Medtronic 75 years

A healthy life.
A healthy planet.
For everyone.

FY24 Impact Report

Medtronic welcomes you to our 2024 Impact Report.

For 75 years, we have remained dedicated to engineering the extraordinary and tackling the world's most challenging health problems. From the very beginning, we have recognized that our health depends on the health and resiliency of our planet.

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About this report

The Medtronic 2024 Impact Report reflects key environmental, social, and governance topics[1] in alignment with leading reporting frameworks and standards.[2]

Unless otherwise stated, all performance reporting covers our fiscal year 2024 (FY24), which was April 29, 2023, through April 26, 2024. Any restatements of information are noted in the relevant sections of the report. This report includes data from Medtronic plc and its consolidated subsidiaries. Environmental, health, and safety data are from our manufacturing, distribution, large commercial, and office sites, and research and development (R&D) facilities. We have received external, third-party assurance for our environmental, health, and safety; greenhouse gas emissions; energy; and water data. The data coverage includes greater than 95% of all active operating sites. In some instances, reported data may be best estimated or rounded. All financial information is reported in U.S. dollars.

This report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which are subject to risks and uncertainties, including risks related to difficulties and delays inherent in the development and implementation of plans to achieve our environmental sustainability and social impact goals and objectives; government regulation and general economic conditions; and other risks and uncertainties described in our periodic reports. These reports are on file with the U.S. Securities and Exchange Commission, including our most recent Annual Report on Form 10K. In some cases, you can identify the forward-looking statements by words or expressions, such as "anticipate," "believe," "could," "estimate," "expect," "forecast," "intend," "looking ahead," "may," "plan," "possible," "potential," "project," "should," "going to," "will," and similar words or expressions, the negative or plural of such words or expressions, and other comparable terminology. Actual results may differ materially from anticipated results. We do not update our forward-looking statements or any of the information contained in this report, including updates to reflect future events or circumstances.

To provide feedback or request further information, please email sustainability@medtronic.com.

The products referenced in this report may not be approved or available for sale for the referenced use in all geographies. See the product manual geographic-specific indications for use and risk/benefit information at https://manuals.medtronic.com/manuals/.

Geoff Martha

Krishna Stanton

A dialogue between our CEO and a patient

Professional runner Krishna Stanton talks to Medtronic CEO, Geoff Martha, about our patient-centric mindset and creating sustainable, inclusive impact.

Krishna: When I was diagnosed with coeliac (celiac) disease, a Medtronic device gave me my life back and helped me return to one of my passions – running, which I hear is also a passion of yours. The knowledge that I've been given this second opportunity to live my life on my terms is what drives me. What drives you?

Geoff: Having a strong sense of purpose and wanting to help people who are struggling with their health really drives me. We have a Mission statement that our founder, Earl Bakken, created more than six decades ago. That Mission, "to alleviate pain, restore health, and extend life," is what drives me and our employees worldwide every day. When our technology helps people return to what they love, it reflects the heart of our purpose – improving lives and empowering individuals to thrive through better health. Helping as many people as possible is what truly drives me.

Krishna: Navigating health issues can be a scary experience. How is Medtronic ensuring that patient voices are heard? What is Medtronic doing to help improve patients' experiences and ensure patient safety?

Geoff: Patient safety and experience have always been top priorities at Medtronic. We work hard to actively engage patients and healthcare providers to gather feedback, improve therapies, ensure diversity in our clinical trials, and enhance safety. By collaborating on training, education, and patient-centered innovations, we strive to ensure every patient's voice is heard and their care experience is the best it can be.

Krishna: I'm fortunate my condition was treated with a Medtronic device, but I know there are so many people who don't have access to healthcare or have conditions that are harder to treat. How is Medtronic helping break down barriers to care?

Geoff: Access to quality care is a huge barrier for people around the world, and we're focused on different ways to improve this. We innovate with equity in mind, collaborate with public and private sectors, and invest in training and education. And, just this past year, we launched enterprisewide strategies focused on robotics, AI, and sustainability to increase capabilities in these R&D areas – aiming to reduce the burden on healthcare professionals and improve outcomes for patients.

Krishna: I can tell that giving back to patients is important to you and Medtronic. What other ways does the company give back to society and the planet?

Geoff: A healthy planet is essential for healthy lives. Medtronic is committed to reducing our environmental impact through science-based targets, focusing on emissions reduction and sustainable practices. We're holding ourselves accountable to continue providing clean energy and zero-waste packaging for our patients and customers around the world. Just one example is our Decarbonization Roadmap, which continues to guide us in our net-zero and carbon-neutral ambitions.

Krishna: It's been great speaking with you. As we close, how do you see Medtronic continuing to serve more patients around the world?

Geoff: I'm most excited about expanding patient care through innovative therapies like our Symplicity Spyral™ system as an adjunct treatment for hypertension, which affects millions of people and yet lacks effective long-term treatments. Leveraging AI and data-driven insights, we're aiming to deliver personalized care at scale. By integrating cutting-edge technology with our expertise, we can address unmet medical needs and deliver transformative solutions to more patients worldwide. And we continue working to build a healthier, more equitable world for all – one person and one community at a time.

Geoff Martha
Chairman and Chief Executive Officer, Medtronic

By the time Krishna Stanton was diagnosed with coeliac (celiac) disease, she had developed severe nerve damage and thought she would never be able to run again. Krishna, a distance runner who represented Australia in the 1992 Olympics, underwent a series of bowel surgeries and was told she might need a colostomy bag. In consultation with her doctor, they instead tried a Medtronic InterStim™ sacral nerve stimulator device, and the results were transformative. Krishna went on to set the marathon world record in her age group – truly living life.

The heart of Medtronic

By advancing healthcare technology, we aim to inspire hope and open up new possibilities for people everywhere.

Who we are

We lead global healthcare technology and boldly tackle the most challenging health problems facing humanity by searching out and finding solutions. Our technologies transform the lives of two people every second, every hour, of every day.[3]

What we do

We combine a deep understanding of human biology with advanced computing technologies to develop products, therapies, treatments, solutions, and services that redefine health outcomes for more than 70 health conditions.

In the face of new and evolving challenges and a growing health inequity crisis, we commit to continue:

- Creating life-transforming technology
- Empowering patient-centric, insight-driven care
- Providing experiences that put people first

Global business structure

We are continuously looking to advance cutting-edge innovation and promptly deliver effective, lifesaving solutions. Therefore, our corporate structure is organized across three portfolios: cardiovascular, medical surgical, and neuroscience – alongside our diabetes business.

78M+
patients served through increase-access strategies in each of our businesses

191
active clinical trials

150+
countries

$2.7B
R&D investments

95K+
employees

43K+
patents (issued and pending)

Our businesses: Hubs of healthcare innovation

The Cardiovascular, Neuroscience and Medical Surgical portfolios each comprise various businesses alongside the Diabetes business. Each business specializes in specific disease states or physician specialties. They drive development of new therapies and solutions, streamlining decisions and promoting innovation. Our business presidents oversee the work of each business, and across each team, passionate employees work together to:

- **Accelerate innovation-driven growth** by delivering technology and services that better address patient needs
- **Turn data, artificial intelligence (AI), and automation into action** by tailoring therapies in real time, facilitating remote monitoring and care delivery, and bringing robotics to more surgical suites globally
- **Create better experiences for patients, customers, and employees** by listening closely to understand challenges, and using those insights to shape solutions
- **Bring our technologies to emerging markets** by providing targeted support, with regional autonomy to respond quickly to local needs

Revenue by reporting segment[4]

U.S. $ billions

Cardiovascular

$11.8

- *Cardiac Rhythm Management*
- *Cardiac Ablation Solutions*
- *Structural Heart and Aortic*
- *Cardiac Surgery*
- *Coronary and Renal Denervation*
- *Peripheral Vascular Health*

Neuroscience

$9.4

- *Cranial and Spinal Technologies*
- *Neurovascular*
- *Ear, Nose, and Throat (ENT)*
- *Pelvic Health*
- *Neuromodulation*

Medical Surgical

$8.4

- *Surgical*
- *Endoscopy*
- *Acute Care and Monitoring*

Diabetes

$2.5

The Medtronic Mission

Our Mission – **to alleviate pain, restore health, and extend life** – unites a global team of 95,000+ passionate people. Six interrelated tenets inspire, guide, and define us:

1

To **contribute to human welfare** by application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that alleviate pain, restore health, and extend life.

2

To **direct our growth in the areas of biomedical engineering** where we display maximum strength and ability; to gather people and facilities that tend to augment these areas; to continuously build on these areas through education and knowledge assimilation; to avoid participation in areas where we cannot make unique and worthy contributions.

3

To **strive without reserve for the greatest possible reliability and quality in our products**; to be the unsurpassed standard of comparison; and to be recognized as a company of dedication, honesty, integrity, and service.

4

To **make a fair profit** on current operations to meet our obligations, sustain our growth, and reach our goals.

5

To **recognize the personal worth of all employees** by providing an employment framework that allows personal satisfaction in work accomplished, security, advancement opportunity, and means to share in the company's success.

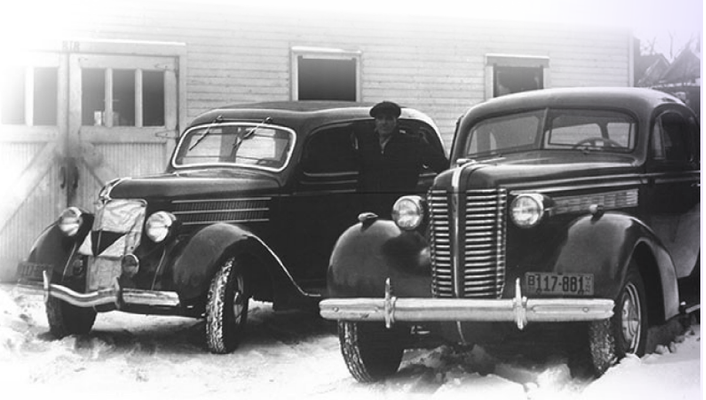
6

To **maintain good citizenship** as a company.

Our story: 75 years of impact

For three quarters of a century, we've pioneered groundbreaking health technology – innovating to shape a healthier future.

From our humble beginnings in a garage workshop, Medtronic has continuously grown and evolved. What has remained constant is our drive to engineer the extraordinary.



Our landmark achievements

1957
Produced the first battery-operated pacemaker

1977
Introduced the Medtronic-Hall prosthetic heart valve

1979
Established the Medtronic Foundation

1987
Expanded into neurostimulation

1993
Released our first implantable cardioverter defibrillators

2002
Produced the industry's first remote monitoring system

2014
Published our first sustainability report

2015
Acquired Ireland-based medical device and supply manufacturer, Covidien

2016
Released the first Food and Drug Administration (FDA)-approved device to automatically provide background insulin dosing 24 hours per day

2020-2021
Helped heroes on the front lines of COVID-19 with telehealth solutions, online resources, and vital equipment and supplies

2020+
Developed new capabilities in AI, robotic-assisted surgery

Continuing our progress in FY24

Throughout FY24, we have expanded access to healthcare; advanced ID&E; and empowered people to live healthier lives on a healthy planet.

Patient

84%
of employees agree Medtronic Puts Patients First

33%
reduction in aggregate product complaint rate

265
product approvals in major geographies[5]

People

$60.5M
spent on learning and development

$3.1B
in purchases from small and diverse suppliers

100%
gender and ethnically diverse pay equity in the U.S.

Planet

58%
of electricity sourced from renewable energy sources

28%
reduction in water usage intensity

19%
reduction in waste intensity

Proud to be a JUST company

For the second year in a row, we were named one of America's Most JUST Companies for our commitment to serving our workers, customers, communities, shareholders, and the environment. On average, companies in the JUST 100 emit 42% less CO_2 per revenue dollar, offer two more weeks of paid parental leave, and pay more of their workers a family-sustaining living wage than their Russell 1000 peers.

What drives us

To realize our Mission, we created an environmental, social, and governance strategy that addresses topics most important to our business and stakeholders. Creating our strategy began by identifying those topics.

Identifying what matters

In FY24, we assessed sustainability issues and impact areas that matter most to our stakeholders. The assessment considered both the financial relevance and significance to Medtronic as well as impact relevance and significance of Medtronic on the environment and society. It took an objective, evidence-based approach, conducting workshops and interviews with Medtronic leaders, investors, regulators, customers, and other organizations. Our stakeholders believe our key areas for positive impact are:

- Access to and affordability of healthcare
- Patient safety and product quality
- Innovation of products, devices, and technology
- Security of products, devices, data, and information
- Designing for circularity and life cycle impact of products

We continuously monitor the expectations of our stakeholders. These monitoring efforts inform our annual reassessment and review of a broader set of impact issues and areas. Annual reassessments ensure ongoing relevance, scope, and scale.
To measure progress, our executive leaders set companywide performance objectives for each area and collaborate across Medtronic to monitor and drive continuous improvement.

We further align our business with nine sustainable development goals (SDGs) where we believe we can have the most significant impact:

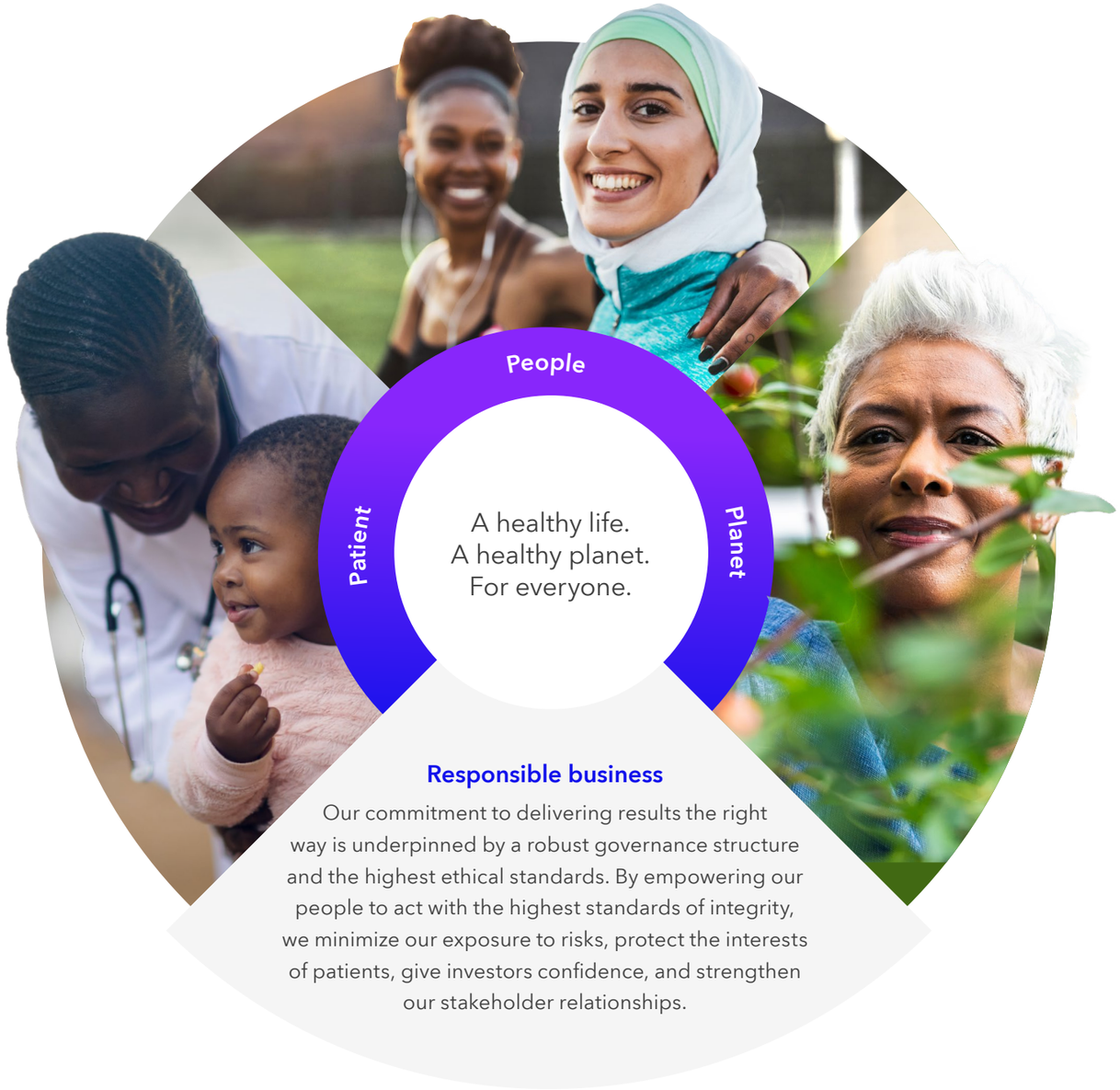
- SDG 3: Good health and well-being
- SDG 4: Quality education
- SDG 5: Gender equality
- SDG 7: Affordable and clean energy
- SDG 8: Decent work and economic growth
- SDG 9: Industry, innovation and infrastructure
- SDG 12: Responsible consumption and production
- SDG 13: Climate action
- SDG 17: Partnerships for the goals

To transform our insights into action, we have mapped each of these against the tenets of our Mission.

Our Mission tenets	Key sustainability issues	Aligned with the following SDGs
Tenet 1: Contribute to human welfare by alleviating pain, restoring health, and extending life	• Innovation and access • Integrated care	3, 9, 17
Tenet 2: Direct growth in areas of biomedical engineering through education and knowledge assimilation	• Innovation and access • Integrated care	3, 9, 17
Tenet 3: Strive without reserve for the greatest possible reliability and quality in our products and recognition as a company of dedication, honesty, integrity, and service	• Patient safety and product quality • Technology and device security • Data privacy and security • Ethics in sales and marketing • Anti-bribery and corruption (ABAC) • Transparency	8, 12
Tenet 4: Make a fair profit by meeting our obligations, sustaining our growth, and reaching our goals	• Affordability and fair pricing • Climate risk and resilience • Responsible supply management • Product stewardship	7, 8, 12, 13
Tenet 5: Recognize the personal worth of all employees by advancing opportunity	• ID&E • Talent management and career development	3, 5, 7, 8
Tenet 6: Maintain good citizenship as a company	As a responsible corporate citizen, we use all of our resources, including philanthropy and community investment, to address our key impact issues	3, 4

Our impact for life

To us, lasting impact means ensuring healthy lives full of extraordinary moments for everyone, regardless of who or where they are. It also means engineering innovative healthcare technologies, reducing our impact on the planet, building strong communities, and fostering a culture of respect and inclusion.



Patient

When we talk about alleviating pain, restoring health, and extending lives, we mean for everyone. From product design to trial development, we engage the people who use our products, leveraging a patient-centric mindset, a spirit of continuous innovation, and strategic industry partnerships to tackle barriers to healthcare access for everyone, everywhere.

People

We have greater impact when our voices are diverse. Our ideas are bolder and brighter when our teams are inclusive, reflecting the global communities we serve. By nurturing a sense of community, elevating the voices of the underserved, and removing barriers to health and well-being, we can create lasting change.

Planet

Our health depends on a healthy planet. Climate change affects everyone, including the healthcare industry and the millions of patients we serve. By conserving resources, minimizing waste, and reducing carbon emissions from across our global operations, we can help the planet recover and thrive.

Progress key:
Achieved
On target
In progress

Impact targets and progress

We prioritize transparency, accountability, and partnerships, guided by our impact strategy and supported by robust governance – tracking and analyzing each step on our journey.

Pillar	Key issue	Target	Baseline date	End date	FY24 status
Patient	Product innovation	Flow 20% of revenue from products and therapies released in the prior 36 months (vitality index)	N/A	FY25	20.7%
	Access and affordability	Serve 79M patients annually through strategies that increase healthcare access	N/A	FY25	78M+
	Patient safety and product quality	Reduce aggregate product complaint rate by 10% for identified product families	FY20	FY25	33%
People	Inclusion, diversity and equity	Sustain $1B+ spend with certified diverse-owned businesses, and increase impact with small businesses	FY22	N/A	$3.1B
		Achieve 45% representation of women in manager-and-above roles globally	N/A	FY26	44%
		Achieve 30% representation of people from ethnically diverse groups in manager-and-above roles in the U.S.	N/A	FY26	28%
Planet	Operational emissions, energy, water, and waste	Achieve net carbon neutrality across our operations (Scope 1 and 2)	FY20	FY30	44%
		Reduce greenhouse gas emissions intensity by 50%	FY20	FY25	52%
		Reduce energy intensity by 20%	FY20	FY25	14%
		Source 50% of energy from renewable and alternative sources	FY20	FY25	42%
		Reduce water usage intensity by 15%	FY20	FY25	28%
		Reduce waste intensity by 15%	FY20	FY25	19%
	Product and packaging life cycle and circularity	Reduce packaging waste by 25% for four targeted high-volume product families	FY21	FY25	90%
		Minimize impact of instructions for use (IFUs) through a 35% paper reduction	FY21	FY27	15%
		Publish partial LCAs for 100% of products	FY21	FY30	~5%
		Publish full LCAs for 50% of products	FY21	FY30	~5%
		Convert 50% of eligible product codes to electronic IFUs (eIFUs) within applicable regions	FY21	FY30	~5%
		Integrate circularity and eco-design criteria into the New Product Development process	FY21	FY30	~20%
		Reduce packaging for 20 additional high-volume products for a total of 50% reduction	FY21	FY30	~10–15%
		Achieve one of the following qualities for 95% of eligible plastic packaging: is industrially recyclable, contains post-industrial recycled content, demonstrates optimized design (by volume, weight, or thickness)	FY21	FY30	~20%

Advancing our efforts through active listening

The greatest progress happens when people work together. Recognizing this, we collaborate and communicate with a diverse range of stakeholders and peers to amplify our impact and promote broader adoption of impact principles.

To do this, we:

- Share relevant information openly, hold ourselves accountable, and actively invite and seek feedback on our approach and performance
- Communicate our expectations and standards clearly to employees, suppliers, and partners
- Share expertise and knowledge through medical and healthcare-related training and capacity-building initiatives
- Encourage and engage in volunteerism and giving through Medtronic Foundation programs and other channels
- Collaborate externally to innovate new products and services and expand healthcare access

Stakeholder	FY24 Activities	FY24 Outcomes
Healthcare professionals (HCPs)	In FY24, we trained HCPs through a varied approach that included: • Investment in medical education • Medtronic Academy participation • In-person events at training centers • Medtronic Mobile labs	We trained over 550,000 healthcare professionals.
	In FY24, we invested in HCP development through: • Training equipment capital • HCP training events	We invested over $8M in HCP training capacity and over $121M in training for HCP events.
	We partner with organizations for HCPs, including: • Association of Black Cardiologists • The American College of Cardiology • American Society of Metabolic and Bariatric Surgeons • T1D Exchange • Association for the Advancement of Cost Engineering	We collaboratively hosted panel discussions and conversations on health equity and access. Together with the Association of Black Cardiologists, we trained 50 clinicians on improving hypertension care for Black populations.

Stakeholder	FY24 Activities	FY24 Outcomes
Patients and patient advocacy groups	In FY24, we contributed to: • AdvaMed • MedTech Europe • MedTech Color	Our collaboration with MedTech Color has allowed us to share best practices to increase the recruitment and retention of underrepresented minorities in clinical research.
	We collect data on patient experiences and outcomes using our products via hospitals, clinicians, governments, third parties, and by asking the patients themselves. We also use our global complaint handling system, our Product Surveillance Registry, and post-market clinical studies.	In FY24, we had 52 Field Corrective Actions[6], 6 of which were designated as Class I by the FDA. As of FY24, we have achieved a 33% reduction in aggregate product complaints.
Shareholders	We hold quarterly calls about business health, including updates to our innovation pipeline and ongoing response to global issues. Throughout the year, we have ongoing dialogue with many of our institutional investors on key issues such as governance, executive compensation, access to healthcare, product safety and quality, climate action, and other strategic issues.	We incorporate shareholder feedback into our decision-making process.

Stakeholder	FY24 Activities	FY24 Outcomes
Suppliers and distributors	In alignment with the Organization for Economic Cooperation and Development (OECD) guidance on conflict minerals, we survey suppliers to collect data on smelters in their supply chains.	Our latest supplier survey results are published in our 2024 Special Disclosure filing.
	We engage and assess suppliers and distributors through the CDP Supply Chain Program.	Now in our third year of CDP Supply Chain participation, we are averaging a response rate greater than 75%. Of those who responded in FY24, 77% shared Scope 1 and 2 emissions and 20% have SBTi-approved targets.
	We conduct due diligence on our sales and marketing third parties and hold them to our high standards of integrity.	We maintain high ethical standards for our sales and marketing activities.

Stakeholder	FY24 Activities	FY24 Outcomes
Employees	Twice yearly, we ask employees to rate their experience of engagement, inclusion, innovation, ethics, and organizational culture in our Organizational Health Survey (OHS).	FY24, employees reported world-class levels of engagement (82%) and inclusion (81%). Driving factors included both pride in Medtronic (93%) and increased feelings of belonging within the organization (86%). Our innovation (79%) and ethics (84%) scores are also now just one point below world-class designations.
	In FY24, we conducted a survey that gathered committee member feedback on the impact and engagement of the Medtronic Health Equity Advisory Committee (HEAC).	Of respondents, 73% had attended at least one HEAC meeting, 66% had led at least one meaningful health equity initiative, and 100% planned on conducting health equity initiatives in the future.
	We invested $60.5M in employee learning and development.	30% of roles, and 84% of VP roles, filled internally in FY24. 33 training hours and $614 training spend per employee on average in FY24.
Regulators	We communicate with the FDA and other regulators on product safety and quality, our anti-bribery and corruption (ABAC) program, and product security.	Throughout FY24, 97% of external regulatory inspections at Medtronic facilities resulted in no findings. We received an average of 0.03 findings per regulatory inspection overall and 0.88 per FDA inspection.

Stakeholder	FY24 Activities	FY24 Outcomes
Local communities and other organizations	We continue to work with communities to revolutionize healthcare access and well-being via volunteering, grants, and philanthropic contributions. We also collaborate on actions to advance responsible business and equitable healthcare through organizations such as: • Responsible Business Alliance • Healthcare Industry Resilience Collaborative (HIRC) • Medical Alley Association • Business for Social Responsibility • National and local Chambers of Commerce	In FY24, Medtronic and the Medtronic Foundation contributed approximately $105M through cash contributions, Medtronic Foundation grants, product donations, and year-round employee volunteering and giving opportunities.
Peers and partners	We engage with peers through industry- or sector-oriented collaboration, including: • National Academy of Medicine's (NAM) Action Collaborative on Decarbonizing the U.S. Health Sector • Vizient's environmental sustainability task force • Collaborative for Healthcare Action to Reduce MedTech Emissions • Healthcare Plastics Recycling Council • World Economic Forum • Practice Greenhealth's industry partnership • MedTech Europe's Decarbonization Technical Working Group	Throughout FY24, our engagements helped support our progress toward net-zero emissions by FY24, while influencing the behavior of industry peers.

