



# Our 2019 Gender Pay Gap Report

Astellas Pharma Europe Limited



As we move to the third year of UK Gender Pay Gap reporting, it is important that we build on the work we are already doing to embrace and respect diversity in our workforce. At Astellas, we strongly believe in opportunities for everyone and **working as One Astellas.**

Our third year of reporting the APEL UK Gender Pay Gap statistics show that we have made some progress. The changes we have been working on have been on a pan-European basis, in order to improve diversity and inclusion across the whole region. This naturally means our focus is wider than the UK, but one we remain committed to.

We continue to work towards introducing and implementing concrete and sustainable change across the region. With the introduction of our global Talent Centre of Excellence, we are reiterating our focus on supporting all our people throughout their career with us.

Across our recruitment, talent and succession processes we have been improving rigour, objectivity and analytics to drive and measure improvement. Last year we invested in cutting-edge recruitment systems across the region which will enhance our ability to monitor, measure and audit our diversity goals on selection and this is beginning to have an effect on our hiring practices. We have also introduced hiring manager interviews and unconscious bias training provided by recruitment experts, to attract and retain a diverse workforce.

A year on from introducing a dynamic working environment, we are seeing a more flexible, agile and family friendly way of working to enable all employees to thrive.

Addressing the Gender Pay Gap is a journey for us as a business, but we are taking practical steps to set and meet clear goals for improvement, and to do this sustainably requires organisational commitment, managerial support and employee engagement. Our goal is to make diversity and inclusion a priority in all people matters. We appointed a Global Diversity & Inclusion lead on 1st October 2019 to further embed best practice in this area.

This report sets out our gender pay gap results for APEL UK. We can confirm that these are accurate and have been subject to third party professional audit.

**Dirk Kosche**

President, Established Markets Commercial

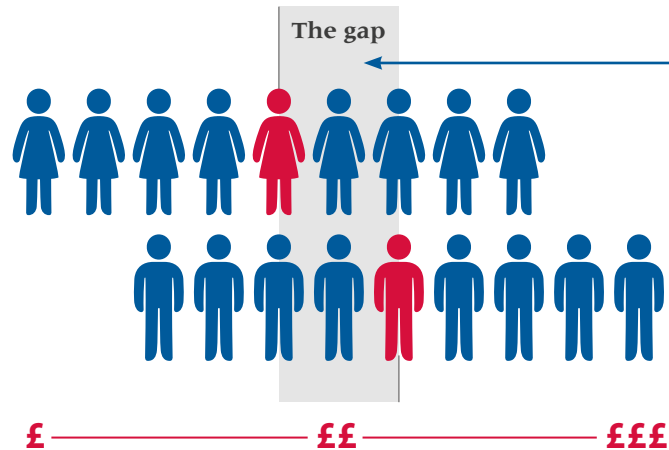
**Karen Harrison**

Vice President, Talent

# Understanding Gender Pay Gap

Legislation in the UK requires reporting of data points covering mean and median pay and bonus gap, proportion of males and females receiving a bonus payment and proportion of males and females in each quartile pay band.

The **median** gender pay gap compares the pay of the female in the middle to the pay of the man in the middle, if all employees were lined up by female and male, in order of pay from highest to lowest.



The **mean** gender pay gap shows the difference in the average hourly rate of pay between men and women. The total pay of all men, divided by the number of men, is compared to women on the same basis.



As different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap emerges if, for example, more men are in higher paid roles or more women are in lower paid roles.

It is important to note that the **gender pay gap is different from 'equal pay'**: Equal Pay is the difference in pay between men and women who carry out the same or similar jobs.



## What's included in our calculations?

### How are pay quartiles calculated?

The quartiles analysis ranks men and women from the lowest to highest earners. This is then divided into four even groups to show the proportions of men and women in each of these four earnings groups.

### How are Pay Gap and Bonus Gap calculated?

The pay gap is the measure of the difference between men's and women's hourly earnings in a company. The bonus gap is the difference in all incentive pay received by men and women. This includes all bonuses, long-term incentives and sales commission payments.

### What's included in our calculations?

The pay gap data for Astellas includes basic pay, any allowances and bonuses paid in April 2019. The bonus gap data includes the annual bonus, spot awards and long term incentives received in the 12 months up to April 2019.

The data to be used for the gap calculations is the pay and bonus data as at 5 April 2019. This data therefore takes into account pay before we implemented the 2019 pay review and bonus paid for performance year 2017 / 2018.

The regulations require any legal entities with more than 250 employees to publish their results. This only applies to Astellas Pharma Europe Limited ('APEL').



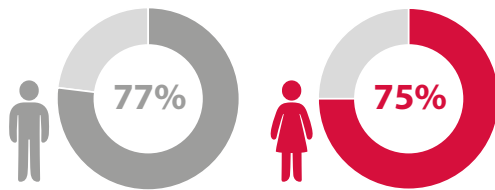
## Our results

Our median pay gap is higher than the U.K. (17.3%<sup>1</sup>) and for the cohort of Professional, Scientific and Technical occupations (24.0%<sup>1</sup>).

### Gender Pay Gap Results

	MEAN	MEDIAN
Pay gap	<b>28.7%</b>	<b>26.7%</b>
Bonus gap	<b>65.0%</b>	<b>54.7%</b>

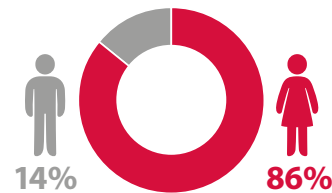
Bonus participation rate



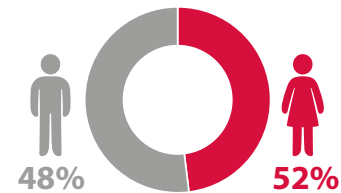
### Pay Quartiles

% of males and females in each quartile of hourly rate pay.

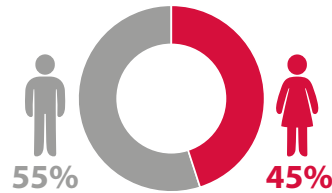
Band A (lowest 25% of earners)



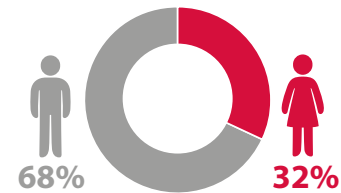
Band B (26% – 50%)



Band C (51% – 75%)



Band D (highest 75% of earners)



### Equal Pay

In order to provide a fair view of our results, we asked Mercer, an external reward consultancy, to carry out analysis of the causes of the gap. The analysis clearly shows that the gap is driven by the structure of our workforce. As the pay quartile diagram illustrates, we have lower female representation at the senior levels of our organisation. Further, employees at senior levels tend to have a higher percentage of variable pay.

The results highlight the need to consider our broader People practices, which we have already begun work on, and are committed to continuing to work on.

<sup>1</sup> Office for National Statistics