



# Ireland Gender Pay Gap Report 2025

*Lilly*

A MEDICINE COMPANY

# Introduction

Lilly's commitment to empowering an inclusive workforce enables us to attract and keep the best talent, fuels innovation necessary for the next breakthrough medicine, and strengthens our understanding of the patients who depend on us.

Lilly deeply values diverse backgrounds, skills and global perspectives, and will continue to be guided by our core values of integrity, excellence and respect for people.

## Lilly's Philosophy

Lilly has been operating in Ireland since 1978 and has delivered more than 40 years of investment, innovation and impact here.

Lilly's Ireland business is diverse with two strategic high-technology manufacturing campuses, a Global Business Solutions (GBS) centre supporting many of Lilly's key business units, and further employees in global roles.

Lilly is committed to ensuring that pay is administered in a fair and equitable way across the workforce.

“To solve some of the toughest challenges in medicines, we need the best people with the best, most creative ideas.

*We embrace a culture of inclusion, and it's driving business success.”*

- **Dave Ricks** | Chairman & CEO



**Tara Tibbs**

Sr. Vice President | Manufacturing Site Head  
Kinsale Manufacturing



**Mike Smith**

Vice President | General Manager  
Global Business Solutions  
Cork, Kuala Lumpur & Mexico City



**Dave Riordan**

Vice President | Manufacturing Site Head  
Limerick Manufacturing



# About Lilly Ireland

Lilly has been operating in Ireland for over four decades beginning in 1978, with the purchase of a farm in the West Cork countryside, near Kinsale.

Today the Kinsale campus includes three high-technology manufacturing platforms – Chemical synthesis, Biotech and Peptides – and supplies active ingredient for both clinical trial development and commercial use, making it one of few such sites in the world.

The Global Business Solutions centre in Little Island, Cork, was established in 2010 and has evolved from a shared service provider to become a key strategic enabler for the enterprise. Driving performance across multiple functions including Clinical, Medical, Finance, Customer Support, and more, the GBS teams are central to accelerating the delivery of our medicines worldwide.

