



Ireland
2024 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.

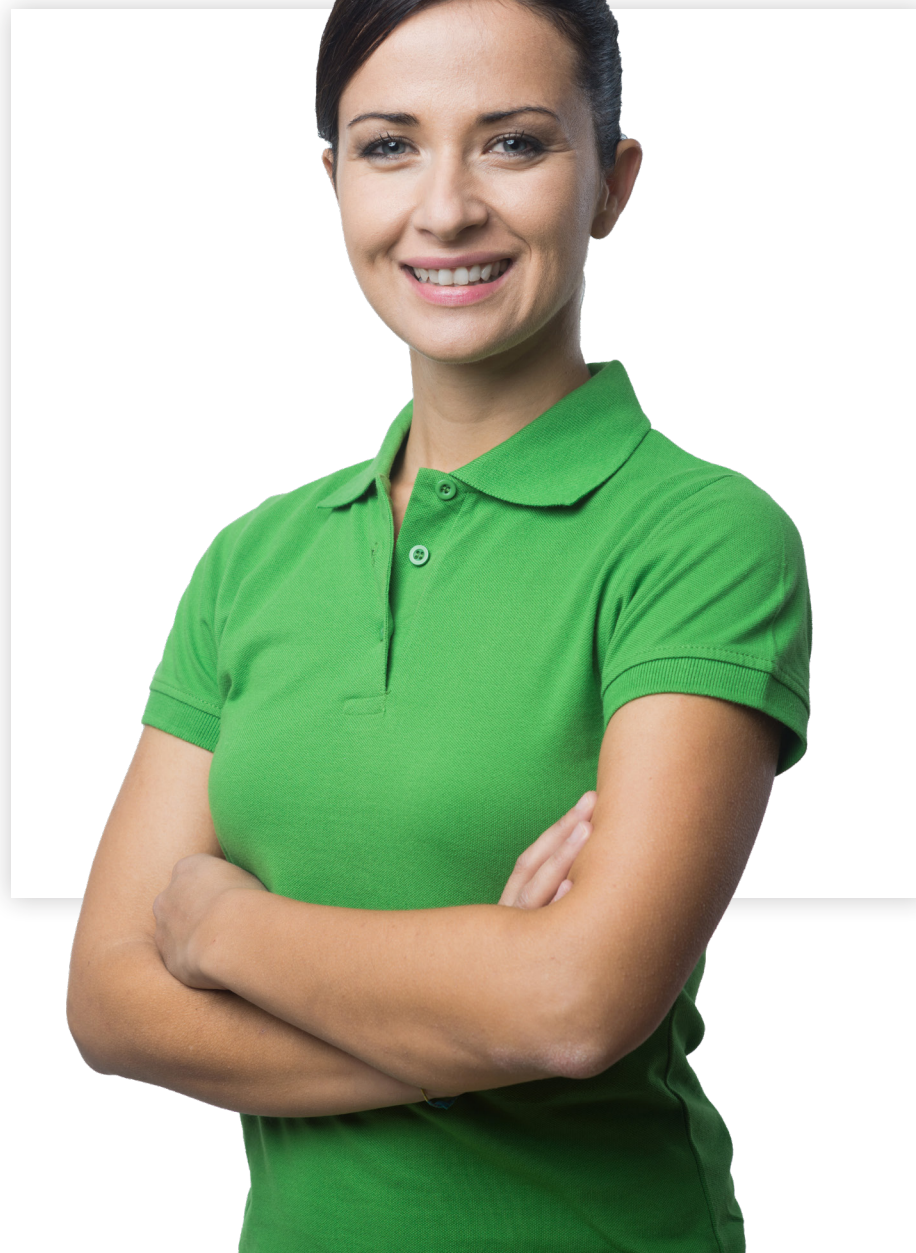


Advance a culture of **inclusion, engagement and belonging.**



Maximize the power of inclusion to drive innovation and growth.

In this report, we outline the 2024 gender pay gap results for Stryker Ireland, the factors contributing to 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, 2023, to June 30, 2024.

