



2021 Performance Report

Advancing Science for Life



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Patient spotlight: Arnold Vargas Gonzalez

Not long after joining Boston Scientific, Arnold Vargas Gonzalez sensed it would be more than just a job. “The Boston Scientific quality culture inspired me right away,” says the 39-year-old, who is based in Coyoil, Costa Rica.

Arnold worked hard to progress from product builder to quality inspector, and with encouragement and support from his leaders and colleagues, he pursued a degree in industrial engineering to advance his career in quality.

After earning a promotion to quality engineer, Arnold suffered gallbladder complications, which led to a critical surgery. When doctors showed him the stent they were using, he knew he would make a full recovery. “I saw the Boston Scientific logo and it gave me such peace of mind. I believed in the device because we built it.” Arnold was soon back on the quality front lines and to his studies.



Arnold and his wife Eimy, who also works in manufacturing at our Coyoil site, are inspired to make life better for patients every day.

In 2021, amid global uncertainty, Arnold and his team stood strong — along with 41,000 Boston Scientific colleagues around the world. Across the company, our people innovated to improve patient outcomes, stay connected with customers and deliver solutions wherever they were needed.

The collective resolve of our global team accelerated our progress as a business and as a corporate citizen. We found new ways to support our communities, protect the environment we all share and make care more equitable.

Like Arnold, we believe — in the power of doing our part, always working for a better future and advancing science for life.



**“I knew my future would be here,
making our products — always with
the patient in mind.”**

Arnold Vargas Gonzalez
engineer,
Quality Assurance
and Boston Scientific patient

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This report has been prepared in reference to the Global Reporting Initiative guidelines and the SASB standards for the Medical Equipment & Supplies industry. Unless otherwise indicated, data in this 2021 Performance Report and appendix are as of December 31, 2021, or for the year ended December 31, 2021, as applicable. Please refer to the appendix for detailed metrics and key definitions used within this report. Reporting on other matters specific to financial performance of the company and its subsidiaries can be found in our [2021 Annual Report](#).



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A message from our Chairman and Chief Executive Officer

At Boston Scientific, we have always been dedicated to advancing science for life. Now more than ever — at a time when we face continued challenges and uncertainty as a global community — we are hopeful and united by our mission and values to create a healthier, brighter future for one another and for our planet.

**“Working together, we can
continue to transform lives around
the world through innovative
medical solutions.”**

Mike Mahoney

Chairman and Chief Executive Officer,
Boston Scientific

We remain confident in our progress and committed to transforming care, investing in our people, accelerating possibilities, protecting the environment and creating value responsibly. Our 2021 performance report is one example of our efforts to be transparent and accountable to the public and our many stakeholders. We are committed to understanding and managing environmental, social and governance (ESG) opportunities and risks in our business practices.

Overall, performance across Boston Scientific businesses remains strong and our future is promising. We’ve accomplished a great deal as we learned to manage through the pandemic. In 2021, we invested more than \$1 billion in research and development and launched 90 new products to advance patient care. We strengthened our digital capabilities to enhance patient engagement to facilitate remote education and training for health care providers. Our teams conducted 145 global clinical trials and received approximately 1,250 market approvals that expand access to our technologies. Above all, we improved the lives of more than 30 million patients.

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Addressing inequities in workplaces, communities and health care systems

The inequities in our workplaces, communities and health care systems have been starkly revealed over the last few years — by the pandemic, polarizing political environments, racial and social injustice and economic uncertainty. We have committed to support diversity, address health inequities and combat systemic racism and injustice both within Boston Scientific and our communities. In 2021, we made progress toward our goals by taking the following actions:

- Deepened our diversity programs aimed at eliminating bias, racism and other forms of discrimination in our workplace as part of our 3Up by 2023 initiative, which is aimed at increasing representation of women and multicultural talent at the management level.
- Introduced a human capital scorecard as part of our 2021 annual bonus program to hold ourselves accountable for building a more diverse and inclusive workplace and achieving our environmental goals.
- Expanded relationships with certified companies that share our dedication to improving customer and patient care, which included investing more than \$865 million in small and diverse suppliers to help us meet our business objectives through external collaborations.
- Extended our advocacy across 28 national and local organizations as part of the second year of a \$3.5 million multiyear strategy to combat inequity, systemic racism and injustice in the U.S.
- Increased diversity in medical research and partnered with community health care providers to expand awareness of health disparities and address them through our Close the Gap health equity initiative.
- Contributed more than \$75 million in corporate donations to fund medical research, fellowships, education and charitable organizations globally.

¹ Inclusive of all manufacturing and key distribution sites only.

² Reflects adjustments to previously reported figure of 72% renewable electricity in our 2022 Annual Proxy Statement, based on subsequent internal audit.

Taking action for a healthier planet

By protecting the planet's health, we protect human health. That's why sustainable and inclusive business practices are central to our work to transform lives.

We are on track to achieve carbon neutrality by 2030 in all manufacturing and key distribution sites. In 2021, we committed to setting new science-based targets and reaching net-zero carbon emissions across our entire value chain by 2050.

So far, we've cut our energy usage by investing in and increasing energy efficiency at all of our sites. This includes new construction that meets the highest climate standards. Nearly half of Boston Scientific real estate — more than 4 million global square feet — currently meets International Organization for Standardization (ISO) and Leadership in Energy and Environmental Design (LEED) energy and environmental standards. We are also converting to renewable energy. In 2021, 73% of our electricity came from renewable sources (exceeding our interim goal of 50% by 2021) and we aim to source or generate 100% of our electricity from renewable sources by 2024.^{1,2} We are also pursuing efforts to better manage or reduce waste, conserve water and increase medical device recycling to minimize environmental impact of our products and packaging. To better protect our business and customers from climate-related disruption, our climate risk approach entails oversight, risk management and mitigation efforts throughout our business.

Creating a healthier, more equitable future

We have much work to do but we are making meaningful progress. The spirit and commitment of our global team has enabled us to succeed during uncertain times. We have a robust portfolio and pipeline, ambitious research and development, the highest quality standards and a deeply talented global team. Working together, we can continue to transform lives around the world through innovative medical solutions.



Mike Mahoney

Chairman and Chief Executive Officer,
Boston Scientific

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Our mission and values

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

Our work is guided by core values that define the Boston Scientific culture and empower our employees.

Caring

We act with integrity and compassion to support patients, customers, our communities and each other.

Meaningful innovation

We foster an environment of creativity to transform new ideas into breakthrough services and solutions that create value for patients, customers and employees.

High performance

We strive for high performance to benefit our patients, clinicians and shareholders.

Global collaboration

We work collaboratively to pursue global opportunities that extend the reach of our medical solutions.

Diversity

We embrace diversity and value the unique talents, ideas and experiences of our employees.

Winning spirit

We adapt to change and act with speed, agility and accountability to further improve patient care.



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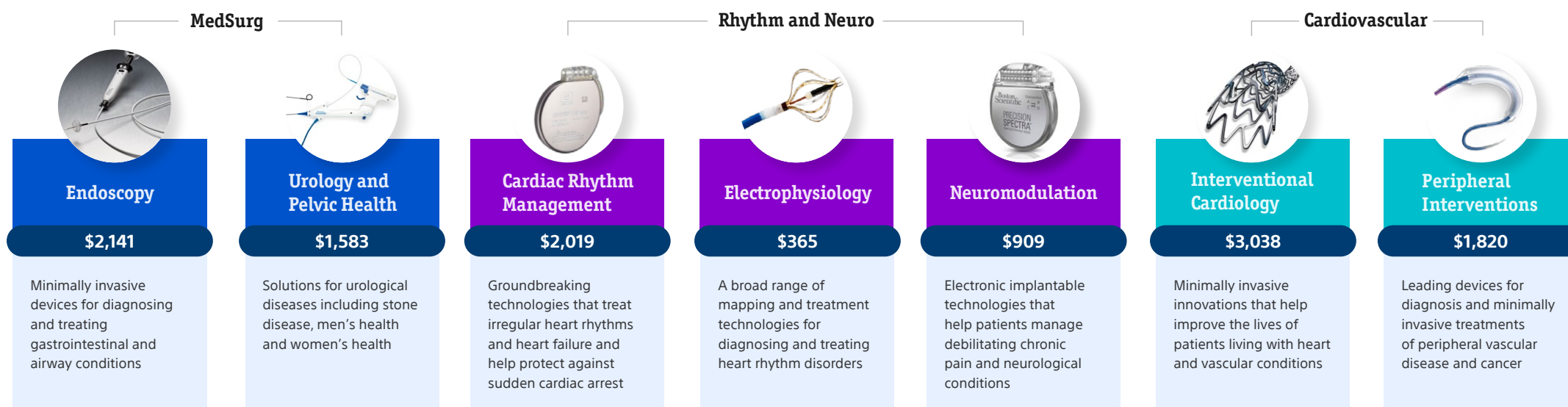
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Boston Scientific: 2021 at a glance

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.

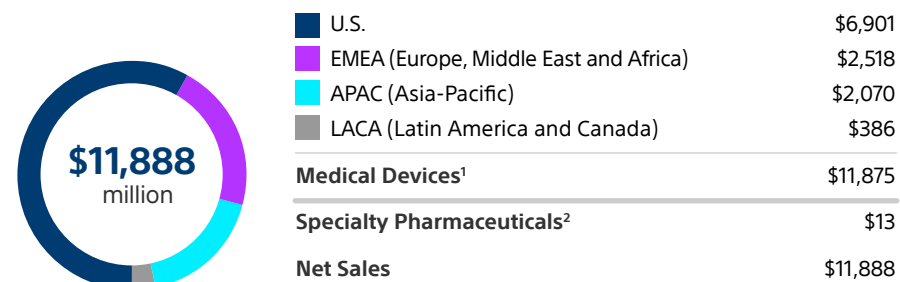
2021 net sales by business

(dollars in millions)



2021 net sales by region

(dollars in millions)



¹ We have three historical 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. In the first quarter of 2022, we reorganized our operational structure in order to strengthen our category leadership in the markets we serve and, in particular, benefit our Cardiology customers and patients. Following the reorganization, we have aggregated our core businesses, into two reportable segments: MedSurg and Cardiovascular, each of which generates revenues from the sale of medical devices.

² On March 1, 2021, we completed the sale of the Specialty Pharmaceuticals business. Our consolidated net sales include Specialty Pharmaceuticals up to the date of the closing of the transaction. Specialty Pharmaceuticals net sales were substantially U.S. based and presented as a stand-alone operating segment alongside our Medical Device reportable segments.



To learn more about our category leadership strategy and growth opportunities, visit our [Investor Relations](#) website.

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Our ESG strategy: Advancing science for life

We believe in the life-changing potential of science for health care providers, their patients and communities. Our focus on improving patient health comes with a responsibility to have a positive impact on the world we share. We are committed to understanding, managing and integrating environmental, social and governance (ESG) risks and opportunities into our business practices. Guided by these insights and our values, we are making measurable progress.

Our people in approximately 115 countries are the driving force behind our initiatives aimed at addressing the world's most pressing challenges, including inequity, economic disparity, climate change and environmental protection. Subject matter experts from across the company serve on our global ESG council and champion our ESG priorities. The council's efforts are directed by our ESG steering committee, composed of senior leaders and led by a member of our executive committee. These members help shape our enterprise strategy and provide regular updates to our board of directors and its Nominating and Governance Committee, which has responsibility to monitor developments and oversee the company's practices and policies related to environmental and social issues, and other matters impacting our standing as a responsible corporate citizen. Within this framework, everyone in the organization has responsibility for and contributes to ESG progress.



Linking compensation to ESG performance

We introduced a human capital scorecard as part of our 2021 annual bonus program for all eligible employees. This is intended to reinforce our ESG focus and hold ourselves accountable to our goals in a measurable way. The human capital scorecard is weighted at 15% of our total bonus pool funding and equally divided among three ESG performance metrics.

Human capital scorecard

Performance metric

2021 results

Diversity, equity and inclusion (DE&I)

- Increased representation of women in supervisor and manager roles globally to 41.1% and multicultural employees in the U.S. and Puerto Rico to 21.6%. Our 2021 goals were 41.5% and 22.2%, respectively.

Employee engagement and retention

- Conducted an employee engagement survey and executed against our multi-year enterprise action plan.
- Met key employee retention rate goals.

Environmental

- Increased renewable electricity use to 73% and decreased carbon footprint to 52.3k metric tons.^{1,2} Our 2021 goals were 70% and 55.0k metric tons, respectively.

¹ Inclusive of all manufacturing and key distribution sites only.

² Reflects adjustments to previously reported figures of 72% renewable electricity and 53.7k metric tons CO₂ in our 2022 Annual Proxy Statement, based on subsequent internal audit.



For more information on our compensation programs, including the human capital scorecard, please see the Compensation Discussion and Analysis section of the company's [2022 Proxy Statement](#).

Stakeholder engagement for ESG progress

Our ESG strategy, priorities 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.



Learn more about our stakeholder engagement in the [Appendix](#).

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Assessing our ESG priorities

We can better focus our efforts to reduce risk and drive positive impact when we fully understand the ESG topics most important to our stakeholders and our business. In 2021, we engaged with an independent third-party consulting firm to update our materiality¹ assessment. The work to examine our priority topics involved in-depth interviews, peer benchmarking and guidance from internationally recognized sustainability frameworks and standards. After consulting with internal subject matter experts on the topics identified by the assessment, the Boston Scientific ESG Steering Committee, Executive Committee and Board of Directors reviewed the findings.

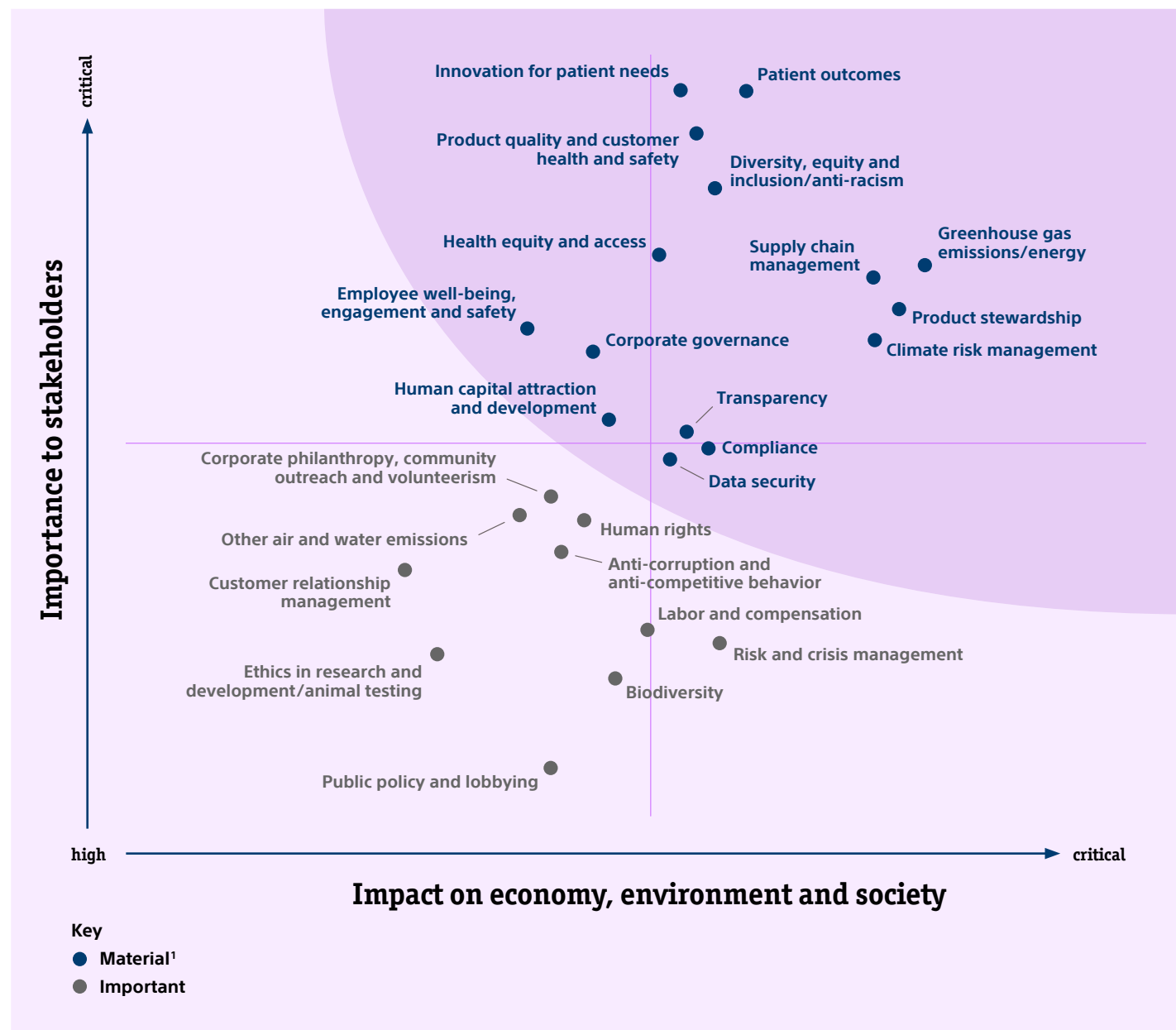
Taking direction from our stakeholders

We worked with our outside experts to assess research and benchmarking results and distill more than 100 potential material topics to 31. Based on this process and input gathered from stakeholder outreach, we scored potential topics on two dimensions: importance to stakeholders and impact on the economy, environment and society.