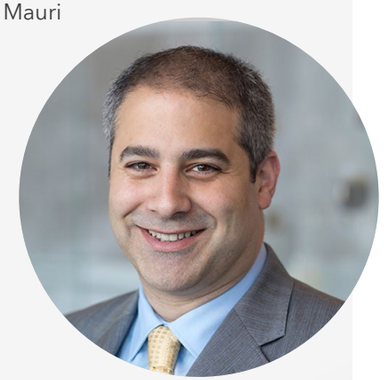
Patient

Putting patients first

In this section:

Restoring health: A look from our leaders
Innovating for the future of healthcare
Engineering product excellence
I feel liberated: A day in the renewed life of Julia García
Putting patient safety first
Building foundations of trust
Ensuring clinical excellence
Partnerships for health equity
Accelerating access
Medtronic LABS

Laura Mauri



Rodolphe Katra

Restoring health

A look from our leaders

Laura Mauri, our Chief Medical and Scientific Officer, and Rodolphe Katra, our Chief Global AI Officer, explain how and why patients are at the core of everything we do at Medtronic.

How does Medtronic put patients first?

Laura: Patients are truly at the heart of everything we do. Our roots, founded on a partnership between an engineer and a physician, still guide our approach – merging scientific insight with advanced technology to develop solutions that profoundly impact lives. For 75 years, we've worked to develop better ways to care for patients, and now we're taking this further by actively collaborating with them to tailor new products to their needs.

Rodolphe: Our Mission drives us to focus on alleviating patients' pain and bettering their health and overall well-being. Every day, we're reminded that the 78M+ patients we help each year are at the center of everything we do and could include our parents, siblings, children, friends, and neighbors – we never lose sight of that.

What areas are being prioritized?

Rodolphe: Medtronic has always been a leader in leveraging technology to advance patient care – it's part of our DNA. Over the last 75 years, we've introduced groundbreaking therapies, and now, with AI and digital health solutions, we are pioneering even more personalized and effective care.

Laura: We invest in programs to uphold the highest standards of quality and safety of our products. We actively engage with patients to understand how to design our products to meet their unique needs, and we work to include people from diverse communities in our research. Recognizing that patients are individuals with unique backgrounds and experiences helps us to ensure our solutions are effective and beneficial for all.

How is Medtronic innovating to support patient health, ensure safety, and expand health equity?

Rodolphe: We make significant investments in R&D, clinical trials, and other solutions to improve patient outcomes, expand access, and enhance the safety and efficacy of our therapies. These investments lead to groundbreaking innovations that directly address healthcare needs and expand health equity.

Laura: For example, we use data to personalize treatments, with many of our therapies sensing and analyzing a patient's unique data before delivering targeted treatment, whether in the brain for Parkinson's disease or the heart to prevent dangerous heart rhythms, to adjusting the dose of insulin for a person with diabetes. We are increasing representation of women and underrepresented groups in medical research, so we can ensure our R&D matches those who can benefit from diagnosis and treatment. Another example is our work with pulse oximeters, where we've established a clinical physiology lab in a racially diverse area to ensure our devices work effectively for all skin tones.

How is Medtronic enabling access to healthcare?

Laura: We're making healthcare more accessible by understanding and overcoming barriers to care across different communities. By expanding remote care, developing less invasive treatment alternatives for serious illnesses, and ensuring more hospitals and physicians can use our products safely and consistently, we can improve access to more people across the world.

Rodolphe: From a global R&D perspective as well, specific to AI-powered solutions, we promote proper representation of patient data to ensure non-bias, transparency, benefit, and value to each patient that utilizes Medtronic solutions.

Moving forward, what plans does Medtronic have to improve patient health and well-being?

Rodolphe: We're excited to expand our AI-powered and digital health solutions, which democratize access and benefit patients and healthcare providers alike. We're committed to accelerating our innovations to advance personalized, precision healthcare for all.

Laura: Looking ahead, we're also focused on deepening our commitment to patient-centered care. By starting with a solid understanding of patient needs and leveraging scientific research, we aim to develop technologies that genuinely improve health outcomes.

Innovating for the future of healthcare

The future of health is better with tech. Through out-of-the-box thinking and innovative product design, we're reinventing care using the latest developments in AI, data, and robotic-assisted surgery.

Innovation in action

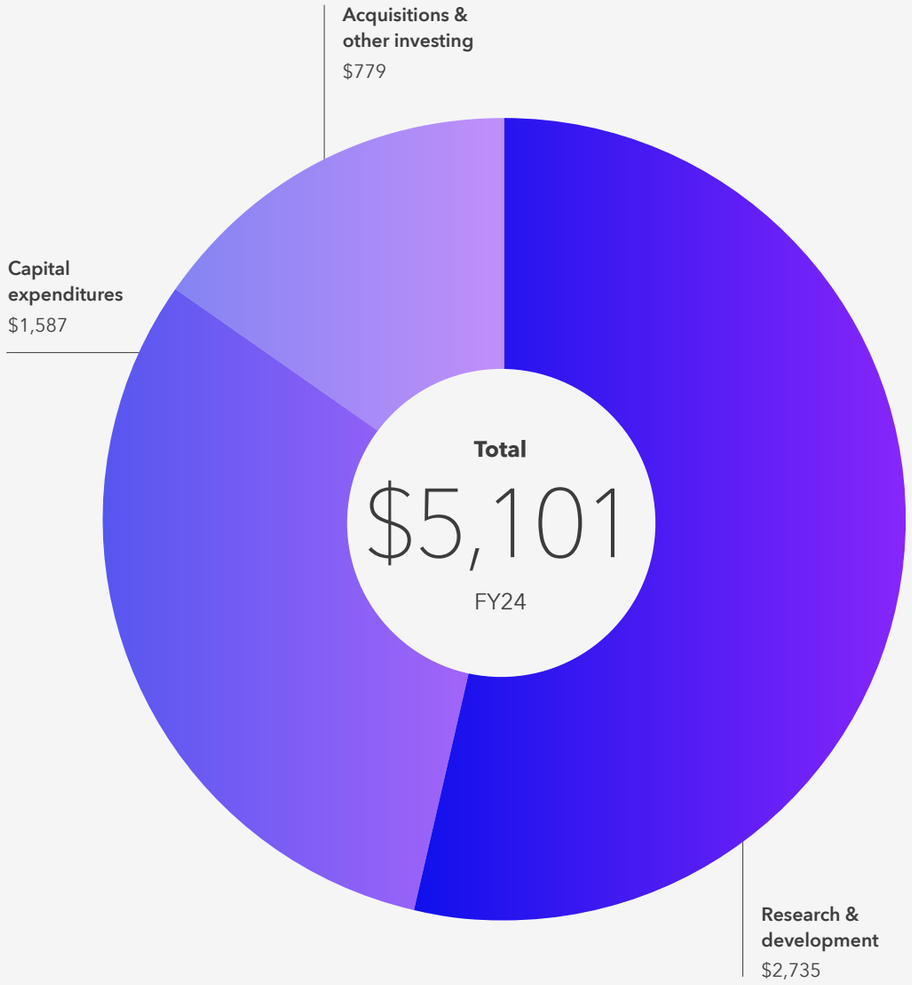
Through our R&D efforts, we invest in cutting-edge technologies that drive health access and deliver life-transforming care. Our approach includes: **emerging technologies** like advanced computing and sensor innovations; **evolving trends** in regenerative medicine, 3D printing, sustainable materials, and new power sources; and **new applications** for robotics, data analytics, and AI.

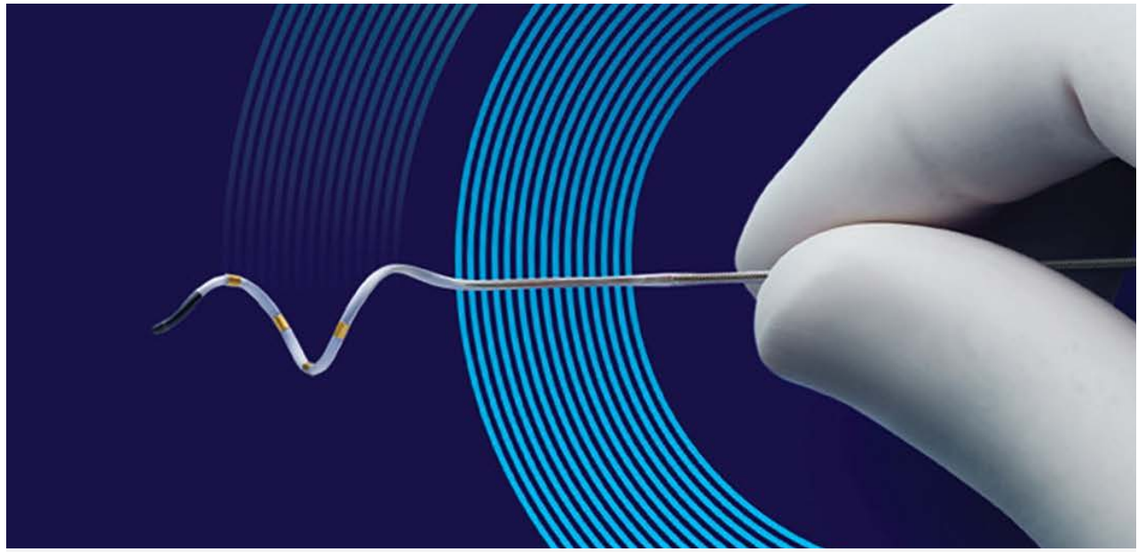
Since we appointed our CEO, Geoff Martha, in 2020, we have accelerated R&D investment across our businesses, focusing on Structural Heart, Diabetes, Cardiac Ablations Solutions, Renal Denervation, and Surgical Robotics. We aim to expand R&D in line with or above revenue growth, focusing our investments in our highest-growth opportunities. In June 2023, we built on our commitment, naming Ken Washington as our first-ever chief technology officer. With extensive experience in leading technology development across industries, Ken is helping Medtronic to invent and innovate, expanding the use of robotics, sensors, implantable devices, and AI across our products.

Throughout FY24, we had approximately 265 product regulatory approvals in major geographies,[7] including:

- Inceptiv™ spinal cord stimulator: A closed-loop, rechargeable device to treat chronic pain
- Aurora EV-ICD™: An extravascular defibrillator to treat dangerously fast heart rhythms that can lead to sudden cardiac arrest
- PulseSelect™ Pulsed Field Ablation (PFA) System: The first FDA-approved PFA system, designed to treat both paroxysmal and persistent atrial fibrillation

Total R&D and strategic investments
U.S. $ millions





The next frontier in treating hypertension

Back in 2009, Medtronic began developing a breakthrough technology that could revolutionize how hypertension is treated. Bringing together experts from across businesses, the team combined designs from Medtronic and the Ardian acquisition to develop the Symplicity Spyral™ system, a renal denervation device which uses radio frequency energy to disrupt overactive nerves near the kidneys and help lower blood pressure.[8] Results may vary.

The culmination of 14 years of R&D, Symplicity Spyral™ not only received U.S. FDA approval in November 2023, but was also granted the FDA's Breakthrough Device designation for medical devices that have the possibility to encourage more effective treatment for life-threatening or irreversibly debilitating diseases or conditions.

While half of Americans are believed to have hypertension,[9] until now the only effective treatment approach has been lifestyle changes and/or drug therapy. The minimally invasive Symplicity Spyral™ system compliments medication and lifestyle modification to help manage high blood pressure for the long term.[10] Results may vary.

Our ability to advance technologies is driven by more than 12,000 employees working directly in engineering and R&D roles across all of our businesses. Our Global Technology and Innovation organization functions to harness the innovative spirit of our founders, ensuring we capitalize on our scientific and technological knowledge to invent, innovate, and deploy new products and solutions. In FY24, we formed an AI Center of Excellence to advance AI-enabled healthcare. Additionally, our seven technology development centers (TDCs) along with our Sustainability Development Center (SDC) provide invaluable support:

- BioTex (textiles and implantable biopolymers)
- Cardiac Implantables (active implantables for cardiac sensing & therapy)
- Enabling Technologies (imaging & navigation)
- Energy & Component Center (batteries)
- Microelectronics
- Neuro Implantables (active implantables for neural sensing & therapy)
- Robotics
- Sustainability Development Center (eco-design and circularity)

Focused on areas of deep core competencies, TDCs help Medtronic play big in building product expertise and harnessing best-in-class technology. In FY24, we launched enterprisewide strategies on R&D areas like robotics, AI, and sustainability to enhance the capabilities of our businesses – aiming to augment HCP skills through automation and real-time data, improve patient outcomes, and minimize environmental impact. Global innovation efforts are also supported by our Innovation Lab, a team of strategists, researchers, designers, and facilitators which acts as an internal consultancy, sharing industry experience to help teams across Medtronic create products that resonate with people.

Lobbying for innovation

We continue to innovate cutting-edge solutions that meet patient needs; we also advocate for policies and legislation that promote progress in healthcare. We engage in lobbying activity, such as lobbying for U.S. Medicare policies that cover innovative healthcare technology – especially those labeled as "breakthrough" by the FDA. This includes both regulatory actions, like finalizing Medicare's proposed Transitional Coverage for Emerging Technologies (TCET) Policy, and legislative efforts, such as congressional initiatives for breakthrough device coverage.

A new approach to patient impact

Launched in Q4 FY23, our Put Patients First cultural imperative aims to create a culture rooted in patient centricity. Using scientific literature and our own internal research, we developed and statistically validated a Put Patients First Index, comprising six questions, to enable employees to assess the degree to which we're driving patient-centric behaviors at Medtronic. These metrics were included in our FY24 Organizational Health Survey (OHS), allowing us to measure their institutional impact. Further, through facility signage and sharing patient stories, we hope to inspire Medtronic colleagues to prioritize patients in every decision.

Giving innovation a home

In FY23, we announced the establishment of the Medtronic Kanghui Changzhou Technology Park in Shanghai, China's national high-tech district to bolster our global R&D and clinical capabilities. Spanning nearly 600,000 square feet, this medical technology innovation hub will house over 2,000 team members upon completion in 2026. The park features an intelligent manufacturing center, a top-tier R&D center, an innovation incubation center, and a clinical customer center fostering orthopedic training.

In February 2024, we also expanded our Medtronic Engineering and Innovation Center (MEIC) in Hyderabad, India. It is now our largest innovation center outside of the USA and focuses on software and engineering solutions. With 1,000+ employees and over 300,000 square feet of space, the MEIC acts as a microcosm of Medtronic businesses and functions, bringing capabilities together in one location to enable collaboration. The center focuses on product development and testing through application of engineering and information technology for products.

84%

Put Patients First Index score in Q4 FY24, up from 82% in Q2

Award

In FY24, Medtronic Philippines received the Digital Innovation of the Year award from Healthcare Asia for the MiniMed™ 780G System – an advanced insulin pump that helps monitor and adjust insulin levels in real time, removing the need for painful finger pricks

Engineering product excellence

Quality and performance are central to our product designs, driven by our Put Patients First culture, which places patients at the center of our decisions and actions.

Making our products the best they can be

The Medtronic design, reliability, manufacturability (DRM) framework guides product development and sets our best practices, ensuring our devices meet regulatory requirements while improving product performance, reliability, and manufacturability throughout their life cycle through:

- Identifying patient, customer, and business needs and translating them into engineering requirements
- Applying engineering best practices and critical thinking in risk management, systems engineering, predictive engineering, Design for Six Sigma, Agile/DevOps principles, and cybersecurity

We create accountability and enable teams in the use of these best practices through:

- Project assessments to ensure DRM maturity and consistent use across our project portfolio
- Annual assessments and improvement plans at product development sites
- Key performance indicators to predict and evaluate the impact on patient, customer, and business outcomes
- Customized and progressive DRM training and certification for leadership and product development teams in key functions such as R&D, manufacturing, quality, and medical safety

In FY24, over 90% of our product development programs benefited from robust DRM principles.

A cross-business commitment

We drive product excellence from the top, with our board's Quality Committee overseeing risks related to product quality and safety; our chief quality officer is part of the Executive Committee. To drive continued performance, each Medtronic product and therapy must align with our quality management system (QMS), which is reinforced by our QMS transformation plan for streamlining governance, sharing processes, implementing cross-organizational learnings, and ensuring facilities follow best practices. As part of the QMS, an enterprisewide Quality Plan further enhances consistency and due diligence across quality systems.

Our quality strategy and strategic priorities set the direction for the entire organization to continuously improve in pursuit of our quality vision: *Deliver quality results that create a competitive advantage and reinforce our position as an industry thought leader and trusted partner.*

Our strategy ensures that we:

- Put patients first in all that we do
- Drive product quality excellence to ensure an exceptional customer experience
- Are inspection-ready every day
- Demonstrate execution excellence to relentlessly pursue continuous improvement

Annual strategic priorities drive progress against each of these imperatives, which is measured through a robust set of key performance indicators.

Performance in critical quality metrics is a pivotal element of the Medtronic Incentive Plan (MIP). In FY24, we established more stringent targets for compliance-related metrics, underscoring our unwavering commitment to continuous improvement and our confidence in the exceptional work of our teams.

Additionally, our FY24 MIP evaluated excellence in the execution of internal processes deemed critical to the patient experience.

Monitoring performance

We ensure high manufacturing standards with our First Time Quality program, which promotes a culture of quality and enhances risk detection, minimizing error potential. We monitor our quality management system through internal and external assessments, global audits, and corporate excellence assessments prioritized by risk.

In FY24, we hosted eight U.S. FDA inspections. Six of those resulted in zero observations, with the remaining two resulting in seven observations. Voluntary action was taken by Medtronic to address the issues indicated, and we regularly communicated our actions and progress to the FDA.

Throughout FY24, 97% of external regulatory inspections at Medtronic facilities resulted in no findings. We received an average of 0.03 findings per regulatory inspection overall and 0.88 per FDA inspection. To drive a culture of continuous improvement, we maintain an Inspection Knowledge Management program, through which we share findings from external audits and inspections across the company.

Quality as a supplier priority

All suppliers are responsible for meeting Medtronic specifications and quality requirements, as well as country, federal, state, and local environmental regulations. We communicate our expectations clearly and support suppliers through our Supplier Quality Excellence Manual, quality agreements with key suppliers, performance reviews for those falling short of expectations, on-site continuous improvement programs, and collaborative efforts to enhance component and product reliability and manufacturability. Alongside this, the Supplier Optimization and Risk Reduction process utilizes risk assessments to preemptively address supplier challenges and strengthen supplier partnerships.

Learn more
How we engage suppliers in responsible practices

55%
improvement in DRM high maturity from FY22 to FY24

63%
reduction in FDA findings per inspection from FY22 to FY24

75%
of U.S. FDA inspections in FY24 resulted in zero observations

I feel liberated

A day in the renewed life of *Julia García*

"Let's just say I'm living a new life"

Julia García, transcatheter aortic valve replacement (TAVR) patient

The freedom to dance again

A day in the renewed life of Julia García,
TAVR patient

When I was unwell, I never imagined my story would lead me here. My name is Julia García, and I am a 74-year-old mother, grandmother, and great grandmother. When I moved to Laredo, Texas, and began working at a daycare, I started to feel unwell. Walking became difficult, fatigue set in quickly, and lifting anything heavy was a challenge. I felt helpless trying to find answers, consulting numerous doctors who offered varying diagnoses, leaving my husband and me unsure of which path to follow.

Finally, we discovered that I had severe aortic stenosis, a condition where the heart's aortic valve is narrowed. I was referred to Dr. Alvarez, who suggested a procedure called transcatheter aortic valve replacement, or TAVR. I received the Medtronic Evolut™ TAVR system, which replaced my damaged valve, allowing blood to flow properly through my heart. The surgery was not long and afterward I felt very good. There has been an extraordinary change in my life. Now, my husband and I can go dancing.

In the U.S., only 3.4% of patients undergoing TAVR are Hispanic[11], so it was essential that I persisted and advocated for myself. I'll never forget the moment when I looked at the doctor and said, "Doctor, please save me." TAVR risks may include, but are not limited to, death, stroke, damage to the arteries, bleeding, and need for a permanent pacemaker.

Learn more
How Medtronic is addressing underrepresentation in women's heart health

"Today, I'm amazed because I can do anything I want to. I'm living a new life, and I truly recommend fighting for it."

Putting patient safety first

Our technology transforms the lives of two people every second. With so many patients relying on our therapies, each employee, partner, and distributor across our value chain shares responsibility for innovating reliable and quality products.

Target

Reduce aggregate product complaint rate by 10% for identified product families by FY25[12]

Progress

33%

Patient-centric in everything we do

Patient needs are at the core of our product quality and safety commitment. Alongside our QMS processes, products undergo rigorous reviews to ensure compliance with internal and external safety standards. Our product risk management process follows the ISO 14971 standard for medical devices. We further align our quality management system with relevant regulations, including 21 CFR Part 820 and ISO 13485.

Embedding safety across businesses

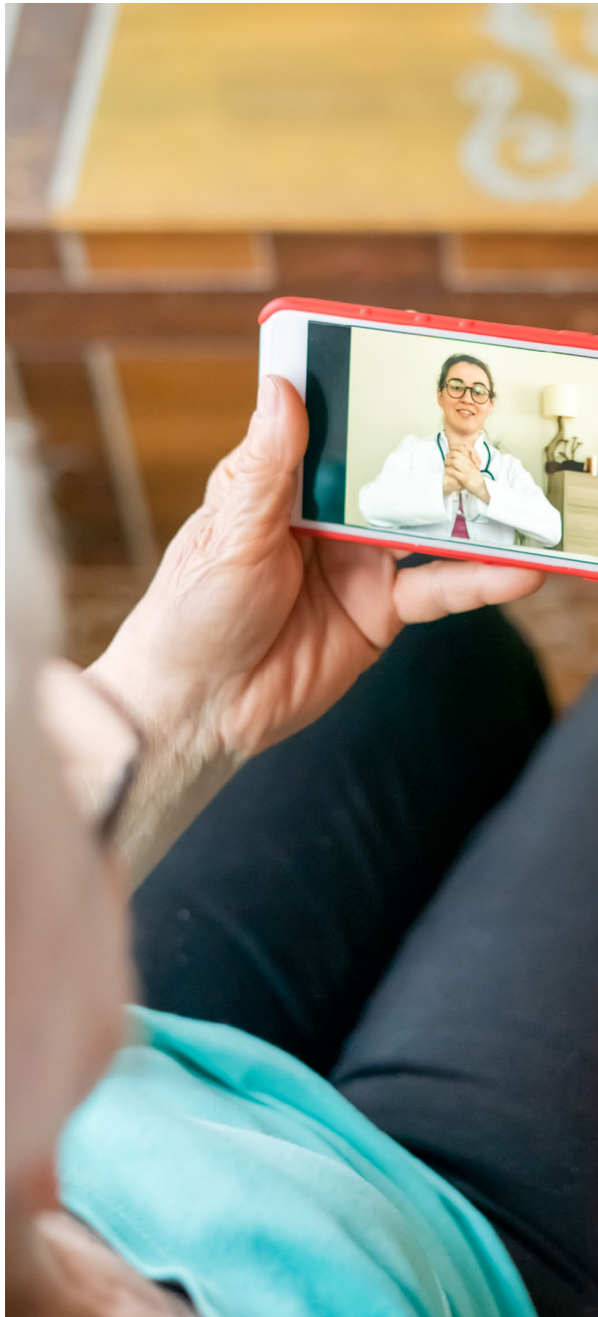
Our businesses proactively monitor and address quality, risk, and safety issues as needed throughout the product life cycle. The enterprise Medical Safety Group (consisting of therapy-aligned clinicians) and the Patient Safety and Risk Management Oversight Board (comprising senior medical, quality, legal, and regulatory corporate leaders) assess, provide guidance, and drive action on safety and quality matters. Additionally, independent advisory panels of expert practitioners provide input to our businesses in their deliberation of complex quality and safety issues. We further leverage real-world data and our institutional knowledge to evaluate, communicate, and mitigate risk to patients.

Safety and quality after sale

Our safety commitment continues after devices leave Medtronic. We conduct post-market surveillance to monitor device function, safety, and performance, ensuring regulatory compliance and communicating with the FDA and other regulators. We gather patient outcome data from hospitals, clinicians, governments and third parties through our global complaint handling system, Product Surveillance Registry, and post-market clinical studies. In FY24, we had 52 Field Corrective Actions,[13] six of which were designated as Class I by the FDA.

Caring about customer concerns

Complaint rates are an important indicator of patient experience and product quality. We are targeting a 10% reduction in aggregate product complaints by FY25[14] for key product families.[15] As of FY24, we have already achieved a 33% reduction.



Building foundations of trust

Trust is integral to quality patient care. We embed safety, ethical conduct, and security considerations into the entire product life cycle, from preclinical research to distribution and use – providing therapies patients can rely on.

Our risk management processes are continuously refined to assess and identify specific product security risks. In FY24, the product security strategy was enhanced to further define objectives for both pre-market and post-market product security requirements based on changing regulations.

Protecting our products from security risk

Our Product Security Office, overseen by our chief quality officer, is responsible for managing potential security risks associated with healthcare technology. Robust security measures are integrated throughout our portfolio for the total product life cycle, addressing risks relevant to each device type. In collaboration with businesses, the Product Security Office develops product-specific security requirements that are informed by cybersecurity authorities such as the FDA.

Our strategy for product security

The Medtronic enterprise product security strategy covers four pillars:

Security by design

Our products are engineered to be resilient to evolving threats over their total product life cycle.

Vulnerability vigilance

We use data-driven life cycle management decisions to effectively handle evolving product security risk.

Trust through transparency

Our clear evidence of a strong security culture builds stakeholder confidence.

Winning security workforce

We strive to retain, develop, and attract top talent by building a high-performing security culture.

These requirements are integrated into the QMS and are included in numerous company policies, including a dedicated Product Security Policy.

We engage with employees, regulators, peers, healthcare delivery organizations, clinicians, and security researchers to ensure best practices are applied and emerging risks are identified. Anyone who identifies a security vulnerability or has questions or concerns is encouraged to contact the Product Security Office at Medtronic.com/security.

As a Common Vulnerabilities and Exposures (CVE) Numbering Authority[16] since FY22, the Product Security Office regularly works through the coordinated disclosure process (detailed in the security bulletins found on Medtronic.com/security). The contributions of independent technology leaders and security researchers are highly valued during this process – they identify new or emerging vulnerabilities and work collaboratively alongside Medtronic to resolve them to advance product security.

In FY24, the Product Security Office continued to share initiatives and improve healthcare product security by engaging with various industry groups. These included the Health Information Sharing and Analysis Center, Archimedes, Medical Device Innovation Consortium, and Health Sector Coordinating Council, among others.

Product security risks are always evolving, making it vital that Medtronic employees remain up to date on new technologies, risks, methodologies, and guidance. Between FY23 and FY24, we evaluated our product security training, determining that a broader group of employees would benefit from general knowledge and awareness training pertaining specifically to product security and cybersecurity. In FY24, 28,000 employees received product security training. Additional QMS and technical training is provided to employees whose job functions necessitate them.

Learn more
Our commitment to security

Embedding trust in biomedical research

To nurture healthcare provider and patient trust, we need to deliver treatments that effectively address their needs. That is why we look to preclinical research to assess potential new treatments ahead of the clinical trial phase. The term "preclinical" is inclusive of, but not limited to, interventional, surgical, and physiological research, biocompatibility and toxicology, chemistry, and medical education and training. In partnering with Medtronic engineers and scientists, biomedical research forms the foundations of product safety and efficacy, and can include evaluating device performance in human cadavers, modeling and simulations, animal studies, and using animal-derived stem cells. We do not use human embryonic stem cell lines and do not undertake or participate in any stem cell research.