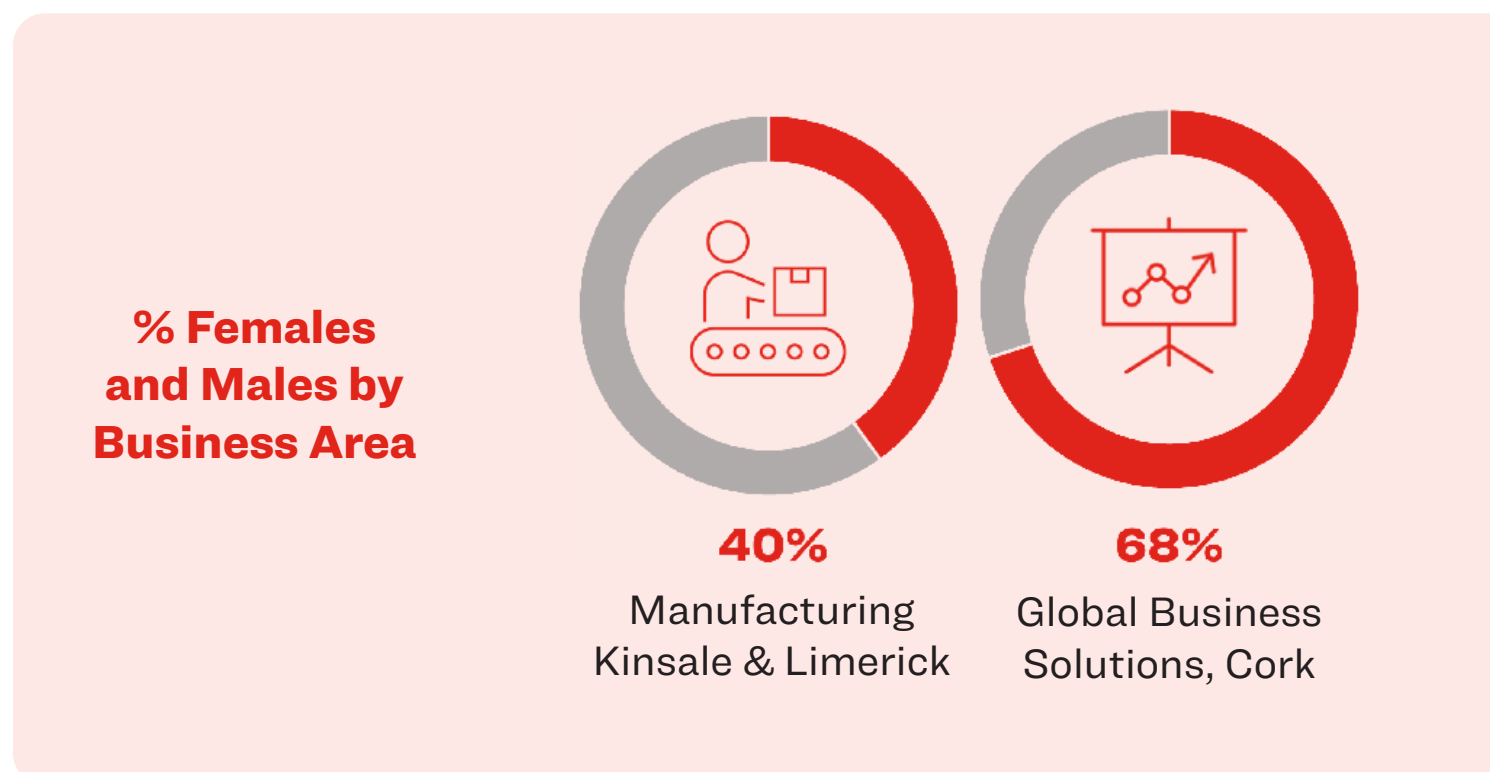
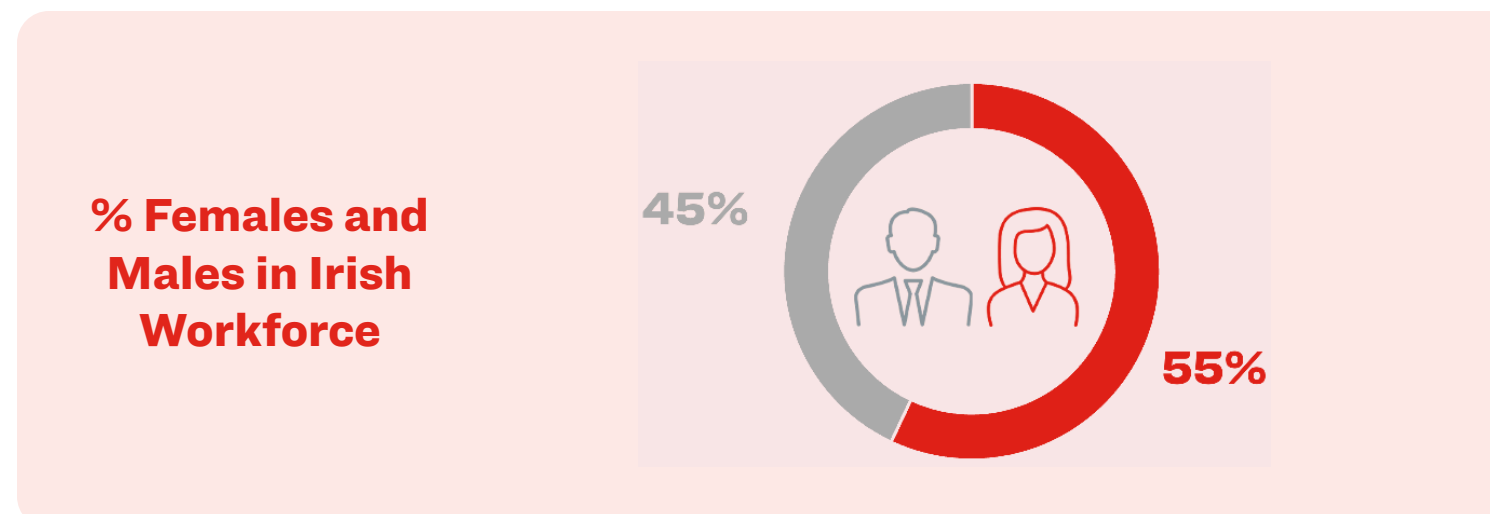
Lilly Limerick is a state-of-the-art biotech manufacturing campus in Raheen, Co. Limerick, where construction started in March 2023. This “Next Generation Biotech” drug substance facility will be one of Lilly’s most advanced manufacturing sites to date.

