

# Gender Pay Gap Report



Report 2022 - Ireland

The power behind **your mission**





# About Johnson Controls

At Johnson Controls, we transform the environments where people live, work, learn and play. As the global leader in smart, healthy and sustainable buildings, with customers in over 150 countries and with more than 135 years of innovation, we reimagine the performance of buildings to serve people, places and the planet.

From optimising building performance to improving safety and enhancing comfort, we are the power behind our customers' missions, cementing our ongoing global commitment to safety and sustainability.

As an industry leader, at Johnson Controls we're committed to creating a diverse and inclusive culture that offers all our employees an equal opportunity to progress in their careers, and to achieve their goals inside and outside of the workplace. Equality plays an integral role in all of our organisations. Moreover, it makes good commercial sense.

A diverse and inclusive workforce gives us competitive advantage, reflecting the varied markets we serve and enabling us to deliver best-in-class service.

At Johnson Controls, regardless of employees' gender or background, we provide the same career and remuneration opportunities. All employees have equal access to the compensation and benefit programmes that are relevant to their roles in the company.

## The Gender Pay Gap Report must disclose:

- The difference in the mean and median hourly rate of pay for men and women
- The difference in the mean and median bonus pay received by men and women
- The percentage of men and women who received a bonus and benefit-in-kind
- The percentage of men and women employed with reference to four equal quartiles which are divided according to the lowest to highest pay

## Gender pay gap versus equal pay

The gender pay gap shows the difference between the average hourly pay for men and women employees within the same pay period, regardless of their jobs and/or the value of the jobs they carry out. The gender pay gap is not the same as equal pay. Equal pay measures the pay difference between men and woman who carry out the same jobs, similar jobs, or work of equal value.

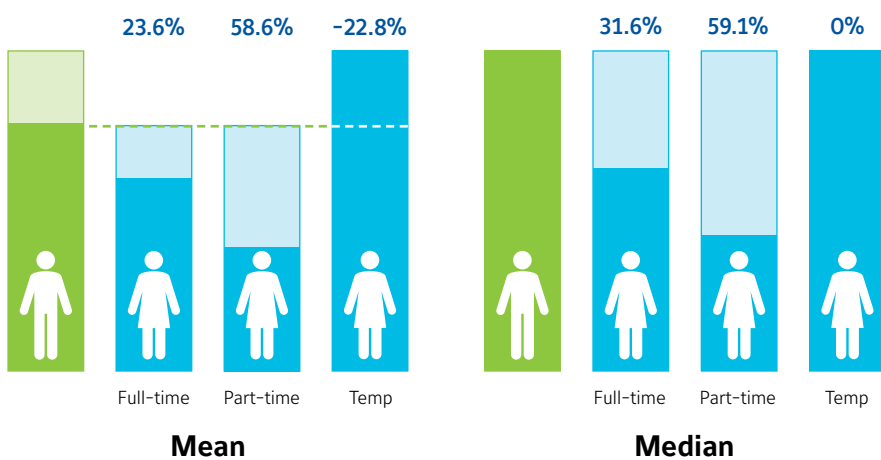
## Our gender pay results

Johnson Controls has two entities in the Republic of Ireland (ROI) with at least 250 employees: Tyco Ireland Ltd and Silent-Aire Ltd; under the gender pay gap regulations we are required to provide reports for each of these entities.

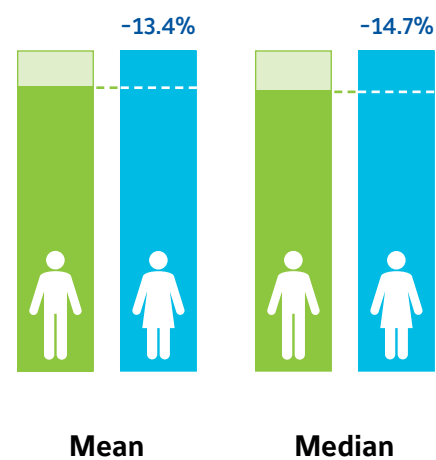
# Gender pay results

## Hourly pay gap

### Tyco Ireland



### Silent-Aire



- The **mean** measures the average pay or bonus for a woman against the average pay or bonus for a man
- The **median** compares the difference in the 'middle' pay or bonus for men and women when all values are distributed from low to high
- We are required to report women's bonuses as a percentage of men's. Where the women's numbers are higher than men's they are presented as a negative number in the report

