

Ireland Gender Pay Gap Report 2023

Johnson & Johnson

A Message From Linda Hayes



As a Credo-led business, we have a strong purpose-driven culture. We are passionate innovators who have put people first since our founding more than 135 years ago.

Our diversity of people and thought are what make us innovators, and we remain committed to fostering a diverse workforce and a culture of belonging. While we have a legislative requirement to publish an annual Gender Pay Gap report, doing so strongly aligns with Our Credo and commitment to gender equality.

Compared to our first report for Ireland last year, we are pleased to see that our overall gender pay gap has narrowed. While we welcome this decrease as a reflection of our efforts, we know that closing the pay gap is complex and requires consistent, sustained action over time.

This report reflects our gender pay gap data and the important initiatives we are undertaking in Diversity, Equity and Inclusion to drive change. There is a groundswell of collaborative action driving progress, and I am proud of our work together to create a healthier, more equitable world.

Linda Hayes

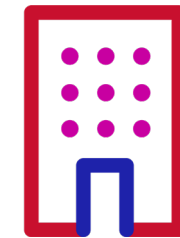
Linda Hayes
Head of Human Resources, JSC Value Chain Management,
Strategy & Deployment and Procurement & One HR Ireland



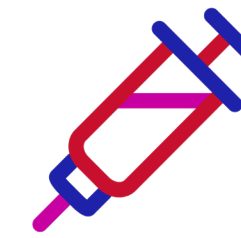
Johnson & Johnson Ireland

Johnson & Johnson has been in Ireland for over 88 years. We are just under 5,000 employees strong across 2 sectors and 10 sites.

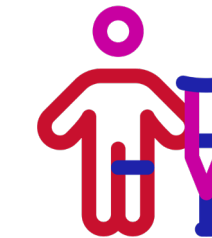
This report covers four entities of Johnson & Johnson's Ireland operations:



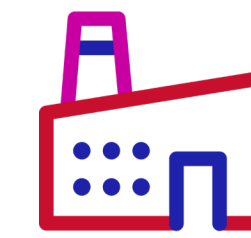
Janssen Sciences Ireland UC, operating in Ringaskiddy, Cork since 2005, manufactures medicines for immunology and oncology patients, addressing critical needs in areas such as Rheumatoid Arthritis, Crohn's Disease, Psoriasis, Psoriatic Arthritis and Multiple Myeloma. The site operates as a Global Centre of Excellence for Clinical Drug Substance and Drug Product Release and Stability Management.



Janssen Pharmaceutical Sciences Ireland UC has been operating in Cork since 1981 manufacturing bulk active pharmaceutical ingredients for use in Neuroscience and Infectious Disease therapeutic areas for the treatment of Psychosis, HIV and many other ailments. The facility has the only large scale sterile API manufacturing facility within Johnson & Johnson's global pharmaceutical supply chain network.



Johnson & Johnson Vision Care Ireland UC, a global leader in eye health and part of Johnson & Johnson MedTech. The Johnson & Johnson Vision site in Limerick is one of largest contact lens manufacturing facilities in the world, supporting the production of the company's fastest-growing daily disposable lenses for global markets.



DePuy Ireland UC, part of Johnson & Johnson MedTech, has been operating in Ringaskiddy since 1997. The facility is the primary manufacturing site for Johnson & Johnson's joint reconstruction product portfolio.



About the Gender Pay Gap report

The gender pay gap is the difference in average pay between all men and women in a business. In 2021 the Government of Ireland began requiring all organisations with more than 250 employees to publish their gender pay gap annually.

The gender pay gap is different than equal pay. It is important to note that the gender pay gap is different than equal pay:

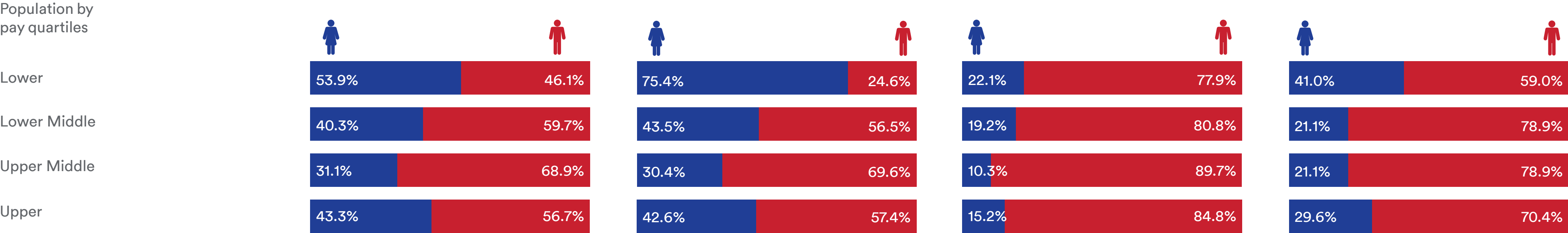
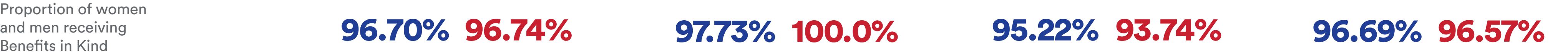
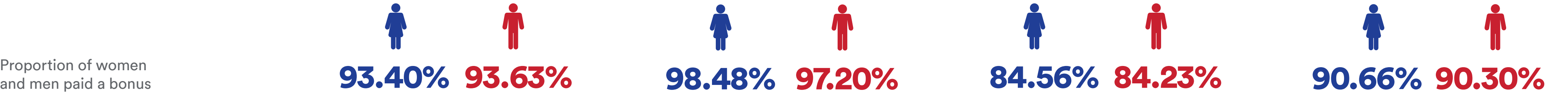
- The **gender pay gap** is the difference in the average hourly pay of women compared to men in a business, without considering job function, job level, qualifications, performance and experience.
- **Equal pay** analysis compares the pay of employees performing the same or similar jobs.

At Johnson & Johnson, Our Credo reflects our belief in fair compensation and equal employment opportunities, development, and advancement for all. We are committed to rewarding employees in a fair, equitable, and consistent way worldwide. When it comes to equal pay, our policy, in line with legal requirements, is to pay all our employees in line with their career level and experience, irrespective of gender.



Our gender pay gap data

	Janssen Sciences Ireland Unlimited Company		Janssen Pharmaceutical Sciences Unlimited Company		Johnson & Johnson Vision Care Ireland Unlimited Company		DePuy Ireland Unlimited Company	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
All staff pay gap	3.07%	5.91%	13.77%	14.55%	3.67%	11.40%	2.61%	4.72%
Part time pay gap	-37.71%	-17.64%	6.50%	1.53%	NA	NA	8.99%	10.48%
Temporary pay gap	-1.60%	-1.03%	NA	NA	-11.53%	-2.96%	26.06%	29.29%
Bonus pay gap	-1.58%	-13.30%	7.01%	13.87%	-1.65%	17.01%	-13.07%	-4.44%



Understanding the numbers

The mean gender pay gap across our four reporting entities ranges from 2.61% to 13.77% in 2023. This is an improvement on 3.2% to 15.8% in 2022.

Our mean bonus gap ranges from -13.1% to 7.01%, compared with -8% to -1.5% in the previous year.

What is the difference between median and mean figures?

The median gender pay gap compares the middle point in a number set. So, if you were to look at 100 men and 100 women in our business, this compares the pay of the 50th person in each group. The mean gender pay gap compares the average salary between men and women.

What is the difference between positive and negative numbers?

A negative pay gap indicates that women are paid higher than men while a positive number indicates that men are paid higher than women. For the Johnson & Johnson Ireland entities covered in this report, the mean gender pay gap ranges from 2.6% to 13.8%, which means that men receive on average higher pay than their female colleagues; while a mean bonus pay gap range of -13.1% to 7% means that in some instances women receive on average higher bonuses than male colleagues (-13.1%) and in some males receive a higher bonus (7%).



Why is there a pay gap?

The composition of our workforce remains the main driver of our pay gap. In our analysis, we have identified three main areas where gender distribution is impacting the gender pay gap and bonus pay gap.

- **More men in senior positions, with a longer length of service** – Like many businesses in Ireland, our analysis shows we face a challenge with having a gender balance in senior positions, with a higher number of men in senior roles. We have continued our effort to increase female representation in senior roles and have seen significant progress.

