

Ireland Gender Pay Gap Report 2022

Johnson & Johnson

A Message From Linda Hayes



For 136 years, the values of diversity, equity and inclusion have been part of our culture at Johnson & Johnson and woven into how we do business every day.

Our Credo, our company mission statement, outlines our responsibility to create an inclusive workplace and respect the dignity and diversity of all people.

We are determined that our workforce in Ireland reflects the diversity of the communities in which we live and serve. We know that bringing diverse backgrounds, cultures, experiences, and perspectives together is the best way to solve today's complex health problems and to create a healthier, more equitable world.

Consistent with the principles of Our Credo, we welcome Ireland's gender pay gap reporting requirement as it facilitates more discussion about the progress of women in the workplace. We are proud of the work we have done to date and in this report, you will find information on our continued efforts to support women and a diverse workforce.

Linda Hayes

Linda Hayes
Head of HR Northern Europe Supply Chain



Johnson & Johnson Ireland

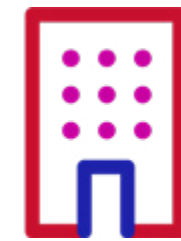
Who we are and what we do

Operating in Ireland since 1935, Johnson & Johnson is one of Ireland's leading employers with a workforce of just under 4,500 highly skilled and motivated people across 10 locations, spanning 5 counties.

This report covers four entities that are part of Johnson & Johnson's pharmaceutical and medtech manufacturing operations in Ireland.

They are at the cutting-edge of delivering healthcare solutions and play an important part in Johnson & Johnson's global supply chain network.

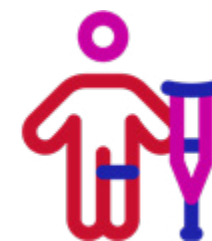
The four entities covered in this report include:



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 the largest contact lens manufacturing facilities in the world, supporting the production of the company's fastest-growing daily disposable lenses for global markets.



Operating in Ringaskiddy, Cork since 2005, **Janssen Sciences Ireland UC** 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.



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.



Janssen Pharmaceutical Sciences 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.



The gender pay gap and Johnson & Johnson Ireland

Understanding the gender pay gap

Gender pay gap differs from equal pay

This report reflects the Irish Government reporting requirements for the Gender Pay Gap and highlights the progress of women in our organisation.

The gender pay gap compares pay for all employees in a business, without considering differences in job function, job level, qualifications, and experience. By contrast, an equal pay analysis compares the pay of employees performing the same or similar jobs.

Johnson & Johnson Ireland gender pay gap analysis

















Our Credo reflects our belief in fair compensation and equal opportunity for employment, development, and advancement for qualified talent. Our employment practices and programmes reflect these principles.

The inaugural Johnson & Johnson Ireland Gender Pay Gap Report 2022 publishes gender pay gap data for Johnson & Johnson's four legal entities in Ireland with more than 250 employees. These companies are Janssen Sciences Ireland UC, Janssen Pharmaceutical Sciences Ireland UC, Johnson & Johnson Vision Care Ireland UC, and DePuy Ireland UC.

As of June 30, 2022, the "snapshot" date for the 2022 report, the mean gender pay gap ranged from 3.2% to 15.8% across our four reporting legal entities in Ireland. The mean bonus pay gaps for Johnson & Johnson's Irish companies ranged from -8.0% to -1.4% meaning women receive on average higher bonuses than their male colleagues.