In 2025, we increased headcount by 17% across three sites to almost 4,100 employees as a result of investment in Ireland by Lilly.

Our manufacturing footprint is growing to support the commercialisation of our pipeline. In Manufacturing, employee numbers grew by 16% and we saw a 19% increase in the Global Business Solutions centre, Cork.

## Irish Workforce

The demographics of our Irish workforce vary by site because of the type of work undertaken across Kinsale and Limerick manufacturing sites and Global Business Solutions in Cork.



“We have been investing heavily in Ireland over the last years, our history here goes back a long way, and we are continuing to invest”.

- **Patrik Jonsson** | Executive Vice President and President of Lilly International



# Ireland Gender Pay Gap Requirements

## Ireland Gender Pay Gap Requirements

The Irish Gender Pay Gap legislation requires companies to disclose specific metrics and has outlined how these should be reported.

The data is calculated across all jobs and levels within the organisation as of 30 June 2025.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women across all roles and is expressed as a percentage of men's earnings.

All Irish companies with 50 or more employees are required to report their gender pay gap annually.

## Equal Pay versus Gender Pay Gap

It is important to remember that “gender pay” is not the same as “equal pay”, which is the right of men and women to be paid at a similar rate for work of equivalent value and has been law in Ireland since 1974.

## How The Figures are Calculated

### Mean & Median Pay Gap

The difference in average hourly rates of male and female relevant employees.

### Quartile Proportions

The proportion of male and female relevant employees by quartile.

### Mean & Median Bonus Gap

The difference in average bonus paid to male and female employees.

### Bonus Proportions

The proportion of male and female employees who received a bonus.

### BIK Proportions

The proportion of male and female employees who received BIK (Benefit in Kind).



# Our Results

The current mean gender pay gap in Ireland is 9.6% (Source: CSO 2022).

We are pleased that our mean and median pay gap across all our sites is significantly less than the national average. Mean pay gaps at Kinsale and Limerick are favourable to females, which is mainly influenced by females in senior leadership positions. The figures are also influenced by a talent acquisition strategy aimed at enhancing the diversity of our candidates and new hires.

In Cork, the mean pay gap favours women in temporary positions. In manufacturing, the higher mean and median gaps for temporary staff are influenced by the skilled craft apprentice roles which are mainly occupied by males, however we have increased our female representation in these roles during the current reporting period.

