



Ireland Gender Pay Gap Report 2024

Lilly

A MEDICINE COMPANY

Introduction

We are committed to diversity, equity and inclusion. It is our goal that every employee feels welcomed, respected, valued and heard.

Being part of Lilly is about being part of an open, welcoming and inclusive culture, one that thrives on Diversity and Inclusion, one that promotes personal growth, and one that is dedicated to making lives better for the patients we serve.

Lilly's Philosophy

Lilly has been operating in Ireland since 1978 and has delivered 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.

“By valuing diversity and inclusion and investing in professional growth for everyone, we can increase our productivity and achieve growth of the company.
Diversity and inclusion are business imperatives at Lilly.”

- **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.

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

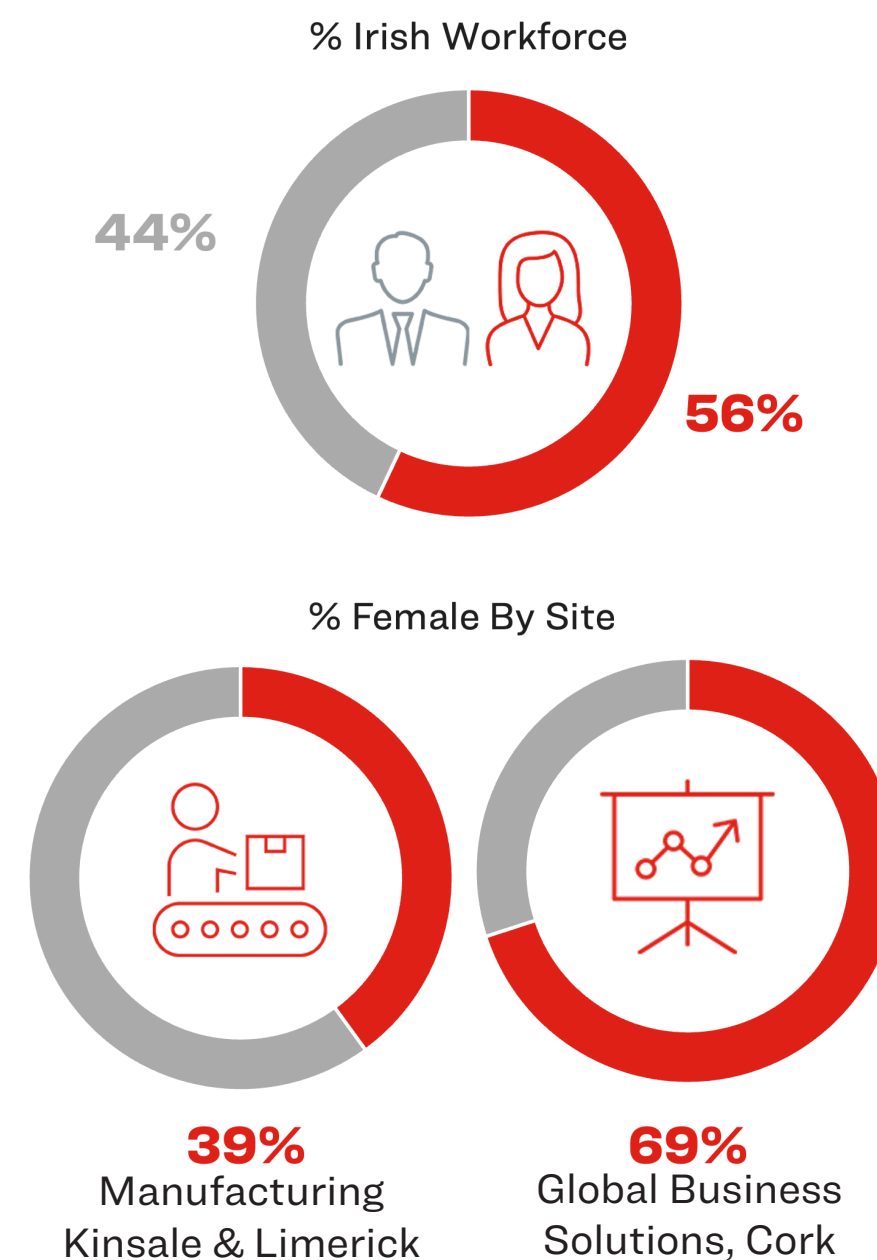
In 2024, we increased headcount by 19% across three sites to almost 3,500 employees as a result of investment in Ireland by Lilly.

