

Stryker UK

2023 Gender Pay Gap Report

Reporting Year 2023/24

Snapshot date 5th April 2024



Our mission and values

Mission

Together with our customers,
we are driven
to make healthcare better.

Values

Integrity

We do what's right

Accountability

We do what we say

People

We grow talent

Performance

We deliver

Making healthcare better is at the heart of what we do. We develop innovative products and services and collaborate with our customers to improve the lives of patients. We are guided by our mission: Together with our customers, we are driven to make healthcare better.

Our core values of integrity, accountability, people and performance define what we believe. We do what's right, we do what we say, we grow talent and we deliver. We live these values in fulfilling our mission.



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Stryker is one of the world's leading medical technology companies and, together with our customers, we are driven to make healthcare better. We offer innovative products and services in Medical and Surgical, Neurotechnology, Orthopaedics and Spine that help improve patient and healthcare outcomes.

Together with our customers around the world...

in **75+**
countries



served by
52K
employees



we impact more than
150M
patients annually



Stryker UK at a glance



£450m
in revenue in 2023



740
employees

55% male, 44% female, 1% don't wish to disclose



Great Place to Work
Certified



Formed in the UK in
1998



Diversity, Equity and Inclusion (DE&I) at Stryker

At Stryker, we are united by our mission and are strengthened by our culture. We believe our diverse strengths, experiences and perspectives are essential for making healthcare better.

By caring for each other, we foster a culture where everyone feels seen, heard and valued.

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.



Strengthen the diversity of our workforce



Advance a culture of inclusion, engagement and belonging



Maximise the power of inclusion to drive innovation and growth

What is the **Gender Pay Gap** and how is it calculated?

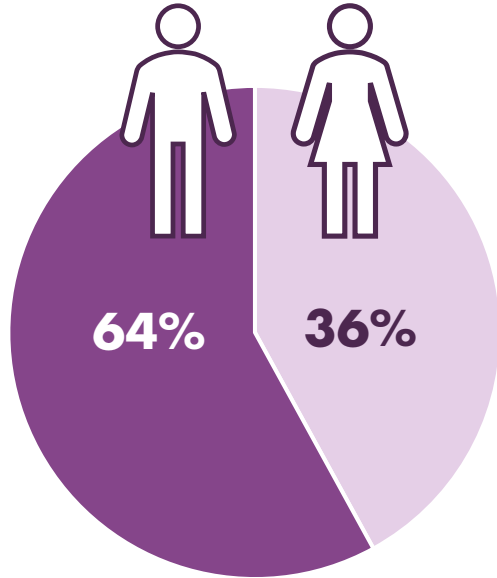
Under UK legislation all entities in England, Wales, and Scotland with 250 or more employees are required to publish their gender pay gap. The gender pay gap gives a snapshot of the gender balance within an organisation.

This report uses the terms 'male' and 'female' and it is important to note that whilst the legislative reporting requirements are binary regarding gender, Stryker is an inclusive workplace, supporting and recognising all gender identities.

It reflects not only the differences in salaries between male and female employees but also the roles they occupy and the level of gender diversity within the organisation at various levels. The gender pay gap is measured using two key metrics: the median and mean pay gap. This differs from 'equal pay,' which ensures that men and women performing the same work are compensated equally.

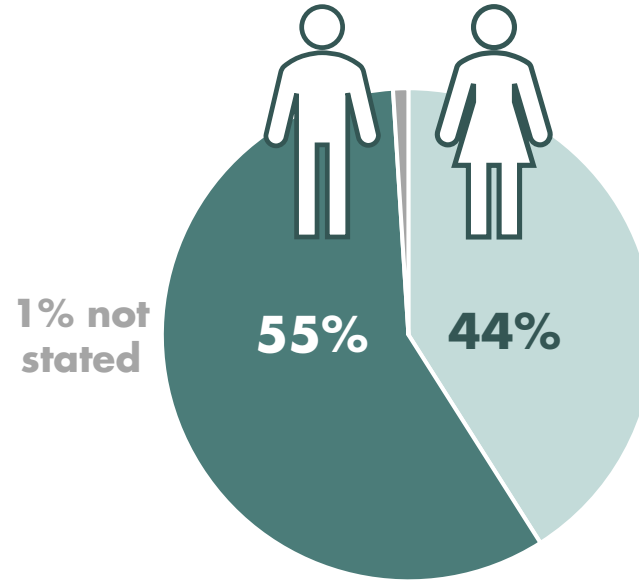
- The median average is calculated by listing all salaries in numerical order and selecting the middle number (if there is an even number of results, the median will be the mean of the two central numbers).
- The mean average is calculated by adding up all of the salaries and dividing it by the number of people in an organisation.

