



# UCB UK Gender Pay Gap Reporting



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Driven by science.

April 2024

# Welcome to UCB UK's Gender Pay Gap Reporting for 2024

showing data as of 5 April 2023

For 2023 we are reporting a slight increase of 1% in the median pay gap for all UK employees, rising from 9.8% in 2022 to **10.8%** in 2023.

We are only obliged to report figures for our R&D business (UCB Celltech) as it employs more than 250 people<sup>1</sup> however, we report the whole of our UK business to provide a transparent view of gender diversity at UCB UK. In our R&D business the median pay gap improved 3.5% in 2023 falling to **16.8%** from 20.3% in 2022.

We are of course disappointed to see this slight increase for the whole UK business for 2023 however, since reporting began in 2017, we have shown a significant and steady decrease which demonstrates we are on the right trajectory.

Since reporting began our UK employees' median pay gap has improved by 11.2%; from 22% in 2017 to 10.8% in 2023, and the median pay gap for R&D employees has improved by 9.7%; from 26.5% to 16.8%.

Narrowing the gender pay gap (GPG) takes several years<sup>2</sup> and is not easy for any organisation but we are making year-on-year improvements. We are confident that the Diversity, Equity, and Inclusion (DE&I) measures we have in place are making a real difference in supporting us to attract and retain the very best talent at UCB in the UK.

The national gender pay gap<sup>3</sup> decreased slightly to 14.3% in 2023 from 14.4% in 2022 and we are delighted to be ahead of this for our UK business. We continue to work towards bringing our R&D figure in line with and ultimately ahead of this in future through balancing our workforce and delivering DE&I initiatives to help 'narrow the gap'.



**Funmi Oluwa**  
*Interim Head of BII  
and Neurology*



**Dr Alistair Henry**  
*Head UK Research  
and UK Site Head*

Since reporting began in 2017, we have shown a significant and steady decrease which demonstrates we are on the right trajectory.



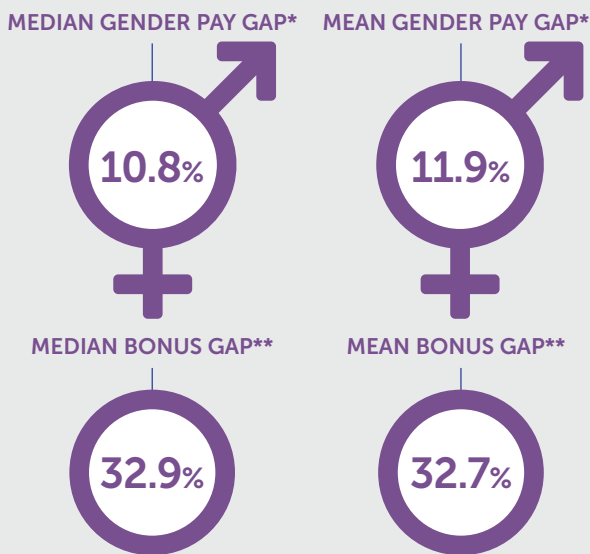
## 2023 Gender Pay Gap figures

The **gender pay gap** is the **average hourly earnings difference** between men and women, regardless of their roles or grades. Companies with over 250 employees must annually disclose this data.

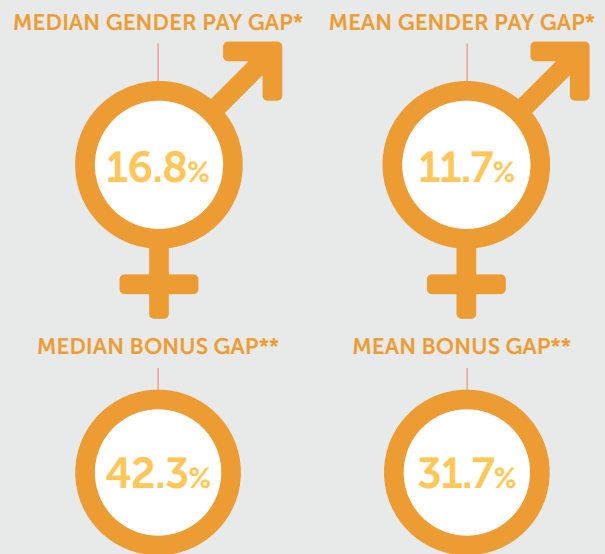
It is **not the same as equal pay**, which is about **paying the same for similar work**.

**Pay equity**, a key principle at UCB, adjusts rewards based on factors like responsibility and expertise. 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.

