

# Gender pay

## at Gilead 2018

March 2018

### Inclusion is at Gilead's core

Gilead transforms lives and provides life-saving treatments to millions of people around the world. This duty of care extends to its most important investment – its people.

We believe that teams composed of employees with different experiences and backgrounds are best prepared to carry out our company mission. Therefore we strive to attract, develop and advance talented individuals who represent diversity in ethnicity, gender, sexuality and background. The attached report highlights recent research on gender pay across our three sites in the UK. While gender is the focus of this report, it is just one element of our approach to building an inclusive work culture, where differences are valued and people feel supported and enabled to achieve their full potential. Inclusion is one of our core values, and our values underpin our actions.

We have the frameworks and processes in place to ensure we pay all of our employees fairly, and pay at Gilead is based on an employee's skills, qualifications, experience and performance. However, we also recognise that our numbers highlight an under-representation of women at the most senior levels. Fostering diversity at every level is a different issue and is an area of focus at Gilead. As such, we remain committed to our diversity and talent development initiatives and believe the steps we are taking today will benefit Gilead tomorrow and in the longer term.



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Senior Vice President,  
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### How is the gender pay gap different to equal pay?



**A gender pay gap** is the difference in average pay between ALL men and women, regardless of their job (taking into account all their pay and bonuses).



**Equal pay** is about men and women performing the same (or similar) work and receiving the same pay.

# Gilead gender pay results

## UK – summary of our overall results

(covering our three legal entities in the UK)



### HOURLY PAY

Part-time workers' pay is treated as though they work full time

Mean difference **25.9%**

Median difference **22.8%**

### BONUS PAY

Part-time workers' bonuses are pro-rated – takes into account actual bonuses paid

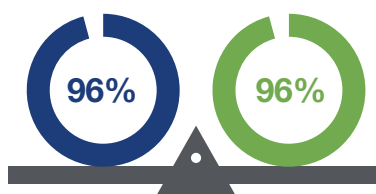
Mean difference **51.4%**

Median difference **63.7%**

### EMPLOYEE POPULATION BY GENDER



### PROPORTION OF MEN AND WOMEN RECEIVING A BONUS



### PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE



### Gilead Sciences Europe, Ltd.

Gilead Sciences Europe, Ltd. is our legal entity where we are required to report our gender pay gap results (in line with the Government legislation to report on any company with over 250 UK staff).

#### HOURLY PAY

Mean difference **31.6%**

Median difference **32.4%**

#### BONUS PAY

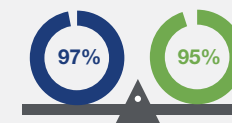
Mean difference **62.2%**

Median difference **75.7%**

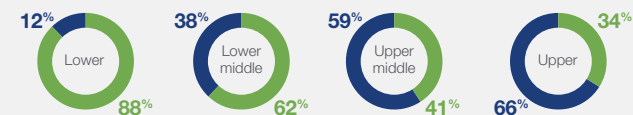
### EMPLOYEE POPULATION BY GENDER



### PROPORTION OF MEN AND WOMEN RECEIVING A BONUS



### PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE



## Behind the numbers

While we continue to invest significant resources and effort into talent development and diversity, and we have more women than men at Gilead, our numbers highlight that there is still under-representation of women at the most senior levels.

We are committed to recruiting, retaining and progressing female talent to get more women into leadership positions. In 2018, we are investing in several women & leadership initiatives, which will support us through our inclusion journey (see next page for more information).

There is more work to be done to achieve more equal representation of women and men across all job levels. We will continue to focus our efforts to foster diversity and we will monitor progress over time.

# Our journey to being truly inclusive

Inclusion is a commitment at the highest level of the company, including our board of directors, CEO and our most senior leaders. We actively monitor it to ensure it remains at the heart of everything we do. We have a number of actions in place that will continue to help us create a work environment that fosters inclusion at all levels and ultimately help us close our gender pay gap.



## Recruitment & Selection

To expand our candidate reach, we are going to extend our relationship with diversity-focused professional networks so that our workforce represents the diverse customers we serve and support.



## Training

**Unconscious bias training** – has been rolled out to help individuals recognise and minimise potential blind spots and increase honest conversations.

**Diversity of thought training** – is being rolled out to help individuals and teams build skills around intentional acts of inclusion.



## Rewarding Performance

**We pay based on performance** – regardless of gender or other characteristics. Our reward frameworks and systems are regularly tested and reviewed to eliminate the risk of unfairness or bias.

**Inclusion is recognised and rewarded** – demonstrating our core values is an essential component of our annual performance process and is rewarded through our recognition schemes.



## Women & Leadership

In 2018, we are investing in several initiatives, such as mentoring programmes and aligning our Inclusion & Diversity efforts with talent management processes to identify, retain and progress our female talent at the Director & Senior Director levels and, more broadly, across the organisation.



## Employee Resource Groups (ERGs)

ERGs, such as Women at Gilead and our LGBT Alliance, amongst others, provide support, mentoring and a community to ensure all employees have the opportunity to have their voice heard and to be empowered. All ERGs focus on recruitment, culture, development, community and business impact. We are actively working on rolling these out across EMEA.

### Inclusion as a core value

Our core values guide our behaviours and how we operate. Employees and leaders believed Inclusion should be one of our core values. We listened and integrated it in 2017.

### Global Head of Inclusion & Diversity

We are on a journey and there is work to do. As part of our commitment to Inclusion & Diversity, we created a role to lead this agenda following the addition of Inclusion as a core value.