



2025

Sustainability Highlights Report



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2025 Highlights Report

This report provides a summary of our sustainability approach and annual progress organized by impact area. It reflects the integration between sustainability and our business and is designed to link seamlessly with the Sustainability Impact Areas Index and Sustainability Data Download file on our website.

Reporting period

Unless otherwise noted, our sustainability data reflects progress made during the company’s fiscal year, January 1, 2025, through December 31, 2025. We discuss data and trends from previous years, and in some cases, relevant updates that have occurred in the first half of 2026. Additionally, we may share future intentions, where relevant.

Our approach

Our sustainability reporting considers the principles of CDP, as well as the recommendations outlined by the Task Force on Climate-Related Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB) Biotechnology & Pharmaceuticals Sustainability Accounting Standard. Our reporting also reflects alignment with the United Nations Global Compact and Sustainable Development Goals (SDGs).

 CLICK TO LEARN MORE:

- > [Sustainability impact areas](#)
- > [Sustainability data download](#)
- > [SASB index](#)
- > [UN SDG index](#)
- > [UN Global Compact](#)



About Lilly

A medicine company should do more *than just make medicine.*

By the numbers



150
years making
medicine



Medicines
sold in
~90
countries



\$13B+
invested in
R&D in 2025



50K+
employees

Lilly is a medicine company turning science into healing to make life better for people around the world. We've been pioneering life-changing discoveries for 150 years, and today our medicines help tens of millions of people across the globe. Harnessing the power of biotechnology, chemistry and genetic medicine, our scientists are urgently advancing new discoveries to solve some of the world's most significant health challenges: redefining diabetes care; treating obesity and curtailing its most devastating long-term effects; advancing the fight against Alzheimer's disease; providing solutions to some of the most debilitating immune system disorders; and transforming the most difficult-to-treat cancers into manageable diseases. With each step toward a healthier world, we're motivated by one thing: making life better for millions more people. That includes delivering innovative clinical trials that reflect the diversity of our world and working to ensure our medicines are accessible and affordable. To learn more, visit [lilly.com](https://www.lilly.com).



Headquarters
Indianapolis, IN



Impact in action

Our sustainability strategy

We work every day with the goal of growing our business in responsible and sustainable ways that better people's lives and benefit society.

Our impact begins with our purpose: to create medicines that make life better. We are advancing access to healthcare for more people around the world. We extend that impact to the communities where we live and work and to the environment that shapes human health — and we pursue all of it by fostering a thriving workplace where people do their best work, ethically and responsibly.



**Advancing access to
healthcare**



**Minimizing our
environmental impact**



**Improving lives and
communities**



**Fostering a thriving
workplace**



**Operating ethically
and responsibly**





A letter from our Chair and CEO



*To our
stakeholders:*

2025 was a year of meaningful progress for Lilly and those we serve, as more than 71 million people around the world benefited from our medicines.

We work every day to grow our business in responsible and sustainable ways that better people’s lives and benefit society, while providing a fair return to shareholders. Our impact begins with our purpose — to create medicines that make life better — and extends to the communities where we live and work, the environment that shapes human health and to our own workplace.

This year’s report reflects our progress in five areas of impact: advancing access to healthcare, minimizing our environmental footprint, improving lives and communities, fostering a thriving workplace and operating ethically and responsibly.

Advancing access to healthcare

In this year’s report, we have increased our transparency on how we are advancing access to healthcare across research, regulatory efforts, pricing and new channels, support for people in resource-limited settings, product supply and the education that helps patients and clinicians use medicines well.

Expanding access has remained central to our work in 2025, and we made progress working alongside the payers, governments, providers and communities who together shape whether patients can get the care they need. We are evolving how we price medicines globally, with the aim of narrowing the range of self-pay costs across developed countries over time. In the U.S., we reached an agreement with the government in November 2025 to expand access to our obesity medicines for eligible patients in federal programs, and we continued to grow

direct-to-patient pathways through LillyDirect and the launch of Lilly Employer Connect. We exceeded our Lilly 30x30 goal five years ahead of schedule, fulfilling our objective to provide improved access to healthcare for 30 million people in resource-limited settings by 2030. Underpinning all of this are sustained investments in the foundations of access, including more than \$13 billion in research and development in 2025 and more than \$55 billion in manufacturing committed globally since 2020.

Minimizing our environmental footprint

We continued to hold ourselves accountable for minimizing our environmental footprint, even as we brought significant new manufacturing capacity online. In 2025, we continued to reduce absolute emissions, which are down 42% across our operations since 2020, and we expanded the share of our electricity from renewable sources to nearly 80%.





Improving lives and communities

Our community engagement deepened in 2025 in existing locations and in new areas where we’ve expanded our manufacturing presence. Lilly employees gave more than 86,000 hours to causes near our sites as part of the Global Day of Service and other long-standing volunteer programs, and we donated nearly \$30 million to support the Lilly Foundation in its philanthropic work in the communities where we live and operate.

Fostering a thriving workplace

Our people are the driving force behind our progress. In 2025, we invested in our employees through a range of pay and benefits programs and supported their growth in other ways, including access to a new AI-powered coaching platform designed to provide real-time, personalized guidance tailored to an employee’s role, challenges, and aspirations.

More broadly, we continued to reshore jobs and hire new graduates and experienced professionals in growing parts of our business, including our manufacturing organization.

Operating ethically and responsibly

How we conduct ourselves makes fulfilling our purpose possible. We are able to deliver for patients, our communities, the environment, and our people because we hold ourselves to the highest ethical standards across our business. In 2025, we strengthened how we govern our use of data and AI and established a refreshed privacy framework in response to a rapidly evolving regulatory landscape. We also continued to invest in the systems and training that hold us to the standards our work demands, from near-universal completion of our annual Code of Business Conduct training to survey results showing employees feel safe to speak up.

As our company marks 150 years, we honor a legacy that generations of Lilly employees have built and grown in responsible and sustainable ways. With thanks to our 50,000 colleagues around the world and to all who partner with us in service of human health, we look forward to the work ahead.

Sincerely,

David A. Ricks
Chair and CEO

My signature affirms our company’s ongoing commitment and our intent to support and advance the United Nations Global Compact’s ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption, in addition to the United Nations Sustainable Development Goals.
- David A. Ricks



2025 at a glance



71M+

people benefited from Lilly medicines



40M

people reached in resource-limited settings



\$3.2B

in free medicines provided to charitable organizations¹



40+

countries in three months submitted for regulatory approval for orforglipron



42%

absolute reduction in Scope 1 & 2 GHG emissions from 2020 baseline



79.3%

of electricity demand from renewable sources in 2025



78%

engagement survey response rate



ZERO

workplace fatalities



86,000

volunteer hours for Global Day of Service



~\$30M

donated to Lilly Foundation²



~\$1.7B

spent with nearly 1,600 small businesses

¹ Including national relief organizations and the Lilly Cares Foundation (a separate U.S. nonprofit organization), which provide Lilly medications for free to qualifying patients. Products are valued at wholesale acquisition cost, and eligibility is determined by each tax-exempt organization.

² Eli Lilly and Company Foundation, commonly referred to as the Lilly Foundation, is a separate U.S. tax-exempt private foundation that provides philanthropic support to eligible U.S. organizations.





Sustainability governance

We integrate sustainability considerations into our decision-making at the highest levels of the organization, with clear accountability structures that extend from the Board of Directors through executive leadership to functional teams across the enterprise. Sustainability governance committees at the executive and senior leadership level set strategy and review progress, while functional-led governance of sustainability-related topics drive ownership in the business. Executive compensation reinforces this accountability, with many executives owning tailored strategic objectives related to our sustainability agenda that factor into their annual performance review and pay considerations.

Board committee oversight responsibilities

Directors and corporate governance committee

Brings emerging environmental, social, political and governance trends to the board's attention, as well as public policy issues. Also oversees corporate governance, including board performance, director independence and shareholder engagement.

Audit committee

Oversees enterprise-level risk management and our programs for information security, cybersecurity and data protection.

Ethics and compliance committee

Oversees legal, regulatory and quality compliance matters; holds primary oversight of non-financial compliance and, with the Audit Committee, our code of ethics.

Talent and compensation committee

Oversees our compensation philosophy and human capital management, including inclusion efforts; sets executive compensation; reviews CEO and senior leadership succession.

Science and technology committee

Advises the board on the quality and direction of our research and development and on emerging technologies, including AI, and supports risk oversight in R&D.



CLICK TO LEARN MORE:

- > [Sustainability governance](#)
- > [Corporate governance](#)
- > [Proxy statement](#)

LILLY BOARD OF DIRECTORS AND ITS COMMITTEES

Oversees sustainability strategy, performance and risk as part of the overall business strategy



Executive Sustainability Committee (ESC)

A subset of the Executive Committee that reviews strategy and progress against goals; members are actively executing our sustainability priorities through functional ownership



Sustainability Operations Committee (SOC)

Cross-functional senior leaders who develop sustainability goals and priorities, monitor trends and regulations and facilitate public disclosure alignment



Corporate Sustainability Team (CST)

Led by the VP of Sustainability, informs the sustainability agenda across the company and leads the cross-functional coordination of external reporting and controls

Task-Oriented Working Groups

Advance focused, time-bound sustainability initiatives

Local Sustainability Councils

Drive and localize strategy across countries and regional hubs

PARALLEL TO OPERATIONS

Function-led governance of sustainability-related topics

Many SOC members also lead function-specific governance groups that embed sustainability into day-to-day decisions and operations across the enterprise.





Advancing Access to Healthcare

In this section

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Advancing access to healthcare

Why it matters

Our purpose is to create medicines that make life better, and a medicine can only do that if it reaches the people who need it. Access is what satisfies need, and it depends on a series of distinct conditions: that the medicine exists, is approved in the markets where patients live, is priced and covered in ways they can afford, is physically available and that patients and clinicians know how to use it well. Each of these conditions represents a different challenge with its own solution, and each is shaped by decisions that extend beyond any single company. We focus on the parts of this chain where our work most directly affects whether a medicine reaches a patient.