Breaking down our results

	DePuy Ireland Unlimited Company (1,096 employees)		Janssen Pharmaceutical Sciences Unlimited Company (397 employees)		Janssen Sciences Ireland Unlimited Company (1,052 employees)		Johnson & Johnson Vision Care (Ireland) Unlimited Company (1,360 employees)	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
All staff pay gap	3.17%	3.98%	15.79%	21.56%	7.76%	12.74%	8.22%	16.31%
Part time pay gap	5.09%	16.79%	7.52%	0.97%	-83.79%	-10.30%	n/a	n/a
Temporary pay gap	-2.46%	-11.01%	34.64%	11.46%	-13.82%	3.89%	-8.07%	-11.17%
Bonus pay gap	-7.99%	0.00%	-1.44%	6.46%	-3.58%	-10.84%	-5.52%	13.19%
Proportion of women and men paid a bonus	 91.56%	 94.54%	 97.66%	 97.77%	 90.70%	 88.52%	 85.84%	 91.41%
Proportion of women and men receiving Benefits in Kind	94.48%	96.32%	99.22%	99.26%	97.51%	96.07%	94.98%	95.88%
Population by pay quartiles	 		 		 		 	
Lower	43.1%	56.9%	57%	43%	65.4%	34.6%	28.2%	71.8%
Lower Middle	17.5%	82.5%	29.3%	70.7%	38.4%	61.6%	13.2%	86.8%
Upper Middle	23.4%	76.6%	15.2%	84.8%	25.9%	74.1%	8.2%	91.8%
Upper	28.5%	71.5%	27.3%	72.7%	38.2%	61.8%	14.7%	85.3%



Gender pay gap reporting

Irish Government requirements

From June 2022, The Gender Pay Gap Information Act 2021 requires organisations in Ireland to report on their gender pay gap across seven different metrics listed below. Organisations with over 250 employees are required to report for the first time in 2022.

1. The mean and median pay gap in hourly pay between male and female employees
2. The mean and median pay gap in hourly pay between part-time male and female employees
3. The mean and median pay gap in hourly pay between temporary male and female employees
4. The mean and median bonus pay gap between male and female employees
5. The percentage of male and female employees who received bonus pay
6. The percentage of male and female employees who received benefit in kind
7. The percentage of male and female employees in each of four pay band quartiles

- **Hourly pay** is calculated by adding all amounts of ordinary pay and all amounts of bonus pay paid to the employee in the reporting period and dividing it by total number of hours worked by the employee in the reporting period.
- **Ordinary pay** includes basic pay, allowances, pay for piecework, shift premium pay, or overtime pay. Ordinary pay is before deductions at source.
- **Bonus pay** includes any remuneration that is in the form of money, vouchers, or shares, share options or interests in shares provided to a relevant employee, and relates to profit sharing, productivity, performance, incentive, or commission, before any statutory deductions are made.
- **Benefits in kind** includes any non-cash benefit of an estimated monetary value such as company car, health insurance, stock options, share purchase scheme, etc.



The Irish legislation defines how to prepare the calculation and what pay components to include



Understanding our numbers

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 Johnson & Johnson, a mean gender pay gap range from 3.2% to 15.8% means men receive on average higher pay than their female colleagues while a mean bonus pay gap range of -8.0% to -1.4% means women receive on average higher bonuses than their male colleagues.



Why is there a pay gap?

Reviewing our own data, we have identified the key factors that explain why there is a gender pay gap.

Women in leadership roles

We have more men than women in our business. Like many businesses in Ireland, we face a challenge with the number of women compared to men in senior roles.

Read about how we're getting more women into senior roles on page 13

Women in our business

There are currently more men in manufacturing roles that are eligible for overtime and shift work than women.

Furthermore, engaging women into STEM roles continues to be a challenge for Johnson & Johnson, as seen in our industry, as well as more broadly across Ireland.

Read about how we're getting more women into STEM roles on page 10

It is our belief that addressing these challenges will positively impact the gender pay gap. It's also why we are focused on addressing our representation with a multi-dimensional approach.



Our approach: Delivering a holistic diversity, equity and inclusion strategy

To meaningfully effect change, we will continue to concentrate on tackling potential drivers of the gender pay gap as part of our holistic diversity, equity and inclusion (DEI) strategy.

We approach DEI as a business imperative, informed by data and insights we get first hand from the communities we serve. Our evidenced-based strategy has enabled us to drive innovation and work to help solve today's most pressing health challenges.

At the heart of our strategy are our definitions of diversity, equity, and inclusion:

Diversity

Diversity is about each of our unique perspectives... It's about us, our colleagues and the world we care for – all backgrounds, beliefs and the entire range of human experience.

Equity

Equity is tailoring tools and resources to meet individual needs and continuously improving our systems and processes so everyone has the opportunity to reach their full potential.

