



UCB UK

Gender Pay Gap Reporting



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

April 2025

Welcome to UCB UK's Gender Pay Gap Reporting for 2025 showing data as of 5 April 2024

This year we saw a slight increase of 1% in the median pay gap for all UK employees, rising from 10.8% in 2023 to **11.8%** in 2024.

Although we are only required to report figures for our R&D division since it employs over 250 colleagues¹, we have chosen to report the gender pay gap (GPG) for our entire UK workforce to provide a comprehensive view of gender diversity at UCB UK.

Within our R&D business, the median pay gap also saw a very slight increase in 2024 – rising from 16.8% to **17.5%**.

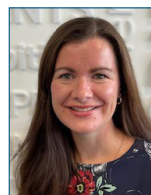
We are, of course, disappointed by the slight increase across our UK business for 2024, but we remain certain we are progressing in the right direction with our substantial and consistent reduction in the GPG since reporting began in 2017.

The median pay gap for our UK employees has improved by 10.2%, dropping from 22% in 2017 to 11.8% in 2024. Similarly, for our R&D employees, the median pay gap has improved by 9%, decreasing from 26.5% to 17.5%.

Nationally, the 2024 gender pay gap² among all employees decreased to 13.1% from 14.2% in 2023 and we are pleased to remain well ahead of this for our UK business. Our positive trajectory over time reflects the national journey to narrowing the pay gap, highlighting the time needed to make significant impacts in this area.

We are delighted to see we are improving at around twice the national rate over time – decreasing our GPG by 10.2% from 2017-2024 compared to the national decrease of 5.3% over the same time³.

Successfully closing the gap is a challenging process, spanning many years, and we are committed to continuing to work towards bringing our gender pay gap down across all UK businesses through focussing on our broad range of Diversity, Equity and Inclusion (DE&I) activities designed to foster equity for all colleagues at UCB.



Verity Ross
*Global Head of Talent
Management and
UK & Ireland Talent*



Steve Shaw
Head of UK Research

Our positive trajectory over time reflects the national journey to
narrowing the pay gap



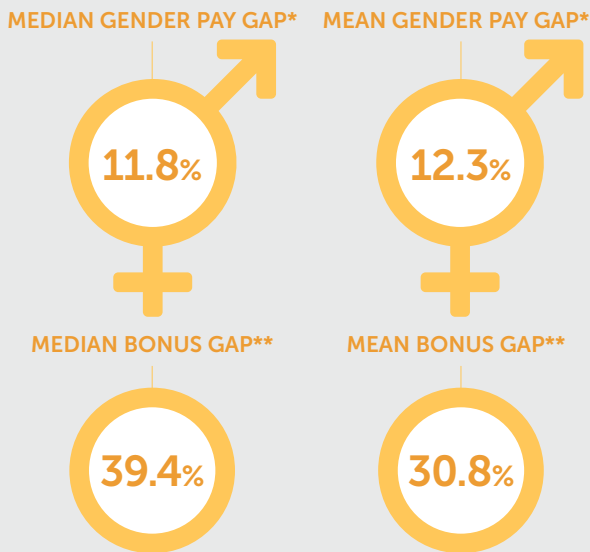
2024 Gender Pay Gap

The **gender pay gap** shows the **average hourly earnings difference** between men and women. Companies with over 250 employees must report this data annually.

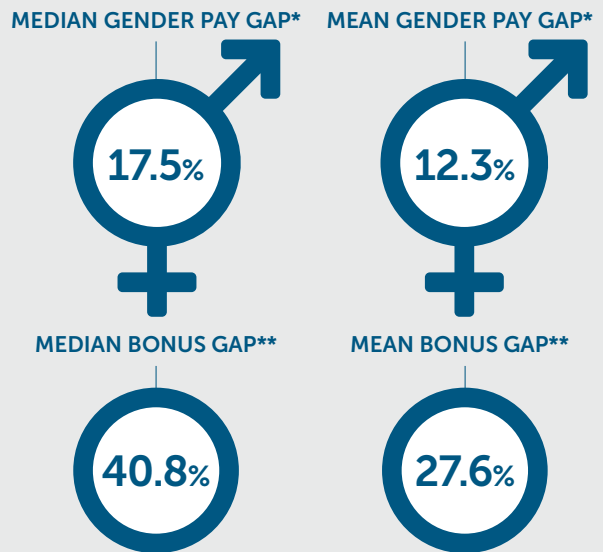
This differs from equal pay, which ensures **similar pay for similar work**.

