



Pfizer Ireland Gender Pay Gap Report 2025

Breakthroughs that change patient's lives®



Finding strength in diversity

- / Diversity
- / Innovation
- / Breakthroughs



Finding strength in diversity

We are committed to fostering diversity reflective of the patients and communities we serve.

At Pfizer, our purpose is *Breakthroughs that change patients' lives*. In all of our initiatives, we strive to deliver the highest quality of care to patients. Achieving this goal requires us to consistently perform at our best.

At Pfizer, our purpose is to achieve breakthroughs that transform patients' lives. In our pursuit of excellence, we strive to provide the highest quality care to our patients by ensuring we are operating at our best.

Pfizer seeks to enable employees to feel comfortable expressing themselves at work. The company has stated its intention to maintain a workplace culture based on the core values of courage, excellence, equity, and joy.

Prioritising inclusion enhances overall wellbeing, which is essential for supporting every colleague to reach their full potential. A diverse and inclusive workforce - one that genuinely reflects the patients and communities we serve - enables us to fulfil our mission.

Diversity brings different perspectives and approaches, enriching our creativity and problem-solving capabilities. It also deepens our understanding of the different communities within our society. With better insight into different communities, we can more effectively identify and address their unmet patient needs.

At Pfizer, we are ardent advocates for genuine diversity. Our goal is to build inclusion at all levels of our organisation, creating an exceptional workplace for everyone and promoting equitable access to opportunities for all colleagues. Closing our gender pay gap is a critical component of this commitment.

2025 is the fourth year in which Pfizer like other companies is required to report on its gender pay gaps as set out in legislation. In this report we are publishing our gender pay gap statistics, explaining the basis for the gender pay gap that exists at Pfizer and outlining our approach to addressing the findings.

This year, the percentage gap between the median and mean has narrowed. This development is attributed to recent entry-level recruitment initiatives aimed at improving gender balance within specific job families, as well as career advancement within these groups. Furthermore, for the first time since reporting commenced, the Gender Bonus Gap now favours female employees.

The difference between the gender pay gap and pay equity

Pay Equity is the principle that people doing the same work should receive the same pay, allowing for legitimate differences such as tenure and experience.

It is perfectly possible for an organisation that pays its people fairly and equitably within different roles to have a gender pay gap. The existence of a **Gender Pay Gap** does not in itself mean that there is any problem with **Pay Equity**.

The **Gender Pay Gap** is a measure based on pay averages across an organisation. It takes no account of the different roles that people occupy. The existence of a **Gender Pay Gap** does not in itself mean that there is any problem with **Pay Equity**. Our **Gender Pay Gap** is the result of an unequal distribution of men and women across different levels and roles of the business.

Our 2025 analysis indicates that Pfizer Ireland achieved a lower median gender pay gap of 9.7% compared to 10.4% in 2024. In addition, this year marks the inclusion of a fourth entity, Pfizer Healthcare Ireland, as per the 2025 regulations requiring reporting by organisations with more than 50 employees.

All three legal entities previously reported have demonstrated improvements in their median figures over the past three years. The overall year-on-year progress is attributed to organisational changes and our strategic hiring initiatives.



Paul Duffy

SVP, Small Molecule
Operations - Pfizer



Aoife Allen

Vice President - GBS
Global Statutory, Treasury,
Operational Transformation



Eileen O'Riordan

Senior Director,
People Experience, PGS,
Europe - Pfizer

How the figures are calculated

Median vs Mean:

The **median pay gap** is calculated by finding the exact middle point between the lowest and highest paid man in the business and the lowest and highest paid woman. We then compare the two figures.

The **mean pay gap** is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures.

Quartiles using hourly remuneration, quartiles divide the list of earners – ordered from lowest to highest – into four equal groups. This provides a picture of where male and female employees are in the pay hierarchy.



