



Ireland
2025 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.

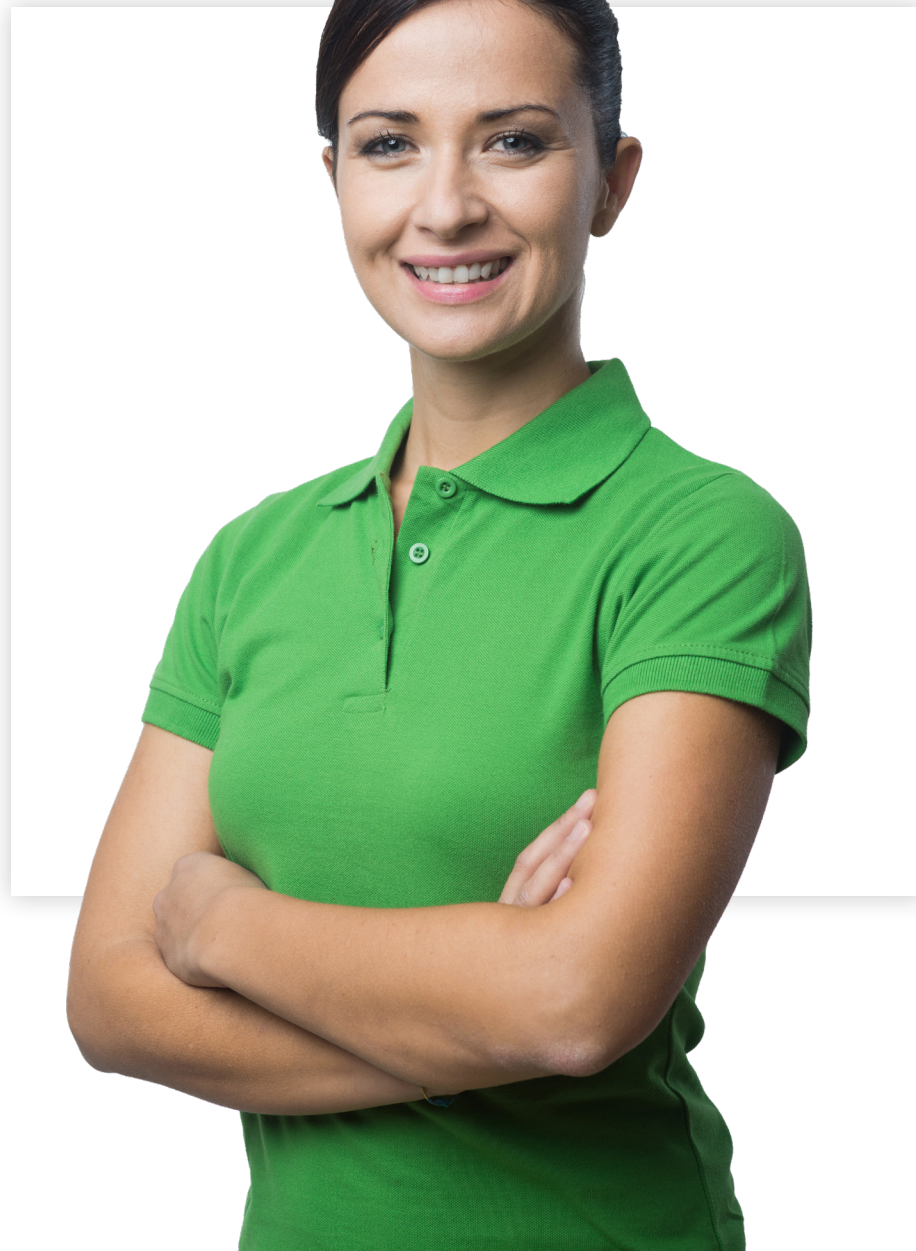


Advance a culture of **inclusion, engagement and belonging.**



Maximize the power of inclusion to drive innovation and growth.

In this report, we outline the 2025 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, 2024, to June 30, 2025.