Our manufacturing footprint is growing to support the commercialisation of our pipeline. In Manufacturing, employee numbers grew by 25% and we saw a 15% increase in the Global Business Solutions centre, Cork.

Marking one of the largest investments in the company’s history, in 2024 we announced a €1.6bn expansion of our manufacturing footprint in Ireland including the unveiling of a new €726m facility expansion in Kinsale.

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.



“These investments will boost the production of some of our medicines, helping millions of people live the healthiest lives possible.”

- **Edgardo Hernandez** | Executive VP and President of Lilly Manufacturing Operations



Lilly employs almost 3,500 employees across three sites

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 2024.

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 250 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 Kinsale and Limerick, the higher mean and median gaps for temporary staff are influenced by the skilled craft apprentice roles which are majority male-occupied, however our undergraduate placement programmes have a more balanced gender representation.

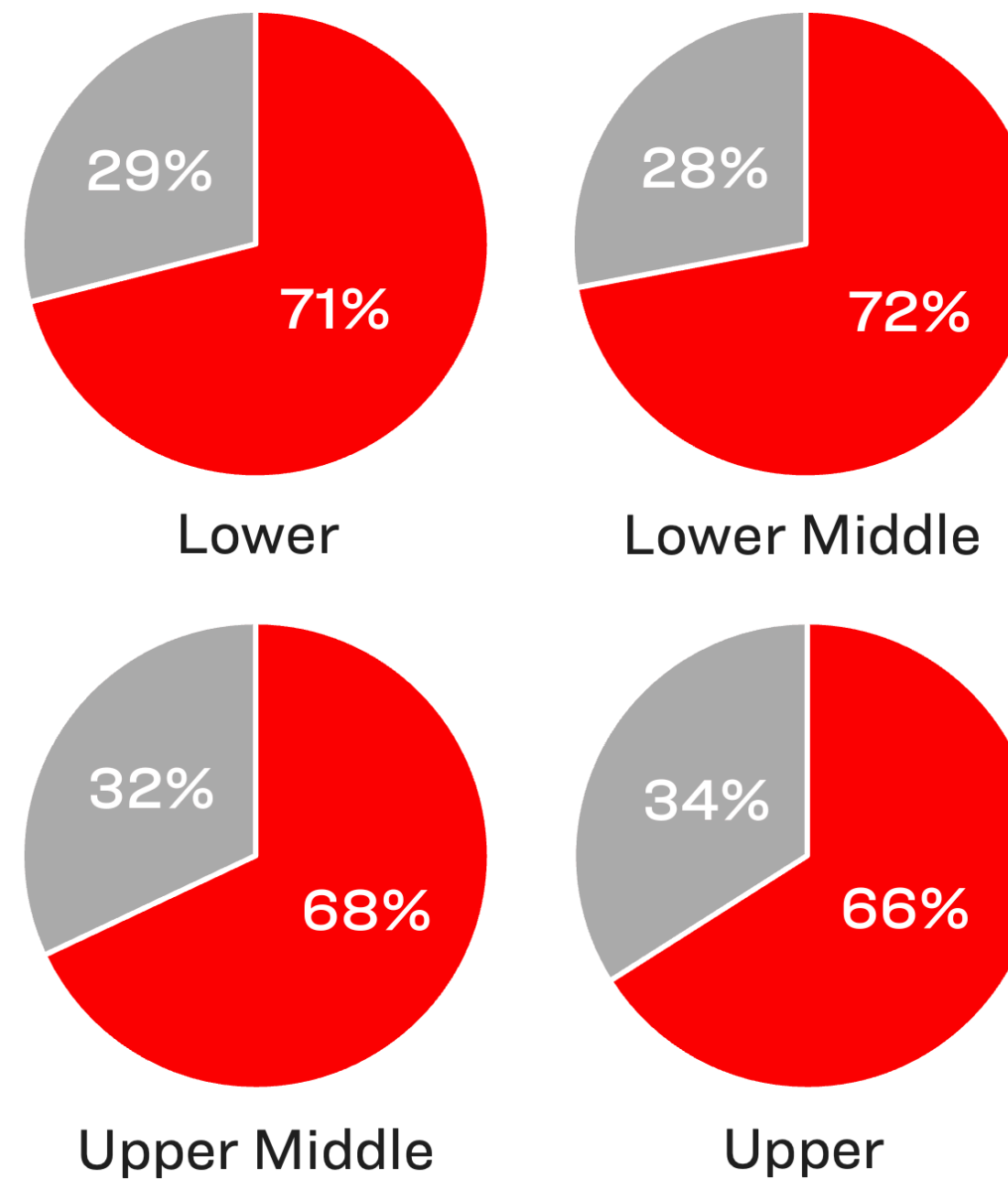
In Kinsale and Limerick, there has been improvement in both the lower and upper quartile pay ranges.

