



**Boston  
Scientific**  
Advancing science for life™

**Science.  
Humanity.  
Purpose.**

**Boston Scientific is dedicated to transforming lives through innovative medical solutions that improve the health of patients around the world.**

**When science, humanity and purpose connect, lives can be transformed.**



SCIENCE

Pushing the boundaries of what’s possible

HUMANITY

A deep caring for human life

PURPOSE

Advancing science for life





**"I feel much better. I don't know if I could run a marathon, but I could try!"**

**Pamela Chang**, Boston Scientific patient, and Camille's mom

**Pamela Chang is a survivor. The 73-year-old has a long, complex history of heart disease, but to her family, she is a pillar of strength. After immigrating to the United States from Jamaica, she worked as a nurse for 40 years and took on multiple shifts to ensure her children, including our Chief Diversity, Equity and Inclusion Officer Camille Chang Gilmore, could go to college. Over the years, Pamela has been treated with several coronary therapies from Boston Scientific. But recently, after experiencing painful swelling in her right leg, physicians discovered blockages there. Pamela underwent a peripheral vascular procedure, in which doctors used Boston Scientific technology to open the blood vessels in her lower leg and foot. Now, once again, Pamela is back enjoying a full life with her family.** [Watch Pamela's story](#)

At Boston Scientific, our 2020 story unfolded through the experiences of health care professionals, patients, our employees and communities during a global pandemic. As we saw humanity tested, our people stepped up in unforeseen ways to work safely as they served customers and navigated the complexities of delivering critical solutions to patients everywhere. In a year of reckoning, we were compelled to act — inside and outside the company — as we came face to face with deep social

unrest, inequities and health disparities. Our people cared for one another and our communities in ways never imagined as they stayed true to our values and focused on addressing the needs of patients.

Pamela Chang is one of those patients. Her experience exemplifies why we are dedicated to advancing science for life and why — when science, humanity and purpose come together — we can change and save lives.



**"We're focused on delivering meaningful innovations and making sure everyone who needs quality care gets it. That objective became very real for my family in 2020. The hard work of people across Boston Scientific saved my mom's life."**

**Camille Chang Gilmore**, global chief diversity, equity and inclusion officer, Boston Scientific, and Pamela's daughter

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## A Message from Our Chairman, President and CEO



**2020 has been a year unlike any we could have imagined. As a society, we confronted COVID-19 and its economic fallout. We watched the pandemic take a disproportionate toll on communities of color, and we saw long-standing inequities and systemic racism painfully exposed. We experienced political unrest as well as the continued devastating effects of climate change. Amid this disruption, Boston Scientific was guided and united by our mission to transform lives through medical solutions that improve the health of patients around the world. Our 38,000 employees were led by our values, and we fulfilled our mission — as a global business and as a global corporate citizen.**

2020 taught us that when science, humanity and purpose connect, we can make a meaningful difference in the world. We measure our progress by the ways in which we transform care, invest in our people, advance possibilities, protect the environment and create value responsibly.

In a year without precedent our teams were resilient and agile, and as a result of their hard work our business remains strong. We invested more than \$1 billion in research and development and brought to market 69 new products to advance patient care. Our teams conducted 119 clinical studies and pursued opportunities to expand access to health care in emerging markets. We increased our digital investments in customer and patient engagement, medical education, and remote support for clinical trials. Most important, we touched the lives of nearly 30 million patients, took care of one another and supported communities in need.

### Responding to COVID-19



Boston Scientific mobilized quickly to protect our employees and support global COVID-19 relief efforts. We helped communities by contributing more than \$18 million in aid

through monetary and supply donations and by volunteering and providing expertise and resources in engineering and manufacturing. Here are some noteworthy examples of what we accomplished:

- Assembled more than one million face shields and donated them to health care providers.
- Worked with the University of Minnesota Bakken Medical Devices Center and others in the industry to create the [Coventor](#), an emergency resuscitator that can be used when traditional ventilators are not available.

- Collaborated with an international coalition of medical experts, clinicians and industry leaders to design and develop the [Pneumask™](#) Face Shield, a reusable full-face mask that was authorized by the Food and Drug Administration (FDA) for use as personal protective equipment in clinical settings.
- Tapped our supply chain capabilities to help source and produce parts for commercial ventilators and to enable increased global production of transportable ventilators.

We did all this while making significant changes to our global workforce operations to keep employees, customers and patients safe. Our employees rose to every challenge, and we added [resources](#) to support their physical, mental and financial health during this uncertain time.

### Building a More Diverse, Equitable and Inclusive Workplace and Society



The challenges of COVID-19 and the racial injustice and social unrest we experienced in 2020 underscore how important it is that we address the root causes of racism and build a more equitable, inclusive society — within Boston Scientific and our communities. In 2020, we made progress against our goals and took the following actions to support diversity, equity and inclusion:

- Expanded on our 2017 diversity and inclusion goals with [3Up by 2023](#), an initiative to increase representation of multicultural talent and women at the supervisory and managerial levels to 23 percent and 43 percent, respectively.
- Achieved 99+ percent pay equity for gender globally and 99+ percent pay equity for multicultural talent in the United States, including Puerto Rico.

- Announced a \$3.5 million multiyear investment to combat racism in the United States, with a focus on advocacy in five areas: community, economic empowerment, education, health care disparities and government policy.
- Through [Close the Gap](#), launched a public service advertising campaign to increase awareness of health disparities and promote resources to help health care providers address them.
- Supported diverse representation among health care professionals through scholarships for Black graduate-level healthcare students.
- Funded primary and secondary school grants to encourage the next generation to achieve in science, technology, engineering and math (STEM).

### Our work is guided by core values; they define the culture at Boston Scientific and empower our employees

CARING	DIVERSITY	GLOBAL COLLABORATION	HIGH PERFORMANCE	MEANINGFUL INNOVATION	WINNING SPIRIT
We act with integrity and compassion to support patients, customers, our communities and each other.	We embrace diversity and value unique talents, ideas and experiences of our employees.	We work collaboratively to pursue global opportunities that extend the reach of our medical solutions.	We strive for high performance to benefit our patients, clinicians and shareholders.	We foster the creativity to transform new ideas into breakthrough services and solutions that create value for patients, customers and employees.	We adapt to change and act with speed, agility and accountability to further improve patient care.



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**“2020 taught us that when science, humanity and purpose connect, we can make a meaningful difference in the world. We measure our progress by the ways in which we transform care, invest in our people, advance possibilities, protect the environment and create value responsibly.”**

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## Adopting Environmentally Sustainable Business Practices



Fulfilling our mission comes with a responsibility to protect our planet. That’s why we have set aggressive environmental goals and consistently achieve reductions in energy use, greenhouse gas emissions, waste and water use.

In 2017, we committed to achieving carbon neutrality — net zero carbon emissions — across our manufacturing and key distribution sites by 2030. To date, we’ve reduced our carbon footprint by 50 percent. Our manufacturing sites in Heredia and Coyol, Costa Rica use hydroelectric, wind and solar power and have been carbon-neutral since 2016. Our facilities in Clonmel, Cork and Galway, Ireland, as well as Kerkrade, the Netherlands source only 100 percent renewable energy. By 2024, we expect to source or generate 100 percent of our electricity from renewable energy sources. Although Boston Scientific is already a low-intensity water user, we’ve reduced water usage by 23 percent over the last decade. And in 2020 we diverted 94 percent of landfill solid waste through recycling, plastic segregation, redesigning packaging and other environmentally responsible measures.

## Working Together to Create a Better, More Equitable Future



I am grateful for the passion and commitment of our global team and proud of the progress we have made. There is much work to be done, but I continue to be optimistic about the future of our world and the future of Boston Scientific. We have a strong pipeline and an extraordinarily talented and caring team that is committed to achieving our mission by sustaining ethical and inclusive business practices. I look forward to continuing our work together to meet the challenges ahead and to build a better and more equitable future for all.

Sincerely,

Mike Mahoney  
Chairman, President and CEO

April 15, 2021

transform  
invest  
advance  
protect  
create

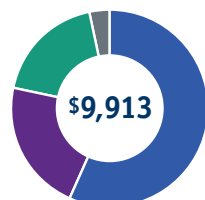
## Boston Scientific at a Glance

Boston Scientific transforms lives through innovative medical solutions that improve the health of patients around the world. As a global medical technology leader for more than 40 years, we advance science for life by providing a broad range of high-performance solutions that address unmet patient needs and reduce the cost of health care.

### NET SALES BY PRODUCT CATEGORY<sup>2</sup> (dollars in millions)

MEDSURG		RHYTHM ⊕ NEURO		CARDIOVASCULAR	
ENDOSCOPY	UROLOGY ⊕ PELVIC HEALTH	CARDIAC RHYTHM MANAGEMENT	ELECTROPHYSIOLOGY	NEUROMODULATION	INTERVENTIONAL CARDIOLOGY
<b>\$1,780 million</b>	<b>\$1,286 million</b>	<b>\$1,704 million</b>	<b>\$287 million</b>	<b>\$761 million</b>	<b>\$2,299 million</b>
Minimally invasive devices for diagnosing and treating gastrointestinal and pulmonary conditions	Solutions for urological diseases including stone disease, men's health and women's health	Technologies that treat irregular heart rhythms and heart failure and help protect against sudden cardiac death	A broad range of mapping and treatment technologies for diagnosing and treating heart rhythm disorders	Electronic implantable technologies that help patients manage debilitating chronic pain and neurological conditions	Minimally invasive innovations that help improve the lives of patients living with heart and vascular conditions
					<b>PERIPHERAL INTERVENTIONS</b>
					<b>\$1,577 million</b>
					Devices for diagnosis and minimally invasive treatments of peripheral vascular disease and cancer

### NET SALES BY REGION (dollars in millions)



- U.S.
- EMEA (Europe, Middle East and Africa)
- APAC (Asia-Pacific)
- LACA (Latin America and Canada)

#### Medical Devices<sup>1</sup>

#### Specialty Pharmaceuticals<sup>2</sup>

#### Net Sales



















\$5,508  
2,097  
1,781  
307  
9,694  
219  
\$9,913

<sup>1</sup> We have three reportable segments comprised of Medical Surgical (MedSurg), Rhythm and Neuro, and Cardiovascular, which represent an aggregation of our operating segments that generate revenues from the sale of medical devices (Medical Devices). We have included the results of BTG's Interventional Medicine business in our Peripheral Interventions operating segment since the date of acquisition. <sup>2</sup> As part of our acquisition of BTG, we acquired a specialty pharmaceuticals business (Specialty Pharmaceuticals), a stand-alone operating segment presented alongside our Medical Device reportable segments. On March 1, 2021, we completed the sale of the Specialty Pharmaceuticals business to Stark International Lux S.A.R.L. and SERB SAS, affiliates of SERB, for a purchase price of \$800 million.



# Meaningful Innovation

**Boston Scientific collaborates with health care professionals to develop meaningful innovations that help more people live longer, healthier lives. We invest in bringing new products to large, high-growth markets while building our unique pipeline of technologies to expand our category leadership and address unmet patient needs. Our innovative culture has enabled us to serve approximately 30 million patients annually.**

BUSINESS SEGMENTS	BUSINESS UNITS	KEY PRODUCTS
Cardiovascular	Interventional Cardiology	<ul style="list-style-type: none"> <li>■ WATCHMAN FLX™ Left Atrial Appendage Closure Device</li> <li>■ ACURATE neo2™ Aortic Valve System</li> <li>■ ROTAPRO™ Rotational Atherectomy System</li> </ul>   
	Peripheral Interventions	<ul style="list-style-type: none"> <li>■ ELUVIA™ Drug-Eluting Vascular Stent System and Ranger™ Drug Coated Balloon</li> <li>■ TheraSphere™ Y-90 Glass Microspheres</li> <li>■ AngioJet™ Peripheral Thrombectomy System</li> <li>■ EkoSonic™ Endovascular System</li> </ul>   
Rhythm and Neuro	Rhythm Management (CRM and EP)	<ul style="list-style-type: none"> <li>■ HeartLogic™ Heart Failure Diagnostic</li> <li>■ LUX-Dx™ Insertable Cardiac Monitor System</li> <li>■ POLARx™ Cryoablation System</li> </ul>   
	Neuromodulation	<ul style="list-style-type: none"> <li>■ WaveWriter Alpha™ Spinal Cord Stimulation System</li> <li>■ Vertiflex™ Procedure, Superior™ Indirect Decompression System</li> <li>■ Vercise Genus™ Deep Brain Stimulation System</li> </ul>   
MedSurg	Endoscopy	<ul style="list-style-type: none"> <li>■ EXALT™ Model D Single-use Duodenoscope,</li> <li>■ SpyGlass™ Discover Digital Catheter</li> <li>■ AXIOS™ Stent and Electrocautery-Enhanced Delivery System</li> <li>■ ORISE™ Gel Submucosal Lifting Agent and ORISE™ ProKnife Electrosurgical Knife</li> </ul>   
	Urology and Pelvic Health	<ul style="list-style-type: none"> <li>■ LithoVue™ Single-Use Digital Flexible Ureteroscope</li> <li>■ SpaceOAR™ Hydrogel Prostate Spacer</li> <li>■ SpaceOAR Vue™ Hydrogel Radiopaque Perirectal Spacer</li> <li>■ Rezūm™ Water Vapor Therapy</li> </ul>   

## Boston Scientific by the Numbers

United by our core values, we are dedicated to transforming lives through innovative medical solutions, while also making measurable contributions to the world we share. Here are some highlights.