Hourly and bonus pay

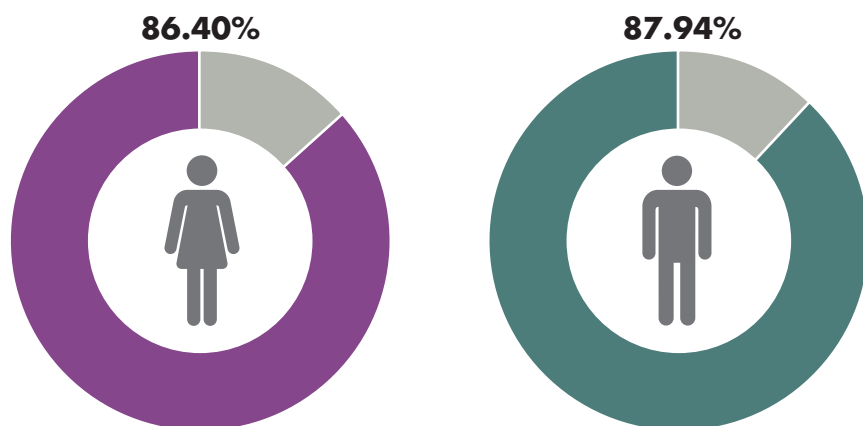
The difference between the mean and median hourly and bonus pay of male and female employees across all Stryker legal entities.

		Mean gap	Median gap
Hourly pay	All employees	10.70%	12.28%
	Part-time employees**	35.68%	22.78%
	Temporary employees	6.67%	4.41%
Bonus pay	Bonus pay	11.03%	10.05%

Administrative change to part time workers from last year to include a weekend shift