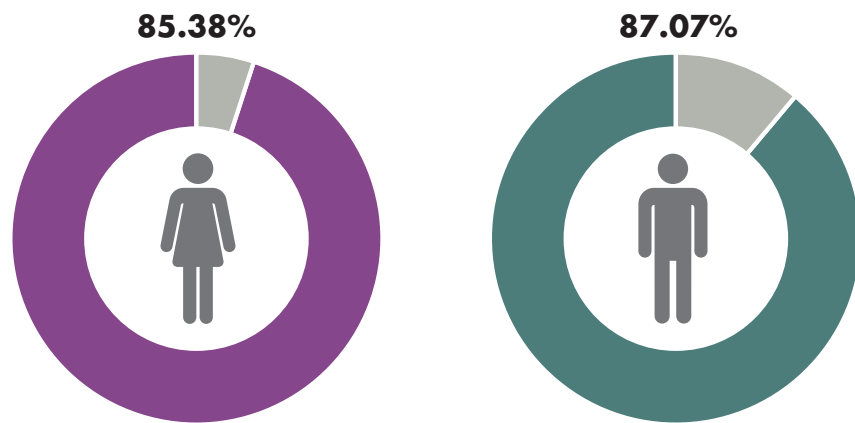
Hourly and bonus pay

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	8.62%	11.96%
	Part-time employees	-3.12%	0.69%
	Temporary employees	0.21%	5.35%
Bonus pay	Bonus pay	11.73%	6.83%