Mean Pay Gap		
Site	Global Business Solutions Cork	Manufacturing Kinsale & Limerick
All	6.8%	-1.9%
Part-time	N/A	5.2%
Temporary	-13.0%	17.5%

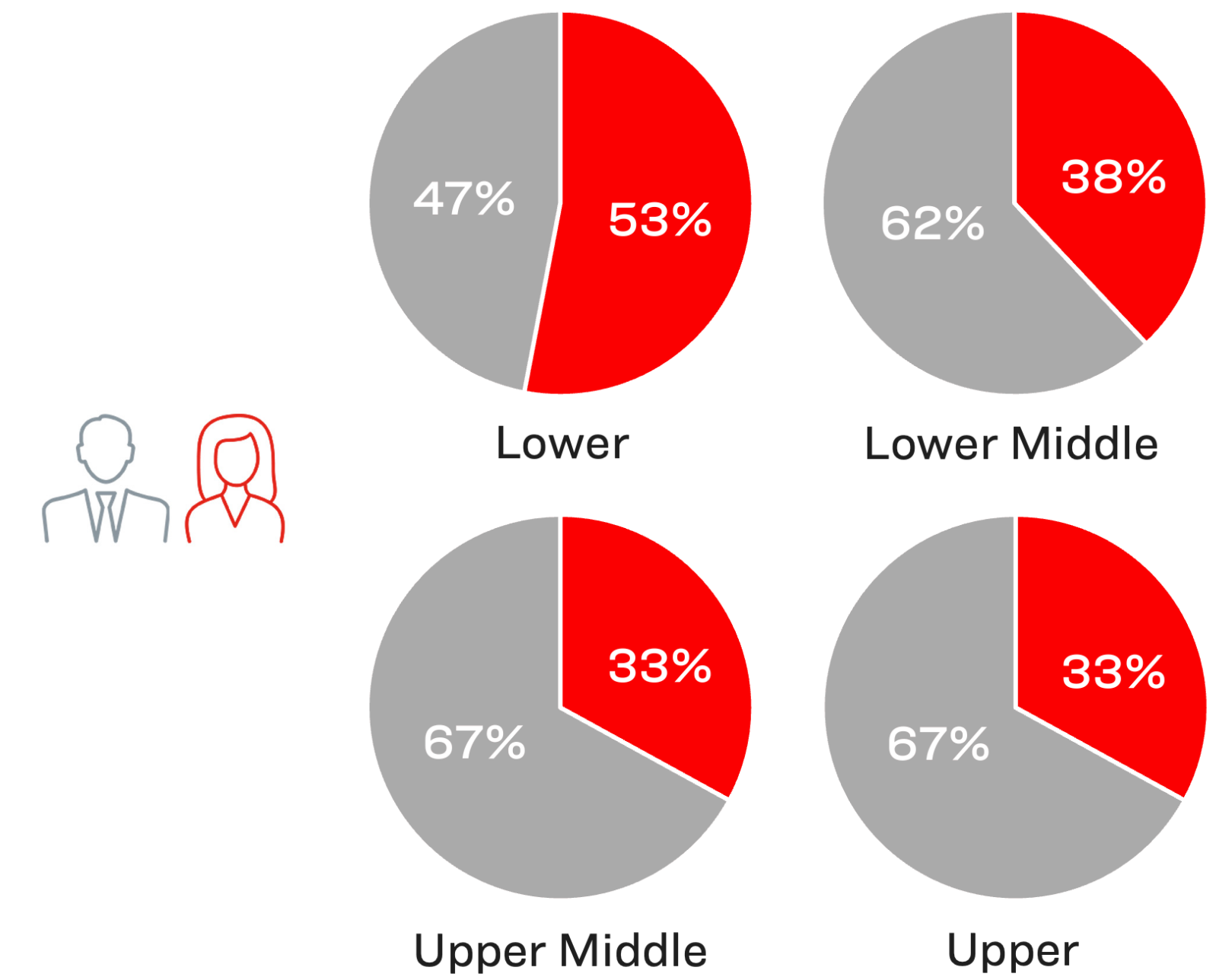
Median Pay Gap	
Global Business Solutions Cork	Manufacturing Kinsale & Limerick
5.3%	7.9%
N/A	4.1%
-0.5%	14.9%

