

stryker

Ireland
2026 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 an inclusive culture 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 2026 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, 2025, to June 30, 2026.

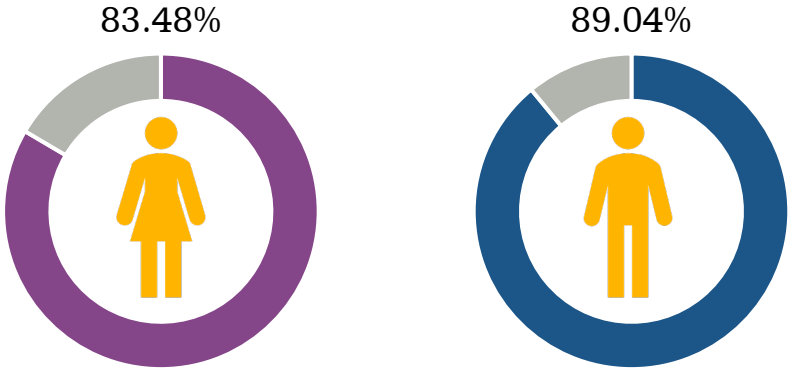
Hourly and bonus pay

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	10.85%	12.00%
	Part-time employees**	13.93%	28.60%
	Temporary employees	10.32%	8.45%
Bonus pay	Bonus pay	14.97%	13.39%

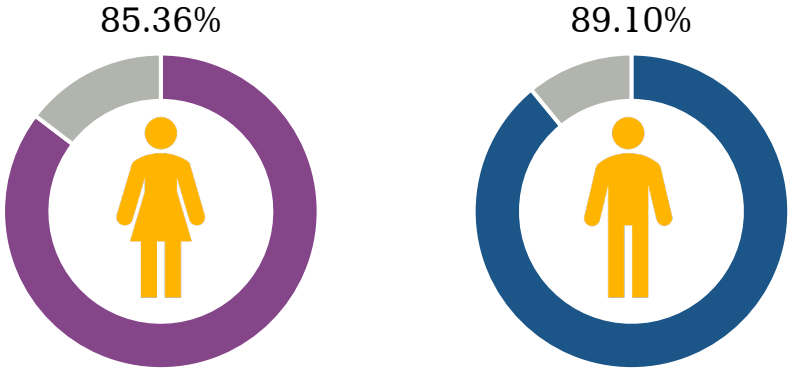
Bonus pay

The percentage of employees who received bonus remuneration across all Stryker legal entities, by gender.



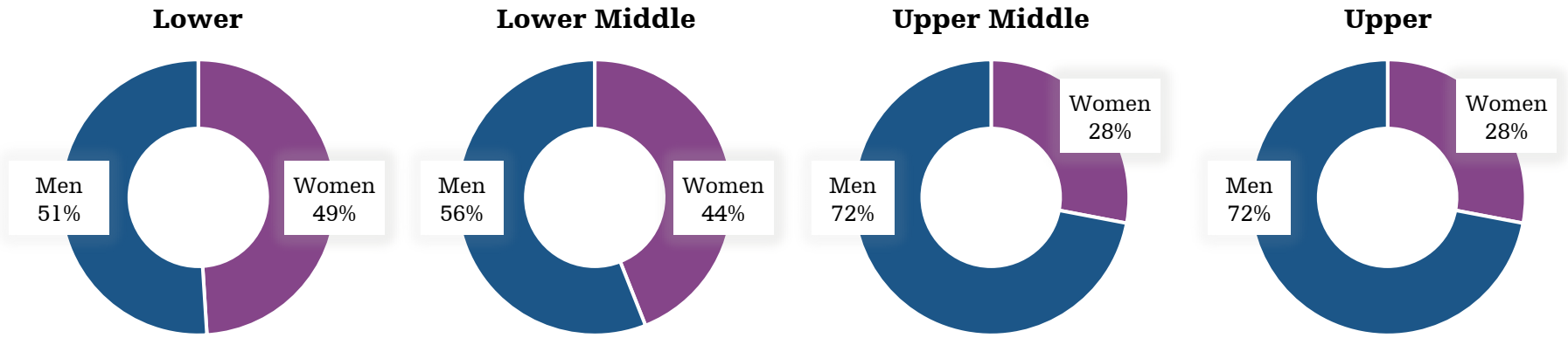
BIK

The percentage of employees who received benefits-in-kind across all Stryker legal entities, by gender.



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 63% men and 37% 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 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. Women representation in senior roles at Stryker is 33% for 2026.

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 Inclusion & Engagement Committees and 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. Stryker's Women's Network (SWN) brings together women and men to advance inclusion in the workplace.