### All UK employees



### UCB Celltech R&D



All UK employees (Median) 10.8%\* (Mean) 11.9%\* (Median bonus gap) 32.9% \*\* (Mean bonus gap) 32.7%\*\*

UCB Celltech R&D (Median) 16.8%\* (Mean) 11.7%\* (Median bonus gap) 42.3%\*\* (Mean bonus gap) 31.7%\*\*

\* As of 5 April 2023 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 2023

**Only employees on full pay** are considered in the pay gap calculation, which includes salary and allowances but excludes company vehicles. Employees on maternity or long-term sick leave are excluded from the calculation.

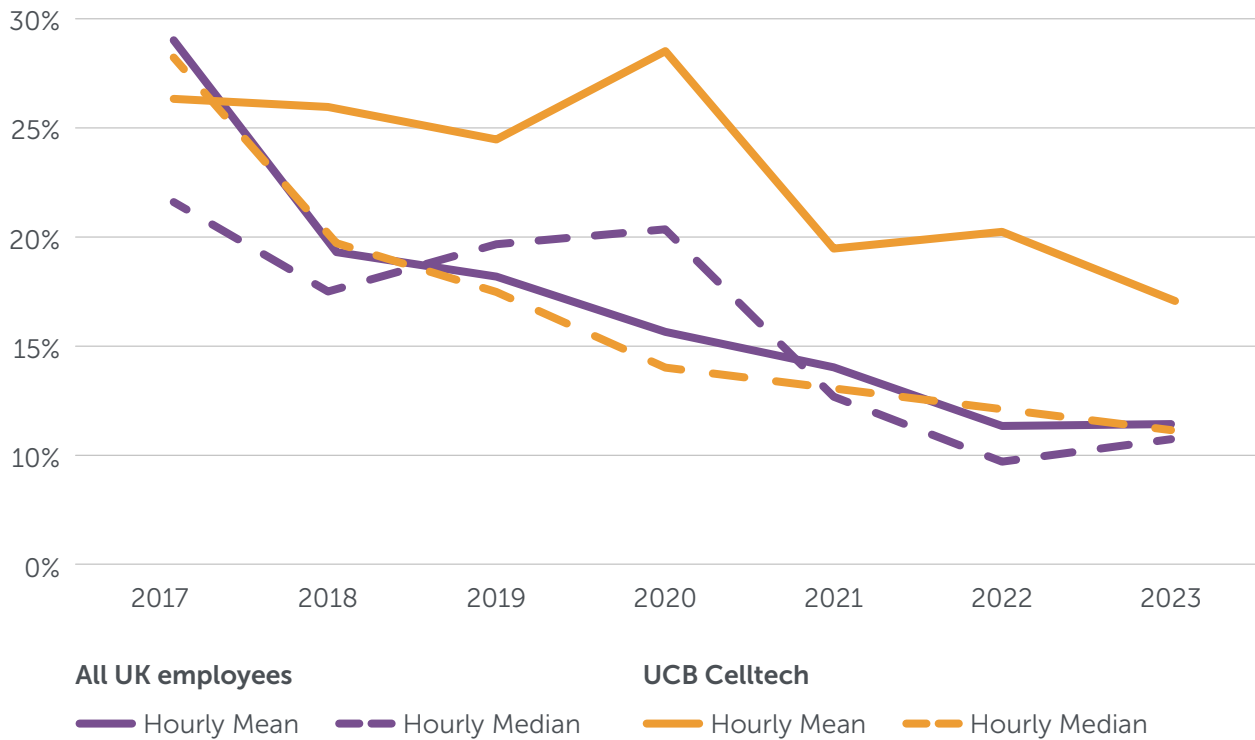
Bonus pay, such as annual bonuses and Long-Term Incentives (LTI), is based on the actual bonus awarded. Part-time workers, 83% of which are women, and those on maternity leave receive a pro-rated bonus.



## Our Gender Pay Gap **over time**

Since GPG reporting started six years ago UCB's gender pay gap has reduced across both our UK and R&D business.

Our UK employees' median pay gap has improved by 11.2%; from 22% in 2017 to 10.8% in 2023, and the median pay gap for R&D employees has improved by 9.7%; from 26.5% in 2017 to 16.8% 2023.



# 2023 gender distribution

One of the most significant ways in which we seek to reduce our gender pay gap is by balancing our workforce at all levels of the organisation – ensuring women are equally represented throughout the business.