Stryker UK Statistics



Promotions

Data from 1 April 2023 to 1 April 2024



Overall Gender Breakdown

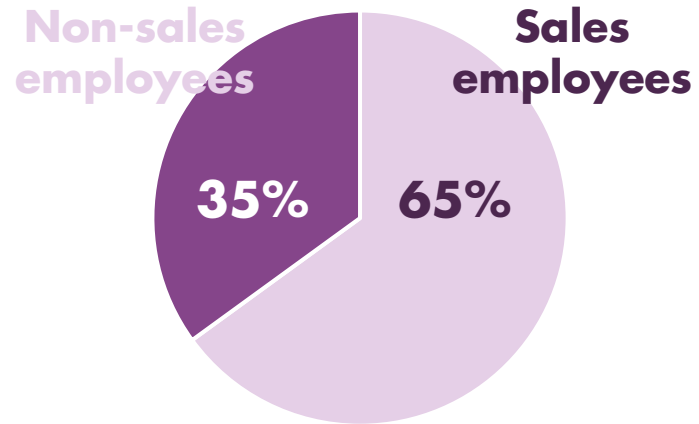
Data as of 1 April 2024

Overall, the gender breakdown of the workforce as of 1 April 2024 was 55% male vs. 44% women. In 2023/2024, there was a greater percentage of males who were promoted in comparison to females, which is 9% higher than the overall gender split of the workforce.

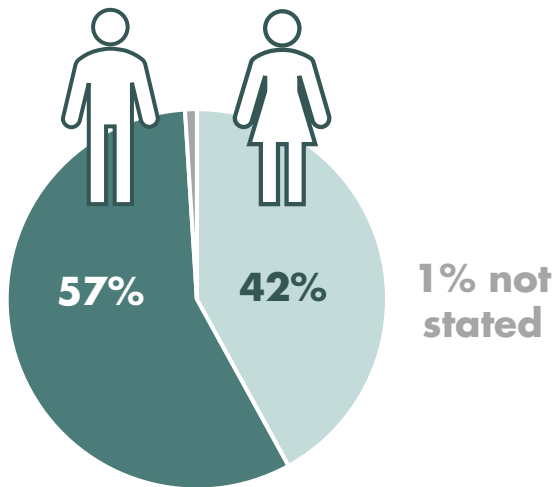
	Male	Female	Don't wish to answer
Director and above	59%	41%	
Manager and Senior Manager	62%	36%	1%
Associate Manager and below	52%	46%	2%

59% of employees Director and above are male, and 41% are female, showing that there are a greater number of males in the most senior roles.

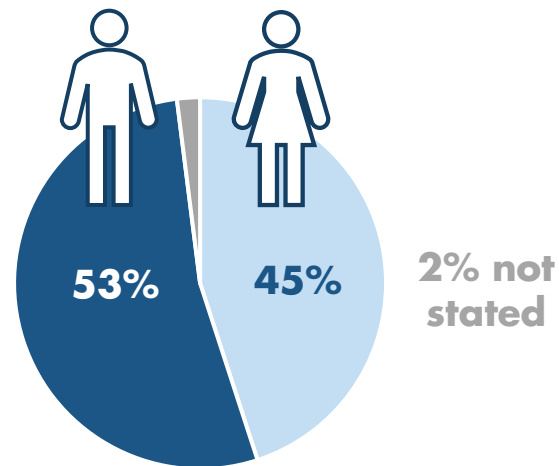
Stryker UK Statistics – Sales vs Non-Sales