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



The mean bonus gap in Cork reflects the proportion of females across our workforce in non-bonus eligible roles. We are pleased to announce that this year all employees are now eligible to participate in a bonus plan.

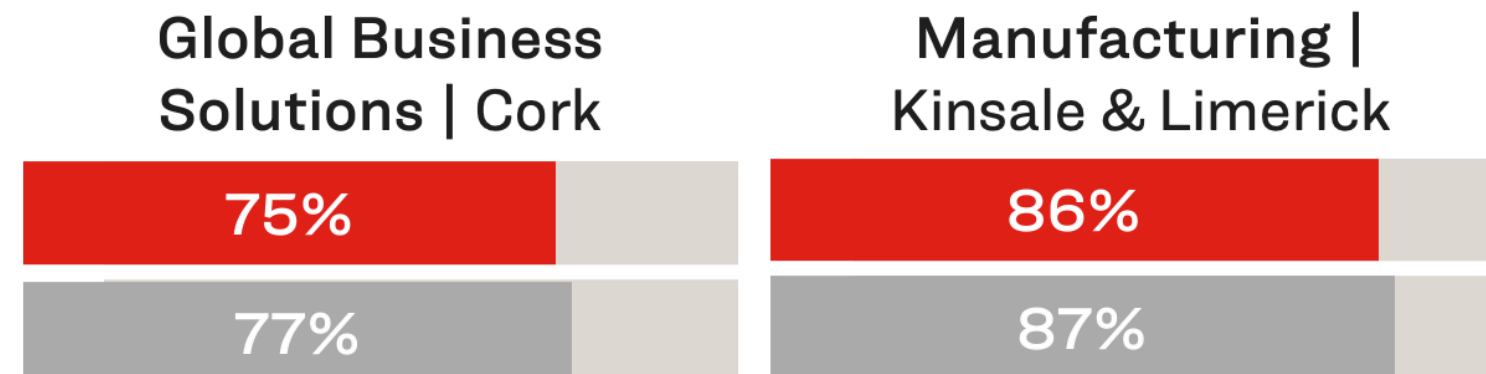
In Kinsale and Limerick, the mean bonus gap is favourable to women, attributed to the payout of stock and bonus programmes above target. Since 2023, the number of women receiving bonuses has risen at all our locations.

In Cork, 85% of women received BIK compared to 81% of men, whereas in Kinsale and Limerick, the figures are 87% for women and 91% for men.

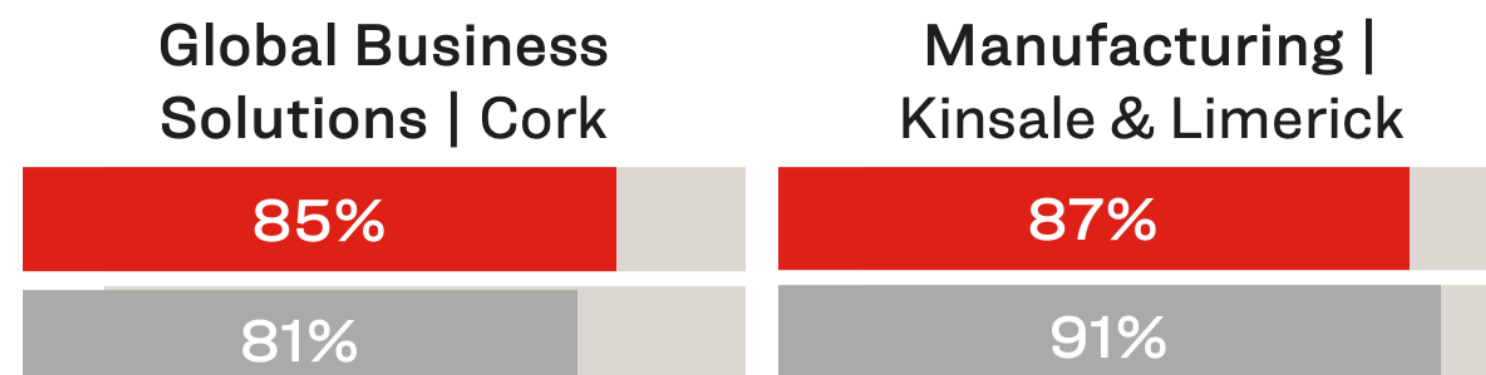
These figures are driven by the demographic of individuals who have chosen not to be part of our optional Health Insurance programmes.

