



# **Novartis Ireland Gender Pay Gap Report 2025**

# Introduction

At Novartis Ireland, we are committed to fostering a diverse, equitable, and inclusive workplace where every associate is valued and respected.

Our **Gender Pay Gap Report** is a crucial tool in understanding and addressing any disparities in pay between male and female employees within our organization.

This report not only highlights our current standing but also underscores our **dedication to continuous improvement in gender equity**.

We continue working in a period of activities to improve our gender pay gap results moving forward - such as doubling down on our commitments as a part of our

## **Equal Pay International Coalition**

**(EPIC)** pledge which includes our Pay Equity studies and focusing on diverse talent management practices to ensure we further balance our representation, with a specific focus at leadership level.

The EPIC pay pledge is a commitment made by organizations to promote and achieve equal pay for males and females. We are very proud of the fact that Novartis was one of the early signatories of the pledge.

We remain deeply committed to advancing our progress by actively attracting, recruiting, and nurturing a diverse range of talent to fuel our ongoing growth.

At Novartis, innovation is at the heart of what we do, and our people are our most valuable resource. We are dedicated to fostering an environment where everyone is treated with dignity and respect, and where equitable access to opportunities is a core principle. We recognise that diversity drives our success, and we strive to ensure every individual has the chance to contribute and make a meaningful impact.

# What is the Gender Pay Gap?

**It is important to distinguish between the gender pay gap and equal pay.**

The **gender pay gap** measures the difference in average hourly and bonus earnings between all male and female employees across the business. This is separate from **equal pay**, which refers to males and females being paid equally for performing the same or similar work or work of equal value. Equal Pay is already required by the Employment Equality Act in Ireland.

At Novartis, we are committed to advancing pay equity by conducting regular gender pay analyses and taking corrective action annually where needed. To further prevent pay disparities, we have pledged to eliminate the use of historical salary data when making both internal and external job offers. We also promote pay transparency by sharing information on how employees' pay compares to both internal and external benchmarks.

With the upcoming EU directive on pay transparency and equal pay coming into effect, the importance of these practices is further reinforced. The directive will set higher standards for accountability and openness, helping to close pay gaps and drive fairer outcomes across the workplace. Novartis welcomes these changes and is dedicated to aligning our policies and practices with these new requirements, ensuring that all employees benefit from a fair and equitable work environment.



# What we are required to report?

All analysis is based on a 'snapshot' date of our pay on 30th June 2025. All Pay and Bonuses looked at for this analysis cover the full year leading up to the snapshot date **(1st July 2024 – 30th June 2025)**.

## Mean Pay

The mean is calculated by adding up the total pay of employees and dividing it by the total number of employees. This calculation is completed separately for males and females with the difference expressed as a percentage of males' mean earnings.

## Median Pay

The median is the middle number in a ranking of pay from lowest to highest. This calculation is completed separately for males and females with the difference expressed as a percentage of males' median earnings.



# Our 2025 Results



## Our 2025 Gender Pay Gap Results

Our latest analysis, based on data as of 30th June 2025, indicates that the gender pay gap at Novartis Ireland Limited stands at **16.7% (mean)** and **17.9% (median)** for hourly earnings.

The gap in bonus pay is **24.4% (mean)** and **29.7% (median)**. These figures reflect the differences in average hourly and bonus earnings between male and female employees across the organisation.

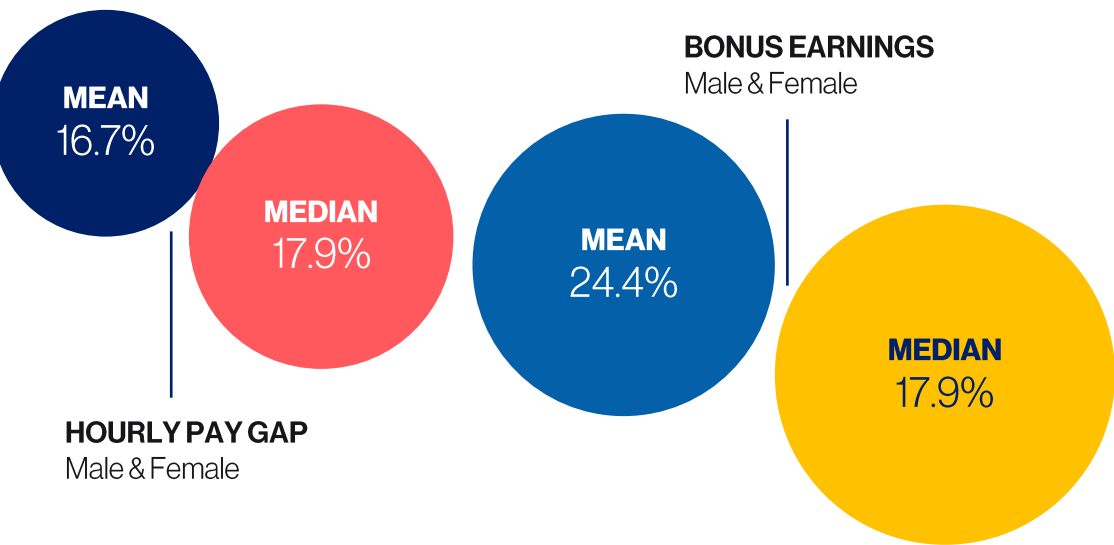
As of the reporting date, Novartis Ireland Limited employed **817 people, with a gender distribution of 41% males and 59% females** — a slight increase in female representation compared to the previous year.