Ethical conduct in animal research

The responsible use of animals to ensure the safe and effective use of Medtronic products helps minimize risk to patients.

As a manufacturer of healthcare technology, we are required to demonstrate the safety and efficacy of our products to global regulatory authorities. Often, this can only be achieved using animal models that are specifically prescribed by regulatory authorities. We commit to humane practices that uphold welfare standards for the animals used. We use animals in research activities only when no acceptable alternatives exist, as described in our Policy Regarding the Use of Animals. The policy applies both to research that contributes significantly to patient welfare and work specifically mandated by regulatory agencies to ensure patient safety or effectiveness.

Any animal-related research or testing is first approved by the Institutional Animal Care and Use Committee. We comply with the U.S. Animal Welfare Act and other requirements set by the National Academy of Sciences' Guide for the Care and Use of Laboratory Animals. Our work with scientists, veterinarians, and other experts helps refine our methods, always aiming to alleviate or minimize harm and distress.

Two

new or updated security bulletins were published in FY24 where customers were notified of vulnerabilities and remediation

Where possible, we reduce and replace animal-related research by:

- Submitting research findings to the International Organization for Standardization (ISO) for testing human skin-cell-based assays without the use of animals
- Investing in our Corporate Research Group's modeling work to potentially reduce the number of animals used in future research
- Utilizing human cadavers for device development activities and physician training

Ethical conduct in human cadaveric use

As a manufacturer of medical devices, Medtronic is required to demonstrate the safety and efficacy of its products to regulatory authorities around the world before they can be used to improve human health and quality of life. In many cases, there is no better representative model for the evaluation and training of medical devices than donated human cadavers.

Our Mission to alleviate pain, restore health, and extend life requires the highest level of patient care. Medtronic follows the same rigorous ethical and quality standards in the treatment of donated human anatomical material.

We are committed to the respectful and ethical treatment of human anatomical material obtained from cadavers for medical education, research, and clinical training, at Medtronic-owned and -operated facilities, as well as from contracted vendors, on a global basis. When using human anatomical material, we follow rigorous and comprehensive internal policies and training to ensure legal and ethical acquisition, handling, and disposition. We also abide by all governing regulations and procure only the minimum amount of donated material required to meet scientific and training objectives.

Ethical use of AI

As a global leader in healthcare technology, we have long been at the forefront of innovation. Today, this journey continues, as we explore how we can apply AI to our medical technologies to deliver even more effective solutions. This work is guided by our AI Compass – seven principles that establish how we will responsibly and ethically apply AI.

Principle 1: Beneficial use
We develop AI-enabled technologies that further the Medtronic Mission of alleviating pain, restoring health, and extending life.

Principle 2: Safety and effectiveness
We apply best practices and scientific evidence to design AI-enabled technologies that are secure, safe, and effective.

Principle 3: Fairness and non-discrimination
We develop, validate, and monitor solutions using high-quality, robust, and clinically relevant data of target patient groups with the goal of identifying and addressing potential bias and discrimination in our AI-enabled technology.

Principle 4: Quality and accountability
Consistent with the Medtronic Mission, a commitment to quality is our top priority. This same philosophy guides our creation and use of AI-enabled technologies.

Principle 5: Human control and oversight
We develop and design AI-enabled technologies to empower users, including patients and healthcare providers, with appropriate human control and oversight.

Principle 6: Privacy and security
Medtronic protects the personal data and privacy of users, patients, healthcare providers, and partners throughout the total product lifecycle.

Principle 7: Transparency
We are transparent about whether our medical technologies are AI-enabled, the intended use of the system, the algorithms that produce AI-enabled outcomes, and the responsibility for ultimate decision-making.

Learn more
Our AI Compass

Ensuring clinical excellence

When it comes to making sure the solutions we deliver are safe and effective, lab-based testing is the first step; the next is to assess their real-world impact through clinical trials. These support a number of important objectives, including early product development, regulatory and reimbursement submissions, and publication.

Our approach to clinical trials

Our rigorous process of product design and development, including clinical trials, enables us to tailor products and services to unique needs. It also helps us understand how they will work in the field under different scenarios – ensuring patients get the best possible experience.

Our Code of Conduct, Global Business Conduct Standards Policy, and strict data privacy standards guide our approach to clinical trials. We adhere to all relevant laws and regulations, including the E.U. Medical Device Regulation, FDA clinical trial regulations, and ISO 14155:2020.

Representation in research

We believe in creating more equitable access to life-changing solutions, striving to develop products and therapies that work for patients – no matter who or where they are. When clinical trial participation is representative of the overall patient population with a particular disease, we can achieve more equitable health outcomes. This is why being a leader in increasing clinical trial diversity continues to be one of our top priorities.

To progress our efforts, our dedicated Diversity in Clinical Trials team standardizes and mandates demographic data collection in the U.S. and applies data-based methodologies to set representative enrollment goals. It further develops and implements tools for inclusive enrollment practices, shares best practices internally, and collaborates with external healthcare partners to share our experiences.

Trial diversity is a top priority for our clinical research leaders and teams. In FY24, the team reached out extensively across our organization, rallying Medtronic leaders and clinical teams behind the importance of trial diversity and how individuals can prioritize it within their work. This has included extensive education and communication through town halls, stories on our companywide intranet "Inside Medtronic," and clinical, medical, and regulatory affairs Grand Rounds – a functional forum where we share best practices and case studies. Alongside this, we have started to communicate our trial diversity strategy and efforts externally, with one example being our contribution to an external U.S. FDA advisory panel in November 2023.

Blood testing that works for everyone

In Denver, we have created a lab to test our Nellcor™ pulse oximetry technology – a fast, accurate, non-invasive device that measures blood oxygen supply – to ensure it works for everyone, no matter their skin density or color. To date, there are 130 participants in the lab pool, and recognizing there is always more work to do, we are consistently looking to recruit additional participants.

191

active clinical trials, and 49 completed, in FY24

3,000+

employees across our Clinical Research and Medical Science functions collaborate to ensure our trials are conducted in a safe and ethical manner

A SMART approach to women's heart health

We know diverse trial representation is essential for developing effective products and therapies. However, clinical heart research has traditionally focused on men, often leaving heart disease in women undetected or misdiagnosed. In 2020, Dr. Roxana Mehran and Dr. Howard Herrmann initiated their work as principal investigators for the largest ever TAVR trial,[17] primarily enrolling women. Known as the SMART[18] Trial and ongoing to this day, the trial targets individuals with aortic stenosis and small heart valves.

The SMART Trial aims to understand the treatment of severe aortic stenosis in women with small heart valves by comparing the Medtronic Evolut™ and Edwards SAPIEN™ TAVR systems. 87% of participants across over 80 global sites have been women, and the trial employs strategies to attract diverse women in particular, including having diverse investigators.

Results released in FY24 indicated that the Medtronic Evolut™ TAVR system provided better post-procedure blood flow and had four times fewer instances of bioprosthetic valve dysfunction at one year after the procedure.[19] We are collaborating with the SMART Trial team to apply their insights while assisting other Medtronic teams in designing and conducting trials with diversity in mind.

Learn more
How TAVR can change patients' lives

Sharing best practice for trial diversity

We collaborate strategically with medical societies to increase the number of diverse individuals serving as clinical trial investigators who can expand our access to a more diverse pool of potential trial participants. In FY24, our cardiovascular team joined forces with the American College of Cardiology and the Association of Black Cardiologists to train more diverse principal investigators. We also work with MedTech Color, a collaborative community addressing minority health issues in medical device product development and clinical research.

Patient feedback as a priority

We are implementing new approaches to gathering direct patient input. This will enable us to understand what health outcomes are most meaningful for patients, how patients or their caregivers interact with our products, and how to ensure we are delivering an optimal experience for patients.

In a first-of-its-kind Medtronic initiative in FY24, our Cardiac Rhythm Management business gathered direct patient input to inform the design and execution of a new clinical trial for which enrollment was anticipated to be difficult. The study will investigate the efficacy of using a pacemaker in a patient population for which pacemakers are currently not indicated. Because this patient cohort is not currently offered a pacemaker as a treatment option, recruiting them may be challenging given they do not fall within the current referral pattern for pacemaker-eligible patients.

Insights obtained from patients fell into three primary categories:

1. **Patient recruitment and referral strategy,** accelerating recruitment and ensuring inclusion of key underrepresented groups
2. **Patient trial experience optimization** to expand trial accessibility and reduce drop-out rate
3. **Incorporation of patient voice** into all trial materials to reach as many patients as possible by communication in ways that resonate with them

Partnerships for health equity

Health equity is multifaceted; the solutions must be equally comprehensive, resulting from results-focused partnerships that combine resources and expertise for extraordinary outcomes. We partnered with organizations across the healthcare ecosystem in FY24, on topics ranging from diversity in healthcare to AI-powered diagnosis.

Collaborating for impact

To advance access to healthcare, we need to collaborate with groups who share our commitment to equity. Throughout FY24, we engaged with specialty medical societies to understand their objectives, share Medtronic progress, and uncover opportunities for collective action. For example, our Renal Denervation (RDN) Group teamed up with the Association of Black Cardiologists and the American College of Cardiology to spread awareness of, and information on, hypertension. The group also partnered with the Association of Black Cardiologists to enroll 50 clinicians in the American Hypertension Specialist Certification Program. The program places special emphasis on improving care for Black populations, who are disproportionately affected by hypertension. Participants develop the skills and knowledge needed to improve care for patients who are living with, or at risk for, hypertension, build patient trust, and enhance adherence to medical advice.

We advocate for public policies that increase access to healthcare for marginalized populations, engaging with governments and international organizations to meet country-level medical equipment needs. Further to this, we build long-term partnerships with governments and health systems in underserved communities, focusing on R&D, market access, clinical training, and health system strengthening. The impact of our initiatives is monitored through our Public-Private Partnership Council and a United Nations Economic Commission for Europe self-assessment tool.

Partnering for AI-powered diagnoses

In March 2023, Medtronic announced a collaboration with NVIDIA and Cosmo Intelligent Medical Devices to develop the AI-powered GI Genius™ platform. This partnership leverages NVIDIA's accelerated computing to enhance endoscopic procedures – particularly in detecting colorectal polyps, which can develop into colorectal cancer. GI Genius'™ AI applications promise to improve the accuracy of diagnoses due to its ability to process large amounts of data quickly – catching health issues earlier and ensuring patients have the best possible outcomes.

Empowering startups in India

In FY24, we partnered with T-Hub – a Telangana government-led startup incubator – to enhance the Indian healthcare startup ecosystem. Centered around the MEIC in Hyderabad, our largest R&D center outside the U.S., T-Hub startups will benefit from MEIC mentorship, sponsorship, expert guidance, and entrepreneurship workshops. The partnership will also foster thought leadership through collaborative workshops focused on innovation.

Accelerating access

Our pipeline, data, and technology place Medtronic in a unique position to drive sustainable health access breakthroughs. Together with our partners, we are working toward a healthier, more equitable world, one person and one community at a time.

Target
Serve 79 million patients annually through strategies that increase healthcare access by FY25

Progress
78M+

Target
Flow 20% of revenue from products and therapies released in the prior 36 months (vitality index) by FY25

Progress
20.7%

Advocating for accessible care

Our aim is to advocate for needed changes in healthcare education and practices. We use the 4As framework to guide this: Awareness, Application, Adoption, and Advocacy.

We employ our Patient Access Acceleration (PAA) methodology to pinpoint access barriers and assess treatment requirements. Using a data-driven approach, PAA shapes our market strategies and highlights opportunities for investment. We improve access in several ways: through increasing evidence generation to support decision-making, expanding economic coverage by increasing the resources available for healthcare services, capacity building, training and education, and raising disease and therapy awareness. Insights are also gained from annual PAA assessments, through which we refine our planning and mitigate risks in future market investments. We're also integrating machine learning models to forecast patient treatment potential.

In addition to PAA, we use our Patient Access Insights (PAI) consulting service to identify local access challenges and needs. Globally, we collaborate with hospitals to apply PAI to specific care services and pathways, enabling tailored, evidence-based solutions.

$2.7B
research & development investments

$2.4B
strategic investments and acquisitions

$121M+
spent on training and education, reaching more than 550,000 medical professionals[20]

1.3M+
HCPs trained in the past three years

$4M+
spent on education for patients

Supporting children in the Dominican Republic

In 2023, our ABLED Employee Resource Group joined forces with the Dominican Pediatric Ear, Nose, and Throat (ENT) Mission to create the ENT Medical Mission initiative. Through the initiative, surgeons, nurses, and Medtronic volunteers travel to the Dominican Republic to provide high-quality medical procedures, audiology care, and educational support to children in underserved areas.

The collaboration was sparked by Elvis Alvarez, Medtronic senior engineering program manager and mission lead, who connected the Dominican Pediatric ENT Mission with Medtronic. The first mission took place in October of 2023, with 143 children receiving surgeries and 285 more being diagnosed.

Leading the charge for equitable treatment

Accelerating access and removing structural and societal barriers to quality care requires understanding local community needs, having an on-the-ground presence, and scaling solutions with an equity mindset. The Medtronic Health Equity Advisory Committee (HEAC) – launched in FY22 in the U.S. – focuses on how Medtronic can best advance equity in healthcare. Comprised of dedicated volunteers from across the enterprise, the HEAC provides companywide insights to align language, share best practices, and inform our businesses and functions on a variety of issues from national health equity policy to measuring our impact.

When we launched the HEAC, we had 26 volunteer employees; by the end of 2023, this had almost tripled to nearly 75. During FY24, we conducted a survey with committee members to gauge the impact of the committee. Of respondents, 73% had attended at least one HEAC meeting, 66% had led at least one meaningful health equity initiative, and 100% planned on conducting health equity initiatives in the future. Teams from Latin America, the U.K., and Ireland have expressed interest in introducing similar groups.

Celebrating educational excellence

In FY24, we held the Medtronic Medical Education Council awards, recognizing exceptional team and individual contributions to HCP education and training across three categories: outstanding achievement, thinking outside the box, and digital innovations. Through a peer nomination process, a winner for each category was selected by the Medtronic Medical Education Council co-chairs. Each winner received 250 Recognize! points[21] – points awarded for notable employee achievements and which can be redeemed for travel, event tickets, tours, or goods such as home-wear, apparel, and technology. The winners included Destination Medtronic: Pain Interventions Faculty Summit, a global training program for the Aurora EV-ICD™ system, and a Touch Surgery™ Live Stream shown at two international congresses.

Education and capacity building: A Medtronic legacy

Increasing the number of practitioners employing our therapies, particularly in emerging markets, radically expands healthcare access and allows patients to receive treatment in their home countries. Delivering targeted education is key to achieving this. We do this in three ways:

1. Providing comprehensive training on our products, taking full responsibility for the content and delivery
2. Offering partnership training on procedures, engaging contracted HCP faculty to enhance the training experience
3. Investing in third-party grant funding

We want to make it convenient for more health practitioners and customers to access current information. That is why, across the U.S., we deploy a fleet of Mobile Labs to provide healthcare technology education and training to clinicians. The trucks simulate operating rooms and serve as mobile, immersive training experiences. During FY24, we trained approximately 2,723 healthcare providers via the Labs, with 10 businesses getting involved to host 392 events across 111 cities. We also partnered with Southern University and Alabama State University, creating opportunities for students to enter a Mobile Lab and explore the world of healthcare technology innovation. To continue expanding our capabilities, we committed to adding two additional Labs to our fleet throughout FY25.

Additionally, our global Innovation Centers, with locations in South Korea, Turkey, and beyond, provide specialist training to HCPs wanting to expand and update their skills and knowledge.

~90%

of Mobile Lab events are local, reducing the time and distance customers need to travel to attend

Alleviating the HCP shortfall

Our goal is to educate 1.2 million HCPs over the next three years. In FY24, we continued to work toward this through our global digital and in-person resources:

- Medtronic Academy – Provides over 4,000 courses and videos, enhancing HCPs' ability to improve patient outcomes
- Touch Surgery™ digital solutions – Offers in-depth explanation of surgical scenarios in multiple specialties, allowing users to review, practice, and teach surgical procedures via a digital app
- Training and education centers – Enable hands-on experience with realistic patient simulators, allowing HCPs to practice device implant procedures
- Hugo™ Ascend Training Pathway – Provides a foundation of technical and procedural training, blending virtual and in-person curricula to build a successful robotic-assisted surgery program

How we price our products

Our Mission drives us to innovate products that relieve pain, restore health, and extend lives. Ensuring these advancements are accessible involves strategic pricing programs that consider local contexts and market dynamics.

Our pricing models are carefully adapted to each market. This includes offering a range of product options to enhance accessibility in low- and lower-middle-income countries. Our Healthcare Economics Policy and Reimbursement function oversees this, ensuring flexibility and coordination across our global operations.

Partnering for access

We see partnering with specialty physician societies as a unique opportunity to advance health equity through shared work and goals. In FY24, we partnered with the American College of Cardiology, the American College of Surgeons, and the American Society of Metabolic and Bariatric Surgeons to conduct panel discussions and productive conversations focused on health equity and access. Since FY23, we have also been part of the Global Health Equity Network (GHEN), a World Economic Forum initiative that brings together public and private sectors to tackle the root causes of health disparities. As part of GHEN, we signed the Zero Health Gaps Pledge, committing to drive progress toward health equity by 2050.

Medtronic LABS

To drive positive health outcomes for populations outside of the reach of our product portfolio, we established Medtronic LABS. Medtronic LABS designs and scales community-centered, tech-enabled healthcare solutions to advance integrated primary care for underserved populations.

Our strategy for FY24

A health system innovator and nonprofit organization funded by Medtronic, Medtronic LABS exists to address a clear mission: **Expand access to healthcare for patients, families, and communities across the world.**

Throughout FY24, Medtronic LABS focused on four priority areas:

- Strengthening health systems for underserved populations through clinical and digital capacity building at national and regional levels
- Moving past disease verticals for integrated community and primary care in low- and middle-income countries
- Driving measurable clinical outcomes through scalable training for health system staff on data-driven approaches to care delivery
- Harnessing the power of data science and AI to optimize health system operations

Data-driven care

By blending localized healthcare services with state-of-the-art technology, Medtronic LABS creates sustainable solutions that deliver measurable improvements in patient outcomes, particularly for underserved communities. This is supported by SPICE, a next-gen Digital Public Good that drives proactive, data-driven care.

Through the system, users can access a range of important data on primary care management, administration and health worker performance, and population health analytics. This insight can then be used to strategically evolve approaches to ensure the most effective, impactful health systems.

The Medtronic LABS approach integrates three core elements:

Digital technology

Open-source software platform (SPICE) designed for patients, community health workers, and healthcare providers operating in low-resource settings

Health system strengthening

Community-based teams integrated with health systems to expand the use of digital tools for screening, diagnosis, treatment, and patient engagement

Partnerships

Collaboration with health systems, governments, local innovators, multinationals, and funders to drive sustainable system-level transformation

1.8M+

patients screened[22]

166,400+

lives improved in FY24

Pairing tech with people for community impact

Healthy Neighbor, a collaboration between Medtronic LABS and Virtua Health, is revolutionizing healthcare in Camden, New Jersey. It enables community health workers to use SPICE to actively monitor conditions such as hypertension and Type 2 diabetes within neighborhoods. During 2023, the first cohort of 100 patients was enrolled to Healthy Neighbor; additionally, four health workers were trained to support them in delivering integrated clinical and social care to participants. Early outcomes analysis demonstrate improvements in blood pressure and glucose control among program participants.

LABS is being recognized for its innovative work for underserved patients across sub-Saharan Africa, including SPICE, hyperlocal field services, and implementation partnerships with local health systems.

Working together for better healthcare

Public-private partnerships play a crucial role in enhancing public health systems. Medtronic LABS collaborates with national, state, and local governments to achieve outcomes that meet government priorities, generate value for health systems, and enhance patient health outcomes.

This includes strengthening partnerships with governments and health systems, expanding Medtronic LABS to cover a wider range of integrated primary care conditions, and scaling national-level programs across multiple regions.

Partnerships for positive outcomes

In FY24, Medtronic LABS partnered with:

- The Kenyan Government – Screening for diabetes and hypertension in remote communities and linking to long-term care
- The Christian Health Association of Ghana – Driving access to integrated community- and facility-delivered care for noncommunicable disease
- The Sierra Leone Government – Integrated primary care model to strengthen community and primary care delivery
- BRAC – Screening for diabetes and hypertension in remote communities and linking to facility for case management
- Virtua Health – Serving patients with chronic disease in the U.S.

We also initiated a partnership with the Bill & Melinda Gates Foundation to build the first integrated model for community and primary care in sub-Saharan Africa.

Externally recognized innovation

We are proud of the work Medtronic LABS does and honored when that innovation and dedication is externally recognized. In FY24, Ruchika Singhal, VP of Global Health and leader of the Medtronic LABS organization, was named Corporate Social Innovator of the Year by The Schwab Foundation for Social Entrepreneurship.

Additionally, Medtronic LABS was recognized as a 2023 finalist in five categories of Fast Company's 2023 World Changing Ideas – awarded to organizations who are using ingenuity to tackle the world's biggest challenges.

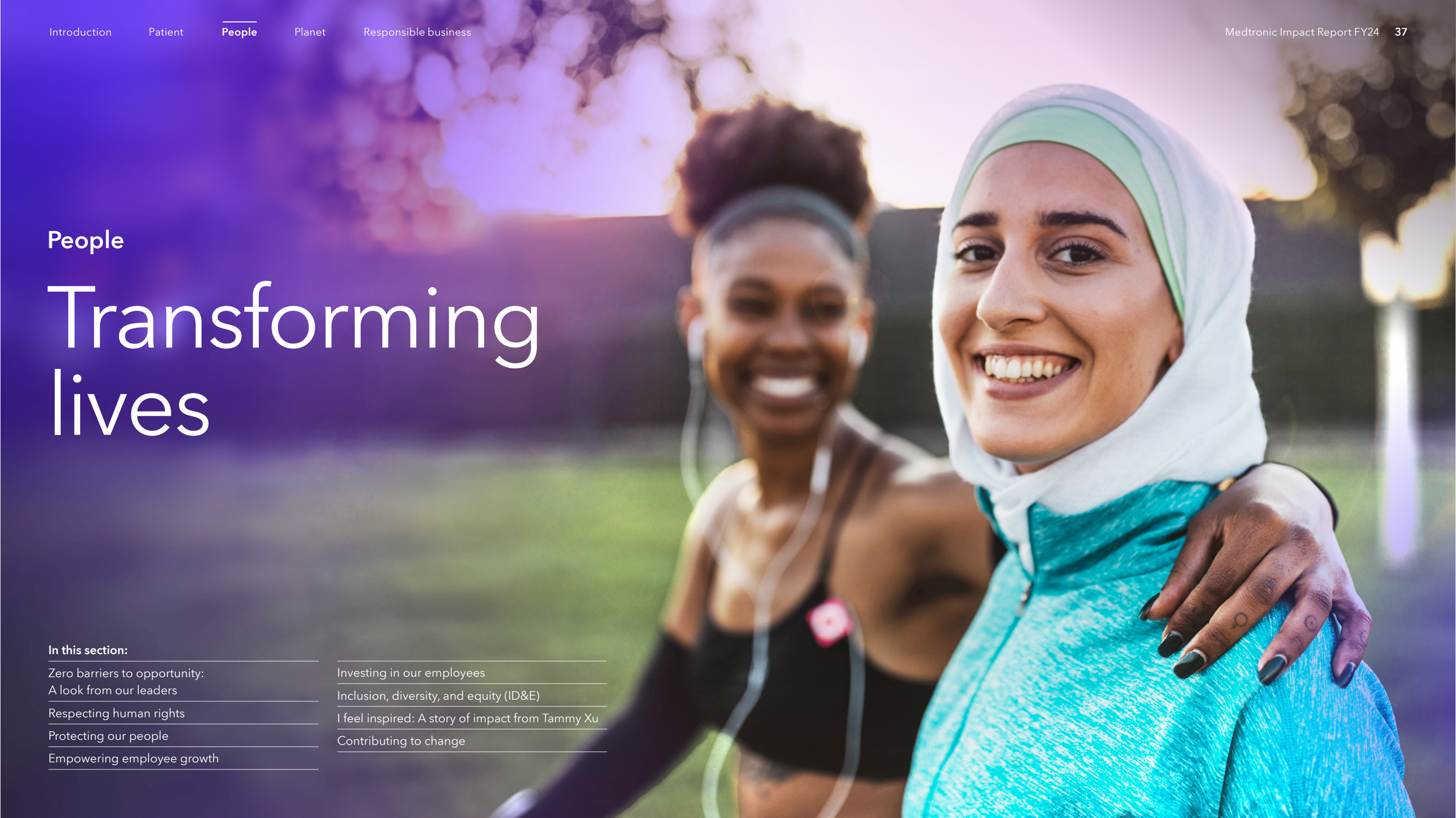
Learn more
Medtronic LABS' impact on community health

43%

of hypertension patients with blood pressure controlled in the last three months

63%

of Type 2 diabetes patients with blood glucose controlled in the last three months



People

Transforming lives

In this section:

Zero barriers to opportunity: A look from our leaders
Respecting human rights
Protecting our people
Empowering employee growth
Investing in our employees
Inclusion, diversity, and equity (ID&E)
I feel inspired: A story of impact from Tammy Xu
Contributing to change

Matt Walter

Sally Saba

Zero barriers to opportunity

A look from our leaders

Matt Walter, Chief HR Officer, and Sally Saba, Global Chief Inclusion and Diversity Officer and President of the Medtronic Foundation, explain how we empower and uplift our people and communities.

How is Medtronic removing barriers to opportunity, health, and well-being?

Matt: Our employees are the key to delivering lifesaving innovation and fulfilling our Mission. We're committed to creating an environment where all employees can thrive – whether it's by fostering a culture of belonging, ensuring pay equity, or removing barriers to career opportunities.

Sally: We strive for zero barriers to health, opportunity, and well-being for our employees and the communities we serve. We use research-backed practices to build inclusive environments, and our Diversity Networks and Employee Resource Groups help to foster belonging for employees. In our communities, we partner with diverse-owned suppliers to support local economies and also invest in building a future STEM talent pipeline across the healthcare tech industry.

Matt: Through our Multiple Pathways Initiative, we've placed a central focus on skills- and experience-based hiring. These efforts enhance economic mobility for both our employees and their communities.

What areas is Medtronic prioritizing when it comes to uplifting employees and communities?

Sally: People face different barriers in their life journeys. One that we're focused on is access to education (fewer than half of U.S. adults have a college degree) and career development. We understand that degree requirements can be a barrier to talented candidates and are approaching this by offering a debt-free pathway to college degrees through the Medtronic Advancement Pathways & Skill Building (MAPS) program. Additionally, we have prioritized skills-based hiring and have removed degree requirements for 81 roles in IT, supply chain, manufacturing, quality, HR, admin services, and sales & marketing support – ensuring that every employee has equitable access to opportunity.

Matt: We recognize that the demands on employees to balance work and family commitments are more intense than ever before. One benefit we're especially proud to offer is our Family Care Leave, which provides up to six weeks of leave to bond with a new child or care for an aging parent. These efforts are not only driving real impact for our employees and their families, but are also strengthening the communities we serve.

