

Contents

2025	_____	Page 02
2024	_____	Page 08

Last Updated: November 2025

2025

UNITED KINGDOM GENDER PAY GAP REPORT

Regeneron developed this gender pay gap report in accordance with the United Kingdom's statutory guidance requiring companies employing more than 250 people to publish annual gender pay gap data. This report accounts for all colleagues working in the UK as of the 5 April 2025 snapshot date.

REGENERON[®]



Pay Equity vs. Pay Gap: Our Approach

What is pay equity versus a gender pay gap?

Pay Equity

The concept of compensating employees who have substantially similar job duties and responsibilities with comparably equal pay, regardless of protected characteristics like race, ethnicity, or gender.



Gender Pay Gap

Measures the difference in hourly remuneration between men and women, regardless of level, throughout an organisation.



Regeneron UK's approach to closing the gender pay gap.

Today, men and women are paid equitably for any given role at Regeneron UK.

Our data shows that our pay gap results from having proportionally more women in lower pay levels, similar to gender pay gap statistics across all industries in the UK. When men and women are equally represented at every level within the organisation, we can expect the pay gap to narrow.

We remain committed to supporting our entire workforce throughout their work and life. In doing so, Regeneron UK focuses on three key areas:



The Regeneron Way

Regeneron's enduring mission is to make life-changing medicines. We challenge scientific boundaries daily, meaning our work is never done. Our culture is rooted in values and behaviours that define who we are, what we stand for, and how we work together **The Regeneron Way.** ▶

Reducing the gender pay gap maximises Regeneron's ability to drive long-term success by unlocking the full potential of our current and future talent. Our capacity to shape the future of medicine relies on fostering a workplace that empowers our colleagues to drive scientific advances and better healthcare for all.



THE REGENERON WAY



LEAD WITH SCIENCE

Science drives our business, and passion drives our science. Whether you're doing science, supporting it, or delivering it, leading with science is what we do.



TAKE ON BIG IDEAS

We take the long view and tackle the big ideas, the unsolvable problems and the bottlenecks that get in the way. We pursue ideas with passion and courage to make a real difference.



MAKE IT HAPPEN

It may not always be easy, but we figure it out and get it done. We have little appetite for unnecessary bureaucracy that can get in the way of innovation or quality.



BE GREAT TOGETHER

While others talk about teamwork, we actually do it. When you work with smart, fun people, you bring out the best in each other and can do the extraordinary.



DO WHAT'S RIGHT

We do well by doing good. We act with integrity and pride ourselves on doing the right thing — by each other, our communities, our patients and the world around us.

We remain committed to fostering career growth and development for all employees and supporting our entire workforce throughout their work and life.

Our Areas of Focus



ATTRACTING TALENT

UNIVERSITY PARTNERSHIP

Over the past six years, Regeneron UK has partnered with a local university to offer 12-month internships to students as part of our ongoing commitment to supporting our local community and nurturing the next generation of talent. The internship initiative gives these students valuable exposure to our industry and has led to several interns being offered permanent positions with Regeneron. In our 2024 – 2025 cohort, we offered 10 intern placements to early-career females and 9 intern placements to early-career males.

ONE-WEEK WORK EXPERIENCE PROGRAMME

In our 2024 – 2025 cohort, we inspired 6 male students and 7 female students and promoted our industry over the last three years through an annual one-week work experience programme. This programme provides students with a unique opportunity to engage with various departments across our UK site, participate in informative workshops, and network with senior leaders.



FOSTERING GROWTH & DEVELOPMENT

REDESIGNED MANAGER TRAINING PROGRAMMES

Our people managers are equipped with resources, strategies, and frameworks to help develop and advance all employees.

INTERNATIONAL WOMEN'S DAY CELEBRATIONS

These annual events promote and encourage women in leadership roles at Regeneron, and serve to highlight the importance of diversity in leadership. In spring 2025, we hosted a panel discussion facilitated by our female Site Leads in Amsterdam and Dublin, who shared stories and advice based on their personal experiences as women in leadership.

EMPLOYEE RESOURCE GROUPS (ERGS)

Our ERGs, including WISER (Women in Industry, Science & Engineering at Regeneron), continue to grow, contributing to our inclusive workplace while expanding opportunities for networking, volunteering, and collaboration. WISER holds multiple events throughout the year; one autumn 2025 event focused on empowering women in both health and development.