Informed by our materiality assessment and our values, we prioritized 15 material topics that would have the greatest impact. Our teams will be working to further prioritize and integrate these findings into our ESG strategy. We will continue to regularly monitor and assess progress to ensure we remain focused on the issues of greatest importance to our stakeholders.

¹ Throughout this report, we use the Global Reporting Initiative Standards definition of materiality in order to identify and prioritize ESG topics for the company. This standard is different from the definition and concept of materiality within the securities laws that we use to assess, among other things, required disclosure in Securities and Exchange Commission filings. ESG topics identified as “material” for purposes of this report may not be considered material to the Company as a whole, including for SEC reporting purposes.

Our ESG materiality matrix



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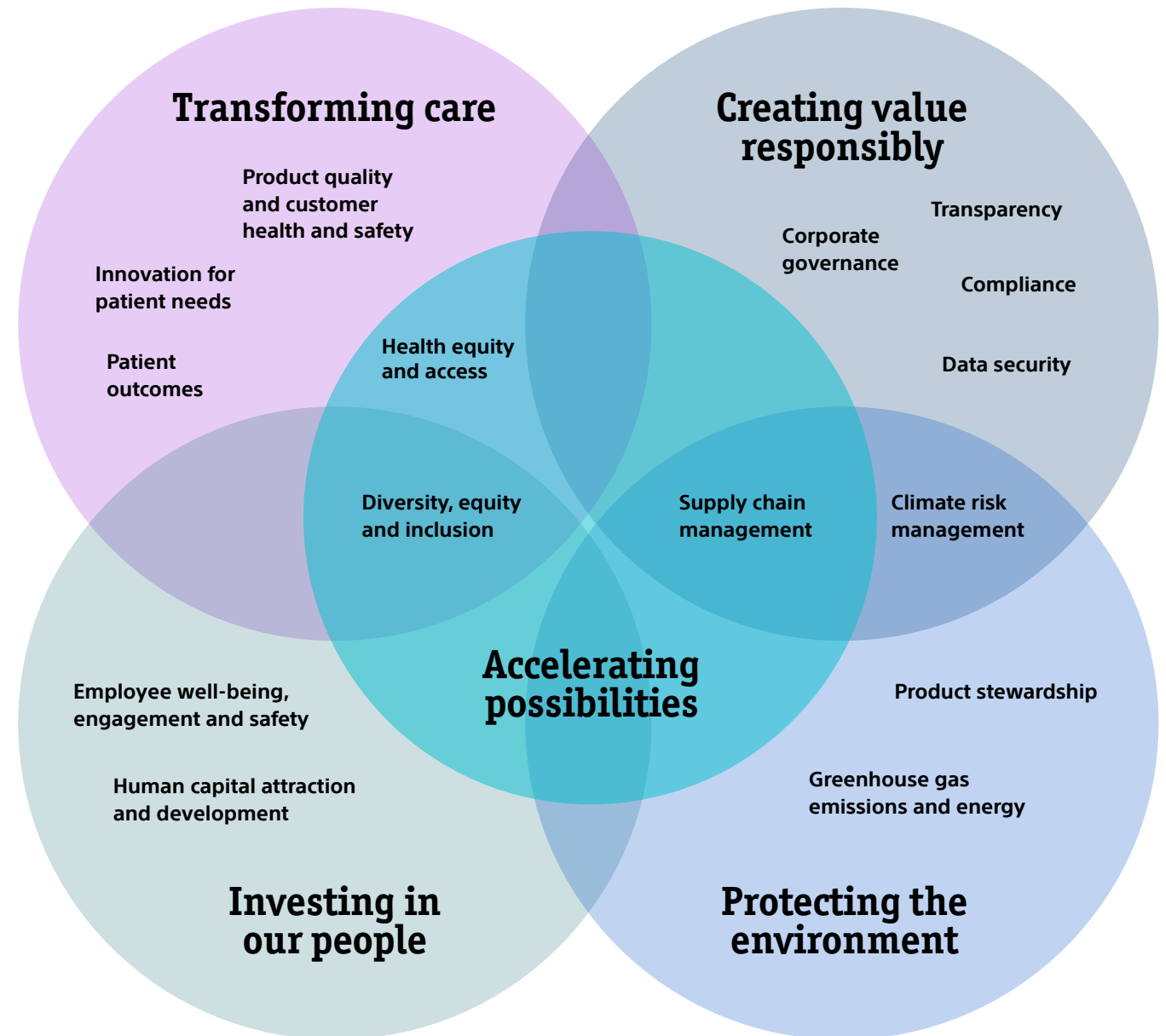
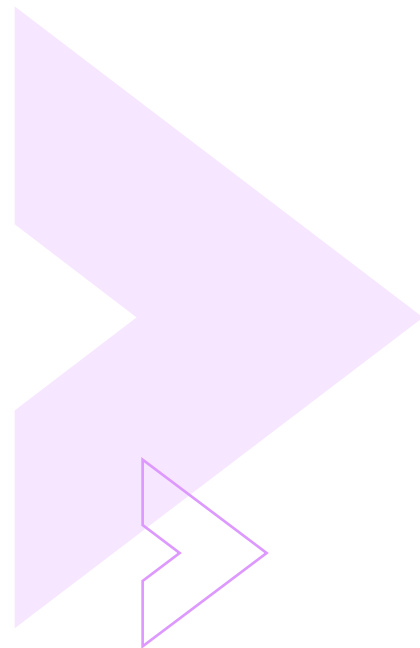
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Our ESG framework

We have organized our areas of focus under five pillars that reflect our ongoing dedication to ESG as we pursue our commitment to advance science for life. In some cases, they overlap across our pillars, which is represented in the graphic to the right:



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Transforming care

30+ million

patients served

\$1+ billion

invested in R&D for
products to advance
patient care



Investing in our people

41.1%

of supervisor and manager
roles held by women globally;
21.6% by multicultural
employees in the U.S.
and Puerto Rico

99%+

pay equity



Accelerating possibilities

70

hospitals and providers
acted to address inequities
in specialty care through
Close the Gap partnerships

\$75+ million

in contributions for medical
research, fellowships,
education and charitable
organizations globally



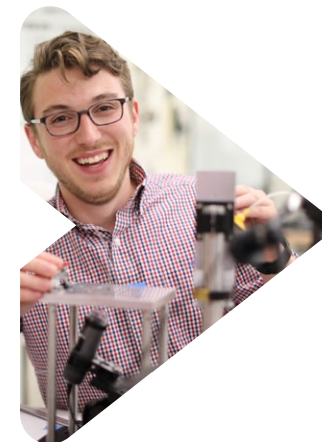
Protecting the environment

68%

reduction in greenhouse gas
emissions since 2009
(Scope 1 and 2)¹

73%

of electricity consumed
generated from renewable
sources, surpassing our
interim goal of 50% by 2021^{1, 2}



Creating value responsibly

~35 million

products delivered

\$865+ million

spent on small and
diverse suppliers

¹ Inclusive of all manufacturing and key distribution sites only.

² Reflects adjustments to previously reported figure of 72% renewable electricity in our 2022 Annual Proxy Statement, based on subsequent internal audit.

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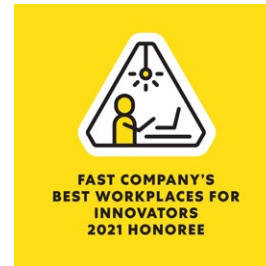
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Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



Bloomberg
Gender-Equality Index (GEI)
(2019 – 2022)

Catalyst Award
(2022)

Clarivate Analytics
Top 100 Global Innovators
(2017 – 2021)

Disability Equality Index (DEI)
Best Place to Work for
Disability Inclusion
(2016 – 2021)

**Dow Jones Sustainability
Index North America**
(2020, 2021)

Fast Company
Best Workplaces for Innovators
(2020, 2021)

Forbes
Best Employers for Diversity
(2018 – 2022)

Forbes
World's Top Female
Friendly Companies
(2021)

FORTUNE
World's Most Admired Companies
(2016 – 2022)

FTSE4Good Index
(2016 – 2021)

Glassdoor
Employees' Choice Best
Places to Work
(2018, 2019, 2022)

Human Rights Campaign (HRC)
Best Places to Work for
LGBTQ Equality
(2015 – 2022)

JUST Capital and CNBC's
America's Most JUST Companies
(2020 – 2022)

Newsweek
America's Most Loved Workplaces
(2021)

Newsweek
America's Most
Responsible Companies
(2020, 2021)

Seramount Inclusion Index
Leading Company
(2021)



Visit our website for more information on our recent [awards and recognitions](#).

✓ **Transforming care**

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Transforming care

**When we challenge the status quo, we advance
breakthrough ideas to transform lives.**

Our work in health care is about addressing patients' critical needs, expanding access to care and helping improve outcomes so people can lead longer, better lives.



\$1+ billion

invested in R&D for products
to advance patient care

30+ million

patients served



Overview and 2021 highlights

Amid significant disruption and uncertainty in a prolonged pandemic, our teams challenged what was possible. We developed new capabilities and adapted to stay connected with customers who were frequently faced with treating patients in challenging settings. Our people upheld rigorous quality processes, delivered market-leading solutions around the world and collaborated with providers and communities to expand health care access. To increase the impact of our work, we enhanced our digital platforms that support our products and help keep us engaged with physicians and their patients.

Innovating to meet more patient needs

Our teams are always reaching for breakthrough solutions that will make a meaningful difference for patients and health care providers. Our products help physicians diagnose and treat complex cardiovascular, vascular, digestive, oncological, neurological, urological and pelvic health diseases and conditions. We work across the company and with trusted experts and providers to deepen our portfolio in these areas and continue to create value for patients, physicians and payers. Our innovations are the result of organic research, collaborations, tuck-in acquisitions, investments in emerging technologies and strategic partnerships.

Research and development (R&D) to advance innovative care

We pursue scientific advances through 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 help us develop solutions to address unmet customer and patient needs. In 2021, we invested more than \$1 billion in R&D and launched 90 new products to advance patient care. Thirty-five percent of total company revenue flowed from products released between 2019 and 2021, which we believe represents a strong pace of innovation.

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. One example of how these R&D Centers of Excellence teams work together to inspire continuous innovation is our growing line of drug-eluting devices. Since introducing drug-eluting coronary stents in the early 2000s, our teams have advanced the technology and developed new devices to address a broader range of conditions. We offer our customers both a drug-coated balloon and a drug-eluting stent, providing a comprehensive set of therapies to treat patients with peripheral artery disease in major markets.

2021 innovation results



\$1+ billion

invested in R&D



10.1%

R&D spend as percent of sales



90

new products



35%

sales generated from new products
launched over the last three years

**“Since our founding, creating
something new that
makes a difference in
patients’ lives is at the
heart of how we innovate.”**

Randy Schiestl

vice president, R&D,
Global Technology



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Partnering to accelerate scientific progress

Our teams work closely with external research organizations, academic institutions and practitioners to evaluate ideas, develop medical device designs and conduct feasibility studies. For instance, through our Motion Medical joint innovation accelerator with the Mayo Clinic, engineers from Boston Scientific work with physicians to develop prototypes and treatments for conditions that impede quality and longevity of life.

Here are some highlights from our collaborations.

gBETA MedTech Black Founder Accelerator: The first [gBETA MedTech program](#) specifically for early-stage Black-owned businesses announced its initial cohort of five health care start-ups.

PracticePoint Alliance: Our engineers worked with [Worcester Polytechnic Institute \(WPI\) faculty and students](#) to develop robotics concepts and test endoscopy and urology prototypes.

MEDX Xelerator: The [medical device and digital health-focused incubator](#) announced its first million-dollar challenge for physicians and engineers pursuing novel ways to meet health care needs.



Seeking new opportunities to deliver breakthrough solutions

Through our venture portfolio and strategic acquisitions, we invest in early-stage and commercial-stage companies to identify technologies that expand our ability to diagnose and treat complex diseases and conditions. In 2021, Boston Scientific announced five acquisitions that we anticipate will help us advance outcomes and strengthen our pipeline. Learn more about each acquisition on our [website](#).



~\$1 billion

invested in venture portfolio
over the past decade



~35

active venture investments in 2021



3 out of 5

of our 2021 acquisitions announced
came from our venture portfolio

Pre-clinical science and clinical trials

Before Boston Scientific products proceed to human clinical trials, we use stringent pre-clinical standards to conduct extensive research into new devices. After clinical trials generate safety and efficacy data, we publicly report the outcomes. In 2021, we continued to strengthen and refine our operating procedures to ensure we met or exceeded all European Union Medical Device Regulation (EU MDR) requirements.



To learn more about progress we have made advancing diversity in clinical trials, go to [Accelerating possibilities](#).

Active clinical trials



145

active clinical trials with
14,000 patients enrolled globally



Addressing health economics to improve market access

To increase patient access to needed medical therapies globally, our Health Economics and Market Access (HEMA) team studies the health economics associated with using our devices. HEMA economists use clinical outcomes and real-world data to demonstrate the economic value of our medical solutions and share that clinical and economic evidence to support payer and provider decision-making. The HEMA team worked closely with our Close the Gap initiative in 2021, using health disparity analytics to engage providers and advocate for clinical trial reimbursement policies that support more diverse representation.

As a result of the HEMA team's efforts in 2021, we made the following advances to improve patient access to treatment:

Access in the U.S.

Most insurance plans in the U.S. now cover approved use of the WATCHMAN FLX™ left atrial appendage closure device.

The U.S. Centers for Medicare & Medicaid Services granted new payment terms for single-use duodenoscopes, including the Boston Scientific EXALT™ Model D, increasing patient access to medical technology that substantially improves diagnosis and treatment. Providers now have access to a device for the 40% of Medicare patients who need treatment for problems in the liver, gallbladder, bile ducts and pancreas.

Access in South Africa

Nearly 3 million patients now have access to procedures utilizing the AXIOS™ Stent and Delivery System, which enables physicians to treat patients endoscopically instead of surgically.

Access in Korea

In Korea, patients now have access to procedures involving the SpyGlass™ DS direct visualization system and TheraSphere™ therapy for hepatocellular carcinoma (HCC).

Global evidence generation

The HEMA team published eight peer-reviewed health economics manuscripts and 24 peer-reviewed abstracts to contribute to the global evidence base for payer and other purchasing decision-makers.

"It's all about access. If a health care provider believes their patient is going to benefit from a procedure, we want to make sure it is affordable and covered by the payer so the patient receives the care they need."

Jenifer Levinson

vice president,
Global Health Economics
and Market Access



Ensuring quality, health and safety

Health care providers and their patients deserve transparency about the quality of our solutions. That is why a comprehensive quality infrastructure guides our work through the life cycle of each Boston Scientific product. Our global quality and safety teams diligently oversee the processes and systems for everything we do — from research, development and design to product building, supply chain operations and distribution. Our annual bonus plan includes a quality metrics modifier, which allows the Executive Compensation and Human Resources Committee of the Board to reduce annual bonus plan funding for failure to meet quality goals and to reinforce accountability across the company.

- **The Boston Scientific Best4 strategy** is the framework our teams follow to deliver industry-leading quality through a patient-centric culture, agile quality processes, a relentless focus on product performance and global regulatory compliance.
- **Our global quality system** continuously integrates customer feedback and enables us to adapt to changing global regulatory requirements.
- **Quality improvement projects** are prioritized companywide to ensure that our products meet the highest performance and safety standards and achieve excellent patient outcomes.
- **Boston Scientific quality system training** is mandatory for all employees and compliance is monitored through quality management oversight.



Everyone makes an impact

Our quality culture is reinforced through annual Everyone Makes an Impact (EMAI) virtual events where patients and caregivers share how Boston Scientific devices improved their lives.