UCB practices **pay equity**, rewarding colleagues based on responsibility and expertise to ensure fair compensation for all regardless of personal characteristics like gender or ethnicity.

All UK employees



UCB Celltech R&D



* As of 5 April 2024 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 2024

Employees on **full pay** are included in the pay gap calculation, which considers salary and allowances but excludes company vehicles. Employees on maternity or long-term sick leave are not included in this calculation.

Bonus pay, including annual bonuses and Long-Term Incentives (LTI), is calculated based on the actual bonus awarded. Part-time workers, the majority of whom are women⁴, and those on maternity leave receive a pro-rated bonus.



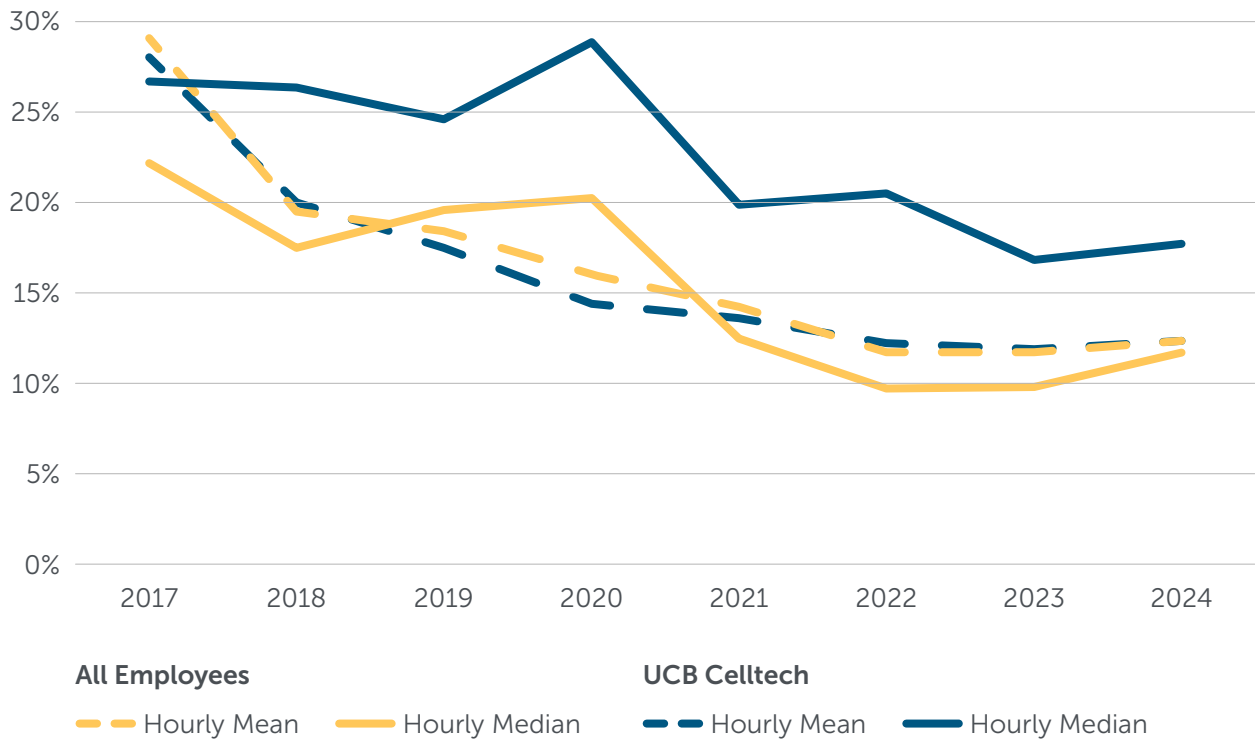
Our Gender Pay Gap **over time**

Since GPG reporting started in 2017 our gender pay gap has reduced across both our UK and R&D business.

