

GENDER PAY GAP REPORT 2022



Foreword



Our commitment to diversity, equity, and inclusion.

Cook Medical is committed to removing barriers due to difference to create pathways to opportunity and well-being so that our employees, the patients, our communities, and our business can reach their full potential. We value a diverse cross-section of thoughts and opinions to ensure our company culture stays balanced and strong. We know that a diverse workforce provides our teams with a wide range of experience, knowledge, and strengths. But we understand that just welcoming diversity isn't enough; we must make it equitable for everyone and be inclusive in everything that we do.

This is our first gender pay gap report for Cook Medical In Limerick. Our report has been guided by our company values to act with integrity, be transparent, and treat everyone with respect. The report sets out the key gender pay gap metrics, reasons for our gap, and our action plan to close our gap and make positive changes in the years ahead.

Alice O'Dwyer
Alice O'Dwyer, VP, Cook Group, HR

What is a gender pay gap?

A gender pay gap is the difference between what is earned on average by men and women, in the workforce, regardless of the nature of their work. It is expressed as a percentage of men's pay.

The gender pay gap is different from equal pay.

Equal pay compares the pay of men and women performing the same job or work of equal value.

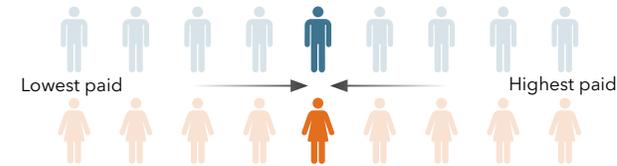


Paying women less than men for the same job, purely on account of their gender, is illegal and is outlawed by equality legislation.

A gender pay gap typically indicates that men and women are not equally represented at the different levels of an organisation.

What is a median gender pay gap?

A median gender pay gap is the difference between the median hourly rate of pay for males and females. It is calculated by finding the exact middle point between the lowest-paid and highest-paid man and the lowest-paid and highest-paid woman and finding the difference between the two figures.



What is a mean gender pay gap?

A mean gender pay gap is the difference between the mean hourly rate of pay for female employees and male employees. It is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures.



Quartile pay bands

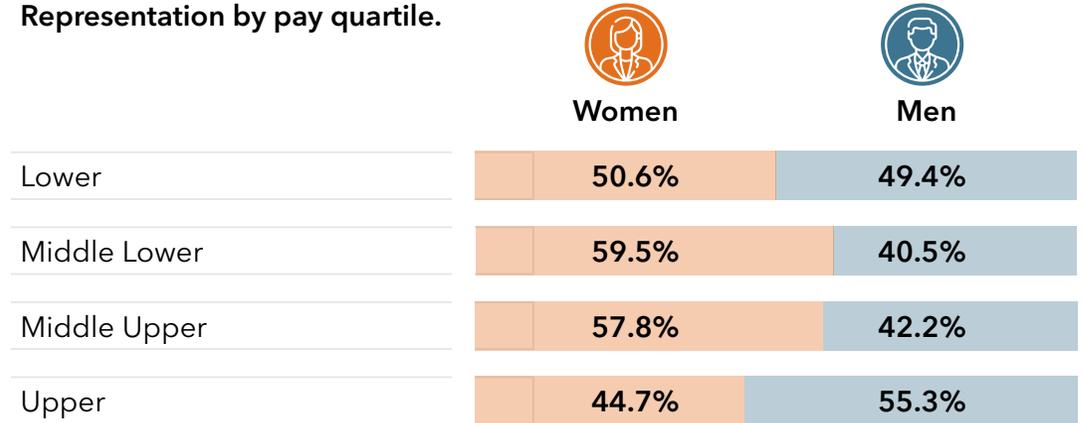
Quartile pay bands are used to highlight the proportion of male and female employees in a company's pay hierarchy. Each quartile is calculated by dividing the workforce into four equal parts according to their pay band, based on their hourly pay.

Our results

Female employees	504
Male employees	444
Median gender pay gap	4.3%
Mean gender pay gap	9.9%
Median bonus pay gap	6.5%
Mean bonus pay gap	31.6%
Median part-time employees pay gap	57.8%
Mean part-time employees pay gap	42.9%
Median temporary employees pay gap	0.0%
Mean temporary employees pay gap	-0.7%

The median is more representative of the overall picture as it points to the central tendency of the data, while the mean is being impacted by the broad range of data points.

Representation by pay quartile.



The percentage of employees who received a bonus.



The percentage employees who received benefit in kind.



Our metrics explained

In Cook Medical we are proud to be an equal opportunity employer, and we are confident that women and men are paid the same for the same roles or work of equal value. However, the results of our gender pay gap report do highlight that men and women are not equally represented at different levels of our organisation. This can be attributed to a number of factors:

- Our workforce is made up of 47% male employees and 53% female employees. Although female employees make up a larger proportion of our workforce, they also represent a larger proportion of our lower and middle quartiles and are underrepresented in our upper quartile with 11% more men than women in roles represented in the upper quartile.
- Attracting women to science, technology, engineering, and maths at 3rd level and subsequent careers is a challenge within the MedTech industry. There are not as many women graduating with STEM qualifications as men. In 2020, 49.7 men per 1,000 were STEM graduates while only 23.9 women per 1,000 were STEM graduates.*
- As a result, the graduate pool from which companies recruit is not gender balanced, and women are not well represented at senior career levels in the MedTech industry.