When compared to last year, our analysis **reveals a reduction** in the median hourly pay gap, while the mean hourly pay gap has seen a marginal increase. Notably, **both the mean and median bonus pay gaps have declined.**

To ensure the confidentiality of employee data, we have made the decision not to publish statistics for part-time and temporary contract employees. This approach is due to the very limited number of individuals in these groups as of the snapshot date, which could compromise privacy if reported.

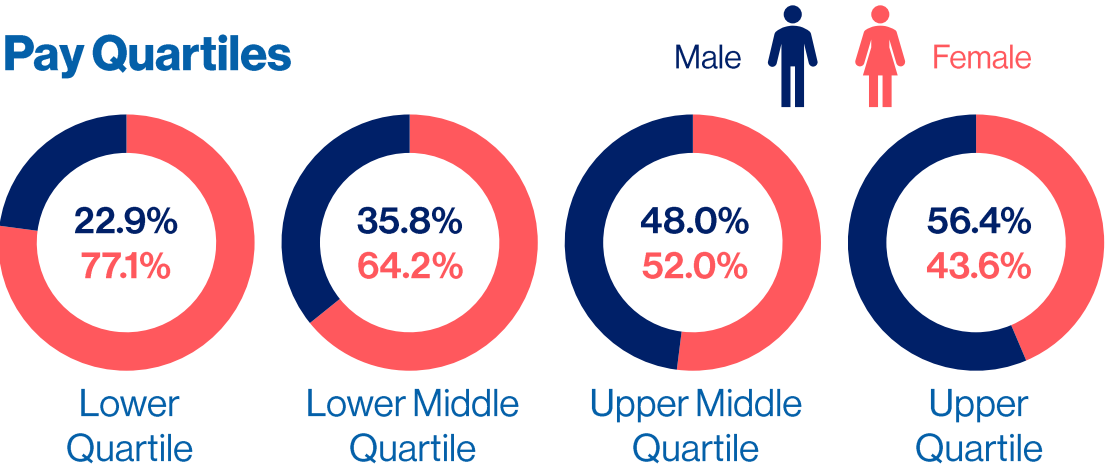


# Our 2025 Gender Pay Gap Results

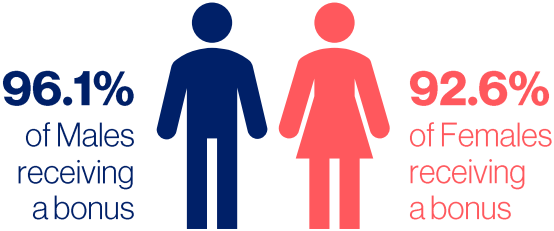


	2025 Results		2024 Results		2023 Results		2022 Results	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Hourly pay gap	16.7%	17.9%	16.2%	19.1%	10.8%	11.8%	14.8%	17.8%
Bonus Pay Gap	24.4%	29.7%	25.7%	32.7%	27.0%	28.7%	24.8%	28.6%

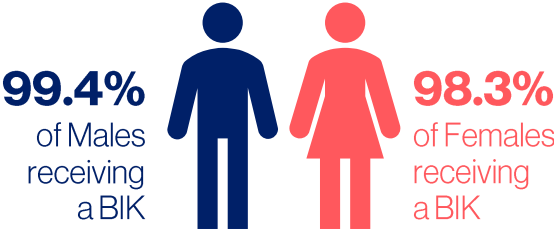
## Pay Quartiles



## Bonus Receivers



## Benefit in Kind (BIK) Receivers



# Understanding our results

As part of our continued annual reporting, we have identified several factors that continue to influence our pay gaps:



## Overall Population

Novartis has seen changes in workforce size this year, but female representation remains strong and has increased by 2%. While this reflects a positive trend in gender diversity overall, females are still mostly in the bottom two quartiles, whilst the males sit mostly in the top quartiles. Males continue to hold a greater proportion of our most senior roles in the upper quartile, which impacts our mean pay gap..