At EMAI 2021, Brooke Thomas discussed how receiving an implantable cardioverter defibrillator (ICD) changed her life.



To learn more, visit our [newsroom](#).

Boston Scientific Quality teams collaborated with Human Resources to reinforce our quality focus through companywide incentives. For example, we launched the Quality Catch recognition program for product builders at all manufacturing sites. Employees who raise system or process concerns that lead to quality improvements are recognized by supervisors and peers for contributions such as “Eagle Eye” and “Raise Your Hand” catches.

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Taking a comprehensive quality approach

Our Corrective and preventative action (CAPA) efforts in 2021 included investing in systems, training and processes focused on preventative action. We also made measurable progress identifying and reducing risks through a combination of corrective actions and process improvements. Our practice of conducting limited market releases for key products demonstrates how we are adapting our processes to further support the responsible development and expansion of new markets. For example, with the launch of the EXALT™ Model B device in the United States and Europe, this approach allowed us to closely monitor and evaluate device use and adjust for any additional training needs prior to the full launch.

The company increased post-market surveillance activities across our product portfolio and participated in more than 400 days of external quality system audits involving the U.S. Food and Drug Administration, EU MDR bodies such as DEKRA, the British Standards Institute (BSI) and TÜV SÜD as well as several country-specific regulators. Since 2017, Boston Scientific has recorded a 39% year-over-year complaint rate reduction. In the rare event that we do detect an issue, we act swiftly and with patient safety in mind.

2021 recalls:

- Class I recalls: 3
- Class II recalls: 8







Additional details on product quality and safety data are available in our [Appendix](#).

Best⁴ quality strategy

The “Best4” strategy — which includes a focus on culture, agility, performance and compliance — is the companywide framework for our patient-centric quality culture. It is a key pillar in our Delivering Excellence strategy to uphold cohesive quality across our global supply chain. All Boston Scientific manufacturing and distribution sites use a shared set of metrics to ensure the highest quality standards are met throughout the company’s operations and supply chain.

Best⁴ quality results

Metric	Results
 Culture Establishing a preventative quality culture	26% of CAPAs considered preventative
 Agility Removing complexity, improving systems	\$39 million in cost avoidance through quality system improvements Implemented Quality System structure for remote case support
 Performance Driving continuous improvement in product performance, patient experience	7% reduction in overall complaint rate in 2021 compared to 2020, with a 39% overall reduction in complaint rate since 2017 98%+ effectiveness in CAPA metrics and on-time approvals
 Compliance Adhering to Global Quality System compliance excellence and executing EU MDR Quality Management System (QMS)	Successfully implemented all process and system requirements for EU MDR compliance by May 26, 2021 Zero findings resulting in action following more than 400 external audit days

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Improving access and outcomes through digital solutions

For a health care solution to make a meaningful difference, it must reach the patients who need treatment. In 2021, we made significant investments in physician digital education and engagement. Approximately 20,000 providers accessed the Boston Scientific [EDUCARE](#) platform for on-demand learning modules, interactive training tools, clinical overviews and case studies. The platform includes medical education and training courses that support health care professionals in the delivery of patient care around the globe and is the primary access point to the company's professional education for health care professionals. To address treatment inequities, inconsistent outcomes and COVID-19 safety concerns, we also introduced targeted technologies for improving patient care.



Safe, secure remote assistance

The MyLATITUDE™ app enables patients with Boston Scientific pacemakers and defibrillators to stay connected with their providers through [LATITUDE](#)™ in-home monitoring. In 2021, data from the ISO 27001 and 27018 certified LATITUDE system helped providers safely and remotely monitor approximately 1 million patients with implanted devices, to quickly detect and treat certain heart conditions.



Measuring chronic pain with artificial intelligence (AI)

As the opioid epidemic amplified the need for reliable pain measurement — especially in telehealth settings — we work with IBM Research on technology to objectively measure pain. Our collective team of scientists, engineers, device designers and clinicians are using a custom AI and cloud platform to discover new biomarkers that will help clinicians assess patients and offer personalized chronic pain care.



SpaceOAR certification for physicians in Hong Kong

Our Asia Pacific digital team developed a compliant virtual certification program for physicians using our SpaceOAR™ Hydrogel. The pilot program for providers treating patients undergoing prostate cancer radiation therapy will serve as a prototype for virtual certification programs in other medical fields.

Protecting product data and patient privacy

We continued to invest in heightened data security and privacy. Our data security experts took action to mitigate potential vulnerabilities, expand cybersecurity monitoring and strengthen mandatory employee training. For network-connected Boston Scientific systems, we implemented advanced security testing to discover vulnerabilities and quickly address them, along with a robust security risk assessment process.



For more on our work to safeguard patient data and product security, see [Creating value responsibly](#).



Connected patient challenge

The sixth Boston Scientific Connected Patient Challenge featured telehealth solutions to improve patient care and connectivity while also addressing the gap in treatment disparities. After receiving a record number of submissions, first place went to Kalia Health for KAL-PDx, a home-based early detection test for preeclampsia.



Investing in our people

**When we challenge ourselves to embrace
differences, we advance innovation.**

As a business and as a global citizen, Boston Scientific is defined by the talent and collective passion of our people. We strive to make our company a place where employees are valued and feel they belong — and where diversity of thought, skills and life experience leads to breakthroughs.



41.1%

of supervisor and manager roles held by women globally;
21.6% by multicultural employees in the U.S. and Puerto Rico

99%+

pay equity for employees across gender globally
and for multicultural talent in the U.S. and Puerto Rico

Overview and 2021 highlights

Our people continued to address unmet clinical needs with innovative medical technology. Teams across Boston Scientific adapted to new ways of working to deliver on our commitments to providers and patients around the world. We prioritized a diverse and inclusive workplace where employees learn and grow, have access to resources to support their well-being and receive equitable rewards for their contributions.

Our diverse, equitable and inclusive workplace

At Boston Scientific, we know diverse insights lead to new and better answers. That's why we work to create an inclusive, open and equitable culture for all employees no matter where they sit or what role they hold. Our people collaborate in ways that foster new approaches to tough problems, demonstrate our [core values](#) and reflect our commitment to diversity, equity and inclusion (DE&I). The result is innovation that helps improve patient care.

To achieve DE&I that endures, our aspirations and progress must be transparent and measurable. Our [3Up by 2023](#) goals aim to increase the representation of women and multicultural talent in our workforce through policies and practices that give everyone equitable opportunities for career growth.



2022 CATALYST AWARD
winner

Boston Scientific wins premier Catalyst Award for DE&I excellence

We have been honored with a [2022 Catalyst Award](#), the premier award for DE&I initiatives that improve gender representation across ranks and advance women and other underrepresented groups. Boston Scientific was recognized for its multi-year, global initiative to address barriers women and diverse employees may face in the workplace. The effort accelerated a cultural shift within Boston Scientific.

"We applaud Boston Scientific for its commitment to diversity, equity and inclusion and to fostering career advancement for women and everyone," said Lorraine Hariton, president and chief executive officer, Catalyst.



Increase our goal for representation of women at the supervisor and manager level by 3 percentage points or more, to at least 43% globally



Increase our goal for representation of multicultural talent at the supervisor and manager level by 3 percentage points or more, to at least 23% in the U.S. and Puerto Rico



Continue to be a top 10% globally recognized leader for workplace inclusion

"When we create a workplace where all employees feel they belong, are valued and have opportunities to grow, we will advance health care to many more patients."

Wendy Carruthers
executive vice president,
Human Resources



Accelerating our DE&I progress

Unconscious bias training is required for all Boston Scientific employees. We expanded initiatives to support equitable opportunities for growth, including diverse hiring practices and development programs for women and multicultural leaders. To equip employees with additional skills and tools to recognize and address systemic racism, bias and prejudice, we introduced Anti-Racism & Cultural History (ARCH) training in the United States. The ARCH curriculum advances workplace understanding of race, culture and identity through three learning paths customized for individual contributors, people leaders and senior leaders. The program is required for people leaders and recommended for individual contributors. ARCH training will be adapted and made available in all regions starting in 2023.

"I have been promoted eight times in my career with Boston Scientific, and I have never felt held back from obtaining my goals. My company's focus on increasing women in leadership has created a culture that has accelerated career opportunities for all genders."

Becky Knutson
director,
Research and Development



Board of director representation



30%

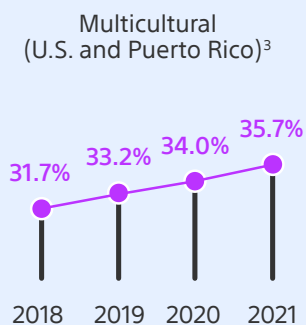
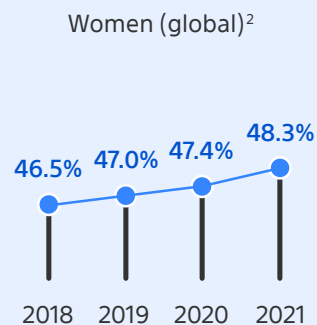
of board of director members self-identify as women, 30% self-identify as ethnically diverse



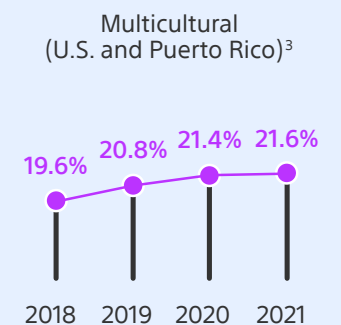
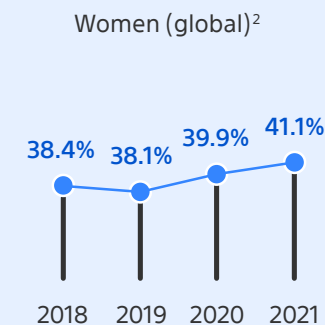
For detailed definitions and additional diversity data, please visit the [Appendix](#).



Representation at all levels



Supervisor and manager level representation¹



¹ Supervisors and managers: includes all levels that are supervisor, manager I and manager II.

² Gender: includes all employees globally where gender is identified. Excludes any employees where gender is "undeclared" and "unknown."

³ Multicultural talent: in the U.S. and Puerto Rico, defined as African American/Black, Asian, Hispanic/Latino, American Indian/Alaska Native, Native Hawaiian/Other Pacific Islander, and two or more races. Excludes any employees who choose not to self-identify.

Building capabilities with diverse talent

In 2021 we broadened existing development programs and introduced new initiatives to increase opportunities for women and multicultural talent, strengthen retention efforts and offer additional pathways to leadership.

GROW. We expanded GROW — **Give Real Opportunities** for Valuable **W**ork Experience — after talking with Black, Hispanic and Latinx employees who build our medical devices and are interested in furthering their careers in business roles at Boston Scientific. The program, initially conceived in Cork, Ireland, enlists people leaders to mentor participants through a series of classroom and hands-on training sessions. After piloting GROW in Maple Grove, Minnesota, we extended the opportunity to product builders based in Arden Hills, Minnesota and expect to expand the program to more sites in 2022.

Accelerated Diverse Talent (ADT). Boston Scientific launched the ADT program to support the development of women and multicultural talent with the potential for advancing to more senior leadership roles. Through coaching and mentoring, development assignments and executive sponsorships, the program is helping us build a robust and diverse leadership pipeline. Out of nearly 80 employees who participated in ADT in 2021, more than half have moved to a different role or been promoted. Nearly 30% of those who were promoted moved up to vice president or director-level roles.

Spanish-speaking manufacturing program. In Spencer, Indiana, we collaborated with our Hispanic Organization for Leadership and Achievement ([HOLA](#)) employee resource group to introduce an all-[Spanish language manufacturing shift](#) to recruit product builders regardless of their proficiency in English. The program grew to support multiple shifts and manufacturing areas, and helped mitigate pandemic-related unemployment and labor shortages in the area and the language obstacle faced by a growing Hispanic and Latinx community. The company offers Spanish-speaking employees the opportunity to learn English at no cost, and it also offers their English-speaking colleagues comparable opportunities to learn Spanish.



In 2021, our Maple Grove, Minnesota site graduated its inaugural GROW class of participants. All seven graduates have since progressed in their careers.



"We decided to invest in this project to attract employees who are going to be with our company for many, many years," said project manager [Marco Lopez](#), who pitched the idea for a Spanish-language work shift. Lopez worked for Boston Scientific in Costa Rica before transferring to our Indiana site in 2016.

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Recruiting with purpose

Boston Scientific collaborates with leading organizations that advocate for the advancement of individuals from underrepresented groups. Since 2014, we have partnered with historically black college and university (HBCU) engineering schools to support scholarships, research and advisory board partnerships. We also sponsor initiatives for Black and HBCU students, such as events organized by Advancement of Minority Interest in Engineering (AMIE), Career Communications Group (CCG), National Action Council for Minorities in Engineering (NACME) and the National Society of Black Engineers (NSBE). In 2021, Boston Scientific was voted a “Top Supporter of HBCUs” by U.S. Black Engineer & Information Technology magazine for the second consecutive year.



Learn about how we are [partnering to promote and support](#) the development of talent from underrepresented groups.

Elevating employee voices through employee resource groups (ERGs)

Our voluntary, company-sponsored ERGs are essential to our inclusive culture. While these groups are typically formed around a specific affinity such as gender, race, veteran status, sexual orientation or life stage, all employees are welcome and encouraged to join and participate in any ERG. Each ERG has an executive sponsor and creates opportunities for members to network, develop career skills and contribute to our communities. Our Global Council for Inclusion (GCI) supports their efforts and meets quarterly to discuss ERG progress. The GCI is co-chaired by our chief financial officer and executive vice president of Human Resources and also includes our chairman and CEO, the executive committee, DE&I team members and all [nine global ERG leaders](#).

ERGs foster collaboration



8,000+
employees across nine ERGs



115
chapters globally



44
chapters outside the U.S.



15
virtual chapters



“I’m an Asian-American, and even though I was born in the U.S., I still felt like I was different from others. With PEARL, I loved that I was surrounded by people with similar backgrounds and experiences.”

Mia Bischoff

senior specialist,
Quality Learning and Development, and 2021 global co-lead,
Pacific East Asian Resources in Leadership (PEARL)



Global DE&I Summit speaks to inclusion through adversity

More than 2,400 Boston Scientific leaders and employees participated in our second annual ERG summit. The 20-hour virtual event featured two days of presentations and discussions on how to foster inclusion in times of adversity.



Attracting, developing and retaining talent

Boston Scientific is a company where everyone's ideas, ambitions and careers matter. We want all employees to have work that means something to them, in roles where they have opportunities to learn and advance. This means ensuring that people at every level of the organization have access to continuous learning initiatives and tailored development programs. It also means providing advancement opportunities for women and multicultural talent. Our 2021 investments reinforced our objectives for talent planning, manager development and engagement and retention.



"I have been in the talent attraction space for more than 26 years and have never seen a workplace culture like ours. This is the first time in my career I can authentically be who I am at work and it has been a game changer for me. The way Boston Scientific holistically cares about employees resonates with me and so many others."

Erica Henry
director,
Global Talent Acquisition

Hiring and developing talent to meet business needs

Our talent planning approach relies on diverse representation and cultivating capabilities to address business needs. We do this by developing internal talent and recruiting top talent globally. In 2021, remote work offered opportunities for us to recruit from new talent pools while preparing and promoting people within the business. We also innovated with recruiting approaches, including a Medical Sales College scholarship program for students with high potential for becoming part of a salesforce that mirrors the diversity of our customers and their patients.

We tracked workforce analytics and implemented ways to develop more skills internally. In tandem with these efforts, leaders used digital dashboards to assess organizational trends and improve hiring, advancement and engagement practices. These insights helped us tailor our internal development efforts and refine our recruiting outreach. As a result, Boston Scientific had more than 8,300 new hires and filled 22% of our open positions with internal candidates.

2021 recruitment and hiring



8,300+
new hires



69%
of director level and above open
positions hired from within

Listening and learning

Our best ideas come from our people. We devote resources to support ongoing feedback between employees and managers and communications channels for employees to share their valued perspectives.

Employee engagement survey

We conducted a companywide engagement survey that provided valuable feedback from employees about their jobs, leadership, development opportunities and our work environment. Boston Scientific made tablets available at manufacturing facilities to increase employee access to the survey and encourage strong response rates. With more than 31,000 employees participating, we recorded scores of 80% or higher for the key indices to the right.

We used engagement survey results to develop a multi-year action plan focused on career pathways for all employees, supporting our teams through change and equity and inclusion initiatives for women and multicultural talent. To make progress in 2021, we conducted focus groups and interviews with existing talent to help promote retention, expanded leadership training and retention resources, and provided tools for employees as they adjusted to new ways of working.