Why are inclusion, diversity, and equity essential to innovation?

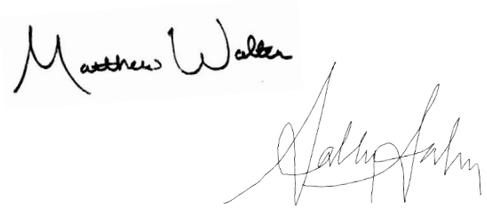
Sally: Innovation thrives on ideas, and those ideas flourish when individuals with varied experiences feel empowered to voice their unique perspectives. Our differences make us smarter, and this dynamic is crucial for developing the innovative solutions needed to tackle the world's most complex challenges.

How is Medtronic protecting human rights across its value chain?

Matt: We have well-established policies and rigorous processes to assess human rights risks across our operations and supply chain. However, we acknowledge that many human rights challenges are deeply rooted in socio-economic and cultural complexities that no single organization can address alone. This is why our partnerships are essential in guiding, implementing, and continually refining our Global Human Rights Framework.

Moving forward, how will Medtronic continue to uplift employees and communities?

Sally: As AI becomes more prevalent, we have a role to play in developing future-ready skills, particularly among low-income students. We're increasing exposure to technical skills, collaborating with peers and nonprofits, and offering scholarships to incentivize low-income students to pursue careers in health tech.



Respecting human rights

We exist to help advance human welfare. This starts with recognizing – and respecting – everyone's fundamental human rights. Our Global Human Rights Framework upholds our commitment to human welfare across our supply chain.

From policies to people

The Medtronic Global Human Rights Framework is an overarching network of policies and due diligence that focuses on contributing to human welfare – recognizing the personal worth of our employees and maintaining good citizenship as a company by respecting the dignity of all people.

We communicate our expectations for human rights, labor standards, business ethics, environmental management, and other topics through the following policies:

- Code of Conduct – States our companywide standard for behavior and applies to employees, officers, directors, and anyone conducting business on our behalf, including contractors, consultants, and distributors
- Global Supplier Standards – Describes our minimum social, ethical, and environmental requirements and expectations for suppliers
- Global Anti-Human Trafficking and Forced Labor Policy – Outlines our commitment to a work environment free from human trafficking, slavery, unlawful child labor, and forced labor of any kind
- Responsible Minerals Policy – Monitors suppliers' performance and compliance with our expectations for sourcing conflict minerals
- Global Human Rights and Labor Standards Policy – Guides how we conduct business to demonstrate respect for internationally recognized human rights and the dignity of all people

We actively monitor local, national, and international regulatory changes to keep our policies current and effective. In FY24, we updated our Conflict Minerals Policy to a Responsible Minerals Policy, expanding our sphere of due diligence.

Medtronic complies with global laws regarding freedom of association and collective bargaining agreements, including participating in works councils. In FY24, approximately 9% of our employees were covered by collective bargaining agreements or independent trade unions where applicable.

Ensuring human rights are respected throughout our value chain is a shared responsibility, which is why we created a Responsible Supply Management training program for our Global Supply Management employees. This program is designed to equip people with the skills to spot human rights risks in our operations and supply chain and to recognize and respond to human trafficking and modern slavery. We also maintain the Voice Your Concern Line where anyone can report concerns of potential human rights violations.

Learn more
Our approach to responsible sourcing
Our Responsible Supply Management program

Prioritizing our suppliers

Our Global Human Rights Framework and supporting due diligence processes identify and prioritize our most significant human rights risks, including from:

Direct suppliers
(e.g., Tier 1 suppliers of raw materials and finished goods)

Sub-tier suppliers
that supply materials to our direct suppliers

Indirect suppliers
(e.g., suppliers that provide us with products and services, rather than materials or finished goods)

Medtronic-owned and -managed facilities
including our staff and contractors

Our ongoing human rights due diligence and risk mitigation activities are reported to senior executives.

Protecting our people

A safe workplace lets our employees do their best work. By building an environment where people feel their health and safety is a priority, we can empower them to engineer the extraordinary.

Essential steps for a safe workplace

Our Environmental Health and Safety (EHS) Policy and EHS Management System (EHS MS) work together to identify and assess health and safety risks, and instill a shared culture of care across our facilities.

Medtronic is committed to a safe, healthy, and compliant work environment. Our EHS Policy, standards, and programs are key to proactively identifying, addressing, and preventing health and safety risks.

Our EHS Policy, combined with our EHS MS and regular policy reviews, sets companywide standards, goals, and methods for assessing health and safety risks. We focus on compliance with relevant laws and regulations, continuously improving our standards, measuring our performance against industry best practice, and sharing knowledge within our company, such as through our Knowledge Center, which provides extensive access to resources for learning and decision-making.

Our EHS MS adheres to industry-leading practices such as:

- ISO 14001 (environmental management)
- ISO 45001 (occupational health and safety management)
- OHSAS 18001 (occupational health and safety)

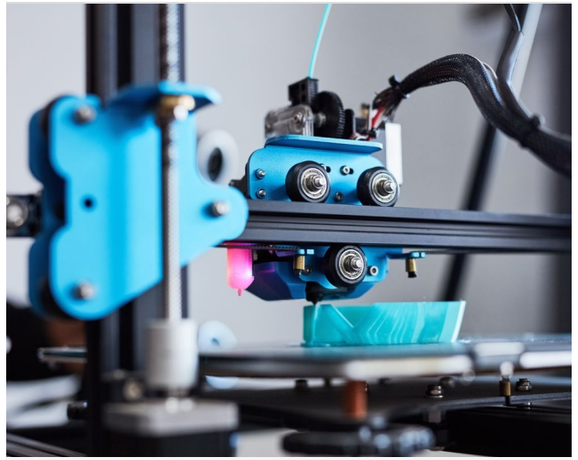
The system helps us carefully manage EHS and address key issues, from compliance with environmental regulations to the safety of how we work. It also helps us decide where to prioritize our efforts, sets out who's responsible for what, and evaluates the maturity of our practices, procedures, and processes – ensuring we can comply with regulations and drive a culture of continuous improvement. To date, 12 Medtronic sites hold ISO 14001 certification while two are ISO 45001 certified.

A system for collective performance

At Medtronic, every employee is encouraged to take ownership of health and safety, taking proactive and collaborative steps to nurture a shared culture of care. This is supported by our EHS Performance System (EHS-PS), which:

- Monitors our recordable incident rate, safety standards, employee training, and auditing
- Provides each employee in our manufacturing facilities with the knowledge to reduce risks and act with safety in mind
- Defines our expectations of leadership and employees
- Provides employees with an awareness, and encourages ownership, of EHS

EHS-PS has three levels of maturity – Stability, Capability, and Agility. To reach Stability, the first of the three levels, sites must meet specific performance expectations through risk assessments, tier meetings, and EHS observations. In FY24, 97% of our identified sites reached EHS-PS Stability by the year end.



A simple solution with big safety impact

At Medtronic Costa Rica, automated machines are used to manufacture our products. They contain cutting tools which, once they reach their end of useful life, must be manually replaced; this process brings with it a high risk of cuts. Recognizing the issue, manufacturing, engineering, and EHS teams at Medtronic Costa Rica came together to design a simple safety cover solution that would bring an end to related injury risks.

Using an on-site 3D printer, 68 safety covers have been made, each specifically designed to fit different tool types to ensure a perfect fit – and the results have been compelling. Since introducing the safety covers, TRIR rates have dropped dramatically from 2.22 in FY19 to just 0.37 in FY23.

Ensuring continuous improvement

Employee feedback is key to improving our safety programs and performance. Our online hazard reporting system allows employees to speak up on and mitigate potential hazards such as water leaks or fire risks, along with near-miss incidents.

In addition, in FY24, we conducted injury and illness kaizen reduction events, bringing together employees from across our sites to identify best practices for cuts and lacerations prevention and warehouse safety. We also championed World Day for Safety and Health and at Work on April 28, encouraging our sites to engage in activities – such as games, giveaways and daily communications – that suited their facility.

Celebrating safety at Medtronic

When our people champion health and safety, we celebrate and reward those efforts. Our internal EHS Sustainability Award celebrates safety alongside environmental achievements. In FY24, two Medtronic projects received the award for their health and safety efforts:

- **Galway, Ireland ATV Reconfiguration Project** – This cross-functional team improved the electropolish stent manufacturing process by focusing on health and safety, waste reduction, and efficiency. The project reduced acid consumption, waste, and safety incidents by 50%, cut costs by 20%, increased yields by 1%, and reduced the cell footprint by 25%, enhancing quality and customer satisfaction.
- **Juarez, Mexico Auto Defogger Application** – The injection molding process for blade manufacturing requires a manual defogging process. To address the ergonomic and occupational safety risks of conducting this manually, the team explored automation, eliminating these risks entirely.

In FY24, we were also proud to receive the Minnesota Governor's Workplace Safety Award for six of our sites. The recipients were:

- Berkshire Campus – Diamond Award
- Mounds View Campus – Platinum Award
- Rice Creek Campus – Platinum Award
- Medtronic Operational Headquarters – Gold Award
- Perfusion Systems (Brooklyn Park) – Gold Award
- Nathan Lane site – Silver Award

15%

reduction in total recordable incident rate (TRIR) in FY24 versus FY20, as well as a 7% reduction in lost time incident rate (LTIR), demonstrating our commitment to continuous safety improvement

Empowering employee growth

We want our employees to be the best that they can so that, together, we can continue to transform lives. To do this, we invest in our global team – providing them with the development and training to realize their fullest potential.

Supporting personalized development paths

Our skills-based learning and development initiatives are crafted to attract, retain, and advance diverse top talent. Medtronic employees at all levels benefit from training tailored to their learning styles and career goals. In addition to structured programs, we offer an array of on-demand digital resources[23] which empower employees to take charge of their learning journey.

We proactively develop careers through our organization and talent planning process, nurturing future leaders by identifying a diverse mix of successors for strategic positions, assessing employee potential, and executing focused career development actions. This supports career progression by providing unique talent development opportunities and creating spaces for employees to highlight their experiences.

We also maintain channels for open communication, with managers and employees meeting at least six times a year. This includes setting and aligning goals at the start of each year, mid-year discussions on career aspirations, quarterly check-ins on performance, and formal year-end performance assessments.

Furthering employee education

We know higher education can be the key to helping more people achieve their professional ambitions. To support more of our employees in gaining access to higher education opportunities, we launched MAPS – an initiative that provides 100%-free tuition for employees in the United States and Puerto Rico. Through MAPS, participants can obtain one of 87 different undergraduate degrees from one of 90 top-tier universities.

Outside of higher education, employees can continuously develop new expertise through the Medtronic Skills Lab – a digital learning platform powered by our partner Degreed. Through it, employees have knowledge at their fingertips, including Harvard Business Publishing's entire catalog of resources, such as articles, podcasts, and books. Skills Lab delivers materials in multiple languages and facilitates collaboration across Medtronic learning teams. Through it, employees have viewed more than 345,000 learning assets and we have captured more than 107,050 skill data points on our employees to inform future training and talent programs.

Learn more
The impact of our MAPS program

"Through MAPS, I've been able to pursue my master's degree with no financial burden. This opportunity has been invaluable, allowing me to advance my skills and knowledge while preparing for future growth within the company."

Dillan Sarkodie, R&D Engineer II

$60.5M

spent on learning and development in FY24, an average of approximately $600 per employee

33

training hours per employee on average in FY24

2/3

MAPS participants identify as "first-generation college students"

Fostering future leaders

Job satisfaction, talent retention, and career advancement all improve when employees have strong, supportive relationships with their managers. We pride ourselves on recognizing high-potential employees and guiding them into managerial positions. We are also dedicated to supporting people when they reach those positions, nurturing the leadership skills managers need to effectively engage and develop their teams.

We have several leadership and development initiatives designed for people leaders at various career stages, including:

- **Ignite and Elevate**: Multi-week programs for high-potential leaders to develop skills and achieve career aspirations. Over the last three years, 43% of Ignite and 54% of Elevate participants have been promoted.
- **Forge**: Core leadership development program for directors and senior directors.
- **Lift and Accelerate**: Prestigious sponsorship programs for historically underrepresented managers and directors.
- **Coaching**: Comprehensive coaching services available to employees across all levels to provide individualized, one-on-one support.
- **Emerge**: A three-month program for individuals with management potential to grow their leadership skills. Over the past three years, 60% of participants have been promoted.
- **Efficacy:** A program for Diversity Network and ERG members to participate in one of six cohorts for career development.

In FY24, we partnered with a third-party vendor to launch unlimited coaching services, which allow anyone at Medtronic to access a personal coach, anywhere in the world, in 75 languages. We also unveiled a number of learning and development opportunities, designed to empower executive leaders and managers:

- **The Executive Leadership Experience** – A shared, comprehensive development journey for our most senior leaders, delivered through both classroom and virtual learnings, engagements with industry leaders, experts, and colleagues, and an executive assessment
- **Breaking Barriers** – An immersive coaching experience designed for Medtronic VPs to learn more about ID&E and the Medtronic values
- **Site Leader Development Program** – Our first leadership training program, bringing together all general managers leading Medtronic manufacturing sites around the globe

30%

of roles, and 84% of VP roles, filled internally in FY24

76%

increase in skills-based roles hiring over the past year

Inspiring high achievers

We create moments for managers to celebrate employee achievements through formal evaluations, regular check-ins, and our Recognize! platform. Our employees can receive a number of awards in technology, quality, leadership, and ethics, including:

- **Bakken Fellows:** Recognizing employees who make significant technical contributions to Medtronic and the biomedical device industry
- **Compass Award:** Acknowledging individuals who embody the Medtronic Mission and uphold our Code of Conduct with integrity
- **Global Inclusion, Diversity, and Equity Leadership Award:** Honoring employees who champion inclusivity in the workplace
- **Star of Excellence:** Recognizing exemplary quality and innovation
- **EHS Sustainability Award:** Celebrating projects that promote sustainability across our business, workforce, and environment
- **Wallin Leadership Award:** Highlighting leaders who foster inclusive environments and develop leadership talent to drive business success

We're proud of our Mission to enhance human welfare. It's the purpose that drives us every day. But we know that we can't achieve our Mission without the strong performance of our talented employees. As we transform, we're dedicated to a culture that's both Mission-focused and performance-driven. With that in mind, we revised our performance and rewards strategy in FY24, shifting to a new framework and five-point rating scale. The new performance and rewards framework will help simplify and clarify our approach, enabling us to further differentiate performance with rewards, while providing employees with meaningful feedback and guidance so they can reach their full potential. We're simplifying the process for employees and managers by emphasizing one holistic rating vs. a matrixed approach to rating the *what* and *how* of performance.

49 years of making a difference

Throughout a Medtronic career that has spanned an impressive 49 years, Linda Neal has constantly defied expectations. Born with severe hearing loss, Linda was told she couldn't work in the medical field. At age 19, she applied for – and immediately got – a job in the product packaging department of U.S. Catheters in Billerica, Massachusetts, which eventually became part of Medtronic.

We recognized Linda's potential and provided her with numerous opportunities for growth and development. Over the years, she transitioned through various roles, including quality control, machining, and assembly. Today, she's a line trainer for cryoablation catheter sub-assembly and inspection. Though she was once told a medical career was impossible for her, Linda has helped thousands of patients by assembling the devices used to improve their lives, and for her, "It feels great. I've accomplished a lot that no one back then thought possible."

Investing in our employees

Our employees are dedicated to helping people live healthier lives. We want to show that same dedication to them with comprehensive compensation and benefits that support their mental and physical health and that of their loved ones.

Competitive compensation

We support our passionate employees with holistic compensation throughout their Medtronic career journey. Our compensation framework[24] – including base salary, cash incentives, retirement contributions, and a stock purchase plan – is designed to recognize and reward performance. We also link compensation to metrics such as quality and ID&E.

Pay equity

Pay and opportunity gaps can affect individuals and communities across generations. Recognizing this, we uphold equitable employment policies and practices, and pursue pay parity for our employees. We ensure our employee compensation aligns with industry benchmarks and local market standards, and conduct an annual pay audit in the U.S. and several other countries.

100%

gender and ethnically diverse pay equity in the U.S. in FY24 for the fourth consecutive year, and 99% gender pay equity globally

"It meant the world": Providing bonding time for new parents

Medtronic is committed to supporting employees at every career and life stage, and that includes helping families make time for the moments that matter. When Medtronic U.S. Senior Government Affairs Program Director, Todd Gillenwater, and his wife adopted two children from Bulgaria, he used Medtronic paid leave benefits to take 12 weeks to bond with his new family.

Six weeks of Todd's leave was covered by Family Care Leave, while the other six was enabled by the Healthy Pregnancy Program, which – alongside providing leave for pregnant people – allows employees who choose surrogacy or adoption to access time away. Todd said the 12 weeks away from work has "meant the world," allowing him and his family to make the most of precious time together at the start of a new chapter.

Benefits that work for everyone

We value our employees, so we offer extensive health and lifestyle benefits for them and their families. While we tailor benefits to meet regional needs, they often include:

- Health, disability, and life insurance
- Employee Assistance Program, including on-demand digital mental health resources
- Paid time off
- Paid volunteer time
- Sick and family care leave
- Retirement plans
- Employee stock purchase plan

We're committed to safeguarding employee well-being as part of our benefits. The Healthier Together program is available to employees globally and offers resources for physical, emotional, social, and financial well-being. Our other well-being programs include on-site gyms at some office locations with live fitness classes, alongside virtual resources such as guided meditation and workout sessions available globally via our YouTube channel.

In FY24, we introduced four new benefits to our offerings in the U.S.:

- **Brightline**, a virtual mental health support service for children, teens, and families that matches those in need with virtual therapy, psychiatry, and coaching
- **Kindly Human,** real-time support for employees facing challenges such as grief, loss, and financial stress through one-on-one calls with trained peer listeners
- **Carrum Health,** connecting employees to top cancer centers and oncologists, alongside 100%-covered treatment for breast and thyroid cancer, travel expenses, and CAR-T cell therapy
- **Surgery Plus,** one-on-one guidance from a care advocate for non-cancer-related surgeries[25]

We regularly update our benefits package to cater to people's diverse and changing needs. We're assessing Healthier Together on a global scale, and in FY25, we will explore ways to shift well-being from a program to a culture. Throughout FY24, we also worked toward defining a minimum universal health standard for all employees, covering topics such as access to vaccines, maternity care, and mental health. Moving forward, embedding inclusion and diversity considerations into our global benefits portfolio will continue to be an important focus through prioritizing funding for local benefits needs.

Listening to our people

Through our semi-annual Organizational Health Survey (OHS), we gather feedback from employees that serves as a measure of their overall engagement or commitment to Medtronic, as well as their motivation to help the company succeed. We also gain an understanding of employee perceptions of inclusion, innovation, and ethics – all factors we deem critical to the success of our organization.

Over the past four years, we've seen positive momentum on all these key metrics, and in FY24, employees reported world-class levels of engagement (82%) and inclusion (81%). Driving factors included both pride in Medtronic (93%) and increased feelings of belonging within the organization (86%).

Our innovation and ethics scores have seen improvements and both are now just one point below world-class designations. In FY25 and beyond, Medtronic leaders at enterprise and local levels will continue to foster an ethical culture where employees have opportunities to try new and better ways of working and can openly communicate their ideas.

OHS Survey Feedback Results	FY20	FY21	FY22	FY23	FY24
Engagement	77%	82%	80%	79%	82%
Inclusion	76%	81%	80%	78%	81%
Innovation	75%	80%	79%	76%	79%
Ethics	80%	84%	82%	82%	84%
% of employees responded	79%	68%[26]	83%	82%	87%[27]

ID&E

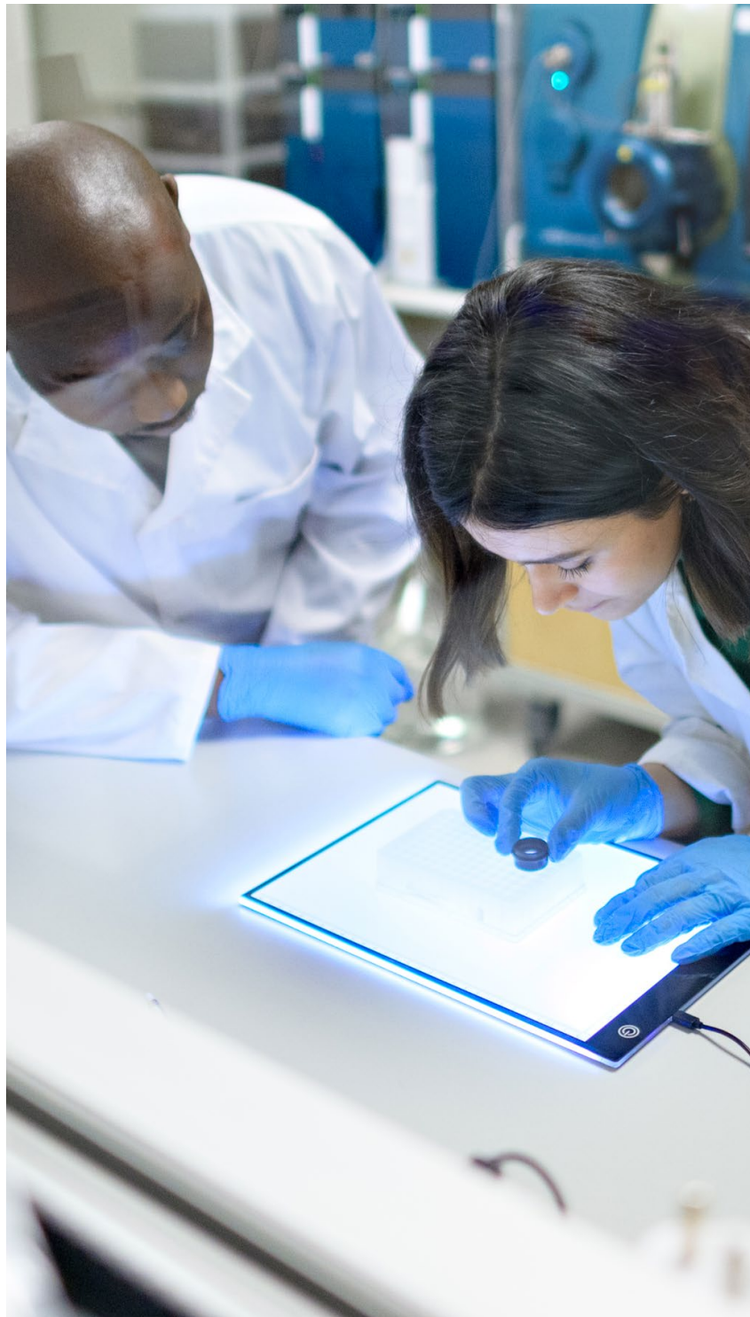
At Medtronic, we believe every individual, regardless of their background or location, deserves limitless opportunities. By cultivating an environment where every contribution is valued, the playing field is equal, and diverse perspectives are celebrated, we ensure everyone feels included. This inclusive culture not only sparks greater innovation, but also drives us toward achieving better health outcomes for all.

Recognizing the personal worth of all employees has long been embedded in our Mission. To advance a culture of respect and innovation, we are pursuing a global strategy built around three pillars:

- The individual
- Our company
- The communities we serve

These pillars guide us toward five desired outcomes, which represent how we define success in shaping a more equitable future:

- **Culture of belonging**
- **Reflect our global communities**
- **Equity in opportunity and pay**
- **World-class diverse talent destination**
- **Measurable social impact**



How we foster inclusion

Every employee has a role to play in creating a workplace culture of unconditional welcoming, support, and appreciation. Our Global Diversity Networks and Employee Resource Groups (ERGs) play a key role in this.

Diversity Networks are sponsored by an Executive Committee member and are led by global co-chairs. They include:

- African Descent Network (ADN)
- Asian Impact at Medtronic Network (AIM)
- Hispanic Latino Network (HLN)
- Medtronic Women's Network (MWN)
- PRIDE Network

Our five Diversity Networks fuel connection, growth, and communication within our company. All Diversity Networks focus on three goals:

1. Talent development
2. Education and community engagement
3. Partnerships

Nurturing shared experiences in our ERGs

ERGs offer spaces where employees can build community with others who share their identities, backgrounds, and interests. They encourage allyship, inviting everyone to participate in creating a supportive environment where we can share, learn, and support each other. Our ERGs include:

- American Indian Employee Resource Group
- Awareness Benefiting Leadership and Employees About Disabilities (ABLED)
- Christian Employee Resource Group
- Medtronic Jewish Community
- Medtronic Seasoned Professionals (MSP)
- Medtronic Young Professionals
- Muslims and Friends
- Veterans Employee Resource Group

Transparency in our numbers

As a global enterprise, we strive to create a company that reflects the communities we serve and has zero barriers to opportunities – no matter where people are around the globe. Innovation can come from anywhere, and we want to harness the power of that diverse thinking at all levels of Medtronic.

In FY24, we're proud to say that:

51%
of our global workforce are women

41%
of our U.S. workforce are ethnically diverse

35K+
employees were involved in Diversity Networks and ERGs in FY24

44%
of our global management positions and above are held by women

28%
of our U.S. management positions and above are held by people who are ethnically diverse

71
countries had Diversity Network or ERG hubs in FY24

Breaking barriers for the talent of today and tomorrow

No one knows where the biggest breakthrough of the future will come from, but we do know that when faced with challenges – especially in resource-limited settings – people often tap into extraordinary ingenuity. These environments become fertile ground for innovation, where thinking outside the box is essential. By intentionally seeking diverse talent for STEM careers, we unleash more inventive potential and unlock a wealth of talent to drive progress in healthcare innovation in ways we never imagined.

During FY24, we took several other actions to advance young, diverse STEM talent. For example, through our 11-week Early Career Internship Program, students gain first-hand, real-world insights into engineering, supply chain and supply management, finance, and information technology careers. During FY24, nearly 400 students took part in Medtronic internships. To ensure our intern demographics accurately represent the U.S. talent pool, we have partnered with the Thurgood Marshall College Fund and the Society of Hispanic Professional Engineers to reach a more diverse slate of candidates.

"A practical approach to addressing inequity in STEM is to foster partnerships with educational institutions to provide scholarships, internships, and mentorship programs. This can help bridge the gap by empowering people with the skills and opportunities needed to thrive in STEM careers."

