



# Gender Pay Gap Report **2025**





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# Introduction

As mandated by the **Gender Pay Gap Information Act 2021**, we have prepared this report on the gender pay gap for **APC** Ltd. The data contained in this report refers to the reporting period 01st July 2024 – 30th June 2025.

At **APC**, our mission is to accelerate the delivery of new medicines to patients, utilising breakthrough science, first-in-class digital products and reimagined GMP delivery of medicines. This strategy is only possible through our culture, our behaviours, and the broader **Medicine Accelerator** team. Diversity and Inclusion, particularly gender diversity, is an integral part of our culture and our overall strategy.

We strive to have a workforce as diverse as the patients that we serve. We value all of our employees for their unique contributions and diverse experiences that they bring to **APC**. We pride ourselves on having an open, inclusive, and diverse culture and seek diversity in all aspects of our business and strategy. We achieve this by ensuring every decision made is tied to our Company Values; **Passion, Respect, Commitment, Transparency** and **Thrive**.

This report represents the second year in which **APC** is reporting its Gender Pay Gap. A lot of reflection and hard work to reduce the pay gap is represented in this data and subsequent report. **APC** is continually committed to our people by being genuine advocates for diversity and to creating equitable access to opportunities for all of our colleagues.





# What is the Gender Pay Gap?

The Gender Pay Gap refers to the difference in the average hourly wage of males versus their female colleagues across the workforce in any given company. \*The Gender Pay Gap compares the pay of all working males and females within the organisation, not just those with the same or similar job. Therefore, it should not be confused with Equal Pay. Equal Pay refers to equal payment to males and females, with similar experience, for the same work or job role. This is enshrined in Irish legislation and **APC** adheres to this principle.

Employers are required to report on a number of metrics including differences in mean and median hourly remuneration, mean and median bonus payments and the percentage of employees paid a bonus or benefits in kind.

For the purposes of the Gender Pay Gap Report, the ‘**mean**’ pay gap calculated is shown below:

$$\frac{\text{Mean hourly pay for male gender} - \text{Mean hourly pay for female gender}}{\text{Mean hourly pay for male gender}} \times 100$$

The ‘**median**’ pay gap is calculated similarly:

$$\frac{\text{Median hourly pay for male gender} - \text{Median hourly pay for female gender}}{\text{Median hourly pay for male gender}} \times 100$$

The hourly rates are calculated based on all ordinary pay (including normal salary, any allowances, shift payments, pay for sick leave and any top-ups for statutory leave, such as maternity or parental leave) and all bonus payments and benefit-in-kind. The report will also make reference to the ‘**mean**’ and ‘**median**’ bonus and BIK (Benefit in Kind) pay that males and females receive.

\* Irish Gender Pay Gap legislation is binary with regards to gender (i.e. male and female). Our Gender Pay Gap is calculated based in accordance with the legislation; however, **APC** Ltd recognises and respects all gender identities.



Companies are also required to show their gender distribution across a range of hourly pay rates. In order to group employees into quartile pay bands, the employer must create a ranking of employees based on their hourly remuneration from lowest to highest. This is then divided into quartiles: lower, lower middle, upper middle and upper.

The employer then needs to express the proportion of male and female employees in each quartile as a percentage e.g. percentage of male employees in the lower quartile and percentage of female employees in the lower quartile (and so on). We do this by creating a ranking of all employees based on their hourly remuneration from the lowest to the highest. This ranking is then divided into four evenly sized quartiles: lower, lower middle, upper middle, and upper. These quartiles consist of equally sized groups and are not defined by gender. The percentage of males and females in each quartile is then reported.

The Gender Pay Gap Information Act not only obligates employers to report on their gender pay gap, but it also requires employers to commit to how they are going to address the gap and plan for the reduction of the gap within their organisation in the future.

