

2021 UK Gender Pay Gap Report



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An introduction from HR



Bristol Myers Squibb (BMS) UK last published its gender pay gap report two years ago. Since then there has been a lot of change. Externally, the COVID-19 pandemic has changed the way we work, the way we live and the way we train, develop and support our employees.

“Diverse experiences and perspectives fuel our best ideas, helping us to find innovative treatments, so we can transform patients’ lives. We believe in equal pay and remuneration for employees doing similar jobs, regardless of gender.”

Internally, Bristol Myers Squibb has also undergone significant changes: we have acquired Celgene, grown from 24,000 employees globally to 30,000, and there have been changes to the make-up of our population, organisation, processes and culture.

As a result, it is difficult to do a like-for-like comparison to demonstrate progress made in narrowing the gender pay gap. However, we know from the latest data that there is still more work to do to close the gap and we’re committed to undertaking deeper analysis to better understand exactly where our gaps exist, and implementing initiatives to address these.

At Bristol Myers Squibb, our people are our greatest asset, and we know that diversity of thought, creativity and collaborative thinking is what drives the all-important innovation that allows us to transform patients’ lives through science.

Every individual that we employ is valued for their unique perspectives and diverse backgrounds. We believe the diverse and inclusive culture we’re building will continue to support better outcomes for all patients and their loved ones. We seek diversity in all aspects of our business, at all levels, from the most senior roles where strategies are developed and critical decisions taken, to those working on the frontline where our critical business functions are executed.

To meet our mission of helping patients to prevail over serious diseases, we are committed to developing a 21st century workforce that is powerfully diverse and broadly inclusive, capable of discovering and developing important new medicines for patients around the world.

A handwritten signature in black ink that reads "L. Smith".

Loretta Smith
Senior Director, Human Resources, UKI

The gender pay gap vs. equal pay

The gender pay gap and equal pay are **not** the same thing.

Equal pay, a legislative requirement, ensures that men and women receive the same pay for doing the same job. In line with this requirement, men and women at Bristol Myers Squibb receive similar pay for performing similar roles, and we endeavour to offer an equal opportunity to all to earn an annual incentive bonus.

The **gender pay gap**, as measured by the UK's gender pay reporting regulations, shows the difference in the average hourly pay of men and women across the entire UK workforce, irrespective

of the role they perform. The **mean gender pay gap** is calculated by adding up the wages of all male and female employees respectively to obtain the average for each gender, and the difference is expressed as a percentage of average men's earnings. The **median gender pay gap** is determined by listing all employees' salaries in order from lowest to highest (or highest to lowest) and finding the number in the middle of this sequence. So, in a working population with unequal numbers of men and women in each quartile of the workforce, even when there is **equal pay** there may still be a **gender pay gap**.

Explaining the difference between equal pay & gender pay

Equal Pay

Men and women doing **similar jobs** are paid similar salaries.



Mean Pay Gap

Add all the salaries of the men and divide by the number of men, do the same for women and compare the difference.

Median Pay Gap

List all the men in order of salary, take the salary of the one in the middle, do the same for women and compare the difference.

Gender Pay

The difference in the **average** pay of men and women across the **whole organisation**.

An example organisation

All employees in each quartile are paid the same.



What this means

In a population with unequal numbers of men and women in each quartile, **even when there is Equal Pay** there will still be a Gender Pay gap.

Closing the gender pay gap

Bristol Myers Squibb is a global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. Globally, the company has 30,000 colleagues and the UK affiliate employs 900 people across three sites:

- **Corporate Head Office (incl field teams);** Uxbridge, Middlesex
- **Research and Development Hub;** Moreton on the Wirral
- **European Capability Centre;** Chester.

We published our last report in 2019 before the COVID-19 pandemic, and the company has undergone significant change over the past two years – from the acquisition of Celgene, to the reorganisation of people, processes, and culture.

During this time, we've worked hard to narrow our gender pay gap. Based on data over the 12 months, ending on 5 April 2020, our overall mean gender pay gap is 15.1%, and our overall median gender pay gap is 12.6%.





At Bristol Myers Squibb, as with many other companies, higher paying jobs reside in the upper quartiles of the organisation, where there is more of an equal balance between women and men. There is a 53%:47% split in favour of women in the upper quartile, and 58%:42% split in favour of women in the upper middle quartile. However, women outnumber men to some degree in the lower quartiles (62.67%:37.33% in the lower middle quartile, and 68%:32% in the lower quartile), which contributes to our gender pay gap. We are working on deeper analysis of the data to better identify and understand the gaps, and developing initiatives to narrow these.

