

2026 UK
Gender
Pay Gap
Report



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An introduction from Marta



“We are passionate about providing meaningful work and offering fair opportunities for career development to all.”

The UK government requires companies that employ at least 250 people to publish annual gender pay gap data. This report is based on the snapshot date of 5 April 2025 and includes our combined UK data as well as information about our separate UK entities (Bristol Myers Squibb Pharmaceuticals Ltd, Bristol Myers Squibb Business Services Ltd, and Celgene Europe Ltd).

Based on data utilising a snapshot date of 5 April 2025, our overall mean gender pay gap is 16.9% (vs 16.8% last year), and our overall median gender pay gap is 13.9% (vs 14.5% last year). The differing gender proportions across our UK organisation are driving our overall mean gender pay gap of 16.9%. The mean pay gap figure remains broadly unchanged compared with the previous year, whilst we observe the median pay gap narrowing year on year. A variety of factors have influenced the composition of our workforce during this reporting period. This includes organisational evolution, hiring, and internal movements between the two reporting periods.

I am pleased that we continue to make good progress in enhancing our culture in several priority areas. This progress is enabled by our global and local policies, practices, and systems, which are purposefully designed to help support our people to thrive in their careers and personal lives. Additionally, our dedicated People and Business Resource Groups (PBRGs) make a valuable contribution in shaping our workplace culture and creating an inclusive environment for all colleagues. Our Total Rewards Strategy is designed to fairly reward our people based on the work they do, the capabilities they possess, and their performance, regardless of gender. We also provide a comprehensive benefits package that forms part of the complete employer offering.

We invest in creating a strong learning culture, providing our colleagues with challenging and meaningful opportunities to develop their careers. With support from our PBRGs in the UK, we intentionally create an inclusive and energising environment where everyone can grow, feel a sense of belonging, and be supported to perform at their best. We are passionate about providing meaningful work and offering fair opportunities for career development to all.

At Bristol Myers Squibb, we lead with our Value of Inclusion to advance a workplace culture where our colleagues feel their unique perspectives are appreciated, respected, and rewarded. We welcome the richness that varied backgrounds, experiences, and opinions bring to helping us achieve our vision of transforming patients' lives through science, and we strive to create a workplace where everyone can contribute to our mission. A diverse workforce helps us to adapt and serve the communities in which we operate in a better way.

We are committed to closing the gender pay and bonus gaps at Bristol Myers Squibb. However, it will take time. We have prioritised this at all levels of our organisation and are working to address any barriers that impact the recruitment, development, and opportunities available to women.

A handwritten signature in black ink, appearing to read 'Marta Casanovas', written over a horizontal line.

Marta Casanovas
Senior Director, Strategic HRBP, UK&IE

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, including with respect to the opportunity 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 hourly pay of all male and female employees respectively to obtain the average for each gender, and the difference is expressed as a percentage of average mens' earnings. The **median gender pay gap** is determined by listing all employees' hourly pay in order from lowest to highest (or highest to lowest), finding the number in the middle of the sequence, and comparing the difference. So, in a working population with unequal numbers of men and women in each quartile of the workforce, even where there is **equal pay**, there may still be a **gender pay gap**.

Explaining the difference between equal pay and gender pay

Equal Pay

Men and women doing similar jobs are paid similar salaries.



Mean Pay Gap

Add the hourly pay of men and divide by the number of men. Do the same for women and compare the difference.

