



UCB UK Gender Pay Gap Reporting



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

April 2021

Welcome to UCB UK's **Gender Pay Gap Reporting for 2021** showing data as at 5 April 2020

We are reporting a Gender Pay Gap (GPG) in the UK R&D business this year at **28.7%** compared to 24.7% last year.

Whilst we are only required to report figures for our R&D business, we voluntarily report the whole of our UK business annually, which provides a better view of gender diversity in the UK. This year we are also reporting a slightly increased pay gap for all UK employees at **20.2%**, up from 19.5% last year.

We have always known that narrowing the gender pay gap would take several years and we are seeing the impact of our diversity, equity and inclusion (DE&I) activities in our business and ways of working as well as in our people processes and practices and in previous reporting years we have made some incremental improvements in our GPG over the last four years. But change is complex.

We are not operating in isolation and improving our GPG is inextricably linked to external cultural and societal forces and behaviours as well as our own actions. While our GPG is above the national figure of 15.5% for all employees¹, we have some sector-specific challenges to navigate.

There are more than one million women working in science, technology, engineering and mathematics (STEM) roles but this represents just 24% of the entire STEM workforce in the UK². And, while this is much better if we look specifically at science occupations, where women make up 46% of the workforce³ at more than 63,000, women only make up 15% of managers in science, engineering and technology⁴.

We are clear that this is not where we want to be, and this year's widening of our GPG serves to strengthen our resolve to improve the gender balance across our UK business and reduce our Gender Pay Gap.

Our consistent challenge, reflecting the national picture described by Women in Science and Engineering (WISE)⁵, is balancing the make-up of our organisation at all levels. We continue to have more female employees in the lower levels of the organisation and fewer women in senior positions. In 2020 we saw the numbers of men in lower levels of the organisation reduce, contributing to the increased GPG. One third of

our workforce at the 'professional and technical' job level is male compared with almost two thirds at the 'senior management' level.

However, we were pleased to see during 2020 the number of women in senior positions increase, through recruitment and internal promotions. For the fourth year since reporting began, we saw the number of women being promoted to senior management positions above that of men, with 79% of promotions at this level being women. For new hires we saw almost equal numbers of men and women recruited to senior management positions, but at the 'middle management' and lower levels recruitment of women continues to dominate.

Whilst we are pleased to see improvement in the promotions of women to more senior positions, there is more work to do to achieve greater gender balance across the organisation. We need a greater focus on attracting a more diverse workforce to ensure we have a talent pipeline that will enable us to increase gender diversity at the levels where we have underrepresentation.

We conducted a pay equity audit during 2020 using linear regression statistical analysis which resulted in a pay equity result of 1.2%, well below external benchmarks, reinforcing that our approach to reward is fair and equitable irrespective of gender.



Claire Brading
Area Head UK & Ireland



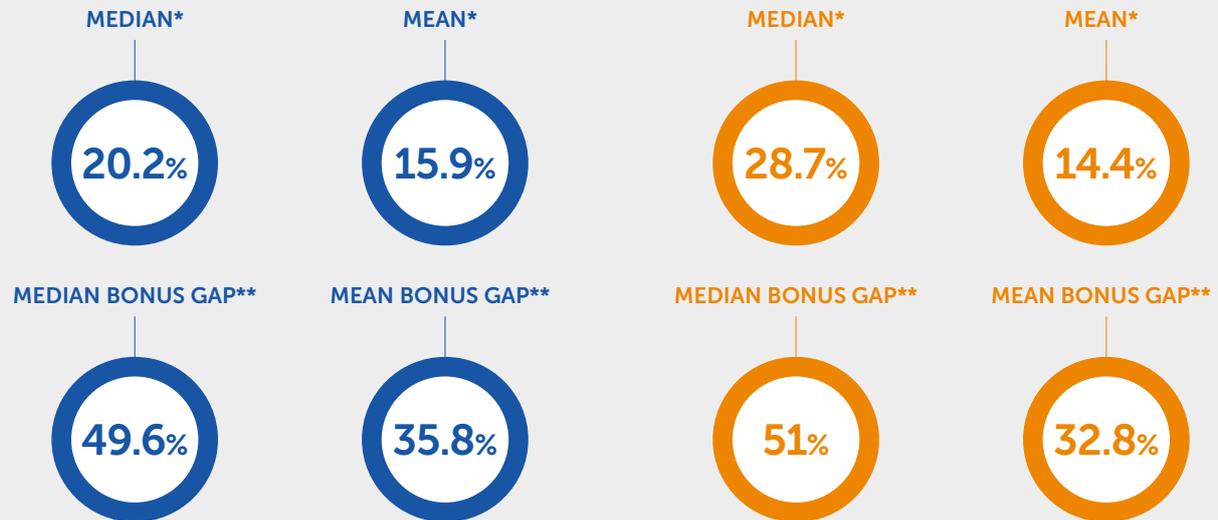
Alistair Henry
Head, Discovery Science
and UK Site Head