We are dedicated to enhancing diversity at the highest levels of our organisation and are actively working to increase female representation in senior positions. Progress is being made but focusing on equitable talent management practices to ensure we have a pipeline of female successors for leadership positions, as well as diverse hiring slates, remains a key area for improvement.



## Industry Challenges

Similar to others in our field, attracting and retaining females in certain technical roles remains a persistent challenge. There is a notable gender gap in STEM disciplines both in higher education and throughout the workforce on a national scale.



## Bonus & Benefit in Kind

As in prior years, our analysis shows no disparity between males and females regarding eligibility or payment of bonuses and benefits in kind (BIK). Every employee qualifies for both. Employees who did not receive a bonus during this period were all recent hires who joined after the cut-off date. For BIKs, participation rates are below 100% because some staff opt out of these benefits for personal reasons.



## How do we intend to close the gaps?

Our leadership and teams throughout the organisation are dedicated to reducing our Gender Pay Gaps. We remain focused on closing these gaps and building a more inclusive and diverse workforce.

### Our Inclusive Recruitment strategy

An inclusive recruiting strategy is a purposeful and forward-thinking approach to attracting and hiring talent from a wide range of backgrounds. By actively minimising biases and ensuring equal opportunities for all candidates, we demonstrate our commitment to fostering a diverse, agile workforce and a culture where everyone feels they belong. Our Diversity, Equity, and Inclusion Team works in close partnership with the Talent Acquisition Team to support the attraction, recruitment, retention, and development of all employees, with a particular focus on individuals from underrepresented groups.



# How do we intend to close the gaps?

## Our strategy focuses on the following

### Leveraging digital technologies

We utilise Artificial Intelligence (AI) and advanced digital platforms to broaden our ability to identify, engage, and recruit top talent throughout every stage of the hiring process.

### Building DEI capability

Continuous learning to increase our workforce's DEI acumen to cultivate a culture of inclusion, apply best practices, and implement our DEI strategy.

### Building diverse talent pipelines

We proactively expand our workforce diversity intentionally by collaborating with individuals and organisations that are equally committed to championing and advancing diverse talent. Through these external partnerships and engagement efforts, we strengthen our ability to connect with a broader range of candidates.

### Policies and Commitments

Empowering individuals to realise their full potential and actively shape the future of medicine, fostering a healthier and more equitable world for all.

### Talent management practices

We remain committed to recognising and nurturing future leaders from diverse backgrounds. Our talent management initiatives are designed to create and maintain a strong and diverse pool of talent individuals prepared to assume critical roles. By prioritising diversity in our leadership development programmes, as well as developing bespoke female leadership development programmes in Ireland, we strive to build leadership teams that mirror the diverse nature of our workforce and the communities we serve.

## Our Equal Pay International Coalition (EPIC) Commitments

In 2018, Novartis made a public pledge with the **United Nations' Equal Pay International Coalition (EPIC)** to help close the overall gender pay gap by:

1. Monitoring pay equity with global consistency
2. Removing the use of historical salary comparisons from our internal and external job offer process to remove possible bias
3. Creating pay transparency
4. Achieving gender representation in management

To sustain our progress, **we renewed our EPIC pledge in 2023** to:

- remain committed to maintain gender representation in management (which seeks to ensure non-discrimination and equal opportunities for both males and females to advance)
- review our human resource practices beyond base pay to eliminate any further potential sources of bias from the system
- make the requirements of the new EU Pay Transparency Directive our global minimum standard for internal pay equity (i.e. ensuring non-discrimination in pay by compensating employees fairly for similar jobs based solely on job-related factors) and pay transparency reporting.

While Novartis is deeply committed to inclusion and is proud of its progress, it's important to note that all employment decisions are based solely on job related factors, including (the skills, qualifications and experience of the individual, without regard to sex/gender, race, ethnicity, or any other legally protected or personal characteristics unrelated to the job). Novartis, as a global company, complies with the laws of each jurisdiction within which it operates.



## Final thoughts

We confirm that the data and information presented in this report are accurate and meet the requirements of the Employment Equality Act 1998 (Gender Pay Gap Information) Regulations 2022.

The Novartis Ireland Country Leadership team are committed to improving our results to close the gap and will continue to keep this as a standing topic to report, review and discuss in our country leadership meetings in 2026.

