stryker

2023 Comprehensive Report

Financial,
environmental,
social and
governance

We work with our customers every day to **make healthcare better**

Table of contents

Stryker is a global leader in medical technologies. We offer innovative products and services in MedSurg, Neurotechnology, Orthopaedics and Spine that help improve patient and healthcare outcomes.

2023

in review

In this section

A circle of **caring**

Close collaboration between an orthopaedic surgeon and Stryker's product expert helps a young athlete and advocate get active again—so she can keep inspiring others

On a late night in February 2021, Dr. Daniel Stahl, an orthopaedic trauma surgeon, was on call at Baylor Scott & White Health in Temple, Texas. He got word of an air ambulance on its way from Waco, transporting a young woman who had been hit by a car. The patient, Jamie Blanek, had a devastating list of injuries, including a fractured skull, broken pelvis and extensive tissue, ligament and tendon damage. Jamie's left leg was shattered in multiple places. Her right leg was amputated at the scene.

Within minutes of landing at Baylor Scott & White, Jamie went into surgery to stabilize her left leg and save her life.

Confident care amid the unexpected

Unlike elective surgeries planned weeks or months in advance, the work of a trauma surgeon is nearly impossible to plan for or predict. Every minute counts, and surgeons need the best tools and knowledge at the ready. As Dr. Stahl prepared for surgery, one of his first calls was to BJ Williams, a trauma sales representative within Stryker's Trauma Business.

Stryker's trauma sales representatives operate on call and around the clock, much like the healthcare professionals they support. They are often present in the operating room, providing guidance throughout a procedure on the safe and effective use of our products. When it comes to orthopaedic surgery, they are equipped to answer technical questions related to the size and positioning of the orthopaedic implant.

"I called BJ to discuss options," says Dr. Stahl. "Every bone in Jamie's left leg was broken, including multiple complex fractures. BJ offered guidance on the available product options, including screws, the length of the implant and plate selection."

"And he provided that information to me quickly—so I could begin surgery as soon as possible."

After she was struck by a car, one of Jamie Blanek's legs had to be amputated, and the other was deeply fractured. Years later, she has made a full recovery, thanks to the expertise of her surgeon and a Stryker trauma expert.

> **❝** In that moment, he gave me hope that even though my life was going to be different, there was light at the end of the tunnel."
>
> **Jamie Blanek**

Staying active, no matter what

As Dr. Stahl rapidly learned, Jamie was not just any patient. A former Miss Waco pageant winner, Jamie was well-known in the community for her many charitable endeavors, including her work at an animal shelter and with autistic children. She was also passionate about fitness.

"The first actual conversation I remember after the accident was with Dr. Stahl," Jamie says. "In that conversation, we talked about my life before. I told him, 'I'm very active. I snowboard. I travel. I dance. I work out every day.'"

"I think in that conversation, he understood that I was a person who was not going to give up. He said that eventually I'd be able to do almost everything I used to do."

What he said next surprised her most: "He said, next year, we'll run a Spartan race together."

"In that moment, he gave me hope that even though my life was going to be different, there was light at the end of the tunnel."

Cutting-edge treatment

Over the course of five surgeries, Dr. Stahl used a range of Stryker's trauma products to repair Jamie's left leg. A Hoffmann 3 external fixation system stabilized the bones from the outside. Later, a combination of a T2 Alpha intramedullary nail and VariAx 2 plates were implanted as a solution for internal stability.

Dr. Stahl also helped fit a prosthetic for Jamie's right leg, which she now uses to walk, run and snowboard. While the prosthetic is the first thing that many people notice when they see her in motion, she credits the careful reconstruction of her left leg for her ability to live an active life.

> **"** Because I had people helping me, now I can keep helping others."
>
> **Jamie Blanek**

An inspiring recovery

Three years after her accident, Jamie is even more active than she was before. She moved to Utah and now snowboards competitively, ranking second in the 2023 Europa Cup and seventh at the Para Snowboard World Championships in boardercross. These achievements are about more than medals—they are helping prove that athletes with lower limb disabilities like hers can compete at the highest levels. She's also involved with the Range of Motion Project, which provides custom prosthetics for people with amputations in Ecuador, Guatemala and the United States.

In 2022, Dr. Stahl kept his promise by running a Spartan race with Jamie—tackling not only a 5K, but also a course at 9,000 feet of elevation and multiple obstacles along the way.

"I'm so fortunate that Dr. Stahl has been with me through this entire process," Jamie says. "I couldn't have been placed in a better hospital, in a better operating room, than with him. From the first conversation we had, he's had faith in me, and I've had faith in him."

After her recovery, Jamie also met BJ, whose product offering guidance helped inform Dr. Stahl's course of treatment. "My recovery is proof that their collaboration worked. I'm fortunate that there are people who want to do their best work, so I can live my best life."

"It's a circle of helping people, and that's really the good of this story. Because I had people helping me, now I can keep helping others."

Our company

Stryker is a global leader in medical technologies and, together with our customers, we are driven to make healthcare better. We offer innovative products and services in MedSurg, Neurotechnology, Orthopaedics and Spine that help improve patient and healthcare outcomes. Alongside our customers around the world, we impact more than 150 million patients annually. More information is available at stryker.com

Focus areas

- Biologics
- Clinical Communication and Workflow
- Craniomaxillofacial
- Digital and Enabling Technologies
- Emergency and Acute Care
- Foot and Ankle
- Hips
- Infrastructure and Integration
- Knees
- Minimally Invasive and Open Surgical Visualization
- Neurosurgical
- Neurovascular
- Otolaryngology
- Power Tools
- Reprocessing
- Robotic-Assisted Surgery
- Spine
- Sports Medicine
- Surgical Equipment
- Trauma
- Upper Extremities

Global recognition

- Great Place to Work World's Best Workplaces
- Fortune 100 Best Companies to Work For
- Fortune World's Most Admired Companies
- Fortune Best Workplaces for Women
- Fortune Best Workplaces for Millennials

2023 fast facts

$20.5B global sales

52,000 employees

~75 countries we reach

SYK stock symbol (NYSE)

Better healthcare

Over 150M* patients impacted globally

$1.4B R&D spend

~12,900 patents owned globally

Healthier planet

~70% of 2022 North American electricity volume will be covered by our Renewable Power Purchase agreement annually

8 sites added to Stryker's renewable energy portfolio through electrical agreements

Good business

50% of Stryker's Board members identify as people of color, and 40% identify as women

>$1B spend with diverse-owned and small businesses in the U.S.

59% of direct suppliers (by spend) assessed on environmental, social and governance (ESG) performance

Stronger people

$8.2M in employee and match contributions to global nonprofits

Named a **World's Best Workplace** for the seventh year in a row

Scored in the **top 15%** companies Gallup surveyed for employee engagement

*Figure based on 2022 data. We regularly update our methodology to reflect our business footprint and data availability, which may result in changes to our reported metric.

Dear stakeholders,

A message from Stryker's Chair and CEO, **Kevin Lobo**

Working together with our customers, we are making healthcare better and growing our impact around the world.