Understanding the Results

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Understanding the Results

“I believe that a broad and diverse representation of colleagues across functions, levels and decision-making, strengthens organisations and ensures they are reflective of the customers and stakeholders they serve. Gender pay gap reporting supports one element of this by promoting transparency, accountability, and equality in the workplace. It is a stepping stone to embed the importance of diversity, equity and inclusion across all areas of the organisation.”

Aoife Allen, Vice President – GBS Global Statutory, Treasury, Operational Transformation.

Bonus Gap refers to the gap between men and women on the value of all bonus items taken together.

The lower quartile sets out, in respect of the lowest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women.

The upper quartile sets out, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women. The same logic applies to the **lower middle quartile** and the **upper middle quartile**.

Benefits in kind sets out the percentage of our people who are in receipt of non-cash benefits of monetary value – for example Health Insurance. It should be noted that the vast majority of our people benefit from pension provision; however, under the Irish legislation definition pension is not a benefit in kind and we have therefore not included it within these figures.



Note: It is important to note that the Irish legislative requirements are binary with regards to gender (specifying women compared to men). Whilst we are reporting our statistics in the manner set out by law, at Pfizer, we recognise and support all gender identities.

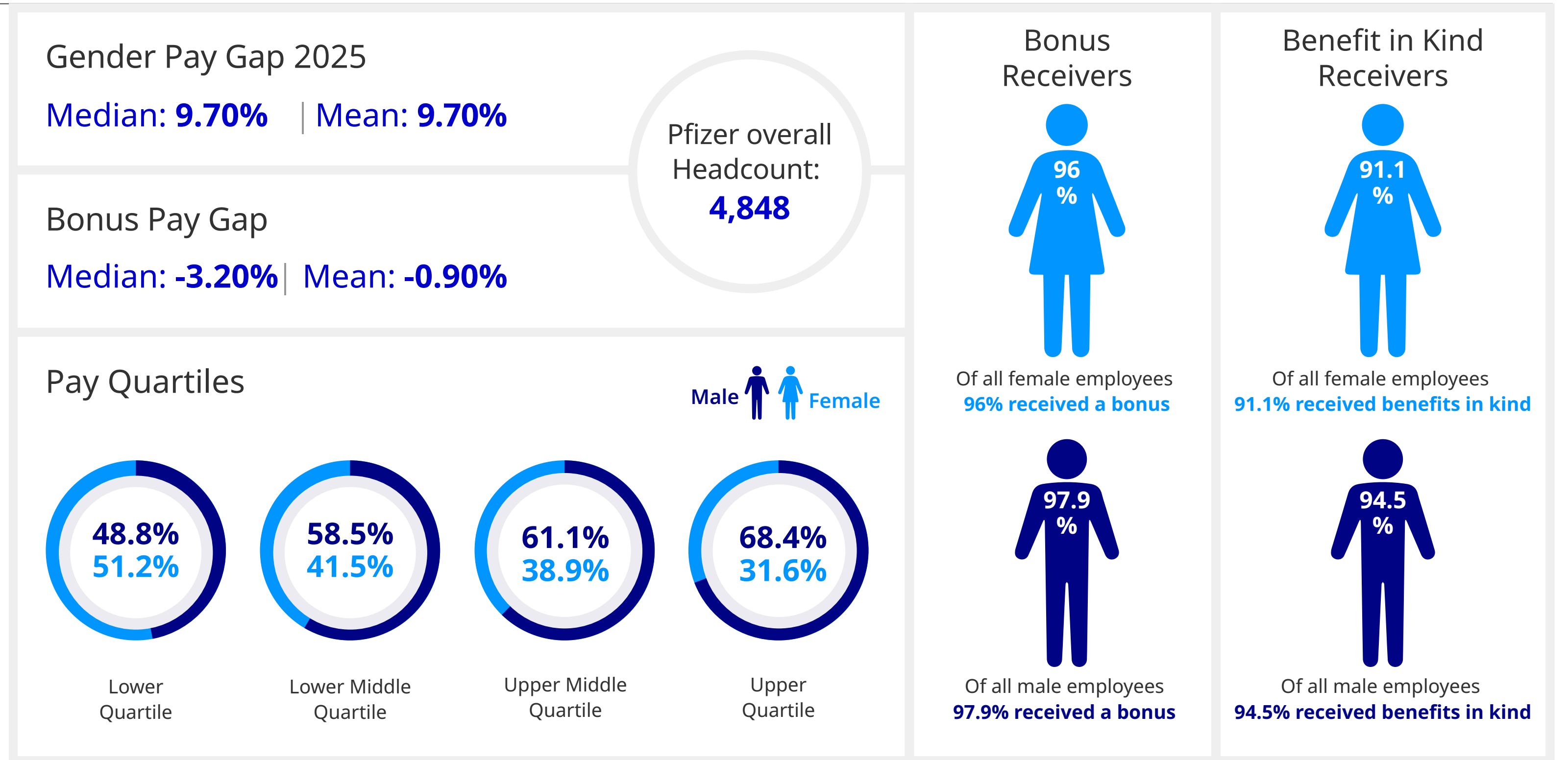
Our Gender Pay Gap Results

We report on the results for all Pfizer employees in Ireland collectively across our several legal entities.

In keeping with the legislation, we will also publish as an appendix separate metrics for each of the entities. We are reporting on a total of 4,848 colleagues which includes all of Pfizer Ireland’s legal entities, using a snapshot date of 30th June 2025 and a reference period of 1st July 2024 to 30th of June 2025. Of those colleagues 2,870 were men and 1,978 were women or approximately 59% men and 41% women. There were 62 Part-Time colleagues and 124 Colleagues on temporary contracts.

Closing the Gender Pay Gap at Pfizer

Closing the Gender Pay Gap continues to be a key priority at Pfizer. Our gender pay gap is the result of an unequal distribution of men and women across the different levels, work patterns and roles of our business.