- **More men in manufacturing roles** – The four entities covered in this report are manufacturing and supply chain sites. There are currently more men in manufacturing roles that are eligible for overtime and shift work than women. We have made significant progress in recent years in developing programmes to address this imbalance and are attracting more women into roles in our supply chain.
- **Continuing challenge to recruit women into Science, Technology, Engineering and Mathematics (STEM) roles** – Within our entities, and more broadly across Ireland, there is a challenge with recruiting women into STEM roles. STEM positions are essential for our business and addressing the gender imbalance in these roles continues to be a focus area for us.



Our approach to fostering an inclusive culture

We remain passionate about promoting an inclusive culture for all and recognise that meaningful change takes time.

Our efforts focus on delivering lasting improvements through a three-pronged strategy:

- 01** Ensure personal and career development is supported at all levels
- 02** Continue to make our workplace attractive and inclusive
- 03** Increase the talent pool of women





Ensure personal and career development is supported at all levels

We know that every career at Johnson & Johnson is different, and each of us is unique in how we learn and our growth aspirations. We have established mentoring, training, and development programmes to ensure we retain and progress talented women and men within Johnson & Johnson. These programmes provide leadership and growth opportunities for all career levels. Our 2025 Health for Humanity aspirations includes achieving 50% women in management positions globally.

Women’s Leadership & Inclusion

Through our Women’s Leadership & Inclusion (WLI) employee resource group, 5,000 employees connect and network across our global companies, supporting each other’s development. WLI fosters an inclusive mindset and environment that enables all employees to understand the imperative for, and contribute to, creating a gender-diverse workforce. Their goal is to provide resources that facilitate a culture that enables women to connect and engage across the enterprise, to develop skills and to achieve their full professional and personal potential.

Both male and female employees help drive our WLI vision. Through WLI’s Male Advocacy & Allyship Pillar, male allies

across the business get involved in driving initiatives, such as Lunch & Learn sessions that raise awareness of the importance of allyship and provide practical steps for supporting female colleagues.

The WLI group in Ireland also advances and champions women at all levels through our Mentoring Connections programme. The programme connects women at all levels with mentors from across the organisation, including more than 500 participants in Ireland.

WILD

In addition to WLI, in Ireland we run a peer to peer programme for female talent with a view to supporting the development of their confidence and skills.

Delivering a new learning ecosystem

In July 2022, we launched J&J Learn, a new global learning and development ecosystem designed to democratise learning by providing equitable access to skills, mentors and personalised learning content. The platform provides employees with an extensive content library that can be accessed anytime, anywhere.

Healthcare Businesswomen Association

Alongside J&J Learn, Johnson & Johnson has been sponsoring Healthcare Businesswomen’s Association (HBA) for 25 years to help advance the gender equity agenda. The core purpose of HBA is to advance women into positions of influence and decision-making to improve health equity and outcomes. Johnson & Johnson has made HBA membership available for all employees to support personal and professional growth.

Advanced Leadership Development

Our global development programme, ASCEND, is designed to accelerate the growth of high-potential, high-performing mid-level women into more senior roles. It equips participants to lead with more significant strategic impact and presence in ways unique to them. Over 95% of our 2022 graduates believe the programme will help them to pursue opportunities to advance their careers and leadership aspirations.

Energy for Performance®

We continue to provide Energy for Performance® training, grounded in science and behavioural psychology, to help people build energy capacity and personal resilience at work and beyond. Over 100,000 Johnson & Johnson employees have attended this unique transformational experience designed to offer tools and strategies to optimise energy, build personal resilience and live with purpose.



02 Continue to make our workplace attractive and inclusive

Supporting the health and well-being of our employees is rooted in [Our Credo](#) and we have a long history of caring for the health of our employees and their families. This year we once again improved our benefits and programmes to support employee health and well-being through the roll out of several new initiatives.

Global Paid Leave Enhancements

In July 2023, we introduced our global paid leave enhancements for caregiver, bereavement, and volunteer paid leaves across the entire organization. These changes add to our existing employee value proposition. We also continue to be proud of our paid parental leave benefits for employees around the world, with 12 weeks of paid leave covering maternal, paternal, adoptive, surrogacy-assisted and foster parents.

