



# HOW WE APPROACH TALENT DEVELOPMENT

## BACKGROUND AND CORE VALUES

At Boston Scientific, everyone in our global workforce collaborates as one team to take on health care's toughest challenges. True to our [core values](#), a deep caring for human life underpins all our work and a clear focus on equity and inclusion fosters diverse perspectives that lead to new solutions for patients. We take a similar approach to talent development, reinforcing equitable opportunities for growth and advancement for everyone in our company as they contribute to our innovations and success.

## INVESTING IN OUR PEOPLE

We invest in the talent of our employees and a culture rich in diversity, equity and inclusion (DE&I) that makes breakthroughs possible. Our business is built upon the ingenuity and expertise of our people around the world, and the progress we all make together leads to healthier patients, a strong business and promising careers.

## DEVELOPMENT APPROACH

Our approach to talent planning and development advances diversity, supports [equal opportunities](#) and cultivates capabilities. We believe our innovation and business success are possible because Boston Scientific employees are free to be themselves at work as they collaborate to create products that meet unmet patient needs.

The employee experience is the central focus of our talent development efforts. The company's human resources and talent experts help ensure employees are offered constant opportunities for development and growth. We infuse learning into the flow of work, connecting people's day-to-day responsibilities to new skill sets that help them perform better and advance in their careers.

## REINFORCING A LEVEL PLAYING FIELD

Boston Scientific supports equitable opportunities for growth in every line of work across the company. To help ensure these efforts make a meaningful difference for all employees, the company reinforces the principles of diversity, equity and inclusion (DE&I) that make us a leading employer and business.

**Unconscious bias training.** The eLearning course *Practicing Inclusion* helps employees identify their values and interpersonal behaviors, including micro-inequalities and potential blind spots. The curriculum reflects our deliberate approach to DE&I with content that demonstrates the consequences of bias in the workplace and offers guidance on how to practice inclusive behaviors that contribute to effective team collaboration and innovation. The course is required for all employees, and we make it available in 18 languages.

**Anti-Racism & Cultural History (ARCH) curriculum.** ARCH is a comprehensive series of courses and activities aimed at advancing our individual and collective understanding of race, culture and identity. The program includes a personal assessment completed by every participant and training to equip employees with additional skills to address systemic racism, bias and prejudice. Facilitators help employees take a deeper look into the impacts of race and culture and provide discussion guides for continuing the conversation. ARCH is recommended for all employees and required for all people leaders.

**Insights Discovery.** The Insights Discovery course introduces a four-color model participants can use to become more self-aware about their professional style and strengths and how they interact and perform as team members. Employees who complete the course report gain a better understanding of interpersonal dynamics that help them improve communication, engagement and productivity on their teams. We offer Insights Discovery as an open enrollment option for all employees.

## PEOPLE LEADERS

Our people leadership commitment provides the foundation for six essential leader behaviors at Boston Scientific. Our learning pathways reinforce these behaviors and skills that help all people leaders in our company perform more effectively in their roles.

### **For new people leaders – People Leader Experience (PLE)**

This 12-month program for our people leaders globally focuses on core leadership skills such as hiring best practices, effective leadership styles and providing continuous feedback. The curriculum includes facilitated discussions with subject matter experts on topics such as onboarding, coaching employees through change and effectively engaging teams. We continually update course content based on participant feedback to help ensure we are giving new leaders the resources they need to succeed in their roles.

**For all managers – Manager Pathways.** Manager Pathways is a guided on-demand course for managers with two years or more of experience leading teams at Boston Scientific. The global initiative uses online resources, peer coaching and business leader discussions to help managers (1) identify strengths and development opportunities through self-assessment, (2) accelerate development, (3) apply new insight in simulated scenarios and (4) create an immediate development action plan. Areas of focus include creating a culture of inclusion, agile leadership, active listening and leading through change.

### **Boston Scientific People Leader Commitment:**

#### **I am a coach**

I encourage open, honest dialogue on a regular and real-time basis, and have the courage and responsibility to provide both constructive and reinforcing feedback to my employees.

#### **I value conversation**

I make time to meet one-on-one with my employees and ensure our conversations are two-way.

#### **I know my employee's career goals and aspirations**

I understand that each employee's career journey is unique and based on their personal situation, needs and interests. I partner with and advocate for my employees as they work toward their career goals.

#### **I believe in ongoing development**

I work with my employees to identify and design individual development plans, then create the environment, time and opportunity for development to occur.

#### **I continually improve my people management skills**

I seek feedback on my leadership effectiveness and actively enhance my skills as part of my own development.

#### **I am an inclusive leader**

I build an inclusive environment by providing everyone with opportunities to contribute thoughts, perspectives, ideas or opinions in their own way.