During 2023, we surpassed $20 billion in sales, and, with this milestone, we also understand that our responsibility to our stakeholders grows accordingly. Our strong culture, led by mission-driven employees, is key to our ability to support our customers. Together, our momentum continues as we are driving tremendous innovation through specialization. I'd like to thank our employees and customers for their determination and dedication to make a positive impact now and into the future.

Culture

Our mission and values unify our employees, and our culture is built on purpose, talent, relationships and growth. We hire people who are curious and humble and who believe that results

matter. Behind our strong culture is a robust talent offense that values diverse strengths, listens to employees and prioritizes engagement and development. Aligned with our values, we continue to advance our Diversity, Equity and Inclusion efforts that support our continued success. In recognition of our culture, Stryker continues to be honored as a Great Place to Work, World's Best Workplaces, Fortune 100 Best and Best Workplaces for Women.

Innovation

Innovation is the lifeblood of our company, and we have healthy product pipelines across our business units. Our deep customer insights allow us to better understand their needs and build technologies and solutions to address them. We had numerous high-impact product launches in 2023 that contributed to our strong growth and will continue to have an impact into 2024 and beyond. Digital and robotic technologies are powering the surgical guidance and planning software features of many of our products, including Mako Total Knee 2.0. Our Trauma and Extremities Division has had another year of multiple product launches, adding to a robust list since the acquisition of Wright Medical. Expanding on a strong history of visualization innovation, our Endoscopy Business has launched the 1788 Platform, which helps surgeons see better and helps them to better

> **"** We are well-positioned to continue our momentum and deliver strong performance for all stakeholders in the years ahead."
>
> **Kevin Lobo, Chair and CEO**

identify cancer in different parts of the anatomy for treatment using CYTALUX. Our Medical Division introduced the Prime Connect Stretcher and the Xpedition Powered Stair Chair, while our Instruments Division launched the Neptune S Waste Management System, to name a few.

Performance

In 2023, Stryker's sales grew over 11% organically. We continue to specialize and diversify our portfolio with a focus on organic innovation and non-organic innovation through mergers and acquisitions, including more than 50 acquisitions in the last 10 years. We remain focused on advancing globalization, and our international success continued with double-digit organic sales growth in 2023. With the U.S. representing more than 70% of our sales, the international market opportunity remains significant. We are also well-positioned to benefit from the trend in shift of site of care for certain procedures to ambulatory surgery centers (ASCs). With our ASC offense, we have a focused approach for our customers that provides strong support to them as they build, expand and renovate their centers. Our broad portfolio across capital equipment, implants and surgical disposables is well-suited for their needs.

Corporate responsibility

Our positive impact is built on responsible, sustainable practices, and Stryker's commitment to a better, healthier world starts with our Corporate Responsibility framework of stronger people, healthier planet and good business.

It's been a challenging year for many across the globe. Stryker and our employees provide support through our signature partners, including American Red Cross/Red Crescent societies and Project C.U.R.E, as well as our employee volunteering, giving and company match programs. We also know that there is a connection between human health and the health of our planet, and we're making strides in reducing our environmental footprint. We are building initiatives aimed at integrating sustainable practices into our businesses, embedding Corporate Responsibility Champions across the company, and adding a new R&D environmental sustainability design award. Collaboration across the industry and with our customers is key to collective progress, and we held our first Climate Week Town Hall this year, inviting customers and employees to discuss sustainability issues most important to them. Together with our customers, we impact more than 150 million patients annually, a number that helps quantify our reach and inspires us to push further.

We are well-positioned to continue our momentum and deliver strong performance for all stakeholders in the years ahead. We are winning with our employees and customers and continuing to make strong progress in corporate responsibility. Please enjoy reading this report, which should leave you as excited as I am about our prospects for the future.

Together with our customers, we are driven to make healthcare better.
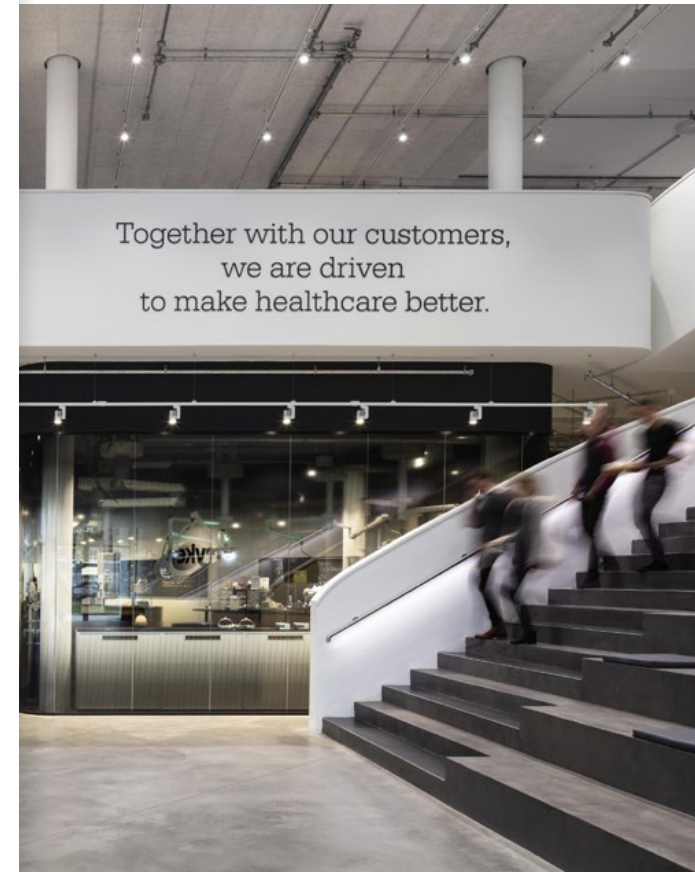
Financial highlights

Financial overview
($ in millions, except per share amounts)

	2023	2022	% Change
Net sales	$20,498	$18,449	11.1%
Earnings before income taxes	3,673	2,683	36.9%
Income taxes	508	325	56.3%
Net earnings	3,165	2,358	34.2%
Adjusted net earnings*	4,066	3,571	13.9%
Net earnings per diluted share of common stock			
Reported	8.25	6.17	33.7%
Adjusted*	10.60	9.34	13.5%
Dividends paid per share of common stock	3.00	2.78	7.9%
Cash, cash equivalents and marketable securities	3,053	1,928	58.4%

