



# IRELAND GENDER PAY GAP REPORT 2022

*Lilly*

We are proud of our diverse global mindset and our ability to provide opportunities for our employees to grow, develop and contribute; to attract and develop talent, build future leaders and improve diversity and inclusion across the company.

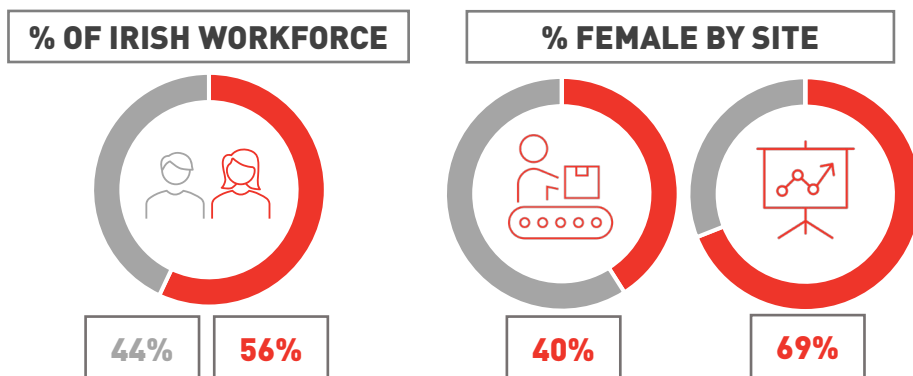
We have welcomed the Irish Government's efforts to improve transparency in gender equality and pay in the workplace. Understanding what drives our gender pay gap is just one step on our journey to continually improve the diversity of our global team. In the words of our Chairman and CEO, Dave Ricks...

“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 and 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 legal entity companies with 250 or more employees are now required to report their gender pay gap annually. For Lilly, this is being reported for our sites in Cork and Kinsale.

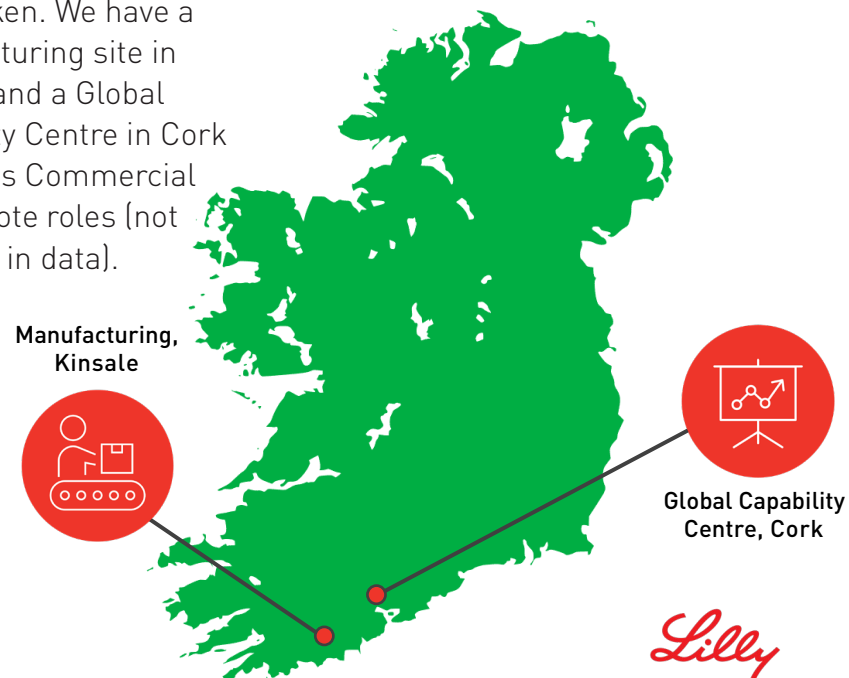
It is important to remember that “gender pay” is not the same as “equal pay”, which is the right of men and women to be paid at a similar rate for work of equivalent value and has been law in Ireland since 1974.



## 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).

Lilly employs just under 2,500 relevant employees split across two sites.



## OUR 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 30th June 2022.

### Mean & Median Pay Gap

The difference in hourly rates of male and female relevant employees including part-time and temporary 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.

