



2025 UK Gender Pay Gap Report



Opening Statement

At the end of last year's report, we restated our commitment to prioritising Inclusion, Innovation and Belonging in everything we do, publishing open and transparent gender pay gap reports and constantly evaluating our initiatives to ensure parity and inclusivity.

We continue to deliver on these commitments. From 2024 to 2025 our median Gender Pay Gap (GPG) has remained stable. We use this measure as our main way to track progression year on year. This result is evidence that our focus on managing our pay gaps is having an impact.

Our median GPG in 2025 is -8.2% compared to -7.8% in 2024. Our 2025 mean GPG has moved further in favour of females to -6.2%, driven primarily by a rising proportion of females in the top pay ranges and a larger reduction in the proportion of females in the lowest pay ranges than for males.

Read on to learn more about these results and our ongoing efforts and initiatives to address our pay gap.



Her Promise is our purpose

At Organon Pharma (UK) Limited (“Organon”), we are dedicated to creating a better and healthier every day for every woman. Fostering an inclusive and supportive workplace is central to our mission. We believe every employee deserves the opportunity to grow and reach their full potential.

Fairness and equity in our pay is an important factor in creating this environment. This is why our continued focus on pay equity is so essential to us and is something that helps us stand out within our industry. From 2024 to 2025, an area of focus for us was to get closer to a 50/50 gender split in the lower quartile to help us address our existing Gender Pay Gaps. We have moved further towards this goal but in general female pay remains higher than for males and this is a key driver behind the increase in the mean Gender Pay Gap this year.

Recognising and rewarding the hard work of our colleagues is important to us. We are proud that a large proportion of our employees received bonuses this year, underscoring our commitment to fair compensation.

We have continued our focus on Inclusion, Innovation and Belonging by enhancing a range of policies and processes.

This includes:

- Improved access to the Peppy App which, feedback suggests, is making a real difference to employees’ health.
- Changes to the menopause policy to better support employees going through this phase of life.
- Enhanced Paternity/Maternity Leave policies and practices (including support around pregnancy loss).

We have also seen previous improvements to our Continuation of Care Leave policy begin to take effect for employees. Finally, we have made important progress towards our pay equity analysis targets.

We want to take this chance to acknowledge the continued vital role our Senior Management and Employee Resource Groups (ERGs) play in helping to reduce our Gender Pay Gaps.

We invite you to read the details of this report, which highlights our ongoing commitment to fairness and equity in pay, as well as our broader goals for a more inclusive workplace. Thank you for being part of this journey with us.

We confirm that the data in this report is accurate and complies with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As part of our commitment to Her Equity, we will publish open and transparent GPG reporting, continually evaluate our initiatives, and prioritise Inclusion, Innovation and Belonging in all our efforts.



Understanding the calculations

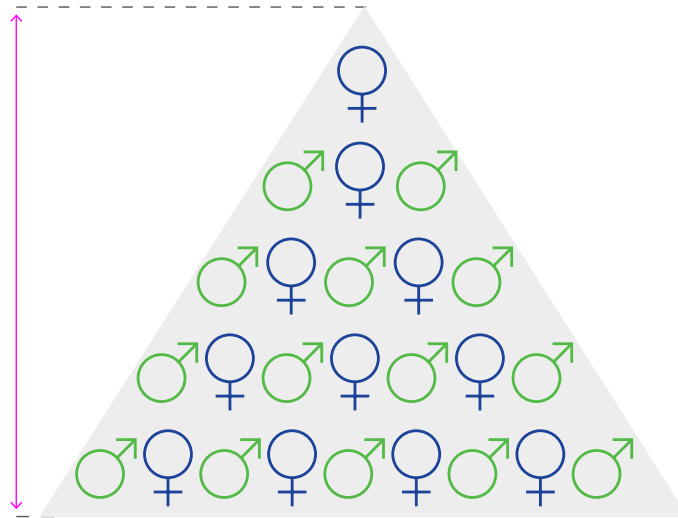
It's important you understand our Gender Pay Gap Report, so you can interpret our results and see the progress we're making. There's a lot of technical information to navigate, so we've provided some definitions.