SUPPORTING EACH INDIVIDUAL

FLEXIBLE WORKING POLICIES

Regeneron UK continues to support inclusive working models with policies such as hybrid working and shared parental leave to promote work-life balance and equality.

FAMILY HEALTH SUPPORT

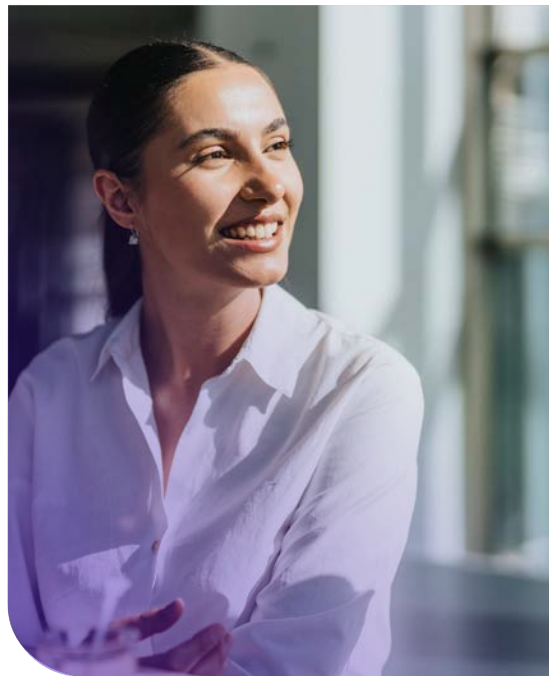
Last year we formed a partnership with a global provider to offer employees in the UK access to whole-family health support for everything from family building to menopause.

HEALTH & WELLBEING INITIATIVES

We host an extensive calendar of events and programmes focusing on physical, mental, and financial wellbeing to support our employees and their loved ones.

Our 2025 Gender Pay Metrics

As with any organisation, our gender pay gap metrics may fluctuate year to year. What matters to us is our long-term progress towards narrowing the gender pay gap.



COMPENSATION

● Men (n)¹ ● Women (n)

Gender Pay Gap (279 Total)



Pay, allowances, bonus and stock received in April 2025.

A positive percentage means that the data is favourable to male employees while a negative percentage means that the data is favourable to female employees. The closer the percentage is to zero, the narrower the gap.

Gender Bonus Gap

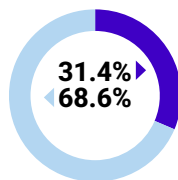


Bonus and stock paid in the year leading up to 5 April 2025.

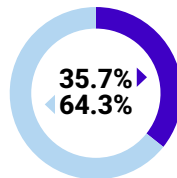
REPRESENTATION

● Men ● Women

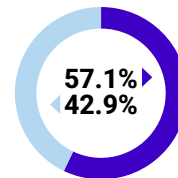
Lower Quartile



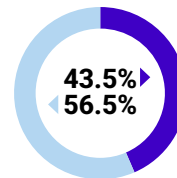
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Each quartile represents a quarter of our workforce, ranked from the lowest-paid employee to the highest-paid employee on an hourly remuneration basis. Within each pay quartile, we set out the percentage of employees who are men and the percentage who are women.

GENERAL NOTES

- Numbers reflect the full pay relevant population only.
- Percentage represents the portion of men who received bonus out of the total number of male employees and the portion of women who received bonus out of the total number of female employees.

Reducing our gender pay gap demands the same relentless commitment Regeneron brings to tackling serious diseases. By taking the long view and investing in the next generation of employees, we maximise our ability to advance science and improve lives.

We know the gap will not narrow overnight. That's why we continue to strengthen the STEM talent pipeline, foster an environment where all employees can thrive in leadership, and expand our support of each and every one of our colleagues. These efforts will help to provide more opportunities for both men and women in senior roles and create lasting progress today and for the future.

It's important to note for the purposes of this report, gender is defined by the UK government as binary; however:

Regeneron respects and champions people of all gender identities.