Stryker’s Women's Network (SWN)

Established in 2008, Stryker Women's Network (SWN) is open to all employees, regardless of gender, and plays an important role in supporting the advancement of women across the organisation. By fostering an inclusive culture and investing in development, networking and leadership opportunities, SWN helps strengthen Stryker's talent pipeline while supporting the attraction, retention and progression of female talent.

SWN's focus has been aligning with Stryker's global Inclusion initiatives by collaborating with the wider Employee Resource Group (ERG) community and business leaders to create opportunities that support career development, visibility and progression for women. Through mentoring programmes, leadership development events, networking opportunities, SWN Week, allyship initiatives and educational sessions focused on women's health, career growth and inclusive leadership, SWN continued to invest in developing talent across the organisation.

Supporting the progression and retention of women remains an important part of Stryker's approach to reducing the gender pay gap. While pay equity is supported through our compensation practices, increasing female representation at all levels of the organisation, particularly in leadership and higher-paying roles, remains a key focus. SWN contributes to this objective by helping women build networks, develop leadership capabilities and creating opportunities for visibility.

The Returnity Programme continues to support employees before, during and after maternity, paternity and parental leave through practical resources and manager support. By helping employees navigate these transitions while maintaining career momentum, the programme supports retention and contributes to a strong talent pipeline.

Together, these initiatives reinforce Stryker's commitment to creating an inclusive workplace where all employees have equitable opportunities to develop and succeed. We remain focused on strengthening our leadership pipeline, advancing female representation and supporting sustainable progress in reducing our gender pay gap.



Stryker's Women in Science and Engineering (WISE)

As a part of SWN, WISE (Women in Science and Engineering) is dedicated to advancing gender diversity and supporting equitable opportunities for career development and progression particularly focused on science and engineering career paths. Through education, mentorship, networking and community outreach, WISE helps create pathways for greater participation in STEM fields, while fostering an inclusive culture where everyone can thrive.

WISE partners with schools, universities and community organisations to encourage greater representation in STEM careers. By hosting site tours, participating in outreach programmes and sharing the experiences of Stryker employees, the group helps increase awareness of the wide range of opportunities available within engineering and manufacturing, inspiring future talent and strengthening a diverse talent pipeline.

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

- National STEM exhibitions
- Outreach events
- School partnerships, including SciFest, Teen-Turn and Empower3D
- STEM competitions and activities aligned with World Youth Skills Day
- Collaborations with third-level institutions through WiSTEM society events, careers initiatives and guest speaker sessions
- Financial sponsorship of STEM awards and recognition programmes
- WISE CoderDojo initiatives and the Stryker WISE Industry Mentorship Programme

Promoting open dialogue and increasing transparency around career pathways and progression helps create opportunities for career development, advancement and equitable pay. 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. Through initiatives that encourage knowledge sharing, mentorship and visibility of diverse career journeys, WISE supports a culture where employees are empowered to explore career opportunities and understand potential pathways for growth.

Appendix

Gender pay metrics by legal entity

		Stryker European Operations Ltd.		Stryker Ireland Ltd.		Howmedica International		Stryker NV Operations Ltd.		Tornier Orthopedics Ireland Ltd.	
		Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Gender pay gap	All employees	12%	12%	10%	7%	9%	4%	5%	4%	8%	11%
	Part-time employees	26%	32%	0%	1%	7%	3%	-3%	-4%	15%	20%
	Temporary employees	6%	-2%	5%	2%	14%	12%	3%	4%	-1%	0%
	Bonus	19%	24%	16%	12%	5%	5%	19%	0%	6%	5%

Appendix

Gender pay metrics by legal entity

		Stryker European Operations Ltd.		Stryker Ireland Ltd.		Howmedica International		Stryker NV Operations Ltd.		Tornier Orthopedics Ireland Ltd.	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Bonus/ BIK	% Employees who received bonus:	85%	81%	91%	86%	93%	87%	84%	81%	98%	99%
	% Employees who received BIK:	90%	84%	90%	84%	94%	87%	87%	88%	75%	74%

		Stryker European Operations Ltd.		Stryker Ireland Ltd.		Howmedica International		Stryker NV Operations Ltd.		Tornier Orthopedics Ireland Ltd.	
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Hourly pay quartiles	Lower quartile	53%	47%	50%	50%	44%	56%	54%	46%	32%	68%
	Lower middle quartile	43%	57%	39%	61%	24%	76%	50%	50%	41%	59%
	Upper middle quartile	37%	63%	23%	77%	21%	79%	47%	53%	25%	75%
	Upper quartile	36%	64%	19%	81%	20%	80%	39%	61%	16%	84%