

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



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



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



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

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



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&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"



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



6,000+ employees across nine ERGs

110 chapters globally

42 chapters outside the U.S.

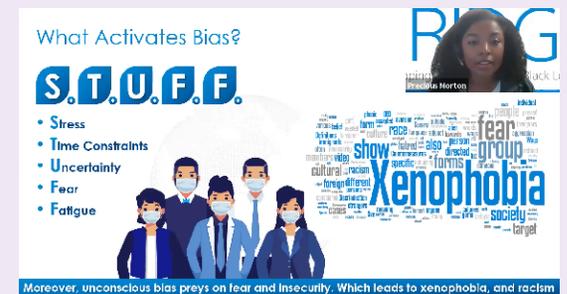
11 virtual chapters

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

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.



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