**For all directors and vice presidents – ExecOnline.** We partner with ExecOnline to offer high-impact leadership development with an emphasis on high-potential and high-performing leaders. The program features experts from the world's top business schools, including Columbia University, Massachusetts Institute of Technology (MIT), Harvard University and University of California, Berkeley. In addition to premium content and the flexibility to choose between three- and six-week curriculums, ExecOnline includes online conversations with professors and peers and real-world projects where participants apply new skills and insights in their day-to-day roles.

**For high-potential managers – Advanced Manager Experience (AME).** The AME is an eight-month global leadership development opportunity for senior people managers with the potential to be part of our succession pipeline. Participants are nominated for the program based on skills and performance that could lead to success in director roles at Boston Scientific. Outcomes we see in the performance of AME graduates include accelerated leadership strengths and business acumen, improved ability to collaborate and delegate, greater capacity to lead with a strategic mindset and strong inclusive leadership.

**For succession-ready leaders – Accelerated Leadership Development Program (ALDP).** ALDP is an eight-month initiative for directors and vice presidents who are nominated because of their potential to serve in executive committee, president, general manager and other key divisional and regional leadership roles. We created this program to help prepare successful leaders for more senior and complex global roles. Core elements of the curriculum include in-depth performance assessments, instruction from executive committee members and outside experts, leadership simulation exercises and networking with colleagues from different regions, divisions and functions around the world.

## DIVERSE TALENT

Our work to solve health care's toughest problems calls for leaders and individual contributors with diverse perspectives from all backgrounds, cultures and identities who think beyond the status quo. We offer training opportunities focused on developing women and multicultural talent throughout our global workforce.

**Give Real Opportunities for Valuable Work Experience (GROW).** Our GROW initiative was inspired by our conversations with employees who build our medical devices and are interested in furthering their careers in business roles. We have expanded the program globally with three tracks so participating builders, technicians and other individual contributors can choose the option that best matches their objectives. Each curriculum enlists people leaders to mentor participants through classroom and hands-on training sessions.

**Accelerated Diverse Talent (ADT).** The Boston Scientific Accelerated Diverse Talent (ADT) program supports the development of women and multicultural talent with potential for advancing to more senior roles in our company. We offer this opportunity to accelerate the development of people in manager and director positions and help prepare them for the possibility of serving in higher-level leadership roles. The ADT experience is an individual process where we match a coach with every participant, then offer support and resources to meet each leader's needs and aspirations. Leaders graduate from the program with a career plan, continued access to career development resources and ongoing outreach from their ADT coaches.

**Diverse Leaders of Tomorrow (DLT).** Our Diverse Leaders of Tomorrow (DLT) program for nominated Boston Scientific leaders is designed to help diverse talent proactively manage their personal and professional development. The opportunity features a two-day experience for high-potential leaders and their managers facilitated by third-party experts in development and career progression. DLT content and resources focus on equipping participants for future leadership opportunities through skill building, strategic planning and new approaches to strengthening their professional networks.

**EXCErate.** The EXCErate sponsorship program is a multi-year opportunity for high-potential women and multicultural talent. Participants nominated by their managers and other leaders are matched with a Boston Scientific executive sponsor who serves as a career advisor, mentor and advocate. The overarching goal of the program is to reinforce a culture of sponsorship where senior leaders contribute to our objective of ensuring that everyone reaches their full career potential in our company. Since launching EXCErate in 2013 with a focus on women in science, technology, engineering and math (STEM) roles, we have expanded the opportunity to include multicultural talent.

To learn more about our programs and initiatives, visit our [DE&I website](#)

## TARGETED GLOBAL OPPORTUNITIES

We also offer regional, business-level and other targeted opportunities to meet the needs of our global workforce. Examples include:

- **Rising Leaders** – An 18-month development program in our Asia-Pacific (APAC) region to accelerate people managers' readiness for senior and country-level leadership roles
- **Lideres da Amaha (Leaders of Tomorrow)** – Coursework featuring 336 hours of virtual and onsite classes focused on our individual contributors in Brazil aspiring to serve as business leaders
- **Emerging Leaders** – A 12-month opportunity for high-potential managers in our Europe, Middle East and Africa (EMEA) region to prepare them for director roles
- **T-shirts Leadership Development** – Year-long programming for nominated participants in our Latin America (LATAM) region featuring business skill activities led by company leaders, in tiers designated by t-shirt colors
- **Channel Partners Management Upskilling** – A six-month program in Mexico we deliver in partnership with Tecnológico de Monterrey to help participants develop their leadership skills
- **Cross-Border Talent Moves and Exchanges** – A variety of opportunities to help build the global perspectives and experience of our leaders, including short-term assignments at our global headquarters in the United States and talent exchanges for leaders in various regions across the globe

For updates on our latest development efforts and our performance, see our most recent [2022 Performance Report](#).

To learn more about careers at Boston Scientific, visit our [website](#).