*Adjusted net earnings and adjusted net earnings per diluted share are non-GAAP financial measures. Refer to page 95 for a reconciliation to the most directly comparable GAAP financial measures, net earnings and net earnings per diluted share.
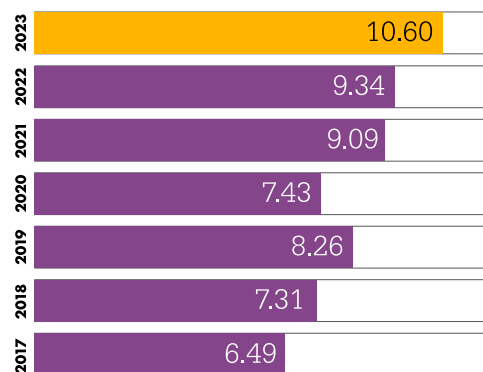
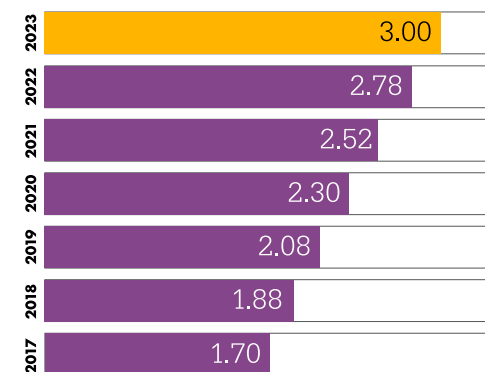## **Net earnings**
($ per diluted share)
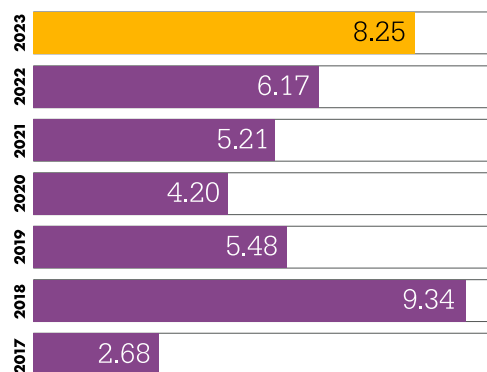
Year	Value
2023	8.25
2022	6.17
2021	5.21
2020	4.20
2019	5.48
2018	9.34
2017	2.68

Adjusted net earnings*
($ per diluted share)

Year	Value
2023	10.60
2022	9.34
2021	9.09
2020	7.43
2019	8.26
2018	7.31
2017	6.49

Dividends paid
($ per share of common stock)

Year	Value
2023	3.00
2022	2.78
2021	2.52
2020	2.30
2019	2.08
2018	1.88
2017	1.70

Financial highlights continued

$20.5B in global sales

Sales by segment

- **17%** Medical*
- **15%** Trauma & Extremities†
- **15%** Endoscopy*
- **13%** Instruments*
- **11%** Knees†
- **8%** Hips†
- **7%** Neuro Cranial*
- **6%** Neurovascular*
- **6%** Spine†
- **2%** Other†
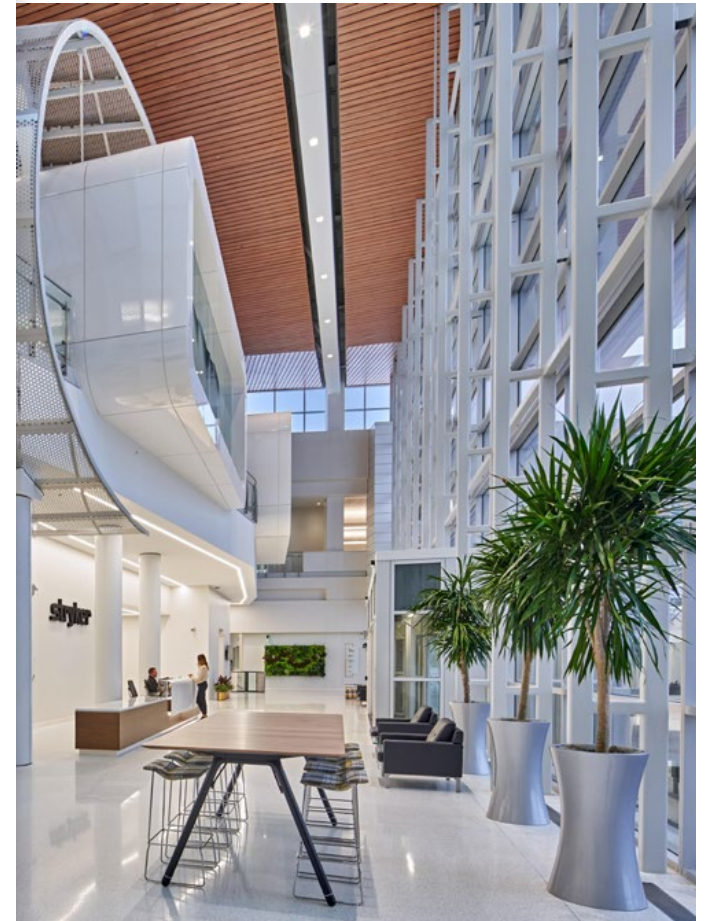
* MedSurg and Neurotechnology
† Orthopaedics and Spine

2023 geographic net sales

- **74%** United States
- **20%** International (developed)
- **6%** Emerging markets

MedSurg and Neurotechnology	Orthopaedics and Spine
58%	**42%**

Committed to corporate responsibility

We're working to create a better, healthier world by positively impacting our employees, communities and environment

Our mission to make healthcare better drives us to innovate tirelessly to provide game-changing technologies for the continuum of patient care, including ambulances, operating rooms and hospitals. We know that growing our business is not enough—we must also scale our impact. That's why we invest in the health of our people, communities and planet. Our Corporate Responsibility framework reflects this holistic approach, with three pillars focusing on one key objective: creating a better, healthier world.

Pillar	**Stronger** people	**Healthier** planet	**Good** business
	Strengthening the people we serve	**Protecting our planet**	**Doing business the right way**
	We are committed to serving our communities and creating a healthy, diverse, equitable and inclusive workplace where employees thrive.	We are committed to reducing our environmental impact on the world through responsible, sustainable operations.	We are committed to helping customers improve patient outcomes and growing responsibly by pursuing quality and integrity in everything we do.
Priority topics	• Access to quality healthcare • Community engagement, charitable giving and volunteering • Diversity, equity and inclusion • Employee and patient health and safety • Employee development and training • Engagement with healthcare providers and customers • Ethical marketing • Product social impact and innovation	• Air pollution • Biodiversity • Climate change • Environmentally friendly product packaging development and design • Operational waste management • Water	• Ethics, compliance, anticorruption and antitrust • Information security and privacy, intellectual property and cybersecurity • Product safety and quality • Responsible sourcing and human rights • Supply chain transparency and diversity • Transparency, ESG reporting and stakeholder engagement
Key commitments	**Advance a culture of inclusion, engagement and belonging** **Strengthen the diversity of our workforce and measure progress**	**Reduce Scope 1 and 2 carbon emissions by 20% for all of Stryker's facilities by 2024** **Power all facilities with 100% renewable electricity by 2027** **Become carbon neutral for Scopes 1 and 2 at all of Stryker's facilities by 2030**	**Engage 85% of our direct suppliers (by spend) on ESG performance assessments by 2027** **Maintain oversight of corporate responsibility by the Board of Directors**

Reporting approach and stakeholder engagement

Stryker's corporate responsibility, or ESG, reporting focuses on the priority topics noted above for each of our three pillars. We identified these topics through a prioritization assessment involving engagement with key internal and external stakeholders, peer benchmarking and ESG trend analysis. We monitor our priority issues, as well as the evolving ESG landscape and regulation, to continue to report and disclose on the most relevant topics and frameworks. Our reporting is informed by the Taskforce for Climate-related Financial Disclosure (TCFD), and our emissions goals are aligned with the 1.5-degree threshold for science-based targets. We also report our greenhouse gas emissions data and reduction initiatives annually through CDP, an internationally recognized nonprofit organization that collects and reports environmental metrics. We are regularly exploring emerging topics and standards, where appropriate, and will continue to evolve our reporting practice to meet the needs of our business and stakeholders.