Inclusion

Inclusion is creating a deep sense of belonging... where we are all valued, our ideas are all heard, and we advance this culture for all of us.

Our three-pronged approach continues to drive forward our commitment to reaching gender parity:

01

Building a workforce that reflects the diversity of the communities we serve

02

Ensure personal and career development is supported at all levels

03

Accelerate our culture of inclusion by strengthening inclusive leadership competencies



01 Build a workforce that reflects the diversity of our communities

We have enhanced our accountability to strengthen our culture of inclusion and continue building a diverse workforce to drive more equitable outcomes in the following ways:

DEI People Leader Goals: We continue to prioritise improving our hiring approach to attract, hire, develop and advance talent that reflects the communities our teams serve, with specific DEI goals for all our people leaders.

Raising the bar for our most senior people leaders: In addition to our DEI goal setting for all people leaders, we place special emphasis on driving accountability for Vice Presidents globally. Each of these leaders receives a VP DEI Scorecard, which incorporates both representation and inclusion measurements and links their goals to our Health for Humanity 2025 Goals. These VPs also participate in training on defining a diverse slate of candidates, creating a diverse interview team, and ensuring that job requirements are essential for the role. Additionally, leaders meet to share best practices and lessons learned.

Reimagining Talent Strategies: To attract diverse talent and increase diverse hiring opportunities, we are reimagining talent systems, using the latest DEI recruitment technology and ensuring we build diverse slates for every interview. We are using AI tools such as Textio to scan job descriptions for phrases that are not inclusive and reduce unintended bias in our job postings. 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 DEI associations.



Build a workforce that reflects the diversity of our communities

Engaging Women in STEM: Johnson & Johnson's Health for Humanity 2025 Goals include our ambition to engage more women via our Women in Science, Technology, Engineering, Math, Manufacturing and Design (WiSTEM²D) initiative, with a specific goal of engaging two million females by 2025.

Youth

Through our partnerships with Junior Achievement and iWish, Johnson & Johnson seeks to cultivate girls' STEM²D interests at an early age and help them continue to grow and develop in these areas, preparing and positioning them to pursue higher education and careers in STEM²D.

Through creative problem-solving and play, we aim to spark enchantment with STEM²D subjects in girls around Ireland.

Scholars

The aim of the WiSTEM²D Undergraduate Programme is to inspire and support more women to pursue a career in STEM after university and increase female representation in the STEM²D workforce. The programme was first introduced in Ireland in 2016 and is now running in partnership with University of Limerick, University of Galway, University College Cork, Munster Technological University and Trinity College Dublin.

The programme has been instrumental in supporting over 400 female students through a range of initiatives including a scholarship programme, leadership training, mentoring, internships, site tours and CV/recruitment workshops.



Professional

Our Re-Ignite Programme has been very successful in helping us attract those who wish to return to the workplace after a career break. It is a paid 'returnship' initiative for those who have worked in STEM²D (science, technology, engineering, maths, manufacturing, and design) and have been out of their field for two or more years. It builds confidence and has attracted outstanding talent and ambassadors to our doors.

Apprenticeships

In 2021, Johnson & Johnson Vision Care in Ireland was a Johnson & Johnson DEI Honors recipient as a result of creating an innovative and inclusive programme for the recruitment and retention of diverse talent at the apprentice technician level.

The Apprentice Programme also enhances WiSTEM²D's reach, further diversifying the recruitment and retention of women across all paygrades and backgrounds.

Build a workforce that reflects the diversity of our communities



“The support, connections, and inspiration that the WiSTEM²D Programme provided during my time in college really empowered me to pursue a career in engineering. It gave me a real taste of what I could do as a woman in STEM and set strong foundations for me to build my career on”.

Jenna Bromell, Process Engineer and 2016 WiSTEM²D Participant.



“The Re-Ignite Programme provided the support structures I needed to help me adjust to returning to the workplace. After participating in the programme, I found that I slotted back into the work environment, it was like I never left. This was very empowering. I felt relevant and that I hadn’t lost my skills.”

Barbara MacCarthy, Senior PTO Lead and Re-Ignite Participant.