Progress on closing our gender bonus gap still requires our focus and attention. **Our mean gender bonus gap stands at 20% and our median gender bonus gap at 32%**, and we are committed to reducing these as a priority.

We are confident that by accelerating programmes to support our pipeline and the development and advancement of women as they join Bristol Myers Squibb, the gender pay and bonus gaps will continue to close. Current and planned initiatives are outlined below.

“We’re closing the gap on gender pay, and we’re committed to doing more. This involves helping women to develop and advance in the workplace; creating a supportive environment; and listening to our employees to understand their needs.”

Our commitment to work life balance and gender diversity and inclusion



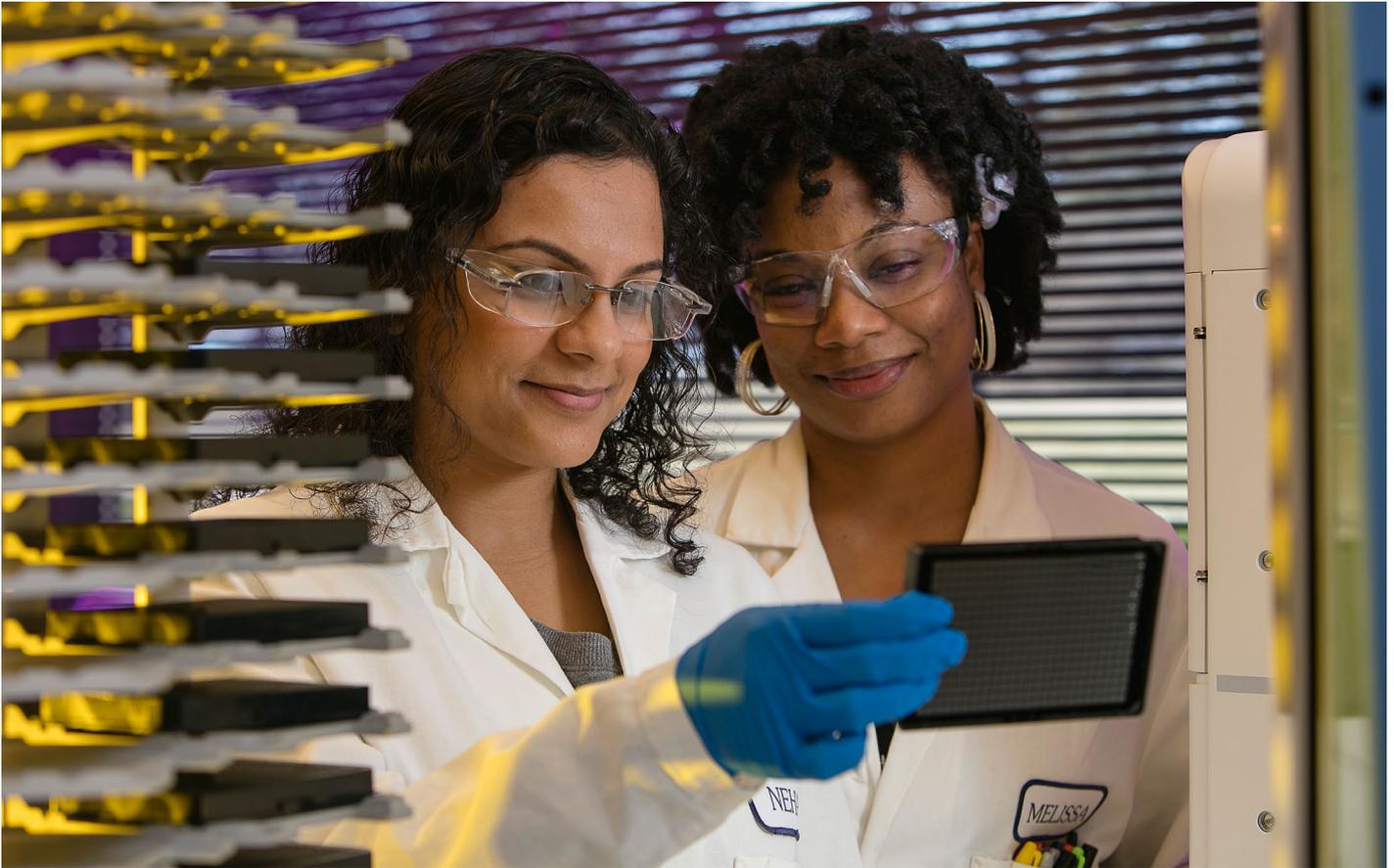
“We’re committed to improving gender diversity across all levels of the business. We’ll continue to review the data and work with our colleagues to make improvements and narrow the gender pay gap.”