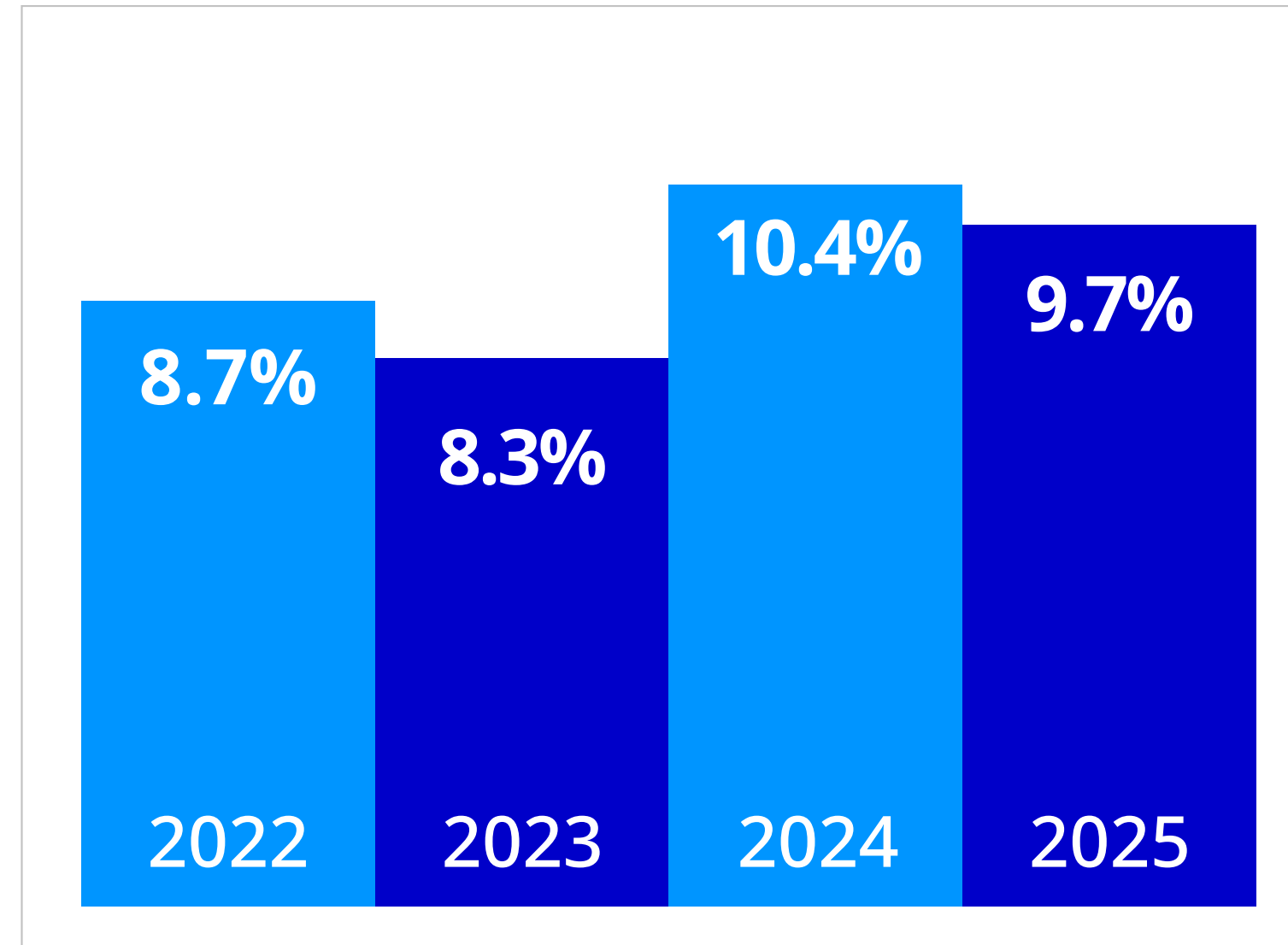
In 2025 our median gender pay gap is 9.7% reflecting a decrease in gap of 0.7%. Our mean pay gap is 9.7% in 2025 reflecting a decrease in gap of 1.1%

A long term commitment

As you can see from the graphs on the right, our third year on year comparison shows a marginal decrease in Median Pay gap. This is due to our having higher proportion of females than males in the Lower Quartile and a lower proportion of females than males in the remaining quartiles as we actively work on hiring more gender balance into all roles across Pfizer.

During the 2025 Gender Pay Gap reference period, 63% of Director and above Ireland posted positions were filled by Females v's 27% were filled by Males. This reflects a significant differential considering females account for 41% of the Pfizer Ireland's workforce.

Also during the 2025 reference period the % of females hired to entry level positions increased v's previous years and accounted for 50% of our new hires. That % hiring reflects a significant differential versus overall female representation in the Pfizer workforce. This approach is in line with our diverse hiring strategies.



Addressing the gap requires sustained effort and a comprehensive understanding of the underlying factors. Over time, our DEI strategy has been instrumental in effecting meaningful change.

The organisation is taking steps to address systemic barriers to gender equity and aims to implement changes that benefit all colleagues. It will continue with long-term actions designed to achieve and sustain gender balance across the business. By incorporating diversity and inclusion, the organisation seeks to improve its capacity to deliver innovations that impact patients' lives.



Diversity, Equity and Inclusion (DEI)

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Diversity

Visible and invisible differences that make each person unique, including different demographics, identities, experiences, and ideas.

Equity

Ensuring that every person is seen, heard, and cared for.

Inclusion

Understanding, embracing, and leveraging the unique strengths and facets of identity within a culture of belonging.

Our Diversity, Equity and Inclusion strategy

Our Diversity, Equity, and Inclusion (DE&I) strategy is built around a number of key initiatives, each of which strengthens diversity, drives our core value of equity and enhances our culture of inclusion.

