



IRELAND GENDER PAY GAP REPORT 2023



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.

“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.

IRELAND GENDER PAY GAP REQUIREMENT

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.

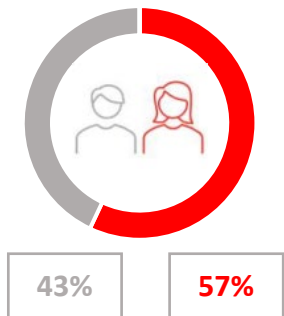
It is important to remember that “gender pay” is not the same as “equal pay”, which is the right of men and women to be paid at a similar rate for work of equivalent value and has been law in Ireland since 1974.

IRISH WORKFORCE

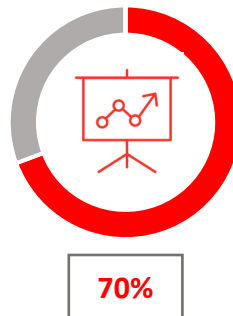
The demographics of our Irish workforce vary by site, largely depending on the type of work undertaken. We have a manufacturing site in Kinsale and a Global Capability Centre in Cork as well as Commercial and remote roles (not included in data). In 2023 we commenced construction of our manufacturing site in Limerick, which will support 300 new permanent jobs.

Lilly employs almost 3,000 relevant employees split across three sites.

% OF IRISH WORKFORCE



% FEMALE BY SITE



Gender Pay Gap

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 2023.

Mean & Median Pay Gap

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

Quartile Pay Bands

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

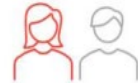
The proportion of male and female employees who received a bonus.

BIK Proportions

The proportion of male and female employees who received BIK.

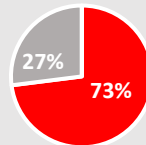
Mean Pay Gap			Median Pay Gap	
Site	Cork	Kinsale & Limerick	Cork	Kinsale & Limerick
All	7.0%	10.0%	3.7%	9.2%
Part-time	N/A	4.0%	N/A	8.4%
Temp	-13.5%	15.1%	0.0%	12.3%

Mean Bonus Gap		Median Bonus Gap	
Cork	Kinsale & Limerick	Cork	Kinsale & Limerick
18.8%	1.0%	4.7%	21.8%

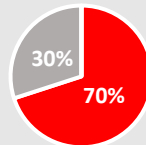


Proportion of men & women in each quartile across the workforce

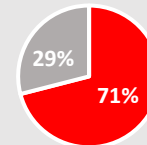
Global Capability Centre - Cork



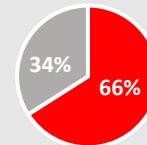
Lower



Lower Middle

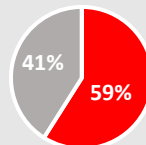


Upper Middle

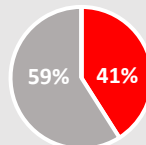


Upper

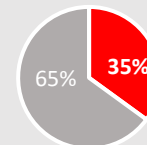
Manufacturing - Kinsale & Limerick



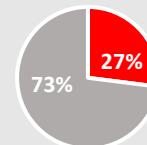
Lower



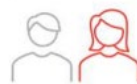
Lower Middle



Upper Middle



Upper



Proportion of men & women receiving a cash bonus payment



The current mean gender pay gap in Ireland is 9.6%. We are pleased that our mean and median pay gap for Cork is significantly less than the national figure at 7% with Kinsale and Limerick just slightly above the national average at 10%. Kinsale & Limerick's mean and median pay gaps are mainly driven by our demographics in roles such as craft and operations that are predominantly male-occupied, and the additional elements of pay like shift allowance and overtime which are associated with these roles. The numbers are also driven by several senior female leaders opting to take a career break in the last year.

In Cork, the mean pay gap is favourable to women in temporary roles. In Kinsale, the higher mean and median gaps for temporary staff are driven by the range of roles included in this calculation. Skilled craft apprentice roles are majority male-occupied while our undergraduate placement programmes are more gender diverse.

The mean bonus gap in Cork reflects the proportions of females across our workforce in non-bonus eligible roles. In Kinsale, our mean bonus gap is low at 1% and the median bonus gap of 21.8% is reflective of the higher proportion of men in roles receiving shift and overtime pay. Another component is that the data also includes part-time workers, who are treated the same as full-time workers in the analysis but whose hourly rate and bonus payments are made on a pro-rata basis. Women account for 85% of part-time workers.

The percentage of women receiving a bonus has increased from 2022 across all our sites. In Cork, the percentage has increased from 67% to 71% and it has increased from 58% to 64% in our manufacturing sites. Not all employees are bonus eligible and the ability to convert cash to shares/pension at the Manufacturing sites impacts the overall proportions of employees receiving.

88% of women received BIK in Cork versus 85% of men, whilst in Kinsale it is 91% for women and 97% for men. This proportion is consistent with the numbers who elected to enroll in health insurance.



Lilly's Philosophy

Lilly has been operating in Ireland since 1978 and has over 40 years of investment, innovation and impact within the Cork region.

