corporate AI training programme that was mandatory for all employees, launched and completed in the second half of 2025 and rolled out by department. Sessions typically lasted 30 to 45 minutes, mixing live virtual classes and self-paced material, with content delivered by country in local languages and a personal dashboard showing each employee's progress. The curriculum covered prompting, approved tools including internal Notebook LM environments, bias and the limits of AI output, and a human-in-the-loop model in which people remain accountable. Training was paired with access to approved tools: Roche described Gemini as integrated into its Google productivity environment. AI champions in each function then ran voluntary 'Everyday AI' sessions; in Regulatory these ran every two weeks, timed for Europe and for North America, with around 150 employees at each. Separately, a vendor case study by OutSystems describes RocheChat, an AI companion Roche built on the OutSystems platform, scaled to 80,000 employees. [1] [2] [3] [4] [5]

Who implemented it

In-house (In-house): Roche: designed and ran the mandatory training programme and appointed AI champions in functions..
Google (Model or cloud provider): Supplies Gemini, integrated into Roche's Google productivity environment, by Roche's account..
OutSystems (Software vendor): Low-code platform on which Roche built RocheChat, per OutSystems..
Axians (Systems integrator): OutSystems partner named in building Roche's AI applications, per OutSystems..
The GOV.UK case study names no external training provider.

Technology (SEAM pillar E)

SEAM types: T1 Chat assistants, T2 Embedded AI in existing software. Deployment: Not reported. Vendors and products: Google, OutSystems, Gemini, Notebook LM, RocheChat.

Where it was built in: Gemini integrated into Roche's existing Google email and document workflows, with enterprise AI access for employees at scale, by Roche's account. RocheChat was built by Roche on the OutSystems platform for content creation, translation, email and summarisation, per OutSystems.

What changed

Before: by Roche's account, AI was seen as a specialist function and productivity savings from it were negligible. After: employees had completed baseline AI training, approved tools were available at scale, and in Regulatory around half of employees saved 4 hours or more a week,

What it cost

Not reported

What it saved

By Roche's account: in Regulatory, around 50% of employees saved 4 hours or more a week, around 25% about one hour and around 25% less than one hour, exceeding the corporate target of at least one hour per employee per week. Results for other functions: Not reported; Roche said impact will be assessed function by function in 2026. Value in money: Not reported. [1] [2] [3] [4] [5]

Governance and control

By Roche's account: training was mandatory, taught a human-in-the-loop model in which people remain accountable for decisions and outputs, and set strict controls to keep sensitive data inside the corporate firewall. Some internal information categories (C1 to C4) may be processed; GDPR-related personal data may not. Roche said data is not always neatly split into these categories, which needs continued reinforcement. Named owner: Not reported.

S2 · Accountable owner · Not reported
Not reported. AI champions were appointed within functions to sustain learning; an accountable owner for the programme is not named. [1]

A1 · Safe use · Claimed
Training was mandatory for all employees and set data rules: some internal information categories (C1 to C4) may be processed, GDPR-related personal data may not, by Roche's account. [1]

A2 · Human in the loop · Claimed
The curriculum set out a human-in-the-loop model in which humans remain accountable for decisions and outputs, by Roche's account. [1]

A3 · Monitoring and assurance · Claimed
Each employee had a dashboard showing completed and outstanding modules, and Roche said impact will be assessed function by function in 2026. [1]

A4 · Vendor AI · Claimed
Training was paired with organisation-approved tools, and Roche described strict controls to stop sensitive data being processed outside the corporate firewall; vendor terms are not reported. [1]

A5 · Agent controls · Not reported
No agent controls described; OutSystems says about 8,000 employees were trained to build their own AI agents. [4]

A6 · Standards and regulation · Claimed
Roche designed the training around regulatory constraints and data sensitivity in the pharmaceutical context; no regulator action is reported. [1]

What worked, what did not, what is unproven

WORKED

– Completion of mandatory training across the workforce within a short period, by Roche's account; CHEManager also reports that all approximately 100,000 employees were trained.

– Time savings in Regulatory above the corporate target, by Roche's account.

– High voluntary attendance at champion-led sessions, around 150 per session in Regulatory, by Roche's account.

