Lasting Health Starts Now

Novo Nordisk Production Ireland Limited

Gender Pay Gap Report 2026



This report summarises Novo Nordisk Production Ireland Limited's gender pay gap results for the 2026 reporting period and provides context for the key outcomes.

Foreword

At Novo, our purpose, **driving change for lasting health**, reflects our ambition to make a meaningful and lasting difference. We put that purpose into practice by creating an inclusive workplace where everyone feels valued and has the opportunity to contribute, develop and progress.

Our 2026 Gender Pay Gap Report reflects our commitment to transparency and accountability. The insights it provides help guide our efforts to build greater gender balance and create equitable opportunities for colleagues at every level of our organisation.

During 2026, we have taken practical steps to advance this work. We have increased transparency around rewards, giving colleagues greater visibility of salary ranges and their position within them as well as including salary ranges in our job advertisements. We also launched Women in Novo Nordisk (WiNN), an employee resource group to support women's development, engagement and progression.

These actions provide a foundation for further progress. Building on these actions, we will continue to strengthen inclusive practices, support career development and improve gender balance across our organisation. Our focus remains on creating a workplace where every colleague has the opportunity to succeed.

Tom Quinn
VP and GM, Novo Nordisk Production Ireland



Introduction

Novo is a global healthcare company that believes lasting health starts now. For over a century, we have combined leading scientific expertise with a deep understanding of people's lives. We develop treatments and support that help millions of people make progress they can see, feel and sustain, now and in the future.

Every day, over 67,000 employees around the world advance our purpose to drive change for lasting health. Through our partnerships, programmes and investments, we're working to prevent disease, expand access to treatments and reduce our environmental impact to help even more people live healthier lives.

Novo Nordisk Production Ireland contributes to this global ambition through its role within Global Manufacturing Supply (GMS) providing significant additional manufacturing capacity for Novo's GLP-1 treatments.

This report presents Novo Nordisk Production Ireland's gender pay gap results for the 2026 reporting period. It provides context for the reported differences, explores the factors influencing them and outlines the measures being taken to support progress over time.

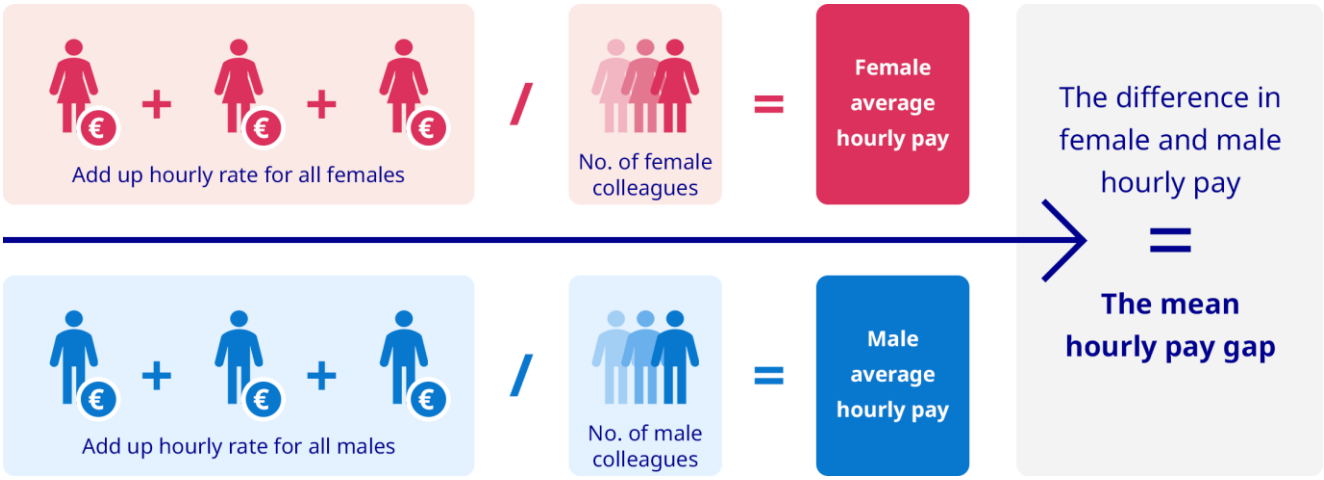
The gender pay gap measures the difference between the average remuneration of male and female employees across the reporting population. It is an aggregate workforce measure and is distinct from an assessment of equal pay between employees performing the same work, similar work or work of equal value.