Engaging our stakeholders

We are in regular communication with the diverse set of stakeholder groups that we serve, continually evolving our engagement approach based on the needs of our stakeholders and our business.

Key stakeholder groups engaged on ESG topics

Employees, customers, investors, suppliers, community members, regulators

How we engage

Formal surveys, interviews, focused assessments, supplier roundtables, industry initiatives

Industry engagement

American College of Clinical Pharmacy, AdvaMed, MedTech Europe, APACMed, Decarbonizing the Healthcare Value Chain initiative

Better
healthcare

In all that we do, Stryker works with customers to make healthcare better. "Better" means different things in different contexts, which is why we tackle it from many angles, including innovation, access and affordability, product quality and safety, and education for healthcare providers worldwide. In each of these efforts, our goals are the same: enhance the experience of giving and receiving care and improve patient outcomes.

In this section

Innovating to improve healthcare

Fueling progress through growth

We are building the future of medical technology to support customers, care teams and patients and drive business growth. In 2023, Stryker's growth was built on the strength of our innovation, with several key products launching during the year, as well as key acquisitions, such as Cerus Endovascular.

Stryker's commitment to innovation has yielded products that make healthcare better for providers and patients. We're supporting healthcare professionals through personalized tools and connected technologies that strengthen care, support informed decision making and make healthcare better for all.

Offering personalized tools to support outcomes

Stryker is a leader in offering tools across specialties that allow healthcare professionals to address a patient's unique anatomy. For example, our TMJ Concepts implants are built specifically for each patient and have become a standard in temporomandibular joint (TMJ) reconstruction. We also pair personalization with other innovative products. One example is our Shoulder iD Solution, which uses our Blueprint 3D Planning Software to support preoperative planning based on a patient's anatomy.[1]

Restoring function and hope

Emily[2] suffered from Parry-Romberg syndrome, which causes the slow deterioration of the skin and soft tissue in half the face. After years of painful spasms, liquid diets and ineffective treatments, her doctor recommended a jaw replacement. Her surgeon decided to pursue a customized TMJ Concepts jaw replacement. The surgery was a success, and Emily now has a functioning jaw and an improved quality of life.

Integrating robotics and connected technologies to enhance care

We have developed connected technologies that make healthcare more precise and efficient, as well as more personalized. Mako SmartRobotics with its 3D personalized CT-based planning and AccuStop haptic technology enables accurate implant positioning[3,4,5,6] and can help lead to better patient outcomes such as less pain and shorter recovery times compared to manual surgery.[7,8,9] Vocera Engage, our intelligent rules engine, integrates with ProCuity beds and Prime Connect stretchers, allowing bed exit alarms to be sent to the right person almost instantly on their mobile communication device.[10] The Q Guidance System with Spine and Cranial Guidance Software aims to deliver more surgical planning and navigation capabilities, helping to simplify complex surgical tasks. It boasts full-spectrum active and passive hybrid optical tracking with a redesigned, state-of-the-art camera, enhanced spinal and cranial software applications and sophisticated processing algorithms and instrumentation.

Mako continues to scale globally, advancing innovation that empowers outcomes. With over 1 million procedures performed, Mako is impacting patients in more than 40 countries.[11]

Stryker's AI opportunity

Stryker's expertise in digital, robotics and enabling technologies creates products that help drive improved outcomes and provide a seamless customer experience across the continuum of care from pre-planning and automation to clinical decision support and personalization. This expertise has also opened avenues for harnessing cutting-edge technologies like artificial intelligence (AI) and machine learning to propel innovation further. Continuing our AI expertise, Stryker has developed a Blueprint 3D Planning software that allows the surgeon to create a customized plan for their patient. When paired with the Microsoft HoloLens 2 and Stryker's Blueprint Mixed Reality software, an interactive stereoscopic 3D image view of the plan can be brought into the OR to guide their technique and positioning. Separately, Triton is an AI-enabled platform that assesses real-time blood loss during birth and postpartum care.[12]

Back on the run

After a 20-year career as an operating room nurse and avid runner, Carolyn, one of Stryker's employees, was diagnosed with osteoarthritis in her hip. The pain became severe, preventing her from sleeping and impacting every aspect of her life. To address her debilitating hip pain, Carolyn received a Mako Total Hip replacement and was able to begin moving again the same day as her surgery. "The Mako Total Hip replacement was a great choice for me," she says. "I feel better than I have in a long time and can get back to the activities that I love to do."

New tools to support informed decision-making

We continue to develop new tools to give healthcare professionals an edge when it matters, both in the operating room and by a patient's bedside. Surgical visualization tools, which give providers greater insight into each patient under their care, are ever evolving. We offer a variety of these tools, including our newest 1788 camera platform, a minimally invasive surgical camera that visualizes blood flow and critical anatomy across multiple specialties, and our SPY-Portable Handheld Imaging system (SPY-PHI), which uses fluorescence imaging technology to visualize blood flow and perfusion during surgery. In 2023, SPY-PHI was approved for use in breast cancer surgeries, increasing the number of patients we can serve.[13]

We continue to champion products that give surgeons more control in the operating room. The new CD NXT power tool system for orthopaedic procedures streamlines instrumentation and surgical steps, offering an accurate and reproducible measurement while reducing risk of errors commonly associated with a manual depth gauge.[14] Our newest power tool offering, System 9, offers first-of-its-kind wireless charging, a battery status indicator for clear indication of power levels, ergonomically designed handles to reduce the number of pressure points while cutting and advanced safety features to help prevent accidental activation.[15]

Winning together

Lin Smith, a former airline pilot, was diagnosed with stage 3 colorectal cancer and told he only had six months to live. After consulting a specialist, Dr. Janice Rafferty, Lin learned that surgery would be required given the stage and location of his cancer. Dr. Rafferty used Stryker's SPY-PHI fluorescence imaging technology to visualize Lin's blood flow intraoperatively, giving her critical information during surgery. With a successful surgery to remove his cancer, Lin is now cancer-free.

Making healthcare safety a priority

Stryker shares our customers' commitment to the safety and wellbeing of care team members, both inside and outside of the hospital. Recent product launches include the Xpedition stair chair, helping emergency responders safely transport patients, and the Prime Connect stretcher, designed to support fall prevention protocols from anywhere in a facility. The Neptune S, Stryker's constantly closed waste management system, is designed to protect staff against unintentional exposures and spills.[16,17] Mako SmartRobotics, a part of the DART (Direct Anterior Reconstructive Technology) ecosystem, has demonstrated accuracy to surgical plan in total hip arthroplasty without the use of fluoro.[18,19] Mako can help surgeons reduce intraoperative radiation and join the journey to a fluoro-free operating room. Additionally, our clinical communication and workflow solutions have care team safety and wellbeing in mind, by enabling connectivity to the right people and information quickly in critical situations.

Supporting access to quality healthcare

Increasing access, affordability and understanding

We recognize that limited resources make quality care especially difficult to deliver in some communities, and that structural inequities persist. Stryker is working to address healthcare inequalities through product development, broader market access, advocacy and education.