“The Apprenticeship Programme is a great opportunity to really get a feel for the industry while also spending time in college. As I am involved with Johnson & Johnson Vision, I have a great support system behind me. I get to meet and expose myself to all different types of people in the workplace and I can really get an idea of where I want my career to go in the future. The hands-on training is so beneficial as you’re actively doing what you’re learning in college.”

Jodie Whyte, Manufacturing Technician Apprentice.





Ensure personal and career development is supported at all levels

Career development

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 both their full professional and personal potential.

ASCEND

Our global development programme, ASCEND, is designed to accelerate growth of high potential, high performing mid-level women into more senior roles. It equips participants to lead with greater strategic impact and presence in ways unique to them.

Enterprise Sponsorship Programme

Our Enterprise Sponsorship Programme began in 2016 to support high-performing diverse managers through supportive sponsorship relationships with senior leaders to accelerate their development.

Health for Humanity 2025 Goals

In our Health for Humanity 2025 Goals, we have committed to achieve 50% of women in management positions globally by 2025.

Personal development

In addition to creating career progression opportunities, we are committed to supporting our employees to take time to care for their physical and mental health. We continue to provide our Energy for Performance® training, grounded in science and behavioural psychology, to help our people build their energy capacity and personal resilience at work and beyond. We are proud to have trained more than 100,000 employees globally. We have a series of programmes including a purpose and career planner to help each employee identify the support they need to develop and be fulfilled.

We pride ourselves on having an inclusive and supportive culture. As we are a global company, we can provide benefits beyond just an employee's base salary, from health and wellness to retirement plans and bonuses, long-term incentives, and recognition programmes. We have introduced new hybrid working arrangements globally, designed to allow for personal flexibility and in person collaboration that drives innovation.

Supporting Family Health

Johnson & Johnson has a long history of supporting family health because we believe that advancing health for humanity starts at home. Beginning in 2022, all eligible Johnson & Johnson employees—mothers and fathers, including adoptive and foster parents—will be entitled to take during the first year of birth, adoption or fostering at least 12 weeks (an increase from the previous eight weeks) of Global Parental Leave with 100% of pay.



03 Accelerate our culture of inclusion by strengthening inclusive leadership competencies

Fostering a truly inclusive culture for employees has long been central to our DEI strategy. We continue to focus on accelerating our programmes, policies and practices that enable all our people to feel they belong, with a focus on developing deeper insights to understand country level needs. The outcome is the implementation of a global inclusion strategy that reflects local nuances and regional priorities.

We partner with others to eliminate bias and make healthcare more equitable. By working with external and internal partners, we are constantly learning how to benchmark our work and accelerate our impact.

Unconscious Bias

In 2017, we rolled out Unconscious Bias training to all employees to demonstrate how unconscious bias can impact our thinking and how to mitigate it in the workplace. In 2021, we took another step in our DEI journey by introducing Conscious Inclusion, a workforce training programme that builds on Unconscious Bias by teaching employees how to intentionally create an environment where curiosity about differences is encouraged and where inclusion is the mutual responsibility of all employees. We piloted the Conscious Inclusion training with select senior leaders prior to an enterprise-wide rollout in 2022.

External Partnerships

In 2021, Johnson & Johnson joined the Valuable 500, an international business network made up of 500 CEOs and their companies. Membership of this community offers us the opportunity to work closely with a collective of other companies to elevate our voice and further support inclusion for those with diverse abilities.

In 2021, we began a new partnership with the Black Young Professionals Network (BYP) to improve our understanding of race across EMEA.

Internal Open Forums

We deliver open and inclusive forums to ensure our colleagues have space and support to tackle sensitive conversations, particularly at moments of tension around the world. We continue to invest in training programmes and awareness campaigns that drive intentional behaviours and purposeful actions to enhance our culture of belonging.

These initiatives challenge colleagues to consider different ways of working and engaging with others so that those with different needs and lifestyles feel seen and supported in the workplace.



At Johnson & Johnson we truly believe that the best innovations can only come if our people reflect the world's full diversity of individuals, opinions, and approaches.

Therefore, we are committed to provide a workplace that treats our employees with respect and dignity — a place where our employees are empowered to be, feel, and do their best, every day.

Johnson & Johnson