We value all people and are committed to diversity and inclusion. We attract talented people to our company who share our values and commitment to making health care better. We focus on creating a workplace that fosters mutual respect, a sense of belonging, engagement and success.

We understand that attracting and empowering a diverse team is critical for our business and take steps to create a great workplace for everyone. We encourage, value and leverage the diversity of people and their perspectives to achieve maximum business performance. We see diversity and inclusion as a business imperative aligned with our mission and values. Having employees who mirror the diversity of the customers and patients we serve is key to our success. Our engaged and inclusive teams encourage people to share their insights, perspectives and opinions to help drive innovative solutions for our customers.

Because Stryker is a decentralized organization, with representation from a wide range of people, cultures and experiences, each of our businesses has its own local practices and programs geared toward building awareness and participation in diversity and inclusion activities. Here are a few examples:

- **Employees at our campus** in Kalamazoo, MI, hold an annual Inclusion Awareness Conference to celebrate individuality, engage in conversation, and learn more about diversity and inclusion practices.

- **Our Endoscopy division** regularly celebrates diverse cultures and people and recognizes how the diversity of its workforce plays a part in the success of its business with a Cultural Celebration.

- **Stryker's Women's Network (SWN)** in New Jersey hosted a networking night that included group discussions facilitated by various leaders on topics like influencing others throughout your career, achieving work/life balance, and furthering your education and communication skills across genders. The event provided an opportunity to share perspectives, receive feedback from the facilitator and build a relationship with the attendees.

- **Regional R&D teams** from various divisions conduct Connect and Collaborate events to leverage diverse experiences and share perspectives on innovation. These events enable individuals to connect across traditional functional boundaries to learn about capabilities and resources in the

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**KEVIN A. LOBO**

*Chairman and Chief Executive Officer*

Stryker

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organization. In addition, focused workshops on innovation topics create an opportunity to build relationships and lay a foundation for collaboration.

From an enterprise perspective, we have focused on building an inclusive work environment through a commitment to employee engagement. Research shows a direct correlation between employee engagement and workplace inclusion. We evaluate our employees’ engagement annually, and each of our work teams develops action plans to build its individual team engagement. In addition, we actively recruit from a variety of schools, external networks and organizations to ensure we are sourcing a wide range of candidates.

In support of continuing to build our inclusive culture, we have established multiple Employee Resource Groups (ERGs). We see ERGs as an excellent way to foster understanding and inclusion in the workplace while continuing to build a high-performing, engaging work environment. These groups can also provide a way for employees to network, exchange views about managing common business challenges, and continue their professional growth and development. Additionally, ERGs align with our business objectives of:

- **Driving** a culture of innovation by globally embracing diverse perspectives, thinking approaches and backgrounds;

- **Building** sustainable geographic expansion by fostering and developing talent as we grow;

- **Demonstrating** that we are a global employer of choice by driving inclusive attraction, development and engagement activities; and

- **Energizing** employee engagement and community leadership by mirroring our communities and customers.

More than 6,700 of our employees are involved in one of our ERGs:

- **Stryker’s Allies for Equality (SAFE)** fosters a more inclusive workplace for our employees, regardless of sexual orientation, gender identity or gender expression.

- **Stryker’s Emerging Professionals (SEP)** is for employees with five or fewer years of experience who want to become accustomed to our culture and engage, support and inspire the next generation of professionals.

- **Stryker’s African American Network (SAAN)** seeks to improve our business results by fostering an inclusive culture, making us the company of choice for talented African Americans, and contributing to their development and retention through education and employee and community engagement.

- **Stryker’s Women’s Network (SWN)** improves our business results by fostering an open and inclusive culture, developing and retaining talented women, and driving engagement.

- **SOMOS** promotes cultural diversity and the professional development of its members through fostering an inclusive environment for all employees and advocating for the Hispanic/Latino community at Stryker.

In addition to ERGs and based on feedback from our employees, we provide many resources and initiatives that support
diversity and inclusion, including:

- Providing mentoring resources;
- Focusing on diverse talent in talent reviews;
- Integrating inclusion into existing training and onboarding;
- Implementing a partnership with the Smith College Leadership Development Program for women;
- Implementing a new U.S. parental leave policy;
- Providing transgender benefits; and
- Providing the Stryker Culture Wizard, a tool that provides information and education on different cultures to increase global fluency.

Over the past year, we have been honored to receive several awards recognizing our commitment to developing a diverse and inclusive workplace culture:

- Human Rights Campaign Corporate Equality Index Top Places for
- Workplace Equality:
  - Fortune’s 100 Best Workplace for Diversity (United States);
  - Fortune’s 100 Best Workplaces for Women (United States);
  - Fortune’s 100 Best Workplaces for Millennials (United States);
  - Great Place to Work for Women (Brazil);
  - Best Workplaces for Inclusion (Canada);
  - Top Family Friendly Employers (Canada);
  - Best Workplaces for Women (Canada); and
  - Best Workplaces for Gender Equity (Mexico).

We recognize that building a diverse and inclusive culture is a journey. We feel good about our progress and look forward to continuing to create a workplace that values people for who they are and fosters mutual respect; a sense of belonging; and a commitment to helping one another to be successful, be engaged and thrive.