



UCB UK

Gender Pay Gap Reporting



Inspired by **patients**.
Driven by **science**.

April 2023

Welcome to UCB UK's Gender Pay Gap Reporting for 2023

showing data as of 5 April 2022

This year we are again reporting a decreased pay gap for all UK employees at **9.8%** down 2.6% from 12.4% last year.

We are only required to report figures for our R&D business as it employs more than 250 people¹ however, we voluntarily report the whole of our UK business annually, to provide a better view of gender diversity in the UK. This year we are reporting a very slightly increased Gender Pay Gap (GPG) in the UK R&D business at **20.3%** compared with 19.8% last year, a 0.5% increase from 2021.

While we are disappointed to see this slight increase in our R&D figure this year, we are optimistic that we remain on the right trajectory with positive year-on-year trends showing our GPG reducing across UCB in the UK.

Since pay gap reporting started in 2017, we have seen the R&D business reduce from 26.5% to 20.3% and our UK business reduce from 22% to 9.8% over the same five-year period.

We remain confident that the diversity, inclusion, and equity measures that we have in place to ensure we attract, develop, promote, and retain the best talent is having an impact to narrow our GPG.

Nationally the gender pay gap has decreased slightly for 2022, down to 14.9% from 15.1%² and we are delighted to be ahead of this for our UK business. But we know we must do more to

bring the figure for our R&D business in line or below this.

Our biggest challenge remains the makeup of our workforce. Women make up just 26.9% of the total science, technology, engineering, and mathematics (STEM) workforce³ nationally and we continue to have more female employees in the lower levels of the organisation and we are hiring more women than men year on year.

In 2022 we saw the number of women in 'senior management' roles increase and we are now close to a 50:50 split of men and women in senior management roles. Coupled with more internal promotions for women from the 'professional and technical' level and fewer leavers of women at the more senior levels, this is supporting our efforts in narrowing the gap.

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with positive year-on-year trends
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We know that narrowing the gender pay gap is not easy and takes several years⁴ and we remain committed to ensuring our GPG reduces. Our ambition is to inspire a culture of inclusion by providing equitable opportunities

to all employees, embracing diverse talents, and leveraging diversity of thought and experience to create value for patients, now and into the future.

You can find out more about how we are doing this and working to 'narrow the gap' below.



Claire Brading
Neurology and Bll Head



Dr Alistair Henry
Head UK Research and UK Site Head



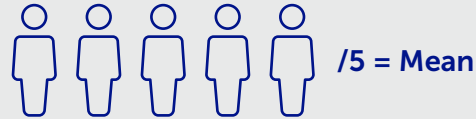
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2022 Gender Pay Gap figures

A **gender pay gap** is the **difference between the average hourly earnings of men and women**. It is a 'collective comparison' showing the difference between the average (median) pay of **all men** in a company and the average

(median) pay of **all women** in a company, regardless of the work they do or grade they are at. Every year companies with more than 250 employees are required to publish details of their gender pay gap.



It's different to gender pay equality and pay equity

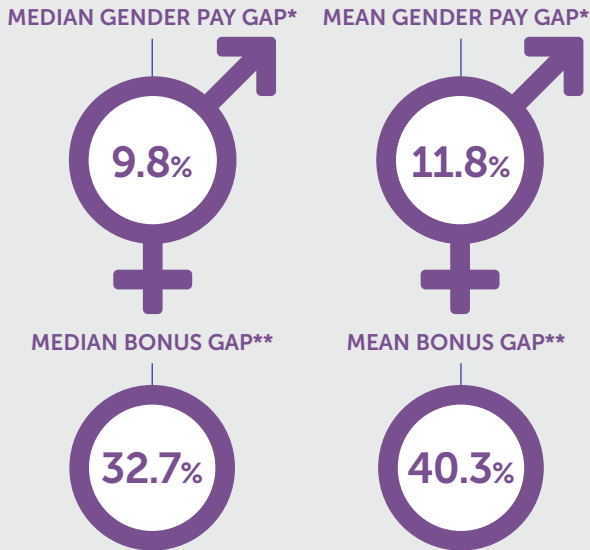
A gender pay gap is not the same as **equal pay** which refers to **paying men and women the same amount** for doing the same or similar work.

opposed to **Equality**, where reward remains the same for all employees.