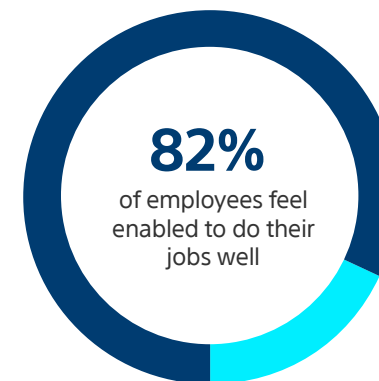
Spark Survey. Our Spark Survey solicits feedback about our people leaders from their direct reports. The brief digital format asks employees to rate their managers on leadership attributes and is available in 14 languages. The survey is an important developmental tool for people managers and assists us with identifying enterprise people leadership strengths and opportunities. In 2021, more than 21,000 employees were invited to evaluate approximately 5,000 leaders. We had a response rate of 74%, and 95% of people leaders, as well as their supervisors, received a feedback report.

2021 employee engagement survey results

Engagement Index



Enablement Index



Inclusive Culture Index



Career growth and development initiatives

Boston Scientific provides tools and training for continuous learning so every employee can envision greater possibilities no matter where they are in their careers. 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.

In 2021, we launched a global Learning Leaders Council composed of cross-functional leaders who helped define and accelerate our vision for creating an agile, continuous learning organization. They identified ways to further connect learning to our business strategy, embed it in the daily flow of work, and prioritize learning for leaders and their teams.



Investing in our people leaders

The skills needed to be a successful people leader are constantly changing. We rolled out more resources to help managers develop as strategic leaders, create a work environment built on trust and help employees achieve their career goals. Our development work included these programs:

- **Manager Pathways.** This program focuses on building leadership skills among our people leaders, including how to be inclusive and coach with empathy.
- **People Leaders Experience (PLE).** This one-year opportunity for new people leaders addresses core leadership skills such as hiring, coaching and providing feedback.
- **Advanced Manager Experience.** This eight-month opportunity for succession-ready senior managers emphasizes capabilities such as business acumen, strategic thinking and inclusive leadership.
- **ExecOnline.** These courses for leaders at or above the director level include content developed at top business schools and real-time projects that participants incorporate into their day-to-day jobs.

Virtual learning and development for our hybrid workforce

We expanded our virtual learning offerings to include more topics and opportunities for all employees, including self-development courses, a coaching portal and self-directed mentoring programs. In addition, we designed and hosted our first virtual leadership conference, a three-day event for people leaders.

- **Virtual Learning Site** employee views totaled 9,700+, including 4,500+ unique new views.
- **Virtual Leadership Summit 2021:**
3 days > 6,600 attendees > 50+ speakers
> 4.5 (out of 5) average satisfaction score

Talent review and succession planning

Succession planning at Boston Scientific is a key component of our business processes. Our Executive Committee annually conducts talent reviews to understand insights about our succession plans, identify areas of opportunity and ensure we are developing the necessary bench strength. The reviews result in a

succession strategy for all executive and critical business roles. Succession plans for the CEO are reviewed annually by the company's board of directors and its Nominating and Governance committee. Succession planning takes place for employees at every level when leaders gather annually to assess the performance of their teams and development plans. These review sessions help to ensure a strong pipeline of emerging leaders.

Throughout our talent review and succession planning processes, we continue to strengthen our commitment to advancing our diverse talent into leadership roles. In 2021 we evolved the annual review to include highlights on key diverse talent. This provided visibility and a commitment to actions to accelerate development and readiness for next roles. Key talent actions are monitored throughout the year.

Continuous learning to build a workforce for the future



~700k

total hours spent in on-demand virtual and classroom training¹

¹ Inclusive of global indirect labor employees only.





Employee well-being, rewards and safety

At Boston Scientific, we prioritize the well-being, health and safety of our employees and their families. We strive to be flexible about where and when employees perform their work and to offer benefits that are valued by our people, promote well-being and support life-work integration.

Adapting to new ways of working

In the wake of the pandemic, the company reassessed its physical space and modified onsite protocols to support employees as they adopted new work modes. This involved workplace modifications to meet health and safety guidelines, conference room upgrades, new ordering systems for home office equipment, and training to help employees succeed in hybrid, onsite and remote settings. By the end of 2021, as employees adapted to our culture of greater flexibility, 42% of our people worked onsite, 41% adopted hybrid work modes and 17% worked primarily from remote locations. Our return-to-site resources included employee toolkits, onsite amenities, leader resources and safe onsite workspaces for collaboration.

Benefits that meet employee needs

Boston Scientific benefit programs support the well-being and health of our people while providing flexibility to meet their unique needs and expectations. Employee eligibility for benefits follows local regulations and practices. In most countries, this means we offer benefits to full-time employees and part-time employees working more than a certain number of hours. We typically provide benefit programs that are above and beyond government requirements and offer a portfolio of additional benefits that support our diverse population and the individual needs of our employees.

Embracing life-work needs

Our Global Benefits to Fit Your Life program is designed to make life-work integration easier for all employees at any stage of life. It provides the flexibility and benefits and services our employees want to be happy, productive and engaged in their roles. In applicable countries, our life-work offerings include telehealth services, childcare and parental care benefits, college and financial planning, fertility and surrogacy benefits, a breast milk shipping service, domestic partner benefits, tuition support, a meal-planning service and sabbaticals for employees with more than seven years of service.



To learn more about our global benefit programs and services, visit [BenefitsConnect](#).

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More mental health and well-being resources

As ways of working changed for our people everywhere, we enhanced mental health and well-being resources to support employees in meeting their work and family commitments.

- **Webinars.** We offered more than 50 health and well-being webinars led by caregiving specialists and licensed clinicians.
- **Employee network.** We created a resource-rich virtual community that facilitates information sharing on topics such as parenting and well-being.
- **Virtual support.** We expanded internal well-being circles to provide forums for employees to connect over shared circumstances and concerns.
- **Global Employee Assistance Program (EAP).** We increased education on how to use our global network of well-being and mental health resources.
- **Access to care.** In the U.S., we increased telehealth mental health care options and waived all co-pays for mental health visits to ensure cost would not be a barrier to care.

Our approach to compensation and pay equity

We believe strongly in rewarding people for their contributions to our high performance. Where it is relevant to an employee's responsibilities and follows local and national labor standards, we strive to offer both a base and a variable component to employee pay. Variable components include annual bonus programs, long-term incentive stock awards and performance rewards issued on a one-time basis, on-the-spot bonuses for highly successful projects and recognition awards for breakthrough performance.



In 2021, we acknowledged the extraordinary efforts and resiliency of our teams during the pandemic with a one-time employee appreciation award for all employees. In addition, we expanded eligibility for the Boston Scientific Annual Bonus Plan to include even more employees in 2022.

Paying people [equally for equal work](#) is foundational to our inclusive culture. Our most recent assessment again reported 99% or greater pay equity for employees across gender globally and for multicultural talent in the United States and Puerto Rico. Our compensation experts regularly benchmark salaries and conduct companywide and external parity audits.

We contract with an independent third party to assess pay equity for all positions using regression analysis. This data-driven approach controls for variables that

appropriately influence compensation such as job position, tenure, years of experience and location. We use the results to identify any potential pay disparities and address them accordingly.

Global pay equity



99%+

pay equity for employees
across gender globally and
for multicultural talent in the
U.S. and Puerto Rico



Keeping our employees healthy and safe

Boston Scientific takes a comprehensive approach to managing and monitoring employee health and safety at all offices and facilities globally. In the United States in 2021, our occupational health nurse program and standards of practice earned national recognition from the American Board for Occupational Health Nurses (ABOHN). Globally, we enhanced COVID-19 processes and protocols to keep employees safe.

Employee safety initiatives we supported included:

- Maximizing opportunities for people to work from home to reduce potential for disease transmission.
- Providing advice and equipment for at-home testing.
- Issuing personal protective equipment free of charge.
- Offering an occupational health support call service.
- Establishing a confidential employee vaccine register.

We set health and safety goals called Total Recordable Incident Rate (TRIR) targets and have a 2030 goal of 0.25 TRIR per 100 employees. Our global Employee Health and Safety (EHS) Operations Council reviews site TRIR performance monthly to discuss risks, trends and opportunities for improvement. We expanded the employee coverage in our TRIR calculation to incorporate 98% of our employee population in 2021, up from 67% in 2020. As a result, our TRIR performance now reflects incident rates for all global supply chain teams as well as the majority of commercial staff who work primarily in remote and office settings.

Total Recordable Incident Rate (TRIR):

2021:

0.42 TRIR (0.42 injuries per 100 employees)

2030 Goal:

0.25 (0.25 injuries per 100 employees)



Our agile safety approach: 2021 COVID response team in India

When a devastating COVID-19 surge struck India, we acted quickly to protect more than 550 employees and 140 contractors across the country. Our team of cross-functional experts organized testing and medical services, financial assistance and vaccination drives and secured life-saving supplies such as oxygen concentrators. With contingency processes in place, we prevented infection among employees, helped their families and avoided business disruption. Boston Scientific is a [Great Place to Work-Certified™](#) organization in India and is recognized among India's [Great Mid-size Workplaces 2021](#).

In accordance with the [Boston Scientific Environment, Health and Safety Policy](#), we integrate health and safety metrics across our global monitoring systems. Our workplace guidelines support this policy and set specific expectations for health- and safety-related programs. We have met International Organization for Standardization (ISO) requirements to achieve ISO 45001:2018 Occupational Health and Safety Management System certification at four company locations.

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Accelerating possibilities

When we challenge inequities, we advance health care possibilities for people and communities.

Our commitment to improving patient outcomes inspires us to address global health disparities. We collaborate with partners outside the company to expand community education, increase health care provider outreach and break down barriers to care.



70

hospitals and providers acted to address inequities in specialty care through Close the Gap partnerships

\$75+ million

in contributions for medical research, fellowships, education and charitable organizations globally

Overview and 2021 highlights

In 2021, Boston Scientific collaborated with providers and nonprofit and local community organizations to confront persistent health care inequities in underrepresented populations. Our teams worked to improve treatment access and increase diversity in medical research for women and individuals in Black, Hispanic and Latinx communities. We also invested in initiatives to support our communities, including science, technology, engineering and math (STEM) education in underserved communities.

Improving health equity and access

Social and economic factors — education, employment status, income level, zip code, gender and ethnicity — can have a significant impact on people's ability to live long, healthy lives. Because health care inequities are rooted in a broad range of injustices, our approach to mitigate those inequities is far-reaching.



"Close the Gap's disparity data helped us identify health needs within our local community — as a result, we set up a rural health clinic to evaluate patients for coronary artery and peripheral artery disease. This program is closing the treatment gap and helping patients receive the medical interventions they need."

Ralph Redd, MD
vascular surgeon,
Montgomery, Alabama



Our Close the Gap initiative to combat health inequities

Close the Gap is our top initiative to address health care gaps in underserved communities in the United States. Over the course of 18 years, we have expanded its reach to identify and address systemic and emerging treatment gaps. Our vision is a world where all patients understand their medical conditions and have access to care.

In 2021, as the COVID-19 pandemic continued to expose and worsen severe care disparities, we took the following measures to advance equitable care:

- **Educating providers.** We partnered with community providers to generate local [disparity index](#) data on disease prevalence and treatment inequities, identifying 72,000 women and people of color who were not receiving equitable specialty care.
- **Educating patients.** More than 10,000 patients visited [KnowYourHealth.com](#) for resources such as a personalized heart risk assessment and a find a doctor tool. Approximately 2,100 patients attended virtual health summits organized by Close the Gap in 2021.



We collaborate with health care providers to expand awareness of health inequities through community outreach and educational resources. Learn more by watching the full [Close the Gap educational video](#).

Close the Gap 2021: Empowering providers to act



72,000

women and people of color identified
as missing equitable specialty care



70

of hospitals and providers acted to
address inequities in specialty care



50+

health care providers participated in
Black Health Matters events sponsored
by Close the Gap



Learn more about inequities in access to health care, and how our Close the Gap initiative was created to address these gaps on our [website](#).

Increasing diversity in medical research

Diversity in medical research is essential to ensuring everyone can benefit from treatments and therapies. We partner with providers and patient advocacy organizations to improve representation in clinical research. For example, approximately 200 million people globally are affected by peripheral artery disease (PAD), a common circulatory problem that disproportionately affects Black men and women. Yet, typically these groups are underrepresented in PAD clinical trials. To expand the body of clinical evidence on the outcomes of patients diagnosed with PAD — particularly women and people of color — we launched ELEGANCE, a global patient registry and post-market study whose goal is to enroll no less than 40% women and 40% underrepresented minorities. The registry is also groundbreaking for the diversity of its principal investigators, more than half of whom identify as women and/or people of color.

ELEGANCE breaks new ground in diversifying clinical studies



40%

Objective: Enroll at least
40% women and 40% people
of color



50%

Principal investigator diversity:
50% women and people of color



“Increasing diversity in medical research is a critical step to ensure that everyone can benefit from treatments and therapies. Now is the time to eliminate disparities in health care — once and for all.”

Michael R. Jaff, DO

chief medical officer and vice president,
Clinical Affairs, Technology & Intervention,
Peripheral Interventions



Confronting inequities

We have a responsibility to uphold our values in all that we do. In 2021, we continued to take decisive actions to confront racism and intolerance. In the face of pandemic-fueled hate crimes targeting the Asian community, we spoke out against xenophobia and stood in solidarity with our colleagues.

We organized listening forums and offered resources to employees, including access to bystander intervention training and expanded leadership inclusion training. In March 2021, we joined a coalition of organizations and allies who share support for Stop AAPI Hate by hosting virtual events and reporting on hate incidents using Stop AAPI Hate data.

Our commitment to confronting discrimination and injustice compelled us to take additional action in 2021. Boston Scientific introduced Anti-Racism & Cultural History (ARCH) training for U.S. employees to advance our collective understanding of race, culture and identity and its impact in the workplace and beyond.



For more on ARCH training, see the [Investing in our people](#) section of this report.

Combating racism in the United States

In the second year of our \$3.5 million multiyear strategy to combat racism, we expanded our advocacy across five pillars of investment that we identified in collaboration with 28 national and local organizations, such as The New Commonwealth Racial Equity and Social Justice Fund in Massachusetts, Advancing Minorities' Interest in Engineering and Nexus Community Partners. More than 100 employees volunteered alongside company leaders with these organizations to launch initiatives primarily supporting the Black community.

Here are some examples of our contributions since 2020:



Community

Provided financial support for 200 Black, indigenous and people of color-owned businesses in Minnesota.



Education

Funded scholarships for more than 45 Historically Black Colleges and Universities students and graduate-level health care students of color.



Health care

Funded a mobile health clinic for The Family Van to provide free health screenings and coaching for underserved Boston-area communities.



Economic empowerment

Launched a mentorship program to increase the number of Black-owned businesses and train Black entrepreneurs to work with companies like Boston Scientific.



Government / policies

Sponsored a congressional Black Caucus Foundation fellowship.



CEO action for racial equity

Boston Scientific stepped up its commitment to [CEO Action for Diversity & Inclusion](#) with support for the [CEO Action for Racial Equity Fellowship](#), an initiative to advance policy change at the federal, state and local levels. Boston Scientific CEO Mike Mahoney was among the first signatories of the CEO Action for Diversity & Inclusion Pledge shortly after its formation.

"Volunteering as part of our combating racism strategy has been an exciting and fulfilling project. Boston Scientific has empowered me to make a difference in so many ways for Black communities across the United States."

Iñaki Martin Cossio

senior health equity consultant,
Close the Gap



Supporting our communities

Caring about human life is the basis for everything we do at Boston Scientific, including how we engage with the communities where we work and live. Employees in more than 50 countries participated in STEM outreach to local students, helped raise awareness of chronic health conditions and contributed time and money to support those in need. The company also donated more than \$75 million to fund medical research, fellowships, education and charitable organizations globally. And in the United States, the Boston Scientific Foundation awarded more than \$1 million in grants and scholarships.



Our priorities for supporting communities are:



Advancing health

We work to reduce health disparities and chronic disease risk in underserved populations by increasing access to screenings and qualified health care professionals.



In China, we collaborated to support a rural health clinic for children.



Advancing community

We empower our employees to improve life in their communities by donating their talent and resources through our matching gifts and volunteer programs.



In Malaysia, we donated care kits to children undergoing cancer treatment.