**On
behalf of
Regeneron
UK**

Keri Aitchison

Keri Aitchison
Vice President, Clinical Trial
Management & Head, Uxbridge Office

Susie Dorricott

Susie Dorricott
Senior Director, Program Operations
Leader & Head, Uxbridge Office

We remain dedicated to advancing our efforts to narrow the pay gap every day by:



**ATTRACTING
TALENT**



**FOSTERING
GROWTH &
DEVELOPMENT**



**SUPPORTING
EACH
INDIVIDUAL**

2024 |

UNITED KINGDOM GENDER PAY GAP REPORT

Regeneron developed this gender pay gap report in accordance with the United Kingdom's statutory guidance requiring companies employing more than 250 people to publish annual gender pay gap data.

This report accounts for all colleagues working in the UK as of the 5 April 2024 snapshot date.

REGENERON[®]

Gender Pay Gap Overview at Regeneron United Kingdom (UK)

What is Pay Equity versus a Gender Pay Gap?

Pay Equity

The concept of compensating employees who have substantially similar job duties and responsibilities with comparably equal pay, regardless of protected characteristics like race, ethnicity or gender.

vs

Gender Pay Gap

Measures the difference in hourly remuneration between men and women, regardless of level, throughout an organisation.

Key Insights

Understanding the underlying reasons for a gender pay gap is essential to reducing it. Our data shows:

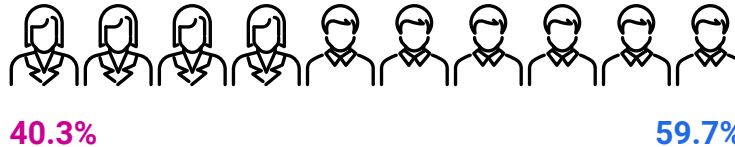
1

In total, there are fewer men than women at Regeneron UK.



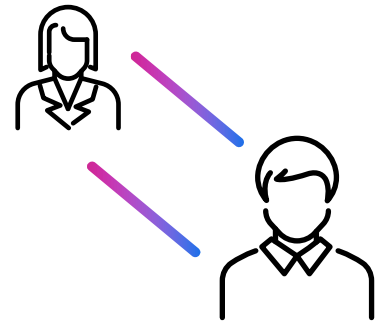
2

However, there is a significant representation difference of more men in the upper middle quartile.



3

Having a higher proportion of women in the lower pay quartiles contributes to the median gender pay gap, favouring men.



Addressing Our Gender Pay Gap

Why It Matters

Regeneron's enduring mission is to make life-changing medicines. We challenge scientific boundaries daily, meaning our work is never done.

Our culture is rooted in values and behaviours that define who we are, what we stand for and how we work together – **The Regeneron Way**. Closing the gender pay gap reflects our commitment to living our core values with purpose and integrity. Our capacity to shape the future of medicine relies on fostering an inclusive workplace for every employee. A supportive workplace empowers our colleagues to create superior science, ultimately contributing to a better world.

**The
Regeneron
Way**



LEAD WITH SCIENCE

Science drives our business, and passion drives our science.



TAKE ON BIG IDEAS

We tackle big ideas and unsolvable problems with passion and courage.



MAKE IT HAPPEN

We don't let unnecessary bureaucracy get in the way of quality or innovation.



BE GREAT TOGETHER

Work with smart, fun people and accomplish the extraordinary.



DO WHAT'S RIGHT

Do well by doing good with each other, our communities, our patients and the world around us.

Regeneron UK's Approach

Today, men and women are paid equitably for any given role at Regeneron. Our data for Regeneron UK shows that our pay gap results from having proportionally more women in lower pay levels, similar to gender pay gap statistics across all industries in the UK.

When men and women are equally represented at every level within the organisation, we can expect the pay gap will close.

We remain committed to fostering career growth and development for all employees and supporting our entire workforce throughout their work and life.



We remain committed to fostering career growth and development for all employees and supporting our entire workforce throughout their work and life.



ATTRACTING TALENT

- Women in Science and Engineering (WISER) is an employee resource group that focuses on **supporting women in STEM** fields through networking, mentorship, and professional development opportunities.
- Regeneron UK has partnered with a local university over the past five years to offer 12-month internships to young students as part of our ongoing commitment to **supporting our local community and nurturing the next generation of talent**. This initiative gives young individuals valuable exposure to our industry and has successfully led to several interns being offered permanent positions with our company.
- Over the past two years, Regeneron UK has **inspired young students and promoted our industry** through an annual one-week work experience program. This program provides students with a unique opportunity to engage with various departments across our UK site, participate in informative workshops, and network with senior leaders.
- Annual International Women's Day celebrations **recognize the contributions** of women leaders at Regeneron.