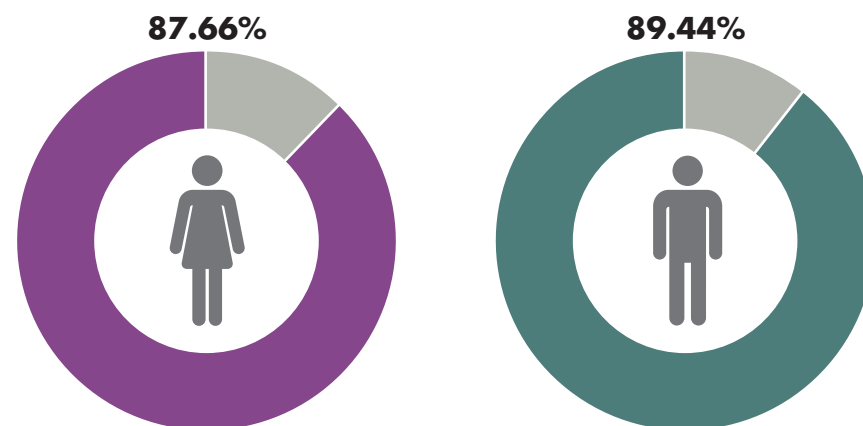
Bonus pay

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



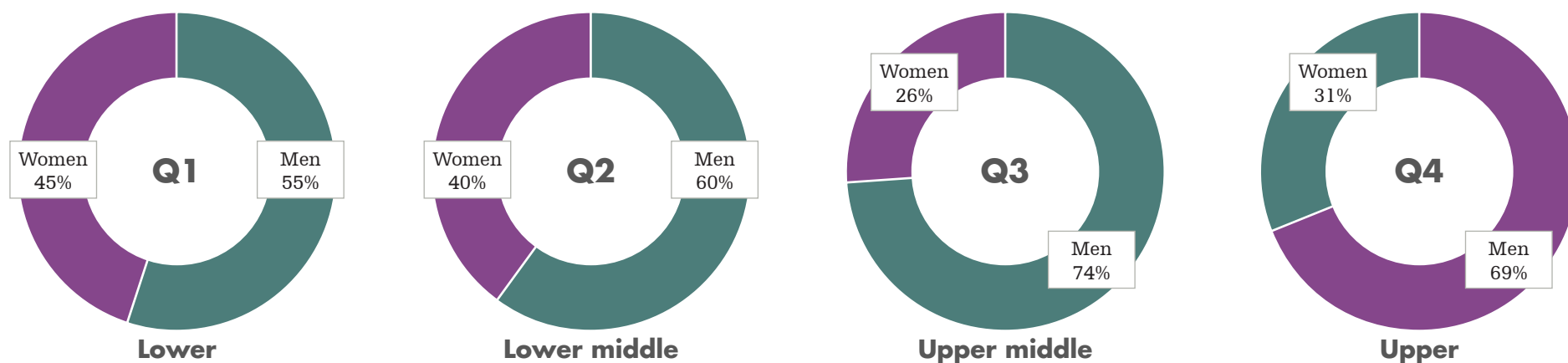
BIK

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



Quartile pay bands

The respective percentages of men and women 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 women employees are in the lower quartiles, while men employees represent a larger proportion of upper quartiles.

This disparity is further influenced by the higher number of men in our hourly workforce who receive overtime and shift premiums. Additionally, 67% of senior roles are held by men, compared to 33% held by women.



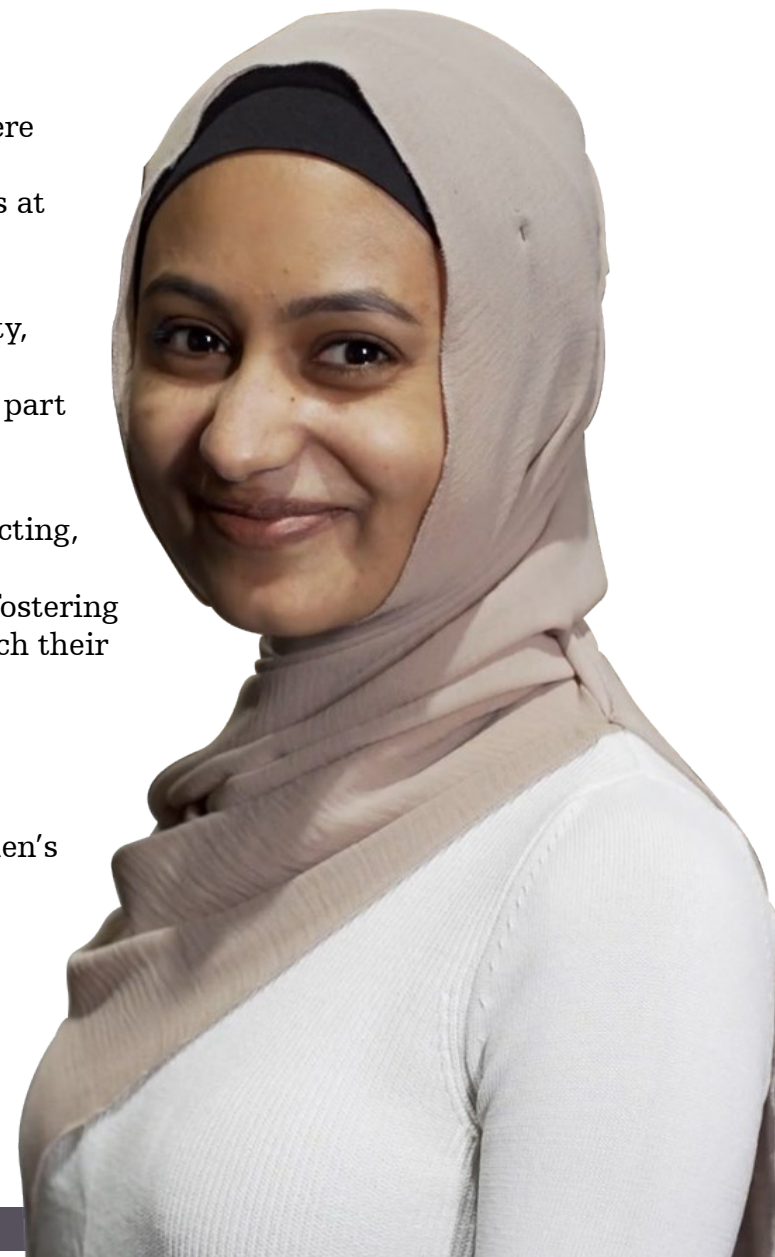
Our commitment to **progress**

We take seriously our commitment to ensuring Stryker continues to be a place where women want to work, are valued and represented at all levels of the organisation, including in our most senior leadership roles. Women representation in senior roles at Stryker is 33% for 2025.