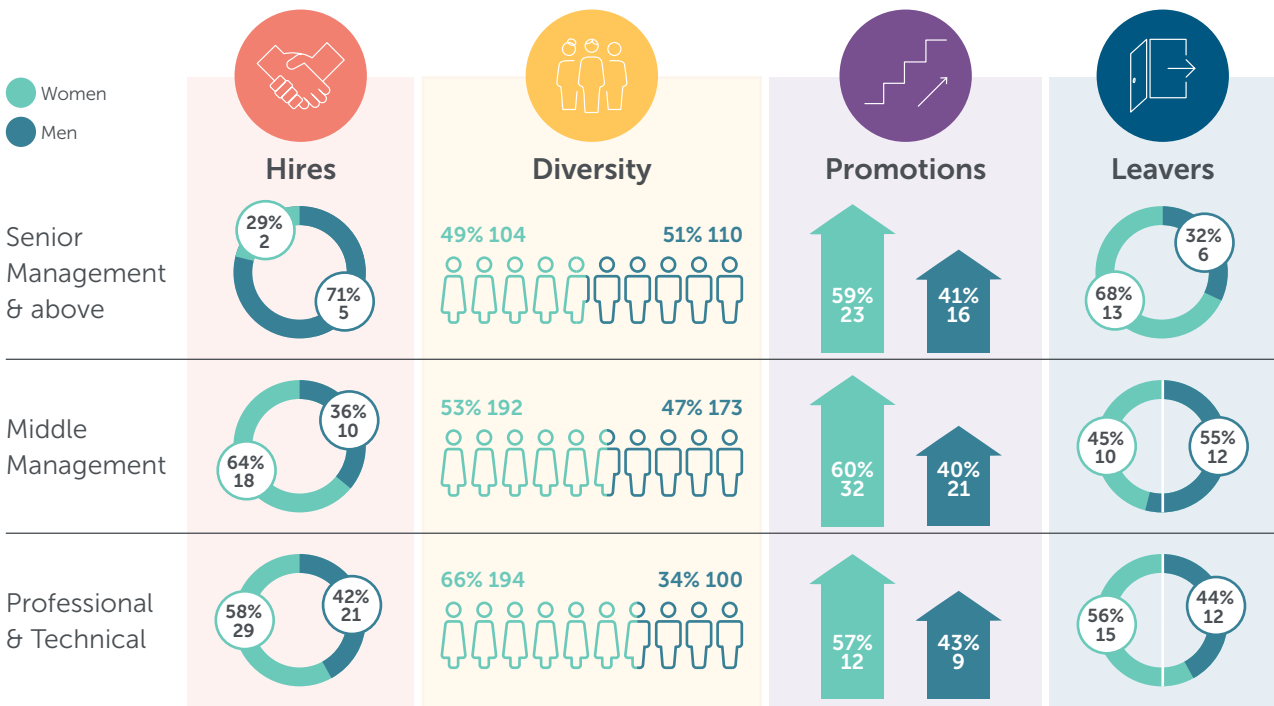
Since reporting started in 2017 the gender balance of women at 'senior management and above' has improved by 18%, bringing us close to a 50:50 split. In 2023 we have 49% women and 51% men at 'senior management and above'.

Overall, we have a gender split of 56% women and 44% men and we continue to hire more women at lower levels of the organisation. This unbalances the workforce and impacts the gender pay gap. In the 'professional and technical'

level of the organisation women represent 66% of the workforce.

However, in 2023 we hired and promoted more women at the 'middle management' level to support overall gender balance across the business.

During 2023 internal mobility and career development opportunities within UCB saw three women leave the UK business for roles elsewhere in the organisation at the 'senior management and above' (2) and 'middle management' level (1), and one woman join the UK business at 'middle management' level through international transfer. Although career progression outside of the UK impacts our pay gap, we believe it represents a significant DE&I benefit at UCB for all employees.



Diversity data correct at 1st April 2023. All other data represents January – December 2023. Promotion level refers to the new Job Level once the promotion became effective. New Hire excludes expatriation and permanent international transfer, Leavers include voluntary reasons only.



## 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) is a strategic priority for UCB, ensuring a wide range of initiatives and activities which support

delivering gender balance and equity of opportunity for all employees.

During 2023 these initiatives have been particularly impactful in supporting colleagues at UCB.

### 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. Run in conjunction with Talking Talent the coaching programme supports employees to manage their work/life balance, establishing boundaries and behaviours that enable them to thrive in and out of work.



**Liz Hickford**, Group Leader, participated in parental coaching after her return to work following a second maternity leave. She said: “Having been on maternity leave while my older child was in

reception year, I was keen to continue school drop off and pick up one day per week. To accommodate this, I came back to work four days per week, which allowed me to do school drop off and pick up and have a day at home with my son where I envisioned having lots of time to catch up on housework and admin.