Advancing education

We support STEM programming for underserved students around the world to develop the next generation of health care innovators.



In Costa Rica, we mentored STEM students participating in a robotics program.

2021 contributions and engagement



50,000+

volunteer hours in 50+ countries where our employees contribute to their communities



\$75+ million

in contributions for medical research, fellowships, education and charitable organizations globally



3,500+

nonprofits we support with donations, grant funding and in-kind contributions



\$1+ million

in Boston Scientific Foundation contributions



Advancing health: Global Signature Health Grant Program

The World Health Organization estimates a shortage of 18 million health care workers in low- and middle-income countries by 2030. We collaborate with nonprofit organizations to address this crisis by increasing the number of trained health care workers and improving the quality and availability of chronic disease screenings. Since 2016, our Global Signature Health Grant Program has helped train nearly 5,000 community health workers in five countries and provided screenings for more than 23,000 individuals.



Training health care workers in vulnerable communities



5,000

community health workers trained
in 5 countries



23,000+

health screenings provided since 2016



Virtually assisted care in Colombia

We partnered with local telecommunications companies to offer our Clinical Eye virtual tool to health professionals. Providers in the region used the system's assisted reality glasses to treat 746 remote and at-risk patients, including 336 in COVID isolation.



Learn about more of our digital solutions
in the [Transforming care](#) section of this report.



Advancing community: Relief efforts and COVID-19 action

When a natural disaster or other traumatic event strikes one of our communities, Boston Scientific has three priorities: keep employees and their families safe, assess the event's impact and determine how to support relief efforts in the area. In 2021, the company coordinated and encouraged employee donations to help people affected by COVID-19, the earthquake in Haiti and wildfires in the United States and Europe. Employees who donated to these efforts received a matching contribution from the company.

Vaccine availability led to stabilized COVID-19 rates in some parts of the world, while other areas with less access faced devastating surges. Boston Scientific made additional financial contributions to assist with critical medical care, including vaccines and COVID-19 testing in India, Brazil and other countries where resources were needed. We also took the following steps to support our employees, their families and communities:

- Extended employee COVID-19 insurance support, financial assistance, vaccine reimbursement and telehealth services.
- Provided employees with supplies such as personal protective equipment, COVID-19 care kits and oxygen concentrators.
- Secured lodging for employees and family members with asymptomatic, mild or moderate COVID-19 so they could quarantine away from home.



For more information about our benefits and how we support employees globally during difficult times, see the [Investing in our people](#) section of this report.

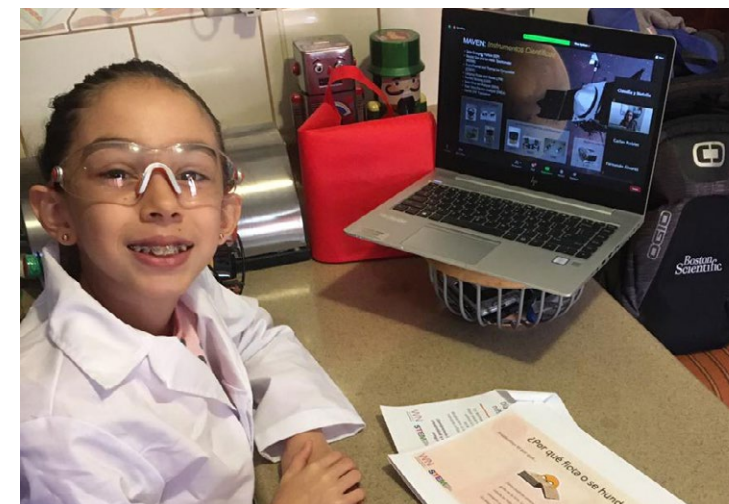


Advancing education: STEM outreach

By supporting STEM programming for K-12 students, we are helping develop diverse talent who will contribute to health care innovations for generations to come. We launched partnerships with online platforms so our U.S. STEM employee teams could make classroom presentations, provide one-on-one tutoring and teach students about careers in STEM and medical devices.



In Ireland, Boston Scientific STEM teams sponsored the 2021 SciFest National Final, which featured nearly 600 projects by more than 1,000 students from 130 schools.



In Costa Rica, we hosted a virtual open house where our employees showcased careers in health care for 200 students and guided them through STEM experiments.

2021 STEM outreach



17
teams focused on STEM outreach globally



35,000+
students reached by our programs



340+
organizations supported through STEM outreach or donations

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Protecting the environment

**When we challenge our impact on the
environment, we advance ways to protect it.**

Our commitment to improving the lives of patients calls for protecting the planet we all share. That means confronting climate change and challenging ourselves to meet ambitious environmental goals.



68%

reduction in greenhouse gas
emissions since 2009 (Scope 1 and 2)¹

73%

of electricity consumed generated from renewable
sources, surpassing our interim goal of 50% by 2021^{1, 2}

¹ Inclusive of all manufacturing and key distribution sites only.

² Reflects adjustments to previously reported figure of 72% renewable electricity in our 2022 Annual Proxy Statement, based on subsequent internal audit.

Overview and 2021 highlights

Boston Scientific took action for a healthier world by further reducing our environmental impact, addressing supply chain sustainability and working to mitigate material climate risks to the business. We exceeded our target of 50% renewable electricity use by 2021, stayed on course for carbon neutrality in all of our manufacturing and key distribution sites by 2030 and committed to setting science-based targets and reaching net-zero carbon emissions across our entire value chain by 2050. Our teams also made progress monitoring the business risks associated with climate change and advancing product stewardship and waste management. We recognize our responsibility to further respond to climate change, and are working towards implementing recommendations by the Task Force on Climate-Related Financial Disclosures (TCFD).

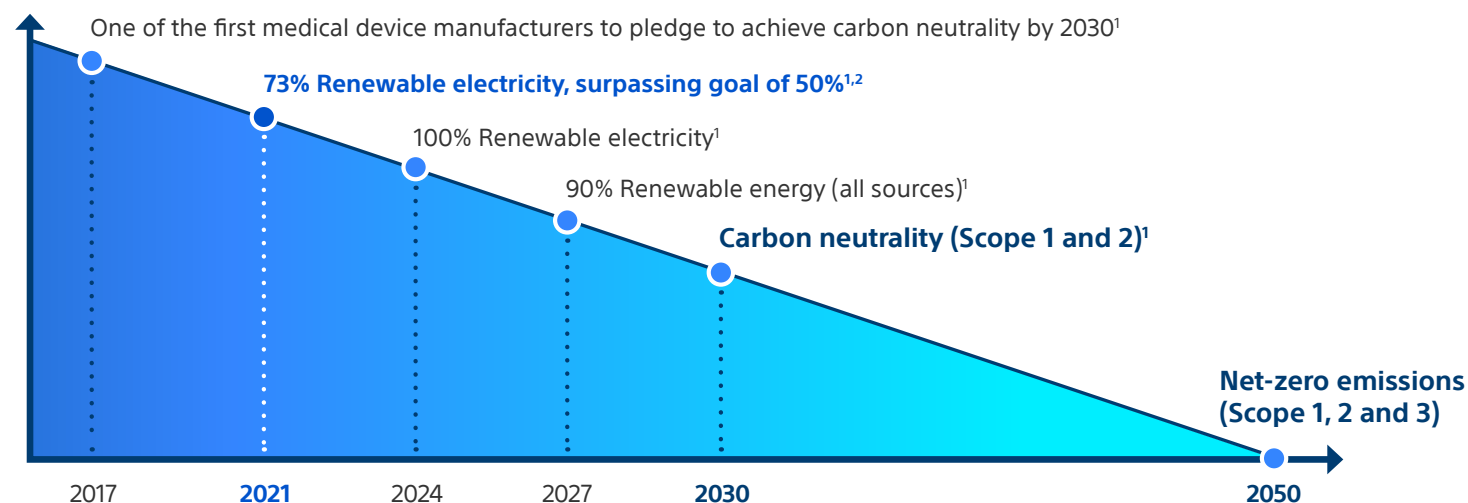


52% reduction in our carbon footprint since 2017 (Scope 1 and 2), while increasing the number of patients reached by 20%¹

Reducing our environmental impact

We were one of the first medical device manufacturers to pledge to achieve carbon neutrality by 2030 in all manufacturing and key distribution sites, and we are on track to meet this goal. In 2021, Boston Scientific expanded our climate action goals by joining the United Nations Race to Zero and Science Based Targets initiative (SBTi) Business Ambition for 1.5°C campaign. By making this commitment, we build on our strong foundation and begin to establish ambitious science-based targets that will set us on a path toward net-zero carbon emissions across our entire value chain by 2050. We will share our targets following the SBTi process and regularly report on our progress.

Our path to net-zero³



¹ Inclusive of all manufacturing and key distribution sites only.

² Reflects adjustments to previously reported figure of 72% renewable electricity in our 2022 Annual Proxy Statement, based on subsequent internal audit.

³ Trajectory to net-zero emissions defined by science-based targets.

2021 progress against our interim goals



73%

of electricity consumed generated from renewable sources, surpassing our interim goal of 50% by 2021^{1,2}



38%

of all energy used at Boston Scientific facilities from renewable sources, on track to meet our interim goal of 90% by 2027¹

GEMS key performance indicators

Using the Boston Scientific Global Energy Management System ([GEMS](#)), developed with the National University of Ireland Galway, we are making measurable strides toward carbon neutrality. Our Global Facilities Utility Management (GFUM) Council benchmarks best practices, monitors all metrics and publicly reports results using four key performance indicators (KPIs) as indicated in the chart below.



“We share and learn best practices for energy management, adopting practices that make sense for Malaysia and align with our global sustainability goals.”

Valluvan Shanmugam
manager,
Penang Facilities



Key progress indicators definitions ¹			2017	2018	2019	2020	2021
Carbon footprint (MT CO ₂ eq)	Total amount of Scope 1 and Scope 2 greenhouse gas emissions emitted into the atmosphere from all manufacturing and key distribution sites. Measured in metric tons of carbon equivalent.		94,946	85,127	84,778	53,730	52,284²
Energy use (MWh)	Total energy Boston Scientific consumes annually to manufacture our products.	Total MWh	364k	355k	368k	381k	397k
		Normalized MWh/ million \$ revenue	40	36	34	38	33
Green real estate (% 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 50001:2018 for building operations.		32%	32%	41%	42%	46%
Renewable energy (% of total)	Percentage of total energy consumed, generated from renewable sources, with Boston Scientific owning the renewable attributes.	Electricity percent	—	5%	11%	71%	73%²
		All sources percent	—	3%	6%	35%	38%

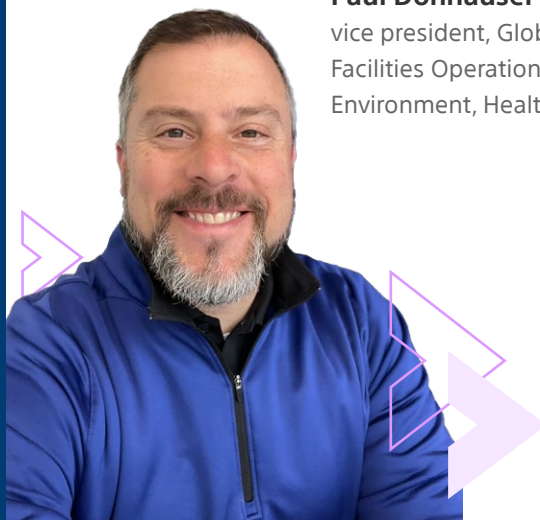
¹ Inclusive of all manufacturing and key distribution sites only.

² Reflects adjustments to previously reported figure of 72% renewable electricity and 53.7k metric tons CO₂ in our 2022 Annual Proxy Statement, based on subsequent internal audit.



In 2021, Boston Scientific expanded operations in Galway. The expansion includes more than 40,000 square feet of manufacturing space that will be powered by renewable energy.

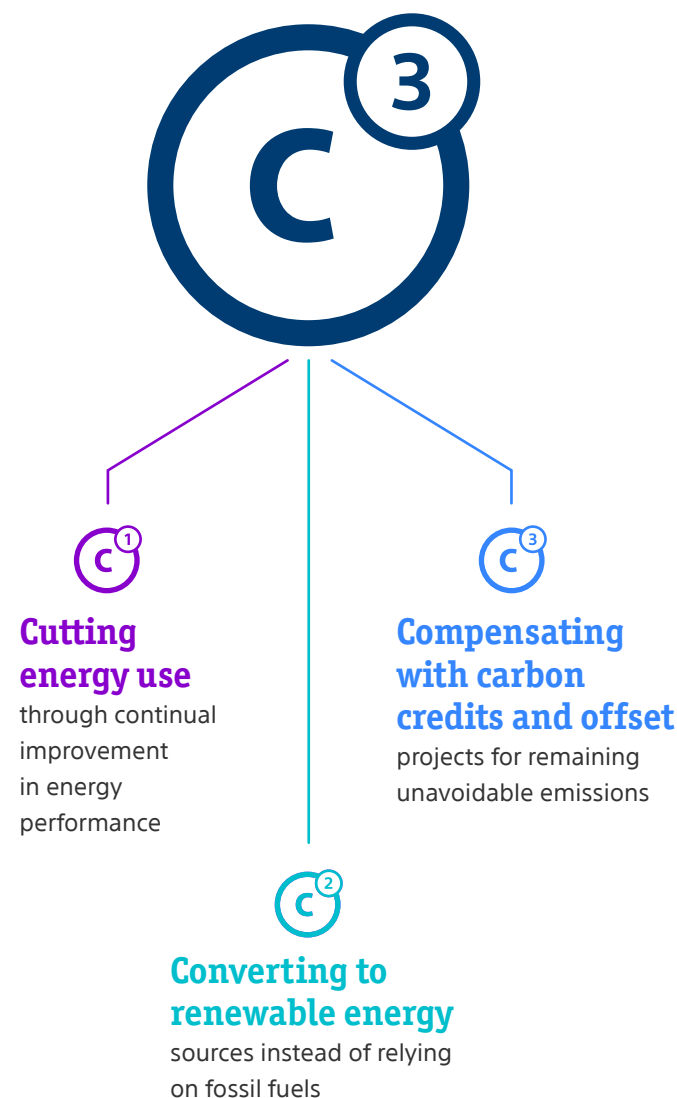
"Across our operations, we use science and innovation to create a sustainable and flexible footprint that accommodates change, supports productivity and protects the environment."



Paul Donhauser
vice president, Global Real Estate,
Facilities Operations,
Environment, Health and Safety

Minimizing our carbon footprint¹

A central component of our approach to carbon neutrality is our C³ energy strategy:



C¹ Cutting energy use

To ensure we're investing in energy efficiency at all sites and developing new construction that meets the highest climate standards, we adhere to the Leadership in Energy and Environmental Design (LEED) framework and the International Organization for Standardization (ISO) 50001:2018 energy management standard.

C² Converting to renewable energy

After investing in energy efficiency, converting to renewable energy is the next step in our C³ strategy. We monitor the percentage of energy generated from renewable sources, whether produced onsite or purchased from outside suppliers. In 2021, we achieved 73% renewable electricity, which exceeded our interim objective of 50% for 2021 and keeps us on track to source or generate 100% of our electricity from renewable sources by 2024.^{1,2} We are targeting, by 2027, 90% of all energy used at Boston Scientific facilities be from renewable sources.¹

C³ Compensating with carbon offsets

While our primary focus is cutting energy use and converting to clean energy sources, the third part of our C³ strategy is to offset unavoidable emissions for certified high quality carbon removals. We assess potential projects to ensure the results will balance our remaining emissions.

¹ Inclusive of all manufacturing and key distribution sites only.

² Reflects adjustments to previously reported figure of 72% renewable electricity in our 2022 Annual Proxy Statement, based on subsequent internal audit.

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Transformation in Galway: carbon neutral clean room

At our Galway, Ireland manufacturing campus, Boston Scientific teams re-engineered a computer manufacturing facility that the company purchased in 2016 into a carbon-neutral clean room. The team converted the facility into an energy efficient space, powered by renewable electricity, with fresh air handling units, air-source heat pumps and piped heat energy recovery. The facility, now certified ISO class 8, requires approximately one-third the energy of a conventional clean room of equivalent size.



Our green real estate expands



46%

of Boston Scientific real estate is independently certified for energy efficiency by industry-leading bodies such as LEED for design and ISO 50001:2018 for building operations, representing 4+ million square feet



16

buildings adhere to LEED and all newly constructed facilities are designed to the LEED rating system

“Energy efficiency is not a project, but a journey of continual improvement. As the company grows and changes, our efforts to cut energy use and convert to renewable sources must work together to ensure progress.”