### TRANSFORMING CARE

**+\$1 billion**  
invested in R&D

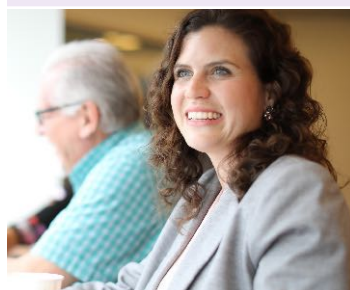
**~30 million**  
patients served



### INVESTING IN OUR PEOPLE

**+99%**  
pay equity

**Top 10%**  
globally recognized  
leader for workplace  
inclusion



### ADVANCING POSSIBILITIES

**+\$70 million**  
medical research,  
fellowships, educational  
and charitable giving

**+\$18 million**  
COVID-19 relief

**15 years**  
closing the health  
disparity gap



### PROTECTING THE ENVIRONMENT

**100%**  
renewable electricity  
by 2024

**Carbon  
neutrality**  
in manufacturing  
and key distribution  
sites by 2030



### CREATING VALUE RESPONSIBLY

Newsweek  
America's Most  
**Responsible**  
Companies

Member of  
**Dow Jones**  
Sustainability Indices

Powered by the S&P Global CSA

Forbes  
America's Most  
**JUST** Companies

**Culture**  
Champion 2020  
MIT Sloan Management  
Review/Glassdoor



# Corporate Social Responsibility at Boston Scientific

At Boston Scientific, corporate social responsibility (CSR) underpins all our business practices, and our approach is aligned with the [United Nations Sustainable Development Goals \(SDGs\)](#).

## CSR Strategy and Practices

Our CSR strategy, material topics and practices are informed by conversations with diverse stakeholders inside and outside the company – locally, nationally and globally. In our collaborations and other business relationships, we work with organizations that share our commitment to better understand and improve environmental, social and economic progress.

In more than 100 countries, our people work with an awareness of the world’s most pressing challenges, including inequity, economic disparity, climate change and environmental protection. Their efforts are supported by:

- Our cross-functional CSR Council.
- Environmental Health and Safety (EH&S) policies.
- Global Council for Inclusion.
- Local, regional and national employee and community programs.

## SUSTAINABLE DEVELOPMENT GOALS AND MATERIAL TOPICS

### TRANSFORMING CARE

#### Material topics:

- Innovative products



### INVESTING IN OUR PEOPLE

#### Material topics:

- Career, culture and talent
- Diversity, equity and inclusion
- Worker health and safety



### ADVANCING POSSIBILITIES

#### Material topics:

- Community engagement



### PROTECTING THE ENVIRONMENT

#### Material topics:

- Environmental impact
- Climate change



### CREATING VALUE RESPONSIBLY

#### Material topics:

- Governance
- Compliance and ethics
- Sustainable supply chain



The CSR Council includes subject matter experts from throughout the company who help define our CSR strategy and ensure accountability. An executive steering committee oversees the Council and champions sustainable practices across the business. Within this framework, everyone in the company contributes to our social responsibility.

Each year, we participate in several widely recognized environmental-, social- and governance-rating surveys. In 2020, we initiated a climate risk scenario analysis based on the Task Force on Climate-related Financial Disclosures framework.

# Transforming Care

Our commitment to improving the lives of patients requires high levels of research, quality and innovation in every aspect of our operations.

Boston Scientific teams collaborate across the company and with health care providers and other trusted external experts to design and make solutions for the health care challenges that matter the most. We are inspired by the people who have been helped by our products, and we are driven to serve those who need breakthroughs that have not yet been invented.



## SCIENCE

Pursuing breakthrough ideas

## HUMANITY

Advancing standards of care

## PURPOSE

Transforming care



# Our Approach to Innovative and Quality Products

Boston Scientific product development teams follow a uniform, global approach that combines business, technical and quality processes. This allows us to monitor products over their life cycles, from concept and commercialization through next-generation designs. The data we gather and analyze helps us pursue new solutions that advance standards of care and address unmet customer and patient needs.

We have research and development sites in the United States, the European Union, Costa Rica, India and China. Some of the sites also serve as R&D Centers of Excellence where we identify successful practices and share them across the company to strengthen our overall R&D capability.



### Innovation Leadership

Our success in pursuing and developing life-changing innovations is recognized by leading institutions, as summarized on our website [awards page](#).

### Quality and Safety

Our commitment to meaningful innovation is matched by a customer- and patient-centric focus on quality and safety. The work and expertise of Boston Scientific global quality and safety teams is supported by:



- **Quality system training** for all employees.
- **A companywide plan** that prioritizes quality improvement projects and leads to higher quality products and better patient outcomes.

#### GLOBAL QUALITY SYSTEM:

#### DEVELOPING INNOVATIVE AND SAFE PRODUCTS



Katie Crawford helps lead global processes that ensure quality and safety are incorporated into everything we do.

.....

**“The global reach of our quality system is critical. Boston Scientific employees everywhere know they share responsibility for the quality and safety of our products. Each site has a comprehensive system for maintaining quality, which gives us agility in meeting new requirements such as the European Union Medical Device Regulation.”**

**Katie Crawford**, manager, Quality Systems

#### SUSTAINABLE DEVELOPMENT GOALS:



3 GOOD HEALTH AND WELL-BEING



9 INDUSTRY INNOVATION AND INFRASTRUCTURE



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- **A global quality system** that integrates customer feedback and regulatory requirements into our processes.
- **The Boston Scientific Best4 quality strategy** for delivering industry-leading culture, compliance, performance and agility.

## BEST4 STRATEGY



**Best culture:** Together we sustain a culture that makes the quality policy real for every employee. Our diverse quality team reinforces the importance of each role in improving patient lives.

**Best agility:** We add value by reducing complexity, removing obstacles and adapting to changing business needs. This means having intentional simplicity in our systems as well as lean practices and the right technology for process efficiency.

**Best performance:** We provide the best products, services and solutions for patients and customers, using a quality by design approach that emphasizes continuous improvement.

**Best compliance:** We comply with global laws and regulations using one global quality system. This work includes ongoing risk mitigation and an effective transition to the European Union Medical Device Regulation (EU MDR).

To ensure the safety and efficacy of our new technologies and tools, we follow a global design controls process that incorporates risk management and usability engineering. At every stage of development, our teams focus on the patients who will benefit from their efforts. This includes assessing component and device materials for quality and durability, availability, safety and efficacy. Our teams also take into consideration medical and environmental requirements and other regulations.

### Strategic Quality Process (SQP)

Boston Scientific manufacturing processes reinforce our quality policy and our overarching SQP, which is updated yearly and encompasses:

**Operations strategy:** How we establish our strategic goals and plans.

**Management systems:** How we prioritize and execute our work.

**Continuous improvement:** How we improve our work.

**Cascading metrics:** How we measure and connect performance.

**Recognition and engagement:** How we recognize teams and individuals.

To ensure cohesive quality throughout the enterprise, every one of our manufacturing sites uses the overarching SQP to develop its own SQP to support the facility's focus and performance objectives.

## A SHARED RESPONSIBILITY FOR QUALITY AND SAFETY



All Boston Scientific employees share responsibility for quality and safety in their work every day. This commitment is reinforced by:

- Completing a mandatory quality systems training course when hired.
- Completing an annual refresher training course.
- Signing and wearing a badge imprinted with the quality policy.

## GLOBAL QUALITY PROCESS: 8 PILLARS

- ① **Quality system management**
- ② **Documents, records and data control**
- ③ **Design controls**
- ④ **Product approvals**
- ⑤ **Material controls**
- ⑥ **Production and process controls**
- ⑦ **Post-market support**
- ⑧ **Corrective action, preventive action**

## OUR QUALITY POLICY AND QUALITY MISSION



Our Quality Policy is printed on employee badges and is highly visible in our facilities:

**“I improve the quality of patient care and all things Boston Scientific.”**

.....

Our Quality Policy is complemented by our Quality Mission:

**“We exceed expectations with customer-centric quality solutions that transform patient lives.”**



## PRODUCT INNOVATION:

## LISTENING TO OUR CUSTOMERS

**“Customer insights are a key resource as we work to improve our products and introduce new devices. That’s how new generations of products are born.”**

**Alejandra Hernandez**, senior engineer, Quality Systems



## Measuring and Monitoring Quality and Compliance Effectiveness

We conduct regular audits to verify that our global quality system meets internal and external requirements and that it is implemented and maintained effectively. We follow up with activities that include re-auditing prior observations and confirming that the requisite actions were taken. Regulatory agencies also review our performance to ensure quality and compliance.

In 2020, to adapt amid the pandemic, our global quality team acted quickly to shift from in-person to virtual audit processes. We partnered with vendors to pilot new technologies for remote auditing and obtained legal and privacy approvals for camera and recording activity. This approach meant we were able to secure key regulatory approvals safely and on time.

## Product Performance

Boston Scientific teams review customer and patient feedback and monitor experiences with our devices. This information is valuable for our quality system and for future product iterations and innovations. We follow a preventive action process to identify root causes for potential compliance and quality issues, and to develop preventive solutions. We initiate field actions as needed to ensure that any regulatory or field safety issues are resolved quickly and effectively.



## ELEVATING QUALITY: EVERYONE MAKES AN IMPACT

Our annual Everyone Makes an Impact events take place at Boston Scientific sites around the world to celebrate patients who overcome health challenges and highlight how each and every employee is helping to advance patient care. In 2020, thousands of employees across the globe attended a virtual event, and several patients joined to talk about how their lives changed after being successfully treated with Boston Scientific solutions.



Valentina Arango of Bogota, Colombia discussed how doctors used the [SpyGlass™ DS Direct Visualization System](#) to treat potentially cancerous liver fibrosis, destroy stones in her intrahepatic duct and collect a biopsy.



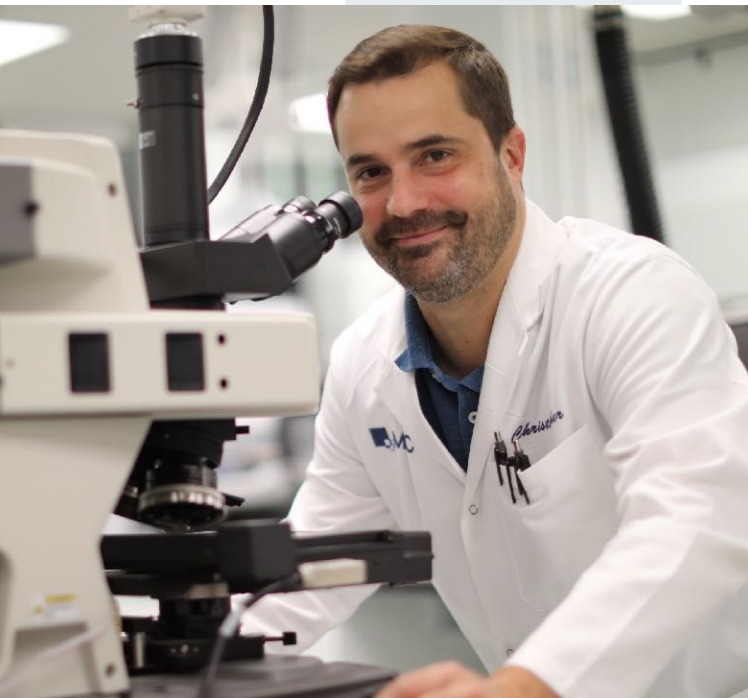
Rahul Mathur, an employee in our Gurgaon, India office was successfully treated for a cardiac condition with a Promus ELITE™ stent. He talked about what it feels like to be helped by a device he knows was made with quality and care.



## Pre-Clinical Sciences

We conduct extensive research into the safety and efficacy of our devices before progressing to human clinical trials. This pre-clinical research sets stringent standards that govern our training practices, product testing and regulatory compliance. In 2020, we made significant investments in our Research and Technology Center in Minnesota, including the latest in advanced imaging technology to help ensure device compatibility – an investment that will enhance R&D initiatives across all our businesses.

To meet the highest safety standards, on occasion we use animal testing in our R&D efforts. For instance, when we use new materials in medical devices, the U.S. Food and Drug Administration (FDA) may require evidence of animal testing prior to human clinical trials. Boston Scientific is committed to the humane care and treatment of laboratory animals. Whenever it is feasible, appropriate and scientifically valid, we use alternative testing. Our facilities meet applicable laws and regulatory standards, often exceeding the latter. We are routinely audited by internal experts and government agencies, including by the FDA, the U.S. Department of Agriculture, and the Association for Assessment and Accreditation of Laboratory Animal Care.



**119 active trials**  
in 2020

**6,655 patients**  
enrolled globally

## Clinical Trials

Our clinical trials are scientifically rigorous and generate the data we need to document that Boston Scientific products are safe and effective. We disclose the outcome of all primary and pre-specified secondary endpoints in trials we sponsor, regardless of whether the results are positive, negative or inconclusive. Our clinical teams adhere to criteria established by the International Committee of Medical Journal Editors for authorship on clinical trial publications. In publications pertaining to research that has been supported by Boston Scientific, our teams disclose the company's involvement, whether as a sponsor or supporter.

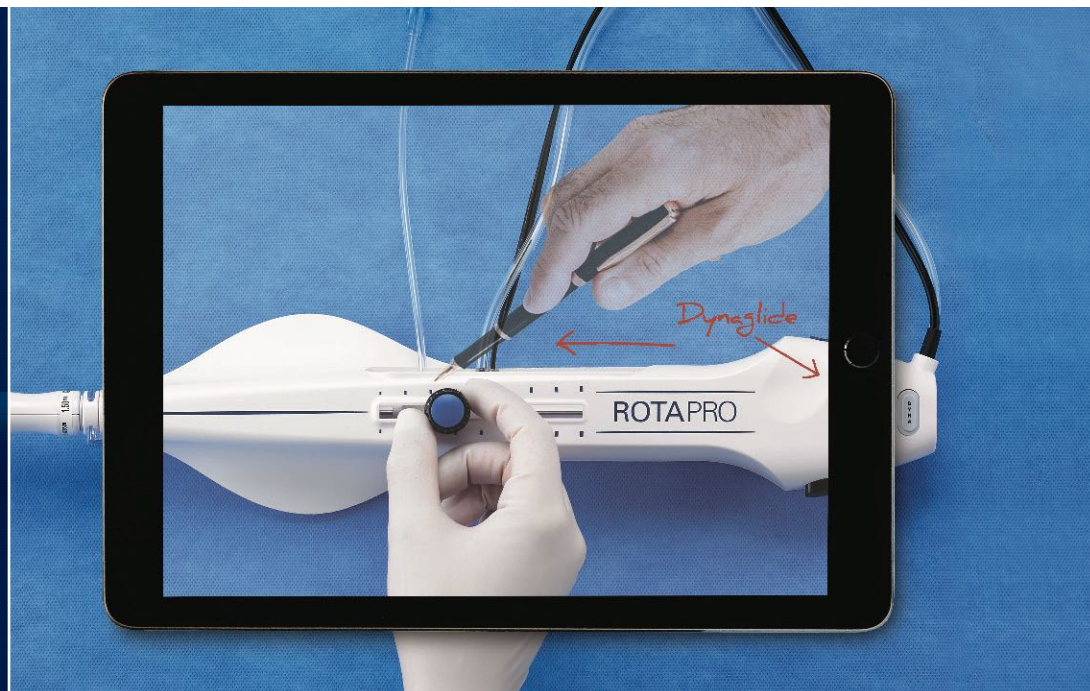
In 2020, we strengthened and refined our operating procedures to ensure we meet or exceed EU MDR requirements by the required deadlines.