Overall breakdown



Non-sales employees

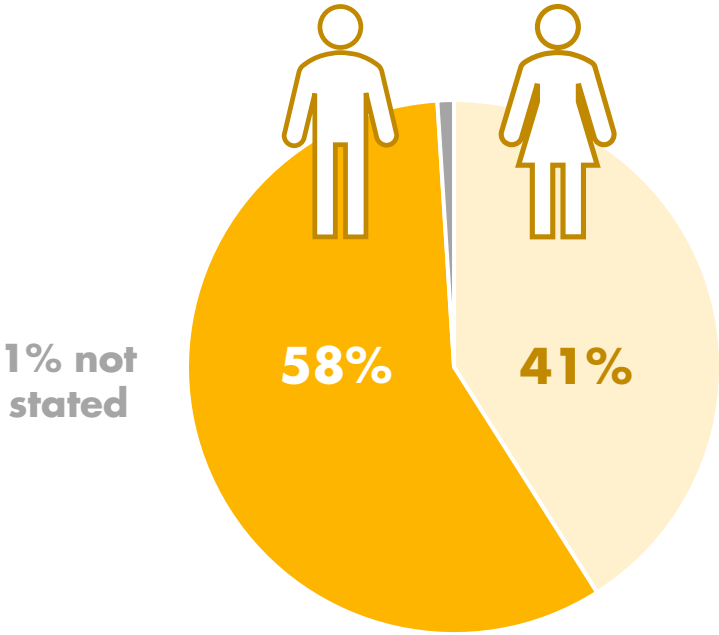


Sales employees

Overall, there is a greater number of sales employees vs non-sales employees. These employees on average have higher salaries, due to commission, than non-sales employees.

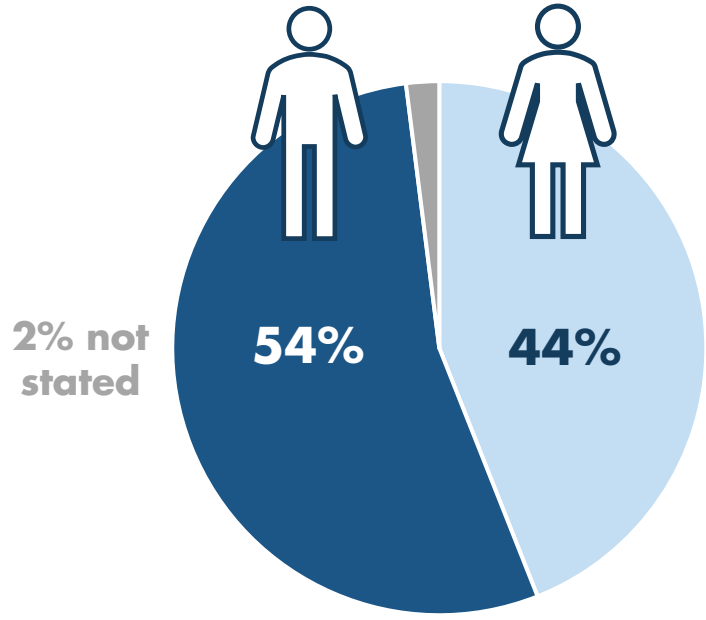
Looking at sales employees, there is a greater number of males (53%) in comparison to females (45%). When looking at non-sales employees, there is also a greater number males (57%) in comparison to females (42%).

Recruitment Statistics



1% not stated

Applications



2% not stated

Offers

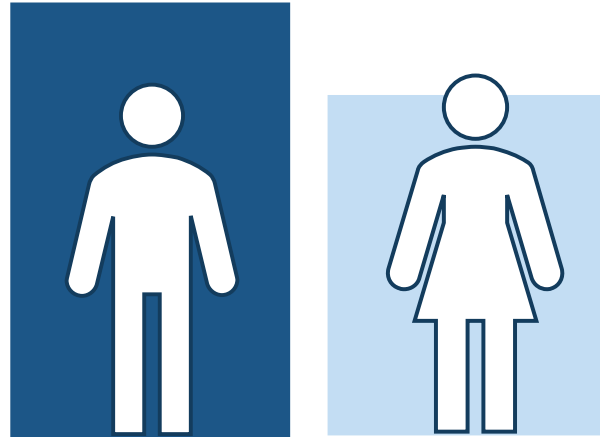
This data shows that there was a greater number of males that applied for roles at Stryker in comparison to females. This highlights that there is work to be done on how we attract females to apply for roles at Stryker.

Gender Pay Gap

The mean* (average) gender pay gap for men is **10.4% higher** than women.



The median** gender pay gap for men is **15% higher** than women.



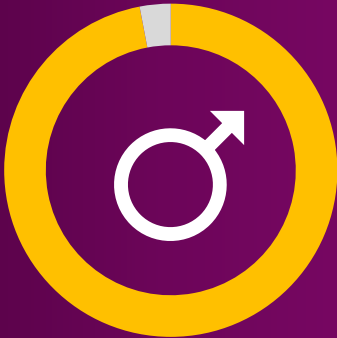
*The **mean** gender pay gap is the difference in the average hourly pay for women compared to men.

The **median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man (sorted from highest to lowest paid).

The mean* (average) gender pay gap for men is 10.4% higher than women. The highest earners in Stryker UK are predominantly male (66%), and this is why there is a gap between men and women's pay.

