

Gender Pay Gap Report UK 2025

Gender Pay Gap Data: UK

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.

While we have a legislative requirement to publish an annual Gender Pay Gap Report, doing so strongly aligns with our Credo, which continues to guide us to foster an inclusive working environment and fair HR processes. In this, our ninth consecutive Gender Pay Gap report, we reflect on our gender pay gap data and our continued progress.

Beyond these numbers, see how we're fostering an inclusive workforce aligned with our Credo in our Health for Humanity report.

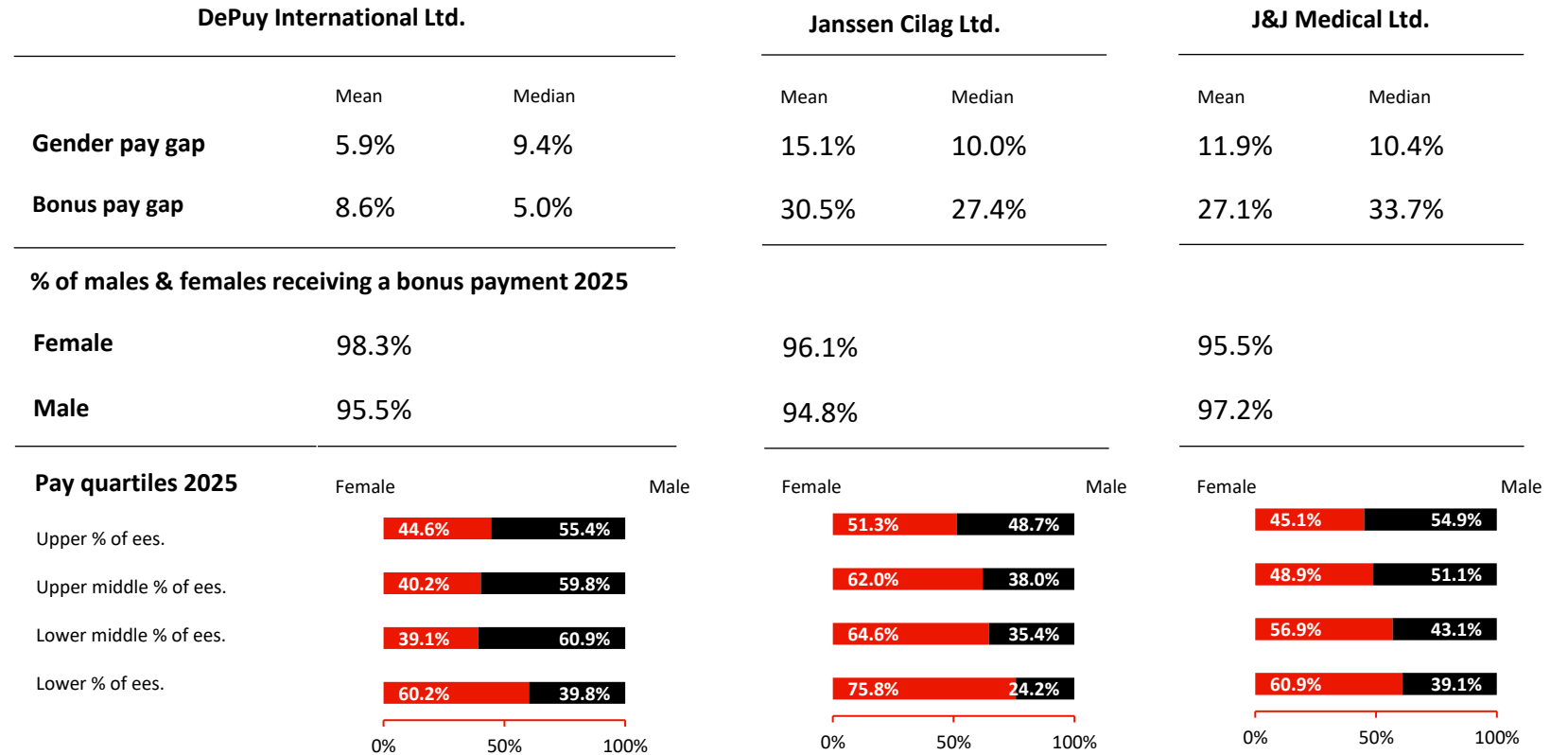


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Our gender pay gap data

Our 2025 report reflects gender pay gap data as of April 5, 2025, for Johnson & Johnson's three legal entities in the UK with more than 250 employees. These companies are DePuy International Ltd., Janssen Cilag Ltd, and Johnson & Johnson Medical Ltd.



About the numbers. Our gender pay gap calculations are based on the requirement to publish an “unadjusted gap,” which averages pay across all employees. This analysis does not take into account factors such as job family and level.

Gender Pay Gap

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

An equal pay analysis compares the pay of employees performing the same or similar jobs.

Why is there a pay gap

The composition of our workforce remains the main driver of our pay gap.

Our analysis highlights three key areas where gender distribution contributes to both the gender pay gap and the bonus pay gap.



Similar to many organisations in the UK, our analysis highlights an imbalance in senior positions, with a higher proportion of men in leadership roles. We remain focused on supporting all of our talent through development opportunities and succession planning.



Across our entities —and consistent with broader trends in UK — attracting qualified individuals into STEM roles remains a priority.



The bonus pay gap measures differences in bonuses between full-time and part-time employees without adjusting for the variations between these groups. Across our entities, a greater proportion of part-time roles are held by women than by men.

Our approach to fostering an inclusive culture

We are dedicated to promoting an inclusive culture for all and recognize that meaningful change takes time. Our approach focuses on driving long-term impact through a three-pronged strategy:

01

Ensure personal and career development is supported at all levels

02

Maintain an inclusive and attractive workplace

03

Strengthen the pipeline of future leaders

To learn more about our programs and initiatives in this space please visit:
[Healthforhumanityreport.jnj.com](https://www.healthforhumanityreport.jnj.com)

Thank you