Gender Pay Gap

Calculates the difference in average pay between males and females across the whole organisation.

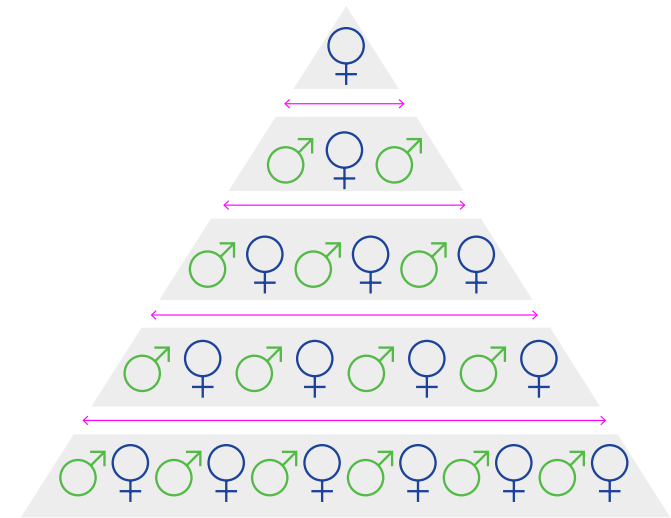
Gender Bonus Gap

Calculates the difference between the amounts that males and females receive as incentives on average across the whole organisation.



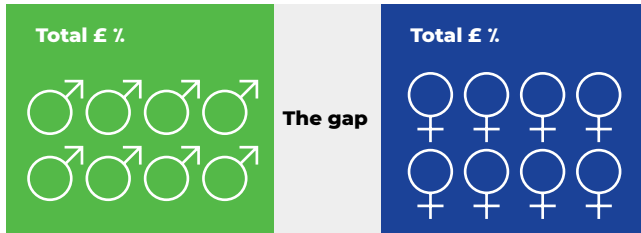
Equal Pay

Requires that males and females carrying out the same or similar work in the same employment, taking into account level and job type, must receive the same pay.



Understanding the calculations

Mean pay or bonus:

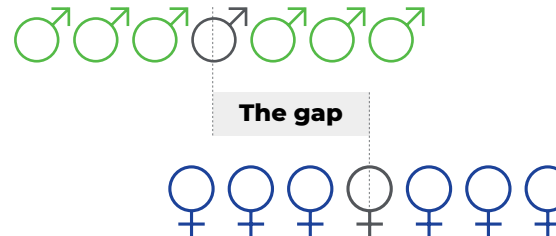


The **mean** is calculated by adding up the total hourly or bonus pay of employees and dividing by the number of employees. This is completed separately for males and females, and the means are compared. The difference is presented as a percentage.

The way the mean is calculated can result in the final figure being distorted by a small number of highly paid individuals.

As an example, a mean of 3.7% shows that males are paid 3.7% more than females looking at the average pay of all males and comparing it to the average pay of all females. If the percentage is negative, for example -3.7%, it means females are paid 3.7% more than males.

Median pay or bonus:

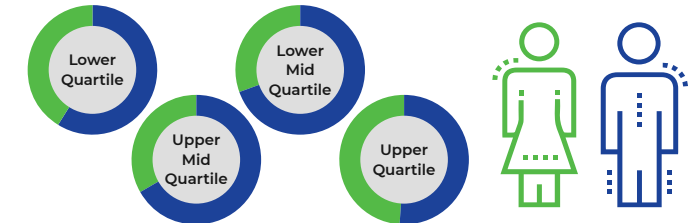


The **median** is the middle number of a ranking of pay or bonus from lowest to highest. It gives us the best view of 'typical' pay or bonus. This calculation is completed separately for males and females and the medians are compared. The difference presented as a percentage.