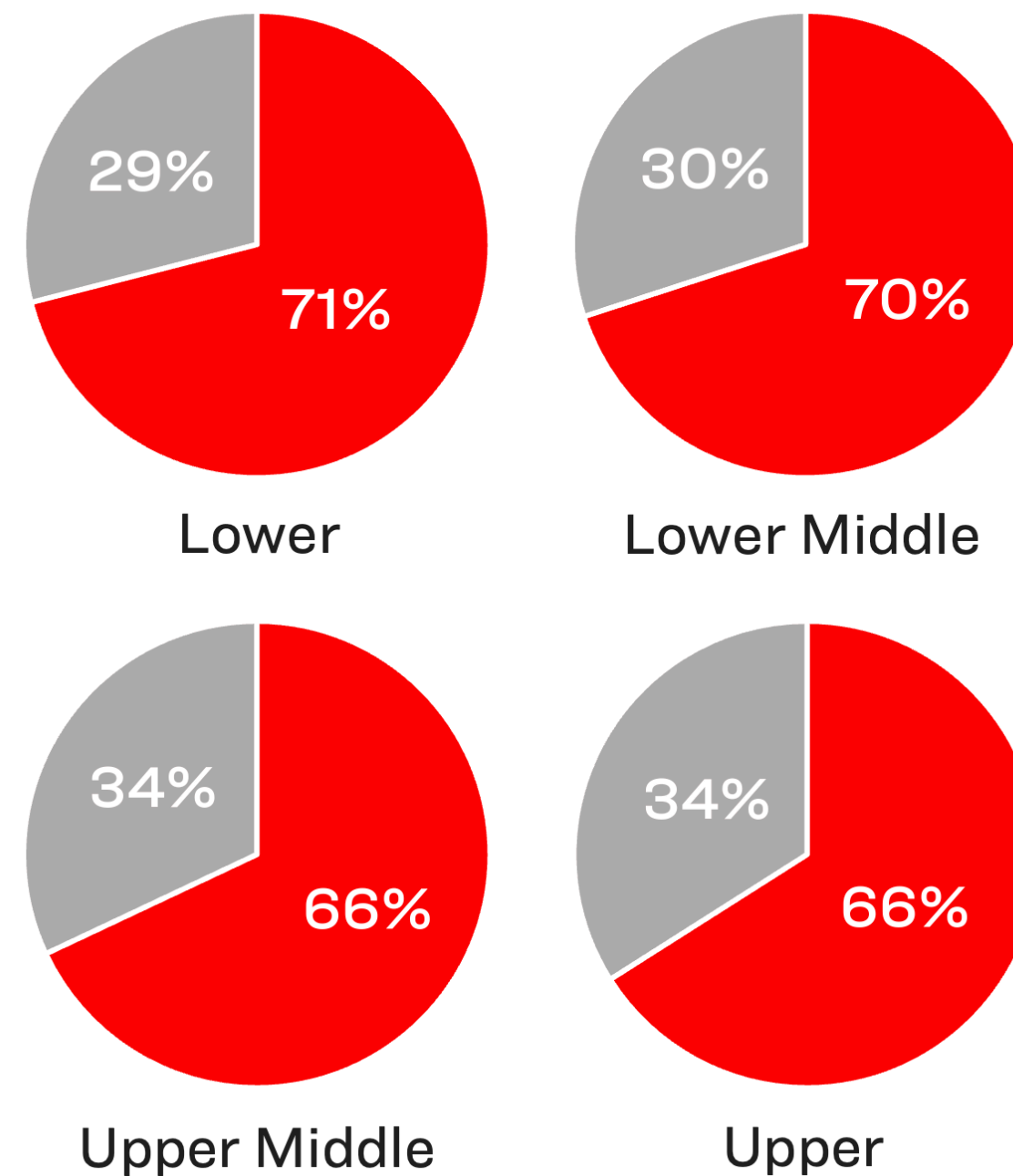
In Kinsale and Limerick, there has been improvement in both the lower and upper quartile pay ranges.

Mean Pay Gap		
Site	Global Business Solutions Cork	Manufacturing Kinsale & Limerick
All	4.6%	-2.5%
Part-time	N/A	3.1%
Temp	-10.3%	14.2%