Championing access from the start

Considerations about healthcare access begin at the earliest stages of product development and in the clinical trials process. Stryker is committed to evolving clinical development to support health equity, knowing this can lead to better patient outcomes. Efforts have begun within clinical trials to address this need by tracking diversity and conducting outreach to underserved populations. For example, the COVID-19 pandemic led to increased use of pulse oximeters. A recent publication demonstrated impact of skin tone,[20] creating the potential for delayed treatment and poor outcomes. In response, Stryker's Sustainability Solutions reprocessing business completed a clinical study that successfully enrolled a diverse patient population. The study demonstrated that the reprocessed devices fulfill all FDA pulse oximetric accuracy requirements.[21]

Additionally, Stryker considers disease prevalence in patient populations when determining enrollment in trials, and our R&D Clinical Teams emphasize the importance of diversity of perspective in clinical development. For example, scarcity of care is a barrier to stroke treatment in many parts of the world.

Stryker's Neurovascular Division has responded by opening a state-of-the-art facility in India designed to accelerate stroke-related innovation in the Asia-Pacific region. This facility offers a simulated neurovascular catheterization lab and opportunities for hands-on training and collaboration among customers, product development engineers and other key stakeholders.

Stryker strives to respond to the needs of customers and patients in local markets and develop solutions that meet their needs. Colorectal cancer is the number one cause of cancer deaths among Japanese women and the second highest among men. Stryker supported a clinical study involving 839 patients across over 40 different Japanese surgical centers that assessed the use of fluorescence imaging for minimally invasive rectal cancer surgery. The study demonstrated that blood perfusion assessment by indocyanine green fluorescence imagining (ICG-FI) significantly reduced complications (anastomotic leakage rate) by 4.2 percent compared to conventional blood perfusion methods, allowing us to advocate with our customers for the solutions that offer their patients better clinical results.[22,23]

Tackling affordability

Today's dynamic economic environment, with high inflation, rising labor costs and elevated interest rates, creates challenges for many providers working to deliver high-quality patient care. We work to make our products more accessible by:

- **Offering flexible payment solutions.** Our Flex Financial Business continues to offer healthcare facilities comprehensive solutions to meet their clinical and financial goals, including traditional finance and operating leases, deferred payments, step payments and usage-based options.

- **Reprocessing high-quality equipment.** Stryker's Sustainability Solutions Business is a leading provider of reprocessing in the global healthcare market, helping extend the life of thousands of medical devices that would otherwise be disposed of after a single use. After carefully reprocessing devices, we resell them at discounted rates—making them not only more sustainable, but also more accessible economically. In 2023, Stryker's Sustainability Solutions helped their customers divert more than 5 million pounds of waste from the landfill through our reprocessing programs, saving 3,250 customers approximately $238 million. In the same time period, we have helped nearly 50 Integrated Delivery Networks save over $1 million annually in supply chain costs.

- **Tailoring our solutions for regional needs.** We are working to expand access, as well as invest in education campaigns with public health authorities to inform decision-making around greater availability of our technologies. We continue to expand access through our use of design transfers, which give local manufacturers the ability to produce products tailored to local needs. Trauson, a subsidiary of Stryker and leading provider of orthopaedic solutions in China, has used a design transfer from Stryker to release Superadius, a knee prosthesis developed for the mid-tier markets with quality at an affordable price.[24]

- **Providing access across dynamic sites of care.** In the past several years, many procedures have shifted from the inpatient, acute care hospital setting to the outpatient surgery setting, specifically ambulatory surgery centers (ASCs). This shift became more pronounced and accelerated during the pandemic. According to research by the ASC Association,[25,26] ASCs can be more efficient, help to increase patient satisfaction, reduce hospital-related infections and reduce procedural and operational costs. Stryker supports this shift toward outpatient surgery with a dedicated ASC Business tailored toward the goals of these customers.

- **Stryker's Emergency Care Business operates a certified pre-owned program** for its Power-PRO XT powered ambulance cot, the LIFEPAK 15 defibrillator monitor and, since 2023, its Power-LOAD cot fastener. Over the past three years, the program has recertified and resold 113 tons of medical devices.

How we support medical education

Stryker regularly brings together medical professionals, students, customers and other stakeholders to further the collective knowledge of the industry. Here are a few ways that we engage:

MedEd Summit

Our MedEd summit is an annual event during which we share information among our Medical Education Teams. The 2023 event focused on ways to support diversity in MedEd, share best practices in communication and understand compliance initiatives across the organization.

MedEd Awards

In 2023, we recognized Stryker teams that have made exceptional contributions to advancing medical education and training healthcare professionals. Categories include awards for best In-Person Program, Virtual Program, Collaboration and Innovation.

Mobile labs

We have a fleet of 14 mobile labs around the globe, each fully equipped with surgical tables and a variety of solutions across Stryker's specialties. Through hands-on demonstrations and expert guidance, we use mobile labs to train and empower surgeons and healthcare professionals with a deeper understanding of the latest advancements in Stryker's portfolio.

Workshops for customers

We regularly educate customers on the proper use of Stryker products. Courses offered in 2023 focused on disaster management, professional operating room (OR) practices and the mobile experience. In our OR workshop, participants engaged in structured exercises to practice assembling and using surgical components.

Stryker trained over 132,000 healthcare professionals and held over 8,000 events in 2023

Outreach to diverse communities

We hosted two events at Historically Black Colleges and Universities, part of our efforts to engage people who are underrepresented in the medical profession. This year we hosted an event at Meharry Medical College, focusing on our neurotechnology portfolio, for medical students interested in a career in neurosurgery. This event was in collaboration with the American Society of Black Neurosurgeons. We also supported a workshop at Morehouse School of Medicine focused on foot and ankle surgery.

Dedication to product quality and safety

Building a culture of quality

At Stryker, we're driven by a simple belief: reliable healthcare starts with dependable products. With more than 80 years in the industry, we've earned a reputation as a trusted healthcare partner. From meeting global regulatory standards to setting stringent quality and safety benchmarks, Stryker is committed to going above and beyond customer expectations. Our Quality Policy guides our approach, ensuring that our healthcare solutions not only meet but exceed safety, efficacy and efficiency standards.

Our global design and manufacturing sites hold International Organization for Standardization (ISO) 13485:2016 certification for Medical Devices and meet numerous other relevant standards. Stryker has more than 100 certifications and accreditations for quality and safety acquired from respected organizations like ASTM International and ISO. These certifications play a pivotal role in shaping our product design, manufacturing and distribution processes. We also have dedicated teams focused on transitioning products and solutions obtained via acquisitions to our quality standards.

Stryker undergoes rigorous independent assessments for quality, including over 175 external quality audits in 2023. Covering our design, manufacturing, logistics and distribution sites, these audits ensure that our operations consistently meet industry standards. Alongside external evaluations, Stryker also conducted more than 300 independent internal quality audits in 2023. The insights gained from these assessments drive continuous improvement in product design, manufacturing and distribution.

At Stryker, our dedication to quality isn't just a promise—it's ingrained in our culture. We understand that building trust and delivering top-notch healthcare solutions hinge on our unwavering commitment to quality and safety standards.