Legal Entity	Reportable Bonus Payment Gap		% Receiving Bonus		% Receiving Benefit-In-Kind	
	Mean	Median	Mean	Median	Mean	Median
Tyco Ireland Ltd	42.1%	21.7%	69.3%	30.7%	57.8%	42.2%
Silent-Aire Ltd	18.5%	11.9%	84.2%	15.8%	85.4%	14.6%

## Gender split across our ROI organisations

The tables below show the percentage of our workforce, by gender, in each of four pay quartiles. These quartiles are calculated by listing all employees by pay and then dividing the list equally by four.

### Tyco Ireland Ltd



76%	Upper quartile	24%
59%	Upper middle quartile	41%
42%	Lower middle quartile	58%
47%	Lower quartile	53%

### Silent-Aire Ltd



91%	Upper quartile	9%
92%	Upper middle quartile	8%
97%	Lower middle quartile	3%
97%	Lower quartile	3%

# Our gender pay gap explained

## Our industries

Traditionally, the fire, security, buildings management and construction industries overwhelmingly have workforces made up of men. There also tends to be a greater proportion of men than women in senior roles along with a greater proportion of women in part-time and temporary roles.

## Our workforce

There are three key reasons which contribute to our gender pay gap, the principle reason being the make-up of our workforce in Ireland:



**94% (Silent-Aire) and 56% (Tyco)** of our workforce are men – stemming from many of our roles attracting more applicants who identify as men.



Many of the technical roles that command higher pay are men-dominated.



Due to roles in our industry being more attractive to men applicants, leadership teams are often predominantly made up of men, who are therefore some of our highest earners.

## Hourly pay gap

The hourly gender pay gap shows the difference between the average hourly pay for men and women employees within the same pay period, regardless of job type or the value of the role they carry out. The proportional difference of men and women employees in support roles has an impact on our hourly pay gap result for the Tyco Ireland business. This shows in the higher levels of women within the lower quartile pay bands. There are a few departments with more women full-time employees than men in Tyco Ireland, for example the Human Resources Department, Communications & Corp Affairs, Legal and Program Management. The numbers in these departments are not large enough to make a significant impact overall.

A different picture is seen in Silent-Aire, where the pay gap is in favour of women. This is resulting from the larger number of men dominating the manufacturing operations roles, where

rates of pay will likely be lower than in support or managerial roles that we see women employees sitting within.

## Bonuses

The bonus gender pay gap shows the difference between the average men and women employees' total bonus received in a 12-month period, without any pro-rata calculations, such as part-time employees. In both of our entities, the types of jobs the bonus recipients are employed in, and the bonus types associated with those jobs, contribute to our bonus gap. This is reflected in the higher number of men employees in the bonus-earning roles, whilst more women are sitting in support and professional roles which are lower graded and not bonus eligible.

## Benefit-in-kind

The benefit-in-kind proportion again favours the men at Silent-Aire as a result of the overall employment mix for this business. In Tyco Ireland, there is a slight difference of 12% more men receiving benefit-in-kind. This will be as a result of the higher graded men receiving an allowance for perquisite vehicles.

## In conclusion

We are committed to improving the gender pay gap and are aware there is more we can do to progress this further. We know that a gender pay gap is apparent over a number of calculations in our report, and acknowledge that this is larger than we'd like to see. We are confident that these figures are more a reflection of our gender mix across functions or businesses rather than a representation of pay disparity. As a Company we remain committed to monitoring pay across these genders to ensure employees are being paid equally for the jobs that they carry out – regardless of gender. We are also committed to the long-term goal of encouraging more women, at every level, to join our industry.