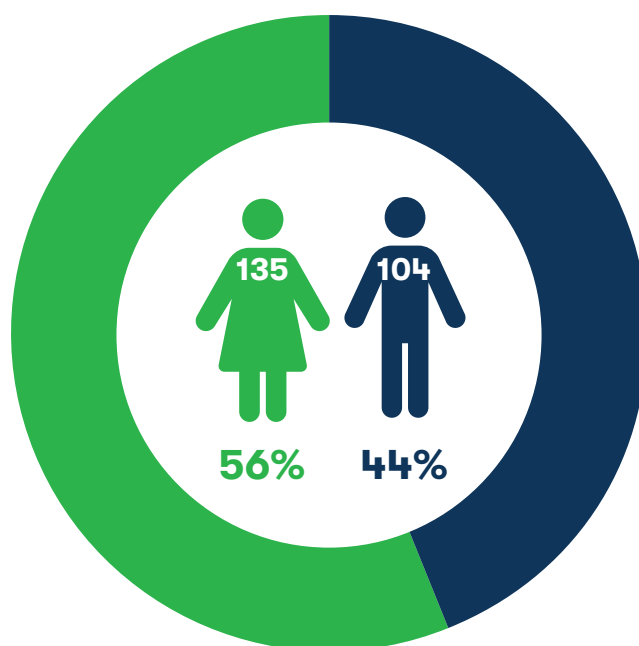
Based on data taken on 30th June 2025, **APC** currently has a Gender Pay Gap of **9%**. At this date, **APC** employed **242** employees, split as follows: **56% Female** and **44% Male**. This represents a **0.8%** increase on our Gender Pay Gap from our last reporting date on 30th June 2024. This is not a material increase in our Gender Pay Gap; however, it is important to note that **APC** remains committed to closing this gap. To be inclusive means that we are being transparent, one of **APC's** core values, and taking meaningful action on the things, we say we are going to do. This is an important step in driving change within our company and our industry and to enhancing diversity and inclusion.





# Gender Pay Gap Analysis

Our figures have been calculated with a reference date of 30th June, 2025 where we had **242** employees **107 (44%)** were male and **135 (56%)** were female.



## APC GENDER PAY GAP – HOURLY PAY

The differences in the **mean** and **median** hourly pay between males and females is:

**MEAN**  
**9%**

**MEDIAN**  
**4.8%**

## APC BONUS GAP

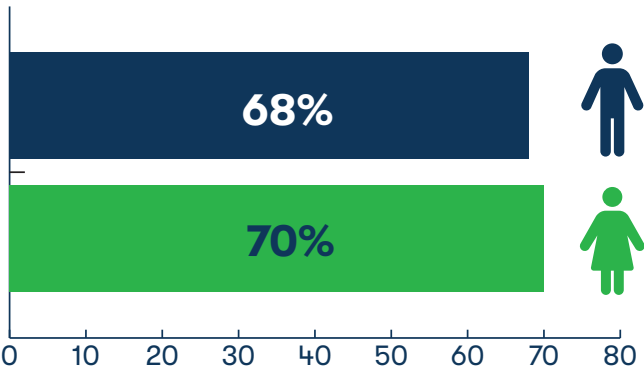
The differences in the **mean** and **median** bonus pay between males and females is:

**MEAN**  
**29.1%**

**MEDIAN**  
**16.1%**

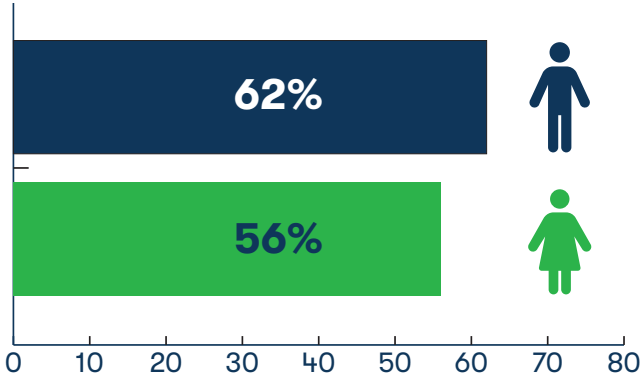
# APC BONUS RECEIVED

Percentage of males and females who received a bonus in the reporting period is:



# APC BENEFIT-IN-KIND RECEIVED

Percentage of males and females who received benefit-in-kind in the reporting period is:

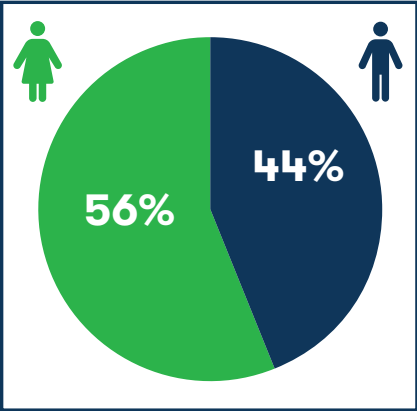


# APC QUARTILE PAY BANDS

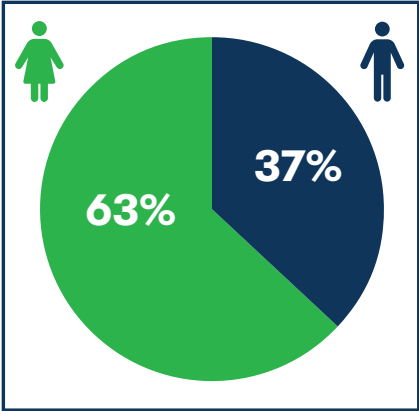
**APC** Quartile data is shown right. This shows the company’s gender distribution across a range of hourly pay rates split into four quartiles. It is calculated by listing pay rates for each employee captured in the reporting data lowest to highest.

The list is then split into four equal-sized groups with the percentage of males and females for each group listed.

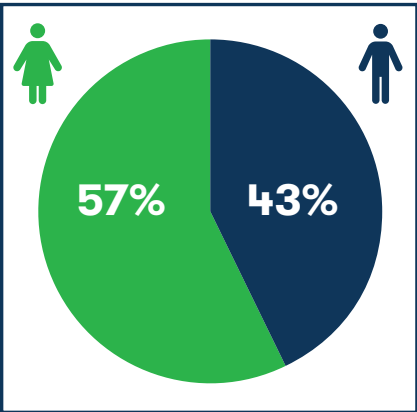
Lower Quartile



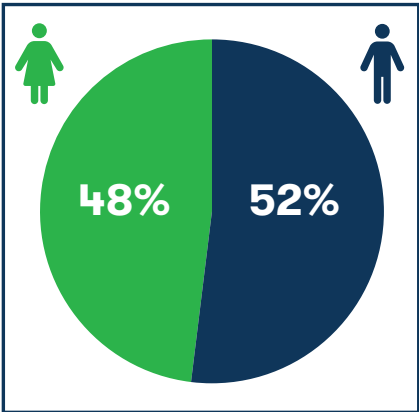
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile





# Understanding our 2025 Gender Pay Gap

It is critical to state that **APC** adheres to the obligations that are set out in Irish legislation for equal pay for equal work and non-discrimination, we do not attribute any of our reasons why we have a gender pay gap to unequal treatment of females in particular roles as opposed to men.

We have a process to monitor equal pay for equal work that is an integral part of our annual salary process, where we assess salaries within each salary band.

This is to be further strengthened with the introduction of the **EU Pay Transparency Directive** in 2026.

To understand **APC**'s 2025 Gender Pay Gap, let's take a look at **APC**'s comparison data from 2024:

Year	GPG – Mean	GPG – Median	Bonus Gap – Mean	Bonus Gap – Median
2024	8.2%	13.4%	26.8%	13.4%
2025	9.0%	4.8%	29.1%	16.1%

There has been a slight increase of 0.8% to our mean Gender Pay Gap for 2024. This increase has no real material impact on our Gender Pay Gap overall. However, there has been a significant decrease from our 2024 median Gender Pay Gap of 8.6%. This is due to the efforts that **APC** has made over the last number of years, and referenced on our 2024 report, to consistently hiring more female staff than male. What we see in the 2025 median figures is a better distribution of females through all levels of the organization. This is due to females being promoted in line with their performance development and career aspirations and subsequently, it has seen an increase in females especially in the Upper Mid Quartile.

