



Ireland
2023 gender
pay gap **report**

Introduction

At Stryker, we are committed to an inclusive and engaging work environment where we bring together unique individuals, identify and remove barriers that prevent people from reaching their full potential, and create a culture of belonging by valuing and leveraging the diversity of our employees.

We encourage, value, and leverage the diversity of people, perspectives, experiences, and lifestyles to drive innovation and growth. Focusing on diversity, equity and inclusion (DE&I) aligns with our values and supports our business strategy to attract top talent and deliver on our mission. It is critical to our success that we have a workforce that reflects the diversity of the available labour market.

Our DE&I commitments



Strengthen the diversity of our workforce.

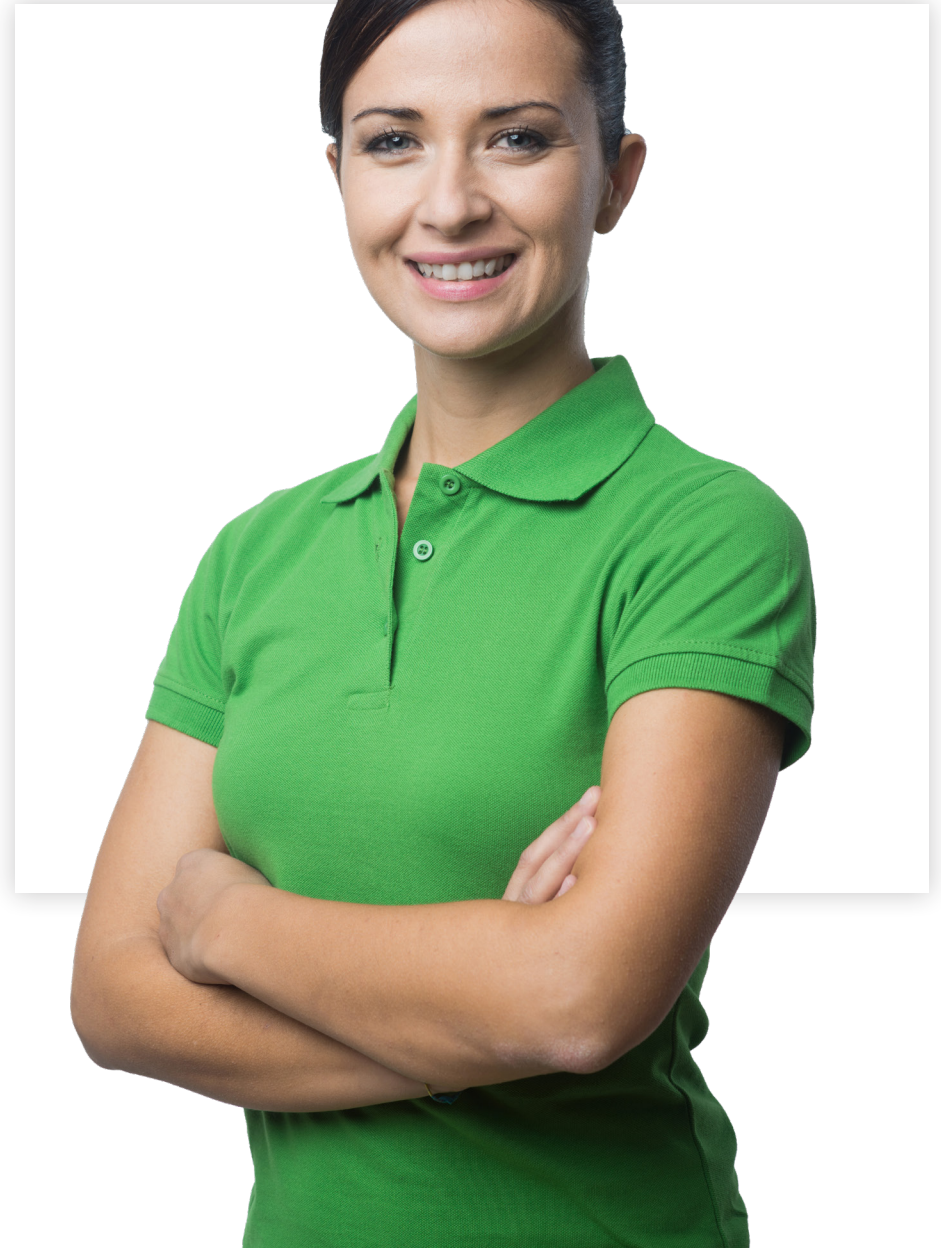


Advance a culture of **inclusion, engagement and belonging**.



Maximize the power of inclusion to drive innovation and growth.