Median Pay Gap

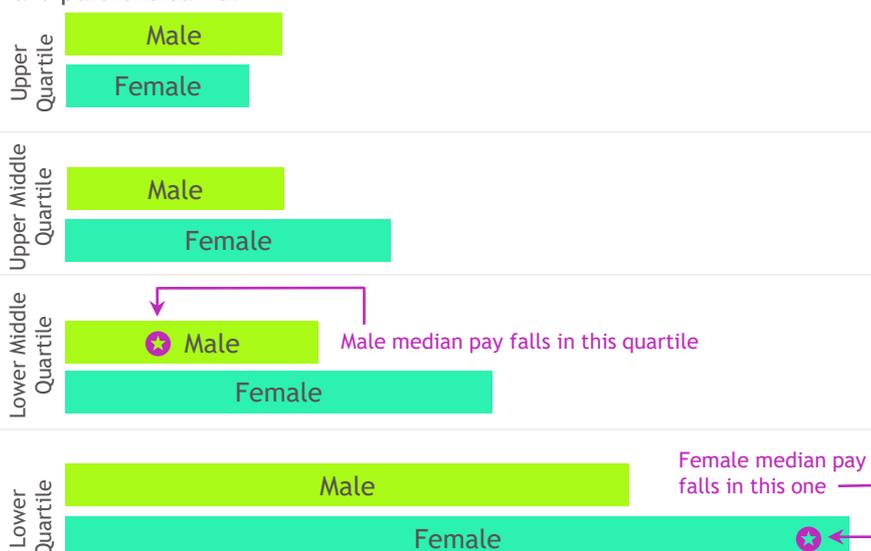
List all the men in order of hourly pay, take the hourly pay of the one in the middle. Do the same for women and compare the difference.

Gender Pay Gap

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 c. 32,000 colleagues and the UK employs more than 800 people across three sites:

- **Corporate Head Office (incl. field teams):** Uxbridge, Middlesex
- **Product Development Hub:** Moreton, on the Wirral
- **Europe Capability Centre:** Chester, Cheshire

Based on data over the 12 months ending on 5 April 2025 for our UK employees, our overall mean gender pay gap is 16.9% (vs 16.8% last year), and our overall median gender pay gap is 13.9% (vs 14.5% last year). Our data indicates this gap continues to be a result of the differing gender proportions across different levels of the organisation.

A variety of factors have influenced the composition of our workforce during this reporting period, including organisational evolution, as well as hiring and internal movements between last year and this year's reporting periods. We have consistently outlined that our strategic plans to reduce the gap are long-term initiatives that will take time to be fully realised.





At Bristol Myers Squibb in the UK, we have more of an equal balance between women and men in the upper quartiles of the organisation. There is a 54%:46% split in favour of women in the upper quartile, and a 59%:41% split in favour of women in the upper middle quartile.

However, women outnumber men to a reasonably large degree in the lower quartiles (63%:37% in the lower middle quartile, and 73%:27% in the lower quartile), which contributes to our gender pay gap. We are working on understanding our gender balance further to better identify and understand the gaps, and to develop new initiatives to narrow them.

Progress on closing our gender bonus pay gap remains an area of focus and attention. **Our overall mean gender bonus pay gap stands at 23.9%** (vs. 26.5% last year) and our **median gender bonus pay gap at 20.6%** (vs. 33.4% last year).

We are confident that we are taking appropriate action, and the gender pay and bonus pay gaps will close over the long term in the UK.

“We are confident that we are taking appropriate action, and the gender pay and bonus pay gaps will close over the long term in the UK.”

Our commitment to gender inclusion



“We strive to cultivate a culture that fosters collaboration and innovation, where everyone feels a sense of belonging.”

Our People Strategy is designed to foster an inclusive and engaging work experience to help attract, develop, and retain a talented workforce that reflects the varied cultures, backgrounds, experiences, and perspectives of our patients and communities around the world.

This is core to who we are and how we do business; it guides our decision-making and furthers our ability to deliver on our mission, execute our strategy, and generate shareholder value. We strive to cultivate a culture that fosters collaboration and innovation, where everyone feels a sense of belonging and all colleagues are valued for their unique perspectives.

Our commitment to broadening representation of our workforce in the UK extends to all levels. The best way to work towards representation is through our UK-specific inclusion and culture (I&C) programme, which leverages the passion and commitment of our people.

Inclusive selection practices

Our I&D and Talent Acquisition teams in the UK partner to ensure we reinforce inclusive hiring. We focus on making the best hiring decisions based on talent pools that incorporate candidates with varied backgrounds and perspectives to best ensure we can hire those who are most qualified. We continue to leverage an inclusive hiring strategy to support our UK talent objectives.