2020 Gender Pay Gap figures

All UK employees

UCB Celltech R&D



* As at 5 April 2020 UCB is required to publish data for UCB Celltech R&D as it has more than 250 employees. UCB Celltech R&D is the employing entity for our early research and development operations and supporting functions with 577 employees. We voluntarily report our Gender Pay Gap for all our UK-based employees to better understand and action the Gender Pay Gap at geographical level. We therefore also report for UCB Pharma Ltd, which is our commercial affiliate in the UK with 173 employees primarily focused on sales and marketing UCB's products in the UK.

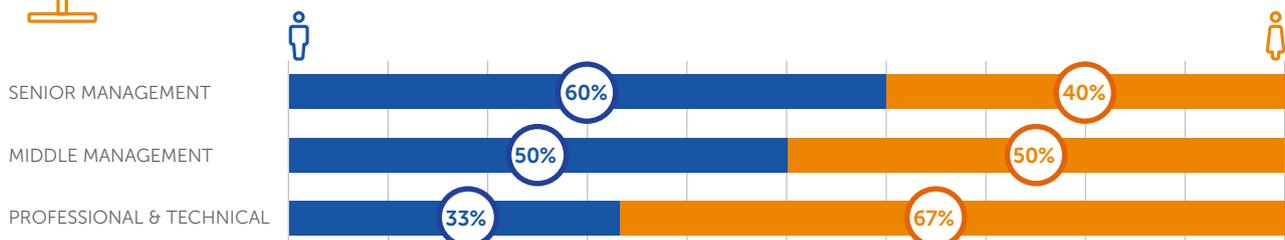
** Bonus data for bonuses paid in 12 months leading to 5 April 2020

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. Bonus is measured on **actual bonus awarded** and not on a like-for-like basis. 82% of our part-time workforce is female and receive a pro-rated bonus. Employees on maternity leave also receive a pro-rated bonus.



UCB UK Gender Distribution





What is a Gender Pay Gap?

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.

The term **Equity** means adapting the reward to employees based on objective factors, such as responsibility, complexity, expertise, etc., as opposed to **Equality**, where reward remains the same for all employees.

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.

A gender pay gap is the difference between the average hourly earnings of men and women.





Narrowing the gap

“ At UCB, Diversity, Equity and Inclusion is a key part of our Sustainability approach, with gender equality a core component. For us, equity is about ensuring all our people – no matter their gender identity or background – are offered the same opportunities for development, advancement, compensation and reward, so they can achieve their hopes, dreams, and desires. We will continue to challenge the roots of inequality – including the desire for perfection – to help forge a gender-equal world. ”

Jean-Christophe Tellier, CEO.

Find out more about our DE&I ambitions to support a sustainable organisation in our [2020 Integrated Annual Report](#)

As we work to narrow the GPG and achieve greater gender balance we will focus on delivering the activities we know are having an impact:

- Parental mentoring
- Shared parental leave
- Flexible working
- Leadership development programmes
- Coaching and mentoring
- Employee Resource Groups, including Women in Leadership

We will also implement new initiatives aimed specifically at broadening our thinking and approach, particularly to in relation to recruitment:

- Managing unconscious bias to ensure we select the right people for the job, weighing up internal development against external hiring.
- Implement a new DE&I recruitment toolkit and adopting AI-generated job advertisements to help us create more inclusive job postings that attract more diverse profiles.