Quality training

Training at all levels of the organization is at the core of our quality culture. We require all employees to complete quality-related training applicable to their roles, using self-paced reading, web-based training and in-person training as required. When procedures change, we retrain employees as needed.

Quality monitoring

Stryker's quality processes are supported by a robust quality data program that includes key process indicators for different dimensions of quality. The data we collect guide us in managing day-to-day quality activities and are regularly reviewed with executive leadership.

Quality management metrics

	2021	2022	2023
Recalls reported to U.S. Food and Drug Administration (FDA)			
Number of FDA Class I recalls	—	—	—
Number of FDA Class II recalls	28	27	29
Number of FDA Class III recalls	—	2	—
Recalls pending classification	—	—	4
Normalized by revenue			
Recalls reported to U.S. FDA per billion dollars in revenue	1.64	1.58	1.61
U.S. FDA Warning Letters			
FDA Warning Letters received	—	—	—
FDA Warning Letters resolved	—	—	—
Inspections			
Number of inspections by Notified Bodies and worldwide regulatory agencies	187	181	191
Average findings per audit	0.85	0.69	0.76
Number of FDA inspections	4	5	7
Average observations per FDA inspection	0.75	0.00	0.43
Number of corporate quality audits conducted	29	23	35

World Quality Week

Each year, Stryker's sites around the world celebrate World Quality Week, a global campaign led by CQI (formerly Chartered Quality Institute) to raise awareness of the quality management profession. The 2023 campaign theme was "Realizing Your Competitive Potential." The events highlighted that quality improvement principles and methods can help organizations quickly and effectively address inherent inefficiencies, allowing them to meet changing customer expectations faster, more economically and more sustainably than their competitors.

Clinical trials

To generate data and establish evidence on the safety and efficacy of our products in humans, Stryker's Clinical Teams conduct and oversee clinical trials, including Stryker-sponsored and investigator-initiated studies. We conduct clinical trials in line with specific business needs by division and product family. Our clinical trials follow all divisional, corporate clinical and company policies, as well as regional regulations.

Stryker's clinical trials comply with Good Clinical Practice (GCP), the international ethical and scientific quality standard for the design, conduct, recording and reporting of human subject trials. In addition to clinical trial data credibility, compliance with GCP provides assurance that the rights, safety and wellbeing of trial participants are protected according to principles derived from the Declaration of Helsinki. Clinical trials also comply with other applicable standards by geography.

Designing for quality

Maintaining Stryker's industry-leading quality standards starts with our product development process, where we design for quality, manufacturability, serviceability, product security and reliability. A key tenet of our quality culture is that responsibility for quality lies with each of us. We have dedicated Quality Teams working throughout the new product development process to challenge assumptions and drive high standards for product validations. These teams partner with our Design Engineering Teams to instill our quality culture into the product lifecycle. They analyze the risks of health and safety impacts for our products and assess them for improvements. We also take feedback from current-generation products to R&D Teams to improve next-generation designs.

Continuous improvement

Stryker uses an industry-leading Corrective and Preventive Action (CAPA) program to drive continuous improvement. This program follows a rigorous process to determine the root causes of defects and develop improvement plans to eliminate recurrence.

One vital input to our program is post-market surveillance, where we evaluate customer-reported issues. The program helps us identify ways to improve our products and processes. This information feeds into our CAPA system, providing a feedback loop directly from customers into future product and process designs. Our continuous improvement program also encourages employees to be proactive in their quality improvement work, keeping us at the leading edge of quality across the industry.

Stronger
people

Many companies say that people are their most important assets. For Stryker, our people are the heart of our company and core to our mission. Stryker's employees—our most important competitive advantage—develop innovative technologies to help healthcare professionals do their jobs efficiently, effectively and safely, so they can deliver better outcomes for patients. This commitment occurs in scores of local communities around the world where our employees, customers and patients live and work.

In this section

Employees

A collective sense of purpose

People are the heart of our organization. Each person contributes their unique and diverse strengths to power Stryker's success. The caring and collaborative relationships we foster are fundamental to creating a supportive, dynamic and inclusive work environment. Our passion for continuous improvement and innovation supports our unwavering focus on growth. Together, these elements form the foundation of a culture committed to making a positive impact in the healthcare landscape.

Diversity, equity and inclusion

At Stryker we believe that when each one of us feels seen, heard and valued, we will advance our mission to make healthcare better. By valuing diverse approaches and prioritizing inclusion, we can develop healthcare solutions that meet the varied and unique needs of our customers and patients.

In 2023, we aimed to increase representation of women and racially/ethnically diverse talent guided by labor market availability, measure sentiment through regular engagement surveys, ensure inclusion and belonging across demographic groups, invest in diversity recruitment and measure progress through diverse interview slates. To make progress, we have focused our DE&I initiatives in these three key areas:

- Increasing access to talent through strategic partnerships and campaigns
- Growing and engaging people with a range of opportunities to learn and develop
- Scaling our DE&I efforts

Our DE&I commitments

Strengthen the diversity of our workforce

Advance a culture of inclusion, engagement and belonging

Maximize the power of inclusion to drive innovation and growth

Increasing access to talent

Our Talent Acquisition Team is dedicated to sourcing the best talent for open roles by increasing efforts in employer branding, recruitment marketing, and outreach and engagement to broaden our reach in underrepresented communities. We provide our talent acquisition, human resources and hiring managers with training on inclusive interviewing and hiring globally. These efforts are leading to increased applications from diverse applicant pools and more diverse interview slates.

We have strong external partnerships that give us access to a diverse selection of talent. A few examples of how we leveraged these partnerships in 2023 include:

- Continuing to build our relationship with the National Sales Network to discover interns and early-career professionals from diverse backgrounds

- Partnering with Incluyeme to provide training on inclusive interviewing and hiring, including specific training in Latin America on hiring individuals with disabilities

- Growing our global presence in partnership with PowerToFly to connect with and attract historically excluded talent worldwide

Our University Relations Team expanded their focus to extend to campuses that serve underrepresented students to increase early access to additional talent pools. We have also organized diversity-focused events and partnered with organizations such as the Society of Women Engineers, National Society of Black Engineers and Society of Hispanic Professional Engineers. In 2023, we worked with HBCU 20x20 to develop a marketing fellowship that included an education series with marketing leaders and members of Stryker's African Ancestry Network (SAAN) employee resource group (ERG).

Workplace awards

Great Place to Work
World's Best Workplaces 2023

Great Place to Work
Best Workplaces for Parents 2023

Fortune
100 Best Companies to Work For 2023

Fortune
World's Most Admired Companies 2023

Fortune
Best Workplaces for Women 2023 (Large)

Fortune
Best Workplaces for Millennials 2023 (Large)

Fortune
Best Workplaces in Manufacturing & Production 2023 (Large)

Human Rights Campaign Foundation
Top Scorer, Corporate Equality Index 2023–2024

Diversity First
Top 50 Companies for Diversity

Disability:IN
Best Places to Work for Disability Inclusion

Yello
Top 100 Internship Program

Military Times
Best Companies for Vets 2023

Growing and engaging our talent

Stryker's nine ERGs play a pivotal role in building an inclusive, engaging work environment. Events that our ERGs organized in 2023 include:

- Asian Community Empowerment held a series of events in November in celebration of Diwali, the Hindu festival of lights. The events provided employees an opportunity to learn about the holiday and appreciate colleagues' cultural heritage.