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 talent, and driving engagement for all. We have many progressive initiatives and programs in Stryker aimed at attracting all talent and fostering growth for all. In this way, we strive to empower and inspire our 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 providing support, enhancing career development, and providing education in the work environment. The Stryker Women's Network (SWN) brings together women and men to advance inclusion in the workplace.



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 at Stryker. SWN improves Stryker's business results by fostering an open and inclusive culture that empowers women and attracts and builds future women leaders through growth and development as well as focused career progression support.

SWN supports Stryker's global commitment to inclusion and belonging through collaboration with the wider ERG community on outcomes and amplifying the voices of our employees. We have achieved this by creating a safe space for leaders to share their stories, support development opportunities for our members to network and have opportunities to learn from advancements across our sites and to share learnings and educations on the importance of all perspectives. Strategies that enhance our culture include SWN week, allyship initiatives, lean in circles, mentorship programmes, menopause awareness sessions, returnity programs and other tailored events to meet the needs of our employees.

The Returnity Program focuses on educating, empowering and supporting individuals, teams, and managers of employees planning to take or return from maternity, paternity or parental leave. The Program provides employees and managers with a toolbox to support their transition out, and back into the workforce following family related leave. Returnity is rooted in our Stryker Mission, with this initiative we target all our values, Integrity, Accountability, People and Performance with a niche on parents to be/returning parents and their close circle managers and colleagues.

This program will help us continue to deliver on Stryker values through:

- **Supporting employees** to have **clear communication**
- Allowing each individual to develop to their strength and ability and **empowering** the individual stakeholders to develop the **best plan for their transition**
- Supporting the development for engaged and **performing** long-term employees

Stryker's Women in Science and Engineering (WISE)

WISE is a part of our women's network supporting Women in Science and Engineering. 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.

Key events hosted annually by WISE to engage students in STEM:

- National STEM Expos
- School competitions & World Youth Skills Day Onsite
- School partnerships including Sci Fest & Teen Turnship
- Third level partnerships: WiSTEM society events and department talks
- Delivering awards with financial sponsorships
- WISE CoderDojo and Stryker WISE Industry Mentorship Program

Encouraging open discussions 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 diverse perspective, ultimately strengthening Stryker's standing as an employer of choice. WISE offers career insights and topical discussions in these open forums for discussion through internal series events that run throughout the year including WISE Ireland Speaker Series – A personal insight from individuals working in the company, covering personal experience, career pathway and other opinions and insights.



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	4%	0%	16%	11%	9%	3%	9%	6%	16%	19%
	Part time employees	-2%	-3%	28%	40%	2%	0%	68%	-11%	12%	10%
	Temporary Employees	4%	-2%	13%	1%	0%	-1%	4%	-5%	-9%	-4%
	Bonus	-4%	1%	14%	15%	16%	10%	20%	0%	18%	12%

		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Bonus / BIK	% Employees who received bonus:	92%	90%	84%	81%	89%	89%	83%	84%	96%	97%
	% Employees who received BIK:	93%	90%	88%	85%	90%	88%	90%	91%	75%	71%

		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Quartiles	Lower quartile	63%	37%	50%	50%	60%	40%	49%	51%	53%	47%
	Lower middle quartile	83%	17%	58%	42%	64%	36%	52%	48%	63%	37%
	Upper middle quartile	71%	29%	68%	32%	68%	32%	50%	50%	78%	22%
	Upper quartile	74%	26%	63%	37%	80%	20%	64%	36%	90%	10%