## Building Digital Capability

Our recent investments in digital platforms gave us capabilities that were critical for providing remote customer support in 2020. Highlights include:

- Aided practitioners remotely using our [augmented reality platform](#) to offer expert guidance on product use and assist with setup and troubleshooting for devices and procedures.
- Partnered with a wearable technology company to pilot a smart glasses device that enables 225 customers in Latin America to receive real-time remote guidance from Boston Scientific clinical specialists — assistance that helped nearly 1,200 patients.
- Developed and launched provider [tools and resources](#) for re-engaging with patients in the wake of the pandemic.
- Offered [on-demand webinars](#) and telehealth resources for providers on COVID-19-related legislation, regulations and protocols.
- Used our [Heart Connect™](#) system to conduct over 13,000 remote follow-up device checks with customers.

Our augmented reality platform connects customers to expert live support.



The company's digital capabilities also allowed many employees to work remotely during the pandemic. We established new operating procedures and launched online tools so our employees could collaborate virtually with colleagues inside and outside the company.

### ACCELERATING DIGITAL SOLUTIONS

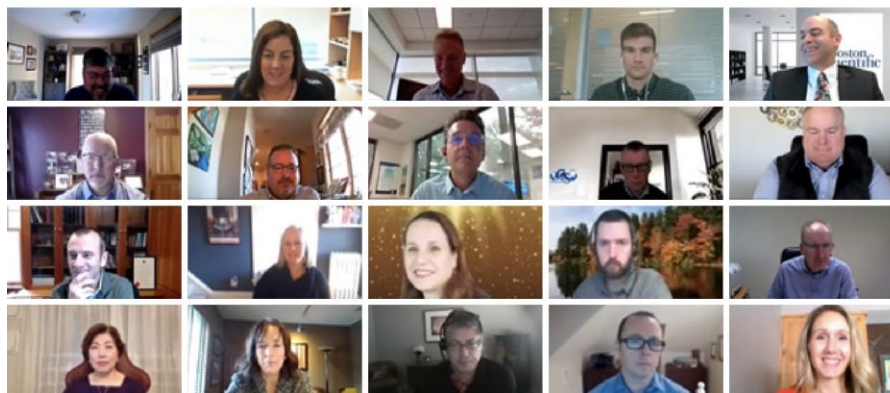


We are working closely with the FDA on their new [Digital Health Software Precertification Pilot Program](#). The goal of the program is to offer precertified companies a streamlined premarket review that will ultimately result in faster patient access to safe and effective software-based medical innovations.



In October, Boston Scientific hosted our annual Recognize Success event, where we celebrated cross-functional teams that are making outstanding contributions to improve quality, patient care and operational effectiveness.

## 2020 Recognize *SUCCESS*



### Innovation in a Virtual World

Throughout 2020, we remained steadfast in our commitment to transform lives. Using virtual platforms, we continued internal innovation initiatives such as:

- **Recognize Success**, a program that celebrates contributions by teams that have innovated to improve quality, efficiency and agility at Boston Scientific.
- **Recognize Development Excellence**, an initiative that honors cross-functional teams that develop meaningful innovations for customers, patients and our company.

- **ImaginIF**, an internal venture capital-style approach to funding breakthrough employee ideas which could have a positive impact on any aspect of our company.

In addition, Boston Scientific launched the COVIDea portal in March to collect employee ideas on how to help slow the spread of the coronavirus and support relief efforts. We received more than 100 submissions and pursued several proposals to develop and donate personal protective equipment and medical equipment, many of which are featured in this report.

### SUPPORTING DIGITAL INNOVATION: THE CONNECTED PATIENT CHALLENGE

Digital health solutions that improve patient and caregiver quality of life at home was the theme of the fifth annual Boston Scientific Connected Patient Challenge. The external competition, co-sponsored by Massachusetts Life Sciences Center and others, promotes the development of digital innovation to address complex health care challenges. In early 2020, six finalists participated in a live pitch event with life science professionals and industry experts. The winning submission was the VaGenie, a connected pelvic floor muscle training device that can help prevent issues related to having a weak pelvic floor, including incontinence and lower back pain.



## Collaborating with Customers

Boston Scientific is deeply committed to helping health care providers meet patient needs. We gather customer feedback in several ways to inspire future product iterations and develop solutions collaboratively. For example, our anatomical model lab in Minnesota enables engineers and physicians to evaluate new product concepts on-site or remotely using new collaboration and visualization tools.

Through the Motion Medical joint innovation accelerator with the Mayo Clinic, we made progress developing minimally invasive treatments for conditions that impede quality and longevity of life. In 2020, we refined two prototype devices, one for patients with cancer and another for patients with structural heart disease. In 2021, these projects are proceeding to final verification, validation and preclinical testing.



### INNOVATING WITH URGENCY DURING THE PANDEMIC

To support demand for ventilators and personal protective equipment (PPE), we teamed up with customers and health care industry peers to develop and distribute innovative solutions to address critical medical needs in our communities.

**Ventilator Alternatives.** We collaborated with the University of Minnesota Bakken Medical Device Center and industry partners to bring the Coventor resuscitator to market, with less than 60 days from concept meeting to production completion. The machine pumps a resuscitation bag at regular intervals, replacing the need for manual respiration in emergency settings. After receiving FDA Emergency Use Authorization in April 2020, our partnership delivered nearly 3,000 Coventor resuscitators to health care providers.



**PPE.** Working with Stanford University and an international coalition of medical experts, clinicians and industry leaders, we developed the Pneumask™ Face Shield in 38 days and received FDA Emergency Use Authorization shortly thereafter. The device combines a full-face mask and a Boston Scientific custom-molded adapter that attaches to a medical-grade air filter. We donated over 1,500 Pneumask Face Shields to hospitals across the United States and have given other manufacturers access to design details for future production.



Nearly **3,000** Coventor resuscitators were delivered to health care providers





Boston Scientific R&D employees testing new components for the ROTAPRO™ Rotational Atherectomy System in the anatomical model lab.

## INNOVATION COLLABORATION



Boston Scientific collaborates with a variety of academic institutions, research organizations and accelerators around the globe to promote innovations in health care, including:

**gBETA Medtech**, a free Minnesota-based accelerator that helps early-stage health care startups.

**MEDX Xelerator**, a medical device and digital health incubator, based in Israel, that's focused on innovations across multiple disease states.

**PracticePoint**, a membership-based health care R&D facility operating at Worcester Polytechnic Institute in Massachusetts.

**Biolnnovate**, a program at the National University of Ireland Galway that fosters medical device innovation using a needs based approach from Stanford University Biodesign.

**Avicenna Alliance**, an industry and academic collaboration to promote an EU framework embracing in-silico methods, computer modeling and simulation.

**HuaXi-Boston Scientific Joint Innovation Center**, a collaboration with Huaxi Hospital in Chengdu, China launched in September 2020 to bring innovative solutions to patients via remote education.

**Medical Device Innovation Consortium**, a public-private partnership with the FDA to advance solutions that promote patient access to innovative medical technologies.



## Global Customer Care

In 2020, our global customer care team expanded its framework and capabilities to improve customer support. These enhancements enabled us to shift more resources to manage customer relationships, anticipate product needs and advise on solutions.

- We introduced Salesforce.com Service Cloud in 16 countries to better serve customers and increase online collaboration.
- In the EU, we invested in technology to increase automated ordering to more than 80 percent of volume, allowing employees to spend less time handling orders and more time talking with customers about their needs.
- Using robotic process automation shipping, we reduced cycle time for sales and sales support agents and improved field inventory levels.

### PERSPECTIVES ON ADVANCING CUSTOMER CARE:

**HANS WILLEMS**

**“Technology solutions represent a huge opportunity for our customers to provide better care to patients. Our teams are focused on what’s going to help providers and patients the most.”**

**Hans Willems**, vice president, Global Customer Care and EMEA Supply Chain



More than **750** dedicated  
Customer Care team members  
across **40** unique sites

## Value-Based Health Care

A [global Boston Scientific team](#) is dedicated to studying health economics to demonstrate the value of our technologies and increase market access for providers and patients through policy and reimbursement advocacy.

Chronic conditions among an aging population present challenges to health care access and affordability. [A study in the Journal of the American Heart Association](#) showed significant cost savings when patients who are at risk

for stroke due to atrial fibrillation undergo a one-time, minimally invasive procedure to implant the WATCHMAN™ Left Atrial Appendage Closure Device rather than receive lifelong anticoagulant treatment.

We use a combination of science and technology to help identify patients who are likely to become sick or experience a sudden health event, giving providers more opportunities to take preventive action and keep patients healthier at more affordable costs.

The Boston Scientific HeartLogic™ Heart Failure Diagnostic technology is embedded within implantable defibrillators and uses multiple sensors to collect and analyze patient physiological data. The technology has been proven to [predict heart failure events an average of 34 days before they happen](#), which enables proactive care and helps reduce patient hospitalizations and readmissions.



# Investing in Our People

At Boston Scientific, we are fortunate to have approximately 38,000 employees around the world whose constant focus is developing solutions that change and save lives.

Their talent and collective passion define us as a company, and our performance as a business is built on their diversity of thought and experiences. Our business practices reflect our belief that innovation thrives when employees are highly engaged in their jobs and communities, and with one another. We invest in our people so they can solve problems and advance promising ideas, and we recognize and reward them for their contributions.



## SCIENCE

Discovering through collaboration

## HUMANITY

Innovating through diversity

## PURPOSE

Inspiring possibility



TALENT MANAGEMENT INSIGHTS:

STEPHANIE PITTMAN



In 2020, Stephanie Pittman, who has been with Boston Scientific for 10 years, took on the role of vice president of Global Talent Management and HR Planning in 2020.

.....

**“Our global workforce expects meaningful work with career advancement opportunities. We are enhancing our workforce planning strategy and development capabilities to meet those needs both now and in the future. This includes expanding virtual learning offerings, investing in digitally enabled analytics and increasing the ways we listen to gain insight and take action.”**

**Stephanie Pittman**, vice president, Global Talent Management and HR Planning

SUSTAINABLE DEVELOPMENT GOALS:



Talent and Company Culture

Our competitive edge comes from our employees’ collective talent and shared sense of purpose. We foster a values-driven culture where engagement and inclusion thrive and diversity of thought, background and perspective elevate collaboration. This culture helps produce our greatest breakthroughs and is the foundation of our success. The [core values](#) we demonstrate across the company are embedded in our talent management systems.

global collaboration

winning spirit

Our Core Values

diversity

meaningful innovation

high performance

caring

## Global Strategic Talent Management and Planning

Our efforts to recruit, promote and retain diverse talent are focused on cultivating inclusive behaviors and building an organization that prioritizes continuous learning and the following:



**Talent management and planning:** apply analytics and insights to hire and develop diverse, high-potential talent and facilitate their movement to new roles.



**Manager development:** improve managers' performance and career coaching capabilities, inclusive leadership behaviors and agility in adapting to change.



**Culture and engagement:** measure the employee experience through data and ongoing dialogue and act on the results.



**Employee growth and development:** provide development opportunities for all employees, as well as tailored programs for top leaders and key talent; this includes accelerating meaningful advancement opportunities for women and multicultural talent.

Our progress in talent management included the transition to what we have named, "Performance Development Coaching (PDC) 2.0," an ongoing people development approach. Slated for companywide adoption in 2021, PDC 2.0 enables employees to receive continuous coaching and to request performance feedback from supervisors and colleagues as projects are completed and evaluated.



## Recruit. Develop. Promote. Retain.



### PIVOTING TO PDC 2.0

#### FROM:

- Formal review meetings **twice a year**
- **Comprehensive feedback** limited to scheduled reviews
- **Companywide** timing
- **Structured** review events

#### TO:

- **Ongoing feedback** as needed
- **Brief feedback** and coaching conversations relevant to current work
- **Supervisor or direct report** initiates discussions as needed
- Feedback and coaching intervals **integrated** into regular work meetings, reinforcing ongoing development conversations



## Employee Growth and Development

Boston Scientific provides tools and training for continuous learning so every employee can envision greater possibilities for their career.

- We offer **more than 150 professional and technical courses**, including on-the-job training, skills-based education and programs for employees who have the potential to hold leadership positions.
- Responding to the realities of the pandemic, the company ramped up **virtual training and development**. People at all levels of the company now have access to more than 100 new and expanded webinars, online courses and on-demand training.



**150+** professional and technical  
**courses** offered

**100+** new and expanded  
webinars, online courses and  
on-demand training



**564K hours** spent by non-manufacturing employees in  
**2020 virtual and classroom training**





## 3UP BY 2023



Increase our goal of representation of **women** at the supervisory and managerial level to at least 43 percent — an increase of 3 percentage points



Increase our goal of representation of **multicultural talent** at the supervisory and managerial level to at least 23 percent — an increase of 3 percentage points



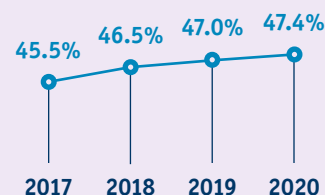
**Top 10%:** Continue to be in the top 10 percent globally as a recognized leader for workplace inclusion

## Fostering a Diverse, Equitable and Inclusive Culture

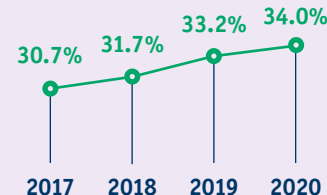
To promote equity and cultivate an enduring culture of inclusion, we must hold ourselves accountable as an organization. We have made steady progress, and at the beginning of 2020, we set our diversity, equity and inclusion goals even higher with three new bold measures to accelerate the representation of women and multicultural talent in our workforce. Based on our belief that the only acceptable trajectory for diverse representation is up, we call these goals “3Up by 2023.”