Global Well-Being Reimbursement

Another way Johnson & Johnson supports employee well-being is through our global well-being reimbursement. In 2023 the reimbursement increased from €400 to

€500 as an annual re-imbursement for employees to use towards well-being support, including healthy movement, healthy eating, and mindfulness.

Employee Assistance Programmes and CARE

Our Employee Assistance Programs and CARE (Confidential. Accessible. Responsible. Engaged.) services connect employees to professional assistance on a broad range of topics. From mental health support to professional life coaching and work-life services (i.e., elder/adult care, travel, childcare, education, pet care, household services and parenting), employees can easily navigate to the support they need.

Strengthening Our Culture of DE&I

We have strengthened our culture of diversity, equity and inclusion. We are reimagining talent strategies using the latest DE&I recruitment technology and ensuring we build diverse interview panels. We strive to proactively attract candidates from diverse backgrounds and reach the widest pool of talent through private and public institutions, university partnerships, diversity job boards, and engagement with DE&I associations.

We also continue to deliver Conscious Inclusion training to People Leaders and all employees across Johnson & Johnson.



03 Increase the talent pool of women

We have long been committed to increasing the talent pool of women and have a number of programmes to attract new talent, particularly in the area of science, technology, engineering, mathematics, manufacturing and design (STEM²D).

WiSTEM²D

Our Women in Science, Technology, Engineering, Mathematics, Manufacturing and Design (WiSTEM²D) initiative is designed to advance gender equality in STEM²D professions, which will build a stronger pipeline of diverse talent in under-resourced professions and advance innovation in healthcare.

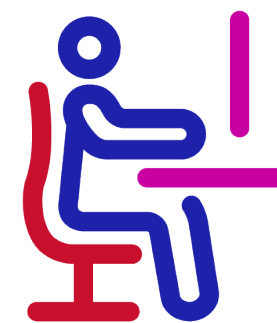
The initiative has been active since 2015 and includes 4 core pillars: Youth, University/Graduate, Professionals, and Partnerships, each supporting girls and women at different stages of their life and career.



Youth



University/Graduate



Professionals



Partnerships



A network of volunteers from across Johnson & Johnson Ireland leverage each of the global activity pillars to help make a meaningful impact and drive change at the local level. Some notable 2023 achievements include:

500+ community outreach programmes

10,000+ girls and women engaged

Partnership with **20+** organizations

Youth programmes inspire young girls, ages 5-15, through creative problem solving, play, and interactive activities to become tomorrow's innovators and disruptors.

A few highlights over the past year include:

- 100 teenage students hosted at WiSTEM²D Camps in Limerick and Cork
- Reached 17,000+ young girls through I Wish annual conference featuring keynote speakers, panel discussions, and exhibitions
- Supported Irish Girl Guides and FIRST® LEGO® League Discover, an international competition that challenges young students to design, build, and programme robots using Legos

University programmes inspire and support women to pursue a career in STEM after university and increase female representation in the STEM²D workforce. The WiSTEM²D Undergraduate Programme launched in Ireland in 2016 and now partners with University College Cork, University of Limerick, University

of Galway, Munster Technological University, and Trinity College Dublin.

- 1,000+ female students reached in 2023
- 62 WiSTEM²D student awards

Re-Ignite

Re-Ignite is Johnson & Johnson's global career re-entry program that offers experienced professionals who have taken a break from their career for two or more years the opportunity to return to the workforce with specialized onboarding, networking and development activities.

In addition to its ambition to support women in returning to STEM²D professions, Re-Ignite is a gender-inclusive program that, in 2022, officially expanded its focus to include returning professionals both in and outside of STEM²D roles.

Since its inception in 2017, Re-Ignite has enabled 130 professionals to return to the Johnson & Johnson workplace globally, 24 of which are in Ireland where they continue their careers in various functions throughout the enterprise.



Our mission is to make **diversity and inclusion** our way of doing business. We will advance **our culture** of belonging where open hearts and minds combine to **unleash the potential** of the brilliant mix of people, in every corner of Johnson & Johnson.

Johnson & Johnson