## Addressing the gaps

Having a gender pay gap is not unlawful, but we are nonetheless entirely focused on bridging the gender pay gap within our organisations. We view this as a strategic opportunity to attract and develop the best talent available, regardless of gender. It is a global goal for our company to increase the number of leadership, technical and management positions held by women.

# Addressing the gaps by supporting diverse talent

**Increasing diverse talent continues to be a global objective for Johnson Controls. Our mission in 2022 was to further embed our robust Diversity and Inclusion Strategy in the ROI, of which gender diversity is a key priority.**

Our plan around broader diversity and inclusion sits at the heart of this initiative. We progressed with developing the work we have done in this area within Johnson Controls and we recognise that there will always be further work to be done. We will continue pushing for improvements in equality, both inside and outside of Johnson Controls in everything that we do.



## **1 Building an inclusive environment**

We believe that education is at the heart of building a true understanding of diversity. We continue to develop and roll-out specialised training to educate people managers, including our Senior Leaders, to become competent and confident in embedding a diverse, equitable and inclusive (DEI) culture at Johnson Controls. We are confident this will further hone our culture and create an environment that will attract more women in the future. Silent-Aire will be able to benefit from involvement in these Johnson Controls programmes in the coming year.

## **2 Global 'Business Resource Groups' (BRG)**

BRGs are an employee-led consortium of individuals with similar interests, experiences or demographic characteristics, who share a common interest in professional development, improving corporate culture and impacting business results. They provide strategic support for business objectives, culture and community relations. At Johnson Controls we have the 'Women's Growth Network', a global community that fosters professional development and mentoring. As part of this, it enables cross-functional networking, relationship building, support for women employees, access to leadership outside traditional work roles, corporate awareness and the advancement of women's issues. Its overarching goal is to create an environment that will attract, motivate and help retain women to increase the competitiveness of

Johnson Controls globally. Again we are excited to be able to launch this activity within Silent-Aire, so that women employees can feel part of a broader global network.

## **3 Industry and university partnerships**

Our partnership with external organisations, such as the University College Cork (UCC), has provided access to a network with the experience to help us to attract and retain women and develop their careers. Whilst some of these activities are not purely gender-based, we believe that for example, our mentoring programme involvement does demonstrate our commitment to women for the organisation we strive to be. International Women's day is always celebrated with Johnson Controls hosting successful women business leaders who have shared their expertise and talked about their journey to success. We appreciate that this change is a cultural journey, and we look forward to continuing to progress long-term. It has been encouraging to see that these recent successes are already putting gender diversity at the forefront of decision-making within our company.



#### 4 Apprenticeship and intern programmes

We currently have successful apprenticeship, intern and graduate programmes in place, where we welcome a good number of diverse applicants. At Silent-Aire we run much sought-after apprentice programmes, giving great opportunities for internal employees to develop into a skilled role. We hope to encourage more women applicants in the year ahead. Our intern programme in Cork (Tyco Ireland), has seen 31 hires with 41% being diverse hires. Again as we see elsewhere, this is impacted by our roles frequently being more attractive to men and needs further activity with the universities, as we do not see this as a Company challenge alone. Across our graduate intake we continue to drive our DEI goals but are pleased to say that the gender split is equal. This gives us hope to be able to achieve the same in our other early careers programmes.

#### 5 Hiring strategies

Our goal is to demonstrate our commitment to diversity, equity and inclusion to potential employees from the moment they look towards a role at Johnson Controls. Our dedicated Talent Acquisition team are heavily focused on diverse hiring methodologies, and our senior management regularly reviews the progress being made in relation to new hires. We believe that where there is a group assessment exercise as part of the hire process that the diversity of different cultures, backgrounds and genders will be very apparent. When hiring for medium to senior level managers, we mandate that at least one women candidate is in consideration. We believe that this focus area will continue to develop the diversity and inclusivity of our workforce.

