



Bayer Limited Gender Pay Gap Report **2024/2025**

This report outlines Bayer Limited's (Ireland) Gender Pay Gap Results, published November 2025, using snapshot date of 30th June 2025.



Our Mission & Commitment

At Bayer Limited, we are unwavering in our commitment to push boundaries and find solutions to some of the world's biggest challenges, leading to better outcomes for our patients, farmers, and consumers. We achieve this by uniting talented individuals who bring diverse ideas, experiences, innovations, and product solutions to our mission: 'Health for All, Hunger for None'.

Our new Dynamic Shared Ownership (DSO) operational model integrates Inclusion & Diversity (I&D) into our organisational practices, with VACC (Visionary, Architect, Coach, and Catalyst) leadership behaviours serving as key enablers.

I&D is foundational to the principles and behaviours of DSO, ensuring that all voices—regardless of title, position, or background—are not only encouraged but expected to contribute. This collaborative approach fosters an environment where diverse perspectives are essential for co-creating value for our customers and making impact.

Teams are built with the right skills to deliver on our critical missions, incorporating perspectives from a diverse community of employees.

Moreover, the following four key pillars are integral and consistent for all 3 divisions of our organisation:

- // **People:** Growing diverse talent that belongs and thrives
- // **Culture:** Uniqueness is welcomed, empowered and celebrated.
- // **Partners:** Championing partnerships grounded in shared values.
- // **Brand:** Creating a better Bayer for a better world.

A photograph of a female scientist in a white lab coat and safety glasses, working in a laboratory. She is wearing a green glove and holding a pipette. The background is a blurred laboratory setting. A large red diagonal line is overlaid on the image.

 Science for a **better life**



Snapshot Of Bayer Limited Women



57%

*of our workforce are women**



56%

*receiving an 'exceptional'
performance rating were women**



56%

*of the proportion of the Upper
Middle pay quartile are women*



50%

*Enrolled into Developing
Leadership Course were women**

**As of 31st December 2024*

Calculating The Gender Pay Gap



Gender Pay Gap

// The gender pay gap is the difference in the average hourly wage of men and women across a workforce. The Gender Pay Gap Information Act 2021, effective 2025 requires organisations with over 50 employees to report on their hourly gender pay gap across a range of metrics. The metrics in this report are inclusive of all employees (both full and part time workers).

// The gender pay gap is not the same as unequal pay, which is paying men and women differently for performing the same work.



Calculating the mean and median

// The **median gender pay gap** compares the middle point in a number set. So, if you were to list the hourly pay for men and women from highest to lowest, the median compares the pay of the middle person in each group.

// The **mean gender pay gap** shows the difference in average hourly rate of pay between men and women and is therefore influenced by higher earners in more senior roles.

// Our gender pay gap calculations are based on the Irish Gender Pay Gap Information Act 2021 requirement that companies publish an “unadjusted gap” using their snapshot date in the month of June, this is 30th June 2025 for this report. This report covers the period of 1st July 2024 – 30th June 2025.



Types of pay

// Ordinary pay is not limited to basic pay; also includes other types of pay including any allowances.

// Bonus pay includes additional pay relating to profit sharing, productivity, performance and Benefit in kind (BIK). In our case, most of the bonus pay is in the form of our annual Short Term Incentive programme, but we do also have other incentives, such as sales incentives schemes and Long-Term Incentive programme.

 Science for a **better life**

Bayer Limited Gender Pay Gap Summary 2024/2025



Although Bayer operates multiple companies in the UK and Ireland, this report solely focuses on Bayer Limited (Ireland). Using data the snap short date of 30th June 2025, covering the period from 1st July 2024 to 30th June 2025, published November 2025.