Typically, the median number is a more reliable and representative figure to track progression year on year as it is less affected by outliers.

As an example, a median of -3.7% shows females are paid 3.7% more than males when looking to the middle of the pay range for both males and females. If the percentage is positive, it means males are paid more than females.

Quartile Pay Band Data:



The **quartiles** represent hourly pay rates across the company from the lowest to the highest, split into four equal quartiles.

It is important to note that the UK Gender Pay Gap legislative requirements are binary in regard to gender (specifying female compared to male employees). Whilst we are reporting our statistics in accordance with the legislation, at Organon we recognise and continue to look at how we can further support all gender identities through our policies and initiatives.

All calculations are for employees who were at Organon Pharma (UK) Limited as of 5 April 2025. Gender Pay Gap calculations are based upon all pay in April 2025. Gender Bonus Gap calculations are based upon all bonus pay from 5 April 2024 to 4 April 2025.



A year of steady progress:

Gender Pay Gap (GPG) results

Both the Gender Pay Gap mean and median remain favourable towards females, and both have widened since 2025.

In 2025 we are happy to report a stabilisation of our median Gender Pay Gap (GPG) at -8.2% in 2025, a small 0.4% increase on the previous year. This year's median GPG indicates that females are paid 8.2% more than males at Organon UK. We look to the median GPG in particular; it is a more reliable and representative figure to track progression year on year as it is less affected by outliers.

Our mean GPG also increased, to -6.2%, showing that the mean pay of females working at Organon is 6.2% higher than the mean pay of males. We understand the drivers behind these changes and remain committed to addressing this to ensure fair pay for all.

This year's GPG figures can be attributed to several key factors:

- We have a lower proportion of females (39.7%) which is typical of our industry, but females are generally within a higher remuneration range, positively influencing the GPG for females.
- Although there is a lower proportion of females compared to males in Organon the proportion of females has increased year-over-year by 1.3% since last year (there were 38.4% females in 2024). This shift has contributed to the increase in both the median and mean GPGs in favour of females.
- During 2025, we moved even closer to a 50/50 split of males and females in the lower quartile, an important measure to address our existing Gender Pay Gaps. However, there was an increase in the number of females in the over £55 pay bracket and a decrease in the number of males. This was a driver for the increase in the mean Gender Pay Gap.
- As in 2024, the highest proportion of females are in the upper quartile, and this contributes to Gender Pay Gaps which are in favour of females.
- There has been a comparable increase in the proportion of females in both the Upper Quartile (by 2.1%) and the Lower Quartile (by 2.0%). This is contributing to a relatively stable median Gender Pay Gap year on year.

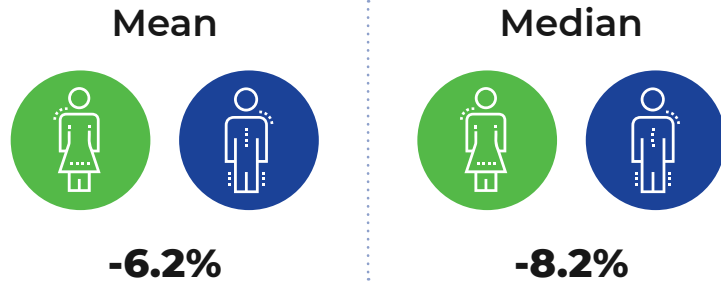
Our continued progress towards closing our pay gaps is encouraging. However, we remain focused on prioritising gender pay equity as part of fostering an inclusive workplace for all employees.