As we work towards closing the gender pay gap, we believe the best way to achieve this is through our global diversity and inclusion strategy, which aligns around four key pillars:

1. Bending the curve of representation:

We use advanced analytics to understand trends amongst our past, current and future employees, and we apply these insights to make changes that drive towards our goal of closing the gender pay gap.

- We’ve identified that our UK gender pay gap is most pronounced at one of our sites amongst employees at the higher end of the pay scale. We are conducting deeper analysis, and will put tailored initiatives in place to address this gap.



2. Accelerating momentum with our People and Business Resource Groups (PBRGs):

With a singular focus on diversity – while working collectively as a team – our PBRGs are led by a full-time business leader and create a platform to develop, connect and empower our workforce to help deliver our company goals and people strategy.

- In the UK, 896 members participate, and their importance to employee development and to driving business performance, is well-recognised. UK programmes include leadership development initiatives, and a continued focus on diverse and inclusive interview panels, so we can recruit the best person for the role.
- Our most active and visible PBRG is our women’s group, known as the Bristol-Myers Squibb Network of Women (B-NOW). With 221 members in the UK, B-NOW drives business performance by embracing gender diversity. We want to ensure that all of our female employees have the same opportunities as their male counterparts to be developed, advanced, retained and recruited. When we appointed a leader for the B-NOW group in 2016, we were the first company within the pharmaceutical industry to have a full-time person dedicated to supporting women.

3. Shaping the culture of inclusion:

As an organisation grounded in science, we’ve implemented our **Possibility Lives** culture-change programme, which aims to promote innovation and business performance. Using neuroscience research, we are interrupting bias through the use of inclusive habits. These habits are validated by our global workforce and then reinforced through a grassroots movement to instil positive and inclusive habits that develop our business and our people.

We expect our employees to champion our inclusive culture, and we support them to do this via development, training and regular information meetings. We also provide training for managers on attracting, retaining, developing and leading diverse teams.

- We know that work is just one facet of our employees’ lives, and their life outside of Bristol Myers Squibb, is of equal importance. We want to support the whole lives of our employees and that is why we have introduced a range of benefits including medical fertility support; gender dysphoria support; and enhanced maternity, paternity and shared parental leave options.

4. Driving external relationships with purpose:

We partner with key external stakeholders who can help us to develop and advance women, and recruit top diverse STEM talent.

- We have formed external partnerships with the Healthcare Businesswomen’s Association (HBA) to implement best practice in the advancement of women in the UK healthcare sector. Many of our colleagues have been recognised with awards for their work with HBA.

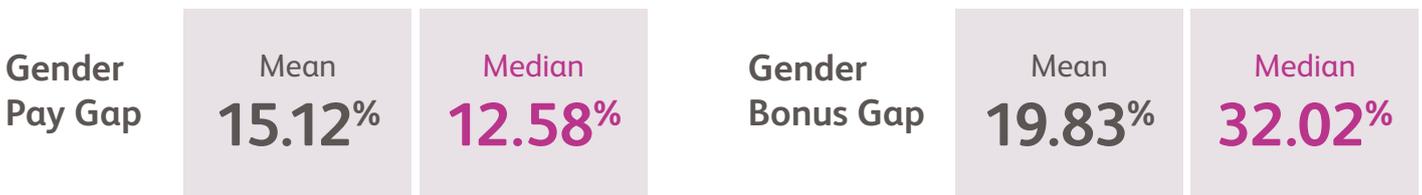
Gender pay statistics

The figures below show our overall mean and median gender pay gap; mean and median gender bonus gap; and pay quartile data calculated in line with the requirements of the gender pay gap regulations.¹