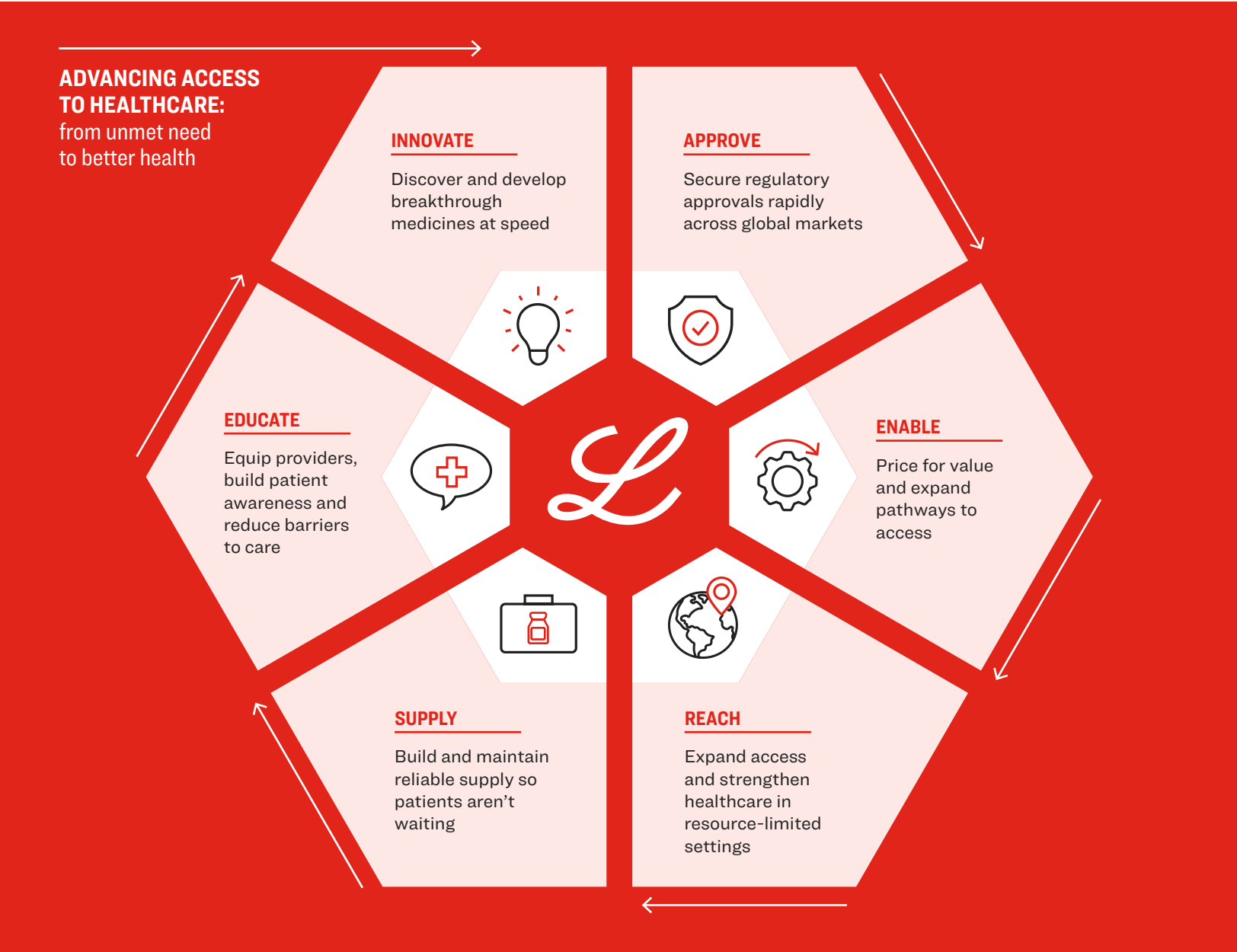


Medicine works
when people who
need it can get it.



71M+

people benefited from Lilly
medicines globally in 2025





Innovate

We are driven by the pursuit of bold science to develop not just quality medicines but innovative solutions at speed that change the future of healthcare.



From 11 years to 6

We have reduced the average wait between the first tested human dose to medicine launch.

Our approach

Discover and develop breakthrough medicines at speed

Innovation is central to our business strategy and is foundational to our ability to improve access to, and delivery of, healthcare. We are operating in an era of unprecedented opportunity for medical discovery, and our priority is to maintain a productive discovery engine, develop medicines to improve lives and manufacture them at the scale required to reach patients worldwide. Our approach spans the full arc of innovation — from expanding the range of diseases we can treat through new modalities and therapeutic platforms, to preparing markets, providers and health systems so that patients can benefit without delay when a medicine is approved. Across that arc, we focus on making disciplined decisions about which programs to advance, compressing the timelines that separate discovery from patient access and designing clinical trials that reflect the populations who carry the burden of disease. We also have built an external ecosystem that extends our reach and are deploying advanced technologies to accelerate discovery.

2025 highlights

Foundayo — one molecule, the full model

Foundayo (orforglipron), approved in the U.S. in April 2026 for chronic weight management, is the first molecule where our intentional innovation access strategy converged on a single asset. We chose an oral small molecule for patient reach, put multi-indication planning in place years before approval and activated innovation-readiness work well before launch

so that coverage and patient support were ready on day one. It is proof of the model in practice: when access is designed into a molecule from the start, we increase the opportunity for a medicine to reach patients on a timeline and at a scale that would not have been possible a decade ago.

Investing early to overcome health system barriers

Preparing health systems before approval is the bridge between development and delivery — so that when a medicine is approved, patients, clinicians and the broader health-care ecosystem are prepared.

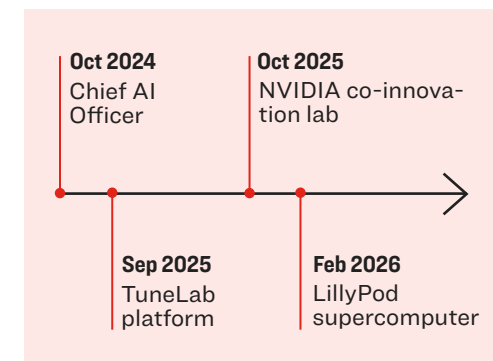
- Landscape assessments completed for 31 disease states across 16 portfolio assets.
- Funded execution plans across obesity, Alzheimer's disease, cardiovascular disease and lung cancer — including the 2025 launch of the Brain Health Matters public health campaign for Alzheimer's disease.

Concurrent development across indications

As of the end of 2025, 100% of new molecules entering late-stage development had multi-indication plans already in place.

- For **eloralintide**, alongside a lead weight management indication, simultaneously pursuing two additional indications as well as an add-on to weekly incretins therapy — all in Phase 3 testing¹.
- For **brenipatide**, simultaneously pursuing indications for alcohol use disorder and major depressive disorder, both in Phase 3, as well as five additional indications in Phase 2¹.

AI infrastructure build-out moving from idea to infrastructure



Enabling the early-stage biotech ecosystem

Lilly Catalyze360 is a comprehensive approach to enabling the early-stage biotech ecosystem by working across all therapeutic areas to remove barriers and accelerate promising science. In 2025, we made progress extending our innovation engine well beyond our own labs, accelerating promising science wherever it originates so more of it can reach patients:

- **Lilly Ventures** and Andreessen Horowitz launched a \$500 million Biotech Ecosystem Venture Fund.
- **Lilly Gateway Labs** expanded to six global sites with the announcement of a Philadelphia location in November 2025, followed by a new site in Korea through a collaboration with Samsung Biologics announced in March 2026.
- **TuneLab** launched in September 2025, opening Lilly's proprietary AI/ML models to the broader biotech community through federated learning.

¹ As of April 30, 2026



 **Impact in action**

Better endpoints, better access

A key part of bringing a medicine to patients is proving that it works, and we are interested in making that process easier on patients. We invest in evolving how new medicines are tested and approved, running the studies needed to validate patient-centric trial designs and bringing that evidence to regulators to update standards across the industry.

In MASH (metabolic dysfunction-associated steatohepatitis), a progressive and serious form of fatty liver disease, proving a treatment works has traditionally required liver biopsies — an invasive procedure that discourages many patients from participating in clinical trials. In our Phase 2 trial, tirzepatide was tested using traditional biopsies while simultaneously collecting imaging and blood-based measures, building the evidence that less invasive tests could be equally reliable.

In August 2025, the FDA took a foundational step toward accepting a non-invasive imaging measure as a valid endpoint in MASH, a submission we supported alongside other sponsors. Our newest Phase 3 trials for tirzepatide and retatrutide, registered in September 2025, have moved to non-invasive measures, replacing biopsy requirements entirely.

For patients, this means **a path into clinical research that no longer hinges**

on an invasive, risk-carrying procedure. It lowers a major barrier to participation and widens who can take part. For access more broadly, less invasive testing **speeds enrollment and shortens trials**, accelerating the path from discovery to an approved medicine that gets in the hands of the patients who need it. And because the validated endpoints become part of the regulatory standard, the **benefit extends beyond any single Lilly trial**. Every sponsor studying the disease can use them, compounding the gain for patients across the field.

We will continue to look for opportunities for more accessible endpoints for clinical trial participants, with the goal of improving the patient experience and efficiency of healthcare delivery.



CLICK TO LEARN MORE:

- › Innovate
- › Lilly science
- › Lilly clinical trials and research
- › Diversity in clinical trials
- › Lilly catalyze360
- › The co-innovation lab

 **WHAT'S NEXT**

The next chapter of Lilly's innovation strategy is defined not by any single molecule but by the convergence of therapeutic platforms that, taken together, represent a fundamentally expanded capacity to intervene in human disease.

Across these platforms, our trajectory is moving toward prevention: intervening earlier in disease progression, identifying risk before symptoms appear and ultimately shifting the standard of care from treatment to interception. The tools now exist to screen and prevent disease the way we screen and prevent certain cardiovascular events today. We realize this ambition will require continued investment in diagnostics, in clinical evidence that validates earlier intervention and in preparing health systems to act on what the science makes possible.

What distinguishes this moment is not any one of these platforms in isolation. It is that we are building capability across all of them simultaneously, supported by AI-enabled discovery, at-risk investment in parallel development, and an external ecosystem designed to accelerate promising science wherever it originates. The result is an innovation engine positioned to deliver not just more medicines, but fundamentally different kinds of medicines, for diseases and populations that the industry has not yet been able to reach.





Approve

The speed and breadth of our regulatory execution directly impact how many patients we can help.

Our approach

Secure regulatory approvals rapidly across global markets

For patients to access our medicines, we must seek marketing approval through each country’s regulatory authority. By pursuing simultaneous global submissions and engaging proactively with regulators, we aim to get our medicines approved in more countries, faster, broadening the population that can benefit in the shortest possible timeframe. Our approach addresses this challenge across four complementary dimensions:

- Building the operational infrastructure that makes simultaneous submissions in many countries possible at scale
- Compressing submission timelines where possible
- Leveraging unique regulatory pathways to bring medicines to patients in more low- and middle-income countries
- Advocating for regulatory harmonization



Impact in action

From sequential to simultaneous

A patient’s geography should not determine how long they wait for a new medicine. Our submission approach for orforglipron, an oral GLP-1 medicine for weight management, exemplifies how we are working to make this a problem of the past. Historically, pharmaceutical regulatory submissions moved sequentially — a medicine would be filed first in one or two markets, then expanded to others over the following months and years. The full lag from first submission to broad availability across countries could stretch to 36 months or longer. We have **invested in capabilities that shift regulatory work earlier in the development cycle and enable parallel execution across markets**. In 2025, we submitted orforglipron for regulatory approval in more than 40 countries within three months of our first submission. The U.S. Food and Drug Administration (FDA) approved orforglipron in April 2026 and reviews are underway in more than 40 other countries ¹, **making the traditional 36-month lag no longer the rule**.



