



At Bristol-Myers Squibb (BMS), we believe our people are our most important differentiator and our greatest asset. We operate in a hyper-competitive, fast-paced global market where innovation thrives and solutions depend upon the creative and collaborative thinking of our people.

We understand that the best solutions are derived from many different perspectives and have built a powerful Global Diversity and Inclusion strategy. We strive to ensure diverse representation at all levels in the organisation, including the most influential roles where strategies are developed and critical decisions made. We also work to ensure equal pay for employees doing similar jobs, regardless of gender.

## Defining the Gender Pay Gap vs. Equal Pay

**The Gender Pay Gap**, as defined in the UK, illustrates the difference in the average pay of men and women. It is not the same as Equal Pay. As with most companies, our higher paying jobs reside at the top of the Company. While we see a fairly equal number of men and women at those upper quartiles, the representation of women in the lower quartiles far exceeds the representation of men. Our analysis shows that our pay gap exists primarily because of this reality. BMS is taking steps to close this average pay gap between genders by, among other things, supporting the advancement and development of women.

**Equal Pay**, which is a legal imperative, refers to whether men and women are paid the same for the same or similar work, and BMS works to ensure equal pay for our employees. When we look at compensation, men and women at BMS in the UK are paid similarly for performing similar jobs, and have an equal opportunity to earn an annual incentive bonus.

Our treatment of employees in all respects, including compensation, is gender neutral by design.

Globally, BMS has seen a rise in hiring and promotion rates for women. But for us, this is just the beginning and there is more work to do. We are committed to increasing gender diversity at all levels in our organisation in every country in which we operate.



## About BMS

BMS employs more than 23,000 people globally under many different legal entities. Our workforce varies in many ways across different sites and parts of our Company. In the UK, BMS has two companies, each of which employs more than 250 employees.

**Using the required UK government definition, BMS Business Services Limited** has a mean gender pay gap of 12.93% and a median gender pay gap of 25.26%. The mean gender bonus gap is 21.80%, and the median gender bonus gap is 44.58%.

**Using the required UK government definition, BMS Pharmaceuticals Limited** has a mean gender pay gap of 14.82% and a median gender pay gap of 9.26%. The mean gender bonus gap is 22.93%, and the median gender bonus gap is 23.80%.

At 12.93% for BMS Business Services Limited, and 14.82% for BMS Pharmaceuticals Limited, our mean gender pay gap for each entity is lower than the mean national pay gap of 17.4%. For BMS Pharmaceuticals Limited our median gender pay gap of 9.26% is significantly lower than the median national pay gap of 18.4%.<sup>1</sup>

## Our Commitment to Our Employees

The gender pay gap figures in this report represent our starting point. BMS is committed to working towards closing the gender pay gap, and we believe the way to do this is through our People Strategy of enriching, engaging and empowering our employees. A key component of this strategy is to advance an inclusive and diverse culture through:

### 1. Accelerated Leadership Development

BMS offers two signature leadership development programmes specifically designed for women and has seen powerful results. Women who complete these programmes are at least twice as likely to take on a new job, new responsibilities or be promoted.

### 2. Employee Education and Manager Capability

BMS employees are expected to support our inclusive culture and are provided with the development necessary to do so, including training for managers on leading diverse teams.

### 3. People & Business Resource Groups (PBRGs)

Recently, our employee resource groups evolved to People & Business Resource Groups (PBRGs) to more accurately reflect their importance to driving business performance. One of our most active and visible PBRGs is our women's group, known as the Bristol-Myers Squibb Network of Women (B-NOW), which has a Company-financed full-time leader. Women who belong to B-NOW are more likely to be promoted.



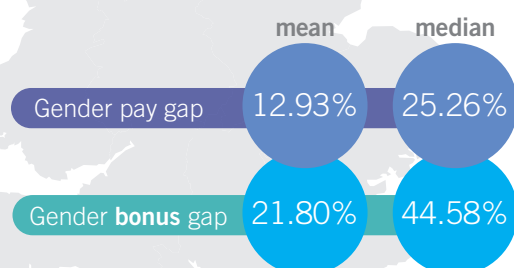
<sup>1</sup> Office of National Statistics, Annual Survey of hours and earnings (ASHE) gender pay gap tables.

## Gender Pay Statistics<sup>2</sup>

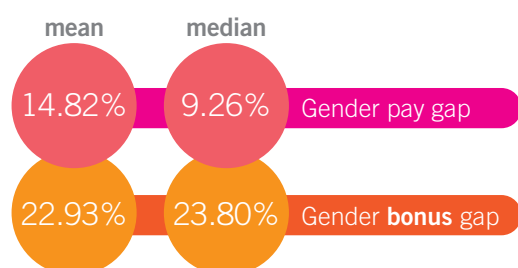
For each of our two BMS UK legal entities, the figures below show our overall mean and median gender pay gap, mean and median gender bonus gap and pay quartile data calculated in line with the requirements of the gender pay gap regulations.<sup>3</sup>

We embrace a diverse workforce and inclusive culture. The health, safety, professional development, work-life balance and equitable, respectful treatment of our employees are among our highest priorities.

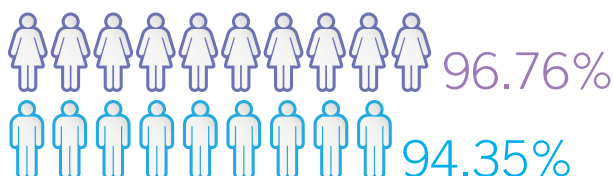
### BMS Business Services Limited



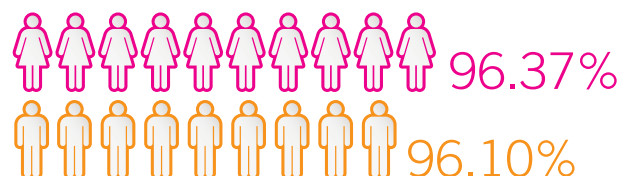
### BMS Pharmaceuticals Limited



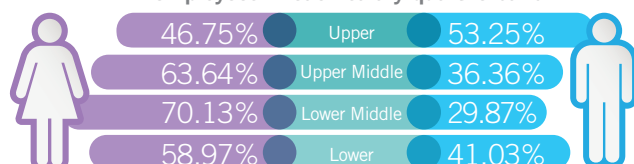
#### Proportion of employees who received bonus pay



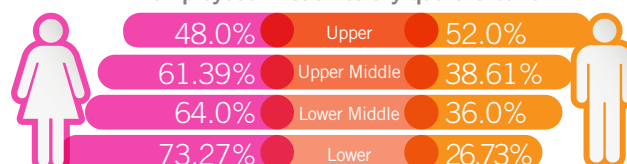
#### Proportion of employees who received bonus pay



#### Proportion of female and male employees in each salary quartile band



#### Proportion of female and male employees in each salary quartile band



<sup>2</sup> Hourly pay is based on data as at 5 April 2017. Bonus pay is based on bonuses paid in the 12 months prior to 5 April 2017.

<sup>3</sup> The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the "Regulations")