Our mission is to serve life scientists around the world to help them achieve their mission faster. We achieve our best when our many diverse backgrounds come together in pursuit of this.

Every day we bring our numerous rich and varied experiences to our work. Many of these arise because of shared characteristics such as gender, ethnicity, sexual orientation, education, health, and socio-economic status. However, each of us is uniquely different from one another and no single feature defines us. This diversity enriches everything we do.

This report specifically considers gender within our UK organization, following the recent introduction of new laws in the UK requiring large companies (those with greater than 250 employees) to publish details of their gender pay gap. Here we share our first set of gender pay gap results, explain those results, and tell you about what we plan to do next.

Our current lead figures of a mean pay gap are 14.2% and a median pay gap of 11.1%. Our mean bonus gap is currently 45.6% and a median bonus gap of 12.8%. In absolute terms, this is behind where we aspire to be. However, we can and will change this over time.

We are dedicated to addressing our gender pay gap.
Understanding the gender pay gap

What is the gender pay gap?

The gender pay gap is a measure of the difference in the mean and median pay of men and women, regardless of the nature of their work, across our UK organization.

The gender pay gap does not measure equal pay. Equal pay relates to what women and men are paid for the same or similar jobs or work of equal value. In the UK, it has been illegal to pay women and men unequally for almost 50 years. We review our pay practices to safeguard against issues with equal pay to ensure that they are not encountered.

Legislative requirements

All UK companies with 250 employees or more on April 5 2017 are required to report the following gender pay gap data:

- The difference in mean and median pay between male and female employees (based on hourly rates of pay as of April 5 2017)

- The difference in mean and median bonus pay between male and female employees (based on bonus pay received in the 12 months preceding April 5 2017)

- The proportion of male and female employees who received bonus pay

- The proportion of male and female employees across four proportional pay bands
What is the mean?

The mean is the average of all the numbers in a set. It is calculated by adding all of the numbers together then dividing by how many numbers in total there are.

\[
\text{Mean male pay} = \frac{£ + £ + £}{\text{Number of male employees}}
\]

\[
\text{Mean female pay} = \frac{£ + £ + £}{\text{Number of female employees}}
\]

What is the median?

The median is the middle of a sorted list of numbers. It is calculated by placing all of the numbers in value-order and finding the middle.

\[
\text{Median hourly pay} = \text{Middle of sorted numbers}
\]

Difference = Median hourly pay gap

\[
\text{Difference} = \text{Median hourly pay gap}
\]
Our gender pay gap results

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difference in mean and median pay between male and female employees</td>
<td>14.2%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Difference in mean and median bonus pay between male and female employees</td>
<td>45.6%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Proportion of male and female employees who receive bonus pay</td>
<td>27.9%</td>
<td>25.4%</td>
</tr>
</tbody>
</table>

Proportion of male and female employees in each four quartiles of the overall pay range

- Top quartile: 43% female, 57% male
- Upper middle quartile: 50% female, 50% male
- Lower middle quartile: 56% female, 44% male
- Lower quartile: 57% female, 43% male

The primary causes of our pay gap are (i) having more men than women occupying senior leadership roles and (ii) having a higher proportion of women than men in our more junior roles.
Closing the gap

We are dedicated to addressing our gender pay gap. We will approach this ambition boldly with the introduction of new programmes, complementing existing initiatives that have shown promise to date.

Listed below are the seven commitments we are making today to help us address our gender pay gap:

- We will agree and introduce targets for female representation in senior leadership roles
- We will ensure that there is at least 1 woman on every senior shortlist
- We will conduct a survey of colleagues who have taken maternity/paternity leave to understand what went well and what could be better. From this action recommendations on how we can better support returners through a return to work programme will be made
- We will review the terms of our maternity and paternity policies
- We will introduce unconscious bias training for line managers involved in recruitment and promotion decisions
- We will review the terms of our part-time and flexible working policies
- We will introduce development networks for women and for families

We believe that taking the actions as described above will stimulate meaningful and necessary change.

I confirm the gender pay gap data in this report is accurate.

Nick Skinner
SVP Human Resources