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We understand that the best solutions are derived from many different perspectives and have built a powerful Global Diversity and Inclusion strategy to support this. We also work to ensure equal pay for employees doing similar jobs, regardless of gender.

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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 strive to ensure diverse representation at all levels in the organisation, including the most influential roles where strategies are developed and critical decisions made.

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.

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.

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 nearly 24,000 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 11.74% and a median gender pay gap of 25.10%. The mean gender bonus gap is 16.91%, and the median gender bonus gap is 37.95%.

Using the required UK government definition, BMS Pharmaceuticals Limited has a mean gender pay gap of 8.13% and a median gender pay gap of 6.04%. The mean gender bonus gap is 13.17%, and the median gender bonus gap is 27.82%.

At 11.74% for BMS Business Services Limited, and 8.13% for BMS Pharmaceuticals Limited, our mean gender pay gap for each entity is lower than the 2018 mean national pay gap of 17.1%. For BMS Pharmaceuticals Limited our median gender pay gap of 6.04% is significantly lower than the 2018 median national pay gap of 17.9%.¹ Although our mean pay gap is smaller than the mean national pay gap, we recognize the opportunity and are committed to taking actions to improve.

Our Commitment to Our Employees

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 a diverse and inclusive culture through:

1. Accelerated Leadership Development

BMS offers two signature leadership development programmes specifically designed to help women prepare for and ascend to leadership roles. The Company offers several more broad programmes for all leaders reinforcing the company's commitment to global diversity and inclusion, and professional development.

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. Through our company-wide inclusion campaign employees are encouraged to develop inclusive habits and actions. The company also offers training for managers on attracting, retaining, developing and leading diverse teams.

3. People & Business Resource Groups (PBRGs)

BMS offers employees the opportunity to join People & Business Resource Groups (PBRGs). With more than 16,000 members, their importance to employee development and to driving business performance is well-recognized. They have been influential in employee development, employee engagement and business connectivity. Our most active and visible PBRG is our women's group, known as the Bristol-Myers Squibb Network of Women (B-NOW). With members in every country in which we operate, B-NOW is lead by a full-time leader. By receiving the additional networking, education and development opportunities that B-NOW offers, women who belong are more likely and better equipped to be promoted.

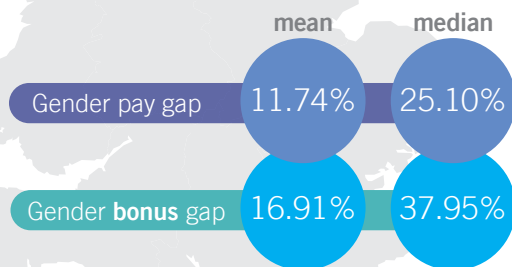


¹ Office of National Statistics, Annual Survey of hours and earnings (ASHE) gender pay gap tables.

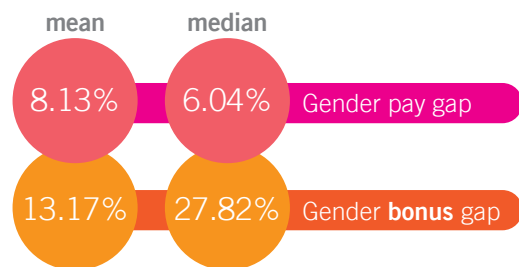
Gender Pay Statistics²

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.³

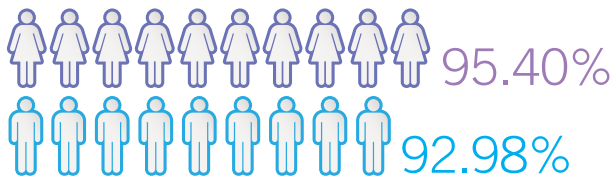
BMS Business Services Limited



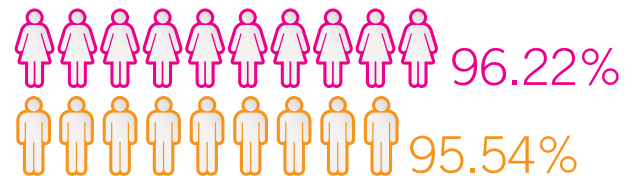
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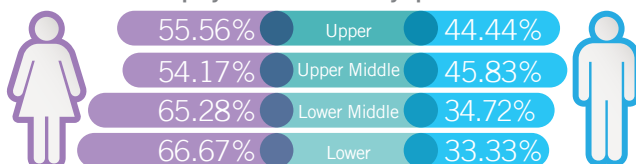
Proportion of employees who received bonus pay



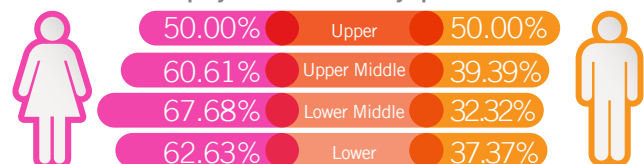
Proportion of employees who received bonus pay



Proportion of female and male employees in each salary quartile band



Proportion of female and male employees in each salary quartile band



² Hourly pay is based on data as at 5 April 2018. Bonus pay is based on bonuses paid in the 12 months prior to 5 April 2018.

³ The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the "Regulations")