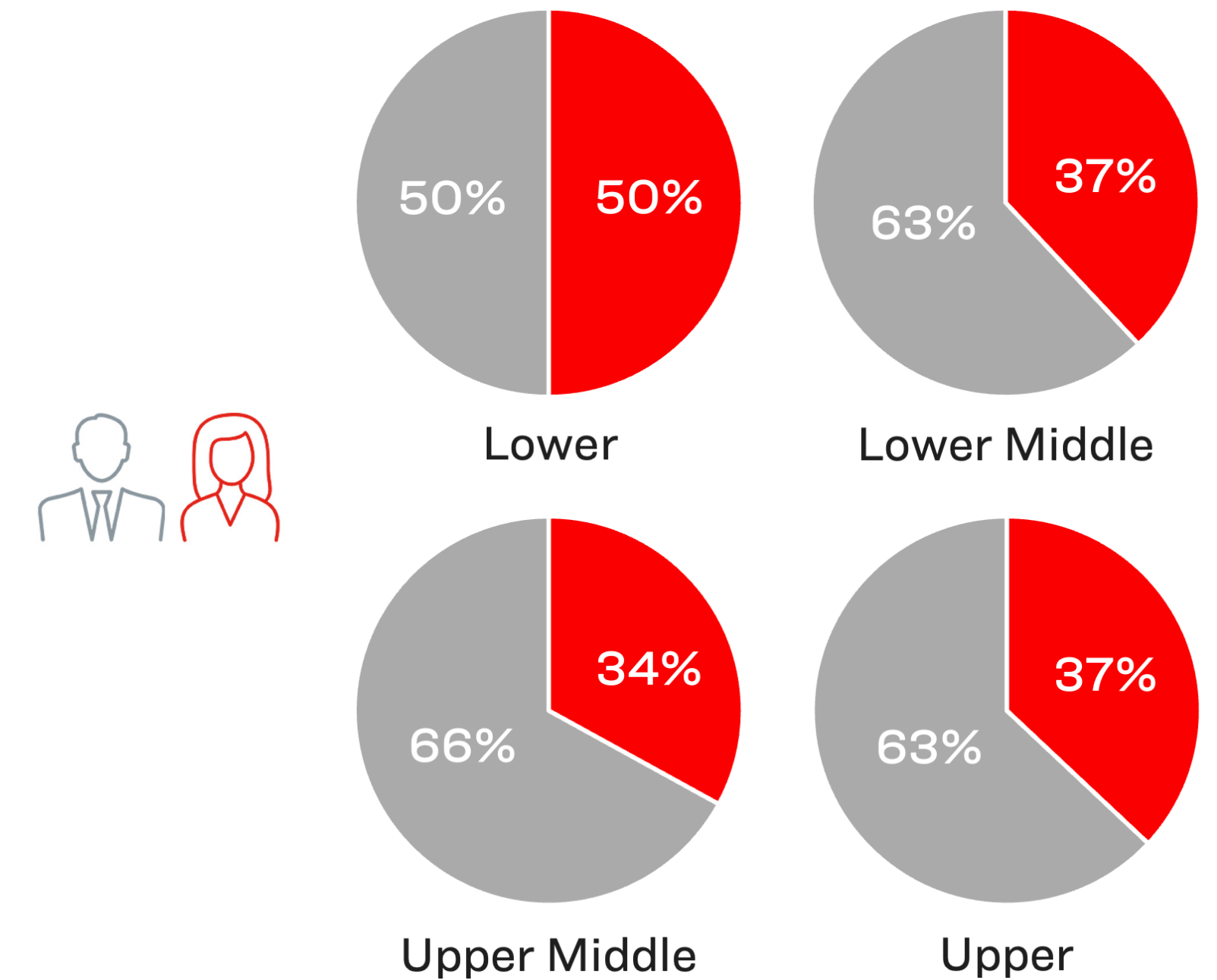
Median Pay Gap	
Global Business Solutions Cork	Manufacturing Kinsale & Limerick
5.1%	8.5%
N/A	-0.3%
-0.2%	9.6%

## Proportion of Men & Women in Each Quartile Across the Workforce

Global Business Solutions | Cork



Manufacturing | Kinsale & Limerick



### Mean & Median Pay Gap

The difference in average hourly rates of male and female relevant employees.

### Quartile Pay Bands

The proportion of male and female relevant employees by quartile.

# Our Results



We are pleased to announce that all employees are now eligible to participate in the Lilly bonus plan. In Cork there was a 5.94% reduction in the mean bonus gap in the first full year of all employees being eligible.

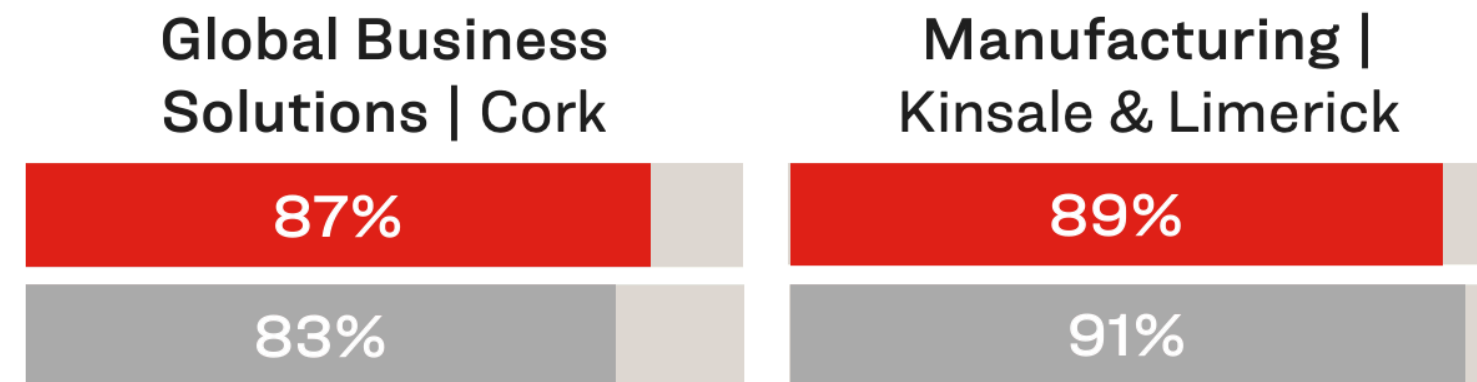
In Kinsale and Limerick, the mean bonus gap is favourable to women, driven by the payout of stock and bonus programmes above target. Since 2023, the number of women receiving bonuses has risen at all our locations.

