AT MEDTRONIC, our history of inclusion and diversity begins with our Mission. Written in 1960 by our co-founder Earl Bakken, before affirmative action was signed into U.S. law and well before diversity and inclusion efforts were proven to be key drivers of innovation, our Mission directed us to serve all populations of people in need of our therapies and to recognize the personal worth of employees.

Our Mission continues to give our more than 86,000 employees around the globe a shared sense of purpose, and we take seriously our responsibility to cultivate a workforce that reflects the customers and patients we serve. A broad range of ideas and diversity of experiences drives innovation and creativity and drives better decision-making across our global team. A culture of inclusion and diversity also means every employee can bring his or her true identity to the workplace and participate in an enriching personal work experience.

Our grassroots-driven Employee Resource Groups (ERGs) have been a fabric of our culture since 1984 and help foster an inclusive culture across the business by uniting employees around a common identity. These include groups focused on various faiths, cultures and areas of interest, such as groups for retirees, young professionals, women, veterans and employees with disabilities. Today, more than 14,000 employees take part in these groups across 32 countries.

To scale our commitment to inclusion and diversity, we developed four strategic Diversity Networks derived from our ERGs, including The Global Medtronic Women’s Network, the African Descent Network, the Hispanic/Latino Descent Network and the Asian Impact at Medtronic Network. These networks aim to accelerate the careers of ethnically diverse leaders in the United States and women throughout Medtronic worldwide, as well as influence key business strategies to meet the health care needs of the populations they represent. Each network has an Executive Committee sponsor and senior leader chairperson — hands-on roles that also offer a differentiated talent development opportunity for those individuals.

Through a culture of inclusion, we are fostering a vibrant, healthy and diverse Medtronic community that truly reflects the world in which we live and work and enables us to continue to deliver breakthroughs that contribute to global human welfare.
By 2020 our aspiration is to have women represent 40 percent or more of our leaders globally. We also aspire for ethnically diverse talent to represent 20 percent or more of roles in management in the United States. And recognizing that an inclusive culture is critical to fostering diverse thoughts and perspectives, we have an aspirational goal to be at or above the 80 percent world-class benchmark for inclusion, as measured by our Employee Engagement Survey.

Our approach
By focusing our efforts on three irrefutable levers, we established a systemic and intentional approach to creating a more inclusive culture.

- **Leadership Commitment:** We set the tone at the top, from the Board of Directors to our senior leaders, including me. The Executive Committee sponsor of each Diversity Network is involved in everything from developing strategy to driving actions and outcomes.

- **Measurement and Accountability:** We ensure quantitative and qualitative metrics drive insights and hold people accountable for outcomes. We have required “what” and “how” goals to drive meaningful and measurable progress toward our 2020 diversity representation aspirations.

- **Integrated and Holistic Approach:** We integrate inclusion and diversity into our business processes and operating mechanisms so that our approach is systemic and sustainable. Inclusion and diversity measures are woven into all our talent practices, including performance and career development, leadership expectations, rewards, and organization and talent planning.

Some specific examples of our approach in action include:

- **We review progress of each of our four Diversity Networks every quarter.** These full-day reviews have the same rigor and time commitment as quarterly business reviews and are attended by our chief human resources officer, the Executive Committee sponsor of the Network and me.

- **We leverage the insights of our Diversity Networks to expand access to health care and drive business results.** Our Networks have helped us build stronger partnerships with key customer groups and develop partnerships in emerging markets.

- **We report on inclusion and engagement data as regularly as financial performance.** Our quarterly Employee Engagement Survey helps leaders act quickly in addressing issues and course correct when needed.

- **We are committed to an organization and talent planning process that reaches diverse talent in new ways.** For example, the diversity of the student body is a key criterion in selecting the schools from which we recruit.

- **We partner with diverse suppliers, including minority-owned, women-owned and veteran-owned businesses.** Today, our supplier diversity program is award winning and gives small and diverse businesses equal access to work with Medtronic.

Last year, our therapies improved the lives of more than 71 million people around the
world — that’s more than two people every second. Through a culture of inclusion, we are fostering a vibrant, healthy and diverse Medtronic community that truly reflects the world in which we live and work and enables us to continue to deliver breakthroughs that contribute to global human welfare.

Finally, I’d be remiss not to mention my personal experience as an Asian immigrant and how much I value the enormous opportunity this country offers, which also continually influences my views about the importance of diversity and inclusion. This perspective, coupled with my direct engagement with our Diversity Networks and quarterly diversity reviews, has provided me with deepened understanding of the challenges we face. It also serves as a strong motivator for me. I am convinced that by partnering together, we can increase our shared understanding and create a more inclusive and diverse organization. To me, this continued learning and ongoing dialogue is the most powerful affirmation that what we are doing is making a difference.

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