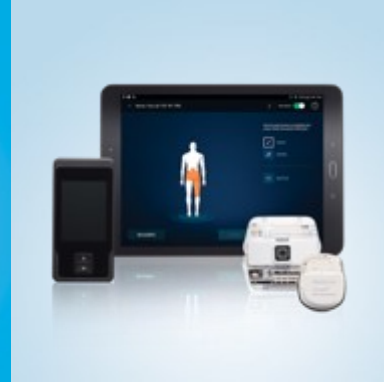


# INCLUSION, DIVERSITY & EQUITY AT MEDTRONIC

**DR. SALLY SABA**

CHIEF INCLUSION & DIVERSITY OFFICER

**Medtronic**  
Further, Together



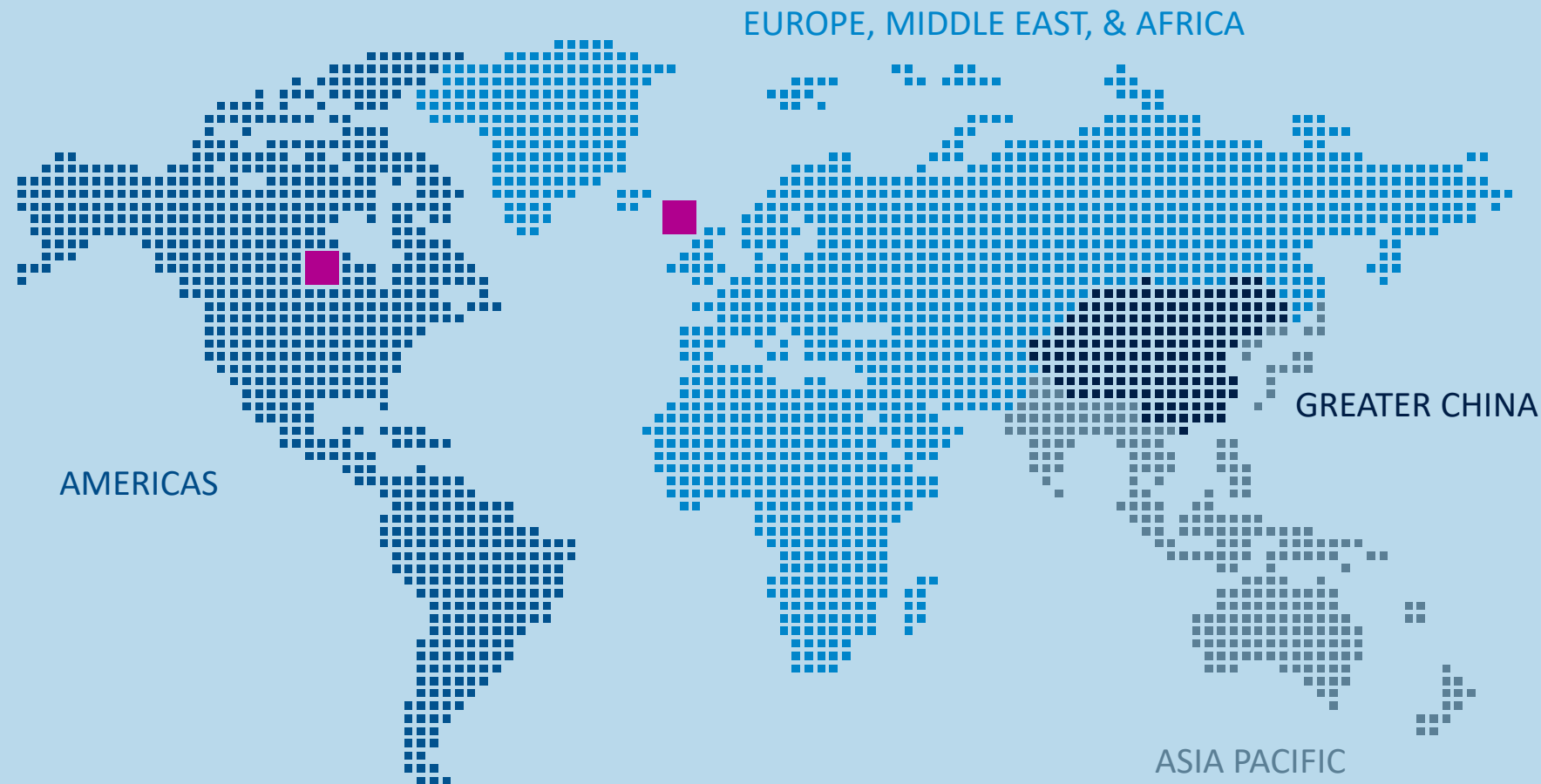
# MEDICAL TECHNOLOGY IS WHAT WE DO. IT'S WHAT WE'VE ALWAYS DONE.