Patrick van der Meer
senior engineer,
Kerkrade Facilities



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Making progress toward environmental goals around the world

- **Heredia and Coyol, Costa Rica:** Using electricity predominantly from renewable sources, these manufacturing sites have been certified as carbon-neutral since 2016 — meeting the annual requirements for certification (INTE B5:2016, INTE/ISO 14064-1:2006) from the Institute of Technical Standards of Costa Rica (INTECO).
- **Clonmel, Cork and Galway, Ireland, and Kerkrade, the Netherlands:** Our facilities source only 100% renewable electricity through our utility providers.
- **Dorado, Puerto Rico:** We completed solar installations in 2021 that generated approximately 1.5 million kWh for the site.
- **Marlborough and Quincy, Massachusetts:** Onsite solar installations at our Marlborough headquarters and Quincy distribution center generated approximately 29% of onsite electricity needs in 2021.



Dorado, Puerto Rico solar installations were completed in 2021.

Managing waste and water usage

We use the ISO 14001:2015 environmental management system to measure and reduce waste and water usage at key manufacturing and distribution facilities. As of 2021, we had 16 sites certified to this standard.

Managing non-hazardous waste

To make progress toward our goal of diverting all waste from landfills and incineration by 2030, Boston Scientific is participating in the Total Resource Use and Efficiency (TRUE) certification program at our manufacturing and

major distribution centers. This approach to resource use and facility operations is helping us take the additional steps necessary to achieve our zero-waste objective.

Conserving water

While our operations are not water intensive, we are committed to minimizing usage and preparing for environmental challenges such as water scarcity. Water usage at our manufacturing and major distribution centers is predominantly associated with employees; 16% of consumption is associated with production processes.

2021 recycling and waste management¹



55%

of hazardous and regulated waste was recycled or recovered by the company's operations and primary distribution sites



1,962

metric tons of solid waste were diverted from landfills for total landfill avoidance of 91%



8,673

metric tons – 74% of solid waste – recycled

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Managing climate risk

Climate change presents risks to the world around us and our business. Natural disasters, extreme weather and other climate-related conditions could adversely affect our operations and supply chain, from the availability of materials to energy supply and transportation. As we invest in protecting our business and customers from climate-related disruption, we incorporate climate risk into our modeling, planning and financial disclosures. To help identify and monitor the impacts of climate change, we use risk management software to map our sites against climate risk indices such as wildfire hazard, drought hazard, heat stress and sea-level rise.



To learn more about business continuity and risk management, see [Creating value responsibly](#).



Our climate risk management approach

Oversight

The Boston Scientific Board of Directors oversees management of strategic, operational, financial, legal and compliance risks, including environmental and climate-related risks. Our Enterprise Risk Management (ERM) program supports the board in these activities.

Mitigation

To mitigate climate risks, the company deploys and diverts resources as needed to secure our supply chain and limit operational disruption. In response to severe weather events, we engage with potentially affected customers and external partners to maintain business continuity.

Risk assessment

The ERM team analyzes climate risks so we can manage potential challenges to meeting our business objectives. They follow our climate-related controls and escalation procedures to report potential material impacts to the board.

Measurement

Using the CDP platform, we completed a comprehensive assessment of the company's climate-related initiatives and received an A- score. This result reflects strong progress toward our climate-related disclosures, including increased disclosures about our climate risks and environmental practices.



Advancing product stewardship

Good product stewardship requires a concerted effort to minimize the health, safety, environmental and social impacts of our company's products. We take this seriously and are examining the environmental footprint of our devices — from design, sourcing, production and distribution to waste disposal or recycling. We have made measurable progress with initiatives focused on packaging, labeling and device recycling and are focused on further reducing environmental impacts of our technologies throughout the entire product life cycle.

Reducing our footprint with improved packaging and labeling

Boston Scientific packaging practices require the highest quality sterilization, distribution and storage of our medical devices. We develop packaging and labeling sustainability goals under the guidance of a global steering committee and use processes that meet international labeling regulations.

Our practices optimize design, reduce waste and limit emissions from shipping. For example, we avoided more than 41 metric tons of paper waste in 2021 by hosting an [eLabeling website](#) where customers could download Instructions for Use (IFU) as needed in multiple languages. We continue to advocate for eLabeling expansion into the European Union through a MedTech Europe working group.

Here are some examples of our 2021 packaging and labeling sustainability advances and other successful practices.

- **Men's health move to eLabeling.** We streamlined product literature and used eLabeling to reduce annual paper use by 3.9 metric tons and plastic waste by 854 kg. Minimizing the paper and plastic needed for shipping enabled us to cut carbon emissions by 16.8 metric tons.
- **Sustainable packaging solutions.** In our Quincy, Massachusetts and Kerkrade, the Netherlands distribution centers, we use integrated packaging machines for most of our orders. These machines better fit products into custom-sized boxes, reduce empty space and require fewer cartons per order. Since 2011, Boston Scientific has reduced packaging during shipping by 30% in Kerkrade. In Quincy, we have reduced packaging during shipping by 27% since 2020.
- **Healthcare Plastics Recycling Council (HPRC).** As a member of HPRC, we collaborate with industry peers to increase the recycling of plastics in clinical settings. For instance, we supported the HPRC's work in 2021 to understand the guidelines for using advanced recycling technologies for medical recycling that break down plastic waste and require less sorting by facilities staff.

2021 packaging sustainability snapshot



219

metric tons of packaging removed
from waste stream



33,292

products diverted from landfill
during development



103

pallet shipments avoided

Collaborating to increase medical device recycling

In the United States, we partner with industry leaders in medical recycling and waste management to offer sustainability solutions for select single-use devices, such as systems for recycling entire devices and converting product waste to energy. For example, within participating customers, 65% of LithoVue™ systems and 39% of EXALT™ Model D systems were recycled in the United States in 2021. We will continue to explore additional options in the future.



A partnership to reduce environmental impact

In 2021, we expanded our collaboration with the Liryc Electrophysiology and Heart Modeling Institute to focus on reducing the environmental impact of single-use electrophysiology (EP) catheters. Together we worked with a group of cross-functional experts to study catheter end-of-life practices such as recycling. We also supported a survey conducted by Liryc, in partnership with the European Heart Rhythm Association (EHRA), to identify physician practices and opportunities to reduce the environmental impact of EP catheters.



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Creating value responsibly

When we challenge ourselves to innovate with integrity, we advance our contributions as global corporate citizens.

At Boston Scientific, our teams are guided by strong ethics, core values and respect for human life. We make products people trust and work together across our global supply chain to deliver solutions that change and save lives.



~35 million
products delivered

\$865+ million
spent on small and diverse suppliers



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Meeting our responsibilities as a global company and corporate citizen called for new levels of innovation and resilience in 2021. Boston Scientific teams addressed challenges and met our obligations to stakeholders amid geopolitical conflicts, climate concerns and the continuing COVID-19 pandemic. Risk and supply chain management were among our top priorities as we reinforced product and data security companywide.

Good governance reflects our values

The Boston Scientific Board of Directors has adopted [Corporate Governance Guidelines](#) and charters for each of its standing committees (audit, executive compensation and human resources, nominating and governance, and risk).

Global tax strategy and compliance

In keeping with our commitment to social responsibility, 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 tax risk. In 2021, we published our global tax strategy outlining the Boston Scientific approach to taxation.



Learn more about the policies and standards we comply with in the [Appendix](#).



Political involvement for sound public policy

Boston Scientific supports public policies that promote diversity, equity and inclusion and improve patient health, our employees' lives as well as the livelihoods of the communities we serve. We advocate for policies that increase access to care and provide annual updates on political action committee (PAC) activity and other contributions. The Boston Scientific Corporation PAC facilitates voluntary political contributions by eligible employees and our board of directors to advance sound public policy in accordance with federal law.



To learn more about our political involvement, visit our [website](#).

Public-private partnership to improve patient care and access

Boston Scientific collaborates with trade associations and regulatory bodies to share our quality standards and stay informed about developments so we can be agile in our response to regulatory updates. For example, we work closely with the U.S. Food and Drug Administration (FDA) through the Digital Health Software Precertification Program to expedite patient access to safe and effective software-based medical innovations. We are also part of the Medical Device Innovation Consortium working with the FDA to advance solutions that promote patient access to innovative medical technologies.



To learn more about expanding patient access to care, go to [Transforming care](#).

Compliance, ethics and integrity

Ethics and integrity govern how we work every day including how we innovate, develop life-changing products and collaborate with one another and our partners.

All Boston Scientific employees share a 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 for quality in everything we do.

Our Global Compliance team provides employees with the resources and training they need to conduct business responsibly, treat customers and suppliers fairly and report ethics concerns if they arise. The team, led by our chief compliance officer, collaborates across the company to monitor our activities and compliance with applicable laws and company policies. The chief compliance officer reports to the Risk Committee of our board of directors on an annual basis and to the Audit Committee as needed.

The Boston Scientific Code of Conduct

Every Boston Scientific employee is required to read and understand the Boston Scientific [Code of Conduct](#), the foundation for all of our business practices and relationships.



Mandatory training

All employees complete annual training on the Code of Conduct and take additional mandatory training courses that reinforce company policies, explain corruption- and compliance-related risks and provide resources for reporting concerns.



Advice line

All employees are responsible for immediately reporting any suspected violation of the Code of Conduct or other company policy. Ethics concerns may be confidentially reported at any time through the [Boston Scientific advice line](#) which is operated by a third party.



Non-retaliation policy

The Boston Scientific Non-Retaliation Policy 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.



Learn more about our policies and practices on our [website](#).



“Accelerating with Integrity” campaign

We regularly sponsor campaigns to promote employee awareness of the Code of Conduct. In 2021, our companywide Integrity Week featured video messages from senior leaders that emphasized the importance of working ethically and reporting ethics concerns.

2021 sales and marketing training



10,000+

hours of compliance training for
customer-facing employees

Marketing practices people can trust

We promote our products honestly and accurately. Our Code of Conduct and other policies emphasize the importance of fair and honest communications with patients, customers and the public. All customer-facing employees receive training on fair and honest marketing practices, interactions with health care providers and public officials and respect for intellectual property. The training also addresses how to navigate actual and perceived conflicts of interest, which includes guidance for managing off-label inquiries and focusing marketing discussions on approved, on-label use of our products.

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Protecting human rights across our company and supply chain

Businesses have a critical role to play in protecting human rights. Boston Scientific respects and strictly adheres to all labor and human rights laws, including those related to modern slavery, child labor, human trafficking, bribery, discrimination, harassment and pay equity. Our contractors, suppliers and business partners are required to conduct their businesses legally and ethically as well. Please refer to the [Boston Scientific Human Rights Policy](#) to learn more about how we operate.

Supporting transparency and accountability

We conduct business in a way that respects human rights and the dignity of all people, and we require the same of our contractors, vendors and suppliers. Our Human Resources and Compliance teams have processes for employees and external partners to discuss human rights concerns, report suspected failures and take necessary actions, up to termination.

- **Enrolling contractors, suppliers and partners.** Our business agreements with partners around the world require that they conduct their businesses legally and ethically. Our Supplier Guidebook mandates adherence to all human rights laws and labor standards and requires safe and healthy working conditions at all times.
- **Reporting concerns.** Our Global Compliance program provides resources for employees and people outside the company to ask questions, obtain guidance and report human rights or Code of Conduct concerns.



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Keeping our supply chain resilient and reliable

The Boston Scientific Global Supply Chain team works tirelessly to lead our planning, sourcing, manufacturing and distribution efforts worldwide. Our 18,000 team members partner with more than 10,000 active indirect and direct suppliers to deliver ~35 million products annually. They perform this mission-critical work while meeting the highest benchmarks for quality, service, ethical conduct and regulatory compliance. We use a standardized supplier performance tool to assess the integrity of potential suppliers' business practices to help ensure that we responsibly meet our commitments to our customers and their patients.

Our teams at our global manufacturing, distribution and customer care centers have worked with agility and persistence to serve customers throughout the pandemic. As markets recovered, they stayed ahead of challenges, kept inventory stable and responded quickly. In a year marked by global breakdowns in sourcing and supplies, Boston Scientific kept our end-to-end global supply chain operating and delivered products to the customers and patients who count on them for quality care and outcomes.

"Our Global Supply Chain team consistently manages uncertainty and disruption. We were tested in new ways in 2021, and have delivered for the patients who count on our products around the world."



Brad Sorenson
executive vice president,
Global Operations

**Managing complexities
around the clock**



~35 million
products delivered



18,000
team members across
16 principal manufacturing
and distribution locations



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Supporting supplier diversity

Our approach to supplier selection builds diversity, equity and inclusion throughout the Boston Scientific supplier network. In the U.S., Boston Scientific prioritizes working with certified companies that share our dedication to improving customer and patient care, including businesses that are:

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



3,400

small and diverse
suppliers engaged



\$865+ million

spent on small and
diverse suppliers

Risk management and global security

The Boston Scientific enterprise risk management team analyzes strategic, operational, financial, legal and compliance risks so we can safely adapt to challenges, pursue opportunities and meet commitments to stakeholders. Enterprise risk management is led by our vice president of global internal audit who reports any financial, operational or risk issues to the board of directors and its relevant committees. Our global security and resiliency team works closely with enterprise risk management to ensure we can sustain operations and secure our facilities in the event of a crisis.

Business resiliency

Working closely with our global operations team, our global security and resiliency experts prepare for a range of potential threats, including meteorologic, geologic, geo-political and climate-related changes. They evaluate our entire value chain to enable comprehensive impact assessments in case of a disaster. This includes identifying and mitigating high-risk dependencies in an effort to avoid events that could interfere with delivering our products to customers or jeopardize the safety of our people, suppliers and communities. The team works closely with our information technology (IT) disaster recovery specialists to identify technology vulnerabilities so we can make investments that maintain the security of company operations.



For more on our climate risk management work, see the [Protecting the environment](#) section of this report.

Protecting global assets

Our global security and resiliency group protects our people, enterprise assets and operations. The team uses industry-standard protocols to run a 24/7 global security operations center with support from a network of partners specializing in cybersecurity, environment, health and safety, supply chain, regulation and data privacy. In 2021, we strengthened our operations by expanding the company's digital infrastructure to include greater detail about suppliers, contractors and our small business partners. In addition to maintaining operations without significant disruption, we built a scalable system that secures our capacity to do business responsibly as new risks emerge.



“By investing in programs that support Black-owned suppliers, Boston Scientific is doing its part to increase supplier diversity within the life sciences industry.”

Pamela Nelson

president and chief executive officer,
Bracane Company Inc. and Boston Scientific supplier

Keeping our products and patient data secure

Ensuring the safety and security of our products and the patients who rely on them is a top priority. Boston Scientific has global cybersecurity protocols that anticipate and address possible threats to product security and to patient information. The company's Remote Patient Management System that allows health care providers to remotely monitor Boston Scientific implantable cardiac medical devices is certified by the International Organization for Standardization ISO/IEC 27001:2013 and ISO/IEC 27018:2014, and we conduct business in compliance with applicable international laws and regulations governing product and data security. As a member of the Health Information Sharing and Analysis Center (H-ISAC) community of private and public health organizations, we can access and share security best practices and threat intelligence across the health care and public health sectors.

Ensuring product security

In 2021, we expanded our product security approach to include multiple layers of risk analysis for every hardware and software component, while using penetration testing — a form of security testing used to better understand potential weaknesses that could be exploited — to identify vulnerabilities. Our product lifecycle security practices cover the design, sourcing, manufacturing and support of all devices according to our cybersecurity protocols that are incorporated into our global quality system. We also monitor various threat intelligence feeds for high profile vulnerabilities that may impact our products and post regular product vulnerability updates.

Here are some of the actions we take to ensure transparency:

- **Open communication:** Our external Boston Scientific [Product Security website](#) communicates with customers, patients and caregivers about security findings.

- **Information sharing:** We are an active member of the Health Information Sharing and Analysis Center (H-ISAC). We have a process in place for coordinated vulnerability disclosures to ensure that our customers and patients are notified of critical security vulnerabilities and mitigations as needed in coordination with researchers and the U.S. Department of Homeland Security's Cybersecurity & Infrastructure Security Agency.



Learn more about Boston Scientific product security on our [website](#).

Protecting data security

Boston Scientific products may hold and transmit sensitive personal data. We protect this data with protocols that honor provider and patient privacy. Our teams uphold standards for data privacy with industry-leading data protection practices that protect confidential health care provider and patient information from unauthorized disclosures. The company has data security and incident response plans that address potential threats to information privacy across all product portfolios. We regularly conduct awareness outreach with employees and external health providers to educate them



about various types of data, privacy and security best practices and their role in protecting private information.