Retaining and developing talent

Our People and Business Resource Groups (PBRGs) are crucial in enabling our Global Inclusion & Culture (I&C) strategy. These groups are open to all colleagues across the organisation. In the UK, our six PBRGs empower members as business leaders, adding value through the execution of workplace culture initiatives, business plans, and accelerated leadership development.

The Bristol Myers Squibb Network of Women (B-NOW) PBRG UK chapter plays an important role in helping to retain talent and drive fair advancement and outcomes for all employees regardless of gender. The B-NOW vision is to ensure that members of the PBRG have opportunities to advance their career, including to executive and c-suite levels, creating a powerfully inclusive workplace to achieve a competitive advantage. In the UK, B-NOW embraces gender inclusivity through various programmes, initiatives, and activities so that all colleagues - including women - at Bristol Myers Squibb have opportunities to be recruited, develop, advance, and retained globally.

We are proud of the various groups and programmes launched in the UK to support our female population. Our efforts in addressing menopause in the workplace are a great example of best practice, winning several external awards and receiving global internal recognition which inspired a new menopause initiative for our colleagues around the world.

Bristol Myers Squibb supports the Healthcare Businesswomen's Association (HBA) and has been a partner company since 1990. We are proud of our continuing partnership with the HBA and to be able to offer all colleagues the opportunity to join or renew their HBA membership for free. HBA supports members to facilitate career and business connections, and to achieve their full potential.

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 people, which is why we have a wide range of flexible benefits and policies to support them. We are committed to reaffirming and maintaining the importance of flexible ways of working for all employees and our global flexible working guidelines allows them to balance their work and personal life needs, including up to 50% home working.

Cultivating an inclusive culture

We lead with our Value of Inclusion and have several policies and programmes underway to ensure all colleagues feel valued and a sense of belonging at Bristol Myers Squibb. Our programmes include:

- **Integration of Inclusion and Belonging Resources:** An enterprise-wide dynamic hub, that is a comprehensive, centralised resource designed to deliver innovative learning, tools, and experiences to foster a culture of inclusion and belonging. It has been created in an accessible, user-friendly format, making it easy for colleagues to find and share resources to enhance collaboration, foster innovation, and improve overall business performance. It is our gateway to everyday inclusion.
- **Possibility Lives:** This is a culture change programme based on neuroscience research mobilised through nearly 800 global ambassadors and verified inclusion partners around the world. It aims to help individuals build inclusive habit formation, helping us to lead with our value of inclusion to advance a workplace where our colleagues feel they belong and are valued for their unique perspective.
- **Speak My Mind:** This helps drive organisational performance, improve decision-making, include broad-spectrum thinking and innovative solutions, and encourage a sense of belonging and feeling valued. Providing tools and resources for people managers, Speak My Mind encourages managers to lead with vulnerability and create an environment of psychological safety and inclusivity, so employees feel comfortable speaking up.

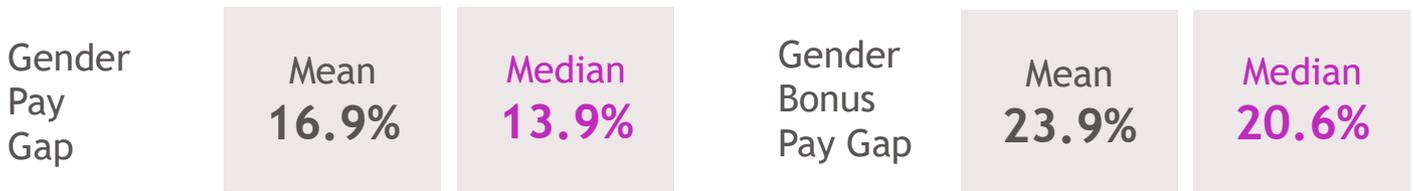
Gender pay statistics

The figures below show our overall mean and median gender pay gap; mean and median gender bonus pay gap; the proportions of male and female employees who were paid bonus pay; and pay quartile data calculated in line with the requirements of gender pay gap regulations.¹

