

Case study – Global Stars: Diversity & Inclusion

Eli Lilly

Key facts		Engagement background
Company description	US pharmaceutical company	<ul style="list-style-type: none">> Eli Lilly & Co. (Lilly) is a US-based pharmaceutical company. It is headquartered in Indianapolis, Indiana, and has more than 36,000 employees worldwide, with 56% of the workforce outside the United States> The company has an extensive D&I strategy but can provide more clarity on the targets> We expect the company to conduct regular pay equity audits and disclose the unadjusted and adjusted median pay gaps> Our engagement will focus on improving the current D&I policy and increasing transparency and the culture of inclusion in the entire organization
Engagement period	Q3 2022 – Q2 2025	
Current status	Closed effective	
Engagement theme		Company progress
<ul style="list-style-type: none">> Addressing inequalities in gender and ethnic pay, discriminatory company policies and unequal opportunities for promotion at the companies we invest in> Through this theme, we aim to help companies tap into the full potential of everyone in their workforce, creating value both for themselves and for wider society		<ul style="list-style-type: none">> Since the start of our engagement with Eli Lilly in September 2022, we have met with the company numerous times through engagement calls and in-person meetings> We successfully close 'Transparency in Workforce Disclosures' and 'Workplace of Respect and Belonging', as the company's D&I report disclosed that 77% of employees felt that they belonged in the company.> The company has equal gender representation across the global workforce and in management roles and 41% female members on the BoD. However, improvements can be made by increasing ethnic diversity.> The company is actively addressing low diversity levels in minority groups through its robust strategy and is aiming to expand efforts beyond gender to include aspects such as mental health.> The company conducts pay equity analyses regularly and acts to close these gaps by, for example, setting standard rates for junior employees