2021 regulatory and privacy objectives include:

- **Privacy impact assessments:** We require all employees to submit impact assessments for any products, processes and initiatives that collect, use, manage or process personal data as part of the company's culture of ensuring privacy by design and default. In 2021, the Global Privacy team reviewed over 500 privacy impact assessments.
- **Protecting COVID data privacy:** We introduced a COVID-19 vaccine tracking tool that complied with rapidly changing government regulations and enabled employees access to our sites and to customers. We protected employee and visitor privacy according to each jurisdiction and ensured that employees controlled their data for the purpose of contact tracing.
- **Companywide data privacy training:** We launched an employee training program with content tailored to different areas and functions, to make the training relevant to employees' day-to-day work. Different training scenarios helped Boston Scientific employees who interact with customers to understand the types of data they may engage with and their responsibility to protect information and report privacy concerns.

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Stakeholder engagement

The following chart outlines our key stakeholders and describes the ways we regularly engage with them.

Stakeholder	Engagement	
Customers	<ul style="list-style-type: none"> Clinical trial management Post-market surveillance Customer care Training and medical education 	<ul style="list-style-type: none"> Business continuity and resiliency planning Close the Gap Product and data security Professional section of Bostonscientific.com Performance Report
Patients and patient advocacy groups	<ul style="list-style-type: none"> Clinical trials Close the Gap Product and data security 	<ul style="list-style-type: none"> Customer service and complaint handling Advocacy group engagement Patients section of Bostonscientific.com
Employees	<ul style="list-style-type: none"> Employee engagement surveys Employee resource groups Quarterly business updates Business-specific town halls 	<ul style="list-style-type: none"> Boston Scientific Intranet and Yammer Weekly global newsletter and monthly CEO letter Matching gift program and volunteering Awards and recognition
Individual shareholders and institutional investors	<ul style="list-style-type: none"> Annual shareholder meeting and quarterly earnings calls Investor section of Bostonscientific.com Bi-annual investor day Investor calls and meetings 	<ul style="list-style-type: none"> Annual report on Form 10-K and quarterly reports on Form 10-Q Annual Proxy Statement Performance Report
Government regulators and policymakers	<ul style="list-style-type: none"> Government affairs team Trade associations 	<ul style="list-style-type: none"> Boston Scientific Corporation Political Action Committee Policy & Advocacy
Nongovernmental organizations and local communities	<ul style="list-style-type: none"> Boston Scientific Foundations Grants, donations and exhibits Employee volunteering 	<ul style="list-style-type: none"> Scholarships and internships Sponsorships, partnerships and collaborations
Suppliers and distributors	<ul style="list-style-type: none"> Supplier diversity program Global supplier guidebook and resource center 	<ul style="list-style-type: none"> Supplier scorecards Supplier quality and audit programs

Metrics summary

Our metrics summary provides key performance data organized under five pillars that align to leading Environmental, Social and Governance (ESG) ratings and inclusion within sustainability indices.

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Product quality and safety	Unit	2018	2019	2020	2021
Class I recalls	#	0	0	3	3
Value of Class I recalled products ¹	USD millions	0	0	77.09	120.07
Class II recalls	#	5	7	15	8
Value of Class II recalled products ¹	USD millions	1.22	9.60	59.01	8.43
Regulatory inspections	#	76	87	85	97
Form 483 observations	#	7	0	0	5
Annual revenues from 483 affected facilities	USD millions	107	0	0	0
Annual revenues impacted by production stoppages	USD millions	0	0	0	0
FDA warning letters	Yes/No	No	No	No	No
Innovation	Unit	2018	2019	2020	2021
Research & Development (R&D) spend	USD millions	1,113	1,174	1,143	1,204
R&D spend as a percent of sales	Percent	11.3	10.9	11.5	10.1
Number of R&D positions	FTE	1,453	2,040	2,114	2,136

¹ Of the recalls classified in the year, value is determined by recall quantity multiplied by cost to manufacture.

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Diversity and inclusion	Unit	2018	2019	2020	2021
Supervisors and managers¹					
Supervisors and managers — women ²	Percent	38.4	38.1	39.9	41.1
Supervisors and managers — multicultural talent ³	Percent	19.6	20.8	21.4	21.6
Total workforce (all levels)					
Share of total workforce — women	Percent	46.5	47.0	47.4	48.3
Share of total workforce — multicultural talent	Percent	31.7	33.2	34.0	35.7
Representation of women (globally)					
Board of directors — women	Percent	30.0	30.0	30.0	30.0
Executive officers — women ⁴	Percent	18.8 ⁴	25.0 ⁴	25.0	18.8
Senior management — women ⁵	Percent	29.5	31.0	33.2	34.8
Supervisors and managers — women	Percent	38.4	38.1	39.9	41.1
Share of total field sales management positions — women	Percent	22.0	21.3	22.9	24.1

¹ Supervisors and managers: includes all levels that are supervisor, manager I and manager II.

² Gender: includes all employees globally where gender is identified. Excludes any employees where gender is "undeclared" and "unknown."

³ Multicultural talent: in the U.S. and Puerto Rico, defined as African American/Black, Asian, Hispanic/Latino, American Indian/Alaska Native, Native Hawaiian/Other Pacific Islander and two or more races. Excludes any employees who choose not to self-identify.

⁴ Executive officers: includes all executive officers listed in the Annual Report. Figures for 2018-2019 have been restated to conform to this definition.

⁵ Senior management: includes all levels that are director, vice president, senior vice president, executive vice president and CEO.

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Diversity and inclusion	Unit	2018	2019	2020	2021
Representation of multicultural talent (U.S. and Puerto Rico)¹					
American Indian/Alaska Native	Percent	0.3	0.3	0.3	0.3
Asian	Percent	13.4	13.3	13.6	12.8
African American/Black	Percent	6.5	7.2	7.9	9.2
Hispanic/Latino	Percent	9.5	10.5	10.3	11.5
Two or more races	Percent	1.6	1.6	1.7	1.7
Native Hawaiian/Other Pacific Islander	Percent	0.3	0.3	0.3	0.2
Total	Percent	31.6	33.2	34.1	35.7
Senior management	Percent	13.1	13.6	14.4	16.5
Supervisors and managers	Percent	19.6	20.8	21.4	21.6
Women by region					
United States and Puerto Rico	Percent	44.3	45.0	45.3	46.8
Latin America	Percent	57.7	56.1	55.7	55.6
Canada	Percent	43.6	43.4	48.1	48.4
Europe, Middle East and Africa	Percent	45.5	45.5	46.3	47.0
Asia Pacific	Percent	43.3	46.4	46.9	46.5

¹ Reflects Equal Employment Opportunity (EEO) race/ethnicity categories.

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Diversity and inclusion	Unit	2018	2019	2020	2021
Expanding our pipeline (new hires)					
Multicultural talent	Percent	46.2	43.5	42.5 ¹	49.5
Women	Percent	51.2	50.2	48.9 ¹	51.7
Representation of employees by age group (U.S. and Puerto Rico)					
<30	Percent	11.1	14.0	16.1	18.9
30-50	Percent	58.3	57.8	57.6	56.1
>50	Percent	30.6	28.1	26.3	25.0
Representation of employees by age group (global)					
<30	Percent	14.6	18.3	21.5	24.2
30-50	Percent	63.0	61.1	59.8	58.0
>50	Percent	22.5	20.6	18.7	17.8

¹ 2020 figures restated.

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Career and culture	Unit	2018	2019	2020	2021
Total new hires		7,298	8,417	6,494	8,303
Employee turnover rate	Percent total employees	11.9	12.0	10.3	15.3
Employee voluntary turnover rate	Percent total employees	9.5	9.5	7.1	11.4
Pay equity global (gender)	Global BSC	99%+	99%+	Analysis not completed	99%+ ¹
Pay equity multicultural (U.S. and Puerto Rico)	U.S. and Puerto Rico	99%+	99%+	Analysis not completed	99%+ ¹
Open positions filled by internal candidates	Percent	20.1	17.5 ²	20.5	22.0
Period that long-term incentives for employees are paid out after	Years	4	4	4 ³	4 ³
Average learning hours/employee	Hours	—	—	16.5 ⁴	18.6 ⁴

¹ We will be completing every other year. Next analysis scheduled for 2023.

² 2019 number restated.

³ Vesting for options and restricted units is four years (25% per year). Boston Scientific changed from 5-year to 4-year award vesting beginning with RSUs granted in FY 2019. Half of the value delivered to executives is through performance share units which have a three-year cliff vest.

⁴ Inclusive of global indirect labor employees only.

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Employee health and safety	Unit	2018	2019	2020	2021
Work-related fatalities — employees	#	0.0	0.0	0.0	0.0
Work-related fatalities — contractors	#	0.0	0.0	0.0	0.0
Total Recordable Incident Rate (TRIR)	Injuries per 100 employees	0.5	0.5	0.5	0.4
Total Recordable Injury Frequency Rate (TRIFR)	Injuries per 1 million hours worked	2.6	2.7	2.3	2.1 ¹
Lost Time Injury Frequency Rate (LTIFR)	Lost time injuries per 1 million hours worked	2.6 ²	3.0	1.7	1.3 ¹
Occupational Lost Time Rate (OLTR)	Lost time days per 100 employees	5.2 ³	5.9	4.7	4.5 ¹
TRIR, TRIFR, LTIFR and OLTR rate coverage	Percent of employees	66.0	66.0	67.0	98.0

¹ For 2021, Boston Scientific expanded the relevant headcount in scope for TRIR, TRIFR, LTIFR and OLTR reporting to include 98% of our population.

² OLTR figures include lost and restricted time injuries.

³ LTIFR includes all injuries.

Accelerating possibilities

Community engagement	Unit	2018	2019	2020	2021
Monetary value of philanthropic cash contributions ¹	USD millions	8.90	8.14	9.04	7.21
Boston Scientific Foundation (U.S.) cash contributions	USD millions	1.07	1.19	1.21	1.21
Employee volunteering hours	Hours	43,000	41,000	23,000	51,000
Overhead costs for management of philanthropic activities	USD millions	0.068	0.067	0.200 ¹	0.222 ²

Protecting the environment

Environmental impact ³	Unit	2018	2019	2020	2021
Total municipal water consumed	Million cubic meters	0.568	0.581	0.618	0.664
Total fresh water consumed	Million cubic meters	0.121	0.109	0.119	0.185
Total process water discharged	Million cubic meters	0.057	0.068	0.109	0.112
Total domestic water discharged	Million cubic meters	0.412	0.430	0.511	0.590
Water intensity	Cubic meters/ USD millions revenue	70	64	74	71
Total non-hazardous and hazardous waste generated	Metric tons	12,372	12,196	10,936	12,796
Total non-hazardous waste generated	Metric tons	11,579	11,200	9,978	11,703

¹ This includes donations to HCP and non-HCP charitable organizations and does not include any medical grant, research grant or fellowship funding.

² 2020 and 2021 data includes community engagement, sales charitable contributions committee costs and foundation consultant fees.

³ Environmental impact metrics coverage includes Scope 1 and 2 from our manufacturing and key distribution sites only, which represent greater than 75% of business revenues.

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Environmental impact ¹	Unit	2018	2019	2020	2021
Total non-hazardous waste recycled	Metric tons	9,667	8,943	7,843	8,673
Total non-hazardous waste energy recovered	Metric tons	1,332	1,744	1,545	1,962
Total non-hazardous waste disposed to landfill	Metric tons	581	514	591	1,067
Total hazardous waste generated	Metric tons	792	996	958	1,093
Total hazardous waste recovered	Metric tons	76	57	94	103
Total hazardous waste energy recovered	Metric tons	310	362	376	468
Total hazardous waste treatment	Metric tons	247	240	292	307
Total hazardous waste incinerated	Metric tons	135	218	152	181
Total hazardous waste landfilled	Metric tons	0	0	14	1
Total hazardous waste recycled	Metric tons	24	119	29	33
Environmental notice of violation	#	0	3	0	0

¹ Environmental impact metrics coverage includes Scope 1 and 2 from our manufacturing and key distribution sites only, which represent greater than 75% of business revenues.

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Climate change ¹	Unit	2018	2019	2020	2021
Total direct greenhouse gas emissions (Scope 1)	CO ₂ equivalent metric tons	31,257	34,168	35,908	35,395
Total indirect greenhouse gas emissions (Scope 2)	CO ₂ equivalent metric tons	53,870	50,611	17,823	16,889
Non-renewable fuels consumed	mWh	170,495	186,393	191,645	192,076
Total electricity purchased	mWh	181,587	187,736	185,329	205,187
Total renewable electricity purchased	mWh	9,149	22,508	131,896 ²	149,617
Total energy use	gWh	355	368	381	397
Green real estate ³	Percent	32	41	42	46
Number of LEED certified / registered buildings	#	13	13	15	16
Number of ISO 50001:2018 certified sites	#	2	5	6	9
Number of ISO 14001:2015 certified sites	#	15	15	16	16
Carbon footprint (Scopes 1 and 2)	Metric tons	85,127	84,778	53,730	52,284 ⁴
Renewable electricity purchased with renewable energy certificates	Percent	5	11	71	73 ⁴
Renewable energy (all sources) used with renewable energy certificates	Percent	3	6	35	38
Energy intensity	% MWh/ USD millions revenue	36	34	38	33

¹ Climate change metrics coverage includes Scope 1 and 2 from our manufacturing and key distribution sites only, which represent greater than 75% of business revenues.

² 2020 figure restated.

³ Green real estate: 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 50001:2018 for building operations

⁴ Reflects adjustments to previously reported figure of 72% renewable electricity and 53.7k metric tons CO₂ in our 2022 Annual Proxy Statement, based on subsequent internal audit.

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Responsible supply chain	Unit	2018	2019	2020	2021
Total number of suppliers identified as Tier 1	#	1,498	1,650	1,489	1,356
Percentage of suppliers identified as Tier 1	Percent	100	100	100	100
Total number of Tier 1 suppliers identified as critical	#	153	141	137	130
Percentage of Tier 1 suppliers identified as critical	Percent	10.2	8.6	9.2	9.6
Supplier scorecard risk assessment — total number of Tier 1 suppliers assessed in last three years	#	393	333	337	313
Supplier scorecard risk assessment — percentage of Tier 1 suppliers assessed in last three years	Percent	26.3	20.2	22.6	23.1
Comprehensive assessment of critical (Tier 1 and Non-Tier 1) suppliers annually	Percent	10.2	8.6	9.2	9.6
Comprehensive assessment of critical (Tier 1 and Non-Tier 1) suppliers in the last three years	Percent	26.2	20.2	22.6	23.1
Compliance	Unit	2018	2019	2020	2021
Anti-competitive practices fines	Yes/No	No	No	No	No
Corruption and bribery cases	#	0	0	0	0
Earnings before tax	USD millions	1,422	687	-79	1,076
Reported taxes	USD millions	-249	-4,013	2	36
Reported tax rate	Percent	-17.5	-584.0	2.9	3.3
Cash taxes paid	USD millions	1,037	242	207	302
Upheld regulatory complaints concerning marketing and selling practices	#	0	0	0	0
Upheld self-regulatory complaints concerning marketing and selling practices	#	0	0	0	0

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Governance	Unit	2018	2019	2020	2021
Number of executive directors	#	1	1	1	1
Number of independent directors	#	9	9	9	9
Number of women executives	#	3	3	4	3
Average tenure of independent board members (years)	#	5	6	7	7
No. of non-executive/independent directors who sit on four or less public company boards, including Boston Scientific	#	9	9	8	9
No. of public company boards outside of Boston Scientific on which non-executive/independent directors can sit ¹	#	3	3	3	3
Performance period covered by Executive Compensation Plan	Years	3	3	3	3
Clawback provision for Executive Compensation Plan	Yes/No	Yes	Yes	Yes	Yes
Reporting rights per 1 share (based on Form 10-K)	Number of votes	1,385,961,926	1,396,195,349	1,417,165,707	1,426,724,712
Total annual CEO compensation	USD millions	13.97	15.76	13.77	16.06
Median annual compensation for all employees	USD thousands	62.5	65.6	59.3	68.9
Lobbying	USD millions	1.68	1.68	1.52	1.52
Lobbying — local, regional or national political campaigns	USD millions	0.27	0.26	0.25	0.22
Lobbying — trade associations	USD millions	0.14	0.14	0.13	0.21

¹ Without the approval of the Nominating and Governance Committee, no director may sit on more than four public company boards (including the Company's board). For more information, please review our [Corporate Governance Guidelines](#).