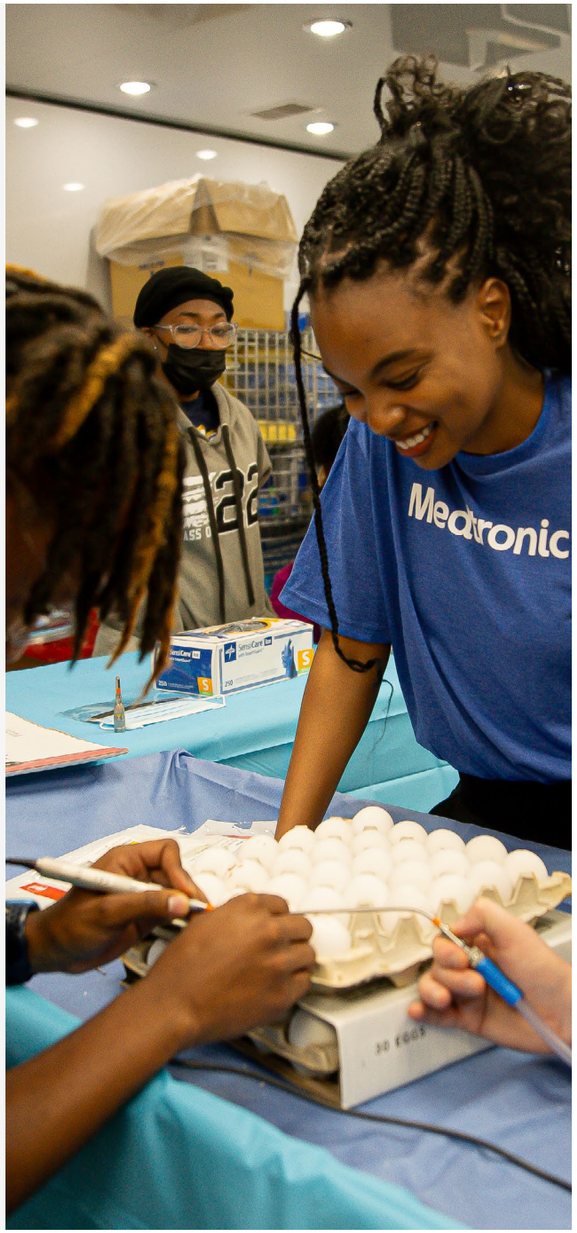
Frank Chan, President of Acute Care and Monitoring at Medtronic

Creating access to STEM careers

The Medtronic Mobile Lab is a classroom on wheels, and in FY24, it headed to college.

Built to simulate an operating room, each Lab truck is equipped with surgical equipment and dedicated staff, allowing for an immersive learning experience. Though primarily used to train HCPs, the Lab was opened to students and alumni of Alabama Agricultural and Mechanical (A&M) University – enabling them to learn about the latest Medtronic-developed technology and explore career pathways in STEM. Assistant VP for Advancement and Rebranding at the university, Aaron Thompson, said, "One of our mantras here at Alabama A&M is, 'Start here, go anywhere,' and the Medtronic Mobile Lab experience really helps our students be able to do that."

As a historically Black college and university (HBCU), taking the Lab to Alabama A&M is part of the Medtronic commitment to advance diversity in STEM fields, where women, Black and Hispanic/Latino people are significantly underrepresented.



In March 2024, we were the proud Premier Sponsor for the Minnesota State Science and Engineering Fair, exemplifying our commitment to fostering a new generation of young innovators. 357 students from 58 schools attended the fair, with 97% saying it increased their interest in studying STEM and 88% more likely to pursue a STEM career. Similarly, the WISE team at MEIC hosted a STEM Outreach event to "Ignite Innovation in Young Minds," inspiring 240 local school students to develop their STEM skills.

Medtronic FIRST impact

As the global leader in youth-oriented STEM programs, FIRST Robotics engages students in hands-on robotics activities. We have partnered with FIRST since 2005 to enhance access to STEM education and nurture our future workforce. Throughout our partnership, we have backed numerous student teams and, during FY24, we built on this by:

- Sponsoring 65 teams across the globe
- Achieving Strategic Partner status with FIRST
- Acting as Northland Program Partner for five regional competitions in Minnesota and North Dakota
- Acting as Leader in Technology Sponsor for FRC competition in Colorado
- Acting as Presenting Partner Sponsor for FRC district championship in New England
- Distributing $15,500 to seven winning teams through the 2023 Medtronic ID&E Award

Fostering equitable economic impact

Doing business with small, veteran-owned, and other diverse-owned businesses is a powerful way to build local economies and world-class supply chains. Creating jobs and fostering entrepreneurship through an inclusive supply chain not only strengthens the economic fabric of our communities, it also empowers individuals to achieve their dreams. These businesses bring unique perspectives and innovative solutions, enriching the marketplace and driving progress through the innovation, cost efficiencies, and service improvements that small and diverse suppliers deliver. Our collective growth leads to stronger, more vibrant communities and dynamic supply chains. Throughout FY24, we supported 25,946 jobs through our diverse supplier spend; we also contributed $2.2 billion in wages and benefits through those supported jobs.

Target

Sustain $1B+ spend with certified diverse-owned businesses and increase impact with small businesses

Progress

$1B+ in spend with certified diverse suppliers, $2B+ with small businesses, for a total impact of $3.1B

Every year, we work to expand our network of small and diverse suppliers, and in FY24, this included initiating partnerships with:

- **WeCo:** A Minnesota-based accessibility consultancy founded by web developer Lynn Wehrman, a person born with cognitive disabilities
- **PMC SMART Solutions:** A women-owned business, meeting manufacturing needs across Medtronic therapies
- **3A Press:** A family-owned, minority-certified company that exists to meet the packaging needs of the life science industry

Learn more

Examples of innovation by diverse suppliers

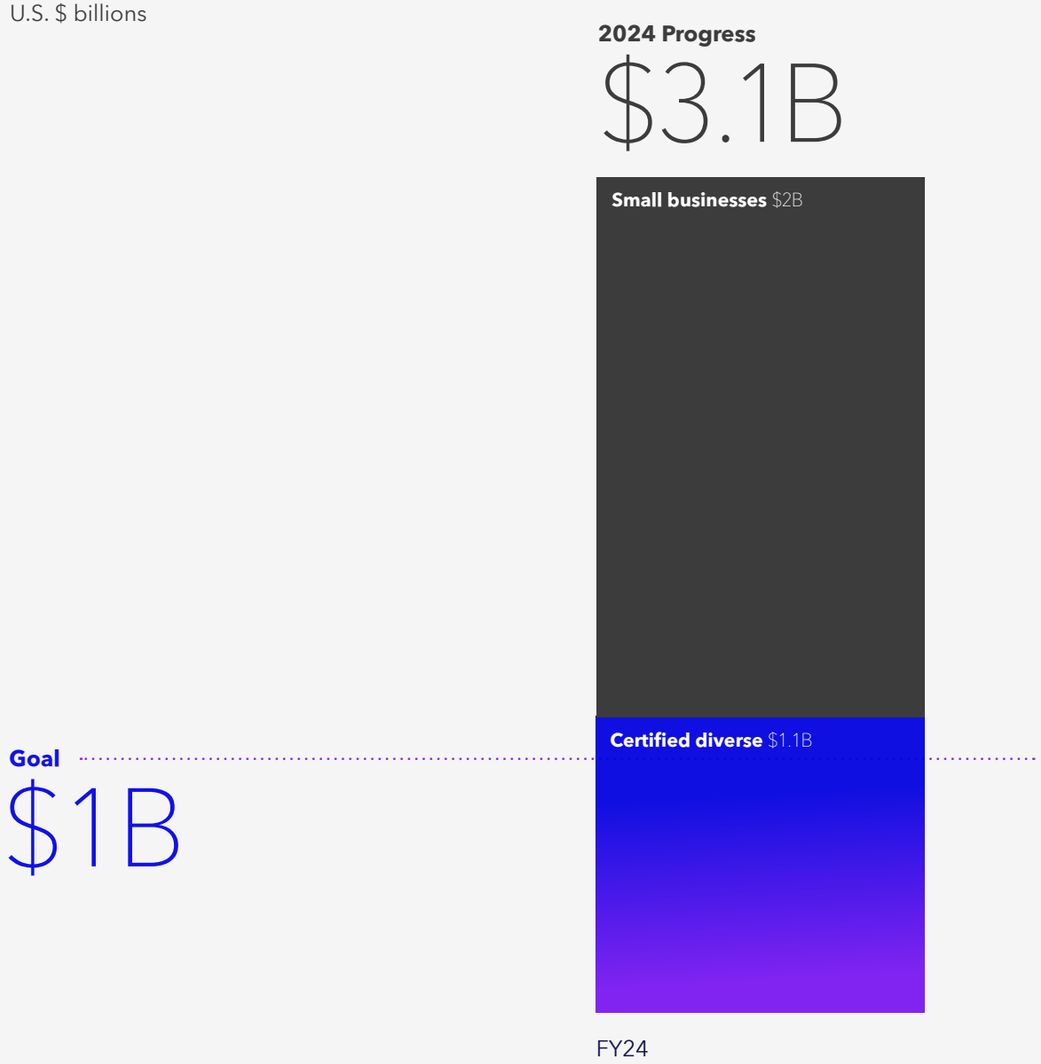
Getting started as a diverse-owned Medtronic supplier

Recognition

In FY24, we were thrilled to have been recognized for a number of awards, including:

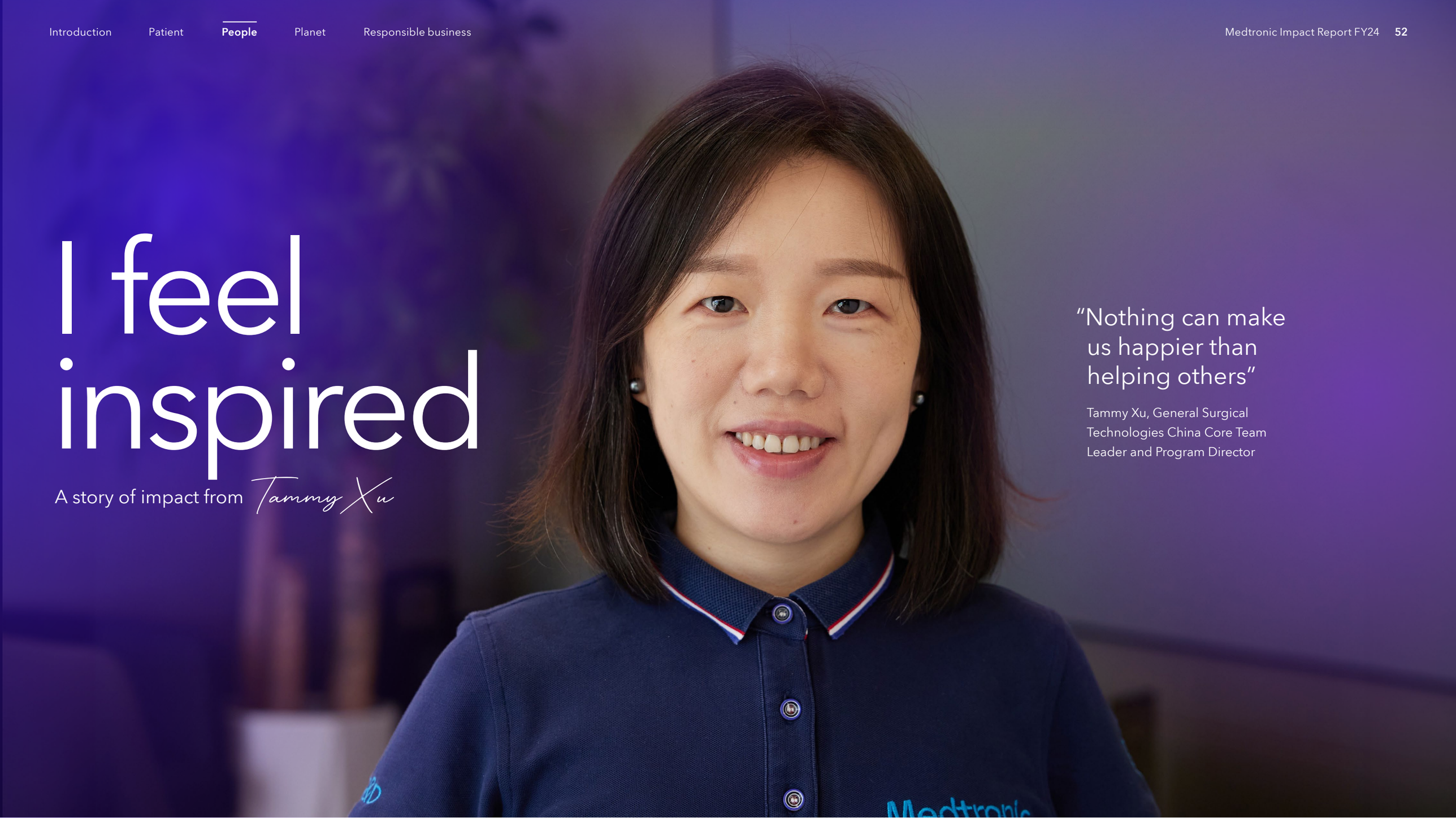
- **Fair360 (formerly DiversityInc) 2023 Top 50 Companies for Diversity** – Ranked 2nd, climbing eight spots from 2022, for our ID&E policies, practices, and outcomes.
- **Asian Corporate Survey** – Awarded Best Employer for Supporting AAPI Employee's Belonging and Inclusion, and Best Employer for AAPI Employee Growth and Advancement.
- **Hispanic Association on Corporate Responsibility** – Received five-star awards with top scores across all four pillars of employment, philanthropy, procurement, and governance. We achieved this for the first time in 2022 and again in 2023, as one of only three companies to do so.
- **Bloomberg Gender-Equality Index (GEI)** – Earned a spot in our first year of participation. Of the 559 companies submitting data, only 418 met the threshold to be considered GEI members.
- **Billion Dollar Roundtable (BDR)** – Inducted into the 2024 BDR, a prestigious recognition for U.S.-based corporations that spend $1 billion or more annually with diverse-owned suppliers.

Spend with small and diverse suppliers
U.S. $ billions



I feel inspired

A story of impact from *Tammy Xu*



"Nothing can make us happier than helping others"

Tammy Xu, General Surgical Technologies China Core Team Leader and Program Director

Rising against hunger across the globe

A story of impact from Tammy Xu, General Surgical Technologies China core team leader and program director

After working at Medtronic for 11 years, I had the incredible opportunity to help drive the largest volunteer event Medtronic has ever held in China. With the leadership of the Medtronic Foundation and in partnership with Rise Against Hunger – a global organization with a local presence in communities around the world – we launched a volunteer initiative that united employees to support low-income populations in Guangzhou Province, China. The efforts reached individuals living in solitude, those who had lost their only child, disabled individuals, and disadvantaged children – totaling over 11,300 beneficiaries.

I engaged all three Medtronic legal entities in Shanghai – Greater China Volunteer Association (GC), Medtronic China R&D Center (MTC), and Medtronic Shanghai Manufacturing Facility (SMF) – to support the project. Over two half days, we packed an astounding 100,000 meals, thanks to the dedication of 288 Medtronic employees who volunteered. Their commitment and hard work ensured that these vulnerable populations received much-needed nourishment.

Beyond China, the Medtronic Foundation led similar volunteer initiatives globally. Eight events across Medtronic sites in France, Italy, Ireland, Singapore, and the U.K. brought together 1,000 employees around the globe who packed a total of over 285,500 meals.

These impactful events truly embody the unwavering commitment Medtronic has to creating a better world. They highlight the dedication and compassion employees have for proactively providing aid to those in need. Through their collective efforts, Medtronic volunteers are not just making a difference – they are transforming lives and communities across the globe.

"The Medtronic Mission always drives us to help make a better life, a better world. I'm incredibly proud of all the employee volunteers who were full of enthusiasm and who really stepped up to make a difference in Guangzhou Province."

Contributing to change

We improve health outcomes every day through the solutions we develop. However, at Medtronic, we always want to go further – amplifying well-being wherever our people live and give. By doing so, we help address inequities, improve lives, and work to fulfill our Mission.

Our approach

In alignment with our Mission and ambitions, we contribute to our communities through financial investment, volunteerism, and strategic guidance.

We focus our impact around:

- **Cash contributions** – Funding medical professionals, fellowship positions, clinical research grants, third-party-sponsored health education programs, and other health-related activities
- **Medtronic Foundation grants** – Improving the lives of underserved populations worldwide and supporting communities in which Medtronic employees live and give
- **Product donations** – Supporting disaster recovery and access to care through nonprofit organizations and in-country clinics
- **Year-round employee volunteering and giving opportunities** – Empowering employees through Matched Giving and Volunteer Grants that enable them to donate time, skills, and resources

Medtronic Foundation

Medtronic Foundation amplifies our philanthropic efforts, partnering to improve lives for underserved and underrepresented populations worldwide while supporting the communities where our employees live and give.

We address needs around the world by focusing on:

- Empowering Medtronic employees to positively impact local communities by leveraging their skills, time, and financial resources
- Removing barriers to quality education for underserved and underrepresented populations through equity-based STEM programs
- Strengthening the capacity of communities to prepare for and recover from global disasters and humanitarian crises

Philanthropic contributions

In FY24, Medtronic and Medtronic Foundation contributed approximately $105 million through cash contributions, Medtronic Foundation grants, product donations, and year-round employee volunteering and giving opportunities.

We were honored that in April 2024, Medtronic Foundation received Project Helping's Corporate Spotlight Award for helping deliver over 9,000 Kynd Kits to communities in need across 40 countries. These ready-to-use volunteer project kits supported causes such as environmental impact, education, mental healthcare, and autism support.

Inspiring employee engagement

We want to empower Medtronic employees to give back to their communities, offering Matched Giving and Volunteer Grants to support nonprofits that matter to them. We also provide tools and resources that support sustainable, year-round, hands-on and skills-based volunteering in areas such as food security, animal care, environmental protection, and youth support.

~$105M

in combined philanthropic contributions from Medtronic and Medtronic Foundation in FY24

1 in 5

Medtronic employees volunteered in FY24 – a 30% year-over-year increase – giving their time and skills to vital community causes around the world

Grants and employee volunteerism

	FY22	FY23	FY24
Year-round volunteerism			
Volunteers	11,283	16,054	19,579
Countries	84	61	61
Total volunteer events	4,943	6,332	7,090
Total volunteer hours	144,329	190,754	184,810
Volunteer grants			
Volunteer grants ($ raised)	994,000	1,523,000	1,520,000
Global matching grants			
Medtronic Foundation match of employee contributions ($ million)	9.2	7.4	7.8

To ensure our employees know how to engage responsibly with their communities, Medtronic Foundation and the Global Inclusion, Diversity, and Equity (ID&E) team built a guide for corporate volunteering. The guide highlights three key points:

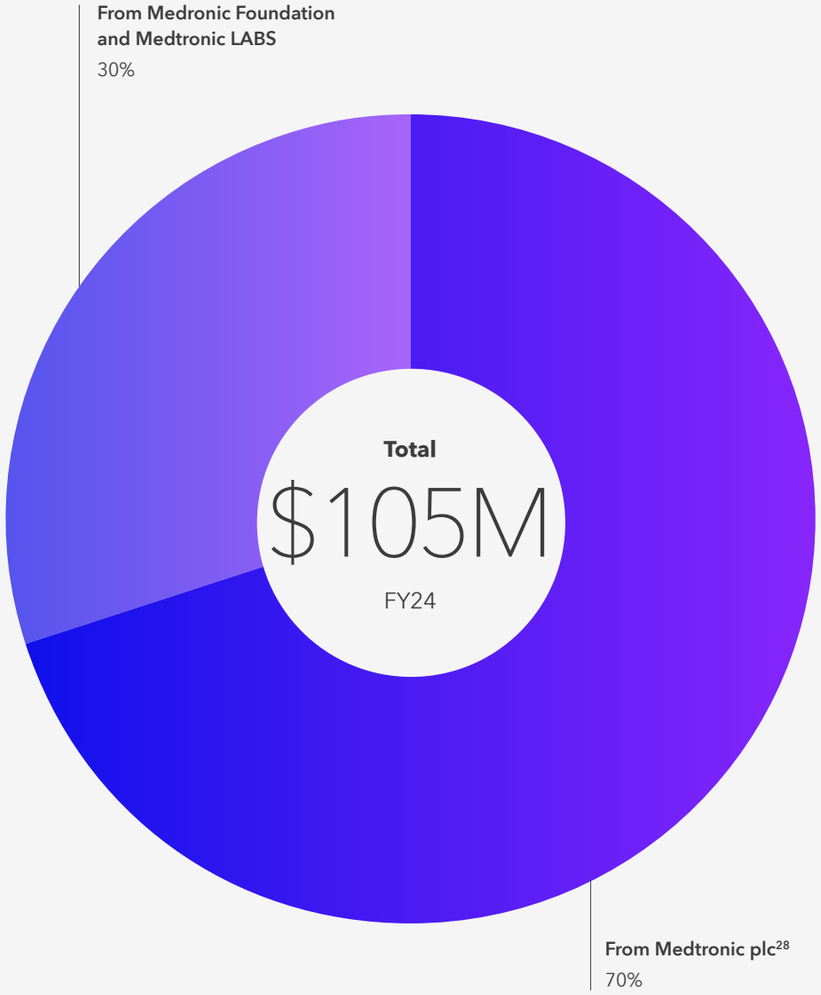
1. Ensure partnership with organizations that share community-centric values and a commitment to ID&E.
2. Approach volunteering with humility, respect, and a willingness to learn.
3. Collaborate with communities, focus on community-led solutions, and continually reflect on and challenge volunteer power and privilege.

"Volunteering can challenge the way you think about the world and your place in it. We're not going to solve these issues simply by putting out a guide, but we can start the conversation."

Mandy Iverson, Medtronic Foundation

Philanthropic contributions

U.S. $ millions



Driving STEM education

Medtronic Foundation partners strategically to enhance representation in STEM studies and jobs in specific geographies, and to improve economic stability for STEM graduates. Key locations for these partnerships have been prioritized based on evidence of racial and economic disparities, Medtronic employee presence, and nonprofit abilities to drive social change and scale sustainable solutions. Those locations include Minnesota; Santa Rosa and Los Angeles, California; Colorado; Puerto Rico; and Ireland. In FY24, through these partnerships, we reached over 250,000 scholars, educators, and caregivers.

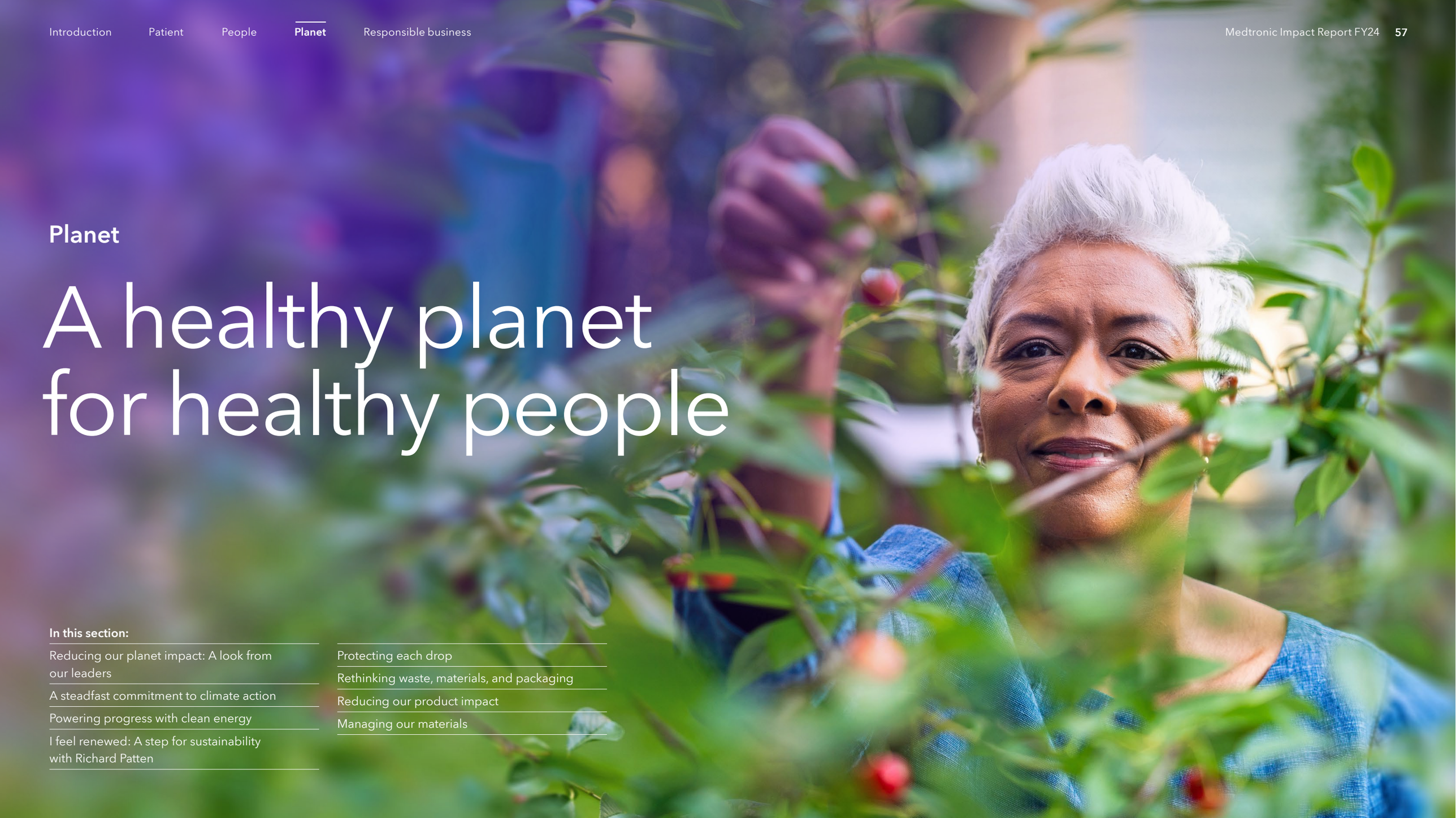
25

partnerships between Medtronic Foundation and STEM-focused organizations, with the Foundation committing over $22M in support of its STEM profile at both national and local levels

Being there in times of crisis

We want to be there for our communities through the hard times as well as the good. That includes stepping up when disasters and humanitarian crises occur. In times of crisis, Medtronic Foundation coordinates with our internal Crisis Management team and nonprofit partners. When responding, we activate emergency funding within 48 hours of a disaster and collect impact metrics within 90 days. As disasters increase in frequency and severity around the globe, we rely on cross-sector partnerships and investing to enhance community recovery efforts.

We have long-term partnerships with Project Hope, Americares, and International Medical Corps to respond to global crises. These partnerships are in addition to our sustained commitment to the Medtronic Employee Emergency Assistance Fund, which offers financial support to employees who are impacted by emergencies. Donations to the fund are made by employees and receive a 2:1 match by Medtronic Foundation.



Planet

A healthy planet for healthy people

In this section:

Reducing our planet impact: A look from our leaders
A steadfast commitment to climate action
Powering progress with clean energy
I feel renewed: A step for sustainability with Richard Patten
Protecting each drop
Rethinking waste, materials, and packaging
Reducing our product impact
Managing our materials

Raman Venkatesh

Ken Washington

Reducing our planet impact

A look from our leaders

Ken Washington, Chief Technology and Innovation Officer, and Raman Venkatesh, Chief Sustainability Officer, discuss the work Medtronic is doing to reduce environmental impact, including our ambitions and achievements.

How is Medtronic managing its impacts on the planet?

Raman: Our approach is all about focusing on our customers and being led by our stakeholders. We manage our impacts on the planet with a comprehensive sustainability strategy – embedded across all our business operations – which enables innovation and growth as a company, centering on the health of people and planet.