In this report, we outline the 2023 gender pay gap results for Stryker Ireland, the reasons for our gap and our approach to ensure we continue to make progress in addressing this gap.



What is **gender pay gap**?

Under Irish employment legislation (Gender Pay Gap Information Act 2021), organisations in Ireland are required to report on their hourly gender pay gap across a range of metrics.

Gender pay measures the difference between the average earnings of all men and women, regardless of their role or seniority. Gender pay gap is different from pay equity. Pay equity compares the pay of men and women performing the same job or doing work of equal value, allowing for legitimate differences based on tenure and experience. A gender pay gap does not in itself mean that a pay equity issue exists.

Median Gender Pay Gap

The median gender pay gap is the difference between the median hourly rate of pay for men and women. It is calculated by finding the exact middle point between the lowest-paid and highest-paid men and the lowest-paid and highest-paid women and calculating the difference between the two figures.

Mean Gender Pay Gap

The mean gender pay gap is the difference between the average hourly rate of pay of all men and the average hourly rate of pay of all women.

Quartile Pay Bands

Quartile pay bands are used to divide the proportion of men and women in the organisation's pay hierarchy. Each quartile is calculated by dividing the workforce into four equal pay bands, based on their hourly rate of pay.



Our gender pay gap **metrics**

Our gender pay gap metrics are based on 12 months of pay data from July 1, 2022, to June 30, 2023.

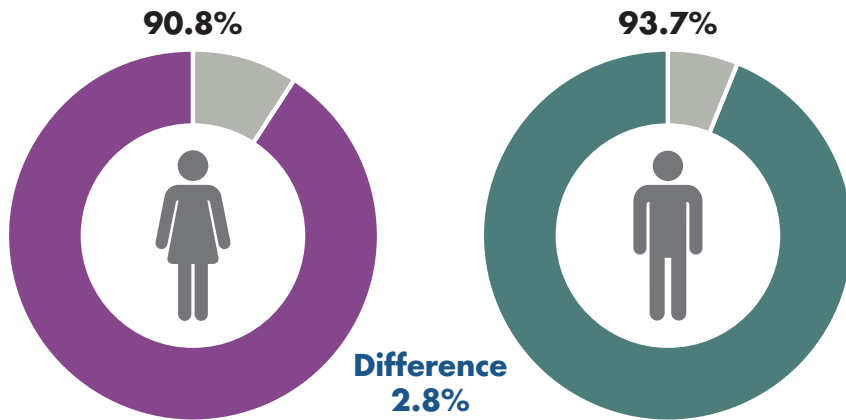
Hourly and bonus pay

The difference between the mean and median hourly and bonus pay of male and female employees across all Stryker legal entities.

		Mean gap	Median gap
Hourly pay	All employees	12.1%	11.8%
	Part-time employees	-7.2%	-4.4%
	Temporary employees	6.7%	5.8%
Bonus pay	Bonus pay	17.4%	15.6%

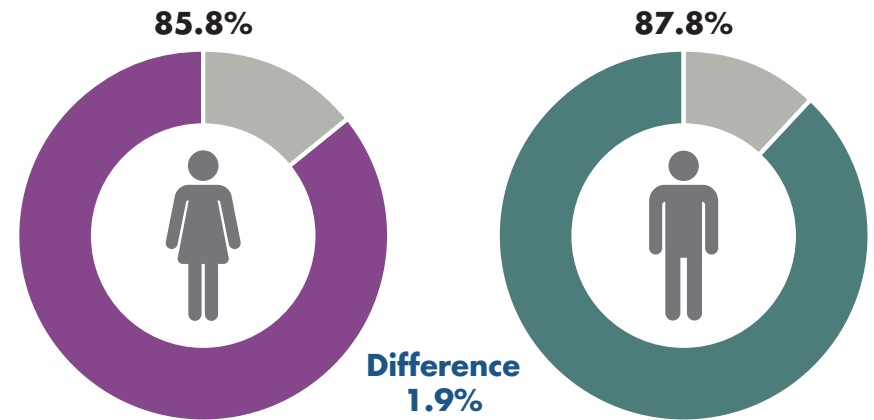
Bonus pay

The percentage of male and female employees who received bonus remuneration across all Stryker legal entities.