Our Initiatives are:

- To **Source and Select** women whose careers can thrive at Pfizer
- To **Grow and Retain** the many talented women Pfizer already employs
- To **Engage and Inspire** women at Pfizer

“Addressing and closing the gender pay gap isn’t just about fairness - it’s about recognising the full value of every colleague’s contribution. By doing so, we foster innovation, attract top talent, and create a workplace where everyone can thrive and contribute to our purpose of delivering breakthroughs that change patients’ lives.”

Paul Duffy, SVP Small Molecule Operations, Pfizer.



An ongoing programme of change

As we move into 2026, we want to go even further to embed diversity and inclusion as a hallmark of our business. To do that we will continue to:



Source and Select

Ensures recruitment diversity by attracting a range of talent at all stages of recruitment and at all levels of the business – continuing to recruit the best people for each role.

We support this by:

- **Achieving a balanced Gender Candidate Slate** and balanced interview panel.
- **Interview skills training** with structured interview processes.



Grow & Retain

We enable this through:

- **Career Progression Support.** This enables colleagues to find clarity, momentum, and direction to make a positive change in their career choices.
- **Growth** through mentoring and coaching, providing opportunities through Zig Zag moves and educational Programme's with national Third Level institutions.
- **Recognising** through our policies that many colleagues, especially those with family commitments, place high importance on flexibility.
- **Fostering talent** of the future through apprenticeships, Internships and graduate programs.
- **Partnerships** with third party experts accessing educational institutions and professional bodies.
- **Succession and Talent** assessment processes and associated programs.



Engage & Inspire

We support this by:

- **Actively encouraging** and **supporting** Colleague Resource Groups where we enable regular sharing of best practices across our seven ECRGs—including the Pfizer Women's Resource Group.
- **Soliciting and listening** to colleague voices through our Annual Engagement survey, Open Door Policy and local engagement forums.

Our partners

Partners in change

Our Diversity, Equity, and Inclusion (DE&I) Plans are supported by our Cross Country and Site leadership teams along with our Colleagues.

These partners in change build and complement our ongoing DEI goals and initiatives across our business.

Ireland Country Management Forum & Site Leadership Teams.

Our aim is to be as diverse as the patients and communities we serve. We want to be an amazing workplace for every colleague, and to have a truly inclusive culture: reflecting our values of courage, excellence, equity, and joy.

We continue to embed the mindset and the practices that support inclusion and to enhance diversity at every level of the business.

Pfizer Women's Resource group (PWR)

This group is in place to engage with colleagues on gender-related themes, our PWR group works to enhance a safe and inclusive environment within the workplace, partnering with external organisations to raise awareness, network and encourage discussion of gender-related work topics.

Colleague Resource Groups (CRGs)

In Pfizer Ireland alongside the Women's Resource Group, further Colleague Resource Groups look at different colleague needs and help to reinforce and support inclusion throughout the business.

These groups include Nationality/Ethnicity; LGBTQ+, Cross Generation, Menopause Awareness, Cancer Support and Disability among others.



Statutory disclosure

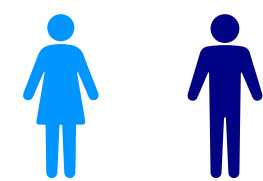
Pfizer Ireland has 4 entities with at least 50 employees. Pfizer Ireland Pharmaceuticals, Pfizer Manufacturing Ireland, Pfizer Shared Services UC, Pfizer Healthcare Ireland.**

Under the regulations we are required to report our gender pay gap data for each of these entities, as set out here:

Pfizer Ireland Pharmaceuticals

Female employees:	1,400
Male employees:	2,052
Hourly Remuneration Median:	7.2%
Hourly Remuneration Mean:	7.8%
Median bonus pay gap:	-3.7%
Mean bonus pay gap:	-5.1%
Female employees who received a bonus:	95.1%
Male employees who received a bonus:	97.8%