23.6%

Mean gender Pay Gap

19.8%

Median gender Pay Gap

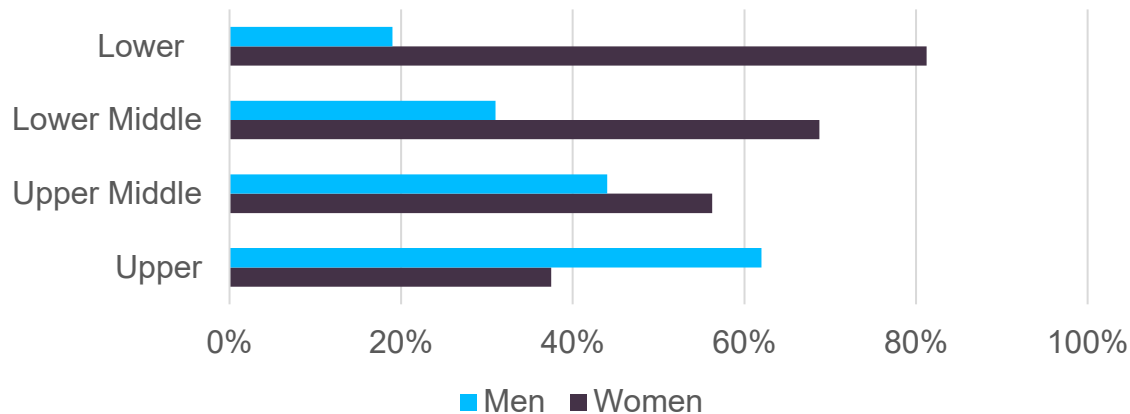
36.3%

Mean Bonus Pay Gap

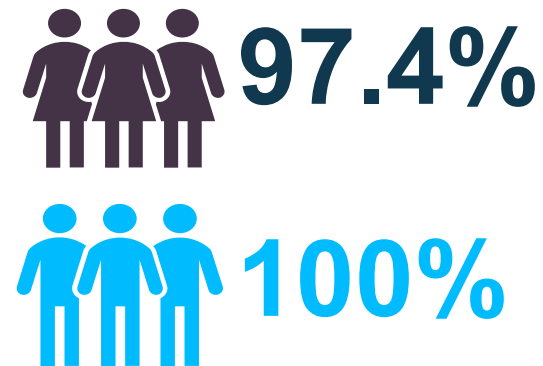
21.2%

Median Bonus Pay Gap

Population by pay quartiles %



Proportion of women and men receiving **both Bonus and BIK:**



Why does Bayer LTD have a pay gap?

Distribution of the workforce

The distribution of our workforce across the four quartiles indicates that our organisation mirrors the societal norm, with more women typically occupying roles in the lower quartile brackets and often in part-time positions. This in turn impacts our hourly pay and bonus gap.

At Bayer, we are committed to challenging and changing these societal norms and cultivating a culture that enables for flexible working for all employees. Through our Inclusion & Diversity (I&D) programmes, flexible and family-friendly policies, and inclusive people practices, we are witnessing women being equally recognised for their performance, appointed to leadership positions, and identified as having potential for further success.

Nature of STEM roles

As is common in life science organisations, we observe that women are often under-represented in STEM roles. To address this, across Bayer there are a series of initiatives we committed to championing and investing into, such as: active participation of our senior women leaders in platforms such as, STEM Ambassador initiatives, external forums, and local and global leadership programmes, will help encourage under-represented groups to consider careers in STEM.



Supporting Women in the Workplace

Investments and initiatives to support women to thrive in Bayer

// **Women Leadership Development:**

In 2024, Bayer UK and Ireland invested in the Developing Leadership Mindset (DLM) course, with 50% of participants from Bayer Ireland being women. This initiative demonstrates our commitment to empowering women in leadership roles by equipping them with essential leadership skills. The DLM course aligns with our goal of fostering a diverse leadership pipeline, ensuring women are prepared to navigate challenges and contribute to our organisational success.

The Bayer Ladies League initiative is a global programme dedicated to developing female talent, highlighting Bayer's strong commitment to Inclusion & Diversity (I&D). This inaugural event brought together exceptional Bayer women from around the world, fostering a supportive network aimed at empowering our female talent. Over two successful days, participants engaged in valuable networking, career counselling, panel discussions, and learning opportunities. A female talent from Ireland was selected to represent Bayer Limited at this prestigious global conference, underscoring the company's dedication to advancing women in the workplace while providing this employee with invaluable insights and connections to enhance her professional journey.

// **Women's Health and Wellbeing**

Our expert Women's Health teams across the Pharmaceutical and Consumer Health divisions are dedicated to reducing the societal stigma often associated with women's health. We provide choice and accessibility through various medicines, products, educational initiatives, and campaigns. Our internal support for women is unwavering at every stage of life, as exemplified by our Menopause policy. We offer multiple levels of menopause support through our Private Medical Insurance, along with employee-wide access to Peppy, a personalised digital health platform that provides expertise in Women's Health, including menopause, fertility, and early parenthood. Additionally, we have enhanced maternity support available to our employees.

// **Flexible and Family Friendly Policies**

We commit to look at diversity from multiple perspectives and recognise that our employees' differences do not exist independently. As we advance our I&D work in 2025, we will actively collaborate across business resource groups (BRGs), seek to learn from our external partners, and continue to provide education sessions to build a culture where we celebrate, embrace and harness the uniqueness of our employees.



 Science for a **better life**



Calculating the Gender Pay Gap



Our focus and belief in the need to continue challenging societal norms as a leader in Life Science remains a strategic priority. At Bayer, we aspire to create opportunities for everyone to succeed and achieve their full professional potential; whilst also positively impacting our gender pay gap. We will continue to unite talented people, who bring diversity of ideas, experiences, innovations and product solutions to achieve our ambition: 'Health for All, Hunger for None'. We confirm the information in this report is accurate and in line with government regulations.

We confirm the information in this report is accurate and in line with government regulations.



John Woods

Managing Director Country
Manager Pharma Ireland



Emma Carter

Head of HR, North Europe

A photograph of a modern office interior with large windows and people working. The scene is overlaid with a blue tint. In the center, a group of five people are gathered around a desk, looking at a laptop. One woman is sitting on the desk, and another is sitting on a chair. A man is standing and talking to a woman. The office has white desks, grey chairs, and large windows with black frames. There are potted plants on the desks and a white projector screen hanging from the ceiling.

Gender Pay Gap Report

 Science for a **better life**