GENDER PAY GAP

REPORT 2026

COOK® MEDICAL

Foreword

Welcome to our Gender Pay Gap Report for 2026.

Our people are our greatest asset and are at the heart of everything we do. We are committed to fostering an inclusive and supportive workplace, which enables all employees to reach their full potential.

We provide resources and benefits to help our employees achieve their personal and professional goals while actively working to remove any barriers that stand in their way.

In Limerick, we're proud to have a gender-balanced workforce with a strong female presence. Our team is made up of 52% women and 48% men. Furthermore, 54% of our senior leaders are women, and women account for 54% of the management roles across our site.

I invite you to read through our report, which outlines our ongoing efforts to support and elevate our employees.

Carla DiBenedetto
Director, Regional HR, EMEA

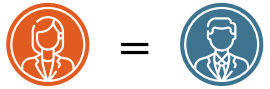
COOK® MEDICAL

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. It considers the pay of all men and women, regardless of the nature of their work, and is not an indication of unequal 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.

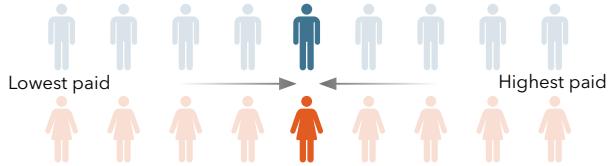


Paying women less than men for the same job, purely on account of their gender, has been illegal in Ireland since 1975, with the introduction of the Anti-Discrimination (Pay) Act of 1974. A gender pay gap typically indicates that men and women are not equally represented at the different levels of an organisation.

The Gender Pay Gap Information Act 2021 requires organisations in Ireland to report on their hourly gender pay gap across a range of metrics. We'll explain some of the key terminology before breaking down our results.

What is a median gender pay gap?

A median gender pay gap is the difference between the median hourly rate of pay for male and female employees. 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. When reporting the figure, it is expressed as a percentage of men's pay.



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	**506**
Male employees	**472**
Median gender pay gap	**1.46%**
Mean gender pay gap	**7.09%**
Median bonus pay gap	**13.49%**
Mean bonus pay gap	**15.77%**
Median part-time employees pay gap	**0.0%**
Mean part-time employees pay gap	**0.0%**
Median temporary employees pay gap	**-0.15%**
Mean temporary employees pay gap	**-7.36%**

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:

	Women	Men
Lower	50%	50%
Middle Lower	56%	44%
Middle Upper	57%	43%
Upper	43%	57%

	Women	Men
The percentage of employees who received a bonus:	97%	94%
The percentage of employees who received benefit in kind:	84%	82%

COOK® MEDICAL

Our metrics explained

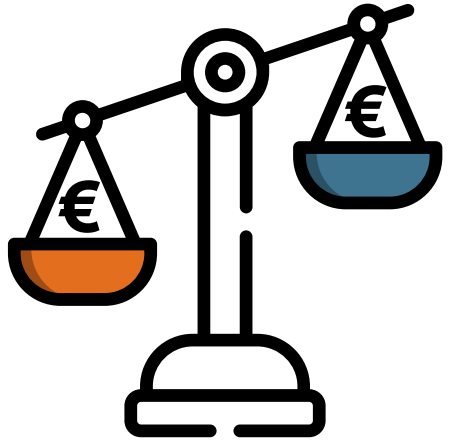
In Cook Medical we are proud to be an equal opportunity employer, and that men and women are paid the same for the same roles or work of equal value. However, the results of our Gender Pay Gap Report do highlight that men and women are not equally represented at different levels of our organisation.

Our workforce is made up of 48% male employees and 52% 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. Our upper quartile has more men than women. This can be attributed to several different factors, which have a substantial impact on the profile of our workforce:

- Attracting women to science, technology, engineering, and maths at 3rd level and subsequent careers is a challenge within the MedTech industry. While we have the highest rate of STEM graduates in the EU, Ireland also has the largest gender differential, with 51 male STEM graduates per 1,000 persons compared with 29 females.[1]

1. Central Statistics Office. Measuring Ireland's progress 2023. CSO website. https://www.cso.ie/en/releasesandpublications/ep/p-mip/measuringirelandsprogress2023/education. Published April 4, 2025.

- 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.



Removing barriers and creating opportunity for all

Our work to remove barriers and to help everyone reach their full potential is important to us. At Cook, we strive for full participation from all of our employees, of every sex, gender identity, race, age, sexual orientation, pregnancy status, national origin, religious affiliation, veteran status, ability, political belief, and class.

We know that a diverse workforce provides our teams with a wide range of experience, knowledge, and strengths. We value a diverse cross section of thoughts and opinions to ensure our company culture stays balanced and strong. But we understand that just welcoming diversity isn't enough; we must always be inclusive in everything that we do.

We must ensure that who you are, where you are from, and what path you took to get you here doesn't impact your path moving forward and upward at Cook.

In all aspects of our work at Cook Medical, no matter which location or facility, we want to remove barriers and create opportunities for everyone in everything we do. It's important for everyone to reflect Cook values in their everyday work.

Not only do we seek input from within our organisation, but we also engage with other organisations in Ireland to share best practice. Together with nearly 60 other Irish businesses, we signed Business in the Community's Elevate Pledge. All pledged companies are working together to share insights and advice on initiatives they have, with the shared commitment to build truly inclusive workplaces and support the broader values of inclusion, equality, and opportunity in our communities.