40+

countries submitted orforglipron within 3 months of first submission

The infrastructure behind simultaneous submissions

Purpose-built infrastructure enables 40+ country filings in parallel rather than sequentially.

- 1 Centralized content planning — packages built once, deployed across dozens of countries
- 2 AI-based translation — cutting document prep from months to minutes
- 3 Dedicated response teams handling multiple health authorities in parallel
- 4 Digital tools for real-time global submission visibility



Outcome: compress the gap between first submission and broad availability globally.



CLICK TO LEARN MORE:

- > [Approve](#)
- > [Lilly science](#)

¹ As of April 30, 2026.





Enable

For nearly a decade, we have taken sustained action to improve patient affordability — and we are continuing to build on those efforts to bring innovative access and affordability solutions to a new generation of medicines.

Our approach

Price for value and expand pathways to access

Discovering a medicine and securing regulatory approval is only the beginning of patient access. Whether patients can obtain the medicines we discover depends on several factors: how the medicines are priced, how payers assess their value and structure coverage, which channels patients use to fill prescriptions and the policies that shape the health system. Our approach begins with understanding where patients need our medicines, then extends to the pricing,

payer engagement and policy work required to enable access. We price for the value a medicine delivers — such as fewer hospitalizations, reduced disease progression and better outcomes — as well as for the investment cycle that makes future medicines possible. And as access channels shift, we are helping lead that change. We are doing this by pioneering transparent direct-to-patient pricing through LillyDirect; new employer coverage through Employer Connect; and self-pay options that expand access in the U.S. and beyond, so that coverage design, cost or administrative friction do not determine whether someone starts or stays on treatment.

Lilly approach to pricing

We use a value-based approach to pricing, considering the following:

- **Customer perspective.** The unmet needs that medicines can fulfill for patients and caregivers, and how people can affordably access the treatment.
- **Company considerations.** The costs of research, development, manufacturing, distribution and support services for customers; business trends and other economic factors; and the medicine's potential market size and patent life.
- **Competitive landscape.** The benefits of our medicine compared to alternative medicines, and where our medicine is appropriate for treating conditions.
- **Contributing factors.** The implications of health system changes and policy guidelines.

Access pathways

Patients access our medicines through a range of pathways that vary by market and patient situation. Each pathway addresses different needs, and no single pathway is right for every patient or every market.

U.S.

- U.S. commercial insurance (Employer Connect)
- U.S. government programs (Obesity Access Agreement)
- U.S. copay assistance programs
- U.S. direct-to-patient (LillyDirect)

Outside the U.S.

- National health systems
- Emerging self-pay channels
- Regional partnerships





2025 Highlights

Access is increasingly shaped by how and where patients reach treatment. And we are driving innovation with new channels and coverage models that pair transparent pricing with fewer barriers between a patient and a prescribed medicine.

LillyDirect

In the U.S., coverage, cost and administrative complexity too often stand between patients and the treatments they need. At the same time, whether someone starts or stays on a medicine can come down to system design rather than clinical need. LillyDirect, launched in January 2024, is part of our response. It offers select Lilly medicines at transparent self-pay prices, delivered to the home or picked up through retail partners. In the first two years, one million people accessed their medicine through the platform, and **by the fourth quarter of 2025, Lilly Direct accounted for approximately 49% of new-to-brand Zepbound prescriptions.** This was all through a channel that did not exist two years earlier. In April 2026, LillyDirect became the primary launch channel for Foundayo, accepting prescriptions within days of U.S. approval.

Employer Connect

Launched in March 2026, Employer Connect is a direct-to-employer model giving employers a new pathway to offer obesity care coverage with transparent, predictable

pricing — outside traditional benefit designs. It addresses a real gap: **only about 50% of employer-covered people have obesity coverage today.** Through a growing network of independent program administrators and nationwide pharmacy support, employers can pair transparent manufacturer pricing with program models ranging from low-cost administration to holistic care, while preserving provider and patient choice.

U.S. Government agreement

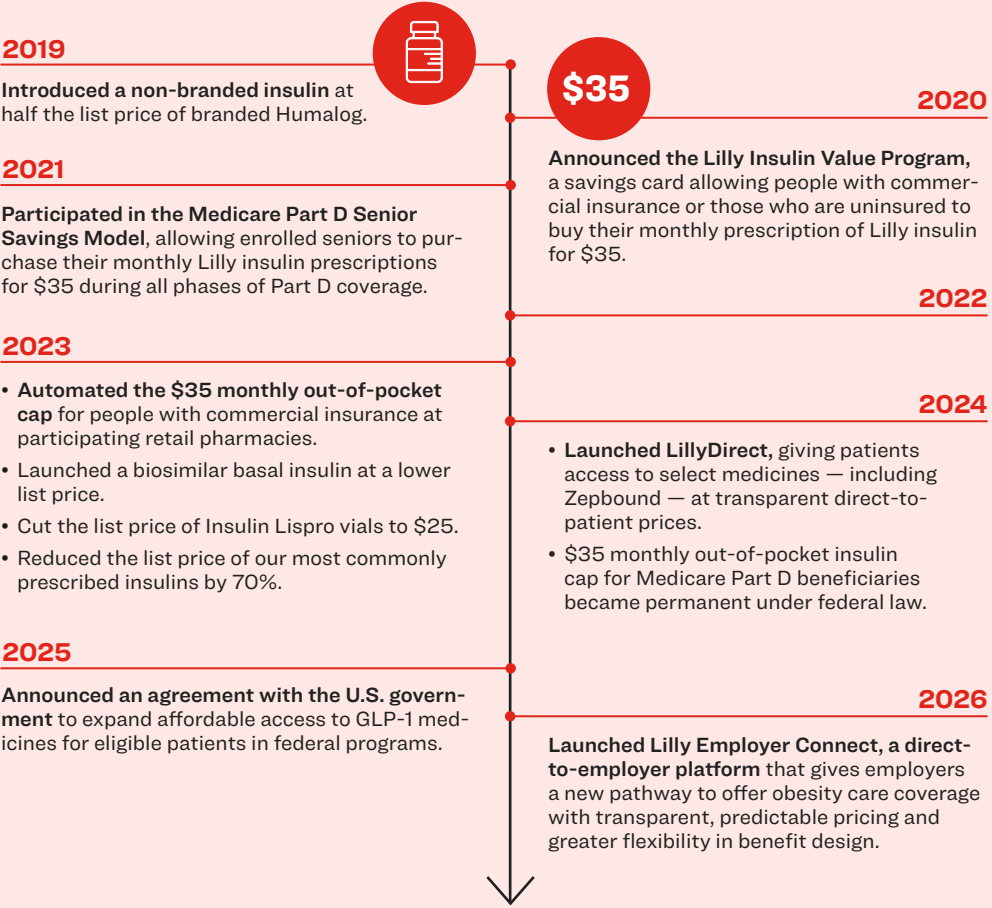
In November 2025, we reached an agreement with the U.S. government to expand access to obesity medicines for millions of Americans. Zepbound and Foundayo are available at reduced prices through government programs and direct-to-patient channels, and Medicare beneficiaries with obesity or overweight can access these medicines at significantly reduced out-of-pocket costs that are capped at \$50 per month. States can also expand access through Medicaid.

Pricing

A long-running approach to affordability

For nearly a decade, we have taken sustained action to improve patient affordability. Insulin in the U.S. has been our most visible example, and we are continuing to build on our efforts to bring innovative access and affordability solutions to a new generation of medicines and a broader set of patient needs.

U.S. access and affordability journey



Terms and conditions may apply to certain programs. Savings or caps may be applied automatically at participating retail pharmacies for people with commercial insurance. Government restrictions exclude people enrolled in federal government insurance programs from some Lilly savings programs. Federal law provides that Medicare Part D beneficiaries pay no more than \$35 per month for insulin.



U.S. Pricing Trends

Rebates and discounts for our U.S. portfolio have grown consistently since 2018, while net prices, the prices we realize, for many of our medicines have continued to decrease. These rebates and discounts reflect the scale of the payments that flow from manufacturers to other participants in the U.S. healthcare system before a medicine reaches a patient.

With regard to insulin affordability, as a result of the many actions since 2019, the average monthly out-of-pocket cost for Lilly insulin remained approximately \$15 in 2025. The average out-of-pocket cost per vial of both Humalog (U-100) and Insulin Lispro (U-100) was below \$5.

U.S. product portfolio ¹ pricing	2025	2024
Lilly list price changes ²	+2.9%	+3.8%
Average Lilly net price (as a % of list price) after discounts ³	39%	40%

¹U.S. Product Portfolio represents nearly all of our total U.S. human pharmaceutical revenue in 2025. In prior years, revenue from COVID therapies, divested products, and Bamlanivimab and Etesevimab, which are not marketed commercially, were excluded from this calculation. These were not relevant in 2025.

²List Price represents the weighted average year-over-year change in the wholesale acquisition cost (WAC).

³The average net price percentage is calculated by dividing net sales, which is the amount Lilly receives after rebates and discounts, by the annual gross sales (total sales at list prices, prior to all discounts).

Narrowing global price bands

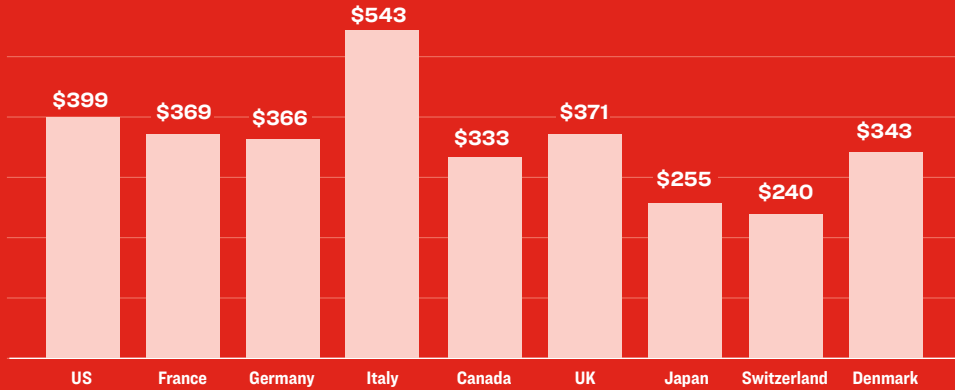
As we bring new medicines to patients worldwide, we are working to narrow the range of patient costs across developed countries. Tirzepatide (marketed for chronic weight management as Mounjaro or Zepbound, depending on the market), our largest revenue product, is an early example of what more consistent global pricing looks like in practice. However, comparing medicine prices across countries is complex: intermediary structures, purchasing power and health system design vary meaningfully across markets. The emergence of self-pay pricing channels, including LillyDirect,

has made consumer-level cross-country comparisons possible for certain medicines in ways they previously were not. For tirzepatide, public prices, adjusted for differences in economic conditions, across major developed markets fall within a relatively narrow range. We expect to continue moving in this direction with future launches.