Snapshot date	30 June 2026
Reporting period	1 July 2025 to 30 June 2026
Relevant employee headcount	244

1. Understanding the Gender Pay Gap Metrics

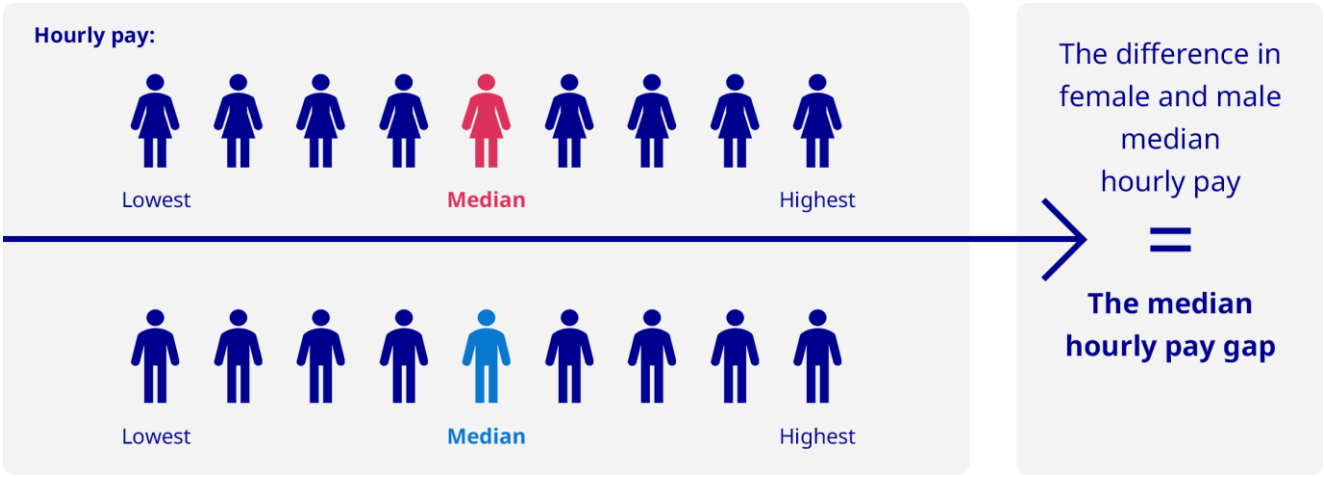
1.1 Mean hourly gender pay gap

The mean hourly gender pay gap compares the average hourly remuneration of male employees with the average hourly remuneration of female employees.



1.2 Median hourly gender pay gap

The median hourly gender pay gap compares the hourly remuneration of the middle male employee with that of the middle female employee when each population is ordered from lowest to highest hourly remuneration.



1.3 Bonus gender pay gap

The mean and median bonus gender pay gaps compare the bonus remuneration received by male and female employees.

1.4 Pay quartiles

Employees are ordered by hourly remuneration and divided into four remuneration quartiles. The reported percentages show the proportion of male and female employees in each quartile.

2. Statutory Reporting Metrics

Category	NNPIL 2026
Mean hourly remuneration	18.28%
Mean hourly remuneration, part-time employees	Not calculable
Mean hourly remuneration, temporary employees	60.10%
Median hourly remuneration	20.63%
Median hourly remuneration, part-time employees	Not calculable
Median hourly remuneration, temporary employees	48.64%
Mean bonus remuneration	21.55%
Median bonus remuneration	13.67%
Employees paid bonus remuneration	Male: 100%; Female: 100%
Employees receiving Benefits in Kind	Male: 100%; Female: 100%
Lower remuneration quartile	Male: 55.74%; Female: 44.26%
Lower-middle remuneration quartile	Male: 55.74%; Female: 44.26%
Upper-middle remuneration quartile	Male: 72.13%; Female: 27.87%
Upper remuneration quartile	Male: 72.13%; Female: 27.87%

A gender pay gap percentage greater than zero indicates that the applicable mean or median remuneration figure is higher for male employees than for female employees.

3. Gender Pay Gap for All Employees

NNPIL's mean hourly gender pay gap for all employees is 18.28%, while the median hourly gender pay gap is 20.63%, both in favour of male employees. The figures represent the differences between the mean and median hourly remuneration of male and female employees across the reporting population.

Measure	NNPIL 2026
Mean hourly gender pay gap	18.28%
Median hourly gender pay gap	20.63%

4. Part-Time and Temporary Employees

4.1 Part-Time Employees

All part-time employees within the reporting population were female. As there were no male part-time employees in the reporting population, a comparison between the mean or median hourly remuneration of male and female part-time employees could not be calculated.

4.2 Temporary Employees

The mean hourly gender pay gap for temporary employees was 60.10%, while the median hourly gender pay gap was 48.64%. These results are based on a very small temporary employee population and should be interpreted in that context, as individual employee remuneration can have a disproportionate impact on the reported outcomes.