Cook Medical is committed to a number of priorities to improve our gender balance and to build on our inclusive culture:

- Business resource groups
- Development and career progression
- Talent acquisition
- STEM education and initiatives
- Flexibility and family support
- Employee wellbeing

COOK® MEDICAL

Business resource groups

We have business resource groups (BRGs), with a goal of improving the way that we listen and respond to the needs of our diverse communities, both internally and externally.

These groups are employee-led, Cook-sponsored associations that have two goals: to provide a safe space for everyone at Cook and to influence the business with a viewpoint inclusive of all.

One of our BRGs, Women@Cook, exists to empower women in all positions throughout Cook Medical to reach their full potential by doing the following:

- 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

We are pleased to say we have Limerick-based representatives on the global Women@Cook council, who advocate for the needs in our site.

Development and career progression

We continue to work hard to ensure our employees have access to the information, support, and resources they need to thrive. Our employee support programme, My Cook Pathway, connects our employees to resources for education and helps identify and create opportunities for growth and development. We're proud that across our organisation in Limerick, women account for 53% of the management roles and 54% of our senior leaders.

All of our educational assistance and professional development programmes, ranging from certificates to PhDs, are available to all our employees, and in recent years, women accounted for 50% of our employees who undertook further education as part of their professional development.

Our Step-Up programmes provide employees with on-the-job development opportunities to learn and experience new roles within Cook.

We have a mentoring programme to share knowledge and experience across Cook and develop the skills and mindset of future leaders to help them excel in their roles.

Following employee feedback, we've introduced our job architecture framework across the entire company, giving our employees clarity about career paths at Cook and how to manage their own career path and development across the organisation.

Talent acquisition

We believe in putting the right person in the right role, irrespective of their gender.

We use gender-neutral job descriptions, have a standardised interview process to compare candidates, and use a diverse interview panel. We reinforce our commitment to equal opportunity and inclusion through our recruitment platforms.

Our HR team and people managers receive training in navigating hiring bias to ensure that they are supported to make the right choices in relation to hiring, promoting, and performance management. We will continue with yearly training for all persons who require it for their job.

Where possible, we endeavour to fill open roles internally, giving our employees the opportunity to progress and advance their career with us.

STEM education and initiatives

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.

- 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 represented Cook at Explore Engineering.
- We established a new partnership in 2025 with a local all-girls primary school to take part in Business in the Community's Time to Count programme.
- We partner with a local all-girls secondary school through Business in the Community's Schools' Business Partnership programme to provide students with an opportunity to learn more about working in the MedTech industry, and to date, almost 300 young women have come through the programme. We also run a comprehensive transition-year programme each year, offering secondary school students the opportunity to experience the full suite of activities involved in bringing a medical device to market.
- To further encourage careers with Cook and in the medical device sector after education, we have an 18-month graduate programme. It provides tailored opportunities to graduates to use their qualifications and launch their career while learning and developing new skills with us. In the current intake, 59% of our graduates are female.

Flexibility and family support

Our flexible working arrangements are available to ensure that our employees have the flexibility and support they need to manage their work-life commitments and their families.

We have a hybrid working model, which gives many employees the flexibility to work from home up to 4 days per week. Additionally, employees can work exclusively off-site for up to 4 weeks of the year. Following employee engagement workshops, we've rolled out meeting etiquette guidelines, encouraging our employees to set boundaries around their working day and promoting their right to disconnect.

In Cook Medical, we offer paid maternity leave, as well as 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.

We have a Return to Work Buddy programme 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.

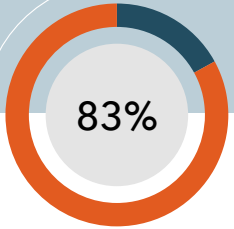
Our benefits package includes further family support such as private health insurance for employees and their families, life assurance, income protection insurance, and an Employee Assistance programme.

Employee wellbeing

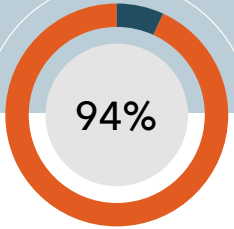
We're proud of our wellbeing programme, which offers continued support to employees, with initiatives including subsidised sports classes; parental, mental health, and wellbeing support; and private sessions with the Menopause Hub. We also hold an annual Health and Wellness Week where we have a range of programmes from flu vaccines to health screening, physiotherapy, chiropody, Reiki, and Indian head massage.

Our My Cook Voice Survey helps us to better understand the needs of our employees in order to offer support and resources to help with their wellbeing.

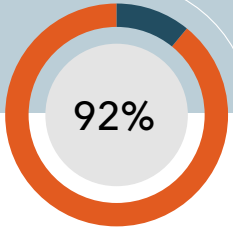
My Cook Voice survey results



Percentage of our employees who feel engaged or connected to the company



Percentage of our employees who believe a diverse group of people works well together



Percentage of our employees who feel they are treated with respect at work

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 a key priority for us. 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.

We will continue to work with our external partners to promote women in STEM, in particular in the MedTech industry, to carry on making positive changes in the years ahead.

© COOK 09/2026 MR-WF1431500-EN-F

COOK® MEDICAL