## REPRESENTATION AT ALL LEVELS

## Women (Global)



## Multicultural (U.S. and Puerto Rico)



## SUPERVISORY AND MANAGERIAL LEVEL REPRESENTATION

## Women (Global)



## Multicultural (U.S. and Puerto Rico)



## DE&amp;I EFFORTS ACROSS BOSTON SCIENTIFIC ALIGN WITH FOUR STRATEGIC PILLARS

Greater representation and **inclusivity** is about progress over time, not overnight. [Learn more](#) about why DE&I is a business imperative for Boston Scientific.



CAREER



CULTURE



COMMERCE



COMMUNITY

CHAMPIONING DE&I

Our ability to fulfill our mission will always depend on a team that includes a diversity of people, ideas and skills. The company took steps to accelerate DE&I progress in 2020 by expanding many of our programs to ensure individuals have equitable opportunities for growth. Unconscious bias training is mandatory for all employees, as is expanded diverse hiring practices. To help our organization be more deliberate in our approach to DE&I, we increased training for all leaders on topics such as microaggressions, modeling inclusive behaviors, history of racism, allyship and moving from “color blind to color brave.”



CEO ACTION FOR RACIAL EQUITY FELLOWSHIP



In 2020, four Boston Scientific employees were selected to participate in the CEO Action for Racial Equity, a fellowship that provides representatives of CEO Action for Diversity & Inclusion signatories an opportunity to advance racial equity through public policy. The fellowship is governed by the CEO Action for Racial Equity Governing Committee, a group of 20 CEOs who represent multiple industries and regions, including Boston Scientific Chairman and CEO Mike Mahoney, a founding signatory of CEO Action.



**“This fellowship aligns with my own values and enables me to take responsibility — as a white woman of privilege — in the journey to advance racial equity.”**

**Caroline Jacobsen**, manager, Health Economics

## Advancing Multicultural Talent

To address the need for more Black, Hispanic and Latinx employees at the manager and supervisor levels, we expanded our diverse hiring and training programs and increased our investment in ally and mentorship initiatives. We also designed new programs specifically for Black, Hispanic and Latinx employees who build our medical devices to prepare them for business roles. These programs are expected to launch in 2021.

## Inclusion Resources

The DE&I dashboard we developed in 2019 proved to be a valuable analytics tool in 2020 as we took stock of where we can address shortcomings and make measurable improvements. Our leaders use DE&I analytics to better understand representation trends in their organizations and identify ways to improve hiring, promotion and attrition metrics.

Over the course of the year, we expanded our virtual inclusion resources.

- **Inclusion toolkit.** The online toolkit encourages employees to take the [I Act On Pledge](#) and complete an assessment to determine their inclusion IQ. It offers on-demand DE&I tools as well as learning modules on topics such as unconscious bias training, modeling inclusive behaviors and anti-racism.
- **Candid conversations.** The Candid Conversations podcast is an interview series that builds on our inclusion training and Real Talk listening sessions. In 2020, we expanded opportunities for people at all levels of the organization to tell their stories and offer perspectives on handling issues such as parenting during the pandemic, racial injustice and mental health.

### REAL TALK IN 2020

As racial inequity and injustice dominated the dialogue in and outside the company, we took steps to engage in necessary, sometimes uncomfortable, conversations to break the silence about race and identity. Leaders and our HR and DE&I teams led more than 200 hours of Real Talk listening sessions, engaging employees throughout the organization in dialogue on the root causes of racism. We covered topics such as what it's like to be Black in corporate America, white privilege as well as disparities in the workplace and barriers to diversity.

Rob Morton (left), and his mentor Matt Lavelle, vice president, Operations (right) held one of the first Real Talk sessions.



**"Things like race have a negative stigma associated with being talked about at work. If sharing our conversation influences just one person then it was a success."**

**Rob Morton**, senior scientific communications specialist, Medical Affairs



**Employees engaged in 200+ hours of "Real Talk"**



## ERG PERSPECTIVE FROM BRIDGE:

## DEVELOPING A COMMUNITY OF BLACK LEADERS



**6,000+** employees  
across nine ERGs

**110** chapters globally

**42** chapters outside the U.S.

**11** virtual chapters

Precious Morton joined Boston Scientific in 2007 and founded the Spencer, Indiana chapter of Bridge, our ERG focused on developing a community of Black leaders. She is now a quality manager in Alpharetta, Georgia and the global lead of Bridge. To recognize her contributions to DE&I, the Boston Scientific Global Council for Inclusion honored Precious with a 2020 Diversity, Equity and Inclusion Impact Award for her leadership and courage in bringing Black employees together to support one another and give voice to racism and injustice to drive meaningful change inside and outside the company.

**“Everyone should be heard and accepted for who they are. People need a sense of belonging and purpose. I affectionately call my Bridge colleagues The Fam, because they are my family. The ERGs at Boston Scientific give us a safe space in a not-so-safe world. We learn from one another, and we make a positive impact on the company and on our communities.”**

Precious Morton, quality manager, Pathology

## Learning from our Employee Resource Groups

Employee Resource Groups (ERGs) are vital collaborators in our DE&I strategy. ERGs are voluntary, company-sponsored groups of employees who champion opportunity for all in our work environment and provide feedback to executive leaders through the company’s Global Council for Inclusion. ERGs are typically formed around specific dimensions of diversity, for example, gender, race, veteran status, sexual orientation or life stage. All employees are welcome and encouraged to join any ERG.

### GLOBAL ERG SUMMIT: INCLUSION AND BELONGING DURING THE COVID-19 PANDEMIC

In 2020, Boston Scientific leaders and employees participated in our first global ERG summit. We examined the impact that the pandemic has had on our employees, particularly through the lens of diversity, equity and inclusion. More than 850 members of the company gathered virtually for panels and breakout sessions to share perspectives on inclusion and belonging.






**Listening to Our People**


Our people have a prominent voice in how we conduct business and the actions we take as a global citizen. To support this work, we invested in an on-demand, pulse survey tool that allows us to gather feedback on timely topics that can quickly be turned into action.

COVID-19 PULSE SURVEY

The COVID-19 pulse survey gauged whether employees felt supported during the pandemic and allowed us to quickly adapt companywide efforts as necessary. Distributed to a representative sampling of approximately **9,000 indirect labor\* employees**, and with an **80 percent participation rate**, feedback showed that employees:




**Trust**  
senior leaders and believe they care about employee well-being.



**Value**  
frequent, transparent COVID-19 communications.



**Feel** they have access to helpful resources and information, although some had difficulty finding certain well-being resources.



**Appreciate**  
the flexibility in where and when they work, although some expressed workload concerns.

\*Indirect labor includes employees who are not directly involved in the manufacturing of products.

PEOPLE LEADERSHIP SURVEY 2020: EMPLOYEES RATE MANAGERS ON LEADERSHIP BEHAVIORS

Each year, we offer employees an opportunity to rate their manager's performance against a range of leadership behaviors.

■ More than **26,000 employees** invited to give survey feedback on **4,800 people leaders**.

■ **77% employee response rate**.

■ **95% of participating managers\*** received a personalized feedback report.

\*Those with one or more direct reports responding

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## Benefits to Fit People's Lives

Employee benefits at Boston Scientific reflect our belief that well-being, financial health and security are essential for a productive and collaborative workforce. We strive to offer benefits that are valued by our employees, promote well-being and support life-work integration. Our [Global Benefits to Fit Your Life](#) program provides employees with a broad range of offerings to support and improve their lives.

### Compensation

At Boston Scientific, we pay for performance. Where it is relevant to an employee's responsibilities and in compliance with applicable law, we offer both a base salary and variable compensation. Our variable pay components include annual bonus programs, long-term incentive stock awards, and one-time performance and recognition rewards for highly successful projects and breakthrough performance.

### Employer of Choice Awards



Boston Scientific is committed to be an employer of choice for globally diverse talent. We participate in external benchmarking surveys that candidly assess our progress and ensure we are doing all we can to achieve our goals. Visit our [awards page](#) to learn more about the recognition we received in 2020.



99%+  
pay  
equity

### Equal Pay for Equal Work: Pay Equity

We pay people [equally for equal work](#). Our compensation experts regularly benchmark salaries and conduct companywide and external parity audits. We contract with an independent third party to assess pay equity across all positions using regression analysis. This data-driven approach controls for variables that influence compensation such as job position, tenure, years of experience and location. We use the results

to identify any potential pay disparities, and we address these accordingly. In our last assessment, conducted in 2019, we continued to see 99+ percent pay equity for gender globally and 99+ percent pay equity for multicultural talent in the United States, including Puerto Rico. Our compensation team will conduct another third-party global pay assessment in 2021.



## COVID-19: BENEFITS EXPANSION AND UPDATES



As employees adjusted to life and work during the pandemic, we moved quickly to help them and their families by shortening meeting times, holding managers accountable for supporting their teams with flexible hours, and regularly communicating available resources.

Through employee surveys and listening sessions with working parents and other caregivers, we continued to assess how best to support our workforce. As a result, we added new benefits and expanded other offerings:

- expanded no-cost, virtual offerings for general medicine and mental health support.
- doubled the time available under our Personal Leave of Absence policy, and made it available to use in half- or full-day increments.
- increased child and adult care-giving benefits, including adding more caregiver resources and offering home schooling support such as virtual tutoring, learning pods and return-to-school guides.
- modified our financial benefits for people facing economic hardship.
- launched an internal well-being website and well-being circles to provide employees opportunities to connect over shared interests and circumstances.

## A BOOST IN PANDEMIC BENEFITS

- ⊕ Covered **COVID-19 testing**.
- ⊕ Doubled backup **child care and elder care** days.
- ⊕ Upheld **flex work hours** and U.S. Flex Fridays.
- ⊕ Revised **policies** to support workplace flexibility.
- ⊕ Expanded **personal leave**.
- ⊕ Enhanced global **employee assistance programs**.
- ⊕ Expanded **counseling** benefit.
- ⊕ Introduced **well-being** tools and resources, including podcasts, webinars and interaction opportunities.
- ⊕ Launched virtual **well-being circles**.
- ⊕ Expanded **telehealth** options.
- ⊕ Expanded 24/7 **emotional support**.

# Prioritizing Employee Health and Safety

Boston Scientific takes a global approach to prioritizing, delivering and monitoring employee safety at all our offices and facilities. We set health and safety goals called Total Recordable Incident Rate (TRIR) targets for every Boston Scientific operations site. Our global Employee Health and Safety (EHS) Operations Council reviews their performance monthly to discuss trends and risks, as well as opportunities for improvement.

In accordance with the [Boston Scientific Environment, Health and Safety Policy](#), we integrate multiple health and safety metrics in our monitoring systems at the local and global levels. The policy is supported by our global EHS Essentials, which sets 143 specific expectations across 25 health- and safety-related programs.

Our Occupational Health Council provided valuable employee assistance during the pandemic. They established a centralized helpline, staffed by Boston Scientific physicians and occupational health nurses to help guide employees with COVID-19-related queries. We also offered voluntary COVID-19 testing to our on-site employees to help reassure them of the effectiveness of our protective processes.

We conducted a workplace survey of more than 25,000 employees to ask about their remote work experience during the pandemic and their preferences moving forward. Responses showed that working remotely has changed many employees' thinking about their ability to work effectively from home and has made them more receptive to different types of office environments.

We incorporated survey insights into a Global Design Guidelines Update that addresses on-site protocols as well as work-from-home practices.

WORKPLACE STRATEGY:

NOEL FINNERTY



“The dual challenges of climate change and a global pandemic have made designing safe, sustainable and efficient workplaces even more important for companies and their employees.”