Proportion of females and males in each quartile pay bonus

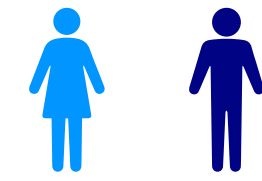


Lower quartile:	53.9%	46.1%
Lower middle quartile:	41.0%	59.0%
Upper middle quartile:	35.2%	64.8%
Upper quartile:	32.1%	67.9%
Benefits in kind	90.6%	94.0%

Pfizer Manufacturing Ireland

Female employees:	318
Male employees:	616
Hourly Remuneration Median:	16.7%
Hourly Remuneration Mean:	18.1%
Median bonus pay gap:	9.6%
Mean bonus pay gap:	15.7%
Female employees who received a bonus:	99.1%
Male employees who received a bonus:	99.0%

Proportion of females and males in each quartile pay bonus

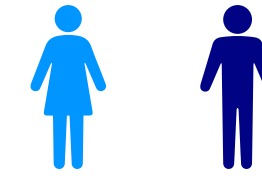


Lower quartile:	48.3%	51.7%
Lower middle quartile:	51.5%	48.5%
Upper middle quartile:	26.1%	73.9%
Upper quartile:	10.3%	89.7%
Benefits in kind	94.0%	97.1%

Pfizer Shared Services UC

Female employees:	176
Male employees:	140
Hourly Remuneration Median:	-1.3%
Hourly Remuneration Mean:	2.8%
Median bonus pay gap:	3.5%
Mean bonus pay gap:	8.8%
Female employees who received a bonus:	95.5%
Male employees who received a bonus:	95.7%

Proportion of females and males in each quartile pay bonus

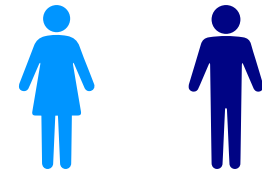


Lower quartile:	53.2%	46.8%
Lower middle quartile:	57.0%	43.0%
Upper middle quartile:	59.5%	40.5%
Upper quartile:	53.2%	46.8%
Benefits in kind	87.5%	90.0%

Pfizer Healthcare Ireland

Female employees:	58
Male employees:	33
Hourly Remuneration Median:	17.5%
Hourly Remuneration Mean:	8.7%
Median bonus pay gap:	14.8%
Mean bonus pay gap:	23.8%
Female employees who received a bonus:	100.0%
Male employees who received a bonus:	97.0%

Proportion of females and males in each quartile pay bonus




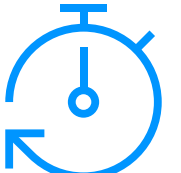
Lower quartile:	60.9%	39.1%
Lower middle quartile:	87.0%	13.0%
Upper middle quartile:	43.5%	56.5%
Upper quartile:	63.6%	35.4%
Benefits in kind	93.1%	100.0%

** Pfizer Ireland Pharmaceuticals reflects colleagues based in Pfizer's Grange Castle & Newbridge locations. Pfizer Manufacturing Ireland reflects colleagues based in Pfizer Ringaskiddy location. Pfizer Shared Services UC reflects most colleagues based in Pfizer Dublin Watermarque location. Pfizer Healthcare Ireland reflects colleagues based in Pfizer Watermarque location.

Statutory disclosure

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Under the regulations we are required to report our gender pay gap data for each of these entities, as set out here:

	Pfizer Ireland Pharmaceuticals	Pfizer Manufacturing Ireland	Pfizer Shared Services UC	Pfizer Healthcare Ireland
				
Part time employees	38	19	1	0
Median gender pay gap:	-35.3%	-	-	-
Mean gender pay gap:	-22.3%	-	-	-
				
Temporary Contracts	84	22	19	0
Median gender pay gap:	-1.3%	13.5%	-0.1%	-
Mean gender pay gap:	-1.0%	2.0%	0.4%	-

“Each of us has the capacity to champion change and accelerate progress across every aspect of diversity. Our focus continues to be on creating inclusive and diverse workplaces that mirror the world around us”.

Eileen O’Riordan Senior Director, People Experience, PGS, Europe – Pfizer.

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