5. Pay Quartile Distribution

The pay quartile distribution shows a higher proportion of male employees across each of the four remuneration quartiles. Male employees account for 72.13% of employees in both the upper and upper-middle quartiles, while female employees account for 27.87% in each of those quartiles.

Pay quartile	Male employees	Female employees
Upper quartile	72.13%	27.87%
Upper-middle quartile	72.13%	27.87%
Lower-middle quartile	55.74%	44.26%
Lower quartile	55.74%	44.26%

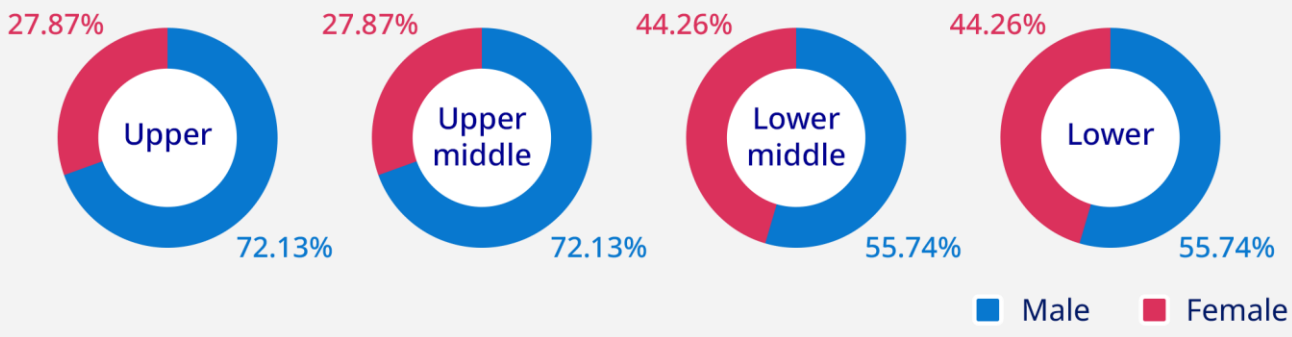


Figure 1: Gender distribution across remuneration quartiles

Female representation increases in the lower-middle and lower quartiles, where female employees account for 44.26% and male employees account for 55.74% in each quartile.

The higher representation of male employees in the upper and upper-middle remuneration quartiles is a relevant factor in NNPIL's assessment of the reported mean and median hourly gender pay gaps.

6. Bonus Gap

Measure	NNPIL 2026
Mean bonus remuneration gap	21.55%
Median bonus remuneration gap	13.67%

NNPIL's mean bonus remuneration gap is 21.55%, while the median bonus remuneration gap is 13.67%, both in favour of male employees.

The proportion of male employees receiving bonus remuneration was 100%, and the proportion of female employees receiving bonus remuneration was 100%. The bonus gap therefore does not arise from a difference in the reported rate of bonus participation.

7. Bonus and Benefits in Kind Participation

All male and female employees received bonus remuneration during the reporting period. Accordingly, the proportion receiving bonus remuneration was 100% for both male and female employees.

Measure	Male employees	Female employees
Employees receiving bonus remuneration	100%	100%
Employees receiving Benefits in Kind	100%	100%

Similarly, all male and female employees received Benefits in Kind, including applicable benefits provided via and outside payroll. Accordingly, the reported proportion receiving Benefits in Kind was 100% for both male and female employees.

8. Reasons for the Gender Pay Gap

NNPIL's gender pay gap reflects the overall composition of our workforce and the distribution of employees across the organisation. Male employees represent a higher proportion of employees within the upper and upper-middle remuneration quartiles, while female representation is higher within the lower and lower-middle remuneration quartiles. As the gender pay gap measures average remuneration across the workforce, this distribution contributes to the reported gender pay gap.

All employees included in the reporting population received bonus remuneration during the reporting period. Consequently, the bonus gap does not arise from differences in participation in bonus arrangements. The reported gap reflects differences in average bonus remuneration between the male and female employee populations and should be viewed in the context of NNPIL's overall workforce composition, including the greater representation of male employees in the upper and upper-middle remuneration quartiles.

NNPIL recognises that achieving greater balance in workforce representation across all levels of the organisation is an important factor in reducing the gender pay gap over time. As with many organisations operating within technical, scientific and manufacturing environments, improvements in workforce representation are typically achieved over the longer term through sustained focus on attraction, development and progression opportunities.

9. Measures to Eliminate or Reduce the Gender Pay Gap

NNPIL remains committed to fostering an inclusive workplace and supporting equitable opportunities in recruitment, development and career progression.

Given that female representation is currently lower in the upper and upper-middle remuneration quartiles, we will continue to focus on supporting the attraction, development and career progression of women across the organisation. These measures are intended to support greater gender balance across all levels of the organisation over time and contribute to reducing the gender pay gap.