Lilly's Ireland business is diverse with two strategic high-technology manufacturing campuses and a Global Capability Centre supporting many of Lilly's key business units across the world as well as employees in commercial and remote roles.

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

“Here, opportunity is open to all.”

Colonel Eli Lilly

Women at Lilly

Women represent 57% of Lilly's Irish employees and 55% of director comparable level or above. We continue to hire top female talent and this year females represented 61% of our total hires across our sites in Ireland.

At Lilly we are proud of our diverse global mindset. Our policies and practices are designed to ensure we promote an inclusive and collaborative culture to allow our employees to thrive.

Reward and Recognition

An important focus of Lilly's People Strategy is to ensure pay is administered in a fair and equitable way across the workforce regardless of gender. Our ongoing commitment to pay equity is critical to our success in supporting a diverse, equitable, and inclusive workforce with opportunities for all employees to grow, develop, and contribute. Employees are paid based upon factors including the content and level of the job, prior work experience, years of service, time in role, education, and performance.

Our global job structure and grade ranges help us maintain equitable pay across our workforce. Ireland has been included in Lilly's global pay equity analysis initiative and overall findings were favourable resulting in very few adjustments.

Family Friendly Policies

We recognise the challenges employees can face balancing work with family responsibilities. Our Irish policies support a wide range of opportunities including part-time working, hybrid working, flexitime, career breaks and family leave, including paid maternity and paternity leave. Flexible working arrangements ensure we attract and retain top talent and achieve work-life balance for our employees.

We have introduced policies on early pregnancy loss, menopause and domestic violence.

Following the global pandemic, Lilly rolled out enhanced flexible working practices for its employees globally.

Well-being Strategy

Through our Live Your Best Life initiative our employee well-being programmes cover a range of support to encompass our Diversity, Equity and Inclusion agenda. We also have a Global DE&I calendar of events highlighting activities each month that promote DE&I.

External Networks

Like other companies in our industry, we recognise that traditionally women are underrepresented in Science, Technology, Engineering or Math (STEM) roles, due to a shortage of females pursuing STEM related fields in university.

We are actively engaged in STEM initiatives, with the aim of inspiring the next generation and educate students on the benefits of STEM careers. We attend the South-West Expo highlighting the exciting and diverse range of STEM careers and opportunities in the South-West region, attended by school and college students.

We continue to partner with universities across Ireland, educating students on the benefits of working for Lilly and to attract diverse talent. Initiatives include our intern programmes at both degree and PhD levels. We attend career fairs across Ireland to showcase our career opportunities to a broad and diverse audience. We have a very successful Intern programme, onboarding large numbers of students annually in the areas of business, STEM and life sciences. This year we have partnered with UCC to roll out an Employability Programme for underrepresented groups consisting of a mentoring programme and summer internship.

Actions Supporting Females

We are proud that across our sites in Ireland, 55% of the roles at the most senior leadership levels are occupied by women. Our strategic priority globally at Lilly is to measure ourselves against clear goals to ensure we have diverse talent across all roles within the organisation.

In areas of the business where women have historically been less represented, for example production operations, we are focused on increasing the numbers of women recruited into these roles.

Diversity, Equity and Inclusion (DEI) and Employee Resource Groups (ERGs)

Our goal is to embed diversity, equity and inclusion in all we do so it is an integral part of our workplace culture. At Lilly we believe diversity is the wellspring of innovation. From recruiting and hiring to talent management processes and supervisor coaching, we see direct benefit when our workforce is representative of the customers we serve. We also benefit from each employee's diverse views and ideas and our goal is to ensure that every employee feels welcomed, respected, valued and heard. A strong emphasis has been placed on building a positive environment that embraces differences and enables all employees to flourish and achieve their full potential. These values are reflected in our policies, practices, and procedures across all our Irish operations.

Several ERGs operate on our sites and are focused on ensuring all employees feel safe, valued and able to be themselves in the workplace. Supported by our Global DEI Office, we have numerous programmes, adopted by our sites. For example, Conscious Inclusion, and a Global LGBTQ+ Ally Program which promotes and celebrates the creation of a welcoming work environment where all employees can thrive.

Recently we launched our annual global Level Up Conference focused on Diversity, Equity and Inclusion. This innovative programme features inspirational speakers and impactful training sessions for both leaders and employees. The conference aims to elevate the rich dimensions of difference that exist across Lilly to create stronger connections and a greater sense of belonging for an improved employee experience.

At Lilly we are committed to Diversity, Equity and Inclusion. We recognise that closing the gender pay gap will take time, but this is a challenge we are embracing to help deliver this change.



Mike Smith

VP & General Manager, GCC
Cork, Kuala Lumpur & Mexico
City



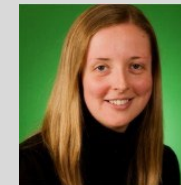
Linda Jordan

Executive Director Human
Resources, GCC



Todd Winge

Sr. Vice President &
General Manager, Kinsale



Ciara Hood

Associate VP Human Resources,
Kinsale



Dave Riordan

VP-Manufacturing Site Head,
Limerick



Dirk Adam

Sr. Director Human Resources,
Limerick