Our UK employees' median pay gap has improved by 10.2%; from 22% in 2017 to 11.8% in 2024,

and the median pay gap for R&D employees has improved by 9%; from 26.5% in 2017 to 17.5% 2024.

In seven years, we have closed the gap significantly and at a faster rate than the national gap which has reduced 5.3% in the same time frame⁵.



2024 gender distribution

Our primary approach to narrowing the gender pay gap is to balance our workforce at all levels of the organisation – ensuring women are equally represented throughout the business.

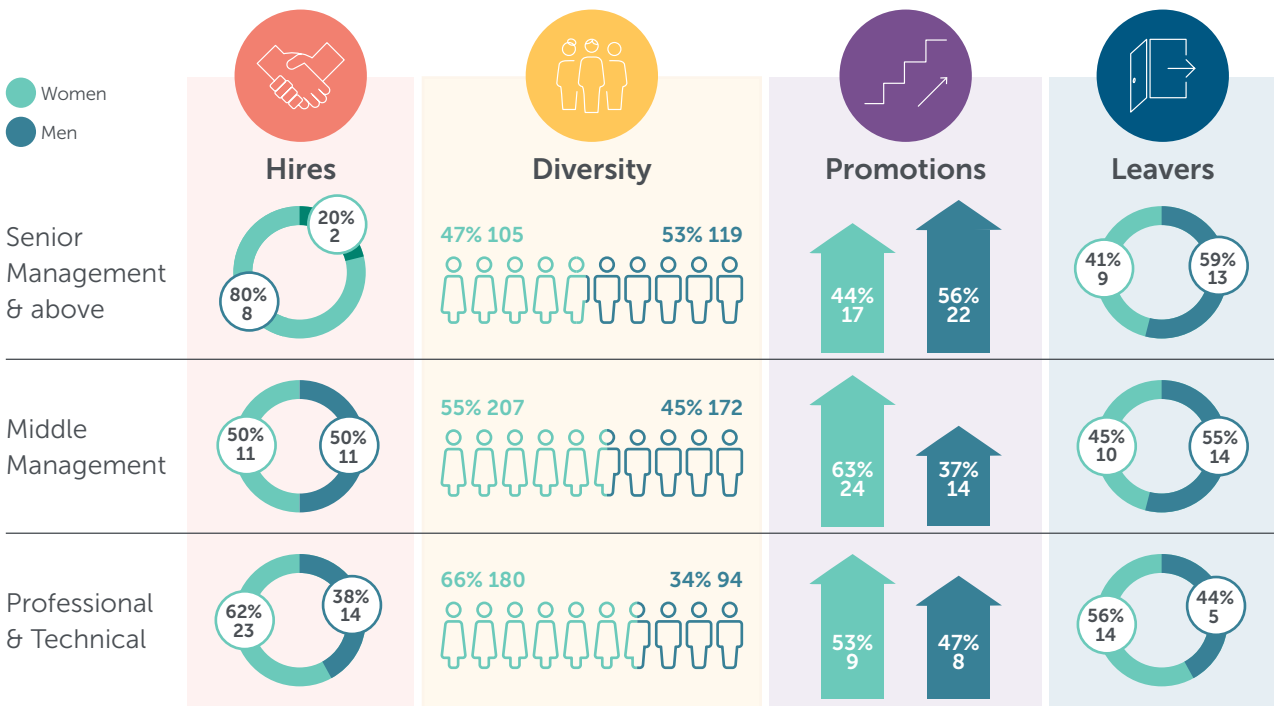
Our overall gender split across all levels of the organisation has remained relatively consistent since we started reporting seven years ago. In 2017 we had 52% females, and this is 56% in 2024. The challenge is balancing gender representation at different levels of the business.

Since reporting started in 2017 the gender balance of women at senior manager level and above has improved by 16%, bringing us closer to a 50:50 split. In 2024 we have 47% women and 53% men

at ‘senior management and above’. And in 2024 we hired more women at this level than men.