CLICK TO LEARN MORE:

- > [Sustainability data download](#)
- > [Enable](#)
- > [Lilly medicines access and affordability](#)
- > [Lilly Direct](#)

Tirzepatide (5mg) public prices in select markets



U.S. LillyDirect price for 5 mg is \$399; international prices converted to USD using average exchange rates of 2025 and adjusted on a GDP-based index using World Bank GDP/capita data. Zepbound price to U.S. Medicare is \$245 for all doses. The price a patient ultimately pays may differ from the price at which we sell, due to pharmacy and distributor markups, taxes, and other costs outside our control.





Reach

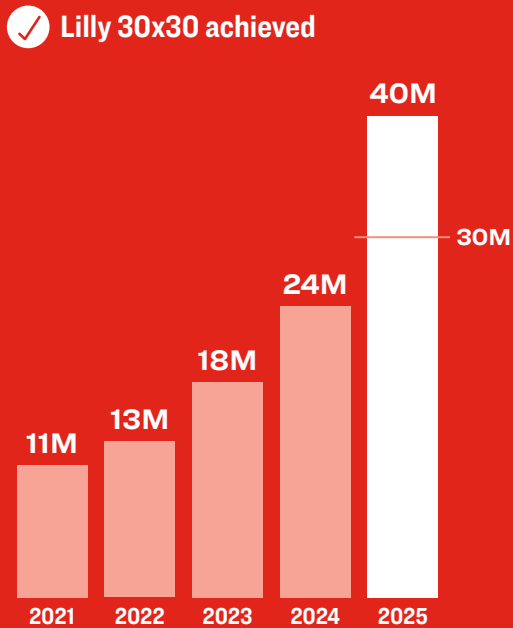
Access to healthcare is fundamental to global well-being and economic resilience.



Reach 30 million people by 2030

Improve access to quality healthcare for 30 million people living in resource-limited settings annually by 2030, through investments in people, medicines and health systems.

Goal met five years early in 2025, with 40M people reached.



Our approach

Expand access and strengthen healthcare in resource-limited settings

Non-communicable diseases (NCDs) like diabetes, cardiovascular disease, obesity and cancer are rising rapidly in low- and middle-income countries (LMICs), and often without the healthcare infrastructure to manage them. Throughout our 150-year history, we have worked to address some of the world's most pressing health challenges, including infections, diabetes, depression, cancer and obesity. Our global health efforts focus on NCDs and on people living in resource-limited communities in the U.S. and LMICs. Beyond our scientific innovations, we leverage our deep expertise to help close healthcare gaps and reduce the growing burden of NCDs. In 2016, we launched Lilly 30x30, a company-wide initiative to expand access to quality healthcare for 30 million people living in resource-limited settings annually by 2030. Our strategy employed a mix of pipeline development, access programs and philanthropic initiatives, which led us to exceed our goal in 2025, reaching approximately 40 million people.





2025 metrics



\$3.2B+
in Lilly medicines provided to charitable organizations¹



More than 65,000
children and youth with diabetes in resource-limited settings gained access to Lilly Insulin enabled by our support of the Life for a Child program



\$362M
combined commitment to global health initiatives through 2030 from Lilly and the Lilly Foundation²



38
active engagements with a focus on LMICs in South and Southeast Asia, Sub-Saharan Africa as well as Mexico and resource-limited populations in the U.S.



Impact in action

Lilly and UNICEF collaborate to give millions of children a healthier start

LMICs account for 82%³ of premature deaths linked to noncommunicable diseases — and the conditions that are behind them, ranging from diabetes to sickle cell disease, often take root in childhood. In May 2026, we committed \$50 million to UNICEF USA seeking to change that trajectory. Over six years, the work will help **21 countries fold prevention, diagnosis and long-term care for childhood NCDs into routine health services.** This will include training health workers, improving early detection and bringing treatment closer to home for an expected 30 million children and caregivers. Since 2022, as a part of our 30x30 philanthropy pillar, more than \$20 million in support that Lilly has given to UNICEF USA has enabled UNICEF to reach nearly 16 million children and caregivers by delivering essential health services and care for childhood NCDs. The support has also advanced NCD awareness and strengthened health systems in resource-limited settings. **A child's odds of a healthy life shouldn't hinge on where they're born, and this work moves more countries toward making that a reality.**



WHAT'S NEXT

Achieving our 30x30 goal five years ahead of schedule marked an important milestone in Lilly's global health journey and underscored the scale of opportunity still ahead. More than a billion people living with diabetes and obesity still face barriers in accessing the medicines they need. Building on the strong foundation established through 30x30, Lilly is developing a new commitment to expand its efforts to address the growing burden of diabetes and obesity in resource-limited settings worldwide. This next chapter will reflect Lilly's continued ambition to close the gap in access to cardiometabolic health medicines between higher-income and resource-limited settings.



CLICK TO LEARN MORE:

- > [Reach](#)
- > [Lilly Foundation](#)
- > [Public policy](#)

¹ Products are valued at wholesale acquisition cost, and eligibility is determined by each tax-exempt organization.

² The Lilly Foundation is a separate U.S. tax-exempt private foundation that provides support to eligible U.S. organizations consistent with Lilly Foundation's philanthropic priorities.

³ <https://www.who.int/news-room/fact-sheets/detail/noncommunicable-diseases>

Note: UNICEF does not endorse any company, brand, product or service.





Supply

The ability to reliably produce and deliver medicines at scale is as fundamental to our mission as the science that creates them.



\$55B+

announced in global manufacturing investment since 2020 — these investments reshore critical API production capabilities, extend our parenteral manufacturing network and build capacity for current and future pipeline medicines

Our approach

Build and maintain resilient and reliable supply so patients aren't waiting

Advancing access doesn't end with approval. A medicine helps patients only if it's reliably produced and delivered at scale. Since 2020, we have announced more than \$55 billion in manufacturing investments globally, including 14 sites currently under construction in our 24-site network located in 10 countries. Building capacity ahead of demand and closer to where patients live helps reduce the risk that any patient is left waiting for a medicine. Our approach is built on five principles, each aimed at expanding access:



Proactive inventory preparation for key launches

We build capacity ahead of demand, making manufacturing investments before regulatory approvals are certain so that supply is ready when patients gain access. For major programs, we coordinate launch supply readiness with regulatory timelines, just as we did for Foundayo, building active pharmaceutical ingredients (API) and finished-dose capacity ahead of FDA approval so product could reach patients without delay.



A global footprint built around patients

Our manufacturing investments anchor a footprint we are building out globally to serve patients where they live. Local production reduces supply chain complexity, shortens the distance between factory and pharmacy and strengthens our ability to serve growing patient populations across the world.



Meeting people with the right presentation

People do not all need or want the same medicine in the same form, so we produce across multiple forms and formats. That means device options for our injectable medicines and oral presentations where the science allows. With the approval of Foundayo, we became one of the first companies to bring an oral GLP-1 medicine to patients with obesity, expanding the population our medicines can reach.



Technology enabling speed

Advancing technology lets us produce more medicines from the same infrastructure, reducing the time between production and patient access. Our facilities employ machine learning, AI, digitally integrated monitoring and advanced automation — including AI-powered digital twins that simulate manufacturing configurations before we implement them physically. For our incretin medicines, this has directly increased the volume of doses we can produce.



Expansion without compromise

As we expand at this scale, we are accountable for how that growth affects the communities and environments where we operate. New facilities incorporate renewable energy, automation, green chemistry principles and flexible, multi-purpose design. These are choices that increase output while minimizing environmental impact. We see growing to meet patient demand and operating responsibly as connected, not competing, priorities.



CLICK TO LEARN MORE:

- > [Supply](#)
- > [Supply chain management](#)
- > [Lilly manufacturing and quality](#)





Educate

Access does not end when a person fills a prescription.



Our approach

Equip clinicians, build patient awareness and reduce barriers to care

A medicine can only improve health if it reaches the right people and is used correctly. Education is key to closing the gap between availability and better health worldwide. Our education strategy is designed to ensure several critical things: that healthcare providers have the knowledge to identify appropriate patients and deliver effective care, that people have the understanding and support to start a therapy and stay on it and that the broader healthcare environment is prepared when new medicines become available. This work begins well before regulatory approval, so each enabler is in place by the time a medicine launches. Because better outcomes depend on aligned effort across systems, clinicians and the people they serve, we focus on five areas: supporting providers with medical information, building patient and community awareness, reframing misunderstood chronic diseases, supporting patients from prescription through sustained health and embedding health literacy.

 **CLICK TO LEARN MORE:**

- > [Educate](#)
- > [Find care](#)

Reducing barriers to care

Some of the hardest barriers to care aren't clinical — they're misunderstanding, stigma and not knowing where to turn. The following three efforts meet people before they reach a clinic, reframing how conditions are understood and helping people take the first step toward care.



Brain Health Matters. This is a multiyear global campaign launched in 2025 that encourages people to take charge of their brain health and lower their risk of dementia from conditions like Alzheimer's. Building on 35 years of research, it works to make proactive brain care a regular part of long-term wellness, since up to 45% of dementia cases may be prevented or delayed by managing modifiable risk factors.



Sides of My Skin. This is a community skin health initiative that improves the journey to dermatology care by meeting people where trust already lives. Starting in late 2025, it has reached Houston, New Orleans and Miami — bringing skin health education, non-diagnostic screenings and navigation support into communities through trusted intermediaries like barbers, stylists and community health workers.



Disrupting the stigma of obesity.

Obesity is a chronic disease with established biological drivers, yet it is often misunderstood as a personal failing. We contributed to the evidence base through an OBSERVE study published in Obesity Science & Practice in 2025, examining how internalized weight bias relates to other social determinants of health. We have a surrounding global consumer campaign to raise awareness of obesity as a disease.



Lilly Health app — Launched in June 2025 in partnership with WellDoc, this app gives patients who are prescribed Zepbound, Mounjaro or Foundayo a personalized health and medicine platform. It supports people between clinical visits by providing medication tracking, dosing reminders, device connectivity and a content library — helping turn a filled prescription into sustained, day-to-day care.