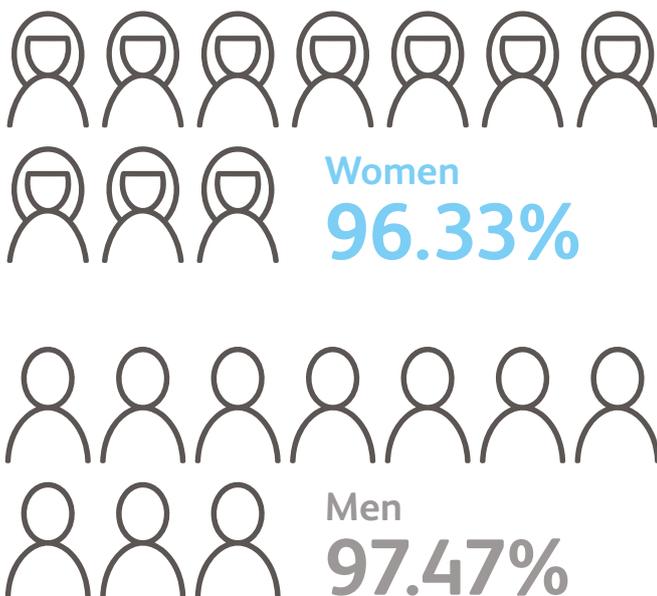
As our UK business consists of four legal entities – BMS Pharmaceuticals LTD, BMS Business Services LTD, Celgene Europe LTD and Celgene UK LTD – we have also reported the figures for each entity separately.

We are committed to continually reviewing the data and working in collaboration with our colleagues across the UK to make ongoing improvements in reducing the gender pay and bonus gaps.

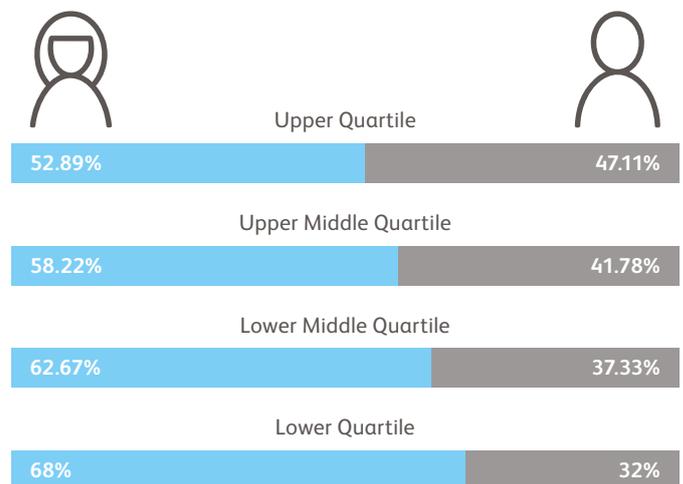
BMS



Proportion of employees who received bonus pay



Proportion of female and male employees in each salary quartile band



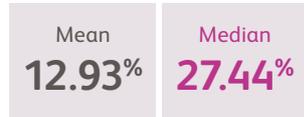
¹ The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the "Regulations").