Mean Bonus Gap		Median Bonus Gap	
Global Business Solutions Cork	Manufacturing Kinsale & Limerick	Global Business Solutions Cork	Manufacturing Kinsale & Limerick
18.8%	-71.6%	1.5%	6.6%

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

At Lilly, we are committed to Diversity, Equity, and Inclusion. Our global strategic priority is to measure ourselves against clear goals to ensure we have diverse talent across all roles within the organisation.

Women represent 56% of Lilly's Irish employees and we are proud that across our sites in Ireland, 64% of the roles at senior leadership levels are occupied by women. Women represent 48% of our senior technical positions, demonstrating our commitment to hiring and developing female representation in STEM roles.

In the past year, we've observed 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 53% 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. By fostering an environment where female employees can excel, we are not only enhancing our organisational capabilities but also promoting a culture of equality and empowerment.

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.

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, 59% of these interns are women and there has been a steady rise in the number of female interns in STEM fields. We collaborated with University College Cork to launch our first internships through an Employability Programme tailored for underrepresented groups. This programme features mentoring initiatives as well as a summer internship.

We continued with our yearly global Level Up Conference, which focuses on Diversity, Equity, and Inclusion. This forward-thinking event includes inspiring speakers and valuable training sessions for both leaders and employees. The goal of the conference is to highlight the varied dimensions of diversity at Lilly, fostering stronger connections and an enhanced sense of belonging to improve the employee experience. This year's conference included workshops on subjects such as "An Exploration into Common Misconceptions about Women at Work" and "50 Ways to Fight Bias."



Lilly 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.

Our Network Partners

Internal Networks

Lilly's employee resource groups (ERG) focus on mentoring and employee engagement, but also have a significant impact on our business. Lilly has several corporate ERGs, representing women, LGBTQ+ people, 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.

International LGBTQ+ Allies is a part of Lilly's PRIDE network and promotes equal experience, treatment and safety for Lesbian, Gay, Bisexual, Transgender, and Queer people everywhere Lilly operates. They work to enable LGBTQ+ people to bring their authentic selves to work and to help them feel valued and included in programmes such as the Ally programme and a Reverse Mentoring programme.

FPWN, the Finance, Procurement, Strategy and GBS Women's Network, has a mission to facilitate career advancement and personal development for female professionals through social, instructional, and business networking interactions.

We received the 2024 Outstanding Employee Resource Group Award from the Irish Centre for Diversity for our EnAble ERG whose mission is to create a disability-confident culture, where disability is seen as a valued dimension of difference. This award was in recognition of Lilly's demonstrated intent and leadership through programmes that prioritise under-represented voices, and inclusive policies that show a genuine dedication to creating an environment where every employee can thrive.

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 make life better for people around the world.

During 2024 we have continued our focus on partnering with external networks such as SSPC, Taighde Éireann – Research Ireland Centre for Pharmaceuticals, University College Cork's colleges of Science, Engineering and Food Science, and Munster Technological University.

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.



Conclusion

In conclusion, the insights and initiatives outlined in this report underscore our unwavering commitment to pay equity. At Lilly, we recognise that fostering a diverse and 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 diversity and inclusion and related initiatives over the course of the last year.

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.



Linda Jordan
Executive Director | HR
Global Business Solutions
Cork, Kuala Lumpur & Mexico City



Ciara Hood
Associate Vice President | HR
Kinsale Manufacturing



Dirk Adams
Senior Director | HR
Limerick Manufacturing



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