Noel Finnerty, director, Global Real Estate and Facilities

TOTAL RECORDABLE INCIDENT RATE (TRIR)

2020:

0.47 TRIR

(0.47 injuries per 100 employees)

2030 Goal:

0.25 TRIR

(0.25 injuries per 100 employees)



In 2020, we navigated the ongoing challenges of the pandemic in the various countries where our employees live and work. Boston Scientific took immediate action to develop **global COVID-19 guidance, restrictions and workplace protocols**, including:

- **Flexible work arrangements** for employees who could work from home.
- **Travel restrictions and protocols.**
- Company and site **safety protocols.**
- **Workstation reconfiguration.**
- **Limited sales visits** to critical cases.
- Accelerated capabilities to provide **remote physician support.**
- Advanced **cleaning protocols.**
- COVID-19 **employee resources** website.
- Office **space modifications** and new **building procedures.**
- COVID-19 **testing and personal protective equipment (PPE)** for employees.
- COVID-19 **contact tracing.**
- Augmented platforms for remote practitioner **case support.**



4,655 employee calls to our physicians and nurses in 2020

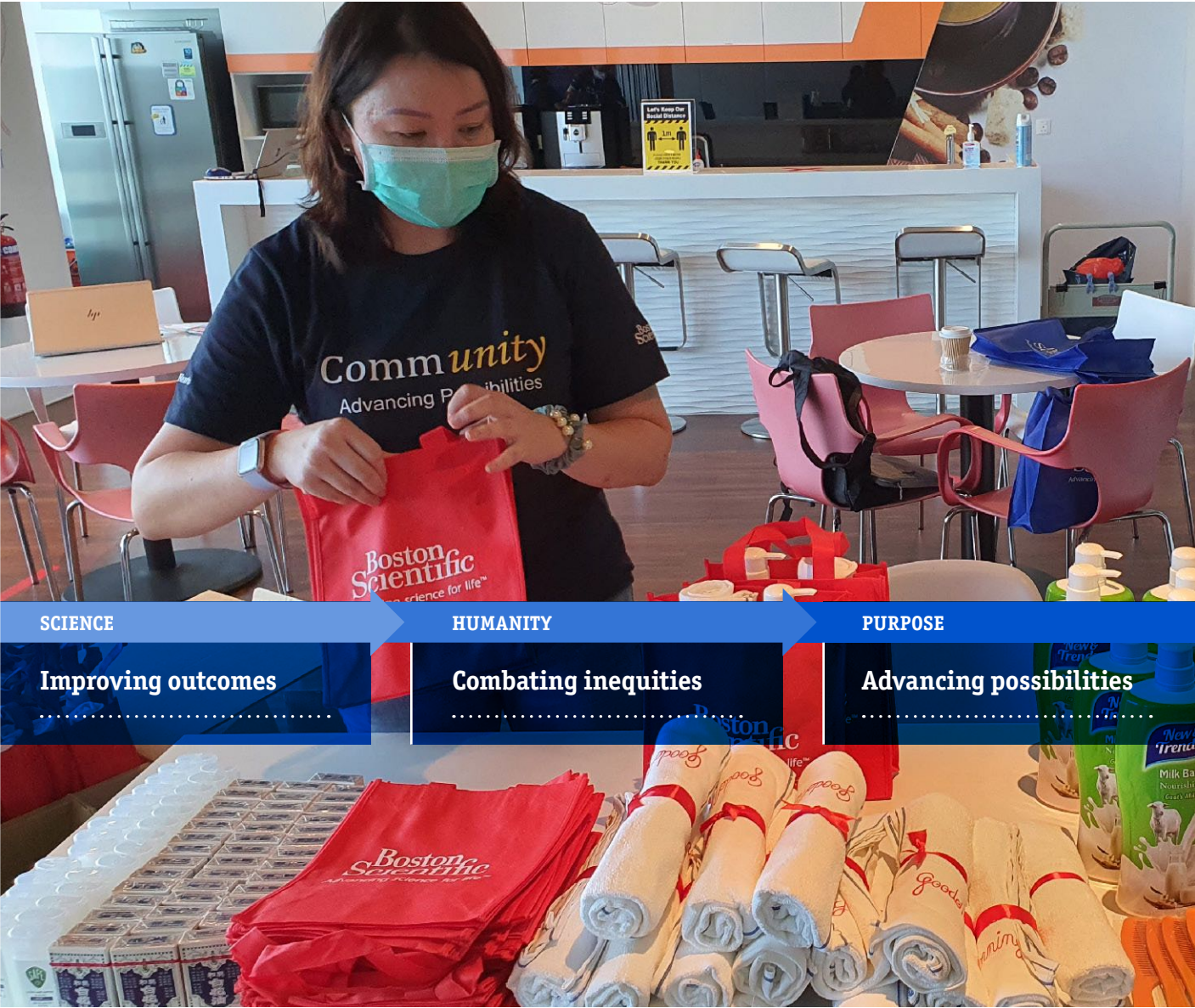
5,482 COVID-19 tests for on-site employees in 2020



# Advancing Possibilities

Our commitment to transforming lives inspires us to address inequities in the world around us.

Boston Scientific collaborates with local communities, nonprofit organizations and providers to understand and address disparities within underrepresented populations. Whether we are improving treatment disparities for Black, Hispanic and Latinx people, providing students access to STEM opportunities, or empowering employees to take action in their communities, we are advancing possibilities for societal good.



SCIENCE	HUMANITY	PURPOSE
Improving outcomes	Combating inequities	Advancing possibilities



## HEALTH EQUITY CHAMPION: PAIGE BINGHAM



In 2020, Paige Bingham became the national program director of Close the Gap. A longtime health equity champion, Paige offers insights on the team's work to address treatment disparities and increase [diversity in clinical trials](#).

**“The Boston Scientific Close the Gap program empowers physicians with data and epidemiological insights to identify local treatment gaps and customizable resources to reach vulnerable populations. This approach helps to inform and activate measurable change to save lives.”**

**Paige Bingham**, national program director, Close the Gap

## Confronting Health Inequities

For more than 15 years, Boston Scientific has worked to eliminate health care inequities in underserved communities through our industry-leading program [Close the Gap](#). More recently, and as the pandemic exposed the severity of treatment disparities and systemic barriers to care, we [stepped up our efforts](#) to help providers identify and serve diverse populations.

Through Close the Gap, Boston Scientific launched a public awareness campaign focused on health inequities related to heart and vascular disease outcomes in the U.S.

## SUSTAINABLE DEVELOPMENT GOALS:



The campaign augments the work we're doing with local health care providers and major health systems. This includes sharing community-specific disparity data and patient education materials to [help address the treatment gaps](#) among patients who identify as women and people of color.



In 2020, Boston Scientific launched a public awareness campaign focused on health inequity awareness.

## Addressing the Gaps: COVID-19 Heart Study

The most vulnerable populations are at the greatest risk for conditions such as heart disease, but they are the least studied in large-scale clinical trials. According to census data, Black Americans represent 13.4 percent of the U.S. population, yet peer-reviewed research shows they make up only 5 to 7 percent of clinical trial participants.<sup>1</sup> In 2020, we began work with Yale/Yale-New Haven Hospital Center for Outcomes Research and Evaluation (Yale-CORE) to increase the diversity of representation in the [Boston Scientific COVID-19 Heart Study](#), developed to better understand how COVID-19 affects people with heart conditions.

### IN THE UNITED STATES:



**13.4%** of the population  
is Black



Only **5-7%** of clinical trial  
participants are Black

## A 40-YEAR BATTLE AGAINST RACISM



Paul Underwood, MD, and medical director at Boston Scientific, has been working to reduce health disparities for women and people of color since 1990. He made it his mission to fight racism.

**“The data show that the most vulnerable populations have the greatest risk of heart disease but are the least studied in large-scale clinical trials. The opportunities to make an impact are fantastic when we use objective data to guide the way. I am so proud to be working for a company taking tangible actions to battle systemic racism.”**

Paul Underwood, MD,  
medical director, Boston Scientific

<sup>1</sup> Clark LT, Watkins L, Piña IL, et al. Increasing diversity in clinical trials: Overcoming critical barriers. *Curr Probl Cardiol*. 2019 May;44(5):148-72.





**\$3.5 million** to combat  
racism and advance social justice



## COMBATING RACISM STRATEGY



### Community

Expand the conversation on anti-racism and support social justice organizations



### Economic Empowerment

Accelerate the development of Black-owned businesses



### Education

Educate and create professional opportunities for Black youth



### Health Care Disparities

Address health care disparities in the community



### Government/Policies

Advocate for change

## Playing Our Part: Combating Racism

Racism in the United States and around the world was front and center in 2020 as we witnessed the tragic death of George Floyd, preceded by those of Breonna Taylor, Ahmaud Arbery and so many others. The Boston Scientific Executive Committee issued [an open letter](#) reaffirming the company's commitment to contribute to a more equitable and inclusive society where all people feel safe and valued and have a voice. As part of that pledge, Boston Scientific is donating \$3.5 million over a multiyear period to combat inequity, systemic racism and injustice in our communities. We are also accelerating our internal diversity, equity and inclusion programs, which include initiatives that address discrimination and racism.



# Supporting Our Communities

The work we do is about caring for human life, and it draws us into the communities where we live and work. Our employees help us shape the way we care for the world around us. In 2020, employee engagement expanded to 54 countries and philanthropic contributions focused on the coronavirus pandemic, social justice and natural disasters.

**Our global community engagement is focused on three key areas:**

## BSC CONTRIBUTIONS AND ENGAGEMENT

### 54 countries

Employee community engagement

### \$70 million

Contributions for medical research, fellowships, educational and charitable giving

### \$1.2 million

Boston Scientific Foundation contributions

### +1,700 nonprofits

supported with donations or grant funding



### Advancing education

To develop diverse talent who will create health solutions for generations to come, we support science, technology, engineering and math (STEM) programming for underserved 5- to 18-year-old students around the world.

1



### Advancing health

To decrease health disparities in chronic diseases among underserved communities, we aim to provide access to quality care, support disease prevention and help prepare children for a healthy journey into adulthood.

2



### Advancing community

To improve life in their local communities, we empower our employees to donate their talent and resources through our strategic matching gifts and volunteer programs.

3



## EMPLOYEE ACTION AFTER BEIRUT BLAST



In August 2020, an explosion in Beirut killed more than 200 people, injured more than 7,500 and left an estimated 300,000 people homeless. Boston Scientific Peripheral Interventions Training Manager Rawad Abou Dihn, who has a nursing background, quickly rallied colleagues and friends to turn the entrance of a local building into an emergency wound clinic. The team provided critical aid to an average of 100 people daily and helped reduce the tremendous strain on hospitals overwhelmed with critically wounded people and COVID-19 patients.

## PERSPECTIVE FROM BEIRUT

## TAREK EL RAHBANI

Tarek El Rahbani led local efforts to support Boston Scientific employees and operations in Beirut following the explosion.

**“As a Lebanese Boston Scientific employee, I am grateful for the support we received from colleagues around the world and proud of the quick actions taken by Rawad and volunteers. Our commitment to our caring core value is evidenced by how our employees responded with compassion and integrity.”**

**Tarek El Rahbani**, managing director, Middle East, North Africa, Turkey and Central Asia



## Relief Efforts

When an event occurs that devastates one of our communities, Boston Scientific works to ensure employee safety, assess impact and determine how the company can support relief efforts. For example, in 2020, the company coordinated and encouraged employee donations to help people affected by the wildfires in Australia and California, Hurricane Laura, the explosion in Beirut, the coronavirus epidemic as well as victims of social injustice and racial inequity. Employees who chose to donate to these efforts received a matching financial contribution from Boston Scientific.



**35% annual increase of employees participating in global matching gifts program**



COVID-19 RELIEF BY THE NUMBERS



Face Shield  
FOR MEDICAL PURPOSES

PITCHING IN WITH PPE GLOBALLY



In **Marlborough, Massachusetts**, employees made and donated masks and other items to local nursing homes, hospitals and homeless shelters.



In **Galway, Ireland**, employees lifted spirits by donating critical supplies, including gloves, masks, coveralls and boxes of chocolate Easter eggs, to local nursing homes.



In **Singapore**, employees packed and donated more than 350 kits filled with essential items such as hand sanitizer, face shields and healthy snacks to local nursing home residents and health care workers.



## COMMUNITY ENGAGEMENT SPOTLIGHT:

## PROTECTING OUR HEALTH CARE HEROES



In an urgent 2020 undertaking called **Project Shield**, Boston Scientific employees assembled and donated one million face shields in just over one month. Urology Research and Development (R&D) Project Manager Alissa Brandon came up with the idea and collaborated with colleagues to launch [the initiative](#). The effort rapidly expanded to include:

- 12 Boston Scientific sites.
- More than 400 employees around the world contributing their time and expertise.
- They also collaborated with the grassroots organization [GetUsPPE](#), to deliver the PPE to health care facilities in more than 40 U.S. states and territories.



**“This shows what can be accomplished when a team with a lot of heart and know-how comes together to collaborate. So many people stepped up to**

**contribute and help scale this project to where it is today. I am grateful for our caring team who demonstrated heroic hustle.”**

**Alissa Brandon**, R&D manager, Urology

## Global Signature Health Grant Program

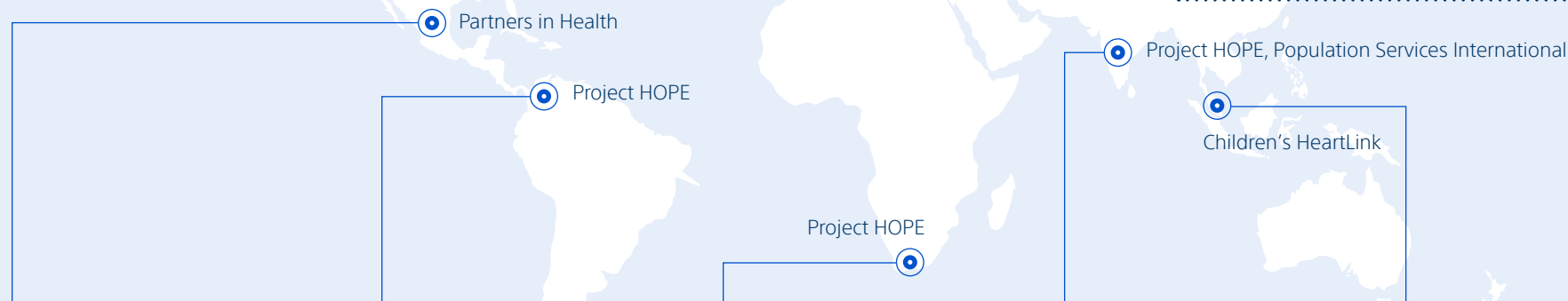
The World Health Organization is estimating a shortage of 19 million health care workers in low- and lower-middle income countries by 2030. Recognizing this crisis early on, Boston Scientific launched a Global Signature Health Grant Program in 2016. Since then, we have partnered with nonprofit organizations that are working globally to increase the number of trained health care workers and improve the quality and availability of chronic disease screenings.



The World Health Organization is estimating a **shortage of 19 million** health care workers in low- and lower-middle income countries by 2030

**“We are incredibly thankful for Boston Scientific’s commitment to improving the world’s health and for a partnership that is helping people around the world access the care they need.”**

**Rabih Torbay**, president and CEO, Project HOPE



## GLOBAL SIGNATURE HEALTH GRANT COLLABORATIONS SINCE 2016

**MEXICO:** Boston Scientific supported Partners in Health between 2017 and 2019 and trained newly graduated Mexican physicians in the diagnosis and treatment of chronic disease.

**COLOMBIA:** New in 2020, we support Project HOPE in its work with the Ministry of Health and local universities to deliver chronic disease training for providers caring for millions of Venezuelan refugees.

**SOUTH AFRICA:** Our grant to Project HOPE funded work that trained health care workers and created screening protocols for diabetes and hypertension from 2016 to 2018.

**INDIA:** Beginning in 2016, we collaboratively developed training tools with Project HOPE that support the diagnosis and treatment of chronic disease. New in 2020, our grant to Population Services International funds the creation of digital tools that better identify and follow patients living with chronic disease.

