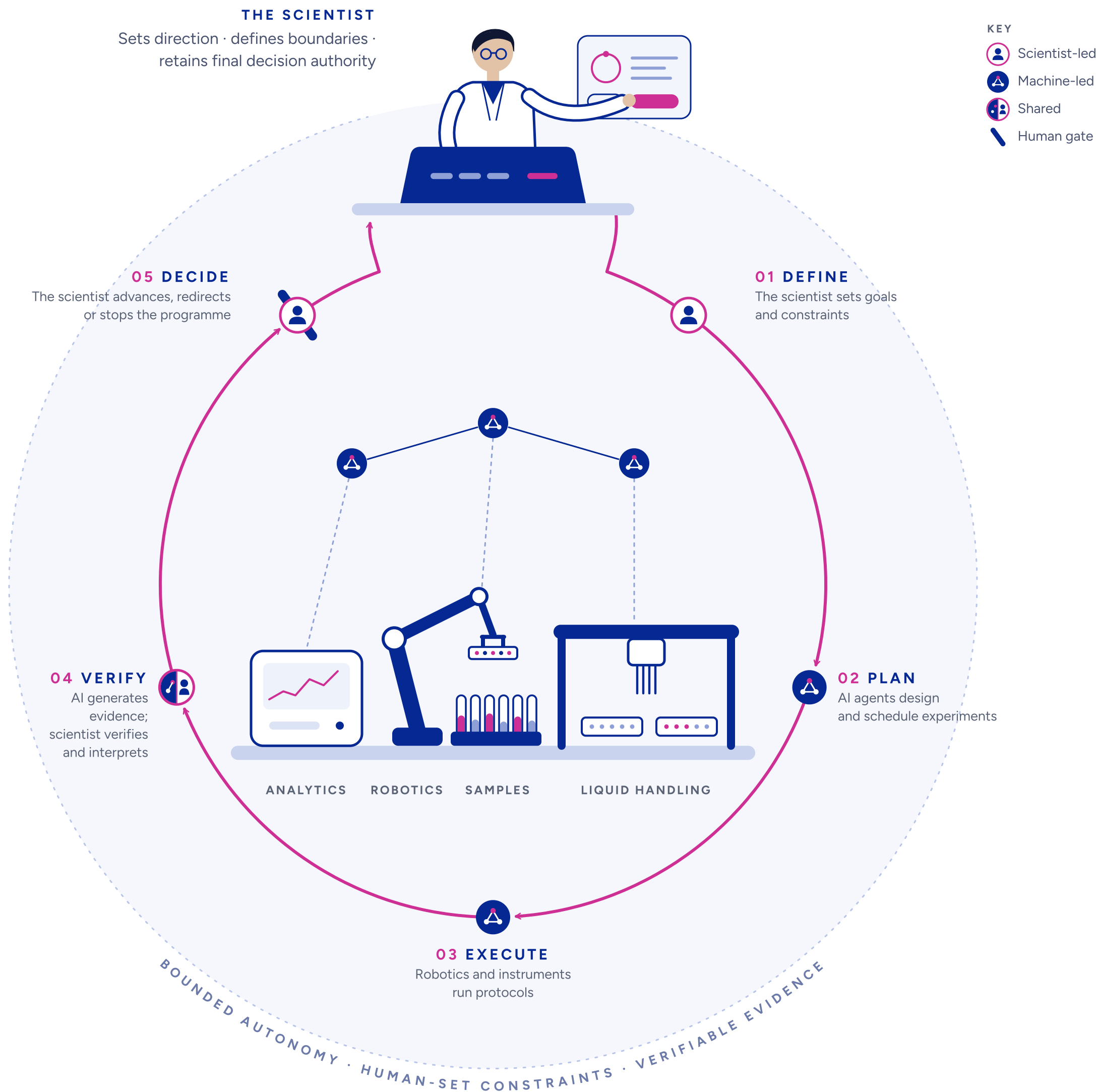


A new model for human-machine governance

Roche moves scientists from execution to oversight: AI runs experiments, while humans set constraints, validate evidence and retain final authority.



Machines run the work. Scientists govern the science.

More value from the same R&D resources - faster cycles, higher productivity and human control of critical decisions.



Faster cycles. Same accountability.

The scientist still owns every critical call.



Sources: Roche Pharma Day investor presentation, London, 28 September 2026 — autonomy ladder and human roles (p.94); 18-month lead-identification-to-clinical-candidate timeline (company-reported). Aviv Regev, EVP Genentech Research and Early Development, via Reuters, 28 September 2026. Bounded control loop: Cheng et al., “Towards Human-Led, Agent-Driven Autonomous Laboratories for the Life Sciences,” Preprints.org, 2026 (in review).