FOSTERING GROWTH & DEVELOPMENT

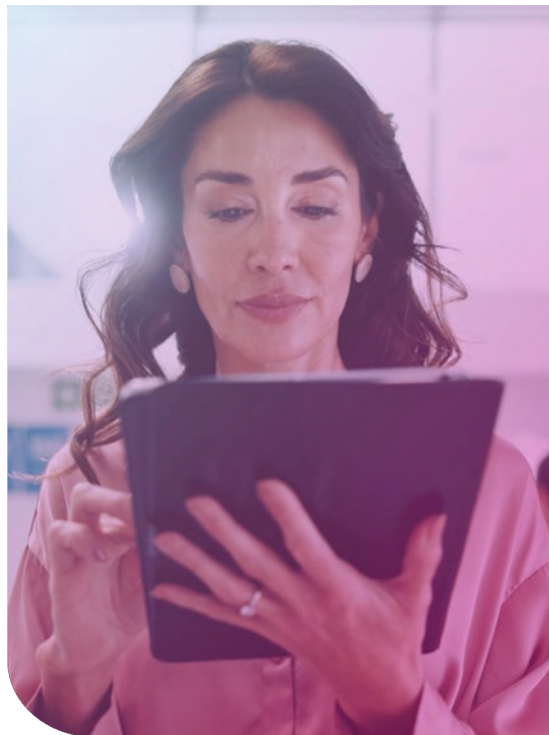
- **Targeted leadership training for international employees** ensures that UK staff receive learning and leadership opportunities.
- A Mentorship Programme **connects employees with senior leadership mentors** to support their career development and advancement within the company.



SUPPORTING EACH INDIVIDUAL

- A new partnership with a global provider that **supports family health** now provides employees in the UK with access to support for everything from family building to menopause.
- Wellbeing webinars and individual health consultations are available year-round, focusing on both men's and women's health to **support overall wellness**.
- Flexible and inclusive work models, including hybrid work arrangements, are offered to **support employees' work-life balance** in addition to other flexible policies.

Our 2024 Gender Pay Metrics



Compensation:

Gender Pay Gap				Gender Bonus Gap			
Men ¹	Women	Mean	Median	Men	Women	Mean	Median
114	152	8.9%	9.0%	86.8%	92.2%	-8.9%	14.8%

Pay, allowances, bonus and stock received in April 2024.

1. Numbers reflect the full pay relevant population only.

Bonus and stock paid in the year leading up to 5 April 2024.

A positive percentage means that the data is favourable to male employees while a negative percentage means that the data is favourable to female employees. The closer the percentage is to zero, the narrower the gap.

Representation:

Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
Men	Women	Men	Women	Men	Women	Men	Women
34.3%	65.7%	31.8%	68.2%	59.7%	40.3%	45.5%	54.5%

The quartile table shows the percentage of men and women that make up each quarter (or quartile) of our people, from the lowest paid quartile to the highest paid quartile.

We remain dedicated to advancing our efforts to narrow the pay gap every day by:



**ATTRACTING
TALENT**



**FOSTERING GROWTH
& DEVELOPMENT**



**SUPPORTING
EACH INDIVIDUAL**



Closing the gender pay gap in the UK requires the same relentless spirit Regeneron applies to helping people with serious diseases. It requires taking the long view and pushing established boundaries to support next-generation scientists in our organisation, local communities, educational institutions and society as a whole.

As with any organisation, our gender pay gap metrics may fluctuate year to year based on a variety of factors. What matters to us is our long-term progress towards closing the gender pay gap.

While we cannot eliminate the gap overnight, the progress made in advancing women into leadership roles encourages us to remain focused on attracting and retaining strong candidates at all levels in our organisation.

It's important to note for the purposes of this report, gender is defined by the UK government as binary; however:



**Regeneron respects
and champions
people of all
gender identities**



On
behalf of
Regeneron
UK

Susie Dorricott
Senior Director, Program Operations
Leader & Co-UK Site Head

Emmanuel Okoye
Vice President, Global Patient
Safety Sciences & Co-UK Site Head