In comparison to the 2022/2023 average gender pay gap, the 2023/2024 gap has decreased by 7% which is moving in the right direction.

Bonus Pay Gap

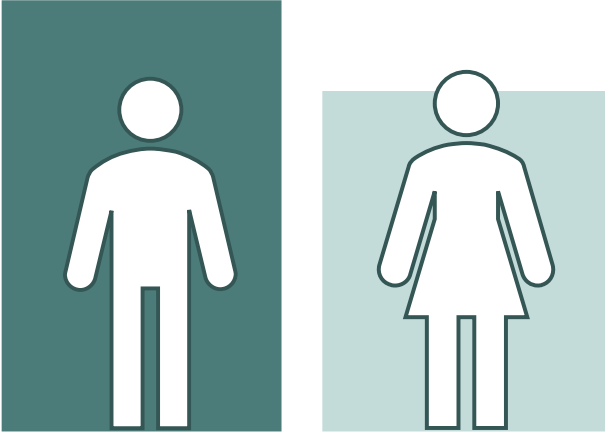


97% of men received a bonus



97% of women received a bonus

The **mean*** (average) bonus pay gap for men is **21% higher** than women.



*The **mean** bonus pay gap is the difference in average bonus pay paid to men and women. **This calculation looks at annual bonus and commission.**

The **median**** bonus pay gap for men is **17% higher** than women.



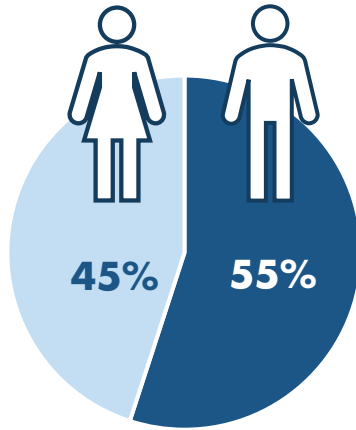
The **median bonus gap is the difference between bonuses received by men and women (sorted from highest bonus received to lowest bonus received). **This calculation looks at annual bonus and commission.**

The bonus pay gap is greater than the gender pay gap because there are more male sales employees than female sales employees, and these individuals on average receive higher bonus/commission than non-sales employees.

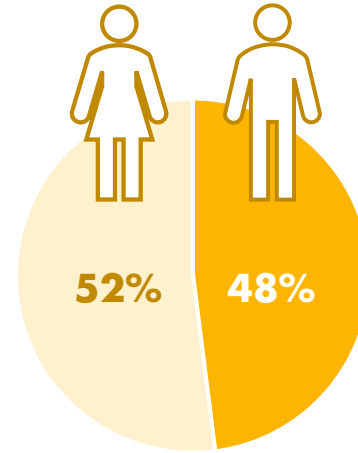
In comparison to the 2022/2023 average bonus pay gap, the 2023/2024 bonus pay gap has decreased by 8% which is moving in the right direction. Also, the exact same percentage of males and females received a bonus in 2023/2024.

Pay Gap – Quartile Breakdown

This calculation groups employees into four quartiles (sorted from highest to lowest earners) and highlights the gender breakdown of each quartile.



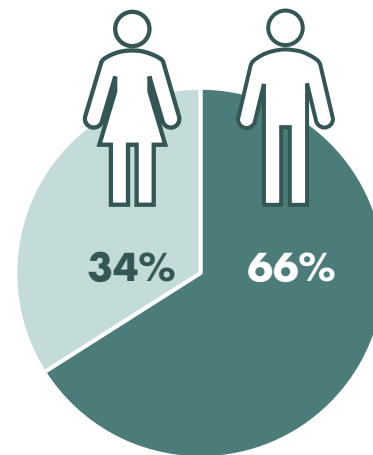
Lower Paid



Lower Middle



Upper Middle



Upper Paid

The gender pay gap is the greatest at the upper and upper middle quartiles, showing that there are a greater number of males who are the highest earners. This could be because there are a greater number of male sales employees. Male and female sales employees on average earn more than male and female non-sales employees.

The image features a stylized illustration. At the top, a man in a suit and a woman in a business dress stand on a dark horizontal line. Below this line is a large, jagged gap. The background consists of several overlapping, semi-transparent light blue shapes that resemble a landscape or sky. In the foreground, there are two large, light blue gender symbols: a male symbol on the left and a female symbol on the right. The text "Bridging The Gap" is centered in the middle of the image.