- Within Cook Medical, we have more men than women represented in our upper quartile, which is made up of executive, management, professional, and technical levels. This creates a gap in our upper quartile metrics and impacts our pay and bonus gaps due to the broader salary range in this quartile.
- We also have a very small number of employees in part-time roles, which are predominantly occupied by women.

Cook Medical is committed to a number of priorities to improve our gender balance and to build on our culture of diversity and inclusion in the workplace, and by extension, to reduce our gender pay gap. They are:

- Business Resource Groups
- Recruitment
- My Cook Pathway
- STEM education
- Family support

Measuring Ireland's progress 2020. Central Statistics Office Web site. <https://www.cso.ie/en/releasesand-publications/ep/p-mip/measuringirelandsprogress2020/>. Published on 25 February 2022. Accessed on 16 December 2022.



Business Resource Groups

We provide opportunities for employees to voice any concerns and to be part of our solution through our Business Resource Groups (BRG). These groups are employee-led, Cook-sponsored groups that have two goals: to provide a safe space for everyone at Cook and influence the business with a viewpoint inclusive of all.

The Women@Cook BRG exists to empower women in all positions throughout Cook Medical to reach their full potential by:

- Advocating for the unique personal and professional needs of employees who identify as women at Cook.
- Working to remove professional barriers for women at Cook.
- Connecting women to supportive tools, development opportunities, and resources.
- Educating the organisation on what it means to be inclusive to women.



My Cook Pathway

Our My Cook Pathway program was put in place to help remove the barriers that can get in the way of employees reaching their personal and professional goals. It connects employees to resources for education, and helps identify and create opportunities for growth and development.

All of our educational assistance and professional development programs, ranging from certificates to PhDs, are available to all our employees and in recent years, women accounted for 55% of our employees who undertook further education as part of their professional development.

Our Step-Up programs provide employees with on-the-job development opportunities to learn and experience new roles within Cook. Over the last three years, 50% of our participants have been women and women, have accounted for 54% of all internal promotions across our functions in Limerick.

In 2023, we will roll out two newly revised educational programs for people managers: An Emerging Leader program and a Cook Medical Leadership program.



Recruitment

We believe in putting the right person in the right role irrespective of their gender. When it comes to recruitment, we consider women and men equal at every stage of our recruitment and development opportunities.

We use gender-neutral job descriptions, have a standardised interview process to compare candidates, and use a diverse interview panel, who are trained on unconscious bias to ensure they are supported to make the right choices in relation to hiring, promoting, and performance management.



STEM Education

In Cook Medical, one of our company values is to give back. We believe in making our communities stronger by sharing our time, skills, and resources. To this end we are committed to tackling the gender stereotypes surrounding STEM in our schools and growing the talent pool for future innovation in Cook Medical and Ireland as a whole.

- At primary level, our employees visit local schools during Engineers Week and Science Week to build awareness of STEM and to actively encourage girls to pursue STEM subjects. Our employees also represent Cook on a national stage including the BT Young Scientist Exhibition and Explore Engineering.
- At second level, we partner with a local all-girls secondary school through Business in the Community's Schools' Business Partnership Program to provide students with an opportunity to more about working in the MedTech industry and to date, almost 300 young women have come through the program. We also run a comprehensive transition year program each year offering secondary school students to opportunity to experience the full suite of activities involved in bringing a product to market.
- At third level, we have established a successful partnership with Technological University of the Shannon (TUS) in support of young women studying medical technology, which provides financial support and work placements for successful students during their studies.



Family support

All of our flexible working arrangements are available to men and women to ensure that women and their partners have the flexibility and supports they need to support their families while managing their work-life commitments.

In Cook Medical, we offer paid maternity leave and compassionate leave to women and their partners who need time to process or recover from miscarriage.

We also offer flexible parental leave and paid paternity leave to provide families with options to support their families during their formative years.

Recently, we launched our hybrid working model, which gives many employees the flexibility to work from home up to 4 days per week.

In 2022, we introduced a Return to Work 'Buddy' program for those who are returning to the workplace after maternity or adoptive leave to reorientate them and provide them with an informal support network as they settle into their roles.

A woman with short blonde hair, wearing a white hairnet and a white lab coat, is smiling warmly at the camera. She is in a laboratory or medical setting, with blurred equipment and lights in the background.

At Cook Medical, we believe that gender pay gap reporting is one part of a much-needed wider strategy to address female participation rates and employment gaps between genders, that are rooted in cultural and social norms.

Closing our gender pay gap and improving gender balance at Cook is part of a long-term strategy that we will achieve through incremental change in Limerick.

In 2023, we will continue to focus our initiatives on connecting our female employees to the supports, development opportunities, information, and resources they need to further develop their careers within Cook Medical and to improve our gender pay gap. We will also work with our external partners, including the Irish MedTech Association to promote women in STEM and the MedTech industry to make positive changes in the years ahead.