Our manufacturing sites saw a significant combined improvement in the mean bonus gap due to the transition to the Lilly bonus plan in late 2024.

In Cork, 89% of women received BIK compared to 85% of men, whereas in Kinsale and Limerick, the figures are 87% for women and 91% for men. These figures are driven by the demographic of individuals who have chosen not to be part of our optional Health Insurance programmes.

Mean Bonus Gap		Median Bonus Gap	
Global Business Solutions Cork	Manufacturing Kinsale & Limerick	Global Business Solutions Cork	Manufacturing Kinsale & Limerick
12.8%	-34.9%	4.9%	4.7%

## Proportion of Men & Women Receiving a Cash Bonus



## Proportion of Men & Women Receiving BIK



### Mean & Median Bonus Gap

The difference in average bonus paid to male and female employees.

### Bonus Proportions

The proportion of male and female employees who received a bonus.

### BIK Proportions

The proportion of male and female employees who received BIK (Benefit in Kind).



# Our Commitment to Equal Opportunities

Cultivating an inclusive culture enables us to attract and retain the best talent, fuels innovation necessary for the next breakthrough medicine, and strengthens our understanding of the patients who depend on us.

Women represent 55% of Lilly's Irish employees and we are proud that across our sites in Ireland, 58% of the roles at senior leadership levels are occupied by women.

Women represent 54% of our senior technical positions, demonstrating our commitment to hiring and developing female representation in science, technology, engineering and mathematics (STEM) roles.

In the past year, we've seen an increase in women occupying higher-level positions in our manufacturing sites. We have continued to recruit top female talent, and this year, women accounted for 58% of our total hires across our locations in Ireland.

Lilly Ireland is deeply committed to nurturing and developing female talent at all stages of their career. We have several internal and external initiatives including leadership training, mentorship opportunities, coaching and professional development courses that provide women with the resources they need to thrive professionally and reach their full potential.

Integrating diverse talent is central to our talent strategy, which enables us to expand and enhance our talent pools in university campus recruiting, early career, and professional hiring. In areas of the business where women have historically been less represented, for example production operations, we are taking proactive steps to increase the numbers of women recruited into these roles, including a recruitment campaign aimed specifically at attracting females to apply for production operations roles in 2024/2025.

One aspect involves collaborating with our external networks to draw diverse talent into STEM positions. Engaging with female students and graduates through our external networks is vital for increasing the number of women in the pharmaceutical industry.

Each year, we recruit diverse talent for our Intern and Graduate Programmes. Impressively, 48% of these interns are women and there has been a steady rise in the number of female interns in STEM fields.

We continue to collaborate with University College Cork on the Employability Programme tailored for underrepresented groups. This programme features mentoring initiatives as well as a summer internship.

Lilly Limerick launched Limitless@Lilly, a development programme for early career professionals. This programme is inspired by inclusiveness and built with a bold vision: to empower every early career professional to thrive from day one and for every step ahead. The cornerstone of Limitless@Lilly is its inclusive design - connecting colleagues across teams, functions, and diverse backgrounds, fostering a culture where learning, collaboration, and connection fuel limitless potential.

We continued with our yearly global Level Up Conference, which includes inspiring speakers and valuable training sessions for both leaders and employees. The goal of the conference is to highlight the varied dimensions of inclusion at Lilly, fostering stronger connections and an enhanced sense of belonging to improve the employee experience.

Chairman & CEO David Ricks has stated that Ireland is **“a great source of talent”** for the company, as Lilly has had three Irish leaders work on the executive committee, more than any other European country.

# External Networks/Our Partners

## Internal Networks

Lilly's employee resource groups (ERG) focus on inclusion, mentoring and employee engagement, but also have a significant impact on our business. Lilly has several active ERGs, representing women, LGBTQ+ people, people from diverse cultural backgrounds, early career professionals and people with disabilities.