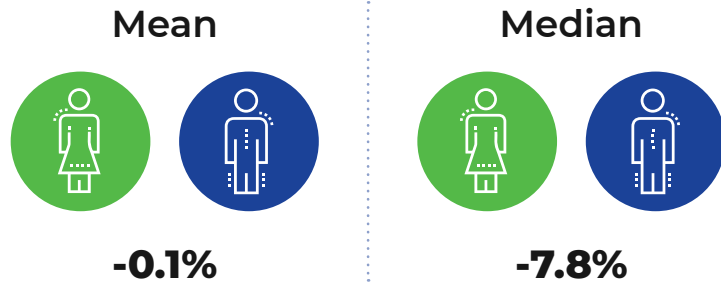
A year of steady progress:

Gender Pay Gap (GPG) results

2025



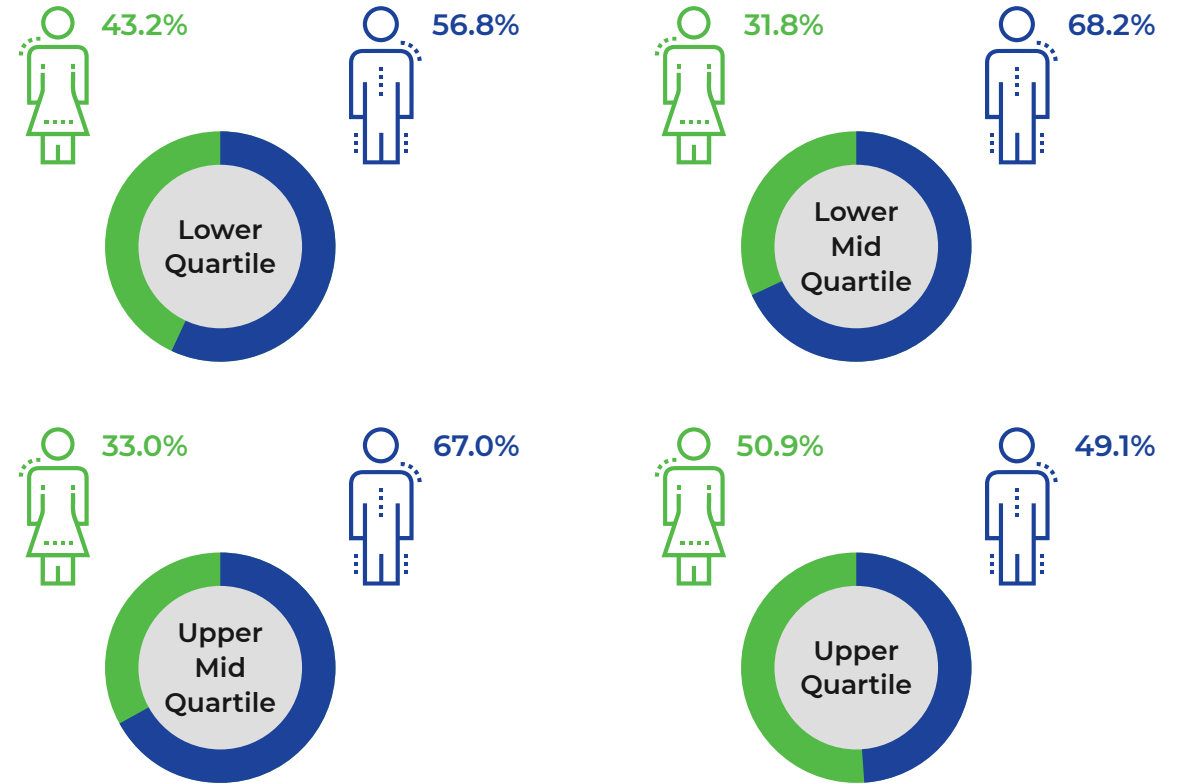
2024



- Positive figures indicate that pay is in favour of men.
- Negative figures indicate that pay is in favour of women.

Pay Quartiles:

Shows the percentage of males and females in each of the quartiles of the organisation.