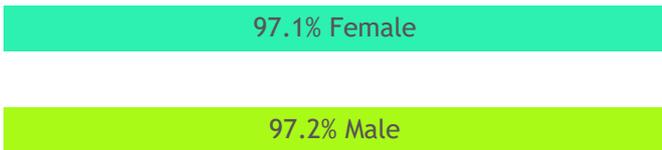
At the time of data reporting (April 2025), our UK business consisted of three legal entities - Bristol Myers Squibb Pharmaceuticals Ltd, Bristol Myers Squibb Business Services Ltd, and Celgene Europe Ltd. We have also reported the figures for each entity separately.

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 pay gaps.

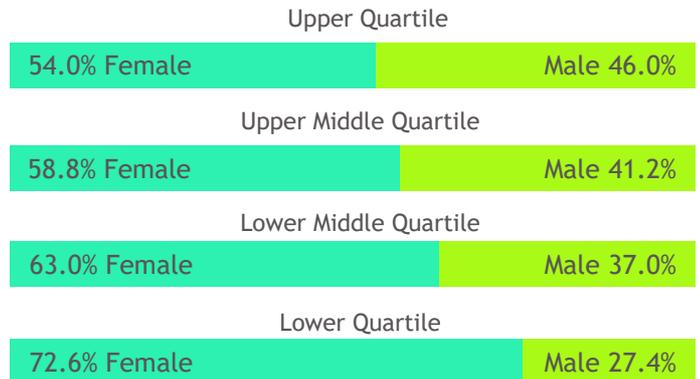
Bristol Myers Squibb UK



Proportion of employees who received bonus pay



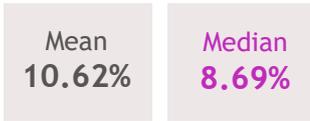
Proportion of female and male employees in each salary quartile band



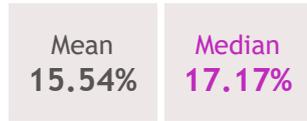
¹ The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the “Regulations”).

Bristol Myers Squibb Pharmaceuticals Ltd

Gender Pay Gap



Gender Bonus Pay Gap



Proportion of employees who received bonus pay



Proportion of female and male employees in each salary quartile band

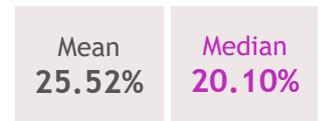


Bristol Myers Squibb Business Services Ltd

Gender Pay Gap



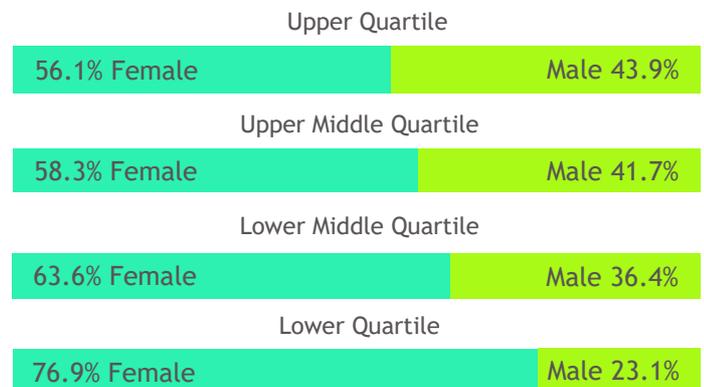
Gender Bonus Pay Gap



Proportion of employees who received bonus pay



Proportion of female and male employees in each salary quartile band

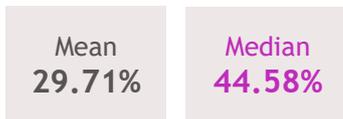


Celgene Europe Ltd

Gender Pay Gap



Gender Bonus Pay Gap



Proportion of employees who received bonus pay



Proportion of female and male employees in each salary quartile band