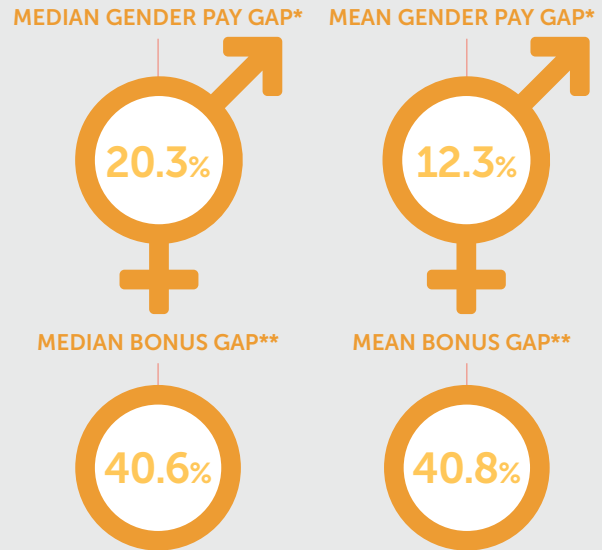
The term **Equity** means adapting the reward to employees based on objective factors, such as responsibility, complexity, expertise, etc., as

Internal equity is the foundation of UCB's total reward principles, ensuring employees are fairly rewarded for their work, regardless of their personal characteristics, such as gender or ethnicity, among others.

All UK employees



UCB Celltech R&D



All UK employees (Median) 9.8%* (Mean) 11.8%* (Median bonus gap) 32.7% ** (Mean bonus gap) 40.3%**

UCB Celltech R&D (Median) 20.3%* (Mean) 12.3%* (Median bonus gap) 40.6%** (Mean bonus gap) 40.8%**

* As of 5 April 2022 UCB, is only required to publish data for UCB Celltech R&D as it has more than 250 employees. However, we feel it is important to understand the Gender Pay Gap for all employees and therefore voluntarily publish details for all UK employees.

** Bonus data for bonuses paid in 12 months leading to 5 April 2022

Only employees on full pay are included in the pay gap calculation on ordinary pay. Ordinary pay includes salary plus other types of pay such as allowances and long service awards. Car allowances are included in this calculation, but company vehicles are not. Part-time employees are included based on actual pay not an adjusted full-time equivalent and employees on maternity or long-term sick leave are excluded from the calculation.

Bonus pay includes any additional pay outside of ordinary pay, for example annual bonus, sales bonus, and Long-Term Incentives (LTI). Bonus is measured on actual bonus awarded and not on a like-for-like basis. 80% of our part-time workforce

are women and receive a pro-rated bonus. Employees on maternity leave also receive a pro-rated bonus.

UCB's Gender Pay Gap in bonus decreased for both R&D and UK employees in 2022. Despite this, the gap remains higher than we want to see. This gap is linked to the increase in share price between 2018 and 2021, relevant for LTIs. In a situation where we have more men in executive positions, with both higher salaries and higher bonus potential, the bonus impact is greater. This is a common scenario for organisations of a similar makeup to ours, and we are looking at addressing this by achieving an improved balance of senior managers.