2020 was an exceptional year with the global COVID-19 pandemic and we have not yet seen the full impact of the pandemic on the workforce but, as we begin to slowly recover, we will consider the opportunities that the ways of working established during the pandemic may bring for the future, and the impact this may have on our gender balance, including:

- Increased flexible working through the introduction of a hybrid approach.
- Opportunities to develop into roles outside the UK.



What you **told us**...

Colleagues taking part in UCB's diversity and inclusion initiatives think they are making a difference, personally and professionally.



Enece Sheena

Sales and Marketing Co-ordinator, Neurology

Enece has worked for UCB for five years in several roles. She is an active member of the UK & Ireland Women in Leadership (WiL) Employee Resource Group (ERG), through which she hopes to support all UCB colleagues to reach their potential.

"In my time at UCB I have only ever been supported. Nowhere more than in my work with the WiL where I have been given time and space, built into my objectives, to support development of the ERG. And I have really enjoyed working, particularly with more junior colleagues, to help develop positive ambition.

"Over the last year the WiL has become more focussed, with new, highly engaged and energetic members looking to support colleagues to reach their potential. Evidence shows women do often lack confidence to go for their goals and we want to reassure them they do not need to limit themselves. There are opportunities and some great examples – just look at our new Area Head – of how all colleagues can progress in their career if that is their aspiration.

"Having male colleagues in the WiL helps with this. Without the existence of strong male role models – at home, in school and in the workplace – supporting girls and women to achieve we will never normalise equality of thinking. A mixed WiL group gives us the opportunity to develop real inclusivity at UCB."

Kate Trenam

Head of Patient Engagement

Kate has worked for UCB for almost 20 years in a variety of roles. Her most recent position is a global role, which she is delivering from the UK. It is UCB's support and flexibility which Kate believes has enabled her to grow and contributed to her successful career.



"I started my pharma career as a primary and secondary care rep with UCB in 2002. Shortly after I fell pregnant and the challenge was juggling motherhood and a demanding role.

"UCB enabled me to do this through flexible working and actively supporting me in seeking new opportunities – like the time I identified the need for a KOL/Advocacy development lead in neurology. The timing of my proposal coincided with a reorganisation which was fortunate, but nevertheless I felt I was listened to and before I knew it, I found myself in a challenging new role!

"When this role was removed due to a reorganisation I was devastated and considered moving companies, but I decided to stay at UCB even though it meant taking a step back in my career in the short term. I used the time to continue my development taking on additional roles and building up experience and expertise, so I was in a good position for when a suitable role materialised.

"And this really has been the theme of my time here, making the most of the opportunities available and maximising the support from some fantastic mentors to keep me moving through the organisation in roles which are both challenging and rewarding. In my experience, if you are willing to work hard and adapt and are clear on your Personal Development Plan then UCB will be there to support you."



Phil Noble, *Principal Scientist Antibody Discovery, Discovery Science*

Phil has worked for UCB for just over four and a half years and believes that greater diversity in the workplace can only bring positive outcomes.

"Diversity is extremely important, including in leadership roles, if you want to be sure that you have a full range of creative and critical thought. Diversity makes for rounded decision making. This isn't a male or female problem; it is a shared problem if we want to be sure we are making decisions which are good for all.

"This lack of diversity seems to be an issue in science particularly – both commercial and academic institutions – where we see greater equality at lower levels but a concentration of men in higher level positions. I think it is important to have honest conversations about why this is and work towards breaking down the barriers that have meant women are less represented in leadership positions at UCB.

"I hope I can play a role in helping to achieve this as a male leader at UCB where policies, such as shared parental leave, are having an impact on ensuring we have the right people for the job, regardless of their gender."

References

1. <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2020> Last accessed March 2021
2. <https://www.wisecampaign.org.uk/statistics/updated-workforce-statistics-to-september-2020/> Last accessed March 2021
3. <https://www.wisecampaign.org.uk/statistics/updated-workforce-statistics-to-september-2020/> Last accessed March 2021
4. <https://www.wisecampaign.org.uk/statistics/updated-workforce-statistics-to-september-2020/> Last accessed March 2021
5. <https://www.wisecampaign.org.uk/> Last accessed March 2021