Industry comparison:

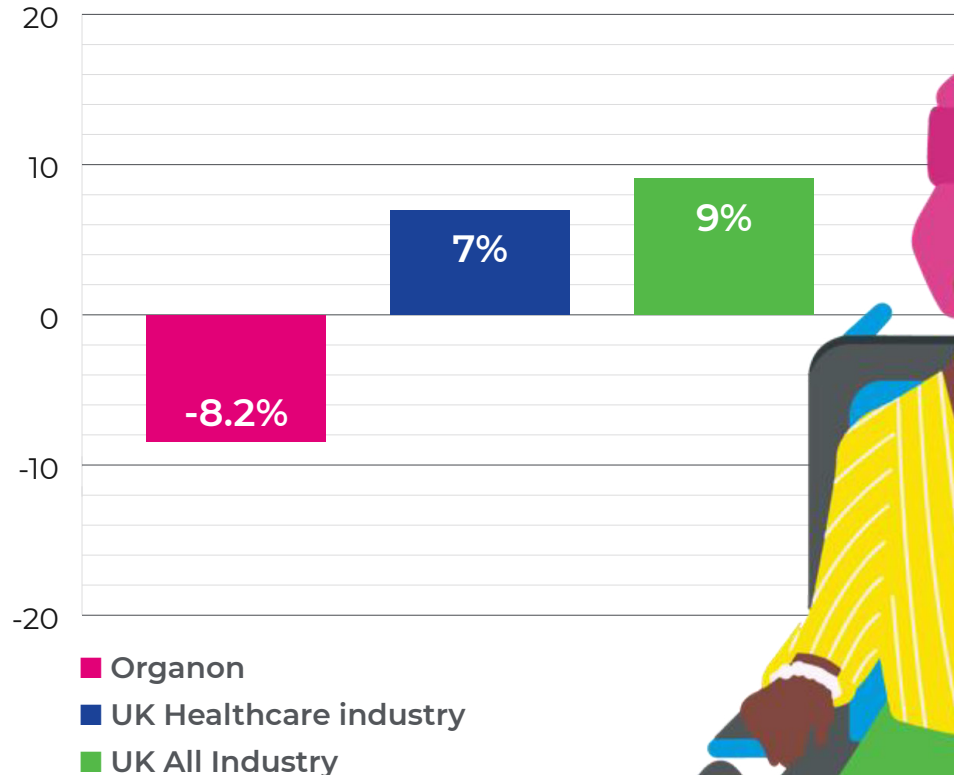
Where we stand?

As mentioned earlier in this report, we use the median GPG figure for comparison purposes as it is a more reliable and representative figure to track progression year on year.

Organon is not typical of the general trend in our industry. In fact, our median GPG (-8.2%) at Organon UK favours females. By contrast our comparator groups, the UK Healthcare (7%) and All Industry (9%), show gaps in favour of males.

Organon has the highest proportion of females in the upper quartile, whereas the opposite trend is observed for Healthcare and All Industry. By comparison, for UK Healthcare and All Industry the highest proportion of females are in the lower quartiles, while the upper quartiles show the lowest proportion of females. This is likely why our median is more favourable to females.

Median Gender Pay Gaps:



The figures for UK Healthcare Industry and UK All Industry are based on 2024 data.



Bridging the gap:

Gender Bonus Gap (GBG) results

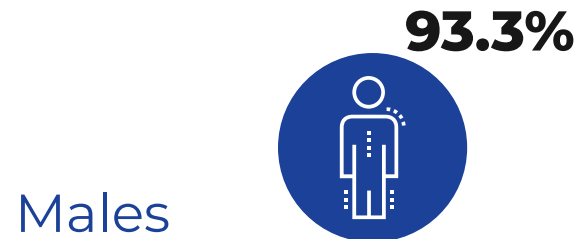
We are proud to offer all Organon employees bonus pay in recognition of their hard work. Each employee is eligible to receive a target percentage of their base salary. This is awarded based on a combination of their level, achievement against their goals and company performance. Our employee reward programme, Thrive and Inspire, is specifically designed to recognise and reward exceptional individual performers.