Bridging The Gap

Stryker's Women's Network (SWN)

SWN promotes gender diversity by fostering an inclusive workplace and supporting the development, recruitment, and retention of talented women. SWN drives engagement and accelerates growth through initiatives that advocate for cultural and organisational change, creating an empowering environment for all employees.



Work/life Balance

Many workplace issues, like balancing work and family, development opportunities, and community involvement, affect both men and women. By engaging all employees, SWN aims to create a positive impact. With more women entering the workforce each year, Stryker must build a culture and programs that attract, retain, and support their growth.



Returnity

SWN's 'Returnity' initiative supports employees and managers in planning smooth transitions to and from parental leave, improving experiences and business stability. This helps new parents reintegrate into their roles more effectively.



Our plan

Our plan to attract and hire more women includes bias-free recruitment, mentoring and sponsorship for advancement to senior management, and fostering an inclusive culture where women can thrive with support from SWN.

Stryker's Women's Network (SWN) builds a more **inclusive culture – bridging the gap**

Training - Think Twice & Inclusion Challenges

Think Twice

Increased awareness of biases

Unconscious bias training helps managers become aware of their own biases, which they might not even realise they have. These biases can influence decisions related to hiring, promotions, performance evaluations, and daily interactions. By recognizing these biases, managers can take steps to mitigate their impact, leading to fairer treatment of all employees, regardless of gender.

Fostering an inclusive work environment

Managers who are trained to recognise and mitigate unconscious bias are more likely to create an inclusive work environment. An inclusive workplace culture encourages participation from all employees, regardless of gender, and values diverse perspectives. This can **improve collaboration, innovation, and overall workplace morale.**

Strengthening organisational reputation

Organisations that actively work to reduce unconscious bias and promote gender equality are often viewed more favourably by employees, customers, and the public. This can enhance the organization's reputation as an equitable and inclusive employer, **attracting a diverse talent pool** and potentially leading to better business outcomes.

Inclusion Challenges

Sparking conversations

Inclusion challenges, a quarterly initiative for all people managers to complete, aim to spark conversation amongst teams and help foster a more inclusive culture; one where every employee feels **seen, heard and valued.**

Topics have included mitigating bias in feedback, development conversations, diversifying networks and inclusion in meetings.

Stryker UK's Updated **Maternity, Paternity & Adoption Leave Policy**

Inclusivity

The updated Maternity, Paternity & Adoption policy **prioritises inclusivity**, allowing all parents and caregivers to **share the responsibility** of caring for their new child. It promotes a supportive and inclusive work environment that values family wellbeing and ensures that employees can fulfil their caregiving responsibilities without sacrificing their career.

Increased support

The updated policy now has **further enhanced full pay** maternity, paternity and adoption leave and **lower tenure eligibility** for all. These changes promote the opportunity for both caregivers to spend more time with their new family member, fostering a stronger family bond and supporting the wellbeing of all family members during this important transition period.

Women's health

This comprehensive maternity policy also includes support for **women's health**. This includes antenatal care, prenatal care, neonatal care, counselling, and other support services. This addresses specific health needs and helps ensure that women are not disadvantaged with healthcare access and support during their pregnancy. By providing robust support at every stage, this policy aims to **attract more female employees** to our organisation.

Stryker UK's New **Menopause Guidance**

Supporting Women's health & well-being

Menopause can lead to a range of symptoms which may impact someone's life inside and outside of work. The policy ensures that employees receive the necessary support to manage their symptoms, maintaining their wellbeing and contributing to a productive work environment.

Encouraging Open Communication

The policy encourages communication between employees and managers and helps normalise discussions on menopause, fostering a more inclusive work environment. It creates a safe space for women to talk about their needs without fear and shows that Stryker UK recognise it as a legitimate health issue. This policy will better management practices, as leaders become more aware of their employee's needs and are better equipped to provide support.

Enhancing employee retention & engagement

Our supportive menopause policy will help retain valuable employees and ensure they feel supported and understood. It will reduce turnover of employees experiencing the menopause, retain legacy knowledge, and enhance employee engagement and wellbeing creating a positive workplace culture where employees feel valued and supported.

Promoting gender equality

Introducing a menopause policy contributes to gender equality in the workplace as it ensures that the unique health needs of women are considered and addressed, helping to level the playing field. Without proper support, women may face additional barriers to career advancement or may feel forced to leave the workforce, perpetuating gender inequality.

Disclosure

This statement confirms that the published information is accurate as at the time of publishing and is approved by:

Lourda Tully

HR Senior Director UK & Medical EMEA