- Stryker's Emerging Professionals recognized Generations Working Together month with various events, including a global town hall, external speaker on generations at work and intern engagement opportunities.

- Stryker's Women's Network partnered with Cru Women-to-Women Peer Coaching to help women realize their career objectives through peer coaching sessions.

- Allies for All Abilities teams from around the United States partnered with Magic Wheelchair to create unforgettable moments for children by transforming their wheelchairs into epic costumes.

- Stryker's Allies for Equality celebrated Ally Week in October with various events dedicated to raising awareness of LGBTQ+ inclusion, including recognition of National Coming Out Day, allyship training in several locations and Ally Week facts to encourage education about the topic.

- SAAN and SOMOS communities sponsored the Talent Spark program, which focuses on professional development and networking opportunities.

Congratulations to Stryker in Australia, winner of the 2023 Women in MedTech (WiMT) Champion Award

The awards are presented by the Medical Technology Association of Australia to an individual and a company who have helped advance the WiMT mission or goals within their company or the industry. Stryker earned the award for its strong women leadership representation and programs to support women's personal and professional growth.

Scaling our DE&I efforts

Beyond recruiting and engaging employees, we look for opportunities to further embed a culture of belonging. The 2023 global DE&I Summit focused on amplifying a workplace culture in which every employee feels seen, heard and valued. The two-day virtual Summit featured 19 speakers who shared insights and stories of their unique life journeys, with over 6,000 employees tuning in. CEO Kevin Lobo candidly responded to questions from ERG members. The summit also included our inaugural DE&I Leadership Forum, which brought together leaders of Stryker's ERGs to share perspectives and exchange ideas toward advancing an inclusive workplace culture.

In 2023, we also introduced Inclusion Challenges, a series of on-demand videos that highlight ways to drive inclusion and mitigate bias. Each quarter, we released one challenge to employees globally. Topics included giving and receiving feedback, development conversations, diversifying networks and inclusion in meetings. To help reinforce these lessons, we asked people leaders to take actions such as discussing each challenge among their teams and including at least two actions they've taken in their year-end performance reviews.

Impacting our communities **with Career Right Here**

Career Right Here is a program designed to create career opportunities for talent in Kalamazoo, Michigan, the city where Stryker was founded. In 2023 we advanced this program by partnering with the Kalamazoo Youth Development network and other community partners to create an immersive career exploration experience called Stryker Day. For this event, Stryker gave more than 300 middle school and high school students an overview of various career paths and an understanding of education and training requirements necessary for a career in medical technology.

We also hosted Higher Promise interns. Higher Promise connects post-secondary talent and interns to learning experiences in their fields of interest in the business community. In addition, Stryker was a significant contributor in developing the curriculum and video content for the Kalamazoo Regional Educational Service Agency (KRESA)'s Career Connect Discovery Lab. KRESA's Discovery Lab is a mobile facility equipped with multimedia tools and interactive exhibits that provides accessible, hands-on career awareness and exploration experiences, especially for young learners.

Progress toward our DE&I goals in 2023

Increase representation of women and racially/ethnically diverse talent to reflect the communities we serve

0.6%
increase in representation of women (global)

0.4%
increase in race/ethnicity representation (U.S. only) compared to 2022

Measure employee sentiment through regular engagement surveys and ensure inclusion and belonging across demographic groups

4.26
score on Gallup Annual Engagement Survey Inclusiveness Index

Top 15%
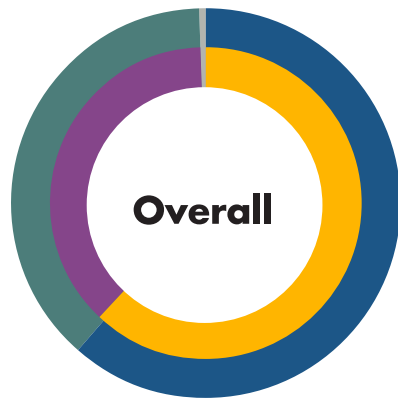of companies that Gallup surveys

Continue investment in diversity recruitment and measure progress through diverse interview slates

70.8%
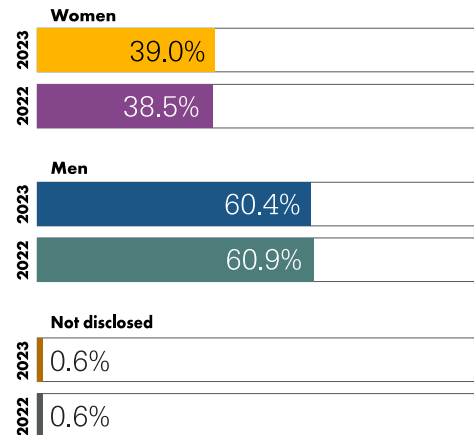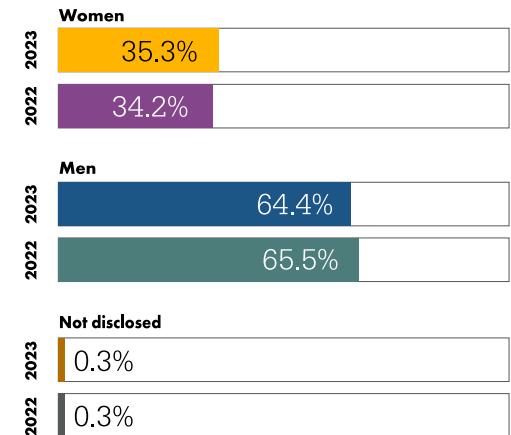diverse interview slates in U.S.

Representation data

Gender (Global)

Overall

	2022	2023
Men	62.0%	61.4%
Women	37.5%	38.1%
Not reported/ disclosed	0.5%	0.5%
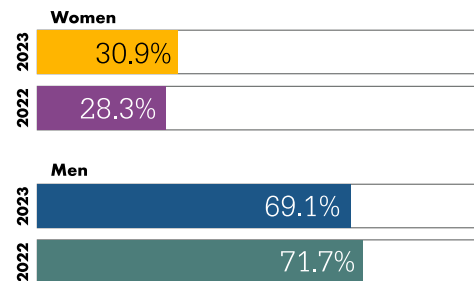
Team Members

Women
- 2023: 39.0%
- 2022: 38.5%

Men
- 2023: 60.4%
- 2022: 60.9%

Not disclosed
- 2023: 0.6%
- 2022: 0.6%

Managers and Directors

Women
- 2023: 35.3%
- 2022: 34.2%

Men
- 2023: 64.4%
- 2022: 65.5%

Not disclosed
- 2023: 0.3%
- 2022: 0.3%

Vice Presidents+

Women
- 2023: 30.9%
- 2022: 28.3%

Men
- 2023: 69.1%
- 2022: 71.7%

Board*

Women
- 2023: 40%
- 2022: 40%

Men
- 2023: 60%
- 2022: 60%
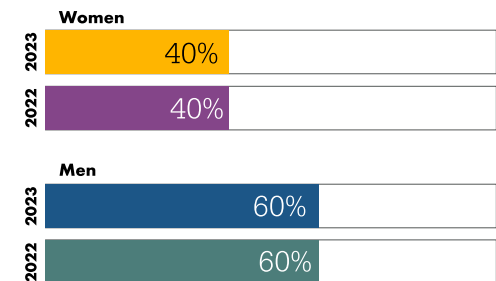
*Calculated on the day the directors were elected at the annual shareholders' meeting in 2022 and 2023.