UCB's Gender Pay Gap **over time**

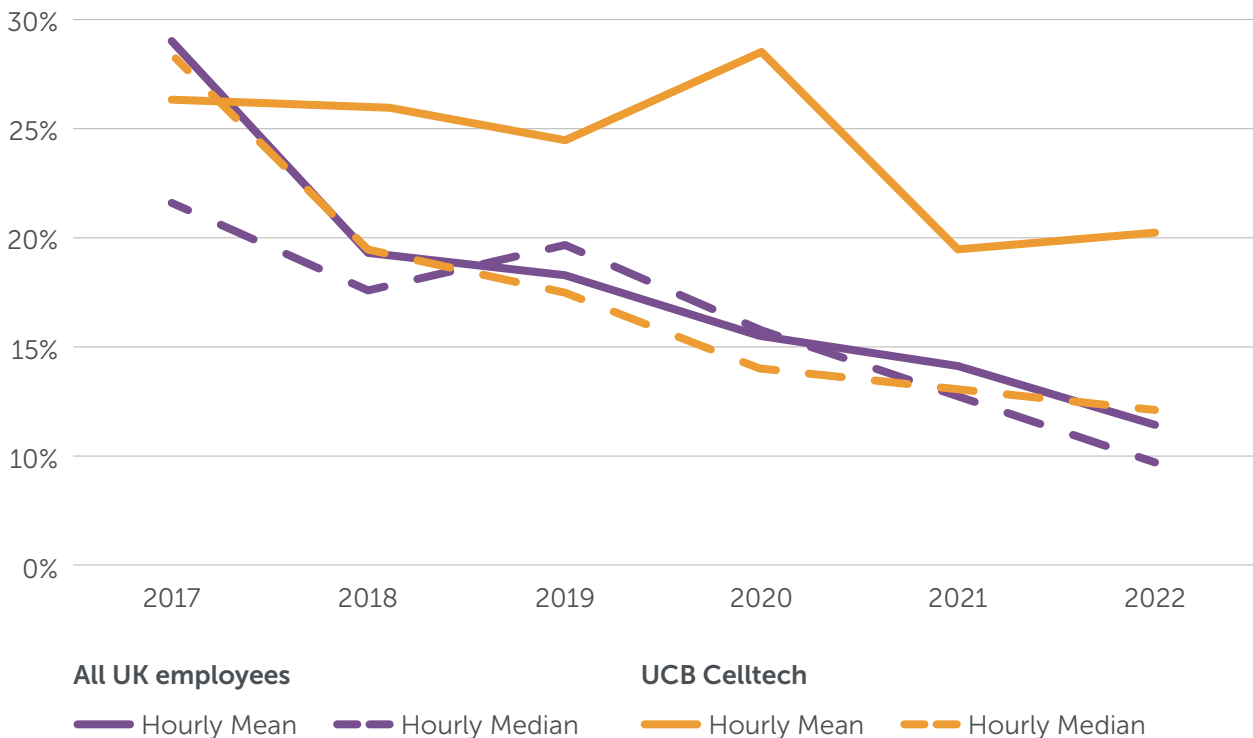
Since GPG reporting started in 2017 UCB's gender pay gap has reduced year-on-year across both our R&D and UK business.

We have reduced our R&D business GPG from 26.5% to 19.8% over the four years from 2017 and

the UK business from 22% to 12.4% over the same period.

Our UK business continued this trend in 2022 reducing to 9.8% while we experienced a slight increase of 0.5% to 20.3% in the R&D business.

Mean and Median GPG





UCB UK gender distribution

Our emphasis on reducing the gender pay gap has been on balancing the makeup of our overall business – ensuring women are equally represented at all levels of the organisation.

In the five years since pay gap reporting started, **the gender balance at 'senior management' level**

and above has improved by 14%, meaning that we are now close to a 50:50 split at the higher levels of the organisation.

We believe that maintaining this direction of travel will support consistent reduction in our gender pay gap.



2022 gender distribution

Overall, in 2022 our population was 56% women and 44% men.

We continued to hire more women at the 'professional and technical' level of the organisation – with women representing 65% of the workforce at this level. We also hired more women in 'senior management' positions this year meaning 45% of the workforce at this level were women.