“But this arrangement wasn’t working out well. I love my job and like to know what’s going on so I felt like I was missing out by not being there every day. My salary was pro-rated to 80 %, but I felt that I was being more efficient and doing as much work as before and sometimes worked in the evenings, plus I had additional responsibility with more direct reports. On top of that inflation was high so I was missing the extra money and I found spending a whole day at home with a one-year-old difficult with no time for that housework and admin!

*"I wasn't sure how to resolve these conflicts and so I took advantage of the one-to-one coaching sessions which really helped me to think through my options and to define what was important to me.*

*"As a result, I came up with a solution that ticked all the boxes. I made a proposal for flexible working whereby I would work a short day from home every Wednesday, with the time made up in the evenings, and an additional day per week working from home, which was approved and is my new working pattern.*

*"My daughter loves that I can come to the school gate once a week and tells me that Wednesday is her favourite day of the week after Friday! And my son absolutely loves nursery.*

*"The late start on Wednesdays also allows me to have a quick tidy up of the house before the cleaner arrives. I hate cleaning and it is easier to justify the cost now that I am back on my full-time salary!"*

## INCLUSIVE RECRUITMENT JOB ADVERTS AND PRACTICES

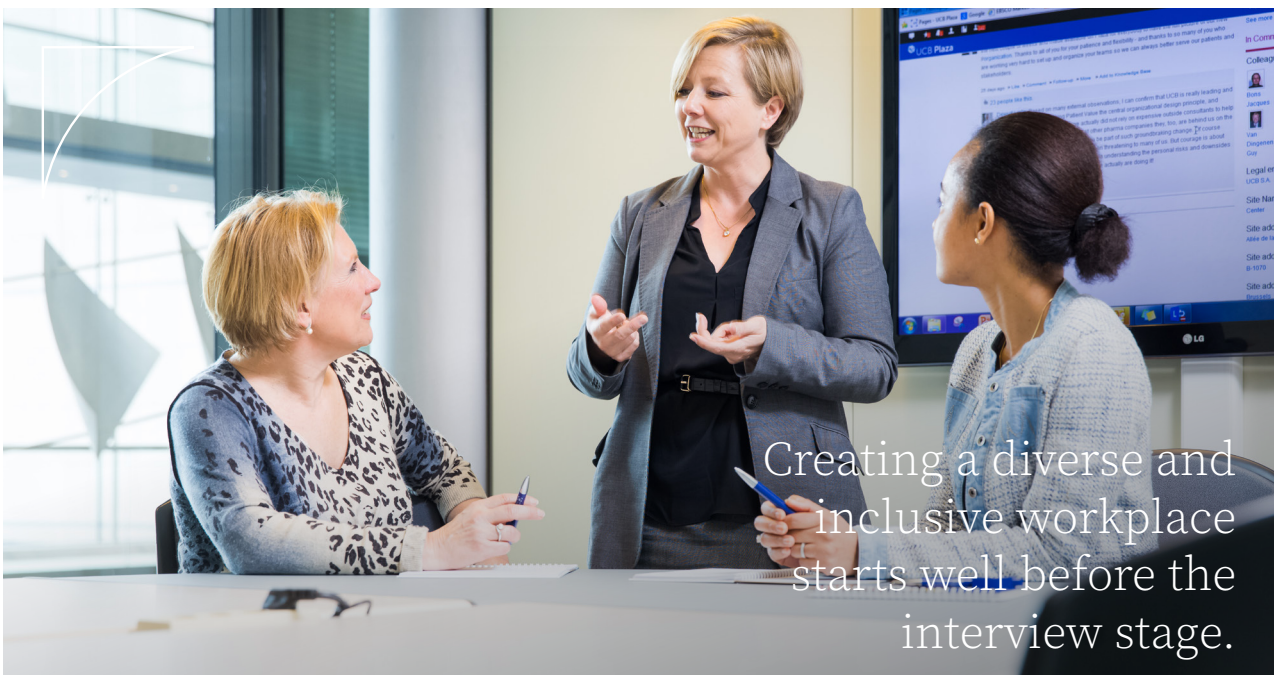
Support for managers and those involved in hiring to ensure they are aware of the inclusive work environment we are building and feel supported to hire inclusively for a diverse UCB workforce. This includes training for all hiring managers and a dedicated portal providing all the tools hiring managers need to deliver an inclusive end-to-end recruitment process across the business.