Ken: We focus on reducing carbon emissions, optimizing resource use, and applying eco-design principles to minimize the environmental impact of our products throughout their life cycle. Our Climate Action Commitment allows us to actively reduce greenhouse gas (GHG) emissions, through energy efficiency projects, waste reduction, and sustainable product design – ensuring that sustainability is integrated into our long-term business objectives while putting patients first.

What areas are being prioritized to address environmental impacts?

Raman: We're prioritizing initiatives to reduce Scope 1 and 2 GHG emissions, with a focus on transitioning to renewable energy sources, alongside optimizing resource use. We are refining our Scope 3 GHG emissions inventory and are working to improve our manufacturing processes and enhance recycling to minimize waste. Sustainable product design is a big part of this, including ensuring the longevity of our devices to minimize replacements and associated medical waste.

What role does innovation play in enabling Medtronic to operate more sustainably?

Ken: Innovation is key to reducing our environmental impact, improving resource efficiency, and extending product life. We pioneer new devices with lower energy consumption, leverage digital health technologies, and develop product take-back programs – harnessing our innovative capabilities to promote sustainability in the medical industry.

How is Medtronic bringing suppliers along on its sustainability journey?

Ken: We work closely with suppliers to reduce environmental impacts, setting clear sustainability requirements. We engage suppliers through sustainability workshops, audits, and training programs, including guidance on reducing emissions, improving energy efficiency, and implementing circular economy practices.

Raman: We also encourage and reward suppliers who demonstrate sustainability leadership through preferred supplier programs, and partner with them to co-develop sustainable solutions – such as energy-efficient manufacturing processes – that align with our goals.

Moving forward, how will Medtronic continue to reduce its impacts on the planet?

Ken: We are committed to achieving net-zero carbon emissions by 2045, with interim targets to track our progress periodically. Our plans include increasing the percentage of renewable energy in our global energy mix and exploring on-site, off-site, and virtual renewable and low-carbon generation opportunities.

Raman: We will also scale up product stewardship programs and explore opportunities to design out waste and pollution from the life cycle of our products, alongside fostering a culture of sustainability within Medtronic by empowering employees to contribute to our environmental goals through innovation and everyday practices.

Raman Ken

A steadfast commitment to climate action

Organizations have a valuable role to play in addressing climate change. At Medtronic, we take that role seriously. We're committed to cutting our emissions footprint and are working to find innovative ways to reduce energy, water, and waste – collaborating with our supply chain and forging partnerships across our industry to make sure we're part of the transition to a more responsible future.

Target
Achieve net carbon neutrality in operations (Scope 1 and 2) by FY30

Progress
44%

Target
Source 50% of energy from renewable and alternative sources by FY25

Progress
42%

Target
Reduce GHG emissions intensity by 50% by FY25

Progress
52%

Target
Reduce energy intensity by 20% by FY25

Progress
14%

Our promise to the planet

We aim to achieve net carbon neutrality across our operations by FY30 (Scope 1 and 2), and net zero across our value chain by FY45 (Scope 1, 2 and 3). In March 2023, we signed a commitment letter to the Science Based Targets initiative (SBTi) with intent to submit GHG reduction targets aligned to SBTi's methodology for validation by March 2025.

Scope 3 is a key focus for us. We established and completed a Scope 3 screening assessment and inventory that helped us identify our greatest areas of carbon impact – emissions from purchased goods and services, transportation, and distribution activities.

Overseeing environmental impact

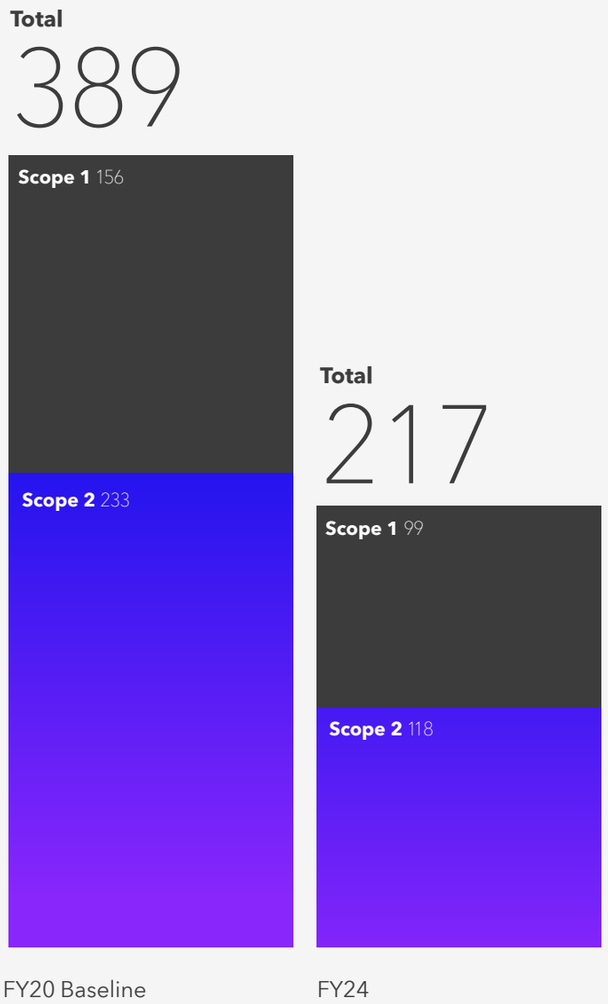
Our efforts to minimize environmental impact are supported by robust governance, risk assessment, and accountability. The Nominating and Corporate Governance Committee of our board of directors has the responsibility to oversee sustainability performance, including the impacts of our operations on society and the environment. Our Sustainability Steering Committee, sponsored by our chief technology and innovation officer, is facilitated by our chief sustainability officer's enterprise program office, integrating sustainability across operations.

Curbing emissions and energy use

We're dedicated to reducing our emissions. This starts with proactively managing our use of natural resources, seeking out efficiencies within our operations, educating our workforce on conservation, and engaging our supply chain by sharing accomplishments and best practices in an effort to catalyze more progress.

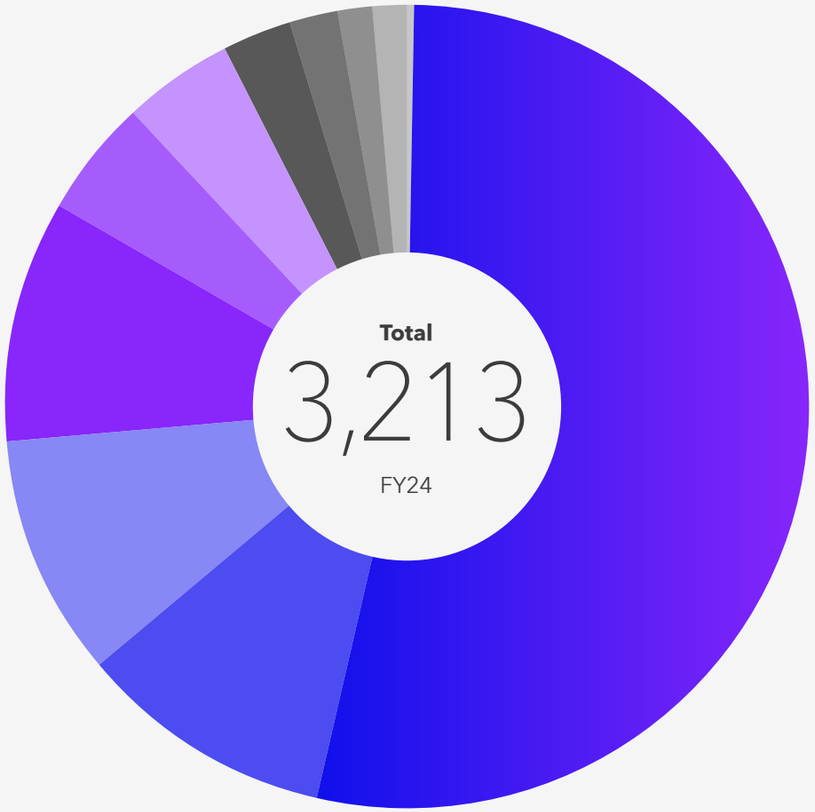
We continuously look for opportunities to reduce energy use across our operations. In FY24, we completed more than 40 projects, which resulted in over 18,000 MWh per year of energy conserved. For example, we upgraded HVAC systems at our Tempe, Arizona, site, adding controls to lab, office, and manufacturing spaces that reduced energy consumption by 2,000 MWh per year. At our Galway Parkmore site in Ireland, we upgraded to LED lighting both indoors and outdoors, which reduced energy consumption by 400 MWh per year.

Scope 1 and 2 net emissions
$MTCO_2e$ (thousands)



Scope 3 emissions[29]
$MTCO_2e$ (thousands)

- Purchased goods and services 1,706
- Upstream transportation and distribution 326
- End-of-life treatment of sold products 315
- Use of sold products 312
- Employee business travel 154
- Employee commuting 143
- Capital goods 87
- Fuel- and energy related activities (not included in Scope 1 or 2) 58
- Downstream transportation and distribution 49
- Investments 46
- Waste generated in operations 15
- Downstream leased assets 2



Putting ambition into action

Tackling climate change is an ongoing journey, and every year we strive to build on our previous efforts to advance against our ambitions.

Scope 1 and 2

During FY24, our combined net Scope 1 and 2 emissions amounted to approximately 217,000 metric tons of carbon dioxide equivalent ($MTCO_2e$), a 44% reduction in absolute emissions and a 52% reduction in intensity, compared to FY20. We achieved this through a greater use of renewable energy and a reduction in total energy usage.

Scope 3

Now, in our third year of participating in the CDP Supply Chain program, we are averaging a response rate greater than 75%. We've increased the number of suppliers we're requesting data from to nearly 500, and the total spend those requests represent has increased roughly from 30% to 50%.

Learn more
Our FY24 Task Force on Climate-related Financial Disclosures (TCFD) report
Our 2024 CDP Climate Disclosure
Our Decarbonization Roadmap

Decarbonizing our supply chain

Attention to climate risks and actively mitigating them increases supplier resiliency – enabling consistent delivery of high-quality products and services, while minimizing disruptions and quality issues.

In FY24, our key focus was prioritizing our supplier engagement by spend. To improve the accuracy of Medtronic reporting, we also began increasing outreach to suppliers on their emissions, more than doubling supplier participation from the previous year. In FY24, 177 of our suppliers, representing roughly 42% of our total spend, submitted emissions data to CDP Supply Chain. Of those who responded, 77% shared Scope 1 and 2 emissions and 20% have SBTi-approved targets. This reporting allowed us to gain insights for our Scope 3 category owners to pursue.

Joining forces with industry peers

To support our progress toward net-zero emissions by FY45 – and influence the behavior of others in our industry – we sit on the United Kingdom's National Health Service's (NHS) international leadership committee for "Delivering a Net-Zero NHS" and participate in the National Academy of Medicine's (NAM) Action Collaborative on Decarbonizing the U.S. Health Sector.

In FY24, we also contributed to the development of a NAM paper on Decarbonizing the Health Care Value Chain. Among other findings, the paper puts forth that by leading on decarbonization, large healthcare sector organizations can realize multiple benefits – including a more resilient supply chain.

In FY24, we joined a new industry coalition, Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME), administered by the Sustainable Purchasing Leadership Council and facilitated by Accenture, in partnership with Kaiser Permanente and Vizient, and many of our MedTech industry peers. We also joined Practice Greenhealth as an industry partner to empower our customers, hospitals and healthcare systems, and distributors to increase their own operational efficiencies and environmental stewardship while improving patient safety and care through tools, best practices, and knowledge.

Employee-led action

The Medtronic Environmental Action Group (EAG) supports our sustainability ambitions through employee-led campaigns and events, with 20 chapters worldwide. Our global EAG chapter has 1,600 members and held 14 events in FY24, alongside maintaining a quarterly newsletter and active social media page.

Events in FY24 included an ocean cleanup partnership, increasing native biodiversity at Medtronic facilities, and reducing single-use waste. Notably, the Central and Eastern European chapter planted over 11,000 trees in 2023, with a goal of 12,000 for 2024.

In FY24, the EAG co-hosted their second webinar with Tim Laske, Vice President of Research and Business Development for Medtronic Cardiac Ablation Solutions. The webinar highlighted his continued work with the Smithsonian Institution: Rhythm of Life, a collaboration stretching six years as of 2024. The project aims to use heart monitors to better understand how endangered species respond to changes in their environment. As of FY24, more than 70 individual animals from six species have received heart monitors, including giant anteaters in Brazil and clouded leopards in Thailand. The data provided supports conservation efforts, allowing the Smithsonian Institution to better understand how endangered animals respond to captivity and re-release based on their heart rate.

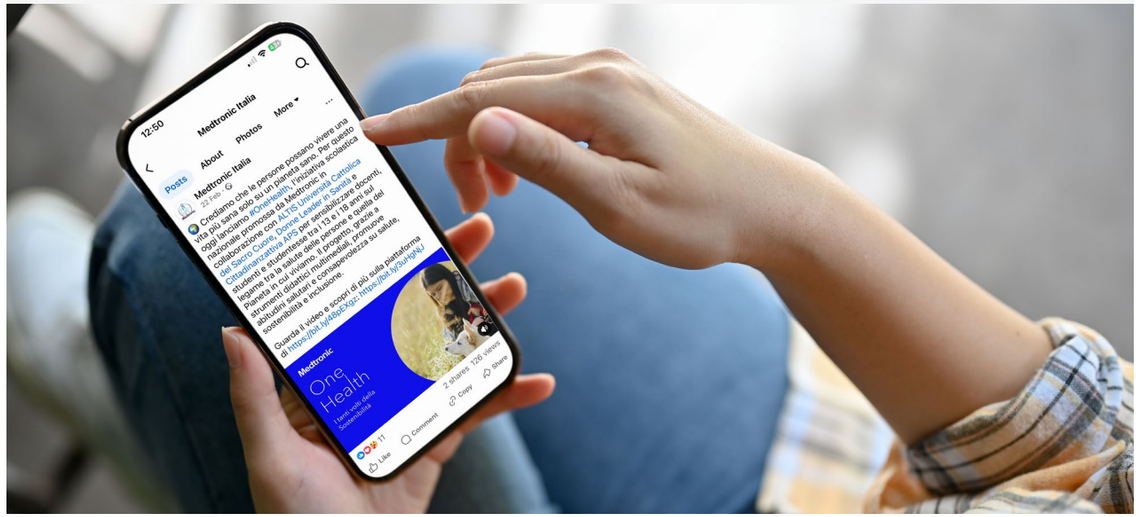
The winning photograph from the Medtronic Earth Week 2024 Photo Contest was taken from Bluey's Beach, Australia, and submitted by Craig Little, Senior Manager APAC Field Inventory. The contest – where entrants were encouraged to share their favorite photograph that represents what nature means to them – was just one of several activities we did to engage employees in Earth Month 2024.

Elena Busetto: Inspiring the next generation of planet stewards

This past year, I had the incredible opportunity to lead Medtronic Italia's new social impact project: One Health, the Many Faces of Sustainability.[30] We've designed it specifically for Italian students aged 13–18 and aim to spread what we believe is a crucial message – that human health is fundamentally tied to the well-being of our planet and its ecosystems. Our goal is to educate the next generation on sustainable health and lifestyles, equipping them with the critical reasoning and self-assessment skills needed to cultivate a healthy future for themselves, society, and our planet.

Over two years, we offer a curriculum that highlights pivotal sustainability topics grounded in accredited scientific sources. In the first year, we explore the relationship between health and the environment, emphasizing sustainable lifestyles. The second year shifts focus to health and innovation, alongside the importance of diversity and inclusion.

As a Sustainability Program Manager at Medtronic, I have had the privilege of overseeing this project. For me, One Health is about more than just education; it's a commitment to preparing young minds to navigate and contribute positively to a world where sustainability is at the forefront of health and well-being.



Powering progress with clean energy

A commitment to clean energy is the cornerstone of our net carbon neutrality path. From producing our own solar power to purchasing renewable energy, making sure we power our progress responsibly is core to our vision – that the people we serve can live healthy lives on a healthy planet.

Target

Source 50% of energy from renewable and other alternative sources by FY25

Progress

42%

A legacy of clean energy

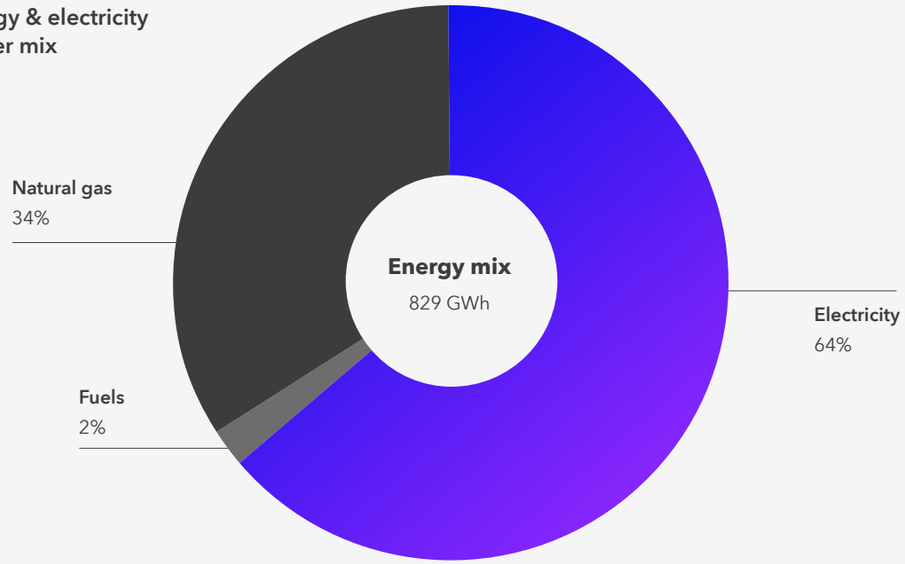
Our commitment to source and generate clean energy is continuous and long standing. In fact, this journey predates our net-zero strategy and forms a key part of our path to carbon neutrality.

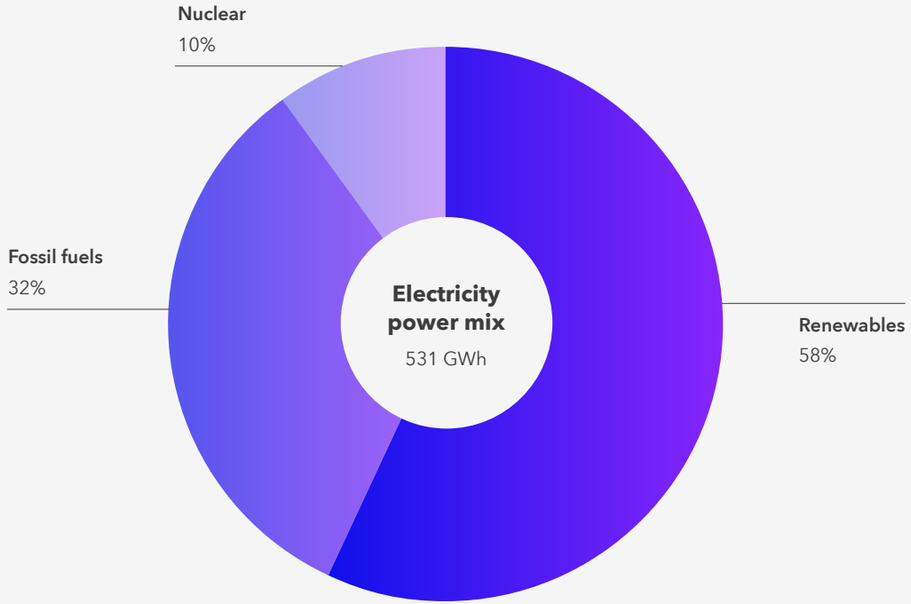
Since 2010, we've continued to invest in on-site renewable and low-carbon energy systems that benefit not only the footprint of our own sites and operations, but also the local communities where our sites are located. For example, in Minneapolis, where our operational headquarters is located – as well as some of our major manufacturing and R&D sites – we are long-term subscribers to various community solar gardens through Xcel Energy's Solar*Rewards program. Through the program, we also support a 250 kw solar garden that produces solar power for other local residents and businesses.

Our energy transformation

In FY24, we sourced more than 303,000 MWh of renewable electricity, representing 57% of our total electricity use. We also produced nearly 21,000 MWh of renewable energy from 23 on-site systems, five of which were completed in FY24. We completed construction of four natural gas trigeneration systems at our sites in Puerto Rico, which collectively will generate more than 30,000 MWh of on-site electricity annually.

Energy & electricity power mix





Here comes the sun

Nineteen of our 94 locations around the world already have on-site solar generation infrastructure, and we hope to complete more projects in the near term. Many of our solar array systems are installed on building roofs or on canopies in carports, and can generate up to 50% of a site's electricity needs.

In total, we have 22 solar arrays across 16 Medtronic facilities, which contribute almost 14 MW of power and generate more than 21,000 MWh annually.

An award-winning commitment to environmental protection

In FY24, Medtronic San Isidro received two Producción más Limpia (PmL) awards from the Ministry of Environment and Natural Resources of the Dominican Republic. The winning initiatives were our Photovoltaic Solar Power Generation project in the "PmL Excellence" category and our recirculation of condensate water from cooling towers in the "Mention of PmL" category.

Energizing our EV fleet

FY24 marked a significant year for Medtronic in terms of our electric vehicle (EV) fleet, with the number of EVs more than doubling to 256 from 108 at the end of FY23. EVs are now available in all northwestern European markets, meeting increasing driver demand at all levels. Relevant policies were also finalized across these countries, providing robust support for the expansion of our EV rollout. Our investments in electric vehicles are helping to directly reduce our emissions. Since FY20, we reduced our Scope 1 mobile emissions by approximately 15%.

Driver feedback on the initiative reported satisfaction with the wider EV model availability and highlighted the importance of home and public charging stations. In FY25, we plan to expand our EV program into Latin America and Eastern Europe, continuing the decarbonization of our fleet.

22

solar arrays across 16 Medtronic facilities

6

Medtronic sites use trigeneration energy systems, while one site uses cogeneration

3

Medtronic sites use fuel cells

1

site uses aquathermy

I feel renewed

A step for sustainability with *Richard Patten*

"Seeing the wind farm up the road and then seeing our site being powered by its electricity is really impactful. And that's just one story in our sustainability journey."

Richard Patten, Engineering Manager at Medtronic

Local wind power: A new spin on Medtronic energy

A step for sustainability with Richard Patten, Engineering Manager at Medtronic

On a personal level, I'm extremely passionate about sustainability. Working at Medtronic, I've been able to bring this into my role as an engineering manager, and in FY24, I was lucky enough to coordinate a groundbreaking moment in our sustainability journey.

In May 2023, we signed our first Power Purchase Agreement (PPA) with Flogas Enterprise. This PPA is not only the first multi-buyer agreement of its kind in Ireland, but it also marks a significant milestone in our efforts to reduce our carbon footprint.

A PPA is a contract whereby a company procures renewable electricity through a direct agreement with a renewable electricity developer. Ours was completed with the Energy Management team at Medtronic. With this PPA, we saw an opportunity to bring renewable energy into more of our energy contracts – sourcing electricity from a local wind farm just 30 minutes from our Parkmore site in Galway. The energy we procure is expected to meet 50% of our electricity needs across our five Irish sites.

As team coordinator for suppliers on this project, I couldn't be prouder of this partnership. The guarantees of origin from this PPA will be crucial in supporting our Scope 2 emissions reporting, further solidifying our commitment to transparency and accountability in our environmental impact.

"This agreement is significant because it aligns our operations with our decarbonization roadmap, ensuring our energy consumption is both responsible and sustainable."

So far, through bold decisions like this, we've reduced our carbon footprint across our Ireland sites and we will continue to explore ways to use more renewable energy.

Photography credit: Owen Nally

Protecting each drop

Water is a precious shared resource, yet today, global water scarcity is an increasingly pressing issue. While our water footprint is relatively small, we remain focused on sourcing, using, and discharging water responsibly to reduce our environmental impact, guided by clear goals and data-driven insights.

Target
Reduce water usage intensity by 15% by FY25

Progress
28%

Monitoring our water use

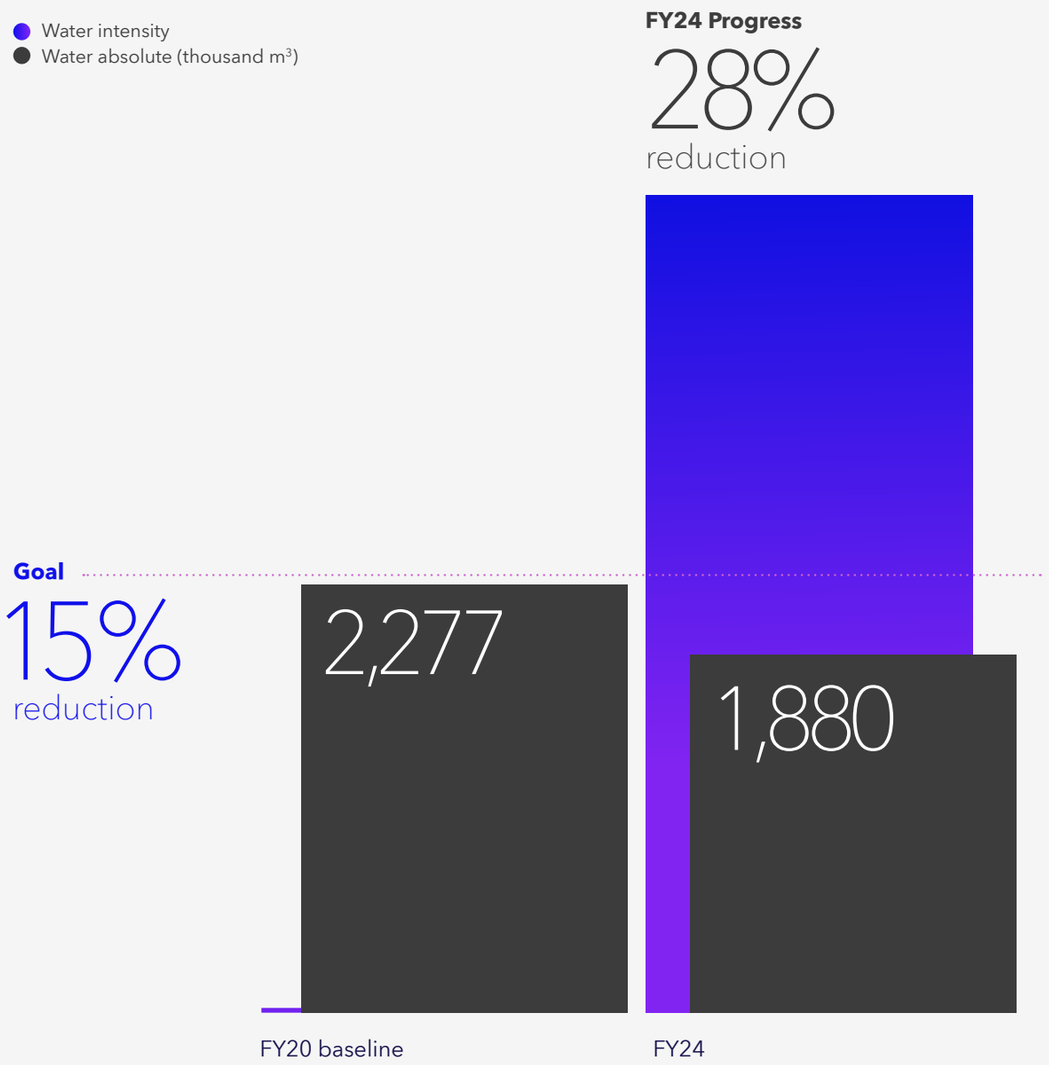
We recognize access to clean water and basic sanitation as a critical global issue. For this reason, we maintain a water management system that tracks our direct usage, our direct withdrawal, and our direct discharge of water to the environment. Our aim is to ensure availability and sustainable management of water and sanitation for our entire workforce.