– Not reported. Roche named open questions: onboarding new joiners, updating content as regulation changes, and deeper training on fine-tuning, testing and data governance.

UNPROVEN

– How the time savings were measured, including whether they were employees' own estimates.
– Results outside Regulatory: each function will define its own measures in 2026.
– Whether time saved turned into faster development or lower cost, Roche's stated targets for AI.

Timeline

2025 Mandatory AI training for all employees launched and completed in the second half of the year [1]

Oct 2025 Vendor case study says RocheChat, an in-house AI companion, has scaled to 80,000 employees [4]

Jun 2026 GOV.UK case study reports time savings in the Regulatory function [1]

Jun 2026 CHEManager reports that all approximately 100,000 employees were trained in handling AI the previous year [3]

2026 Impact to be assessed function by function, with each function setting its own measures [1]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: Not applicable. Grade: D, Task support. Proof: Claimed only. Level of change: Task support.

Task support (Level 1, band D). Employees do the same work faster with AI tools; no redesigned process or change in structure is reported.

Task support: employees use AI for summarising, drafting, presentations and synthesis within existing work. The training was mandatory and company-wide, but the reported result is time saved per person in one function, and no change to process, cost or structure is reported.

The SEAM view and lessons learnt

Roche treated AI training like compliance training: mandatory, short, local and paired with approved tools. That gives a common baseline and a clear data rule before use spreads. The one function with a reported result shows a wide spread: half saved 4 hours or more a week and a quarter less than one hour. For a mid-sized or larger organisation, the transferable step is to measure by function, as Roche now plans, and to find out why some staff gain little.

1. Make baseline AI training mandatory and pair it with approved tools.
2. Give staff a clear rule on which data may go into AI tools.
3. Measure time saved by function and examine the spread as well as the average.

Evidence

Score 1 of 4. Self-reported: Roche's own account in a case study that GOV.UK says was not independently audited or verified. CHEManager independently reports the scale of training; no independent source reports the time savings.

Evaluation method. Self-reported company figures: qualitative interviews validated with the organisation and published in a government research programme; how time savings were measured is not stated.

Sources disagree. The GOV.UK case study names Gemini in Roche's Google environment and internal Notebook LM environments as approved tools. An OutSystems vendor case study describes RocheChat, an in-house AI companion scaled to 80,000 employees, and says Roche trained approximately 8,000 employees on LLM basics to build their own AI agents. The sources do not say how these tools and programmes relate. The GOV.UK summary table says Regulatory employees reported saving 4 or more hours a week; the main text says they saved it.

Status. Ongoing: Roche said in the case study that impact will be assessed function by function in 2026 and that plans for the next phase are being discussed.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/roche-ai-upskilling-regulatory

[1] GOV.UK (Department for Work and Pensions and Skills England): Supporting case studies: What works for AI upskilling in the UK (June 2026, updated July 2026)
https://www.gov.uk/government/publications/skills-for-ai-what-works-for-ai-upskilling-in-the-uk/supporting-case-studies-what-works-for-ai-upskilling-in-the-uk

[2] GOV.UK (Skills England): New tools will help employers maximise AI productivity gains (10 June 2026)
https://www.gov.uk/government/news/new-tools-will-help-employers-maximise-ai-productivity-gains

[3] CHEManager: AI as a Game Changer (June 2026)
https://chemanager-online.com/en/topics/ai-as-a-game-changer

[4] OutSystems: How Roche executed a scalable and secure AI strategy (vendor case study, October 2025)
https://www.outsystems.com/blog/posts/roche-ai-strategy/

[5] Roche: Annual Report 2025
https://assets.roche.com/f/176343/x/fa3c863601/ar25e.pdf

Roche website: https://www.roche.com

Version 1.0 · Published 16 November 2026 · Updated 16 November 2026 · Facts checked against sources 16 November 2026 · Downloaded 26 November 2026. This PDF may be out of date: the latest version, and a way to report an error or a better source, is at https://marluc.co.uk/case-studies/roche-ai-upskilling-regulatory

VERSION HISTORY

v1.0 16 November 2026 First published