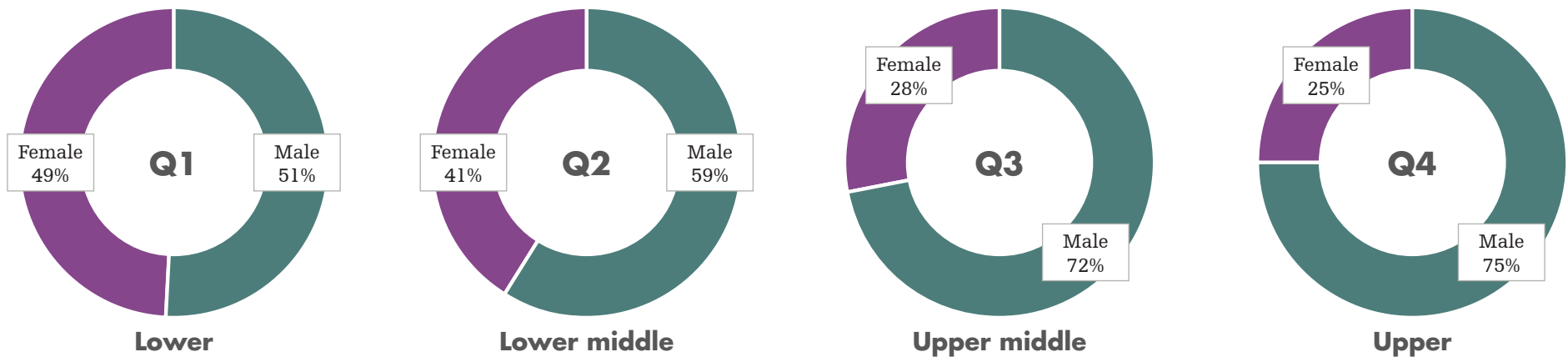
BIK

The percentage of male and female employees who received benefits-in-kind across all Stryker legal entities.



Quartile pay bands

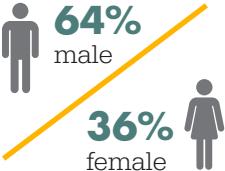
The respective percentages of male and female employees who fall within each of the four quartile pay bands.



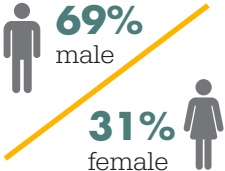
Understanding the gap

Understanding our gender pay gap is a critical prerequisite to ensuring we are working to close this gap into the future. In Ireland, our pay gap reflects how men and women are represented differently across varying levels of the organisation.

Workforce



Senior roles



Our workforce is made up of **64% men and 36% women**. The majority of female employees are in the lower quartiles where males represent a larger proportion of upper quartiles. There are **69% males and 31% females** in senior roles. The gap is accentuated by the number of men compared to the number of women within our hourly population who avail of overtime. In addition, we have a significantly higher proportion of women in part-time roles with prorated bonuses.



