

# Gender Pay Gap Report 2026



**Elanco**

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# Understanding UK Gender pay gap reporting

## The difference between Equal pay & Gender Pay Gap

**Equal pay** means that men and women are paid the same for doing the same or equivalent work. It helps identify equal pay for equal work issues.

**The Gender Pay Gap** shows the overall difference in pay between all men and all women in an organization. It helps identify whether men and women are represented equally across all pay bands.

All UK companies with 250 or more employees are required to report their gender pay gap annually.

The gender pay gap can stem from multiple factors, particularly the underrepresentation of women in senior leadership and the concentration of men and women in different roles that carry varying pay and bonus levels.

## The Gender Pay Gap calculations

Organisations must follow the calculation methodology set out by the Government Equalities Office to report their mean and median gender pay gap, bonus gap and pay distribution. It encompasses various components such as base pay, allowances and bonuses received during the snapshot pay period.

Mean and median gender pay gap calculations are based on “full-pay relevant employees”. These are employees receiving their usual pay during the snapshot pay period, excluding those on reduced pay or nil pay due to leave (e.g. unpaid maternity or sick leave).

Throughout this report we refer to mean and median.

The mean, commonly known as the average, is calculated when you add up the hourly pay of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between mean male pay and mean female pay. It is expressed as a percentage of men’s earnings.

The median is the middle value when all pay levels are lined up from lowest to highest. It is calculated separately for men and women, and then the two middle values are compared to show the gap.

# UK Workforce During the Snapshot Period

## WORKFORCE DEMOGRAPHICS IN 2025

Demographic change - In 2025, a notable event occurred when approx. 231 TriRX employees transitioned back to Elanco UK following the re-acquisition of the Speke manufacturing site. This site predominantly employs male staff, which altered the demographic composition of our UK workforce and had a significant impact on our Gender Pay Gap results.

We also recognise that female representation remains lower in functional leadership positions.

Additionally, a greater proportion of women work part-time, which can influence overall pay metrics and play a role in the differences reflected in the reporting.

## UK WORKFORCE

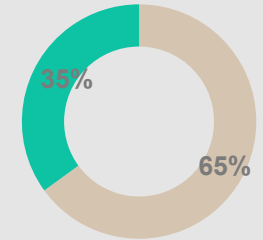
As of **5<sup>th</sup> April 2025**, the UK had 538 employees across two sites (Hook and Speke and remote/field workers)

Leveraging insights from the data analysis, we are committed to identifying specific areas within Elanco that require attention and adjustments. Our leadership teams fully support this endeavour, and we are actively developing a comprehensive action plan to address these findings. We recognise that achieving true and consistent pay equity is an ongoing journey that requires sustained efforts.

Our approach to pay administration ensures fairness and equity throughout our workforce. Compensation decisions are guided by various factors including job content and level, relevant work experience, tenure, educational background and individual performance. Supported by a comprehensive global job structure and grade ranges, we uphold consistent and equitable pay practices across our diverse workforce.

## % OF UK WORKFORCE IN 2025

■ Male  
■ Female



Action plan for closing the UK gender pay gap will include the following:

1. Enhanced UK policies to create a conducive environment for gender parity.
2. Comprehensive well-being programmes designed to support our IDEA agenda.
3. Strategic succession planning to increase female representation in functional leadership positions.
4. Empowering women through a number of programmes and other specific development opportunities, including engagement with internal and external resource groups to drive collaboration, advocacy and support to increase female representation in function leadership positions.
5. Strategic initiative to extend bonus eligibility to manufacturing employees through a staggered approach.

Note: The above list is not exhaustive.

# Gender Pay Gap Overview

## Mean & Median Pay Gap

The difference in hourly rates of male and female employees

**MEAN PAY GAP**  
**2.61%**

**MEDIAN PAY GAP**  
**-9.17%**

## Mean & Median Bonus Gap

The difference in average bonus paid to male and female employees

**MEAN BONUS GAP**  
**21.13%**

**MEDIAN BONUS GAP**  
**23.06%**

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

Proportion of men & women receiving bonuses

Lower Quartile    Lower Middle    Upper Middle    Upper Quartile

**Females 80.10%**

**Males 54.97%**

● Males  
● Females