However, we continue to hire more women at lower levels of the organisation. This unbalances the workforce and impacts the gender pay gap. In 2024 we hired more women at the ‘professional and technical’ level and saw a 66% female, 34% male split in the workforce here.

The ‘middle management’ level is where we see a pipeline of female talent emerging. Not only did we hire the same number of males and females at this level, but we also saw more promotions of women at this level. This is a positive step on our journey to decrease the gender pay gap across the business.



Diversity data correct at 1st April 2024. All other data represents January – December 2024. 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.



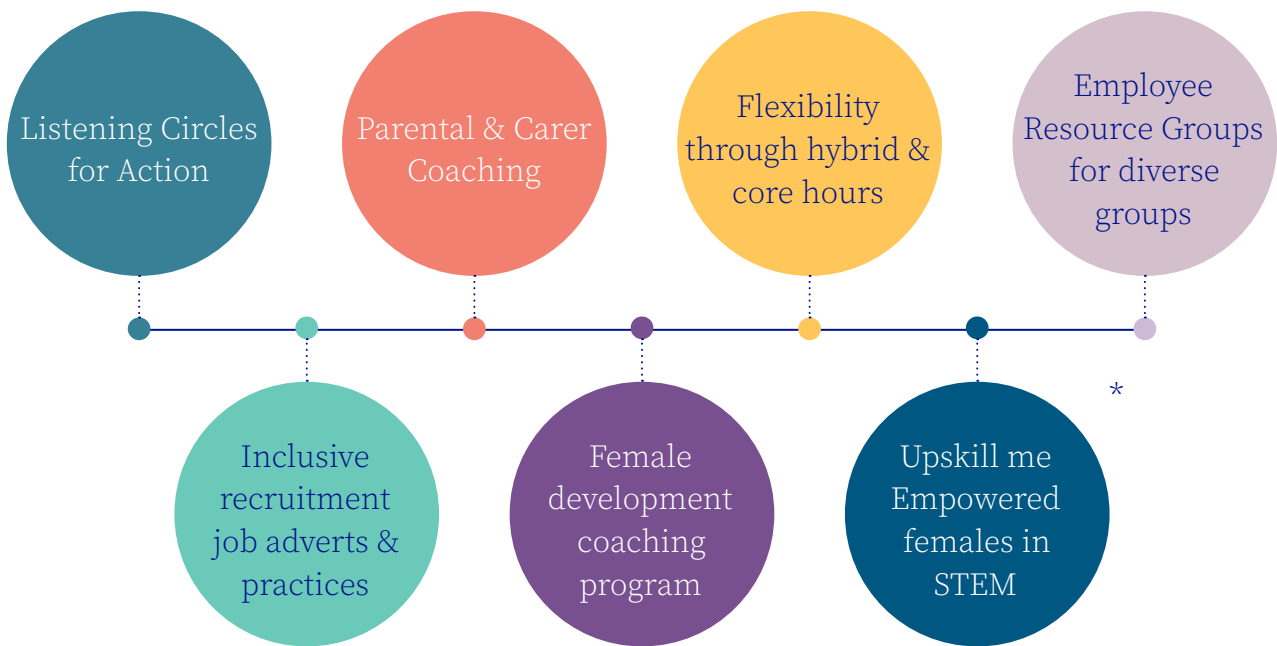
Narrowing the gap

“At UCB we 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.”

UCB’s DE&I commitment

Diversity, Equity, and Inclusion (DE&I) is a strategic priority for UCB, with various initiatives and activities aimed at ensuring gender balance and equal opportunities for all employees.

We have a foundation of DE&I activities designed to ensure all employees can thrive in the workplace and meet the other commitments of their lives successfully.



On top of these, in 2024, these initiatives have supported colleagues at UCB in meaningful ways.

- Introduction of Salary Sacrifice Workplace Nurseries to support all working parents
- Menopause support offered through BUPA for female employees
- Introduction of a new Menopause Policy and delivering awareness webinars on the topic for all employees
- Introduction of a Surrogacy Policy for new parents

The Talent team also supported the organisation to make equitable decisions by delivering:

- Unconscious Bias flags during Calibration and TOR processes
- Gender Analysis included in Annual Compensation Review

* Activities undertaken in 2024.