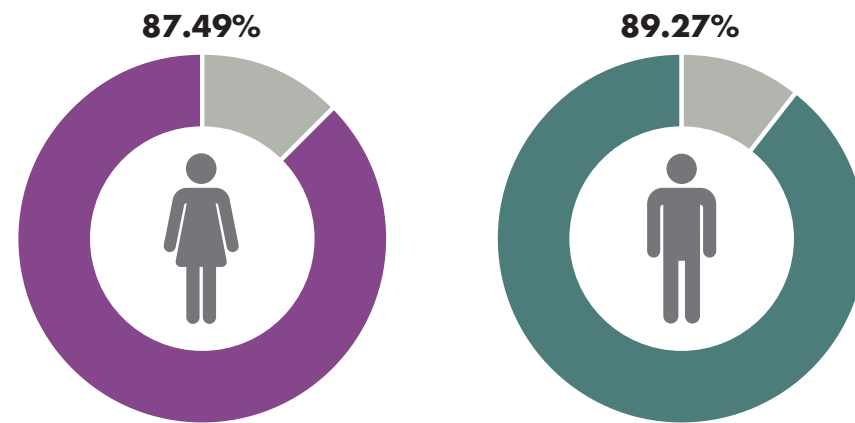
Bonus pay

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



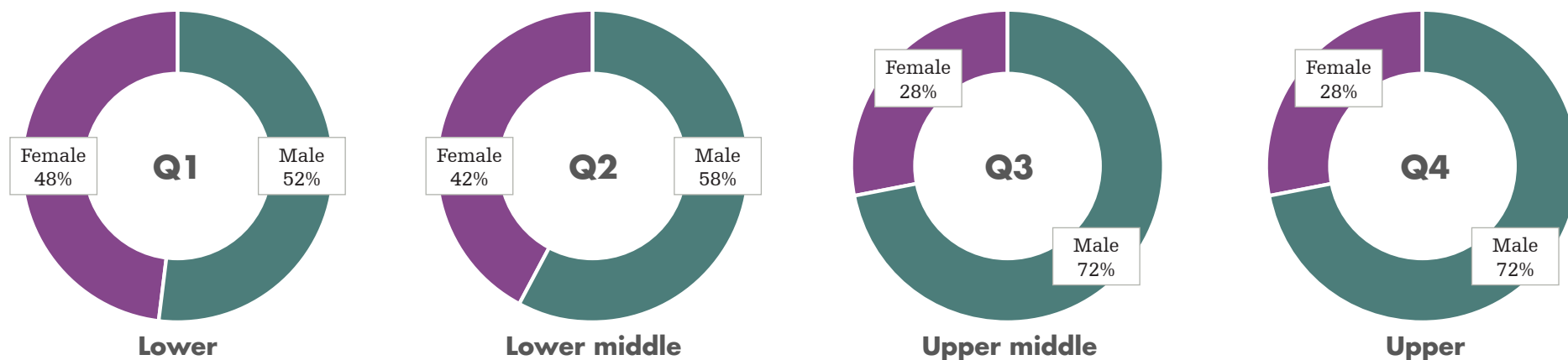
BIK

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



Quartile pay bands

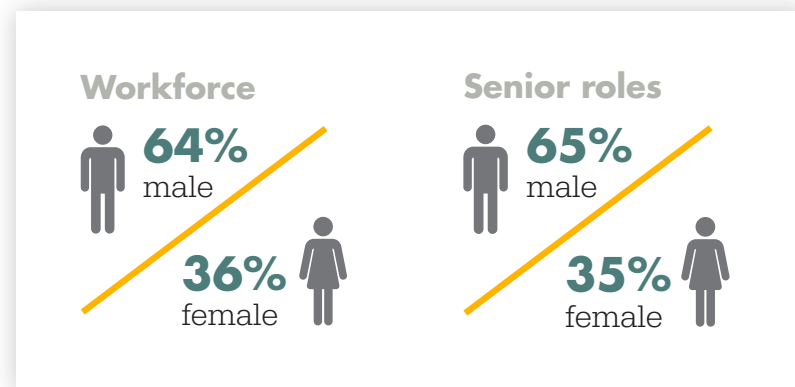
The respective percentages of male and female employees who fall within each of the four quartile pay bands.



Understanding the gap

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 65% males and 35% 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.



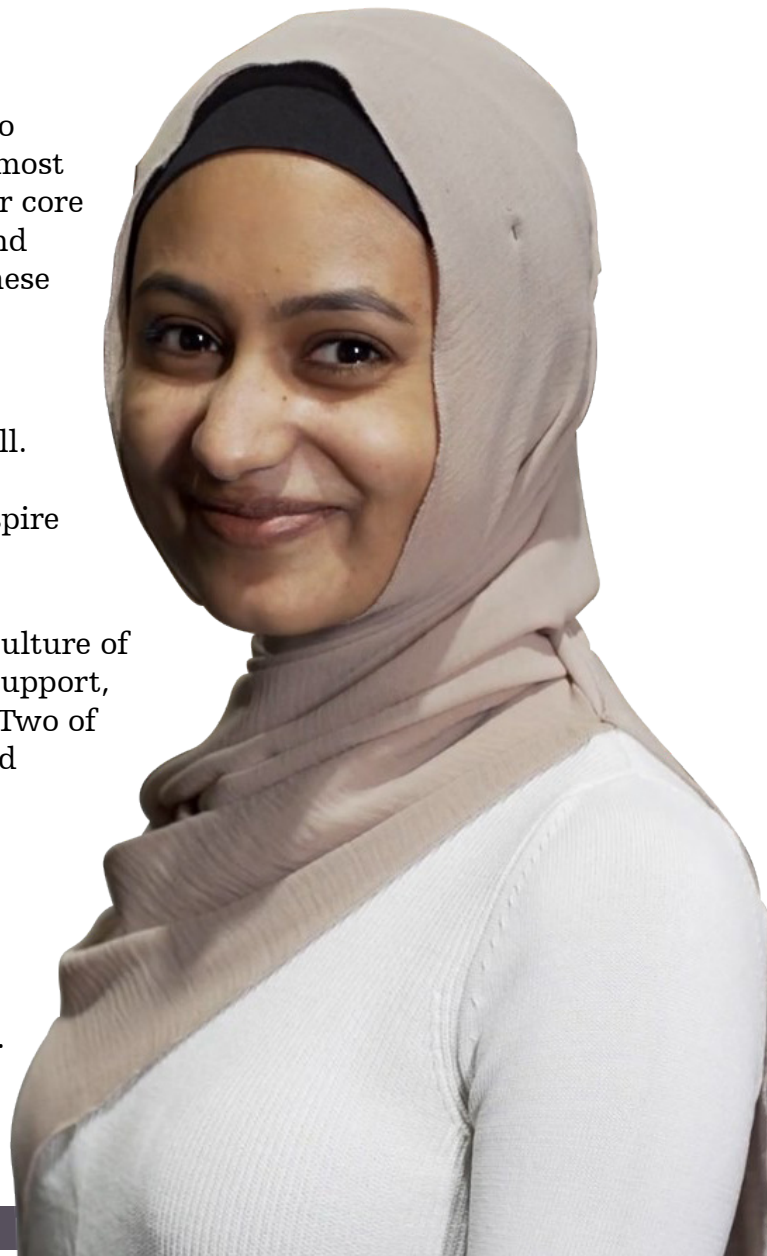
Our commitment to **progress**

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, Stryker's Women's Network (SWN) and Stryker's Women in Science and Engineering (WISE) are specifically focused on female talent.