**MALAYSIA:** Since 2018, we have supported Children's HeartLink to help create a regional center of excellence for the diagnosis and treatment of congenital heart disease in children.

## Project HOPE Aid in Colombia

When Colombia declared COVID-19 a health emergency, Project HOPE redirected its efforts, and a portion of grant funding, to work with the Ministry of Health, Departmental Health Institute and local hospitals to train health care workers and non-medical staff, conduct COVID-19 screenings and distribute PPE.

- **5,616 people** screened for COVID-19.
- **94 health care workers** trained.
- **238 non-medical staff and local volunteers** trained in hygiene promotion, infection protection and control, and contact tracing.
- **7,543 health consultations** provided.
- **415+ full sets of PPE** distributed.
- **1,500 gloves** provided.
- **500+ protective lenses** distributed.





## STEM Education

On-site events and in-person mentoring were put on hold for much of the year, but Boston Scientific found innovative ways to continue to bring STEM education to underrepresented youth. Around the world, STEM volunteers used new technology to expose students to careers in industries like ours.

- **China:** In honor of Children's Day, our STEM team created "Know Your Body" videos, including How does air pollution harm your lungs? and Why lip color turns darker when your heart does not feel well.

- **Puerto Rico:** Employee volunteers gave elementary school students a virtual tour of our Dorado plant that featured an interactive pH experiment. High school students also had the opportunity to interact with an online panel of STEM experts and watch a video simulating a product being implanted.

- **Ireland:** To recognize Engineering Day, the team held a contest in which 8- to 12-year-old students had the chance to win a "STEM Day in a Box" that featured content and experiments in chemistry, engineering, physics and battery technology. More than 750 youngsters representing 46 schools in 25 towns participated in the contest.



**34,000** kits packed that provided STEM activities, health and wellness essentials, and other necessities to populations in need around the world



## BSC BUDDIES

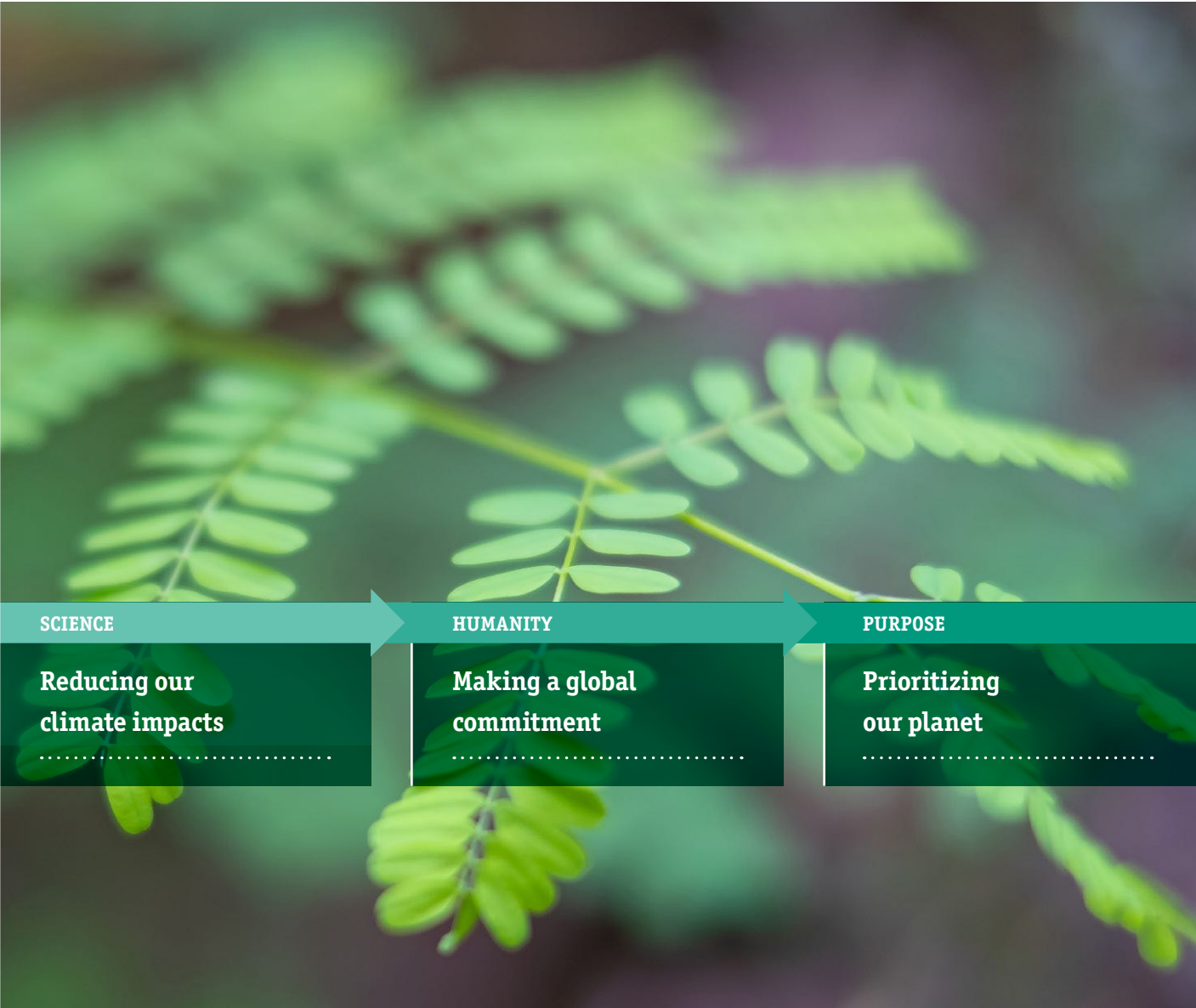


Our Community Engagement team launched BSC Buddies, a program that connects employees' school-aged children online across different geographies, cultures and languages. The 2020 pilot paired 400 children from more than 20 countries.

# Protecting the Environment

Our commitment to improving patient health comes with a responsibility to protect the planet we all share.

As we work to solve health care’s toughest challenges, we are taking decisive action to reduce our environmental impacts and achieve carbon neutrality.



## ACHIEVING CARBON NEUTRALITY:

## RONAN COFFEY



Ronan Coffey has led our Global Energy Management System (GEMS) since 2018.



**“Carbon neutrality is the right thing to do, and our C<sup>3</sup> strategy is the right way to do it. Our Global Energy Management System has grown from being a new way to look at energy consumption to being the actual language we use to talk about energy management and carbon emissions. GEMS is built into how we work. Our teams are making great progress around the world.”**

**Ronan Coffey**, global energy manager, Boston Scientific

C<sup>3</sup> STRATEGY

A central component of the company's carbon neutrality approach is our C<sup>3</sup> energy strategy. Global and site teams collaborate across Boston Scientific to meet its objectives:

**Cut**

energy use emissions.

**Convert**

to renewable energy sources instead of relying on fossil fuels.

**Compensate**

with carbon credits and offset projects for any remaining unavoidable emissions.

## SUSTAINABLE DEVELOPMENT GOALS:



## Responding to Climate Change

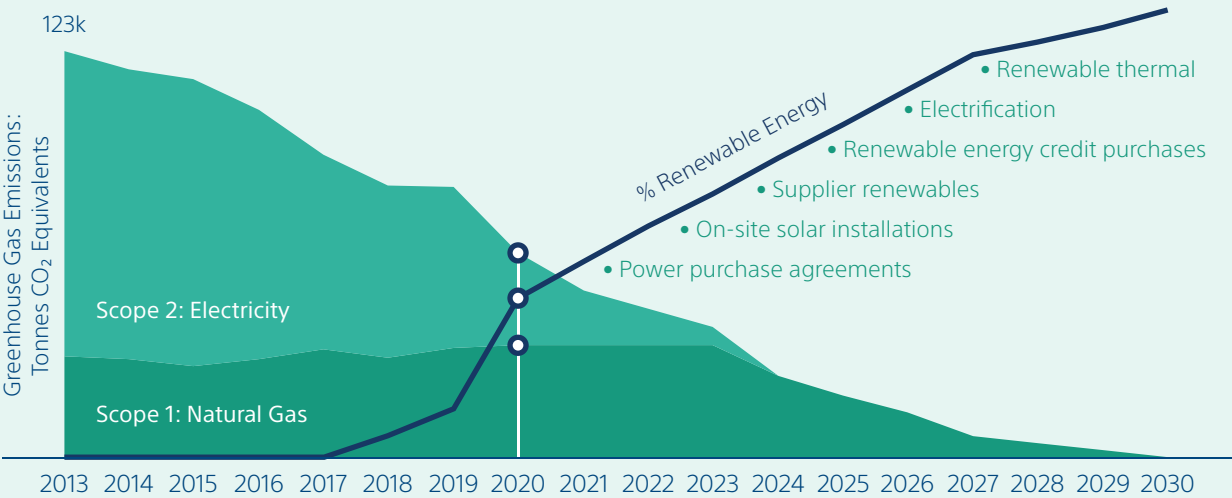
Boston Scientific sets ambitious climate change goals, and we are on track to meet our commitment to achieve carbon neutrality in all manufacturing and key distribution sites by 2030. We became the first medical device manufacturer to make such a pledge in 2017. Since the start of 2017, we have reduced our carbon footprint by 50 percent.



2013–2030: RAMP TO CARBON NEUTRALITY



Boston Scientific is on track to achieving carbon neutrality in all manufacturing and key distribution sites by 2030



Interim Goals:



50% renewable electricity by 2021



100% renewable electricity by 2024








90% renewable energy (all sources) by 2027

2020 HONORS

In 2020, Boston Scientific was named to the Dow Jones Sustainability Index (DJSI) for North America, a well-respected global benchmark for corporate responsibility. The list recognizes companies that deliver outstanding economic, social and environmental performance. Visit our [online awards page](#) to read more about our environmental honors and distinctions.

## GEMS KEY PERFORMANCE INDICATORS

Using the GEMS approach developed in conjunction with the National University of Ireland, Galway, Boston Scientific is making measurable strides toward carbon neutrality. We track progress and report it publicly using five GEMS key performance indicators (KPIs).

			2015	2016	2017	2018	2019	2020
	<b>Carbon Footprint</b> (MT CO <sub>2</sub> eq)	Total amount of Scope 1 and Scope 2 greenhouse gas emissions emitted into the atmosphere from manufacturing and distribution sites. Measured in tonnes of carbon equivalent.	118,327	108,694	94,946	85,127	84,778	<b>53,730</b>
	<b>Energy Use</b> (MWh)	Total energy Boston Scientific consumes annually to manufacture our products.	370k	367k	364k	355k	368k	<b>381k</b>
		Total MWh						
		Normalized MWh/ Million \$ Revenue	49	44	40	36	34	<b>38</b>
	<b>EM<sup>3</sup></b>	An energy management maturity model to establish where in the “energy journey” each manufacturing site resides on a scale of 0 to 5: (Minimal/Emerging/Developing/Advancing/Leading)	2.7	3.2	3.6	3.7	3.9	<b>4.1</b>
	<b>Green Real Estate</b> (% of total)	Percentage of Boston Scientific real estate that is independently certified for energy efficiency by industry-leading bodies such as LEED for design and Energy Star or ISO 50001 for building operations.	27%	28%	32%	32%*	41%*	<b>42%</b>
	<b>Renewable Energy</b> (% of total)	Percentage of total energy consumed, generated from renewable sources, with BSC owning the renewable attributes.	—	—	—	5%	11%	<b>71%</b>
		Electricity Percent						
		All Sources Percent	—	—	—	3%	6%	<b>35%</b>

\* Prior year numbers restated

## Our Environmental Impact

In 2020, we made significant progress in our C<sup>3</sup> energy strategy to achieve carbon neutrality across our manufacturing and key distribution sites. By addressing the company's energy consumption, carbon emissions and environmental designs, we are reducing our climate impacts.

### 2020 ENVIRONMENTAL ADVANCES



**67% reduction**  
in greenhouse gas emissions  
since 2009



**71% of purchased electricity**  
from **renewable** sources



**94% of solid waste**  
**diverted** from landfills



### BIGGER REACH, SMALLER FOOTPRINT



Working with  
sustainability-minded  
customers, since 2017,  
we **increased**  
the number of patients  
reached by **20%**  
while **reducing**  
our carbon footprint  
by **50%**





New commercial hub in **Madrid, Spain**.



Renovated flexible, collaborative workspace in **Galway, Ireland**.



New administration block in **Clonmel, Ireland**.



## Cutting Our Carbon Footprint

Tackling energy use is the first tier of our C<sup>3</sup> approach. To improve energy use in our existing sites and develop new construction in an environmentally responsible manner, we adhere to internationally recognized programs such as Leadership in Energy and Environmental Design (LEED) or the ISO 50001 energy management system. In 2020, Boston Scientific green real estate increased to 42%, up from 27% in 2015, representing more than 3.8 million square feet of total company real estate. At a minimum, all newly constructed Boston Scientific buildings are LEED certified.

## OUR GREEN REAL ESTATE EXPANDS



**42%** of Boston Scientific real estate is green — representing **3.8+ million** square feet

- **Energy Management System ISO 50001:** 5 manufacturing sites, 1 distribution center
- **Leadership in Energy and Environmental Design (LEED):** 15 buildings





## Converting to Renewable Energy

Investing in and converting to renewable energy sources is the second action area of the C<sup>3</sup> strategy. We monitor the percentage of the company's energy generated from renewable sources, whether the energy is generated on-site or purchased from outside suppliers. In 2020, we stayed on track to meet our objective of sourcing or generating 100 percent of our electricity from renewable sources by 2024. We expect that by 2027, 90 percent of all energy at Boston Scientific facilities, including electricity and natural gas, will be renewable.

- Our Clonmel, Cork and Galway, Ireland facilities and our Kerkrade, the Netherlands distribution center source 100 percent renewable energy.
- Using hydroelectric, wind and solar power, our manufacturing sites in Heredia and Coyol, Costa Rica have been carbon-neutral since 2016.
- In our Marlborough and Quincy, Massachusetts locations, we have on-site solar installations that generated a total of 3.2 million kilowatt-hours of renewable electricity in 2020. An on-site solar installation at our Dorado, Puerto Rico facility, slated for completion in mid-2021, will deliver approximately 17 percent of the site's electricity needs.