Thriving at UCB

Meet colleagues Sarah Stanyon, Principal Scientist and Elena Coward, Global Stakeholder Integrator Head in immunology who were both promoted during 2024

SARAH STANYON, PRINCIPAL SCIENTIST

Sarah has been working at UCB for 14 years and at the end of 2023 was promoted to Principal Scientist, while participating in Coaching on Demand, UCB's development programme for female scientists during 2024.



"My manager put me forward for the coaching programme," said Sarah. "And it isn't something that I would have naturally sought to do, but it was a nice confidence boost, to be recognised for showing leadership potential.

"The programme gave me space to think about my career more broadly, which is something I think very few of us take the time to do when we are so busy working. And it gave me the opportunity to really consider my strengths and areas for improvement."

Coaching on Demand, supported by the UK Research Leadership Team, comprises of five one-to-one sessions with an external coach spread over 12 months. It is supported by the Female Leadership Journey on Rise, UCB's Learning and Development platform, and is designed to offer support for women developing within the business.

"As a mum to two young children the coach really helped me to work through strategies for time management," said Sarah. "They supported me to develop confidence and communication skills and find the areas I should focus on to build

experience, such as people management. And, as principal scientist, I have been working at a higher level and supporting young scientists which I am really enjoying.

"I still have work to do on saying 'no' and making space for the decision-making elements of my new role, but the coaching programme has equipped me with the tools to do this and continue developing at a pace which suits my life and family commitments."

Since it launched in 2023 a total 12 colleagues have participated in **Coaching on Demand**.

Seventy five percent of attendees rated the programme as 'very useful' or 'useful' and 100% rated the coaching techniques and strategies covered as 'very useful' or 'useful', finding them practical and applicable to their roles.

With 100% of participants recommending the programme, **Coaching on Demand** is one of UCB's key tools for supporting female talent in the research and development business looking to develop into leadership roles within the organisation.

ELENA COWARD, GLOBAL STAKEHOLDER INTEGRATOR HEAD IN IMMUNOLOGY

Elena has been working at UCB for 28 years and in 2024 was promoted to an Executive level, global role within the commercial immunology business.



A pharmacologist by training, Elena joined UCB as a GP sales representative and then a hospital sales representative. Spurred on by the support of her manager, Elena undertook a marketing qualification and progressed through several roles in both the UK and global business launching products. She has headed sales and market access teams in the UK and been responsible for launch excellence globally.

Her success, she says, is down to UCB's culture.

"I've had the pleasure to work with fantastic people and had great opportunities to develop and learn," said Elena. "I have built strong networks, and I have had managers who have helped me to shape and build my career. With this support and UCB's openness to allowing employees to explore new opportunities, I've enjoyed a diverse career path."

Elena has two children and, while childcare still needs to be juggled, she says flexible working has had a positive impact on career development.

"With both of my children I felt supported upon my return to work. I was able to successfully

manage my work-life balance through the support of my manager, as well as having had the opportunity to work reduced and flexible hours for a couple of years," said Elena.

"Now with this global opportunity I have teams based in the US, Belgium and the UK and the flexibility and trust we have to work remotely and to a schedule that suits is so different to ten or even five years ago, it is really what helps us all get the job done."

Positive role models and mentors are core to Elena's development, and she is now enjoying supporting others in this way.

"I have had the benefit of so many role models – both male and female – and business mentors during my career at UCB is it a great pleasure to be able to mentor others in my current role," she said.

"If you want to develop and try something new there really isn't anything to hold you back. The company is committed to supporting people to succeed and there is the trust and flexibility to make it happen."



References

1. <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers>. Last accessed February 2025.
As of 5 April 2024 UCB had 639 employees in the R&D business and 221 employees in the non-R&D business.
2. Provisional data [Gender pay gap in the UK – Office for National Statistics](#). Last accessed February 2025.
3. Provisional data [Gender pay gap in the UK – Office for National Statistics](#). Last accessed February 2025.
4. As of 5 April 2024 84% of part time workers at UCB UK were women.
5. Provisional data [Gender pay gap in the UK – Office for National Statistics](#). Last accessed February 2025.