

2022 Gender pay gap report

Snapshot date: 26th June 2022

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 from Dec 31st, 2022.

The gender pay gap gives a snapshot of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, regardless of their role or seniority.

At Stryker, we encourage, value, and leverage the diversity of people, perspectives, experiences, and lifestyles to achieve maximum business performance. It is critical to our success that we have a workforce as diverse as the patients, professionals, and communities we serve. Focusing on diversity and inclusion supports our business strategy by attracting top talent and improving our decision-making. Our engaged and inclusive teams encourage people to share their diverse insights, perspectives, and opinions to help drive innovative solutions that accommodate our customers' and their patients' different physical, and lifestyle needs.

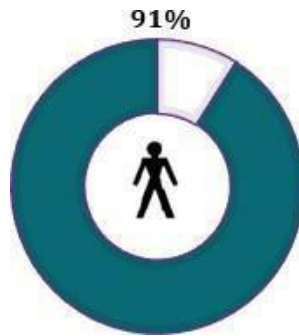
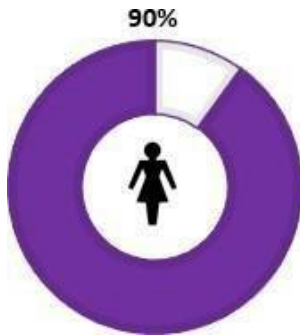
At a glance

The below table shows our overall median and mean gender pay gap based on hourly rates of pay at the snapshot date of 26th June 2022, and bonuses paid in the 12 months to the snapshot date.

Gender Pay Gap – all 6 Stryker legal entities	Median	Mean
All employees	9%	10%
Temporary employees	1%	3%
Part time employees	1%	13%
*Females earning higher in this category		
Bonus Gap €	19%	22%

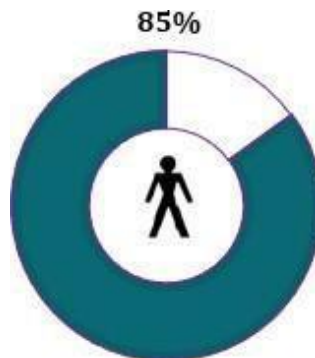
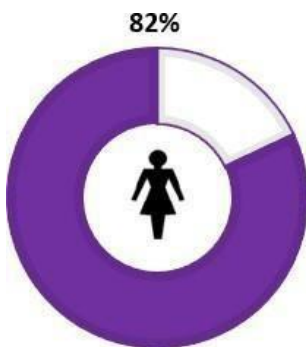
Bonus pay

Percentage of all male and female employees who received bonus payments:



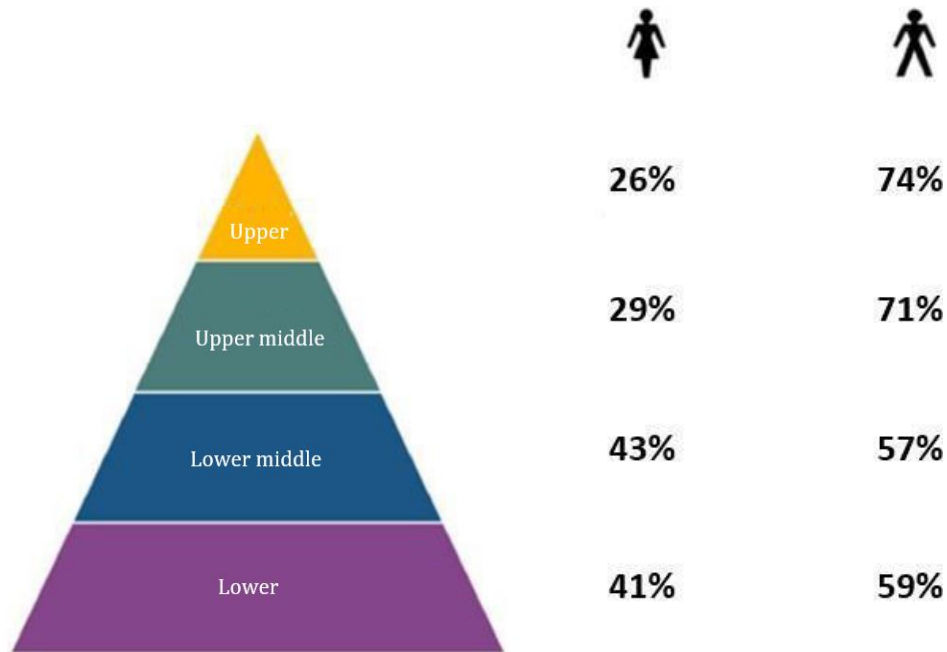
BIK

The percentage of all male and female employees who received benefits-in-kind:



Gender pay gap quartile figures

The percentage of male and female employees in each quartile band:



Stryker Ireland has 6 legal entities, 5 of which employ over 250 employees, each legal entity is broken down as per the table below;

	Howmedica International SdeRL		Stryker European Operations Ltd.		Stryker Ireland Ltd.		Stryker NV Operations Ltd.		Tornier Orthopaedics Ireland Ltd.	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
Gender pay gap by group:										
All employees	2%	8%	10%	12%	5%	9%	1%	3%	10%	6%
Temporary Employees	11%	7%	9%	4%	0.3%	1%	2%	1%	3%	1%
Part Time employees - Females earning higher in this category	* -	-	* -	-	9%	8%	1%	17%	27%	1%
Bonus	11%	13%	13%	25%	3%	18%	2%	18%	57%	30%

* Only females working Part time - no males in this category

	Female		Male		Female		Male		Female		Male	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
% Employees receiving bonus and BIK												
% Employees who received a bonus:	94%	96%	85%	85%	73%	80%	85%	85%	74%	83%		
% Employees who received BIK:	89%	84%	85%	88%	80%	86%	86%	82%	57%	62%		

	Female		Male		Female		Male		Female		Male	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
% of male and female employees in each quartile band												
Lower quartile	48%	52%	44%	56%	37%	63%	46%	54%	33%	67%		
Lower middle quartile	21%	79%	43%	57%	44%	56%	42%	58%	25%	75%		
Upper middle quartile	19%	81%	29%	71%	28%	72%	45%	55%	20%	80%		
Upper quartile	21%	79%	35%	65%	17%	83%	40%	60%	28%	72%		

Understanding the gap

It is important to note that pay gaps are not influenced by gender alone: they are also impacted by demographics, experience, overtime, shift premia and tenure.

The primary reason for our pay gap is the demographic distribution of 65% male and 35% female. In a manufacturing context, this demographic differential is not unusual.

Male demographic differences also account for higher male earnings at Director and above levels, 69% male and 31% female

Receipt of bonus and bonus eligibility for males and females in the organisation is equivalent, but bonus amount received is greater for males at Director and higher levels due to this demographic profile.

Base pay rates and bonus eligibility for production employees are equal but male earnings are higher as they volunteer for more overtime, 68% male and 32% female and unsociable shifts, 69% male and 31% female.

Conversely, females work more part-time hours, 85% Female and 25% male.

Action plan

We take seriously our commitment to making Stryker a place where women want to work and are valued.

Meaningful changes take time, and our ultimate goal is to achieve gender equality across all levels of our organisation, in line with our core values.

At the heart of what we do and believe, is making 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. Our mission drives the meaning behind our work and enhancing our D,E&I journey provides a progressive work environment for all employees.

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 value and support diversity, equity & inclusion

As we grow and evolve as an organisation, one thing will never change: people are at the heart of what we do. By valuing our differences, we are stronger together. Stryker's senior leadership team oversees our Diversity, Equity and Inclusion (DE&I) efforts, which are a foundational element of our business strategy. We focus on enabling a culture that creates access and opportunity for everyone to thrive and reflects the diverse backgrounds and needs of the communities that we serve. Our DE&I commitments support our philosophy and our mission to make healthcare better.

Stryker's Women's Network (SWN)

Established in 2008, and open to all employees regardless of gender, Stryker Women's Network (SWN) is an employee resource group formed by employees who aspire to advance women in healthcare.

Returnity programme

This initiative is focused on educating, empowering and supporting individuals, teams and leaders as employees plan their transition out and back into work due to family leave.

Diversity, Equity & Inclusion summit 2022

Last year, Stryker launched its first global DE&I summit, which was open to all Stryker employees. The summit helped increase global awareness of our DE&I commitments, share updates on our progress and highlight the role all employees play in achieving our goals. The experience made such an impact that Stryker recently hosted the second-annual event. This year, the summit challenged employees to be the spark – to celebrate authenticity, lead with curiosity and challenge bias – because when we harness the potential of DE&I, we make each other better, and healthcare better.

"Womentorship Programme"

In 2021, Stryker established a mentoring programme specifically for females called "Womentorship"