The objectives of the GIN (Gender Inclusion Network) and WILL (Women's Initiative for Leading at Lilly) are to remove obstacles that prevent women and men at Lilly from achieving their full potential by challenging attitudes and beliefs about gender.

EnAble's purpose and mission is to create a disability confident culture, where disability is seen as a valued dimension of difference, and to promote awareness, provide support and remove barriers for those living with disabilities, impairments or health conditions.

Lilly Limerick was recently shortlisted for the "STEM Recruitment Campaign of the Year" award at the 2025 Women in STEM awards. These awards recognise the achievements of women in science, technology, engineering and mathematics (STEM) and showcase organisations that foster a culture of innovation and creativity, providing the necessary support for women in STEM to reach their full potential.

Lilly Limerick recently won the "Staff Development and Upskilling" Award for 2025 at the Invest in Ireland Awards. The Invest in Ireland Awards recognise the contribution of the FDI sector to the Irish economy and society, not only through investment and job creation but also through integration into the community and the fabric of Irish life. The "Staff Development and Upskilling Award" honours programmes and projects that are the best at developing the inward investing business' skills and talent base. Through our collaboration efforts with the National Institute for Bioprocessing Research and Training, we have created a bespoke upskilling experience that has enabled our team to build industry expertise that will be applied with confidence as we get ready to operate.

## External Networks

At Lilly, we strongly believe in the value of fostering true partnerships between our industry and external stakeholders. Combining our expertise, experience and resources, together we can work as one to support better health for people around the world.

During 2025 we have continued our focus on partnering with external networks such as SSPC, Taighde Éireann – Research Ireland Centre for Pharmaceuticals, University College Cork, Munster Technological University, and the University of Limerick, amongst others.

This year, Lilly has also partnered with the University of Limerick and others to launch the Immersive Bioscience and Biotherapeutics (iBio) programme, a new BSc/MSc course that combines academic study with hands-on industry experience. This initiative aims to develop the next generation of pharmaceutical experts and innovators for the BioPharma sector in Ireland.

Additionally, we have continued to build on our external partnership with the Healthcare Businesswomen's Association (HBA) whose objective is to enable organisations to realise the full potential of their female talent.

2025 saw the launch of Community Change Makers, a social impact initiative launched across our sites in Cork, Kinsale, and Limerick. It provides over 4,000 employees with opportunities to volunteer their time, skills, and passion to benefit local communities. The initiative includes the provision of volunteering hours and financial donations to create lasting positive impact and promote a culture of community service within our Lilly Ireland workforce. As part of this effort, Lilly will partner with Family Carers Ireland over the next three years to support the charity's vision of recognising, supporting, and empowering the 500,000+ family and young carers across the country.

# Conclusion

In conclusion, the insights and initiatives outlined in this report underscore our unwavering commitment to gender pay equity.

At Lilly, we recognise that fostering an inclusive workplace is a critical driver of our business success. By actively engaging with external networks and nurturing our internal employee resource groups, we are taking significant strides toward creating an equitable environment where all employees can thrive.

Our ongoing partnerships with leading academic institutions and organisations demonstrate our dedication to advancing gender equity in leadership roles and supporting the professional growth of our female talent.

The work of our employee resource groups plays a vital role in challenging and transforming attitudes and beliefs about gender within our organisation.

Moreover, our commitment to inclusion extends beyond gender. Through initiatives like the International LGBTQ+ Allies, the PRIDE and EnAble network, we strive to ensure that every employee feels valued and empowered to bring their authentic selves to work.

Overall, our gender pay gap has reduced in the last year, further reflecting our ongoing commitment towards inclusion and related initiatives.

As we move forward, we remain steadfast in Lilly's global commitment to prioritise gender pay equity and to foster a workplace culture that promotes fairness and drives innovation. This coupled with further expansion at our Irish sites, emphasises Lilly's commitment to invest in its Irish workforce.

We are confident that our concerted efforts will not only lead to a more inclusive and supportive work environment but will also contribute to our overarching goal of making life better for people around the world.



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Cork, Kuala Lumpur & Mexico City



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**“Here, opportunity is open to all.”**  
*Mr. Eli Lilly*