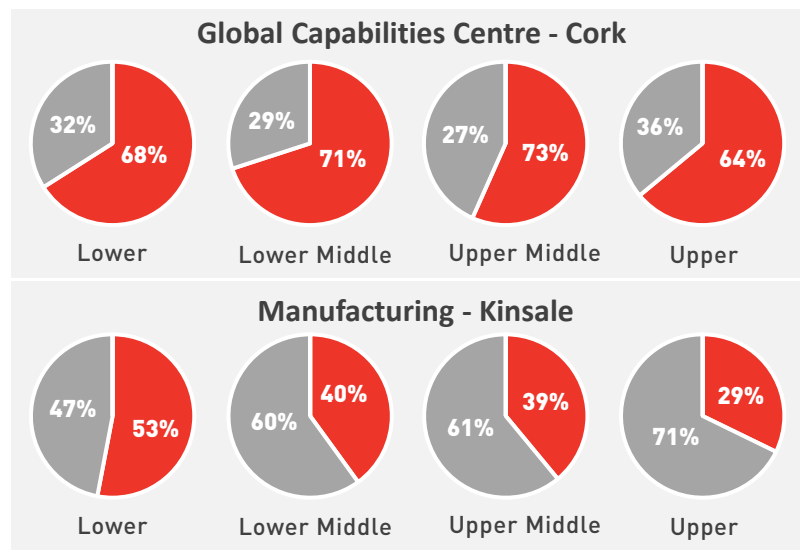
Mean Pay Gap			Median Pay Gap	
Site	Cork	Kinsale	Cork	Kinsale
All	4.6%	7.6%	2.0%	9.5%
Part-time	N/A	-6.6%	N/A	4.7%
Temp	-8.0%	18.8%	0.0%	28.3%

Mean Bonus Gap		Median Bonus Gap	
Cork	Kinsale	Cork	Kinsale
17.2%	-9.6%	4.4%	12.7%



### Proportion of men & women in each quartile across the workforce



### Proportion of men & women receiving a cash bonus payment



Women represent 56% of Irish employees and 59% of director comparable level or above. We continue to hire top female talent and this year women represented 58% of our total hires across our sites in Ireland.

The current mean gender pay gap in Ireland is 14.4%. We are pleased that our mean pay gap across both sites is significantly less than the national figure (4.6% in Cork and 7.6% in Kinsale). Our site mean and median pay gaps are mainly driven by our demographics in roles such as operations that are predominantly male-occupied, and the additional elements of pay like shift allowance and overtime associated with these roles.

In Kinsale, our mean pay gap for part-time workers is favourable to women, who make up 84% of this population. 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 GCC (Cork) reflects the proportions of females across our workforce in non-bonus eligible roles. In Kinsale, our mean bonus gap is favourable to women and the median bonus gap is reflective of the higher proportion of men in roles receiving shift and overtime pay.

Across both sites the percentage of women receiving a bonus is higher than men. In Kinsale, the ability to convert cash to shares/pension impacts the overall proportions of employees receiving.

87% of women received BIK in Cork versus 80% of men, whilst in Kinsale it is 91% for women and 95% for men. This proportion is consistent with 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 and beyond.

Lilly's Ireland business is diverse with a strategic high-technology manufacturing campus 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.”

Mr. Eli Lilly

## POLICIES AND PRACTICES

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. 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 previously been included in Lilly's global pay equity analysis initiative and overall findings were favourable resulting in very few adjustments.

Our Irish policies support a wide range of opportunities including part-time working, hybrid working, flexitime, career breaks and family leave. Flexible working arrangements ensure we attract and retain top talent and achieve work-life balance for our employees. Following the global pandemic, Lilly rolled out enhanced flexible working practices for its employees globally.

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.

## ACTIONS SUPPORTING FEMALES

We are proud that across our sites in Ireland, 59% 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)

A focus on diversity, equity and inclusion is integral to our workplace culture. 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 of our Irish operations.

Several Employee Resource Groups (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 programs, adopted by our sites. For example, Conscious Inclusion, Global LGBTQ+ Ally Program which promote and celebrate the creation of a welcoming work environment where all employees can thrive.



**Mike Smith**  
General Manager, GBS  
Cork, Kuala Lumpur &  
Mexico City



**Todd Winge**  
Sr. Vice President &  
General Manager,  
Kinsale