## Compensating With Carbon Offsets

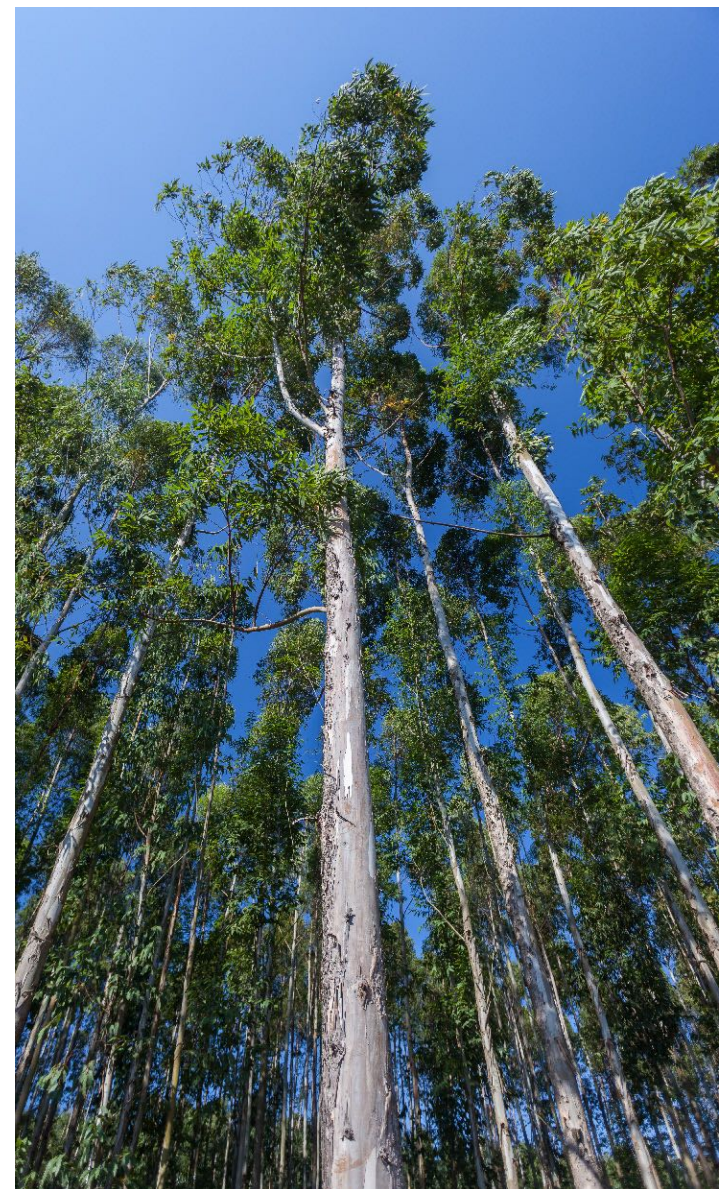
Carbon offsetting is the final step we consider taking to reach carbon neutrality. While our primary focus is on cutting energy use and converting to clean energy sources, we compensate with carbon offset projects when we have unavoidable carbon emissions or cannot yet rely on renewable energy options. Potential projects are carefully assessed to ensure the results will negate our remaining carbon emissions. For example, Boston Scientific collaborated with the eco-conscious platform [Treedom](#) in 2020 to plant more than 5,000 trees in Kenya. The initiative will benefit local communities and contribute to cleaner air in the region.

## Climate Risk Management

Boston Scientific has begun integrating climate-related financial disclosures into the way we manage climate-related risks and opportunities. In 2021, we will complete a comprehensive assessment of our business risks associated with climate change.



By 2027, we expect **90%** of all energy used in Boston Scientific facilities will be **renewable**



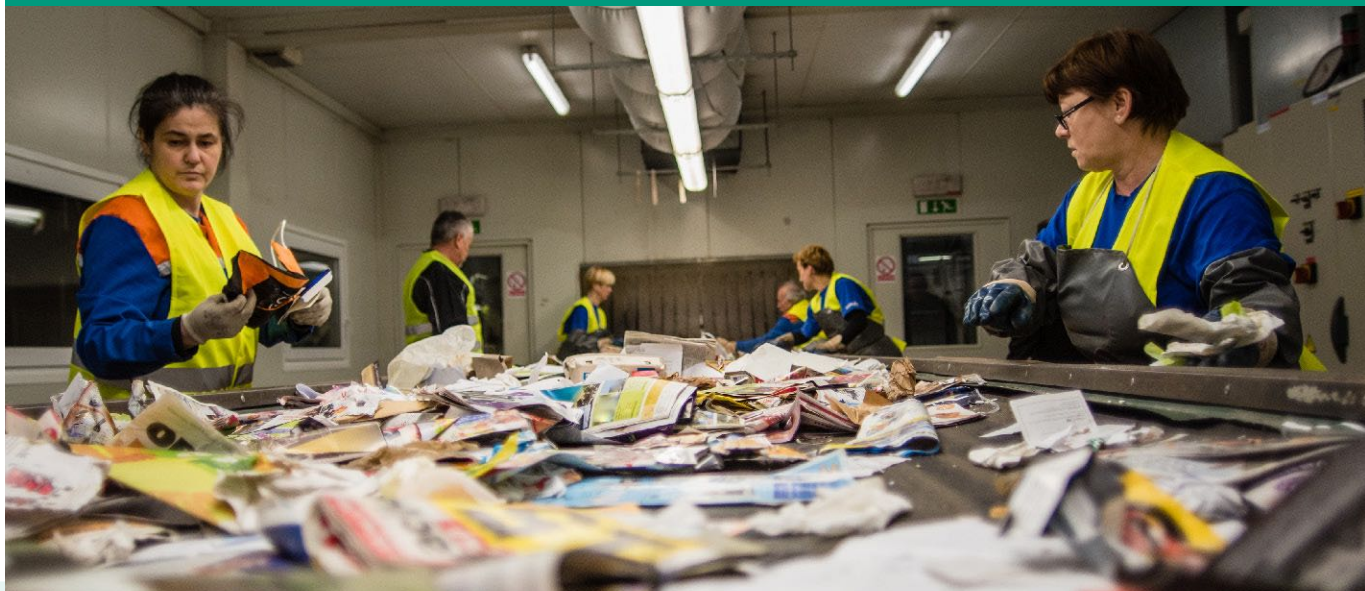
## Conserving Water

Water is a critical shared resource, and we are committed to managing its use responsibly. While Boston Scientific operations are not water intensive, we work to minimize consumption and prepare for water supply challenges. Based on an assessment using the World Resources Institute Aqueduct risk-mapping tool, we have determined that 11 company locations are at low overall water-related risk, and six facilities are in the low-to-medium risk category. Our efforts to assess water-related risks and opportunities will expand in 2021 to include the company's significant commercial operations. Water usage at Boston Scientific manufacturing and major distribution centers is predominantly associated with employees, which accounts for 69 percent of our total water consumption.

## Waste Management and Recycling

We are working to divert all non-hazardous waste from landfills and incineration by 2030. Boston Scientific facilities will participate in the TRUE (Total Resource Use and Efficiency) certification program to meet this objective. TRUE strives to change the way materials flow through society so that all products are eventually reused and diverted from landfills, incineration and the environment.

### 2020 RECYCLING AND RECOVERY



**79%**  
**7,922 metric tons**  
total non-hazardous waste  
recycled



**52%**  
**509 metric tons**  
of hazardous and regulated  
waste recovered or recycled





## Results from Cork:

### Taking Recycling to the Next Level

After achieving a recycling rate of more than 90 percent, our Cork, Ireland team extended their success by recovering reusable materials. In 2020, they began setting aside plastic packaging made from Polyethylene Terephthalate, a material that can be ground into flakes and reused if properly isolated in the collection process. This approach also results in less processing energy than recycling. By taking this extra step, the team diverted 20 metric tons of plastic for recovery.



### Success in Cork:

**90%** recycling rate achieved  
**20 metric tons**  
of plastic recovered

## GLOBAL WASTE MANAGEMENT PERSPECTIVE:

SEAMUS GETHINS

**“Focusing on avoidance and reuse is key to reducing our environmental impact. For the future of our planet, we have a duty to go beyond standard recycling.”**

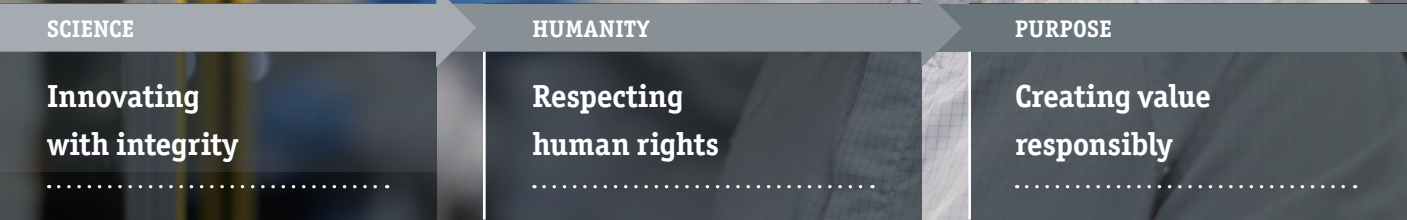
**Seamus Gethins**, global director, Global Environment, Health and Safety



# Creating Value Responsibly

**Boston Scientific is committed to conducting business with unwavering ethics, strong corporate governance and regulatory compliance.**

We insist on integrity in all our working relationships inside and outside the company. Our practices protect human rights, promote accountability and ensure that we act responsibly as a global citizen.



## GLOBAL COMPLIANCE:

## LEADING WITH INTEGRITY



Jessica Pill leads our efforts to ensure compliance with regulatory requirements while acting with integrity and living our core values.

**“Despite how we’ve had to change the way we work this year, we are doing our part to keep each other safe and live our values while continuing to serve patients and navigate challenges together.”**

**Jessica Pill**, chief compliance officer and vice president, Compliance

## Compliance, Ethics and Integrity

Our work contributes value to the lives of patients, employees and people in communities around the world. Social responsibility is built into how we deliver innovations, collaborate and operate. Our employees have a shared commitment to:

- Act honestly and ethically in all company matters.
- Protect the privacy of patients, customers and employees.
- Treat one another with respect and fairness.
- Hold one another accountable to ensure quality in everything we do.

The Boston Scientific global compliance team provides employees with the resources and training they need to do business with integrity, treat customers and suppliers fairly, and report ethics concerns when they arise. Led by our chief compliance officer, the team collaborates across the company to monitor our activities and performance. The chief compliance officer reports quarterly to the risk committee of our board of directors and more frequently as needed.

### Code of Conduct

Every employee is required to read and understand the Boston Scientific [Code of Conduct](#), which is the foundation for all our business practices and relationships. Employees complete annual training on the Code of Conduct, as well as multiple mandatory training courses throughout

## SUSTAINABLE DEVELOPMENT GOALS:



the year that reinforce company policies, explain corruption- and compliance-related risks and provide resources for reporting concerns. Many of these trainings offer scenario-based content that help people respond ethically to issues they may face in their daily work.

We continually assess opportunities to adapt our Code of Conduct in light of developments in the global marketplace, including emerging technologies and business practices. In January 2020, we released an updated Code of Conduct with greater specificity about privacy rights, new language about maintaining a safe and healthy work environment, additional details about data privacy and expanded guidance on conflicts of interest.



## "INTEGRITY TOGETHER" CAMPAIGN

We regularly promote employee awareness of the Code of Conduct and Non-Retaliation Policy. In 2020, our week-long integrity campaign featured video messages from senior leaders and interactive virtual events that emphasized the importance of working ethically. In addition, regional and country leaders

**Integrity  
together**

reinforced the campaign through local email messages, videos and online roundtables.

## Non-Retaliation Policy

The Boston Scientific Non-Retaliation Policy is an essential component of our compliance program. It prohibits any form of retaliation, direct or indirect, against an individual who raises a concern in good faith. This protection extends to anyone who assists with, or cooperates in, an investigation or report of misconduct.

## Advice Line

All employees are responsible for immediately reporting any suspected violation of the Code of Conduct and related company policies. Ethics concerns may be confidentially reported through the Boston Scientific Advice Line. The toll-free, 24-hour service is operated by a third party seven days a week in multiple languages.

## Global Human Rights and Labor Standards

We adhere to human rights and labor laws in every location where our company operates. In 2020, we finalized the [Boston Scientific Human Rights Policy](#), which articulates our commitment to promoting human rights principles as recognized and understood by the international community. These principles include vigilance against modern slavery, human trafficking, bribery, discrimination and harassment.

Our human rights policy supports and is guided by the principles of the United Nations (UN) International Bill of Rights as well as:

- The Universal Declaration of Human Rights.
- The UN Guiding Principles on Business and Human Rights.
- The International Covenant on Economic, Social and Cultural Rights.
- The International Labor Organization Declaration on Fundamental Principles and Rights at Work.
- Global Reporting Initiative Sustainability Reporting Standards.

We also adhere to disclosure requirements under the California Transparency in Supply Chains Act and the U.K. Modern Slavery Act.

## EQUIPPING LEADERS TO ADDRESS EMPLOYEE CONCERNS

As the pandemic changed how we work, we continued our Open Doors initiative using online resources to ensure managers could maintain a virtual open door with employees, including those with compliance concerns.



# Risk Management and Global Security

Under the oversight of our board of directors, our enterprise risk management team supports company leadership with guidance to achieve performance objectives. The team analyzes strategic, operational, financial, legal and compliance risks to ensure we can adapt to challenges, pursue opportunities to help patients and meet commitments to stockholders. Led by our vice president of global internal audit, our risk management experts identify enterprise-level developments that could be barriers to meeting customer and patient needs or preserving and growing stockholder value. Any issue that presents a potential risk to the company's financial results, operations or reputation is reported by management to the Board of Directors or one of its committees.