Minimizing Our Environmental Impact

In this section

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Minimizing our enviromental impact

Why it matters

Making medicines requires valuable resources such as energy, water and raw materials. This means that as Lilly grows to meet rising patient demand, so does our responsibility to minimize our environmental footprint. Climate change, water stress and waste all affect human health, particularly in the most vulnerable communities. Lilly is focused on lowering emissions, conserving water, minimizing waste and designing products with sustainable principles. Reducing our footprint is not separate from our mission to make medicine; it is part of how we fulfill it.





Climate

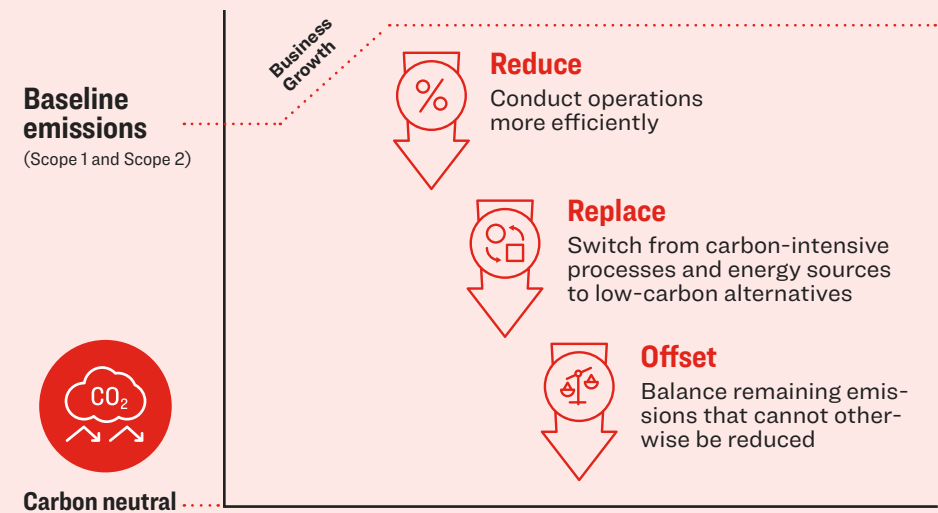
As our business grows to serve more patients, we are committed to building climate resilience across our operations.



Our approach

We are working toward 100% renewable electricity and carbon neutrality in our own operations (Scope 1 and 2 emissions) by 2030, using a three-pronged approach: reducing energy and emissions through efficiency, replacing carbon-intensive sources with low-carbon alternatives and offsetting remaining emissions where reduction is not yet possible. We are working to advance transparency across our value chain, including in our Scope 3 emissions, by engaging with key suppliers and collaborating with industry peers to better understand value chain activities and emissions impacts. Through these efforts, we aim to improve the tracking and analysis of our supply chain emissions, identify reduction opportunities where possible and use the insights gained to inform our evolving supply chain strategy related to climate change.

Climate strategy



Our 2030 climate goals	2025 progress
Become carbon neutral in our own operations (Scope 1 and 2 emissions)	- From 2020 to 2025, 42% absolute emissions reduction in our own operations and 8% year-on-year reduction from 2024 to 2025 - Reduction driven by energy efficiency improvements and increased use of our renewable electricity, which was partially offset by business growth at existing sites and bringing new manufacturing facilities online
Secure 100% of our purchased electricity from renewable sources	79.3% of our electricity demand — 619,000 MWh — came from renewable sources, including on-site generation, purchased energy and renewable energy certificates
Enhance tracking and reporting of emissions from our value-chain (Scope 3 emissions)	- Scope 3 emissions were 8,220,000 metric tonnes CO2e, up from 6,174,000 in 2024, with the growth primarily driven by increased spend on purchased goods and services driven by our accelerated business growth - Scope 3 accounted for 95% of our total GHG emissions





Scope 1 and scope 2 emissions (tonnes of CO₂e)

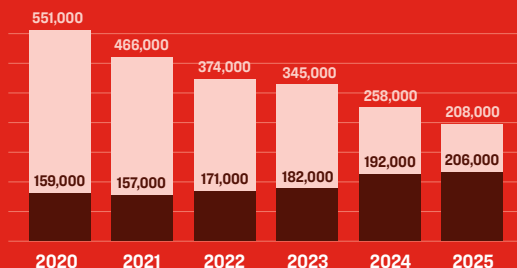


42%

absolute emissions reduction
from 2020 to 2025

Scope 1

Scope 2
(market-based)



Impact in action

LEED in Limerick

When we set out to design our manufacturing site in Limerick, Ireland, we made a deliberate choice: **build it with energy and environmental consideration in mind from the start, not retrofit it later.** In 2025, the work paid off. Our Limerick site earned our first-ever Leadership in Energy and Efficiency (LEED) Gold certification — recognizing buildings designed for high standards of energy efficiency, water use and environmental performance. The site produces key ingredients for several of our medicines in a regulated environment where quality and safety leave little room for compromise. Designing sustainability in from the start meant advanced automation, digital monitoring and efficient energy systems. Broadly across our network, we emphasize LEED principles as a framework for healthier, more efficient and more sustainable buildings.

2025 Highlights

Previously, we signed an agreement to buy about 450,000 megawatt-hours of renewable electricity annually from a new large-scale wind farm. It came online in 2025 and is expected to provide a significant portion of our renewable electricity needs. It joins a growing footprint of on-site solar at our facilities in the U.S., including Puerto Rico, and in France, Ireland, Italy, Spain, India and China. As our manufacturing capacity grows to meet patient demand, our renewable supply must grow with it. Investments at this scale are how we expect to achieve our goal of 100% renewable electricity by 2030, even as the business expands.



CLICK TO LEARN MORE:

- > [Climate](#)
- > [Sustainability data download](#)
- > [CDP response](#)





Waste



The most effective way to reduce waste is to avoid creating it.

Our 2030 waste goals	2025 progress
Zero waste to landfill from routine operations	25 of 37 in-scope facilities achieved the zero-landfill target, resulting in 0.7% of our waste from routine operations being sent to landfill, both improvements compared to 2024
100% of plastic waste repurposed for beneficial use, with at least 90% recycled or reused	- Repurposed 96% of plastic waste for beneficial use, primarily driven by the recycling of plastics from our manufacturing processes and incoming packaging material - Of total plastic waste, approximately 83.7% was recycled or reused, a decrease compared to 2024 primarily due to ramp-up of operations at newer sites
Integrate sustainability-focused design principles into product and packaging design processes	- Embedding sustainability criteria into new device design programs - Adopting mono-material design as a standard approach for new disposable devices - Integrating life cycle assessment (LCA) data into design decision-making

Our approach

We apply green chemistry to cut waste at the source, with a particular focus on plastic, given its global impact. This means seeking to minimize the materials that can become hazardous waste in manufacturing. From there, we follow a hierarchy that prioritizes reduction, then reuse, recycling and energy recovery — sending waste to landfill only as a last resort.



Impact in action

Indianapolis device and packaging site partnership with upstream supplier

Until 2025, the plastic trays that carry injection device parts through our Indianapolis Device and Packaging operations were used once and discarded. This year, working with our upstream supplier, we built a closed-loop recycling process: the trays are returned, remade and put back into use at Lilly for the same purpose. The change reduces virgin plastic, lowers the carbon footprint of the packaging step and saves money — all in one move. It is a small example of a broader principle that drives our 2030 waste goals: zero waste to landfill from routine operations, full beneficial use of plastic waste and sustainability built into how we design what we make.



CLICK TO LEARN MORE:

> [Waste](#)

Waste strategy



Reduce



Reuse



Recycle



Energy



Treatment



Landfill

Beneficial Use





Water

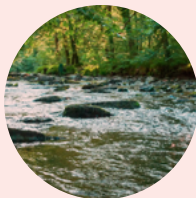
Water is essential to our operations, our communities and the patients we serve.

2030 water goals	2025 progress
Establish and implement water management plans for Lilly sites in water-stressed areas	100% of our manufacturing sites located in water-stressed areas have water stress management plans, and each site progressed against localized targets and initiatives.
Ensure 100% of Lilly sites meet predicted no-effect concentrations (PNEC) for Pharmaceuticals in the Environment	100% of Lilly manufacturing sites met pharmaceutical PNEC values established by the Lilly Aquatic Exposure Guideline (LAEG) program 100% of our manufacturing sites achieved wastewater discharges that were less than 10% of PNEC-based limits established for pharmaceuticals
Implement appropriate controls with Lilly contract manufacturers to prevent discharge of pharmaceuticals in wastewater above applicable PNEC-based limits for PiE	100% of Lilly's applicable contract manufacturers have been assessed and found to have appropriate controls to meet established PNEC-based limits

Our approach

We seek to manage water more sustainably by reducing risk in water-stressed areas and avoiding potential risks related to pharmaceuticals in the environment (PiE). Most of our sites operate where water scarcity and quality risk is low, but we continue to conserve and reduce water use, and to improve the quality of the water we discharge — working with sites worldwide to identify water-saving opportunities and wastewater treatment technologies.

2025 metrics



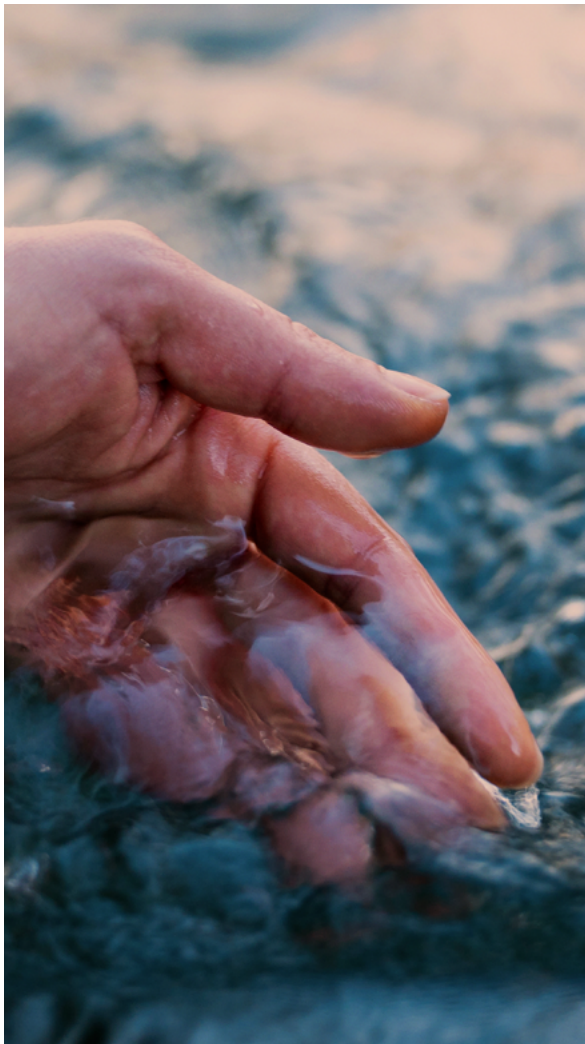
6.9%

of total water intake occurred at sites in water-stressed geographies



96.8%

of total water demand recycled or reused (277 billion liters of water)



 **CLICK TO LEARN MORE:**

- > [Water](#)
- > [Sustainability data download](#)
- > [CDP response](#)





Product stewardship

Each stage of the pharmaceutical life cycle carries distinct environmental considerations.