Our Talent Acquisition team uses a gender decoder for job descriptions, ensuring inclusive and welcoming language. We strive to attract a broad range of candidates from different backgrounds. We use balanced shortlists, diverse interview panels and have dedicated recruiter roles focused on recruiting women for executive positions. In 2024, we received over 4,000 job applications from female candidates. We interviewed a higher percentage of female applicants compared to male applicants. We are exceeding our goal of having women included in 70% of our shortlists for roles.



Stryker's Women's Network (SWN)

SWN was 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.

Bridging the gap between gender diversity

SWN's focus has been aligning with Stryker's global DE&I initiatives through collaborating with the wider ERG community to align on outcomes and amplify the voices of our employees to ensure that we are continuously focusing on gender diversity at Stryker. We have achieved this by creating a safe space for female leaders to share their stories, support development opportunities for our members to network and have opportunities to learn from female advancements across our sites and to share leanings and educations on the importance of diversity within roles for females. Strategies that enhance our gender diversity include SWN week, allyship initiatives, lean in circles, mentorship programmes and other tailored events to meet the needs of our SWN members, particularly in relation to career development, women's health and family life.

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.

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“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

Stryker's Women in Science and Engineering (WISE)

WISE is an Employee Resource Group (ERG) in Stryker; representing the Women in Science and Engineering. Efforts to bridge the gender pay gap in a company, such as those undertaken by WISE (Women in Science and Engineering) at Stryker, can be effectively driven by fostering an inclusive environment that promotes equal opportunities for women in technical roles. Through strategic outreach initiatives, WISE actively engages young women at various educational levels to spark interest in STEM (Science, Technology, Engineering, and Math) fields. By partnering with local schools, hosting site tours, and participating in STEM-focused events, WISE introduces young female students to engineering and technical careers, providing mentorship and demystifying the industry's challenges and rewards. This early intervention not only raises awareness of potential career paths but also encourages young women to consider STEM fields, which are often male-dominated and have higher earning potential.

Some of the key events hosted annually by WISE to engage students in STEM include the National STEM Expos School competitions & World Youth Skills Day Onsite, third level partnerships, WiSTEM society events and department talks, offering awards with financial sponsorship, WISE CoderDojo and Stryker WISE Industry Mentorship Program.

Encouraging open discussions on challenges faced by women in STEM and promoting transparency in career progression help create pathways to equitable pay and career advancement. These concerted efforts not only close the gender pay gap but also build a workplace culture that celebrates and supports gender diversity, ultimately strengthening Stryker's standing as an employer of choice for women in STEM. WISE offers career insights and topical discussions in these open forums for discussion through three internal series events that run on a quarterly basis such as WISE Ireland Speaker, WISE Up Technically Series and WISDOM Corner and WISE Words.



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	6%	6%	8%	10%	10%	8%	7%	5%	17%	21%
	Part time employees	n/a*	n/a*	20%	30%	-0.36%	0.49%	2%	2%	6%	12%
	Temporary Employees	2%	3%	-35%	13%	2%	2%	8%	4%	7%	3%
	Bonus	-4%	1%	17%	12%	17%	6%	19%	3%	22%	20%

* Indicates no part time employees

		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Bonus / BIK	% Employees who received bonus:	92%	91%	81%	81%	84%	80%	92%	94%	95%	81%
	% Employees who received BIK:	97%	94%	89%	86%	89%	87%	89%	90%	68%	65%

		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Quartiles	Lower quartile	55%	45%	50%	50%	55%	45%	48%	52%	53%	47%
	Lower middle quartile	75%	25%	59%	41%	59%	41%	51%	49%	57%	43%
	Upper middle quartile	80%	20%	67%	33%	73%	27%	54%	46%	78%	22%
	Upper quartile	77%	23%	62%	38%	83%	17%	65%	35%	83%	17%