To guide our efforts to safeguard water resources, each of our manufacturing facilities has set tailored water use reduction goals. They also leverage data analysis tools to track progress against those goals. In FY24, we used less than 1.9 million cubic meters (m^3) of water, a 28% reduction since FY20. As such, we have surpassed our goal of a 15% reduction in water intensity, and now look to maintain this achievement.

While we are not a large consumer of water for purposes of manufacturing or distributing our products, we believe it is valuable to understand water scarcity risks at a local community level. To do this, we leverage the World Resource Institute's Aqueduct Water Risk Atlas database, gaining insight into water risk indicators such as baseline water stress, inter-annual variability, seasonal variability, flood occurrence, and drought severity. Our FY24 assessment identified 41 of our sites as being in geographic areas characterized as having high or extremely high baseline water stress. These sites represent approximately 50% of our water usage. Our top four highest water usage sites comprise over 25% of total water usage and are located in the southwest United States and Mexico where baseline water stress is greatest; as such, this is where we're placing most attention.

Learn more
Our 2024 CDP Water Disclosure

Water intensity
% reduction against baseline



Rethinking waste, materials, and packaging

When we talk about extending lives, we mean for the patients that rely on our leading healthcare technologies; the same principle applies to the resources we use to create them. We believe in reducing waste to landfill, keeping valuable materials in use for as long as possible to reduce pressure on finite resources and the planet that provides them.

Target
Reduce waste intensity by 15% by FY25

Progress
19%

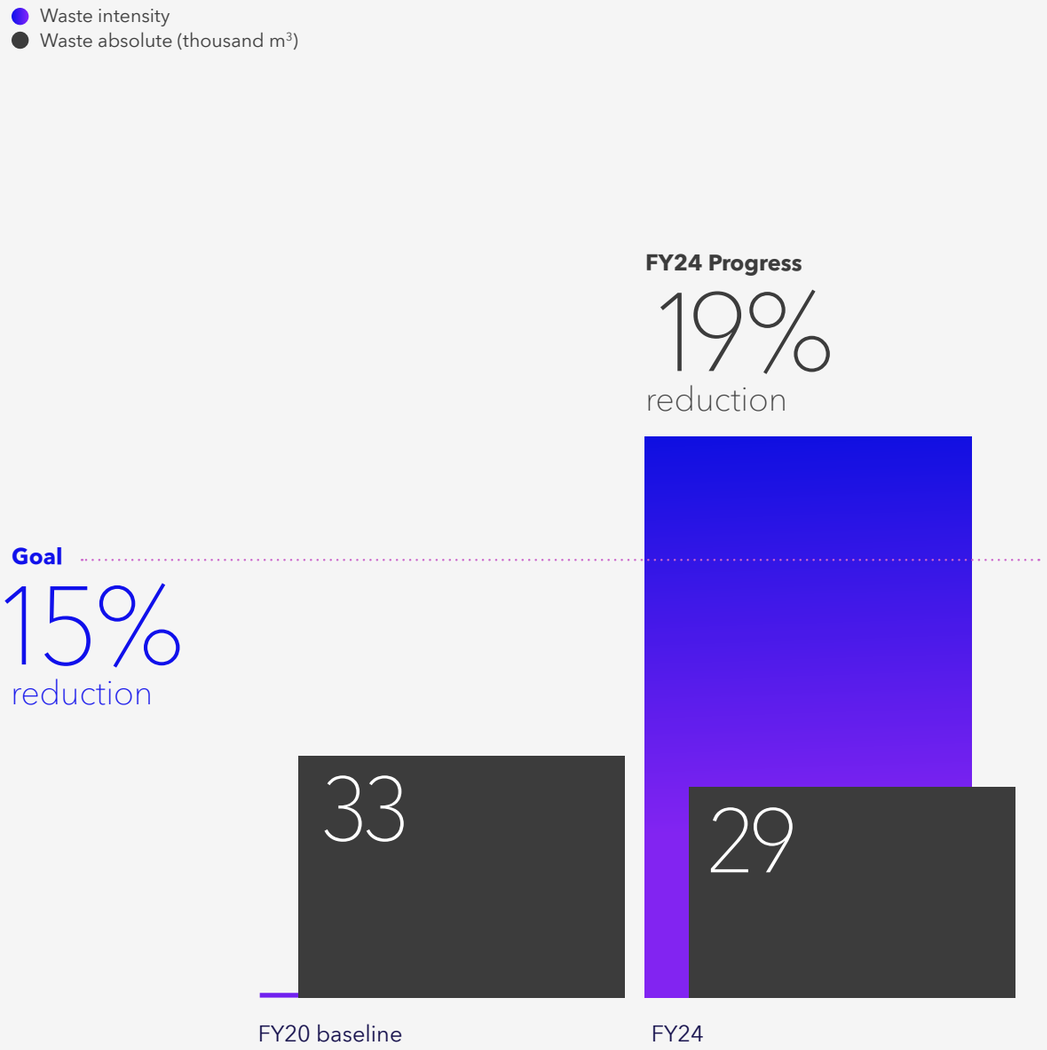
The Sustainability Development Center: A hub for innovation

Launched in FY22, the Sustainability Development Center (SDC) is dedicated to enhancing our packaging strategy, validating the impact of our packaging alterations, and driving progress toward our product stewardship and waste reduction targets. These targets guide our priorities and measure the success of our initiatives. In FY24, we over-achieved our current goal of a 25% reduction in packaging materials by reducing it by a total 90%.[31]

Our impact

To fully understand a product's impact, we must consider its entire life cycle. In FY23, we expanded the SDC's focus to include life cycle assessments (LCAs) – considering our products holistically to identify opportunities to reduce environmental impact. In FY24, in preparation for our first LCA, we established a high-level methodology and identified software partners. We have also created a strategy that will enable us to reach our FY30 LCA goal. We are also partnering with industry experts and consortiums to ensure our LCAs meet customer needs.

Waste intensity
% reduction against baseline



Treating materials responsibly

Wherever we operate, we comply with relevant local, regional, and national waste management laws. This includes proactively managing hazardous waste to minimize environmental impacts and liability risks. In Australia and New Zealand, we partner with Hoxton Industries, an e-waste recycler and social enterprise employing individuals facing employment barriers, to repurpose obsolete equipment. Between July 2021 and June 2024, 196,958 kg of materials were recycled through Hoxton.

In FY24, the Green Labs team at the Medtronic Galway Pharma Laboratory received the My Green Lab certification,[32] recognizing their recycling, chemical reduction, and optimized waste disposal initiatives. Projects that contributed to the certification included solvent waste management, a review of energy use, evaluation of solvent expiry dates, and education on Pharma Laboratory Sustainable Best Practices. In November 2023, the Microbiology department in Galway also launched the My Green Labs initiative. Several projects were introduced to reduce energy consumption, printing, and waste, resulting in the department receiving the highest award possible – Green Certification.

Giving new life to ENS components

Tens of thousands of patients with overactive bladder or fecal incontinence use Medtronic Pelvic Health external neurostimulators (ENS) to evaluate if they could benefit from implantable therapy. Facing a supply challenge with electrical components used in the ENS and needed for several medical instruments, our ENS Sustainability Excellence team devised an innovative solution.

We recovered key components from previously used ENS units, sterilized them, and sent them to our contract manufacturer to be incorporated into new instruments. In the first nine months of this initiative, over 26,000 units were re-harvested and an additional 52,000 batteries were recycled. For their outstanding contributions to circularity and sustainability at Medtronic, the team was honored with the FY23 Star of Excellence award.

Reducing our product impact

Lots of small changes can lead to a big impact. We want to make a change in our industry through our own actions – making intentional design choices to progressively reduce the amount of materials we use and avoid unnecessary waste.

Our product priorities

To make significant reductions in product impact, we focus on products that are mass produced, where minimal packaging changes can greatly reduce materials used. Additionally, we're working hard to minimize the environmental footprint of our instructions for use (IFUs) in packaging by converting paper IFUs to digital formats.

The importance of our businesses

When it comes to delivering on our product priorities, our businesses are hubs of innovation. They work to build waste reduction into product development in several targeted ways:

- **Smaller products** – Reducing product size decreases the materials needed to make them, which in turn reduces waste.
- **Extending product life** – Keeping devices in circulation for longer means they are disposed of and replaced by new ones less frequently.
- **Considering end-of-life (EOL)** – Keeping EOL in mind during product development helps us build devices that can be recycled, refurbished, or reprocessed where possible.

These considerations align our products with market trends, and help to decrease their environmental impact.

Collaborating on packaging sustainability

We want to reduce our own product impact and inspire our industry to do the same. We collaborate with peers and industry organizations to drive the identification, implementation, and scaling of sustainable packaging solutions. To do this, we participate in consortiums to contribute to upcoming publications on sustainable packaging materials – allowing us to widely share best practices for evaluating packaging sustainability.

7.2M+

product units collected through take-back programs

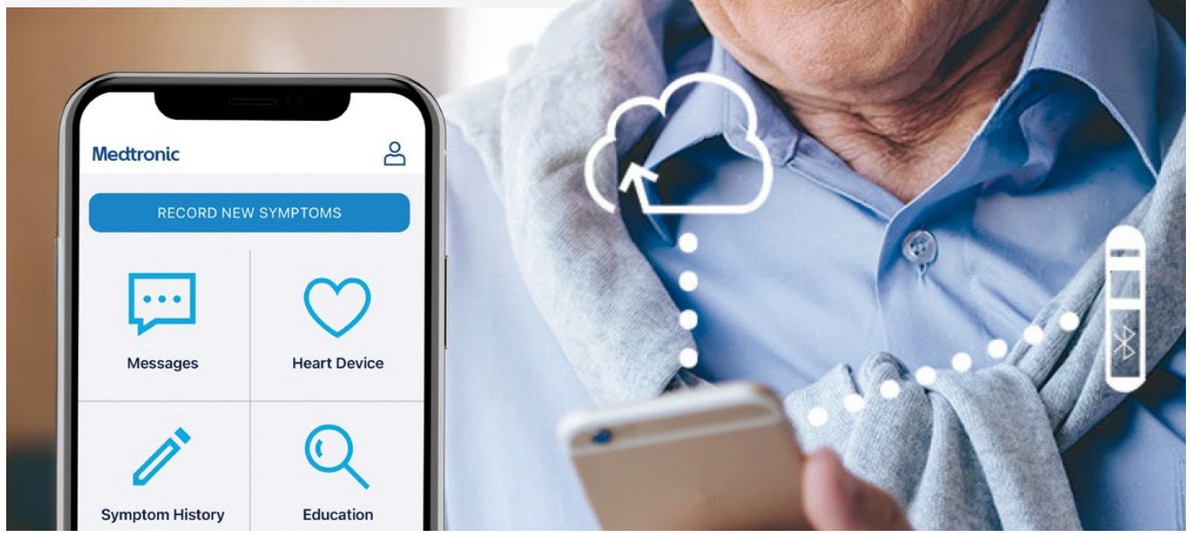
335

MT of materials diverted from landfill

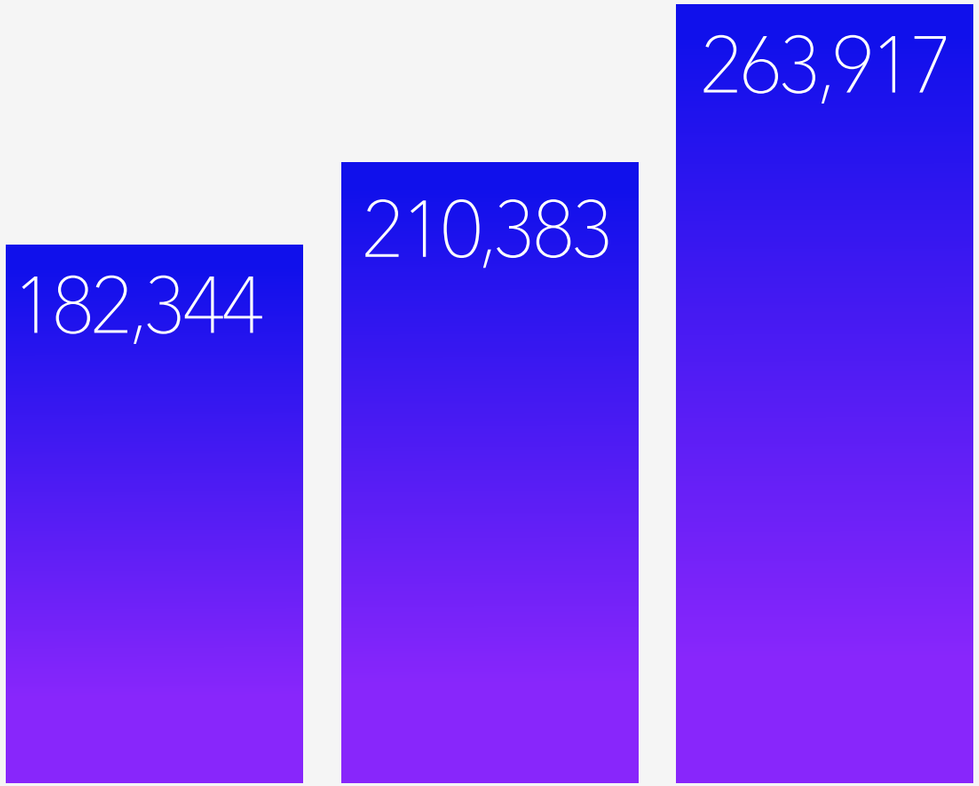
Returning and refurbishing

We have a long-standing commitment to treating resources with care. Since FY17, patient monitors and accessories that are no longer needed are returned to our distribution centers to be recycled or refurbished, and in the past five years, we've refurbished almost one million monitors.

In FY24 alone, over 125 MT of MyCareLink™ monitors were returned and recycled or refurbished. Additionally, over 330,000 patients have used the Medtronic MyCareLink™ Heart App to monitor their cardiac device from their phone without the use of any additional electronics, saving 121 MT of electronics waste and 180 MT of paper.



CareLink monitors returned
Units



Managing our materials

The materials we use should be treated responsibly. From discovering innovative recycling and reuse methods to ensuring substances are safely handled, we are constantly seeking new ways to make our products safer for both people and the planet.

Handling materials safely

Materials of concern (MOC) are substances that have the potential, if not managed correctly, to negatively impact people or the environment. Our understanding of these potential risks is always expanding. Some MOC are necessary for manufacturing processes or the functional requirements of our products. Whenever we use an MOC, we ensure we uphold stringent quality and EHS safety requirements.

We adhere to global regulations governing the use of MOC and take an active approach to ensuring we remain compliant with evolving regulations. Our internal MOC Policy guides our approach to evaluating and managing these substances during product development. Where possible, we minimize or eliminate the use of MOCs.

In response to evolving regulatory requirements and market conditions relating to certain per- and polyfluoroalkyl substances (PFAS), we are evaluating the use and, in some applications, potential alternative materials for specific PFAS substances. In addition, we have begun designing devices without phthalates, alongside investigating new polyvinyl chlorides (PVC) alternatives.

A spotlight on Ethylene oxide (EtO)

EtO is used to sterilize materials, and when used responsibly, EtO is a safe and effective sterilization method. However, as it is recognized as a MOC, we minimize its use wherever possible.

In FY22, we launched a successful pilot program to optimize the amount of EtO applied to our devices, assessing the appropriate volume needed to deliver a safe, sterile product to patients. This program was introduced to five sterilization sites in FY23. During FY24, the program was expanded to include projects to optimize EtO sterilization at three additional sites.

Learn more
Our approach to using EtO

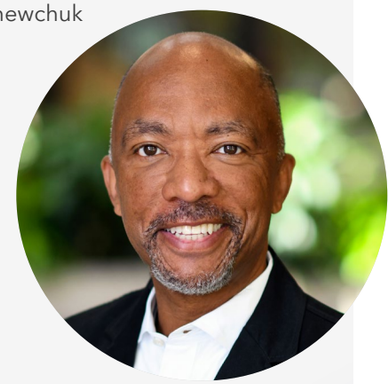
Responsible business

Strengthening our organization

In this section:

Governing impact: A look from our leaders
Strengthening and protecting our business
Ingraining integrity, from top to bottom
Building trust through marketing
A firm stance against corruption
Supply chain sustainability
I feel proud: A journey of community impact with Micah Zehner
Responsible sourcing
Collaborating for change
Custodians of important information

Tara Shewchuk



Torod Neptune

Governing impact

A look from our leaders

Tara Shewchuk, Chief Ethics and Compliance Officer, and Torod Neptune, Chief Communications Officer, dive into how strong guidance from leadership, underpinned by a commitment to safety, quality, and ethics, helps to fulfill the Medtronic Mission.

How does Medtronic ensure responsible and ethical business practices across its wide-reaching value chain?

Torod: For us, ethical business starts with our Mission. We firmly believe in creating value for all stakeholders, and that this value creation is the direct result of responsible business practices.

Tara: We empower employees to act ethically by fostering a culture where every voice is encouraged to speak up. Programs like Ethics Circles, Ethics & Integrity Week, Business Conduct Standards, and the Voice Your Concern Program reinforce this culture. Our focus on responsible business practices helps us lead a world-class, risk-aligned ethics and compliance program, positively impacting each area of our value chain – especially patients.

What impact areas are being prioritized?

Tara: Medtronic leadership is committed to strengthening patient safety, quality, and ethics by proactively mitigating risk for our company and our patients. In 2023, CEO Geoff Martha and I held a fireside chat with 600 attendees from global companies for the 24th Annual Pharmaceutical and Medical Device Ethics and Compliance Congress – demonstrating our commitment to leading on responsible business practices. We ensure leaders stay informed and have the resources they need to be accountable and guide our company's ethical behavior, now and into the future.

How does the company's impact work relate to its Mission and potential for growth?

Torod: Our impact work is deeply intertwined with our Mission – to alleviate pain, restore health, and extend life for millions of people around the world. By focusing on patient care, people, the planet, and responsible business practices, we fulfill our Mission and better position ourselves for sustainable growth.

What role does this impact play in managing risks and opportunities?

Torod: By focusing on our key impact areas, we align with our Mission, mitigate potential risks, and leverage opportunities for growth. For instance, our focus on employee well-being and diversity fosters a positive work environment, which also mitigates risks related to employee turnover and our ability to attract top talent. This, in turn, drives innovation. By maintaining high standards of integrity, we build trust with customers, investors, and regulators, which is essential for long-term success.

Moving forward, how will Medtronic accelerate its impact work?

Tara: We aim to be the unsurpassed standard in the MedTech industry – with our first and foremost priority being to contribute to human welfare. But we know that it isn't just what we do but how we do it that is important.

Torod: We plan to accelerate impact work by leveraging technology, aligning business operations with impact priorities, and engaging leadership. Our focus areas include patient care, employee well-being, environmental sustainability, and responsible business practices – ensuring that business operations are closely aligned with these priorities.

Strengthening and protecting our business

Strong leadership from our board of directors and a high awareness of risks are what will enable us to keep engineering the extraordinary long into the future. Using internal and external data, regulatory insights, hotline reports, audits, and analyses, we pinpoint risks to our company, address root causes, and implement preventive measures.

Guided by our board

As of the end of FY24, our board comprises 10 independent directors and our CEO, Geoff Martha. Mr. Martha serves as Chairman of the Board, and Craig Arnold, CEO of Eaton Corporation, serves as our lead independent director.

Independent directors make up the board's six standing committees:

- Audit
- Compensation
- Finance and Financial Risk
- Nominating and Corporate Governance
- Quality
- Science and Technology

The Nominating and Corporate Governance Committee of our board, alongside other board committees when applicable, oversees our impact practices and regularly reviews priority sustainability topics and initiatives.

Cultivating board diversity

Each board member has unique experience, skills, and background – equipping us with the variety of thought needed to identify and understand stakeholder needs and enhance company decisions.

When evaluating individuals to serve on our board, we consider various factors, including diversity of skills, experience, and community involvement. Our Board Diversity Policy and Principles of Corporate Governance outline the principles and processes through which the Nominating and Corporate Governance Committee assesses the appropriate mix of board diversity and evaluates candidates. In FY24, 36% of our board were women and 27% were ethnically diverse.

Learn more

Our impact strategy and approach
Our FY24 Proxy Statement
How we value and celebrate diversity

Navigating enterprise risk

We identify and provide early warnings of potentially impactful risk events via our Global Command Center, our crisis response capabilities and teams, and our preparatory business continuity work. This enables us to minimize business disruptions and their impact on patients.

We prepare to mitigate threats and disruptions like political unrest, technology and infrastructure failures, and extreme weather events through our Enterprise Risk, Crisis Management, and Continuity teams. Our resilience strategy includes:

- **Enterprise risk management (ERM):** Ensuring consistent risk oversight and reporting across Medtronic, reporting to executive risk sponsors and audit committees periodically. Embedded within strategic planning, ERM sharpens our focus on critical risks and mitigation.
- **Business continuity management:** Mapping critical products and services for rapid response and resilience. Recognized for supply chain transparency with the Healthcare Industry Resilience Collaborative (HIRC) Transparency Badge.
- **Crisis management:** Coordinating entity-wide responses to impactful events and crises. Our Crisis Management team is supported by the Medtronic Global Command Center, which operates 24/7, 365 days of the year.

Our Crisis Management teams have been called upon during the FY24 reporting period to monitor and successfully support our businesses where impacts were experienced as a result of geopolitical conflicts, extreme weather events, and technology-related outages.

Crisis Management teams structure

Corporate

Corporate functions and business groups provide strategic guidance and coordinated support to countries and sites.

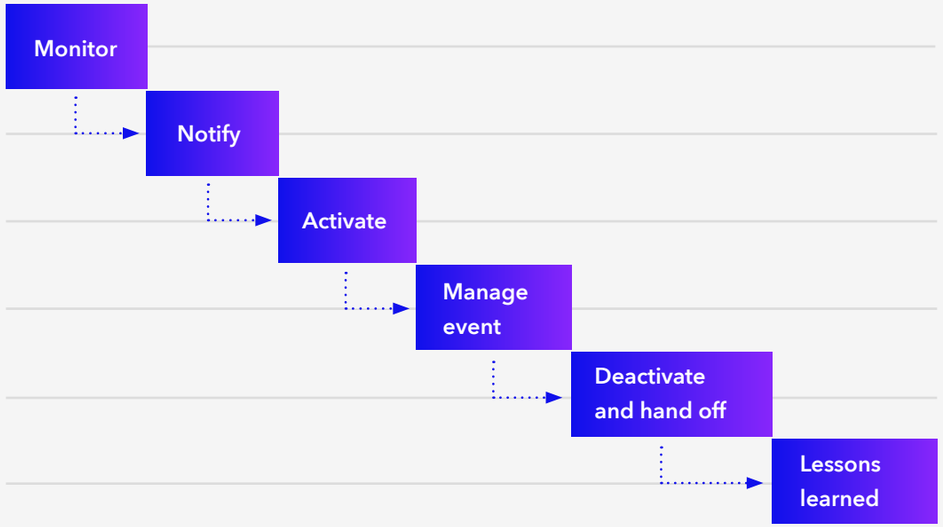
Regional

Regional Crisis teams provide consistent and timely corporate support during crisis events.

Local/site

Teams provide coordinated response for events impacting areas of significance to Medtronic.

Crisis management process



Ingraining integrity, from top to bottom

At Medtronic, we have evolved a culture of integrity that begins at the top and cascades throughout our organization. Our commitment to "Delivering Results… The Right Way" empowers all employees to make informed ethical decisions with continuous support from dedicated teams.

Upholding our values with integrity

Our Office of Ethics and Compliance (OEC) oversees ethics policies and programs, ensuring ongoing alignment with our values and relevant regulations and industry codes. The OEC engages regularly with our board, CEO, and Executive Committee. Reporting directly to the Audit Committee, our chief ethics and compliance officer provides quarterly updates and holds executive sessions.

We proudly maintain a dedicated Ethical Culture team, which is passionate about supporting managers with tools and resources to effectively lead their teams through ethical discussions and decisions. The team's efforts have been rewarded by rising scores for ethical culture in our employee surveys.

Promoting ethical practices

Every employee, officer, director, and anyone conducting business on our behalf is accountable for understanding and upholding our Code of Conduct. To ensure this, we provide the Code in 22 languages, and deliver multilingual Code training, requiring everyone at Medtronic to certify their understanding of its contents. We further encourage employees to report concerns without fear of retaliation.

We incorporate ethics and compliance reviews into our due diligence and integration procedures for all mergers and acquisitions. We hold employees and third parties accountable to our high standards.

A leader-led model for ethics

We embrace a leader-led model where everyone is responsible for compliance.

A significant risk area for us involves our interaction with HCPs. Our Global Business Conduct Standards Policy regulates employee interactions with HCPs and other stakeholders who are able to influence purchasing decisions. The policy adheres to the legal frameworks and ethical standards set by leading global medical device trade, innovation, and patient advocacy associations, such as AdvaMed, MedTech Europe, and APACMed.

To help leaders strengthen our ethical culture, we created data dashboards for U.S. sales leaders to identify outlier HCP interactions within their teams. By doing so, we make it easier for leaders and managers to access the key data they need to guide their teams on ethical topics. Alongside these dashboards, we provide toolkits to guide leaders in having meaningful conversations with their employees about appropriate HCP interactions and take action, as needed, to correct behavior.