You may know us as the **pacemaker company**,  
the **diabetes pump maker**, or  
**deep-brain stimulation experts** —  
**and we do so much more.**



# OUR MISSION

Alleviate pain, restore health and extend life



- Headquarter Locations
- Medtronic Operational Headquarters  
**Minneapolis, Minnesota**
- Medtronic Principal Executive Office  
**Dublin, Ireland**

MORE THAN  
**90,000**  
EMPLOYEES

OPERATING IN  
**150+**  
COUNTRIES

**2**  
PATIENTS SERVED  
PER SECOND

TREATING  
**70+**  
CONDITIONS IN THE  
HUMAN BODY

**\$28.9B**  
GLOBAL NET SALES

**74**  
MANUFACTURING  
SITES

MORE THAN  
**49,000**  
PATENTS

**\$2.3B**  
R&D SPENDING

# OUR COMMITMENT: ZERO BARRIERS



**Our unwavering commitment to Inclusion, Diversity & Equity means zero barriers to opportunity within Medtronic and a culture where all employees belong, are respected, and feel valued for who they are and the life experiences they contribute.**

We know equity starts beyond our workplace and we must play a role in addressing systemic inequities in our communities if we hope to make a meaningful difference in our organization.

We commit to this work because we know that inclusion, diversity, and equity will accelerate our innovation and help bring our lifesaving technologies to more patients in more places around the world.

**UNWAVERING COMMITMENT**  
from the top



**TRANSPARENCY**  
in tracking and sharing our progress



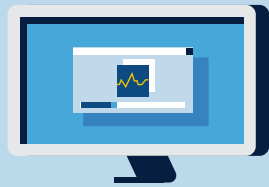
**DATA ANALYTICS**  
to sharpen our focus



**INCLUSIVE HIRING**  
to debias talent processes



**GOVERNANCE**  
that treats ID&E  
as a business objective



# OUR STRONG ID&E FOUNDATION

**CAREER DEVELOPMENT & EDUCATION**  
programs that inspire employees and  
remove bias



**ID&E RECOGNITION**  
that showcases our achievements



**EMPLOYEE RESOURCE GROUPS & DIVERSITY NETWORKS**  
that foster fresh thinking,  
belonging and community advancement



**PAY EQUITY**  
for gender in U.S. and 99% for ethnically  
diverse employees in U.S.  
and women globally



**DIVERSITY REPRESENTATION**  
progress throughout our company



# ACCELERATING OUR PROGRESS



## INDIVIDUAL

Be accountable  
role models  
for inclusion and  
diversity

## COMPANY

Ingrain inclusion  
and  
equity into  
our DNA

## COMMUNITY

Amplify our  
impact  
beyond  
Medtronic

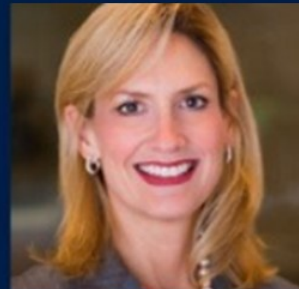
# SETTING NEW GOALS FOR ID&E

## LEADER-LED ACCOUNTABILITY FOR ID&E

### EXECUTIVE COMMITTEE (EXCOM) CORE TEAM MEMBERS:



Geoff Martha



Carol Surface



Karen Parkhill



John Liddicoat



Torod Neptune



Brett Wall



Sean Salmon



Bob White

### DECLARATIVE STATEMENT

*“We will not stop until we reach gender equality and equitably reflect diverse market talent at all levels and pay equity for all.”*