The relatively large Gap in bonus payments reflects the fact that some staff receive a higher percentage of their annual remuneration in the form of bonus payment rather than normal salary. This is particularly the case in the Commercial team. This has not changed in the 2025 Bonus Gap data. This difference does not contribute to the overall Pay Gap, as all payments are included in its calculation.





# How will **APC** close the Gender Pay Gap?

At **APC**, we believe that diversity and inclusivity across all intersections brings life to innovation and the delivery of our strategy for the patients that we serve. Diversity and Inclusion, particularly gender diversity, is an integral part of our culture and our overall strategy.

While the Gender Pay Gap reporting has only been mandated for the first time in 2024, we have always strived to ensure that all staff are rewarded equally for their contributions to the success of the company, irrespective of gender or background. We are also committed to ensuring that all opportunities for promotion and advancement are available to all staff.



## 1. TALENT MANAGEMENT

This remains our number one strategy to closing our Gender Pay Gap at **APC**. Our Talent Management process at **APC** is a strategic process owned by our leaders within the organisation, that ensures we have the right talent and capabilities to deliver on our company strategy and mission. By identifying and nurturing our talent, we can ensure that we have a clear path to success defined for them while also future proofing our organisation through succession planning.

We monitor this process on an annual basis in terms of diversity and strive to ensure that the female talent within our organisation is developed in line with the talent plan and their own career aspirations up through the organisation and promoted into more senior positions within the organization. As discussed on previous page, we have seen an increase in females in the Upper Mid Quartile from our last Gender Pay Gap Report in 2024.



## How will **APC** close the **Gender Pay Gap**? continued...

### 2. TALENT ACQUISITION

Our analysis shows a lower representation of females at our most senior levels within the organisation but a strong representation of females at the middle level. We believe that we are in a prime position to develop these middle level female employees into more senior roles instead of hiring in equivalent male talent into these roles. We review our recruitment processes and policies on an annual basis to ensure that we are not exercising unconscious bias, providing a good mix of genders on our interview panels and ensuring that we are attracting talent with gender inclusive language and processes.

Additionally, **APC**’s intern and graduate programme; ‘Accelerators of the Future’ is where we foster and mentor excellent female talent for our talent pipeline. We regularly convert interns to graduates who go on to have thriving careers in **APC**, some of which have been with the company for up to 10 years.

We recognise the need to grow our female talent within **APC**, and we wish to be an employer which is attractive to **ALL** female talent within the industry. We are planning activities in 2026 to review our recruitment processes in line with best practice for attracting neurodiverse talent so that opportunities at **APC** are attractive to all who are qualified.



### 3. FOCUS ON D&I IN OUR POLICIES AND WAYS OF WORKING

Particular focus in 2025 has been put on Wellbeing at **APC**. We spoke in our 2024 report about our **Culture @ Cherrywood** programme, of which we have 5 pillars.

Through our **Be Well @ Cherrywood** pillar, we have devised a 3-year strategy which is aligned with the **IBEC KeepWell** Mark. New pillars within this framework focus on Talent Support and Development and Inclusion and Belonging. Both of these pillars will directly support our work on closing the Gender Pay Gap at **APC**.

This strategy includes work on Diversity and Inclusions policies, Mental Health policies, Career Frameworks and Mentorship and evaluations of our talent and succession planning programmes.

### 4. EU PAY TRANSPARENCY DIRECTIVE

Finally, **APC** is currently undergoing preparation for the **EU Pay Transparency Directive**. This is a legislative requirement for all employers within Ireland. The Directive will be transposed into Irish legislation in June 2026 and amongst many obligations under the Directive, it will extend Gender Pay Gap Reporting requirements.

At present, **APC** has launched a pilot to review our selected methodology, and this will conclude at year end 2025. In early 2026, **APC** will commence the next stage of categorisation of all job roles within the organisation. This will expose any potential flaws within our career framework and will allow us to make revisions as necessary.