2,500

monthly conversations held, on average, in FY24 on ethics through our dedicated ethics awareness and engagement initiatives

99%

of employees completed Code of Conduct training and certification

99.8%

of all U.S. employees certified as having understood the Code of Conduct

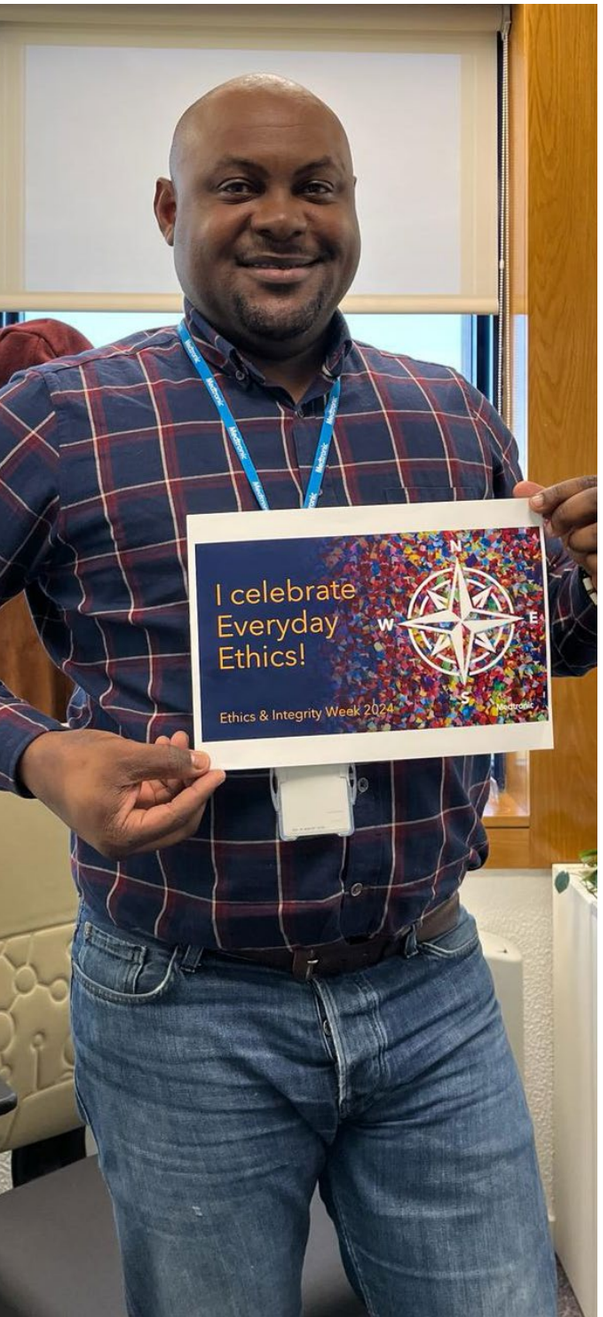
Ethics, engagement, and communication

We believe being vocal about ethics as a company – and encouraging our employees to talk about it too – helps foster responsible business practices that patients, stakeholders, and communities can trust. We build ethics awareness and engagement through initiatives such as:

- **Ethics and Integrity Week:** An annual, companywide event featuring educational activities and resources for employees.
- **Ethics Circles:** Year-round Ethics Circles that bring small groups of employees together to discuss common ethics scenarios. This peer-to-peer experience offers an opportunity to strengthen ethical decision-making, ensuring employees act with ingrained knowledge and strategic thinking when challenging situations arise.
- **HiFi Ethics Podcast:** Addresses common ethical challenges across all segments of the company in a conversational, story-driven way. We also regularly post core ethical communications on the company's internal social media platform to ensure a regular cadence of interaction with employees on key topics.
- **Organizational Health Survey (OHS):** To better understand and address employees' perspectives on ethics, we include targeted questions in our annual OHS and develop action plans as needed.
- **Ethical Culture Toolkit:** A toolkit of over 25 tailored materials for senior leaders, managers, and individual contributors, enabling employees to integrate ethical culture into business plans and organizational discussions.

2nd

year running that we were selected as one of the World's Most Ethical Companies® by Ethisphere®



Fostering an open dialogue

When employees seek ethical guidance or wish to report potential violations, we encourage them to speak up through one of several channels, including their manager, Human Resources, Legal or Compliance representatives, the board's email inbox (monitored by staff who escalate relevant matters), the Voice Your Concern (VYC) Line, and employee exit interviews. Our VP of compliance investigations, governance, and strategy is responsible for supporting all reporting processes across Medtronic.

Our VYC Line is available at any time to raise ethics concerns or seek advice. After a reporter uses it, they are contacted by a member of the investigations team, who will discreetly assess and gather information about the concern. All concerns are addressed, with remediation actions taken as needed. These can include coaching, discussions during performance reviews, adjustments in job responsibilities (such as demotion), or, in severe cases, dismissal.

We also analyze root causes of misconduct to prevent future incidents. The OEC investigates reported misconduct and participates in a Disciplinary Action Committee with representation from business leaders, HR, and employee relations, ensuring fair and consistent treatment of employees during investigative processes.

In FY24, we raised awareness of VYC through regular internal communications, such as placing posters in facility restrooms. We also launched the Badge Buddy program for manufacturing employees to further highlight how to report concerns via VYC; through the program, over 13,000 badge buddies were distributed. Our efforts resulted in greater employee confidence in speaking up, with 1,297 concerns raised to our VYC Line in FY24. Most of these reports were on workplace conduct (66%). Of the concerns that were substantiated, the majority resulted in coaching and additional training. In FY24, 308 employees were terminated for ethics- and compliance-related infractions, largely consistent with 304 terminations in FY23.

Our culture of speaking up when things don't seem right directly impacts the safety of patients and their trust in us.

Learn more
How we put patient safety first

Ethics and Integrity Week FY24

Each year, Medtronic hosts Ethics and Integrity Week, a companywide communication and activity campaign to raise awareness of our fundamental commitment to doing business the right way. In FY24, we conducted an all-company kickoff video event, five localized video and live events, and two video events on specific topics. One event focused on demystifying our VYC process and how investigations typically end with process improvements and coaching. Additionally, we asked employees to post their picture on the internal social media platform with the message "I celebrate Everyday Ethics."

Building trust through marketing

We're committed to doing things the right way, every step of the way. Upholding ethical sales and marketing practices is key to earning and keeping the trust of our stakeholders. It's also essential for protecting our reputation and reducing exposure to risk.

A steadfast commitment to responsible marketing

We continuously adapt our marketing practices to align with current and emerging market trends. Our commitment to responsible marketing encompasses social media communications, virtual interactions with customers, and the responsible promotion of Medtronic products. To ensure adherence to appropriate marketing practices, we perform routine audits, monitor interactions, and conduct investigations.

0

fines or settlements related to improper marketing or sales received in FY24

Marketing practices and policies

Our resolute approach to ethical responsibility extends from how we label and promote Medtronic products to how our sales and marketing teams interact with HCPs.

All Medtronic employees must adhere to our standards around responsible sales and marketing practices, as detailed in our Code of Conduct and our Global Business Conduct Standards Policy. They also complete training in these topics as part of our wider annual Code of Conduct training. Additionally, employees are expected to comply with industry codes of ethics and adhere to local laws and regulations.

We collaborate with HCPs to accelerate patient access to our therapies while ensuring ethical conduct. We disclose payments to physicians and healthcare organizations to maintain integrity and prevent conflicts of interest. Key interactions with physicians include:

- Developing new devices and therapies
- Creating educational materials and campaigns
- Partnering on clinical research
- Providing training on our devices and therapies

A firm stance against corruption

To fulfill our role as a good corporate citizen, we're committed to doing the right thing, the right way. This means taking a firm stance against corruption and bribery globally. By embedding robust anti-corruption measures throughout our company, we uphold ethical standards, mitigate risks, and maintain trusting relationships with our stakeholders.

Ensuring integrity

The Medtronic board oversees our anti-bribery and corruption (ABAC) program. This is sustained by 164 full-time equivalent employees, and is continuously improved with insights from regulators, audits, and best practices. Our Code of Conduct and Global Anti-Bribery and Corruption Policy prohibit bribery and facilitation payments, and regulate gift exchanges globally.

We communicate our high standard for ethical and responsible conduct with regard to corruption and bribery through policies, guidelines, and regular training for all employees and contractors. Newly hired sales staff receive initial training within 60 days and ongoing sessions throughout their first year. All employees undergo refresher training every three years.

The Medtronic Compass Awards

Every year, deserving Medtronic employees are awarded a Compass Award for championing our Code of Conduct and demonstrating integrity in their actions. In FY24, 3 employees and four teams received an award, including Meruert Suimbekova.

An HR Shared Services Specialist, Meruert exemplified our commitment to high ethical standards when she was renewing insurance contracts for employees in Turkey, West Asia, and the Levant. An insurance company approached her with the offer of discounted services and the promise that the amount of the discount would be returned to her personal bank account as an incentive. Meruert politely declined the offer, knowing that Medtronic would never work with such an unscrupulous service provider, and took steps to ensure the vendor could not do business with Medtronic. It is this display of integrity and commitment to compliance that earned Meruert the Compass Award.

Learn more
How we celebrate our employees

44.8K

employees received anti-corruption and bribery training in FY24

1,432

third-party distributors received anti-corruption and bribery training in FY24

Preventing corruption with distributors and partners

Where feasible, we expand our direct sales infrastructure to reduce reliance on third-party distributors. This helps prevent corruption and bribery through increased oversight and control of our sales process, greater accountability, and unified policies across our activities. To reduce our third-party distributor risk, we re-assessed our internal commercial Distributor Relationship Owners program to better align with the current global risk landscape and hold distributors accountable to ABAC requirements.

To partner with Medtronic, distributors must adopt anti-corruption programs and align with our ethical standards. Our requirements include:

- Annually committing to abide by their adopted Code of Conduct
- Completing anti-corruption training at least every two years
- Supporting and monitoring compliance, including conducting on-site monitoring of distributors
- Assessing corruption potential prior to renewing or entering contracts
- Assigning a senior leader from their management team to oversee their organization's ethical practices
- Addressing Medtronic-specific reporting requirements
- Implementing their own compliance program

We support our suppliers to adopt best practice standards by providing sample codes and multilingual resources. In FY24, we continued our collaboration with AdvaMed, a medical technology trade association, on a best practices toolkit, available in nine languages.

Supply chain sustainability

We strive to partner with suppliers who share our deep commitment to positive social and environmental impact, working together to create a more responsible and resilient supply chain.

Responsible suppliers, resilient supply chain

As a global healthcare technology leader, we're dedicated to being a good corporate citizen by running our business ethically and transparently and partnering with suppliers who share our commitment. Our Global Supply Management team oversees Responsible Supply Management, striving to ingrain excellence, sustainable operations, and fair labor practices into each supplier relationship. The team assesses suppliers' performance on environmental, human rights, and ethics issues, instilling a culture of responsible business practices throughout our value chain. In FY24, we spent over $14.5 billion with suppliers globally, and 197 Medtronic employees completed Responsible Supply Management training.

Our Responsible Supply Management program aligns with international standards and guidelines, including those from the Organization for Economic Cooperation and Development (OECD) and United Nations Guiding Principles on Business and Human Rights.

This approach to managing a network of over 61,000 suppliers in more than 120 countries ensures we deliver safe and effective products and therapies to patients around the world.

Learn more
Our approach to responsible supply chain management
Our approach to human rights

Responsible Supply Management from the bottom up

Driving responsible practices

We maintain supplier quality and performance through stringent policies and assessments. We communicate our supply chain expectations as they relate to human rights, labor standards, business ethics, environmental management, and other topics through the following policies:

- **Global Supplier Standards:** Describes minimum social, ethical, and environmental requirements and expectations for our suppliers
- **Global Human Rights and Labor Standards Policy:** Guides how we conduct business to demonstrate respect for internationally recognized human rights and the dignity of all people
- **Global Anti-Human Trafficking and Forced Labor Policy:** Outlines our commitment to a work environment free from human trafficking, slavery, unlawful child labor, and forced labor of any kind
- **Code of Conduct:** States our companywide standard for behavior and applies to employees, officers, directors, and anyone conducting business on our behalf, including contractors, consultants, and distributors

Learn more
Quality as a supplier priority

Within six months of onboarding, employees associated with procurement, sourcing, and supplier quality receive orientation training. They also complete our comprehensive Responsible Supply Management training within their first year, covering topics such as labor conditions, human rights, human trafficking, modern slavery, and conflict minerals, among others. We intend to incorporate greenhouse gas (GHG) emissions into this training moving forward. We also signpost our suppliers to free online training on environmental and labor rights best practices, alongside CDP webinars on emissions monitoring and management.

Creating change within our peer groups

On both human rights and GHG emissions, we collaborate with industry peer groups to accelerate supply chain adoption of best practices. As of FY24, we are members of Business for Social Responsibility's (BSR) sustainability supplier network, Responsible Minerals Initiative, Medical Device Peer Group, Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME), and the National Academy of Medicine, among others.

Learn more
Our collaboration with the National Academy of Medicine

Supplier risk mapping

Our Supplier Risk Mapping tool aids us in annually determining supplier inherent risk levels. The tool's methodology considers industry and geographic region, alongside our supplier spend, to create a priority list of facilities that should undergo third-party assessments and audits.

Additionally, we partner with a leading supply chain mapping provider to aggregate multiple data streams across our complex supply chain for Tier 1 suppliers in the product life cycle – alongside Tier 2 and 3 for specific products. This assists with the identification and mitigation of risks across our Tier 1 and sub-tier suppliers. The data provided by this platform informs our due diligence processes and allows us to prioritize our suppliers based on risk. It also integrates ongoing monitoring with real-time updates from global human rights and forced labor watch lists.

Last year, we evaluated sustainability risk for all suppliers. Those with inherent high-risk scores and high spend were moved into the Supplier Sustainability Performance program. When noncompliance is identified within our supplier operations, we work with those companies to mitigate and eliminate issues.

777

direct and indirect Tier 1 suppliers assessed for responsible supply chain management since FY18

197

employees trained on Responsible Supply Management in FY24

Working with suppliers to enhance sustainability

Our supply chain mapping process enables us to identify suppliers who will undergo an assessment to measure their environmental, social, and ethical performance. As of FY24, we have assessed 777 direct and indirect Tier 1 suppliers, representing 63% of our annual supplier spend.

To enhance oversight of supplier sustainability performance, our Responsible Supply Management function developed a dedicated dashboard. Through this dashboard, internal stakeholders can access supplier sustainability performance ratings and conflict minerals metrics.

Assessments and audits for supplier excellence

We partner with a third party to conduct on-site supplier audits of workplace conditions, labor practices, health and safety, management systems, environment, and business practices. To ease audit fatigue for high-risk suppliers, we also accept alternative third party-verified audits.

Our Supplier Sustainability Assessment program monitors compliance and helps us prioritize high-spend and high-risk suppliers. Using self-assessment surveys and on-site audits, we determine supplier risk in four areas: labor rights, environment, ethics, and procurement practices. Low-risk suppliers complete assessments every three years, while medium- and high-risk suppliers undergo assessments annually or biennially. We expect them to promptly address high-priority incidents of noncompliance, with corrective actions tracked closely to ensure remediation.

I feel proud

A journey of community impact with *Micah Zehner*

"New-Tech's mission has always been to be a force for good in the community. We want to promote economic resilience not only for our company but for the communities we reside in and serve."

Micah Zehner, Vice President of Business Development at New-Tech Packaging, a Medtronic supplier

Creating wide-reaching value through local employment

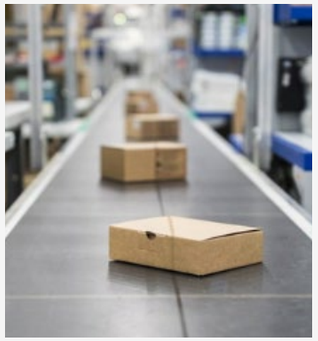
A journey of community impact with Micah Zehner,
VP of Business Development, New-Tech

Something I value about being part of New-Tech Packaging is our ability to create partnerships that endure. It's clear in our work with Medtronic, which stretches back to 1998, but it also shows in how we create lasting value for our community.

New-Tech is based in a predominantly residential area of Memphis – in fact, we're one of the few industrial businesses in the area – and that brings a valuable opportunity to advance meaningful, long-term local employment. It sets us apart, and the best part is that, when people join New-Tech, they stay; even some of our temporary workers have been with us for 20 years.

We're grateful to hire so many talented local people. While it's something we have always done, and will always do, organically, it's an honor that, in 2019, this was officially recognized by HUBZone. By holding HUBZone certification, we know we're not only creating value for New-Tech and our employees, we're also signaling to shareholders and customers – like Medtronic – that we're a diverse, community-minded company.

Throughout the years we've worked with Medtronic, we've gone from supplying a standard corrugate box to a range of custom packaging solutions that help Medtronic optimize their operations. We've also expanded the footprint of our relationship; our core activities still happen in Memphis, but we've leveraged our membership with the Packaging Distributors of America to efficiently and cost-effectively deliver solutions across Puerto Rico, Mexico, Canada, New Jersey, and Louisville too. And now, with our HUBZone certification, we're enhancing the relationship again, supporting the diverse supplier goals Medtronic set and, by extension, their well-deserved induction into the 2024 Billion Dollar Roundtable, which exemplifies their dedication to fostering economic empowerment through diverse supplier engagement.



"Our partnership with Medtronic has played a vital role in New-Tech's growth and our ability to hire more people from right here in our community, as our businesses have grown together over the years. We take pride in providing hard-working residents with living wage career opportunities."

Responsible sourcing

We want to support healthy people on a healthy planet. It's why we target increasingly responsible sourcing practices, setting clear standards and engaging supply chain partners in actions that promote environmental stewardship, ethical behavior, and human rights protection.

Managing conflict minerals

Some of our products contain tin, tungsten, tantalum, or gold – known collectively as 3TG metals. In the Democratic Republic of Congo and neighboring countries, mining and processing of these metals has been linked to funding armed conflict. Wherever we use 3TG metals, we strive to do so responsibly and transparently, aspiring to obtain minerals only from socially responsible sources. We also work closely with our suppliers to promote the use of responsibly sourced minerals.

As part of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (Dodd-Frank Act), we expect all our suppliers to comply with U.S. Securities and Exchange Commission (SEC) requirements related to conflict minerals. Following Section 1502 of the same act, we annually report our supplier survey results in a dedicated Conflict Minerals Report to the SEC.

In addition to this, we:

- Require suppliers to comply with the law and uphold responsible sourcing practices
- Monitor our suppliers' performance and compliance with our Responsible Minerals Policy
- Reference conflict minerals in supplier agreements and purchase orders
- Participate as a member of the Responsible Minerals Initiative
- Encourage smelters and refiners to complete the Responsible Minerals Assurance Process
- Exercise due diligence and follow OECD guidance on conflict minerals – including surveying suppliers to collect data on smelters in their supply chains
- Require suppliers to maintain a publicly available responsible minerals policy consistent with the OECD
- Report our due diligence activities to stakeholders

Learn more
Our supply chain management

Collaborating for change

The greatest change happens when we work together. We value partnerships with a range of stakeholders – from governments and community organizations to healthcare providers and researchers – for the diverse expertise, resources, and perspectives they bring. It's how we can amplify our impact, supporting progress and evidence-based policies that promote public health.

Engaging in public policy

Our public policy initiatives are designed to help enhance healthcare access, quality, and efficiency globally through several key strategies run by our teams in Government Affairs, Health Economics, Policy Reimbursement, and Regulatory Affairs. Together, they work with governments, industry peers, and other stakeholders to realize the potential of digital health technology. This includes enabling technology innovations, facilitating access to lifesaving therapies and devices, generating economic value for healthcare system stakeholders, promoting outcome-driven and value-based healthcare, and harmonizing and coordinating international regulatory requirements.

As a leader in healthcare technology, we advocate for policies addressing digital health issues such as device security, data privacy, research access, regulatory frameworks, and reimbursement. We prioritize equity in healthcare by supporting initiatives on clinical trial diversity and women's health. Additionally, our Medtronic political action committee (PAC) supports U.S. political candidates aligned with our values, ensuring transparency and compliance with disclosure laws.

Learn more
Our Political Contribution Policy

Partnering for impact

When it comes to realizing our Mission, we recognize the endless value that comes from collaborating with diverse stakeholders to enhance access to quality, affordable healthcare. We partner strategically with others who share our commitment to overcoming healthcare challenges, including patients, physicians, health system administrators, policymakers, NGOs, governments, and advocacy groups.

Medtronic supports countries transitioning to universal healthcare (UHC), aligning with World Health Organization (WHO) findings linking UHC to poverty reduction and economic growth. We advocate for value-based healthcare policies globally, engage in G20 health discussions, and contribute to industry organizations like AdvaMed and MedTech Europe to promote innovation and sustainability in healthcare.

In FY24, we engaged with the United Nations General Assembly and the WHO to advance discussions on UHC. Co-hosted by the Business Council for International Understanding, the event brought together representatives from around the world to discuss how medical training and education can contribute to the realization of UHC. Key topics included access to care, healthcare equity, and enhancing quality in healthcare practitioner education. We also underscored the need for collaboration between the public and private sectors and developed strategies to address the projected shortfall of 10 million health professionals required to meet global medical needs by 2030. During the meeting, we situated Medtronic as a pivotal player in strengthening medical education and training to enhance healthcare delivery, improve public health outcomes, and increase access.

Custodians of important information

As the use of connected devices has grown, so has the risk of attacks and vulnerability. Safeguarding information, assets, and systems in this ever-changing cybersecurity landscape is crucial. By investing in security and privacy, we honor patient privacy, maintain customer trust, and bolster investor confidence.

Our privacy and security approach

Product security training, our Global Cybersecurity program, and partnerships with stakeholders and security researchers ensure Medtronic stays at the leading edge of cybersecurity. Our Global Cybersecurity program adheres to NIST Cybersecurity Framework, ISO/IEC 27001, and other internationally recognized standards such as HIPAA and the E.U. General Data Protection Regulation, providing high protection for all stakeholders.

We also meet local data privacy requirements where those are stricter than our Medtronic-wide standards. Our Audit Committee oversees cybersecurity risk, while our policies ensure the highest standards of security, including:

- Providing comprehensive security and privacy training to Medtronic employees
- Continuously scanning for cyber risks
- Assessing third-party partners
- Securing data with a suite of physical, technical, and administrative controls
- Expecting all our vendors to comply with our high standards
- Conducting due diligence for acquisitions

With regard to data breach reporting, we adhere to state, federal, and where applicable, international notification requirements.

Learn more
Our data hub, with information on GRI, SASB, TCFD, and other relevant standard and framework disclosures

Endnotes

Introduction

1 Due to the different standards used to identify topics in this report compared to the materiality or other standards applicable to reports filed in accordance with reporting regulations adopted by various governing authorities located around the world, including in the European Union and in the U.S. pursuant to rules of the U.S. Securities and Exchange Commission (SEC) or various state laws and regulations (collectively, Other Reporting Standards), inclusion of topics identified in this report does not mean those topics must be included in reports prepared in accordance with Other Reporting Standards.

2 Downloads for our responses to various impact-related frameworks, standards, and disclosures (e.g., GRI, ISSB, SASB and IFRS, TCFD, and WEF) can be found at our impact data hub.

3 This is an equivalent rate, calculated by dividing the number of seconds in a year by the number of patients served by Medtronic in FY24.

4 Revenue figures exclude approximately $200M associated with historical operations and ongoing transition agreements from businesses the company has exited or divested, which primarily includes the company's ventilator product line and the Renal Care Solutions business.

5 Major geographies include China, Europe, Japan, and the United States.

6 The use of the term "Field Corrective Action" is for clarity. The term "recall" is often interpreted as product retrieval, but actual product retrieval represents a small portion of the 52 Field Corrective Actions.

Patient

7 Major geographies include China, Europe, Japan, and the United States.

8 Kandzari D, Townsend R, Kario K, et al. Safety and Efficacy of Renal Denervation in Patients Taking Antihypertensive Medications. J Am Coll Cardiol. November 7, 2023;82(19):1809–1823.

9 Vital Signs: Awareness and Treatment of Uncontrolled Hypertension Among Adults – United States, 2003–2010. Morbidity and MMWR. CDC.

10 Medtronic data on file includes Symplicity Spyral™ and Flex catheters. Global Symplicity Registry clinical data snap, March 2023.

11 Alkhouli, M., et al., J Am Coll Cardiol Intv. 2019 May, 12 (10) 936-948.

12 The goal covers the following products: transcatheter aortic valves and delivery systems, venous closure systems, spinal cord stimulation systems, Mazor Robot guidance systems, Signia™ handles, Puritan Bennett™ 980 ventilators, and diabetes NGP pumps and sensors. We are focusing on these product families because they represent strategic opportunities to positively influence complaint rate and patient experience through new product introductions and post-release changes. We continuously evaluate opportunities to reduce complaints and improve the patient experience. As opportunities are identified, we may expand the scope of this commitment in future years. This target is an aggregate percent reduction from FY20 to FY25. Therefore, annual progress toward this target prior to FY25 does not represent achieving or missing the target.

13 The use of the term "Field Corrective Action" is for clarity. The term "recall" is often interpreted as product retrieval, but actual product retrieval represents a small portion of the 52 Field Corrective Actions.

14 Compared with a FY20 baseline.

15 The goal covers the following products: transcatheter aortic valves and delivery systems, venous closure systems, spinal cord stimulation systems, Mazor Robot, Signia™ handles, Puritan Bennett™ 980 ventilator and diabetes NGP pumps, and sensors. We are focusing on these product families because they represent strategic opportunities to positively influence complaint rate and patient experience through new product introductions and post-release changes. We continuously evaluate opportunities to reduce complaints and improve the patient experience. As opportunities are identified, we may expand the scope of this commitment in future years. This target is an aggregate percent reduction from FY20 to FY25. Therefore, annual progress toward this target prior to FY25 does not represent achieving or missing the target.

16 A CVE Numbering Authority is an authorized entity with specific scope and responsibility to regularly assign CVE IDs and publish corresponding CVE Records.

17 TAVR risks may include, but are not limited to, death, stroke, damage to the arteries, bleeding, and need for a permanent pacemaker.

18 SMART stands for SMall Annuli Randomized To Evolut or SAPIEN™ Trial.

19 Herrmann HC, et al. N Engl J Med. 2024, April 7.

20 Medical professionals reached through the healthcare capacity-building process in 2024.

21 In the case of a team nomination, Recognize! points were distributed evenly among team members. The Medtronic Recognize! program provides a means for managers, team leaders, and individual peers anywhere in the company to recognize and reward fellow employees' contributions, share appreciation, give praise, and honor special occasions. Employees can redeem Recognize! points for merchandise or special events of their choosing, and send thank-you cards to their fellow colleagues. This program has been in place since 2018 and runs continuously, with bonus campaigns for greater engagement.

22 Data shown is cumulative from April 14, 2014 to FY24 year end.

People

23 These include Degreed, Harvard ManageMentor, LinkedIn Learning, Adeption, Cornerstone OnDemand, and Udemy.

24 The board of directors' Compensation Committee oversees executives' compensation. To learn more about executive compensation, see our Proxy Statement.

25 Applies to employees enrolled in a Blue Cross, Blue Shield, or HealthPartners medical plan.

26 Our all-employee OHS was postponed in FY21 due to the pandemic. Instead, we distributed an online survey to employees with access to Medtronic email addresses.

27 In FY24, we changed how we calculated participation rates to align with industry best practices. Prior to FY24, we only included submitted responses. In FY24, we included partial responses (i.e., employees who started the survey but did not submit).

28 Total may not add up to 100% due to rounding.

Planet

[29] Categories 3, 5, 13, and 15 have been deemed not relevant, and the figures provided are estimates derived from a GHG emissions inventory screening performed in FY23. Additionally, categories 8, 10, and 14 are not applicable to the company. Please refer to our 2024 CDP submission to learn more.

[30] One Health is a collaboration between ALTIS Graduate School of Sustainable Management of the Catholic University, LEADS – Women Leaders in Health Care, and Cittadinanzattiva, and takes place on the Ministry of Education- and Merit-accredited Civicamente educazionedigitale.it platform.

[31] For four targeted high-volume product families; TriStaple, Absorbatack, Spinal Implants, Diabetes CGM Pump.

[32] Recognized by the United Nations Race to Zero campaign, the My Green Lab certification is considered the gold standard for laboratory sustainability best practices around the world.

Responsible business

[33] The risk score yielded by the algorithm is used to identify suppliers that require escalation to other sustainability programs.

Medtronic 75 years

Contact us: sustainability@medtronic.com