Our approach

We take a holistic approach to identifying, understanding and managing impacts across our value chain, which starts with making new medicines and stretches through manufacturing, distribution and end-of-life disposal. Because decisions made in research and development shape a product's manufacturing footprint, we integrate sustainability-focused design principles early in development to reduce potential health, safety and environmental impacts where feasible. These design principles include green chemistry and end-product engineering. And as our portfolio evolves, we remain focused on ways to reduce the footprint of our products across their life cycle while meeting patient needs.



Impact in action

Device Take-back and Recycling

Once an injection pen leaves the pharmacy, getting back the plastic it's made with is hard to do. The reason: the device has been used by a patient, and most recycling systems were not built to handle the complexity of the device. So, **we are testing what could work, market by market.** In Denmark, we are one of several manufacturers behind returpen™, a cross-industry pen recycling effort launched in 2023 that now includes collection sites at most Danish pharmacies. In France, we and Sanofi take part in RecyPen, a program led by the eco-organization approved to collect and treat waste from healthcare activities. The program collects insulin pens across four regions, with expansion planned for 2026. In the U.S., we are working with recyclers in several regions to assess the feasibility of their processes and technologies for recycling Lilly devices before scaling. In Germany, we are conducting a device take-back pilot, collecting devices from hospitals and clinics to study how their plastics and materials can be recovered or safely disposed of if not needed. Though **development is still under-way, each one tells us more about how to improve the sustainability of our injectable devices that our patients depend on.**

 **CLICK TO LEARN MORE:**

> [Product stewardship](#)





Biodiversity

For decades, we have been actively involved in environmental protection and nature enhancement across our global facilities.



Our approach

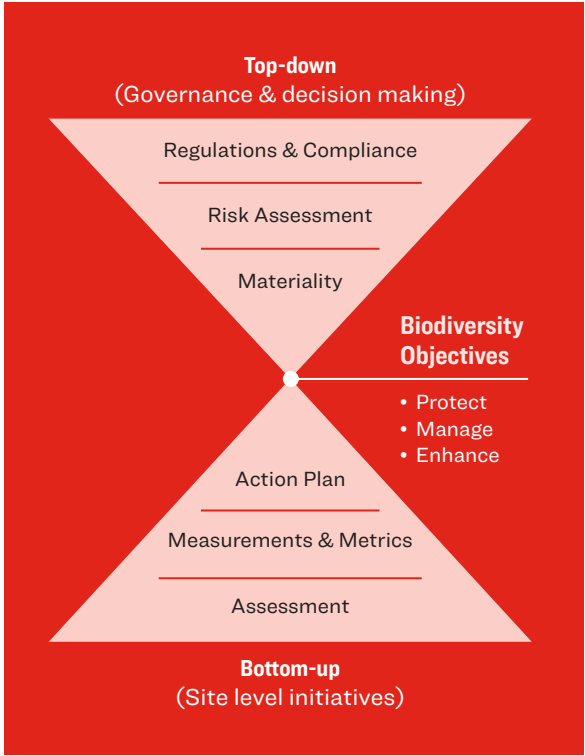
This longstanding work shapes how we integrate biodiversity considerations into the way we plan, build and manage our sites. Our approach centers on managing existing biodiversity at our sites and enhancing biodiversity within the communities where we operate. We collaborate with external partners, industry coalitions and our employees to raise awareness and drive action on biodiversity conservation. Our strategy bridges top-down governance and decision-making with bottom-up site-level initiatives and implementation.



Impact in action

Leading the industry in ecologically sound endotoxin testing

For decades, testing injectable medicines for bacterial toxins has relied on a reagent drawn from horseshoe crab blood — a practice that pressures a species already strained by habitat loss and overharvesting. A proven alternative exists: recombinant Factor C (rFC) detects the same endotoxins without the crab-derived reagent, and peer-reviewed studies have established the two as comparable. We were early to make the switch, beginning conversion in 2016. **Now we use rFC across all our injectable manufacturing facilities and for every new injectable medicine**, having converted about 79% of our internal manufacturing site testing to date. Our medicines using rFC testing for batch release have been approved by global health authorities and contribute to the health of millions of people around the world. As the rest of the industry follows our lead, the **crabs and their ecosystems benefit — with no trade-off for patients.**



CLICK TO LEARN MORE:

> [Biodiversity](#)





Improving Lives and Communities

In this section

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- Disaster relief 33





Improving lives and communities

Why it matters

We strive to strengthen the communities where we live and work through employee volunteerism, philanthropy, disaster relief and long-term engagement with local organizations.





Community engagement

Our impact extends beyond our medicines — to the communities where we live, work and grow together.



Our approach

As Lilly marks 150 years, we honor a legacy that has always extended beyond our medicines to the communities where we live, work and grow together. Our community engagement approach is guided by principles that emphasize trust, collaboration and shared impact. We engage communities as equals, align our actions with Lilly’s purpose and values and focus our resources where they can meaningfully expand access to education, health and economic mobility. Our work prioritizes long-term relationships over one-time activities, grounded in continuous learning and lasting impact.



Impact in action

Engaging community one site at a time

A new manufacturing site reshapes a community long before it produces its first dose. As we build out new U.S. manufacturing sites, **we are extending our community engagement efforts to the places that will host them** — in Indiana, Wisconsin, North Carolina, Virginia, Texas and Alabama. Our approach starts with listening: understanding local priorities before we invest, so the relationship rests on what neighbors need. We are piloting and expanding signature programs, including Connecting Hearts at Home, to carry that early listening into a lasting local presence. Our engagement around our Lebanon site in Boone County, Indiana in 2025 shows what that looks like in practice. **There, the work of becoming a neighbor started well before the new manufacturing site did:** one of our first acts in the community was funding STEM grants for four local elementary schools — and our engineers and scientists now spend time in those classrooms, helping students work through robotics projects and, sometimes for the first time, meet people who do science for a living. Nearby, our employees pack diapers for the Indiana Diaper Bank, easing a basic need that can determine whether a parent can send a child to daycare and get to work. These are the local priorities we surface by listening before we invest. As our manufacturing network grows, the pattern holds: **the sites will take years to build, but the relationships around them start now.**

Lilly Foundation

To extend Lilly’s charitable reach and impact, the Lilly Foundation¹ was established in 1968 and is supported by donations from Eli Lilly and Company. The Lilly Foundation supports initiatives focused on global health, K-12 STEM education, economic mobility and strengthening communities.

2025 metrics



86,000+
volunteer hours logged through Global Day of Service



\$7.4M
in combined United Way giving (employees, retirees, Lilly Foundation match¹)



\$29.7M
donated to Lilly Foundation¹ in support of its philanthropic objectives



CLICK TO LEARN MORE:

- > [Community engagement](#)
- > [Lilly Foundation¹](#)

¹ Eli Lilly and Company Foundation, commonly referred to as the Lilly Foundation, is a separate U.S. tax-exempt private foundation that provides philanthropic support to eligible U.S. organizations.





Disaster relief

Disasters can change lives instantly, and continuity of care can't wait for a crisis.



Our approach

Our response begins before disaster strikes: since 2009, we have worked with Direct Relief to pre-position insulin in Hurricane Prep Packs at health centers across the U.S., including Puerto Rico and the U.S. Virgin Islands, and we supply insulin to Direct Relief's Global Strategic Emergency Stockpile for rapid deployment. When disasters hit, we donate medicines at the request of humanitarian partners including Americares, Direct Relief and Project HOPE, and as a charter member of the Partnership for Quality Medical Donations, we help advance standards for responsible medical giving. Employee gifts, matched by the Lilly Foundation¹, support relief organizations such as the American Red Cross and World Central Kitchen, while the Lilly Diabetes Solution Center assists people in the U.S. with urgent diabetes needs, including those affected by disasters.

¹Eli Lilly and Company Foundation, commonly referred to as the Lilly Foundation, is a separate U.S. tax-exempt private foundation that provides philanthropic support to eligible U.S. organizations.



Pre-positioning insulin with Direct Relief

for Hurricane Prep Packs across the U.S., including Puerto Rico and the U.S. Virgin Islands since 2009.

 **CLICK TO LEARN MORE:**

> [Disaster relief](#)





Fostering a Thriving Workplace

In this section

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Fostering a thriving workplace

Why it matters

To deliver on our purpose, we need people who are empowered to do their best work. We are building a workplace where safety, well-being, inclusion and growth are part of how we operate every day.





Well-being

When our people are well supported, they show up differently — for their teams, their families and the communities around them.



Our approach

We take a broad view of well-being that supports the whole person: their health, their financial security and the life they lead outside of work — recognizing that how employees are supported shapes how they show up for patients. Local environments shape program offerings across our locations, but our framework is global, guided by a steering team that Lilly leadership sponsors across three pillars: Health, Money and Life.

Health. We support employees seeking to stay well, get well or manage a serious illness, providing comprehensive health benefits that include mental health. We also offer fitness and health coaching and provide onsite health clinics at many sites. We help build resilience among our employees, in part by encouraging movement, nutrition and rest. We also work to destigmatize mental health conditions.

Money. Base pay, bonus and stock programs reward employees for our shared mission, and are augmented periodically by **Lilly Shares**, our special global stock grant that gives eligible employees the opportunity to become Lilly shareholders. In many countries, we also provide pensions and savings programs, disability and life insurance and educational support. Additionally, we conduct pay equity studies across our global workforce.

Life. We help employees balance their personal and professional lives through flexible work arrangements, onsite conveniences and time off to disconnect — whether it is for vacation or during times of injury, illness or compassionate-care emergencies. Our global recognition program helps teammates formally celebrate one another through supervisor-to-employee, peer-to-peer and service-based recognition.

 **CLICK TO LEARN MORE:**

> [Well-being](#)





Safety

Safe workplaces are essential to ensuring the continuity, quality and trustworthiness of the medicines people rely on every day.



Zero injuries. We strive to achieve zero severe workplace injuries, with a focus on continuous improvement.

Our approach

We strive for zero severe injuries and zero fatalities on the job, and we treat protecting our people as foundational to how we operate across our laboratories, manufacturing sites and offices. We focus on developing safety leadership, reducing our most significant risks and maintaining business continuity. And all applicable employees complete regular health, safety and environmental training, including job- and site-specific procedures.