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The Global Reporting Initiative (GRI) Standards represent global best practices for reporting publicly on a range of ESG impacts. We continue to expand the scope of our ESG metrics and disclosures to topics material to our business and stakeholders. This report has been prepared in accordance with the GRI Standards: Core option. The following table includes references to our 2021 performance report, 2021 Form 10-K, and other documents available on [BostonScientific.com](https://www.bostonscientific.com).

Indicator	Description	Response
GRI 100		
102-1	Name of the organization	Boston Scientific Corporation
102-2	Activities, brands, products and services	Form 10-K , Item 1. Business, Page 3 Performance Report, Boston Scientific: 2021 at a glance, Page 7
102-3	Location of headquarters	300 Boston Scientific Way, Marlborough, MA 01752-1234
102-4	Location of operations	Form 10-K , Item 1. International Operations, Page 10 Form 10-K , Item 2. Properties, Page 36
102-5	Ownership and legal form	Boston Scientific Corporation, publicly traded on New York Stock Exchange as BSX
102-6	Markets served	Form 10-K , Item 1. Marketing and Sales, Page 10
102-7	Scale of the organization	Performance Report, Boston Scientific: 2021 at a glance, Page 7 Form 10-K , Item 1. Business, Page 3
102-8	Information on employees and other workers	Form 10-K , Item 1. Human Capital, Page 14 Performance Report Appendix
102-9	Supply chain	Form 10-K , Item 1. Manufacturing and Raw Materials, Page 11 Performance Report, Creating value responsibly, Page 48
102-10	Significant changes to the organization and its supply chain	Form 10-K , Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations, Page 40
102-11	Precautionary Principle or approach	Form 10-K , Item 1. Business Strategy, Page 3 Performance Report, Our ESG strategy, Page 8

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Indicator	Description	Response
102-12	External initiatives	Performance Report, Accelerating possibilities, Page 31 Performance Report, Protecting the environment, Page 39 Performance Report, Creating value responsibly, Page 48 Respecting Human Rights
102-13	Memberships of associations	Trade Association Memberships
102-14	Statement from senior decision-maker	Performance Report, A Message from our Chairman and Chief Executive Officer, Page 4
102-15	Key impacts, risks and opportunities	Form 10-K , Item 1A. Risk Factors, Page 22
102-16	Values, principles, standards and norms of behavior	Performance Report, Our mission and values, Page 6 Code of Conduct
102-17	Mechanisms for advice and concerns about ethics	Advice Line
102-18	Governance structure	Proxy Statement Governance overview
102-19	Delegating authority	Proxy Statement
102-20	Executive-level responsibility for economic, environmental and social topics	Performance Report, Our ESG strategy, Page 8 Proxy Statement
102-21	Consulting stakeholders on economic, environmental and social topics	Performance Report, Our ESG strategy, Page 8 Performance Report Appendix, Stakeholder engagement, Page 56
102-22	Composition of the highest governance body and its committees	Proxy Statement
102-23	Chair of the highest governance body	Proxy Statement
102-24	Nominating and selecting the highest governance body	Proxy Statement
102-25	Conflicts of interest	Code of Conduct
102-26	Role of highest governance body in setting purpose, values and strategy	Proxy Statement
102-27	Collective knowledge of highest governance body	Proxy Statement
102-28	Evaluating the highest governance body's performance	Proxy Statement

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Indicator	Description	Response
102-29	Identifying and managing economic, environmental and social impacts	Form 10-K , Item 1. Business, Page 3 Performance Report, Our ESG strategy, Page 8
102-30	Effectiveness of risk management processes	Proxy Statement Performance Report, Risk management and global security, Page 53
102-31	Review of economic, environmental and social topics	See 102-29
102-32	Highest governance body's role in sustainability reporting	Proxy Statement
102-33	Communicating critical concerns	Proxy Statement
102-34	Nature and total number of critical concerns	Form 10-K , Item 1A. Risk Factors, Page 22
102-35	Remuneration policies	Proxy Statement
102-36	Process for determining remuneration	Proxy Statement
102-37	Stakeholders' involvement in remuneration	Proxy Statement
102-38	Annual total compensation ratio	Proxy Statement
102-39	Percentage increase in annual total compensation ratio	Proxy Statement
102-40	List of stakeholder groups	See 102-21
102-41	Collective bargaining agreements	Human Rights, Collective Bargaining
102-42	Identifying and selecting stakeholders	See 102-21
102-43	Approach to stakeholder engagement	See 102-21
102-44	Key topics and concerns raised	Performance Report, Our ESG strategy, Page 8
102-45	Entities included in the consolidated financial statements	Form 10-K , Exhibit 21
102-46	Defining report content and topic boundaries	Performance Report, Table of contents, Page 3
102-47	List of material topics	Performance Report, Our ESG strategy, Page 8
102-48	Restatements of information	Throughout Performance Report and Performance Report Appendix
102-49	Changes in reporting	Throughout Performance Report and Performance Report Appendix
102-50	Reporting period	Data in the Performance Report covers the period between January 1, 2020, and December 31, 2020, unless otherwise indicated

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102-51	Date of most recent report	4/15/2021 2020 Annual Performance Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Investor Relations
102-54	Claims of reporting in accordance with the GRI Standards	Performance Report, Table of contents, Page 3
102-55	GRI content index	Performance Report Appendix
102-56	External assurance	This report has not been independently verified.
GRI 200		
201-1	Direct economic value generated and distributed	Form 10-K , Item 8. Financial Statements & Supplementary Data, Page 70 Performance Report, Boston Scientific: 2021 at a glance, Page 7
201-2	Financial implications and other risks and opportunities due to climate change	Form 10-K , Item 1A. Risk Factors, Page 35 Performance Report, Managing climate risk, Page 45
201-3	Defined benefit plan obligations and other retirement plans	Form 10-K , Item 15. Exhibits and Financial Statement Schedules Note S, Page 130
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Labor and Human Rights, Commitment to Labor Initiatives or Standards
203-1	Infrastructure investments and services supported	Form 10-K , Item 1. Marketing and Sales, Page 10
203-2	Significant indirect economic impacts	Performance Report, Transforming care, Page 13 Performance Report, Investing in our people, Page 20 Performance Report, Accelerating possibilities, Page 31 Performance Report, Protecting the environment, Page 39 Performance Report, Creating value responsibly, Page 48
204-1	Proportion of spending on local suppliers	Performance Report, Keeping our supply chain resilient and reliable, Page 52
205-1	Operations assessed for risks related to corruption	Anti-Corruption & Governance
205-2	Communication and training about anti-corruption policies and procedures	Performance Report, Compliance, ethics and integrity, Page 50
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Form 10-K , Note K. Commitments and Contingencies, Page 113

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Indicator	Description	Response
GRI 300		
302-1	Energy consumption within the organization	Performance Report, GEMS KPIs, Page 41 Performance Report Appendix, Metrics summary
302-3	Energy intensity	Performance Report, GEMS KPIs, Page 41 Performance Report Appendix, Metrics summary
302-4	Reduction of energy consumption	Performance Report, GEMS KPIs, Page 41 Performance Report Appendix, Metrics summary
302-5	Reductions in energy requirements of products and services	Performance Report, GEMS KPIs, Page 41 Performance Report, Advancing product stewardship, Page 46 Performance Report Appendix, Metrics summary
303-1	Water withdrawal	Performance Report Appendix, Metrics summary
303-2	Water discharge	Performance Report Appendix, Metrics summary
303-3	Water consumption	Performance Report Appendix, Metrics summary
305-1	Direct (Scope 1) GHG emissions	Performance Report Appendix, Metrics summary
305-2	Energy indirect (Scope 2) GHG emissions	Performance Report Appendix, Metrics summary
305-5	Reduction of GHG emissions	Performance Report, Protecting the environment, Page 39 Performance Report Appendix, Metrics summary
306-1	Water discharge by quality and destination	Performance Report Appendix, Metrics summary
306-2	Waste by type and disposal method	Performance Report Appendix, Metrics summary
306-3	Significant spills	No significant spills for 2021
306-4	Transport of hazardous waste	Performance Report Appendix, Metrics summary
307-1	Non-compliance with environmental laws and regulation	Performance Report Appendix, Metrics summary
308-1	New suppliers that were screened using environmental criteria	Performance Report, Creating value responsibly, Page 48

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Indicator	Description	Response
GRI 400		
401-1	New employee hires and employee turnover	Performance Report Appendix, Metrics summary
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits
401-3	Parental leave	Benefits
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism and number of work-related fatalities	Performance Report Appendix, Metrics summary
404-1	Average hours of training per year per employee	Performance Report Appendix, Metrics summary
404-2	Programs for upgrading employee skills and transition assistance programs	Performance Report, Investing in our people, Page 20
404-3	Percentage of employees receiving regular performance and career development reviews	Performance Report, Investing in our people, Page 20
405-1	Diversity of governance bodies and employees	Proxy Statement Performance Appendix, Metrics summary
405-2	Ratio of basic salary and remuneration of women to men	Performance Report, Investing in our people, Page 20 Equal Pay for Equal Work
406-1	Incidents of discrimination and corrective actions taken	Compliance and Ethics
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights
408-1	Operations and suppliers at significant risk for incidence of child labor	Human Rights
409-1	Operations and suppliers at significant risk for incidence of forced or compulsory labor	Human Rights
411-1	Incidents of violations involving rights of indigenous peoples	Human Rights

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Indicator	Description	Response
412-1	Operations that have been subject to human rights reviews or impact assessments	Human Rights
412-2	Employee training on human rights policies or procedures	Human Rights
413-1	Operations with local community engagement, impact assessments and development programs	Performance Report, Supporting our communities, Page 36 Community Engagement
414-1	New suppliers that were screened using social criteria	Performance Report, Creating value responsibly, Page 48
415-1	Political contributions	Political Contributions
416-1	Assessment of the health and safety impacts of product and service categories	Performance Report, Ensuring quality, health and safety, Page 17
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Performance Report, Ensuring quality, health and safety, Page 17
417-1	Requirements for product and service information and labeling	Performance Report, Ensuring quality, health and safety, Page 17 Performance Report, Advancing product stewardship, Page 46
419-1	Non-compliance with laws and regulations in the social and economic area	Boston Scientific adheres to all compliance requirements, see compliance references throughout the Performance Report and BostonScientific.com

Sustainability Accounting Standards Board (SASB) index

SASB is an independent standards-setting organization dedicated to improving the effectiveness and comparability of corporate disclosure on ESG factors. The following table summarizes how our existing reporting is guided by recommended disclosure topics and accounting metrics for the Medical Equipment and Supplies industry standard, and includes references to our 2021 Performance Report, 2021 Form 10-K and other documents available on [BostonScientific.com](https://www.bostonscientific.com).

Topic	Accounting metric	Code	Response
Affordability and pricing	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	HC-MS-240a.1	Not currently disclosed
	Description of how price information for each product is disclosed to customers or to their agents	HC-MS-240a.2	Form 10-K , Health Care Policies and Reimbursement, Pages 13-14
Product safety	Number of recalls issued, total units recalled	HC-MS-250a.1	Class I recalls: 3 Class II recalls: 8 Total units recalled: 47,430
	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	HC-MS-250a.2	FDA's MedWatch Safety Alerts for Human Medical Products database
	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	HC-MS-250a.3	FDA Manufacturer and User Facility Device Experience (MAUDE) database
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-MS-250a.4	0 in 2021
Ethical marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	\$0 in 2021
	Description of code of ethics governing promotion of off-label use of products	HC-MS-270a.2	Code of Conduct , Page 40; Performance Report, Creating value responsibly, Page 48

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Topic	Accounting metric	Code	Response
Product design and lifecycle management	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	HC-MS-410a.1	Boston Scientific's commitment to innovation and patient health extends beyond the surgical suite by managing the environmental and human health impact of chemicals in our products through design, manufacture and use. Our design and supplier management processes assess and manage relevant environmental and chemical requirements. We work with our suppliers to ensure material compliance of all purchased goods and components, allowing us to make responsible material and chemical choices for the design and manufacture of our products. Performance Report, Advancing product stewardship, Page 46
	Total amount of products accepted for take-back and reused, recycled or donated, broken down by: (1) devices and equipment (2) supplies	HC-MS-410a.2	Within participating customers: <ul style="list-style-type: none"> 65% of LithoVue™ systems recycled in the United States in 2021 39% of EXALT™ Model D systems recycled in the United States in 2021 Performance Report, Advancing product stewardship, Page 46
Supply chain management	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	HC-MS-430a.1	All Boston Scientific medical device manufacturing facilities are audited by external regulators or applicable authorities. A majority of our direct suppliers are ISO certified (for example ISO 9001 or ISO 13485), as applicable, and demonstrate compliance and quality through certification audits. Form 10-K , Quality Assurance, Page 13
	Description of efforts to maintain traceability within the distribution chain	HC-MS-430a.2	Boston Scientific maintains traceability within the manufacturing and distribution chain through either serial or batch control of finished products. We: <ul style="list-style-type: none"> Leverage product identification technologies, such as barcoding identification to track the information of products Utilize enterprise resource planning (ERP) solutions to support identification and control of products once they leave manufacturing sites — including supporting specific patient tracking if required. Our ERP solutions ensure compliance with regularity, quality and customs control requirements
	Description of the management of risks associated with the use of critical materials	HC-MS-430a.3	Form 10-K , Manufacturing and Raw Materials, page 11 Performance Report, Creating value responsibly, Page 48
Business ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	HC-MS-510a.1	\$0 in 2021
	Description of code of ethics governing interactions with health care professionals	HC-MS-510a.2	Code of Conduct , Page 32 Performance Report, Creating value responsibly, Page 48
Activity metrics		Code	Response
Number of units sold by product category		HC-MS-000.A	Not currently disclosed

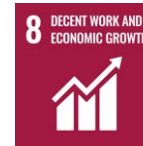
United Nations Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) are a set of 17 global goals with the aim to end poverty, fight inequality and injustice and tackle climate change by 2030. The following table summarizes how our reporting aligns with the SDGs. More information on our priorities can also be found in [Our ESG strategy](#).

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Cautionary Statement Regarding Forward-Looking Statements

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements may be identified by words like “anticipate,” “expect,” “project,” “believe,” “plan,” “may,” “estimate,” “intend” and similar words. These forward-looking statements are based on our beliefs, assumptions and estimates using information available to us at the time and are not intended to be guarantees of future events or performance. These forward-looking statements include, among other things, statements regarding our expected net sales; reported, operational and organic revenue growth rates; reported and adjusted EPS for the second quarter and full year 2022; our financial performance; our business and environmental, social and governance (ESG) plans, performance and goals; product performance; and the impact of the COVID-19 pandemic on the company’s results of operations. If our underlying assumptions turn out to be incorrect, or if certain risks or uncertainties materialize, actual results could vary materially from the expectations and projections expressed or implied by our forward-looking statements. These factors, in some cases, have affected and in the future (together with other factors) could affect our ability to implement our business strategy and may cause actual results to differ materially from those contemplated by the statements expressed in this report. As a result, readers are cautioned not to place undue reliance on any of our forward-looking statements.

Risks and uncertainties that may cause such differences include, among other things: the impact of the ongoing COVID-19 pandemic on our operations and financial results; future U.S. and global economic, political, competitive, reimbursement and regulatory conditions; manufacturing, distribution and supply chain disruptions and cost increases; disruptions caused by cybersecurity events; disruptions caused by extreme weather or other climate change-related events; labor shortages and increases in labor costs; new product introductions; expected procedural volumes; the closing and integration of acquisitions; demographic trends; intellectual property rights; litigation; financial market conditions; the execution and effect of our business strategy, including our cost-savings and growth initiatives; and future business decisions made by us and our competitors. New risks and uncertainties may arise from time to time and are difficult to predict, including those that have emerged or have increased in significance or likelihood as a result of the COVID-19 pandemic. All of these factors are difficult or impossible to predict accurately and many of them are beyond our control. For a further list and description of these and other important risks and uncertainties that may affect our future operations, see Part I, Item 1A — Risk Factors in our most recent Annual Report on Form 10-K filed with the Securities and Exchange Commission, which we may update in Part II, Item 1A — Risk Factors in Quarterly Reports on Form 10-Q we have filed or will file hereafter. We disclaim any intention or obligation to publicly update or revise any forward-looking statements to reflect any change in our expectations or in events, conditions or circumstances on which those expectations may be based, or that may affect the likelihood that actual results will differ from those contained in the forward-looking statements. This cautionary statement is applicable to all forward-looking statements contained in this report.