Our Commitment & Next Steps

Our ambition as a company is to offer a sustainable, equitable and transparent rewards proposition that ensures everyone feels respected, valued, included and proud to work for Novo Nordisk. That's why we are committed to ensuring transparent rewards structures, pay equity, minimum living wage and inclusive benefits globally.

9.1 Sustainable Rewards - Key Focus Areas

The below table provides more detail on our key focus areas for sustainable rewards.

1	**Transparent Rewards Structures**	Transparency around rewards principles, elements and processes to ensure confidence in pay decisions.
2	**Pay Equity**	Ensuring equitable pay for work of equal value.
3	**Living Wage**	Ensuring pay above the local minimum living wage (Novo Nordisk minimum pay ranges 20% above).
4	**Inclusive Benefits**	Ensuring benefits that support employees through key life events and addresses the needs of a diverse workforce.

9.1.1 Transparent Reward Structures

At Novo Nordisk, we are taking a natural step in developing our Transparent Rewards Proposition. **Rewards Transparency** aims at increasing transparency around rewards principles, elements and processes to ensure confidence in pay decisions.

We believe that by increasing transparency, we are not only creating a sustainable and fair rewards system, but we are also ensuring that every employee understands how they are rewarded.

As of 2026 Novo Nordisk employees can view their own salary, salary ranges and their own range penetration.

As part of External Pay Transparency, salary ranges are now included on all our job advertisements.

9.1.2 Pay Equity

Pay equity focuses on **ensuring equitable pay for work of equal value**. We have a global approach towards reviewing equal pay where we regularly review equal pay status and corrective actions are taken where necessary.

9.1.3 Living Wage

As part of our commitment to UN Sustainable Development and Novo Nordisk Labour Code of Conduct, we ensure **all employees earn sufficient income in a standard working week to meet basic needs**. Novo Nordisk is partnering with WageIndicator, an organisation that collaborates with the International Labour Organisation (ILO) and UN Global Compact (UNGC), and is a recognised non-profit organisation, to provide data and consultation on living wages. We take it a step further by adding **20% extra on the local minimum living wage to ensure we pay above what should be considered minimum for upholding a decent living**.

9.1.4 Inclusive Benefits

We believe in being a sustainable employer who offers an inclusive and diverse working environment where everyone can bring their whole self to work. Our inclusive benefits focus on ensuring benefits that **support employees through key life events and addresses the needs of a diverse workforce**.

- ***Global Minimum Standard - Caregiver Leave***

The Global Minimum Standard for Caregivers leave is aimed at providing psychological, emotional, and physical support to our employees who have caregiving responsibilities at home so that they can balance their work-life better and consequently bring their best selves to work.

Our employees can avail of **10 days of paid leave (annually)** should they need time to handle a serious health condition of their dependants or elderly parents.

- ***Parental leave policy for non-birthing parents – Global Minimum Standard***

As part of our commitment to equality and inclusion, we provide **14 weeks paid leave** for non-birthing parents in all Novo Nordisk locations. This change established a global minimum standard of 14 weeks for **Gender Neutral Parental Leave to all parents regardless of gender identity**.

9.2 Women in Novo Nordisk (WINN)

Women in Novo Nordisk (WiNN) is an existing global Employee Resource Group (ERG) that was launched in Athlone in 2026. **WiNN** supports the development and advancement of women, while helping to build a more inclusive workplace through networking, development, and allyship.

9.3 Diversity, Equity, Inclusion, and Belonging (DEIB)

9.3.1 Different perspectives, one shared purpose

At Novo, we believe innovation thrives when different perspectives shape our everyday work. Our ability to leverage differences across our workforce is decisive for our future. It enables us to make better decisions, navigate rapid change, sustain employee engagement, and drive innovation.

"Guided by the Novo Way, we show respect and care for our people. By leveraging different perspectives, giving and receiving honest feedback, and daring to be curious and try new things, we innovate with consumers and patients at the centre of everything we do."

Mike Doustdar
President and CEO



9.3.2 Our standards & policies

Our approach to DEIB is embedded in The Novo Way, which sets the direction for our strategy, decisions, and actions, and applies to all employees in Novo. The Novo Way describes the principles and behaviours that guide everything we do.

OneCode supports us in living The Novo Way, by setting clear expectations for how we work. One Code applies to everyone who works for, or on behalf of, Novo and directs people to the resources they need to make the right decisions.

Novo's Labour Code of Conduct details how we protect equal treatment and opportunities for all employees, including a working environment free from discrimination and harassment.

Equal employment opportunity is applied to all stages of employment, including the recruitment process, working conditions, remuneration, development, promotion, termination or retirement in accordance with local conditions or requirements by national law.



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