We measure performance with both leading indicators, such as ergonomic risk and safety culture scores, and lagging indicators, such as injury rates. We also use a well-recognized model, the DSS+ Bradley Curve™, to gauge how our safety culture is maturing. Our Life-altering Injury and Fatality Elimination (LIFE) program focuses on our highest-consequence risks, particularly in manufacturing and motor vehicle safety. Importantly, this focus extends beyond our own workforce: we hold contractors to strict qualification criteria and ongoing job-specific training, and we make clear that safety takes precedence over cost and schedule. We were pleased with our progress in 2025, and as our operations continue to grow, we intend to extend our safety standards and culture as new facilities come online.

2025 metrics



ZERO
fatalities



Severe injury rate
0.55 per 500
employees
Down from 0.60 in 2024



CLICK TO LEARN MORE:

> [Safety](#)





Engagement

When people feel connected to their work and supported in doing it, the results show — in the quality of ideas, the strength of teams and our ability to attract and retain talent.

Our approach

Eligible Lilly employees have been invited to share feedback through engagement surveys since 1995, giving leaders across the organization a consistent read on employee sentiment and a clear view of how new initiatives are landing. In 2025, our employee engagement survey was modernized to improve accessibility and relevance, resulting in a record 78% response rate. We view the increased participation as a signal that employees feel empowered to share their perspectives and are invested in helping shape how Lilly operates.

 **CLICK TO LEARN MORE:**

> [Engagement](#)

2025 engagement survey highlights

95% connect work to purpose

88% rate leaders highly on safety communication

84% agree teams overcome barriers effectively



2025 metrics



78%
engagement survey
response rate — record
high



9%
total
turnover





Learning and development

A workforce that is empowered to learn and evolve is better equipped to solve complex challenges and drive meaningful change.



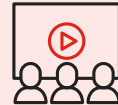
Our approach

Our approach to development is built to meet employees wherever they are in their careers. We provide tools so they can assess their strengths and plan next steps with their managers, build new skills through on-demand and live courses offered in multiple languages and grow as leaders through structured programs designed for every level. We make these opportunities accessible to all employees and continue to expand them as the capabilities our business needs evolve.

In 2025, we introduced a private AI coaching platform for all employees, offering around-the-clock, personalized guidance that complements the human coaching already in place. It reflects where our workforce is concentrating its learning: the most popular training last year centered on AI and generative AI, from practical skills to responsible use.

2025 metrics

 **85**
average training hours per employee

 **13,900+**
employees viewed development content

 **CLICK TO LEARN MORE:**

> [Learning and development](#)





Inclusion

Inclusion helps ensure our work reflects the diversity of the patients and communities we serve.

Our approach

Our value of Respect for People, originally articulated by Eli Lilly as “compassion for others,” has guided us for 150 years. This principle embodies our enduring approach to Inclusion by fostering a culture where everyone feels valued and empowered. Our strategy is grounded in two areas:

Empowering a culture of inclusion for all

Inclusion, to us, means everyone is respected and valued for their unique perspectives, feels they belong and has access to the opportunities and resources needed to contribute their best. We embed this in our daily work, rather than separate initiatives.

Building an accessible and supportive workplace for all

Our approach to disability inclusion and accessibility is built on intentional design, continuous learning and shared accountability, creating an environment where everyone can fully contribute. Because employees may choose not to disclose their disability status due to privacy concerns or stigma, our approach is grounded in trust, respect, disability-confidence and an ongoing effort to embed accessibility into how we work.

Inclusion helps ensure our work is informed by a broad spectrum of thoughts and experiences and reflects the diversity of the patients and communities we serve. We invest in making inclusion and accessibility a visible, sustained part of how we operate across the enterprise.



Impact in action

Accessibility moved from program to enterprise priority in 2025

Inclusion is not an abstract value at Lilly, but how we get the best work from our people and ensure our work reflects the patients we serve. Until recently, accessibility was treated as a compliance function: a set of standards to meet, and owned by a small, specialized team. In 2025, we changed that. **Accessibility was elevated, embodying our deep commitment to broad inclusion.** It became an enterprise-wide priority, embedded into how we plan large events, communicate, design digital products and build and operate facilities. Our annual Level Up Conference — our largest internal development summit — was redesigned around accessibility from the ground up, with broad use of assistive features across in-person, virtual and watch party formats. Looking ahead, we plan to continue working to embed accessibility by design and sustain continuous learning, ensuring every employee is supported in contributing their best. Our broader focus remains on making inclusion an everyday practice across the enterprise, strengthening the connection between inclusive behaviors, innovation and impact.

CLICK TO LEARN MORE:

- > [Inclusion](#)
- > [Lilly position statement on inclusion](#)
- > [Inclusion Lilly careers](#)





Operating Ethically and Responsibly

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→ Responsible AI and human rights	46





Operating ethically and responsibly

Why it matters

Lilly was founded on the values of integrity, excellence and respect for people — and those values remain central to how we operate. The way we conduct our business matters to the patients we serve, the people we employ and the communities where we work.





Corporate governance & Ethics and compliance



Corporate governance

Our approach

Our governance framework is built on an independent Board of Directors with a strong lead independent director, independent committees and regular shareholder engagement. The Board and its committees oversee company strategy, performance, executive compensation, succession planning, risk and emerging trends that may affect the business, while management is responsible for day-to-day execution and reports regularly to the Board. Each year, the Board and executive management conduct an in-depth review of the company's strategy, including key risks and decisions, revisiting them throughout the year as the business evolves. Executive management, the corporate secretary's office and investor relations engage with a variety of stakeholders on an ongoing basis, incorporating feedback that can inform the Board's thinking and the evolution of our governance practices.

CLICK TO LEARN MORE:

- > [Corporate governance](#)
- > [Proxy statement](#)
- > [Board governance](#)
- > [Corporate governance guidelines](#)

Ethics and compliance

Our approach

Our code of business conduct, policies, compliance management systems, performance practices, training and communications all work together to promote ethical behavior and reinforce a strong culture of integrity. Our ethics and compliance program includes board-level and management oversight, proactive risk assessments, written standards, training and communications, reporting, proactive monitoring, auditing and investigations processes designed to reduce risk, enhance compliance and prevent fraud and other violations. Our Chief Ethics and Compliance Officer designs and oversees the program, with reporting obligations to the CEO and regular updates to the Board of Directors, Ethics and Compliance Committee and Audit Committee, including an annual State of Compliance report. The Red Book Code of Business Conduct sets clear expectations for employee behavior with 11 responsibility statements available in 19 languages. Additionally, anyone inside or outside the company can raise a concern at [speakup.lilly.com](#), which is staffed by an independent firm 24 hours a day and available anonymously where permitted by local law.

2025 metrics



99.9%

of employees completed Red Book training prior to the due date

CLICK TO LEARN MORE:

- > [Ethics and compliance](#)
- > [Ethics and compliance hotline](#)
- > [Public policy engagement and political participation](#)
- > [Red Book Code of Business Conduct](#)
- > [Supplier Code of Business Conduct](#)





Patient safety & Supply chain management

Patient safety

Our approach

Lilly's Global Patient Safety organization monitors the safety profile of our medicines across the full product lifecycle, collecting and evaluating adverse-event data worldwide and communicating new findings to regulators, healthcare providers and patients as findings emerge. Underpinning this is an independent Global Quality organization that reports directly to our CEO. They apply a single lifecycle standard from research through manufacturing under a comprehensive quality management system. That same commitment extends to the people in our clinical trials, whose safety and well-being are monitored throughout each study under independent ethics-review oversight. And our product protection program safeguards the legitimate supply chain against counterfeit, compounded and illegally marketed products.

2025 metrics



ZERO
product recalls



CLICK TO LEARN MORE:

- > [Patient safety](#)
- > [Position statement on patient safety](#)
- > [Check the authenticity of your medicine](#)

Supply chain management

Our approach

Lilly applies a risk-based and proactive approach to supplier oversight that is designed to prevent shortages, so patients have the right medicine at the right time. We also set clear expectations through our Supplier Code of Business Conduct — aligned with Pharmaceutical Supply Chain Initiative principles and reinforced by a dedicated third-party risk management program. Ensuring our high-quality medicines are available wherever and whenever patients need them is one of our top priorities, and we work to maintain the safety and integrity of our medicines beginning with the procurement of materials and extending throughout the production process. Our internal sites

and external partners form a diversified network that we manage so that patient access is not compromised by disruption at any single supplier, facility or in any single market. We seek to work with like-minded suppliers who bring shared principles to how we operate together: we support the United Nations Global Compact principles, adhere to human rights and labor laws, comply with anti-corruption practices and promote sustainability efforts designed to minimize our environmental footprint. Our third-party risk management program, led by an internal center of excellence, rests on five foundational components covering the full engagement lifecycle from pre-contract due diligence through ongoing monitoring. Those five components are: governance and delivery, policies and standards, management processes, tools and technology and risk metrics and reporting.



CLICK TO LEARN MORE:

- > [Supply chain management](#)
- > [Supplier code of business conduct](#)



Impact in action

Product protection

All patients deserve medicine they can trust that is clinically tested and evaluated by regulators for safety and effectiveness. As demand for certain Lilly medicines has grown, so has the prevalence of illegitimate, falsified and counterfeit medicines that pose a serious and growing threat to patient safety. Often these products are sold online, through social media or at med-spas and wellness centers, sometimes making misleading claims about FDA approval or clinical testing.

Our product protection program reflects a sustained, long-term approach:

- We secure the integrity of our medicines through legitimate supply channels.
- We deter bad actors through targeted investigations, internet monitoring and legal action.
- We partner with government agencies, non-government organizations and trade associations to strengthen and enforce relevant laws.

We have published open letters informing patients, families and healthcare providers about the risks, and have filed legal actions against entities selling unapproved products.

Through 2025, those efforts intensified as we expanded our testing of suspect products, identifying compounded products that contained bacteria, high impurity levels or different chemical structures, while pursuing additional enforcement actions. **We continue to work alongside regulators and law enforcement, and to call on state and federal authorities to take decisive action against those who put patients at risk.**



Bioethics & Data privacy



Bioethics

Our approach

We were among the first pharmaceutical companies to establish a standing bioethics committee and have since built a dedicated Bioethics Program to embed bioethical principles across research and development. The program is overseen by the Chief Medical Officer and anchored by the Bioethics Advisory Committee, which includes internal researchers, business leaders and external experts. Guided by our Bioethics Framework for Human Biomedical Research and Principles of Medical Research, we apply a single global standard to trials involving human subjects, grounded in the Declaration of Helsinki, the Council for International Organizations of Medical Sciences (CIOMS) guidelines and International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH) Good Clinical Practices guidelines. In 2025, we shared insights from our consultation work at the Public Responsibility in Medicine and Research Annual Conference, contributing to broader industry dialogue on how bioethics principles are applied in practice.