### ENTERPRISE 5-YEAR GOALS WITH ANNUAL TARGETS

### EXCOM-SPECIFIC GOALS THAT ARE REVISED ANNUALLY

# TAKING OUR ACCOUNTABILITY TO THE NEXT LEVEL

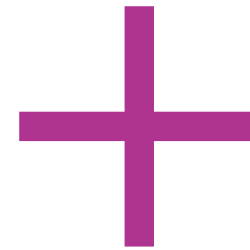
## ID&E GOALS TIED TO END-OF-YEAR INCENTIVE AND MERIT PAYOUT

### ENTERPRISE TEAM GOALS



5-Year Medtronic team goals with annual targets

- Women Manager+ globally
- Ethnically Diverse Manager+ in U.S.



### INDIVIDUAL GOALS



Leader specific goals that are revised annually per biggest areas of opportunity

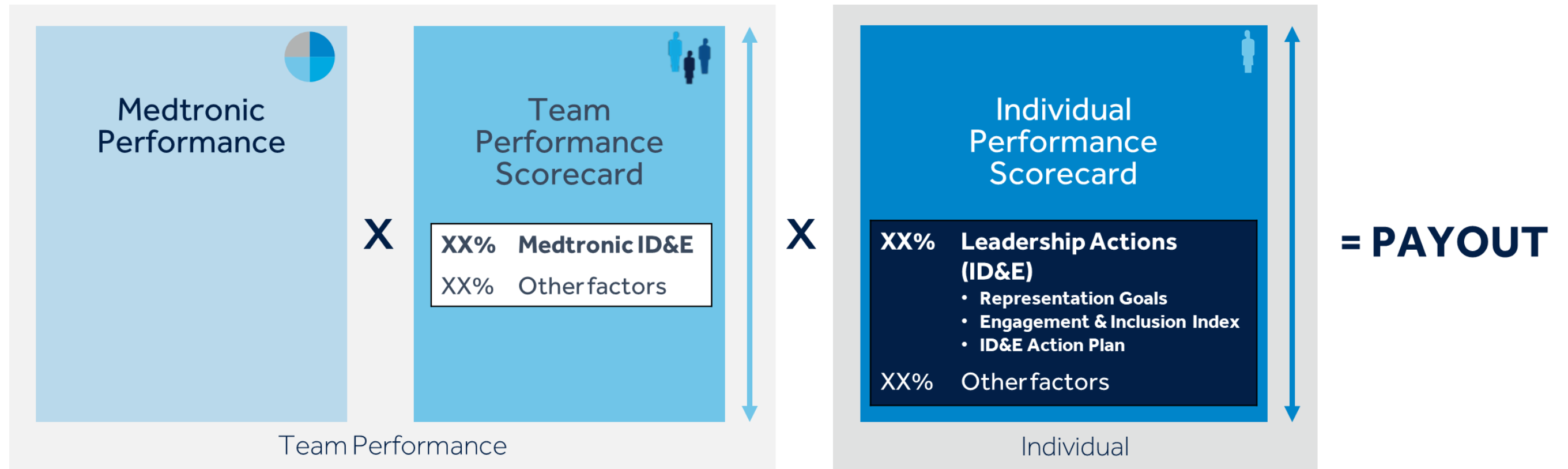
- Representation
- Inclusion and engagement
- ID&E Action Plan

**INDIVIDUAL PERFORMANCE GOALS FOR ALL EMPLOYEES**



# EXECUTIVE COMMITTEE SCORECARD EXAMPLE

ID&E IMPACTS INCENTIVE PAYOUT AT THE HIGHEST LEVEL OF OUR COMPANY



# QUESTIONS?



Medtronic

**Medtronic**