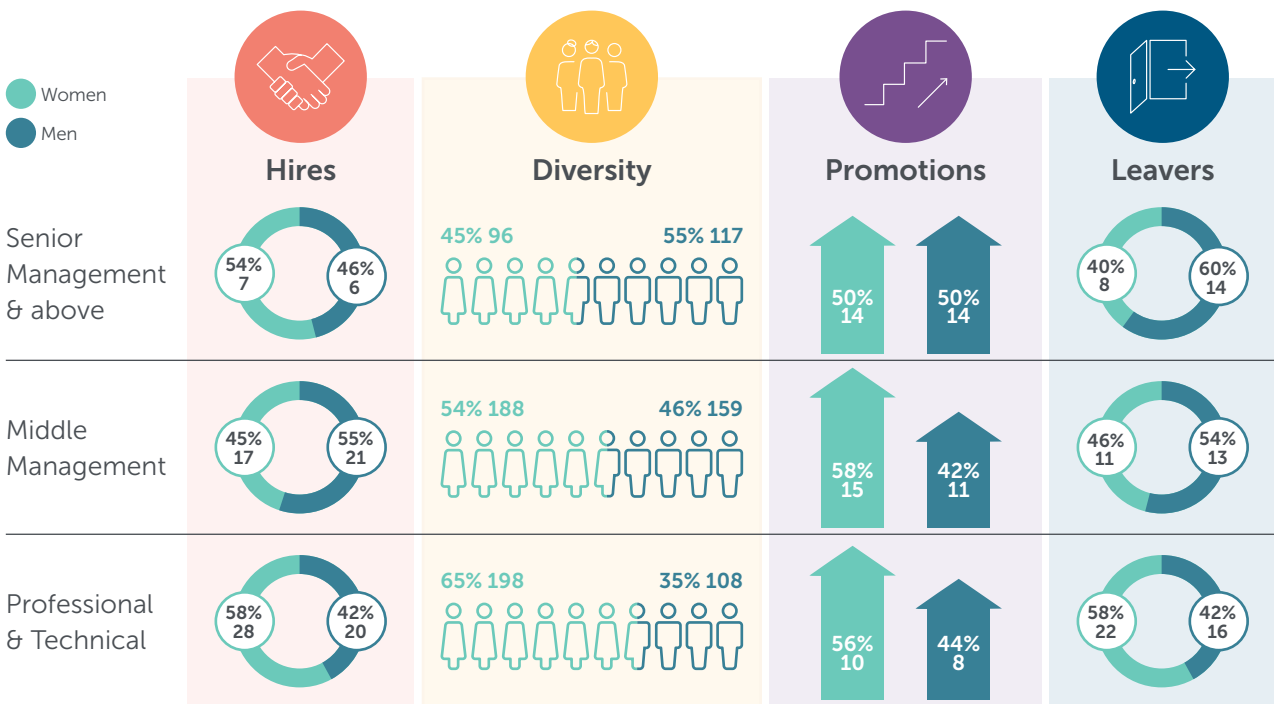
However, this is counterbalanced at the 'Executive' level where we saw more men hired and promoted during 2022 than women, while in real terms the actual numbers are very low.

In 2022 54% of the population at the 'middle management' level were women, highlighting

how we are working to balance the makeup of the business at all levels.

We saw fewer women leave the business at 'middle management' level and above than men in 2022. However, when it comes to career progression and the opportunity for internal international transfers and assignments, we saw more women leave the UK business to explore these opportunities and more men join us in the UK at the 'senior management' level and above, impacting our gender pay gap.

Such transfers are facilitated by the increasing emergence of hybrid working, offering men and women and equity of opportunity which may not have existed before.



Diversity data correct at 1st April 2022. All other data represents January – December 2022. Promotion level refers to the new Job Level once the promotion became effective. Senior Management refers to SM levels. Executive refers to E level and above.



Narrowing the gap

“To value and engage everyone. Through an ethos of knowledge and information sharing, candid conversations, and creating opportunities for personal growth, we fuel innovation for patients.

We commit to advocate and build an inclusive working environment, where everybody we work with fully shares our ambition.”

UK DE&I Council ambition

Diversity, equity, and inclusion (DE&I) remains a strategic priority for UCB, and we continue to focus on a number of initiatives which will support gender balance and equitable opportunities for everyone. These include:

- **Manager education** – launched for all managers in the UK and Ireland to raise awareness of unconscious bias and embed inclusive practices and behaviours across the business. Our aim is to ensure leaders feel equipped and supported to deliver diversity and inclusion consistently and we will continue the programme throughout 2023.
- **Parental and carer coaching** – support for all employees and their managers to help them transition through important life changes such as having children or caring for dependents.
- **Hybrid working and core hours** – to support all employees to manage their work-life integration.
- **Inclusive recruitment job adverts and practices** – support for managers and those involved in hiring to ensure they are aware of the inclusive work environment we are building and feel supported to hire inclusively for a diverse UCB workforce.
- **Female development coaching programme** – a pilot scheme to accelerate UCB talent, preparing them for promotion.
- **UpSkill Me** – partnering with the social enterprise on the *Empowered Females in STEM* programme to offer mentoring to female and non-binary students looking to pursue STEM careers.
- **UK DE&I Council** – an extremely diverse team of colleagues and executive sponsors defining, developing, and championing the implementation of our local DE&I strategy and practices.



Case studies – attracting, developing, promoting, and retaining the best talent at UCB

Rebecca Wood

**UK Head of HSE and Wellbeing
Member of UK & Ireland
Management Committee**

Rebecca joined UCB in 2013 as a short-term contractor but within four months her potential had been spotted and a permanent opportunity secured for her as a HSE Advisor. Over the next nine years she has developed through the organisation to become the head of the department she joined almost a decade ago.