We are pleased to report that a similar proportion of males (93.3%) and females (88.7%) received a bonus in 2025. This demonstrates our promise to fair rewards.

The data shows that both mean GBG (-18.8%) and median GBG (-9.7%) are in favour of females. The median GBG has only slightly widened in 2025 while the mean GBG shows a significant change of nearly 10%. This increase has been driven by a higher proportion of both males and females earning the highest bonuses. However, the increase is more significant for females than males contributing further to the widening of the mean GBG in favour of females.

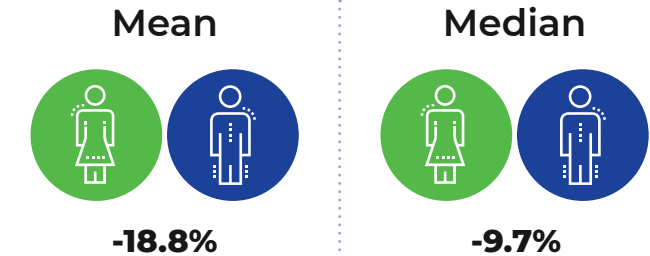
In line with our global Environmental, Social and Governance (ESG) goals, we aspire to achieve balanced gender representation at all levels of the company by 2030. To reach this goal, we aim to maintain our current global gender balance while increasing the number of females in different roles. The number of females in the upper quartile has been consistently increasing over the past few years. To match this in 2025 the proportion of females in the lower quartiles showed an encouraging increase.

Percentage receiving bonus payments:

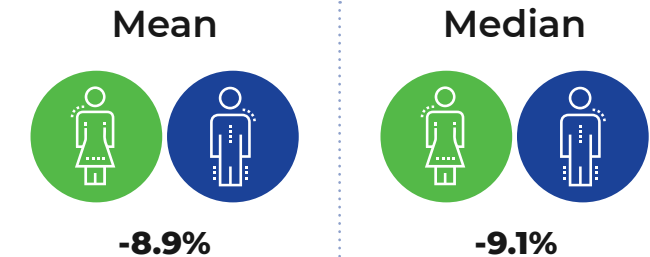


Gender bonus gap:

2025



2024



Industry comparison:

Where we stand?

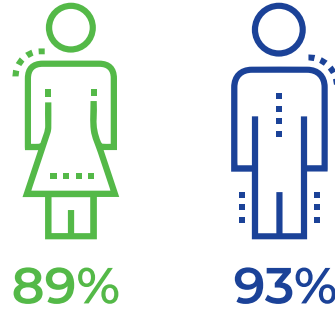
Organon stands out in the industry when it comes to paying bonuses to employees, with a greater proportion of employees receiving them.

In 2025, males and females received a near equal proportion of bonuses paid out, at 93% and 89% (males and females respectively). In contrast, 64% of males and 67% of females received bonuses in the UK Healthcare industry, and only 52% of males and 50% of females received bonuses across UK All Industry.

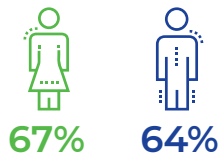
Organon's median GBG figure favours females (-10%), while GBG figures in the Healthcare industry and the All Industry both favour males (9% and 15% respectively).

Bonus distribution in 2025:

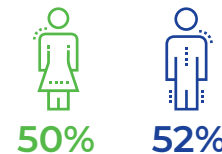
Organon



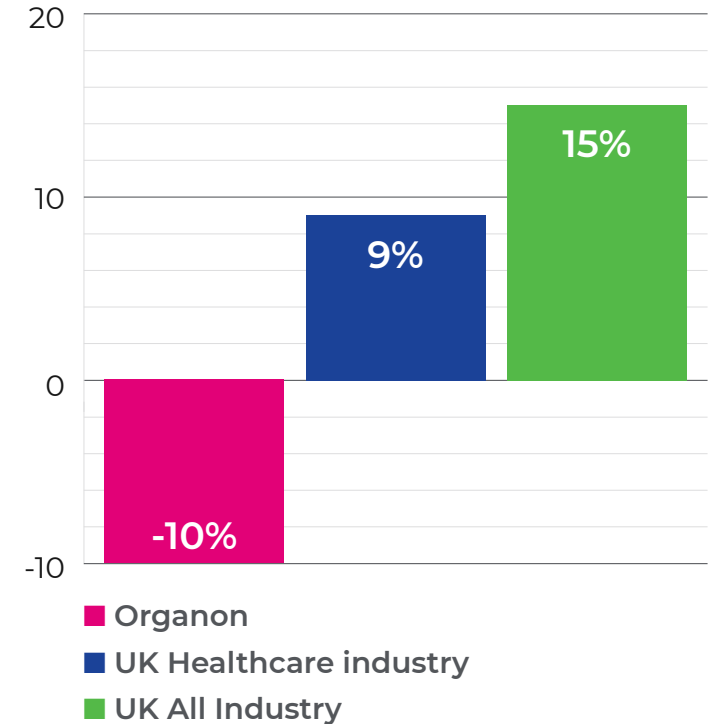
UK Healthcare



UK All Industry



Median Gender Bonus Gaps:



The figures for UK Healthcare Industry and UK All Industry are based on 2024 data.

We are committed to rewarding our employees through the Thrive and Inspire initiatives. Thrive offers cash bonuses for exceptional performance and Inspire recognises positive behaviours aligned with our core values by awarding points redeemable for goods or gift vouchers.



Actions to address our gaps

The figures for our 2025 Gender Pay / Bonus Gap report demonstrate that we are consolidating the great progress we have made so far towards closing our gaps and moving to parity. We are grateful to the part our Senior Management and Employee Resource Groups (ERGs) have played in achieving this.

We have been consistent in our focus on this goal as we believe that continuing to reduce our gaps requires a consistent and sustained approach, and decisive actions. Placing our Inclusion, Innovation and Belonging strategy at the heart of everything we do is a crucial, and we remain committed to this.

Here are some of the actions and ongoing initiatives that reflect this commitment:



Pay equity analysis

We continue to work with external economic and legal experts on a series of in-depth pay equity analyses, beyond legislative requirements, to ensure equity in pay, based upon employees' roles and experience, at a country level.

We have completed pay equity studies in twenty-one (21) countries and included circa 87% of our global workforce (compared to 47% in 2024). These studies have demonstrated 99% pay equity for similarly situated female and male employees in equivalent positions.

Menopause policy

We have further enhanced our menopause policy. It continues to provide a wide range of support options, from access to a quiet or cool room to counselling and flexible working. We are proud to be prioritising this area of policy now, ahead of the introduction of mandatory menopause action plans by the government in 2027.

Peppy

All our employees have access to personalised support through Peppy, a healthcare service that provides expert support for menopause, fertility, men's and women's health and early parenthood. This year we have given employees access to the Peppy App offering them support wherever they are – inside and outside work.

Enhanced Paternity/Maternity leave policies

Breaking down the stigma around men as primary care givers is important for us as we work to build a diverse and inclusive culture. We offer industry leading paternity leave of up to 12 weeks fully paid from day one of employment.

In addition to offering time away from work for new mothers and fathers, all employees who experience the loss of a pregnancy are entitled to a minimum of two weeks of paid leave. This applies to employees regardless of whether the loss occurs directly to them, their partner or their surrogate. The duration of the leave is not dependent on the nature of their loss or their length of service. Additionally, we offer a range of flexible working options to support a smooth transition back into work.

We drive accountability and empowerment with high integrity and ethical standards.



In 2026, we will keep building on last year's commitments by:

- Promoting balanced gender representation at all levels
- Ensuring fair pay for all
- Enhancing support for our employees





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