**Sandrine Miller**, Global Talent Acquisition Operations Lead, delivered the inclusive recruitment programme. She said: *"Creating a diverse and inclusive workplace starts well before the interview*

*stage. It is important that we live and breathe our commitment to making UCB a workplace where everyone can thrive and that this comes through at every stage of the recruitment process. From the adverts we post to the way we collect and filter applications, organise interviews and conduct assessments.*

*"We require diverse interview panels and make candidates aware of our Employee Resource Groups and access to learning and development opportunities to ensure they understand our commitment at UCB. Our inclusive recruitment tools enable all our managers to work in the same way so that all candidates have the same experience and, if successful, welcome to UCB."*



Creating a diverse and inclusive workplace starts well before the interview stage.

## COACHING ON DEMAND PROGRAMME

Coaching on Demand is a programme delivered by UCB's Talent team, in partnership with the UK Women in Leadership Employee Resource Group, and the Coaching Partners, specifically introduced to coach future female leaders, accelerating UCB talent in our R&D business and preparing them for their future career.



**Sue Cross**, Senior Group Leader was a participant on the first cohort of Coaching on Demand, she said:

*"This programme has supported me to create the space needed to think about what I want for my*

*future career development and the type of leader I aspire to be. The opportunity has allowed me to recognise my strengths and how to use these to my best advantage while talking candidly with a coach to explore drivers and barriers to reaching my goals.*

*"Coaching on Demand has opened my mind to strategies that I can use to help myself with day-to-day organisation, mental wellbeing and approaching difficult situations and having a good rapport with and trust in my coach have been key to developing my self-understanding.*

*"As my journey continues, I hope to define a clear leadership brand and develop techniques that will allow me to focus my energy in the right direction at UCB."*

## WOMEN IN LEADERSHIP EMPLOYEE RESOURCE GROUP (ERG)

Supporting the use of the United Nations Global Compact Women's Empowerment Principles (WEP)<sup>4</sup> Gender Gap Analysis Tool to identify UCB's strengths, weaknesses, and opportunities to improve gender equality across four areas: leadership, workplace, marketplace, and community.

In our submission in 2021 UCB was initially rated as an 'improver' and, following implementation of improvements throughout the last two years, UCB scored 18% higher using the WEP analysis tool, to be rated an 'achiever'.



**Maria Hernandez-Fuentes**, Director Human Tissue Technologies, led the WEP analysis work on behalf of the ERG. She said: *"This tool is a fantastic opportunity to objectively assess our actions towards gender*

*equality and benchmark UCB in the UK against almost 3,000 other organisations from a broad range of industries.*

*"And the great news is we have lots to be proud of, not least our dedication to continuous improvement in this area. To be rated an 'achiever' just two years after our initial assessment is testament to UCB's dedication to DE&I. We still have work to do, and we can see clearly where these areas for improvement are which helps to focus the priorities of the Women in Leadership ERG and the DE&I Council so we can keep getting better."*

## CAREER DEVELOPMENT

UCB supports all colleagues through personal development planning, offering career progression and development opportunities via activities like on-the-job learning, formal learning, and secondment.



**Daria Lee** is currently on secondment as a Healthcare and Access Partner in the UK commercial business, working with the field team. Her permanent role is Insights to Impact Lead, a leadership team position, overseeing strategic and tactical planning for the UK commercial business. Daria hopes her secondment will support her career aspiration to lead a franchise in future.

*She said: "It has been invaluable for me to understand the NHS, not from a training course, but first hand, on the ground and face to face. This role has provided incredible insights that I can use in my 'usual' job to support strategic and tactical planning on local level and to better explain the UK life sciences environment at a European and global company level.*

*"Thanks to the support of UCB, particularly my team and their curiosity and generosity, I have been able to hit the ground running on secondment. I have had the chance to meet healthcare professionals and represent UCB's values every day, discussing how we can support transforming clinical practice and make a difference to patients' lives. This has been tremendously empowering for me, providing rounded view of the work we do.*

*"I hope this opportunity will support me to become a leader of tomorrow with strong business acumen, financial expertise and a real understanding of the UK environment."*



UCB supports all colleagues through personal development planning

## References

- 1 <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers>  
As of 5 April 2023 UCB had 656 employees in the R&D business and 217 employees in the non-R&D business.  
Last accessed February 2024.
- 2 <https://www.uk.mercer.com/content/dam/mercer/attachments/private/uk-2022-mercer-gender-pay-gap-report.pdf> .  
Last accessed February 2024.
- 3 Provisional data <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2023#gender-pay-gap-data> . Last accessed February 2024.
- 4 <https://www.weprinciples.org/> . Last accessed February 2024.