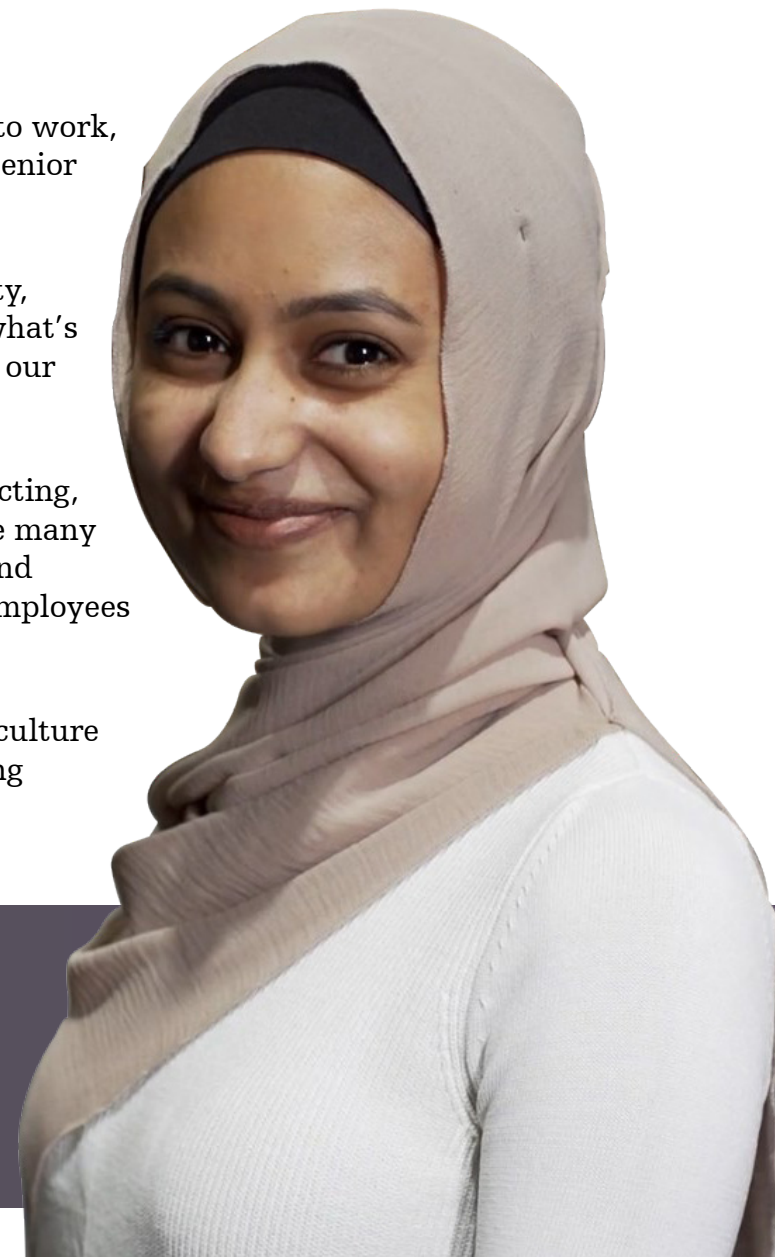
Our commitment to **progress**

We take seriously our commitment to making Stryker a place where women want to work, are valued and represented at all levels of the organisation, including in our most senior leadership roles.

We are driven by our mission to make healthcare better. Our core values of Integrity, Accountability, People and Performance guide our behaviours and actions. We do what's right, we do what we say, we grow talent, and we deliver. These values are part of our DNA and are fundamental to how we execute our mission.

We are committed to fostering an open and inclusive culture, with a focus on attracting, developing and retaining talented women, and driving engagement for all. We have many progressive initiatives and programs in Stryker aimed at attracting female talent and fostering their growth. In this way, we strive to empower and inspire our female employees to reach their maximum potential.

Our Employee Resource Groups (ERGs) in Stryker are key enablers of promoting a culture of inclusion and belonging by amplifying DE&I initiatives, with a focus on providing support, enhancing career development, and providing education in the work environment. Two of these ERGs are specifically focused on female talent.



Stryker’s Women’s Network (SWN)

Established in 2008, and open to all employees regardless of gender, SWN is an employee resource group formed by employees who aspire to advance women in healthcare. SWN improves Stryker’s business results by fostering an open and inclusive culture that empowers women and attracts and builds future female leaders through growth and development as well as focused career progression support.

Women in Science and Engineering (WISE)

Established in 2021, WISE is an employee resource group committed to advocating for the growth and development of technical women at Stryker. WISE develops and runs initiatives across four pillars:

- **Influence change:** Drive a broader culture change with technical leaders.
- **Educate employees:** Build an engaged network of WISE members and contributors.
- **Develop women:** Develop women up through technical career paths.
- **Recruit women:** Recruit technical through leaders.

Stryker’s leaders regularly review diversity metrics and share global representation data with employees. Our people leaders have an aligned performance objective to advance a culture of inclusion by completing inclusion challenges that are designed to advance inclusion in the workplace.

“Our DE&I commitments are rooted in our company mission and values. People are a core value and are always at the heart of what we do. Together, we are committed to advancing our DE&I journey. Together we are stronger.”



Annie Heath,
Vice President, Diversity,
Equity and Inclusion

Appendix

Gender pay metrics by legal entity

		Howmedica International		Stryker European Operations Ltd.		Stryker Ireland Ltd.		Stryker NV Operations Ltd.		Tornier Orthopaedics Ireland Ltd.	
		Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Gender pay gap	All employees	9%	7%	14%	10%	10%	9%	7%	6%	17%	23%
	Part time employees	n/a*	n/a*	-11%	-8%	-13%	-12%	-3%	0%	16%	16%
	Temporary Employees	7%	10%	4%	7%	4%	5%	4%	3%	4%	3%
	Bonus	6%	3%	25%	11%	12%	14%	16%	8%	35%	42%

*Part-time employees here are all female.

		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Bonus / BIK	% Employees who received bonus:	96%	93%	95%	93%	92%	90%	94%	91%	91%	81%
	% Employees who received BIK:	93%	86%	93%	88%	89%	86%	83%	89%	66%	56%

		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Quartiles	Lower quartile	49%	51%	51%	49%	53%	47%	45%	55%	49%	51%
	Lower middle quartile	68%	32%	58%	42%	58%	42%	55%	45%	68%	32%
	Upper middle quartile	72%	28%	67%	33%	77%	23%	59%	41%	72%	28%
	Upper quartile	87%	13%	66%	34%	84%	16%	62%	38%	87%	13%