## BEST-IN-CLASS GLOBAL SECURITY



The Boston Scientific global security and resiliency team was ranked in the top 10 of all U.S. manufacturers' security departments in Security magazine's 2020 [Security 500 rankings](#). The team's leadership has also [been recognized](#) for its commitment to diversity, equity and inclusion.



## RISK MANAGEMENT:

## PREPARING TO HANDLE ANY SITUATION

Matt Sprague leads our team of risk management experts that identify enterprise-level developments that could be barriers to meeting customer and patient needs.

**"The COVID-19 pandemic has broadened our definition of risk and expanded the scenarios we plan for in our risk management approach and processes, resulting in sharper action plans, escalation paths and lines of communication."**

**Matt Sprague**, vice president, Global Internal Audit



Business Resiliency

The Boston Scientific business resiliency strategy ensures that we can sustain operations and secure our facilities in the event of a crisis. Our global security and resiliency team plans and prepares for a range of potential threats, including wildfires, tornados, earthquakes, hurricanes and the effects of climate change. They use risk and impact assessments to plan for disasters or events that could interfere with our ability to deliver products for patients or jeopardize the safety of our people, suppliers or communities. The team also works closely with our IT disaster recovery experts to identify technology vulnerabilities so we can make the right investments to keep company operations secure.



When COVID-19 cases first emerged, our security, resiliency and medical teams acted quickly to protect our people and business operations while taking steps to ensure that our devices and therapies would continue to reach patients. Our employees provided on-site support to customers in accordance with guidance from local health authorities, as well as hospital protocols. To prevent on-site outbreaks and ensure extra safety, employees who could perform their job functions from home worked remotely with flexible work arrangements. We also shipped personal protective equipment (PPE) to company locations for employees’ use, provided COVID-19 testing for employees and issued pandemic guidance for teams globally. Based on virus-tracking data, we implemented new safety protocols, adapted facilities for social distancing and rolled out plans for the tiered resumption of manufacturing operations in locations where case counts subsided.

BUSINESS CONTINUITY:

RESILIENCY AND THE GLOBAL PANDEMIC



Ty Harris leads the company’s business resiliency efforts to help ensure continuity in operations and safety for our employees.

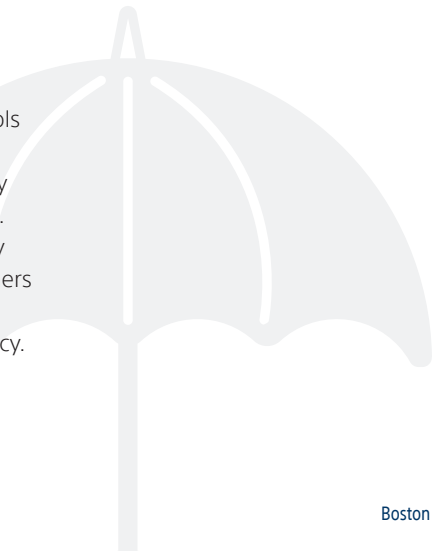
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**“We have a strong global resiliency model to protect the enterprise in the event of a crisis. In early January, when our global intelligence team alerted us to the COVID-19 outbreak in Wuhan, we were able to act immediately to anticipate the extent of the threat and keep employees safe. With new protocols and work streams, we kept critical operations intact and created work environments without community-spread at our sites.”**

**Ty Harris**, director, Global Security and Resiliency

Protecting Global Assets

Our global security and resiliency team ensures the safety of our people as well as enterprise assets and operations. The team uses industry-standard protocols and global situational awareness tactics to manage our security posture and to maintain a global security operations center 24 hours a day, seven days a week. Their work to maintain and enhance physical security and cybersecurity is supported by a network of partners specializing in cybersecurity, environment, health and safety, supply chain, global regulation and data privacy.





## Governance

The Boston Scientific Board of Directors has well-established [corporate governance guidelines](#) and adopted written charters for each of its standing committees (audit, executive compensation and human resources, risk, nominating and governance). Our Code of Conduct reflects the company's commitment to good corporate governance and compliance with the rules and listing standards of the New York Stock Exchange and other legal requirements.

### Global Tax Strategy and Compliance



Our business makes a positive economic and social impact around the world, strengthening the communities where our people live and work. In keeping with our commitment to social responsibility, we prioritize our role as a responsible taxpayer. We comply with all applicable tax laws, regulations and related disclosure requirements in every jurisdiction where we operate. Our tax professionals are committed to the highest compliance standards and use processes based on standardization and automation to minimize our tax risk.

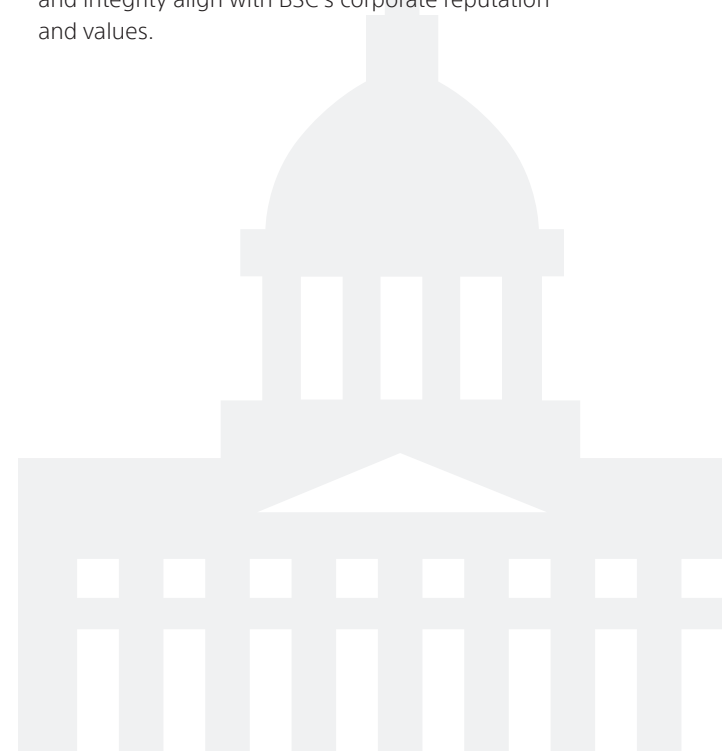
### Political Involvement and Contributions



Boston Scientific supports public policies that promote diversity, equity and inclusion and improve patient health, our employees' lives and the communities we serve. We advocate for policies that focus on increasing patient access to life-changing and life-saving technologies. The company [posts annual updates](#) on contributions to political action committees, corporate contributions to state officials and memberships in associations that engage in public policy advocacy.

To advance sound public policy, the Boston Scientific Corporation Political Action Committee (PAC) facilitates voluntary political contributions by eligible employees and our board of directors in accordance with federal law. While the PAC supports our company values, it does not accept any contributions made on behalf of any corporations, including Boston Scientific, nor does it contribute to presidential campaigns. The PAC is run by a governing board of senior employees who represent our primary businesses. The nominating and governance committee of our board of directors annually reviews political contributions made by our company and the PAC. Contributions to political candidates are bipartisan, and to be eligible for funding, candidates must meet one or more of the following criteria:

- **Policy alignment:** The candidate is aligned with the company's top public policy priorities; or,
- **Leadership and jurisdiction:** The candidate serves in elected leadership within the Congress and/or sits on a congressional committee with jurisdiction over issues impacting our business; or,
- **Constituency:** The candidate represents a district or state in which a company facility exists and/or serves a significant population of our employees; or,
- **Values and reputation:** The candidate's character and integrity align with BSC's corporate reputation and values.



## Setting Industry Standards

Boston Scientific collaborates with trade associations and regulatory bodies around the world to set new standards in quality and stay informed about regulatory developments so we can be agile in our response. We make it a priority to help shape industry and regulatory approaches to quality by sharing the best practices behind our patient-centric systems.

- FDA Digital Health: We are working closely with the FDA through the Digital Health Software Precertification Pilot Program to expedite patient access to safe and effective software-based medical innovations.
- Medical Device Innovation Consortium: We are part of this public-private partnership with the FDA to advance solutions that promote patient access to innovative medical technologies.

## Responsible Marketing

Boston Scientific is committed to ethical and responsible marketing and promotion. Our Code of Conduct and other employee policies emphasize the importance of fair and honest communications with patients, customers and the public. The company's sales and marketing training for all customer-facing employees covers fair and honest marketing practices, respect for intellectual property, interactions with physicians and public officials, and conflicts of interest.



### 2020 Responsible Sales and Marketing Training:

**\$1.9 million** invested  
in sales and marketing training  
programs

**+12,000 hours** of training  
for customer-facing employees

# Sustainable Supply Chain

The company’s manufacturing and supply chain teams lead our efforts to plan, source, manufacture and distribute more than 17,000 products to customers and patients worldwide. More than 22,000 indirect and direct suppliers meet the highest quality standards for materials and service, ethical conduct, and compliance with all applicable laws and regulations. To identify supply chain partners supporting product development and ongoing supply for manufacturing, we use a standardized supplier performance tool that assesses each organization’s business practices and corporate citizenship. This protocol enables us to build relationships with responsible, high-performing suppliers who make significant contributions to our work.

## PROTECTING SUPPLY CHAIN STABILITY IN 2020



In early 2020, the Boston Scientific global sourcing team shifted resources to keep our supply chain stable; as a result, we did not experience manufacturing outages amid the pandemic. The interventions we took included:

- Tracking supplier status and inventory in risk areas and taking action to prevent shortages.
- Monitoring safety stock levels and building up product supplies as warranted.
- Mitigating risk for technology and material shortages by identifying new vendors.
- Analyzing continuity risks by product family.

## Supporting Supplier Diversity

Our approach to supplier selection involves building diversity, equity and inclusion throughout the Boston Scientific supplier network. In 2020, as part of our combating racism strategy, we took steps to further expand the number of Black-owned enterprises that provide supply chain services for our business in the United States. We also supported small and diverse vendors during the pandemic by shortening payment terms for those whose business with us is under \$250,000.

We prioritize partnerships with certified companies that share our dedication to improving the quality of patient care, including businesses that are:

- |                          |                    |
|--------------------------|--------------------|
| ■ Minority-owned         | ■ Veteran-owned    |
| ■ Women-owned            | ■ LGBTQ-owned      |
| ■ Small or disadvantaged | ■ Disability-owned |
| ■ Service-disabled       |                    |

### PERSPECTIVE ON SUPPORTING SUPPLIER DIVERSITY:

SAKEN KHOKHAR



**“I’ve never been more impressed by our diverse network of suppliers than I was in 2020. Each came through to ensure our products were available wherever they were needed in the world. We are proud to partner with businesses with so much diversity of talent and perspective.”**

Saken Khokhar, manager, Supplier Diversity



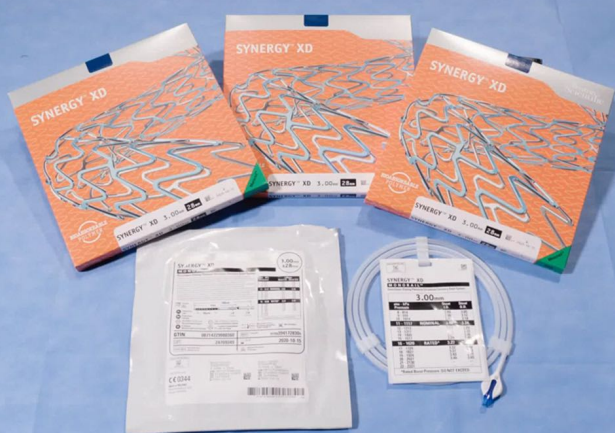
### 2020 Supplier Diversity:

Worked with **3,200 diverse suppliers**

Spent **\$599 million** on the services of diverse suppliers



## PACKAGING MATERIAL EFFICIENCY



The new SYNERGY™ XD Bioabsorbable Polymer Stent single-barrier packaging system reduced total shipping weight by 26.9 metric tons globally.

## Packaging and Labeling

Packaging practices at Boston Scientific reflect the critical need to ensure the highest quality sterilization, distribution, storage and use of our medical devices. We collaborate with customers and conduct usability assessments to ensure we are meeting their needs and requirements. The company has controls in place to verify that our product labeling meets global labeling regulations and all internal quality standards.

## Sustainability in Packaging and Labeling

We develop packaging sustainability goals under the guidance of a global sustainability packaging and labeling steering committee. Our packaging and labeling practices include optimizing design, reducing waste and limiting emissions from shipping. In 2020, we conducted a global survey with customers to learn more about their sustainability practices and how we can work together to reduce waste and emissions. As a member of the Healthcare Plastics Recycling Council, we participated in its work to increase the recycling of plastics in clinical settings. This work has improved our ability to trace raw materials and learn how our customers dispose of the plastics used to safely deliver our products.

Boston Scientific packaging teams routinely share case studies to communicate the company's support for sustainability and to share successful practices with our global teams. In 2020, we shared the following accomplishments:

- Packaging consolidation: By consolidating sterile barrier systems and sourcing more packaging materials locally in Clonmel, Ireland, the Neuromodulation team avoided using 755 kg of plastic and 1.03 metric tons of carbon emissions.
- Cold chain packaging redesign: By developing new packaging for SpaceOAR™ Hydrogel and SpaceOAR Vue™ Hydrogel that uses cold chain technology, we shipped more product per pallet and extended the time products can spend in transport.
- Packaging material efficiency: By shifting from two-pouch packaging to a single-pouch and thinner carton for the SYNERGY™ XD Bioabsorbable Polymer Stent, we reduced total shipping weight by 26.9 metric tons worldwide.

## REDUCING WASTE WITH ELECTRONIC INSTRUCTIONS

To reduce paper waste, we host an [eLabeling website](#) where customers can download Instructions for Use (IFU) for an increasing number of Boston Scientific products. Many IFU booklets that were previously printed and shipped with devices are now available online in multiple languages. By converting to electronic-only instructions for customers in Korea and Russia, we cut paper waste in the region by 35 metric tons in 2020.

2020 Packaging Sustainability  
Snapshot:

**164 metric tons** of  
packaging removed from waste  
stream

**1,100 acres** of forest saved

**5,300 products** diverted  
from landfills during development

**697 pallet** shipments avoided



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[bostonscientific.com](http://bostonscientific.com)