CLICK TO LEARN MORE:

- › [Bioethics](#)
- › [Position statement on bioethics](#)
- › [Research ethics & position on key topics](#)
- › [Principles of medical research](#)

Data privacy

Our approach

Our privacy program protects the personal data of patients, customers and employees in compliance with applicable laws globally. The program is led by our Chief Privacy Officer within the Digital Legal Office. As data volumes and privacy laws have grown, privacy has become a board-level priority.

In 2025, as new comprehensive privacy laws took effect across additional states in the U.S. and international jurisdictions, we established a foundational Privacy Framework comprised of a set of privacy controls that now serves as the basis for ongoing program maturity. Additionally, we continued enterprise-wide training, with privacy considerations integrated into broader ethics, compliance and AI governance training. Our forward focus is the intersection of privacy, AI and digital health.



CLICK TO LEARN MORE:

- › [Data privacy](#)
- › [Data privacy frameworks statement](#)
- › [Privacy notice](#)





Responsible AI & Human rights

Responsible use of artificial intelligence (AI)

Our approach

We have established a global AI governance framework, owned by the executive-level Chief Information and Digital Officer. The framework is aligned with our Using AI Responsibly procedure, which sets standards for how AI is developed, deployed and used across the enterprise. The framework is anchored by seven principles and requires every new AI use case to pass a structured review before deployment. The seven principles consider whether use cases and tools are accountable, safe, valid and reliable, fair and equitable, privacy-enabled, transparent and explainable and sustainable. Employees remain accountable for the accuracy of AI outputs, and we hold third parties and vendors to the same standards. The Audit Committee of the Board provides oversight of AI-related risks and receives periodic briefings on responsible AI use.

CLICK TO LEARN MORE:

- > [Responsible use of artificial intelligence \(AI\)](#)
- > [Lilly AI policy and implications for digital health and drug development](#)
- > [Position statement on artificial intelligence](#)

Human rights

Our approach

We have been a signatory to the UN Global Compact since 2009 and reaffirm our support for the United Nations Global Compact (UNGC) Ten Principles annually. Our Human Rights position applies to Lilly operations globally and, through our Supplier Code of Business Conduct, extends the same standards to our supply chain. Respect for human rights is embedded in everything we do, across how we manage our own workforce, how we run our clinical trials, as well as how we consider the workers across our supply chain and the patients who depend on our medicines. We reinforce that commitment through transparency and a 24-hour Ethics and Compliance Hotline open to employees and the public worldwide.

CLICK TO LEARN MORE:

- > [Human rights](#)
- > [Position statement on human rights](#)
- > [Supplier code of business conduct](#)
- > [Lilly ethics and compliance hotline](#)
- > [UNGC index](#)





About This Report



About our reporting

Our approach

Our reporting is the primary way we inform key stakeholders about our sustainability ambitions and progress. Understanding that each group’s needs differ, we publish a suite of reporting elements targeted at various sets of stakeholders. We combine disclosure of strategy, policy, data and case studies according to our understanding of public interest and guided by key sustainability and reporting frameworks.

In addition to this Highlights Report, our reporting suite comprises:

- **Sustainability impact areas index:** An evergreen deep dive on nearly 30 topics that aims to provide an accessible, consistent framework for those looking for greater depth on our sustainability approaches and progress.

- **Sustainability data download:** Time-series data for our key sustainability metrics, intended to support analysis primarily for investors, third-party raters and NGOs.
- **Indices and framework responses and other topic-specific disclosures:** These map our reporting to specific metrics established by key reporting frameworks including SASB, TCFD and CDP (climate, water). It also includes specialized reporting, such as required state climate reports.

Delivering the sustainability reporting suite is managed and executed by the Corporate Sustainability team, with significant partnership from legal, communications and the various subject matter experts (SMEs) of the topics covered in reporting.

Scope

As a general matter, organizational changes (e.g., acquisitions and divestitures) are reflected in our reporting for the fiscal year in which they occur, or where this is not practicable, in the earliest subsequent reporting period possible. Organizational changes (e.g., acquisitions, mergers and divestitures) are evaluated to determine if they have a significant impact on our sustainability performance. To the extent data becomes available, reported years for impacted metrics may be recast to consistently reflect the organizational change. Not all metrics may be recast, as recasting is dependent on the availability and reliability of data from the acquired or divested entity. Our reporting does not include joint ventures, partially owned subsidiaries or outsourced operations. In addition, data may not be directly

comparable across reporting periods due to organizational changes (e.g., acquisitions and divestitures) or methodology refinements.

At times, our reporting references the Eli Lilly and Company Foundation, commonly referred to as the Lilly Foundation. The Lilly Foundation, which was established in 1968 and is supported by donations from Eli Lilly and Company, is a separate U.S. tax-exempt private foundation that provides support to eligible U.S. organizations consistent with Lilly Foundation’s philanthropic priorities. Our reporting may also reference other tax-exempt organizations, including the Lilly Cares Foundation, a separate U.S. charitable organization that offers the Lilly Cares Foundation Patient Assistance Program, which helps qualified people in need receive donated Lilly medicines at no cost. Eligibility for the support provided by any tax-exempt organization is determined by such tax-exempt organization.

Data measurement and uncertainty

Lilly and its affiliates may provide medicines to separate charitable organizations that offer free Lilly medicines to qualifying patients. Throughout our reporting, such products are valued at wholesale acquisition costs.

Lilly follows structured processes to collect, evaluate, calculate and validate the data included in our reporting. We consider external standards in deciding what data to collect and report. The data presented in our reporting are collected using various methodologies, which in some instances are based on assumptions and estimates in which there are inherent

uncertainties and limitations. For example, information may come from third-party sources and operations outside of our control. While we believe such information is reasonably accurate and is based on reasonable principles and methodology, the third-party collection and validation of this data is beyond our direct control. In addition, the achievement of certain sustainability goals and targets may be dependent on the actions of our partners, suppliers and other third parties, all of which are outside of our control.

Furthermore, environmental data in this report is subject to measurement uncertainties resulting from limitations inherent to the nature and the methods used for determining such data, including that data may rely on extrapolation, modeling or industry-average emission factors where primary data is unavailable. The precision of different measurement techniques may vary.

As we improve our methodologies and as new information becomes available, we may continue to revise our estimates and assumptions. Methodology changes may include, without limitation, changes in a calculation, improvements in the quality of data, greater data granularity or updates to available third party-reported data. Such updates may result in material changes to our calculations and may also result in adjustments made to the current and previous periods. Changes may also be driven by evolving external standards, frameworks or regulatory requirements, as applicable.







Forward-looking statements



This sustainability report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 (Exchange Act), and they are subject to the safe harbor created thereby under the Private Securities Litigation Reform Act of 1995. These statements are typically accompanied by the words “may,” “could,” “aim,” “hope,” “plan,” “estimate,” “project,” “intend,” “expect,” “believe,” “target,” “anticipate,” “seek,” “will,” “continue” and similar expressions or future or conditional verbs. These statements are based on management’s assumptions, estimates and expectations at the time the statements were posted, expressed in good faith and believed to have a reasonable basis, including statements regarding our sustainability targets, goals, commitments and programs and other business plans, initiatives, aspirations and objectives. However, we can give no assurance that any expectation or belief will occur or be accomplished. The following include some but not all of the factors that could cause actual results or events to differ from those anticipated:

- the significant costs and uncertainties in the pharmaceutical research and development process, including with respect to the timing and process of obtaining regulatory approvals and the ability of the company’s clinical trials to meet expectations;
- the impact and uncertain outcome of acquisitions and business development transactions and related costs;

- intense competition affecting our products, pipeline or industry;
- market uptake of launched products and indications;
- continued pricing pressures and the impact of actions of governmental and private actors affecting pricing of, reimbursement for, and patient access to pharmaceuticals, or reporting obligations related thereto;
- implementation of our voluntary agreement with the U.S. government related to drug pricing and access;
- developments or uncertainties related to our or competitive products, including as may relate to safety or efficacy concerns;
- dependence on relatively few products or product classes for a significant percentage of our total revenue and a consolidated supply chain;
- the expiration of intellectual property protection for certain of our products and competition from generic and biosimilar products;
- our ability to protect and enforce patents and other intellectual property and changes in patent law or regulations related to data package exclusivity;
- information technology system inadequacies, inadequate controls or procedures, security breaches or operating failures;
- unauthorized access, disclosure, misappropriation or compromise of confidential information or other data stored in our information technology systems, networks





and facilities, or those of third parties with whom we share our data and violations of data protection laws or regulations;

- issues with product supply, regulatory approvals or other negative outcomes stemming from manufacturing difficulties, disruptions or shortages, including as a result of unpredictability and variability in demand, labor shortages, third-party performance, quality, cyber-attacks or regulatory actions related to our and third-party facilities;
- reliance on third-party relationships and outsourcing arrangements;
- the use of artificial intelligence or other emerging technologies in various facets of our operations, including partnerships related to the use of, or the sharing of, such technologies with third parties, which may exacerbate competitive, regulatory, litigation, cybersecurity and other risks;
- the impact of global macroeconomic conditions, including uneven economic growth or downturns or uncertainty, trade and other global disputes and interruptions, including related to tariffs, trade protection measures and similar restrictions, international tension, conflicts, regional dependencies or other costs, uncertainties and risks related to engaging in business globally;
- fluctuations in foreign currency exchange rates, changes in interest rates and inflation or deflation;
- significant and sudden declines or volatility in the trading price of our common

stock and market capitalization;

- litigation, investigations or other similar proceedings involving past, current or future products, activities or intellectual property;
- changes in tax law and regulation, tax rates or events that differ from our assumptions related to tax positions;
- regulatory changes, developments and uncertainty;
- regulatory oversight and actions regarding our operations and products;
- regulatory compliance problems or government investigations;
- risks from the proliferation of counterfeit, misbranded, adulterated or illegally compounded products;
- actual or perceived deviation from environmental-, social- or governance-related goals, requirements or expectations;
- asset impairments and restructuring charges;
- changes in accounting and reporting standards.

For additional information about the factors that affect the company's business, please see the company's latest Forms 10-K, 10-Q and any 8-Ks filed with the Securities and Exchange Commission. We urge you to consider all of the risks, uncertainties and factors identified above or discussed in such reports carefully in evaluating the forward-looking statements in this report.



A woman with dark, wavy hair and bangs is laughing heartily, her eyes closed and mouth open in a wide smile. She is wearing a white, short-sleeved top with a ruffled neckline. The background is a bright, sunlit interior space with large windows showing greenery outside. A black hat is hanging on the wall behind her. The overall mood is warm and positive.

Lilly

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<https://sustainability.lilly.com/>