#### 6 Removing barriers

We track women candidates from interview through the selection process, which allows us to monitor and remove any challenges that may impede the hiring of women into the company. Our Talent Acquisition team partner with Textio, a diversity and non-bias AI tool, which checks the language used in job adverts to ensure they are welcoming and appealing to all candidates.

#### 7 Learning, development and progression

The Johnson Controls 'Diversity Spotlight Programme' is now entering its fifth year, and has seen an average of 20% of those involved in the programme successfully promoted into leadership roles. The programme makes it a priority for managers to create a sustainable pipeline of diverse leaders, including women leaders within the company. Employees selected to participate in the programme are identified at every level, and are assisted in the creation of a personal development programme to identify their own development focuses. This enables them to assess what is required to achieve the next step in their career when it arrives. The development framework also identifies mechanisms to support diverse talent, including classroom learning, coaching and mentoring, VP/GM sponsorship opportunities, networking, and behavioural and emotional intelligence assessments. Following completion of our full talent review, we have seen an increase in participation and further nominations into this programme for 2023. Our HR team meet on a quarterly basis to review nominees to ensure that their development plans are on track and that they are being considered for promotion opportunities, or lateral moves when internal vacancies arise.



**Eamonn Hughes**  
**Vice President and  
General Manager**

Tyco Ireland Ltd.



Johnson Controls has always understood the value of diversity, equity and inclusion. In recent years, our leadership is moving diversity, equity and inclusion beyond a foundational value to a business imperative.

Regardless of employees' gender or background, we provide the same career and remuneration opportunities. All employees have equal access to the compensation and benefit programmes that are relevant to their roles in the Company. This is a commitment we will never waver on, and one that is fundamental to promoting equity in our business.

Gender diversity is vital to driving innovation, productivity and profitability. There is a global battle for talent and the only way to win is to be an employer of choice that attracts the absolute best. Companies should be aware that having women in leadership

positions is vital for any organisation's growth and success.

It is important that we are building a gender-inclusive environment in Johnson Controls through appreciating the value that different perspectives can bring and embracing these differences. The strength of an organisation lies in the diversity of the workforce, made up of people from all walks of life, with all points of view - truly representing the customers and communities in which we work and live. As we work to attract and retain a diverse workforce, equitable pay is a key element for our diversity strategy. As part of this strategy, we continually evaluate the market to benchmark competitive pay guidelines across geographies and industries globally.

We will continue to embrace our gender diversity and celebrate differences - this way, we will drive business impact and win with our talented people.



**John Keane**  
**Managing Director**

Silent-Aire Ltd.



Our hyperscale data centre and semiconductor customers have a global ambition with a diverse workforce operating across every region. The success of our business is dependent on our understanding of the current and future requirements of our customers. Reflecting our customers' diversity in our workforce is key to us being able to learn and understand our customers' requirements.

As leaders, we must challenge, never allow ourselves to become complacent and remain mindful of both conscious and unconscious bias. How we recruit, develop and manage our employees is central to creating a diverse workforce and an overall winning strategy.

"I confirm that the information and data reported are accurate and in line with Gender Pay Gap Information Act 2021."

Adam Chestock, HR Director

#### About Johnson Controls

At Johnson Controls (NYSE:JCI), we transform the environments where people live, work, learn and play. As the global leader in smart, healthy and sustainable buildings, our mission is to reimagine the performance of buildings to serve people, places and the planet.

Building on a proud history of nearly 140 years of innovation, we deliver the blueprint of the future for industries such as healthcare, schools, data centers, airports, stadiums, manufacturing and beyond through OpenBlue, our comprehensive digital offering.

Today, with a global team of 100,000 experts in more than 150 countries, Johnson Controls offers the world's largest portfolio of building technology and software as well as service solutions from some of the most trusted names in the industry.

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