This journey started with the NEBOSH* diploma, the degree-level professional qualification for Health and Safety.

"UCB paid for the 18-month course and supported me with study leave and exam preparation time," said Rebecca. "This qualification led to my first promotion to Senior HSE Advisor which exposed me to more strategic, policy-related projects which really embedded my experience and expertise."

On return from her second maternity leave in 2018 the team had expanded and a new opportunity as Wellbeing and Environment Lead was available. One that Rebecca jumped at.

"I have always been passionate about the environmental aspects of my role, something which my manager was aware of through our regular development conversations. So, when this opportunity arose, I was delighted to be considered and take on the additional responsibility."

"Asking for and listening to feedback, reflecting on my performance and being confident in my abilities has enabled me to have honest conversations with my managers about what I want to achieve and what support I need to meet my aspirations."

The wellbeing aspects of this new role came to the fore during the pandemic when Rebecca was central to UCB's support for its people during a challenging couple of years.



And, at the end of 2021, there was another opportunity to develop with a vacancy leading the department. UCB was committed to filling this vacancy internally, and once again Rebecca saw a chance to build her career and put her hat in the ring.

"Since returning from my first maternity leave, I have worked four days a week and I was concerned that this role would make doing this difficult," said Rebecca.

"But this really wasn't even a consideration. From the beginning of the recruitment process to starting the job my manager has been supportive of this flexible working pattern to ensure a positive work/life balance."

"It shouldn't be the case, but I do consider myself 'lucky' to have had these opportunities. It hasn't been the same for friends and peers in other organisations and I have a lot of respect for the UCB culture that has enabled me to develop my career potential alongside family life."

*National Examination Board in Occupational Safety and Health

Sarah Taylor

Research Scientist

When she joined in 2015 Sarah was UCB's first ever female chemistry apprentice. Today she has recently been promoted to Research Scientist, mentoring the next generation of female chemistry apprentices, success she puts down to her persistence and UCB's investment in her long-term potential.

When she finished her A-levels in maths, chemistry and biology, Sarah knew she wanted to work in science, and she was all set for a degree place at Warwick University until results day.

"I didn't quite get the grades I needed," explains Sarah. *"I was upset but thought OK I'll do retakes, have a gap year and then go."*

But for Sarah the unfocussed time off wasn't satisfying her. Without the money needed for travel and with an uninspiring job in a shop Sarah set about looking for new ways to get her career up and running, which is when she discovered UCB and apprenticeships.

"I thought apprenticeships were only for vocational subjects, not for what I wanted to do," she said. *"When I discovered I could get a degree while working in a lab I was straight onto the government website!"*

Four years later Sarah had a chemical science degree and had impressed UCB enough for them to create a permanent job opportunity for her. So, in 2019 she started work as a Research Associate in the analytical chemistry group.

Her attitude to developing and building a career in chemistry and UCB's commitment to helping her achieve her goals has seen Sarah take on new responsibilities and activities, building her experience over the last three years, to become a Research Scientist, a position often reserved for those with a PhD, and she is now mentoring UCB's newest female chemistry apprentice.



"Chemistry is quite male dominated," said Sarah. *"In the early days there were occasions when colleagues would address my male manager when they could speak to me. It was frustrating but I just persevered, as I knew what I wanted to achieve. Over time this has changed, and I rarely see this happening now. I can see a real difference for the female apprentice I am currently mentoring."*

"I would definitely recommend anyone thinking about a career in science to consider an apprenticeship," said Sarah. *"There is still something of a perception that university is the be all and end all for a good job in science but that's just not the case. In fact, many people have said to me that my CV would stand out over someone with a 'traditional' degree because of the amount of working industry experience I have. You can't beat on-the-job experience and some persistence!"*

References

- 1 <https://www.gov.uk/government/collections/gender-pay-gap-reporting>. As of 5 April 2022, UCB had 658 employees in the R&D business and 208 employees in the non-R&D business.
Last accessed February 2023
- 2 <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022>
Last accessed February 2023
- 3 <https://www.wisecampaign.org.uk/updated-workforce-statistics-june-2022/>
Last accessed February 2023
- 4 <https://www.uk.mercer.com/content/dam/mercer/attachments/private/uk-2022-mercer-gender-pay-gap-report.pdf>
Last accessed February 2023