BMS Pharmaceuticals LTD

Gender Pay Gap



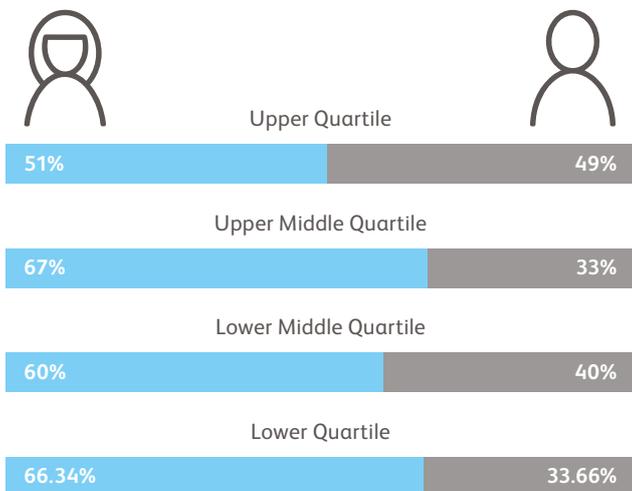
Gender Bonus Gap



Proportion of employees who received bonus pay

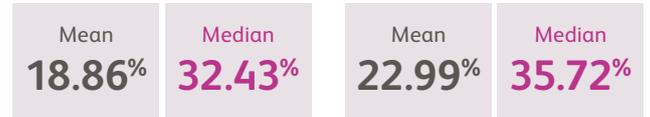


Proportion of female and male employees in each salary quartile band

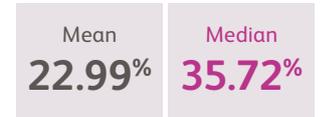


BMS Business Services LTD

Gender Pay Gap



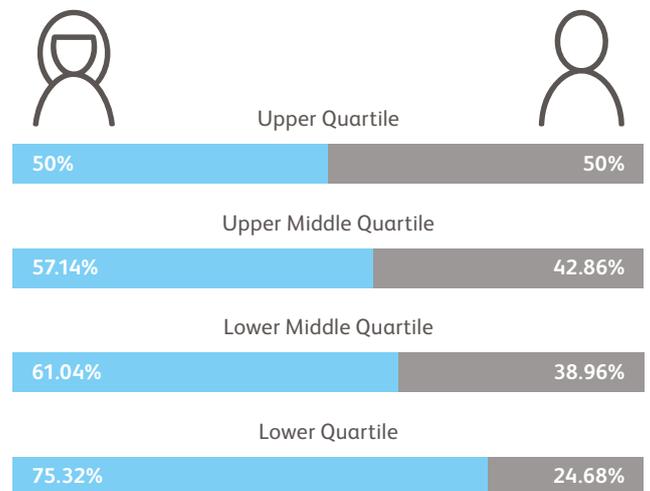
Gender Bonus Gap



Proportion of employees who received bonus pay

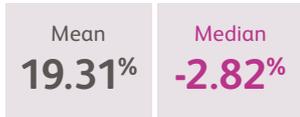


Proportion of female and male employees in each salary quartile band

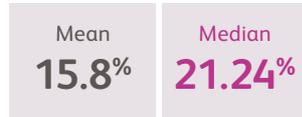


Celgene Europe LTD

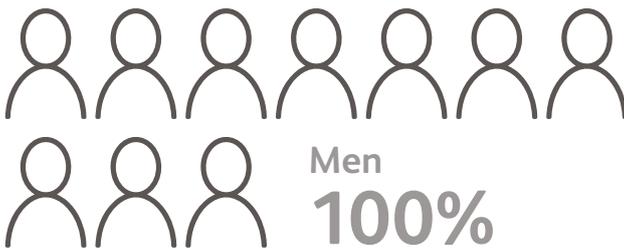
Gender Pay Gap



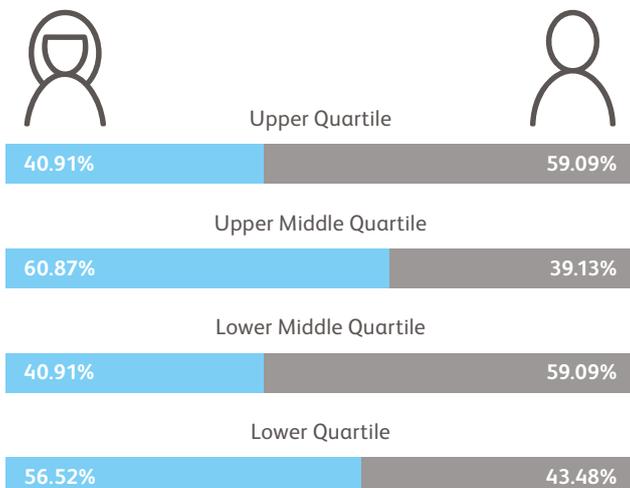
Gender Bonus Gap



Proportion of employees who received bonus pay

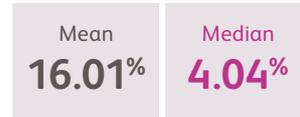


Proportion of female and male employees in each salary quartile band



Celgene UK LTD

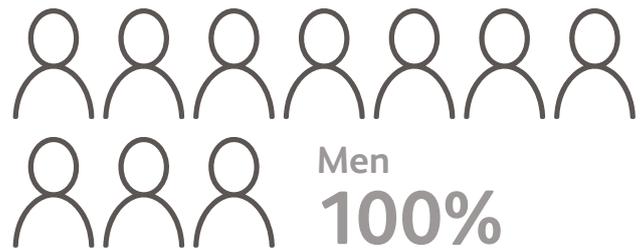
Gender Pay Gap



Gender Bonus Gap



Proportion of employees who received bonus pay



Proportion of female and male employees in each salary quartile band