Representation data

Race/ethnicity (U.S. only)*

Overall
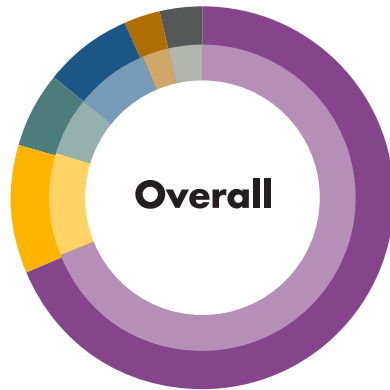
	2022	2023
White	69.1%	68.7%
Hispanic or Latino/a	10.7%	10.9%
Black or African American	6.2%	6.3%
Asian	7.7%	7.6%
Additional races/ethnicities**	2.9%	3.1%
Blank/unspecified	3.4%	3.4%

Team Members
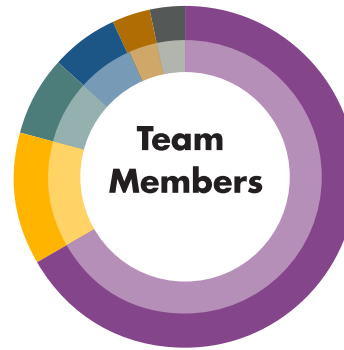
	2022	2023
White	67.0%	66.7%
Hispanic or Latino/a	12.5%	12.7%
Black or African American	7.4%	7.4%
Asian	6.5%	6.4%
Additional races/ethnicities**	3.3%	3.6%
Blank/unspecified	3.3%	3.2%

Managers and Directors

	2022	2023
White	75.4%	74.3%
Hispanic or Latino/a	5.4%	5.7%
Black or African American	2.6%	2.9%
Asian	11.3%	11.3%
Additional races/ethnicities**	1.6%	1.9%
Blank/unspecified	3.7%	3.9%

Vice Presidents+
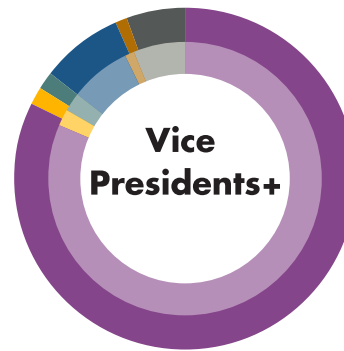
	2022	2023
White	81.5%	82.4%
Hispanic or Latino/a	2.1%	1.5%
Black or African American	2.1%	1.9%
Asian	7.2%	7.8%
Additional races/ethnicities**	1.0%	1.0%
Blank/unspecified	6.1%	5.4%

Board‡
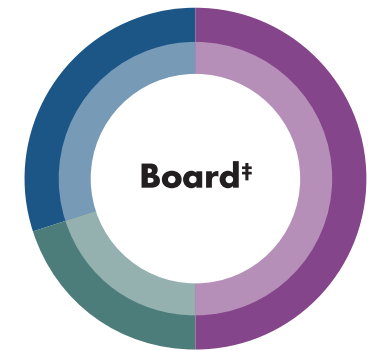
	2022	2023
White	50.0%	50.0%
Black or African American	20.0%	20.0%
Asian	30.0%	30.0%

* This data does not include Puerto Rico.

** Includes American Indian, Native Alaskan, Native Hawaiian, Pacific Islander, and two or more races.

‡ Calculated on the day the directors were elected at the annual shareholders' meetings in 2022 and 2023.

Wellbeing and mental health

Supporting employees' wellbeing, both physically and mentally, is vital to their success and ours. In 2023, Stryker took a significant step toward prioritizing the health and wellbeing of our workforce by introducing a comprehensive, global wellbeing framework worldwide that is focused on five core areas: physical, emotional, financial, career and social. This launch was supported by a communications campaign aimed at bringing employee stories to the forefront, providing a platform for mutual support while encouraging people to prioritize their overall health. It builds upon an already strong wellness program, which includes gyms at many locations, fitness and nutrition classes, and access to mindfulness partners and mental health resources.

Through Included Health, Stryker offers personalized healthcare support for U.S.-based employees, with a specific program to focus on the LGBTQ+ community. Included Health provides guidance to navigate the healthcare system, expert second opinions from world-class physicians and behavioral/mental health resources, among other benefits.

Global wellbeing at a glance

Here's a look at other ways we supported our employees' health and wellbeing in 2023:

New U.S. benefits

- Expanded vacation benefits for regular employees
- Health advocacy program for finding providers and getting treatment advice, as well as second opinions
- Specialized LGBTQ+ health services through Included Health
- Kaia virtual online physical therapy
- Coverage for acupuncture
- Transgender-inclusive benefits
- Expanded life insurance coverage

Global and business-level engagements

- 64% of eligible U.S. employees and 71% of eligible Latin America-based employees participated in our Strive wellbeing initiative
- 28 virtual sessions focused on emotional, social, physical, career and financial wellbeing in Europe, the Middle East and Africa, with more than 2,000 employees participating
- Online yoga sessions for employees in the Asia Pacific (APAC) region
- The Trauma and Extremities Wellbeing Blue Chip Purpose initiative helped managers and employees prioritize wellbeing practices
- Support offered for U.S. families with children or elder care expenses through day care flexible spending accounts, referral services* through TELUS health and paid parental and dependent care leave
- Maternity support programs offered to U.S. employees for personal guidance through all stages of pregnancy and delivery. In addition, U.S. employees have access to the Milk Stork program, which helps support working mothers who need pumping support during business travel
- In the U.S., we offer high-quality fertility guidance and care through United Healthcare's (UHC) Fertility Solutions program

Incorporating wellbeing into work practices

- Flexible work options, including remote and hybrid work, field-based work, flexible working hours and split shifts and reduced working days for some manufacturing employees
- Our Portage, Michigan, office building received the Platinum-level WELL award for features designed to promote wellness
- 250 support services (including financial, counseling and removal of transportation-related barriers) provided to Michigan-based manufacturing employees through our Employee Resource Network

- *Availability varies by country

Career development

The success of our company is intricately linked to the growth, fulfillment and wellbeing of our employees. For this reason, Stryker has implemented a comprehensive approach to attract, engage, align and develop talent—what we call our Talent Offense. This framework is built on four pillars.

Attract

future candidates and hire the best people

Develop

our current employees to maximize their full potential

Engage

our current employees to ensure they are thriving and feel a connection to their managers, each other and our mission

Align

people to the right roles, at the right time, focused on the right outcomes

In 2023, Stryker continued to focus on providing our employees with the resources needed to advance their careers. By making space for open dialogues with managers and communicating directly with employees, we are working to ensure that our teams understand the pathways to success within the organization, the various career opportunities available across the company and the host of development tools available to help them achieve their goals.

Management and leadership development training

Stryker understands the critical role leadership plays in the success of our organization, and we are invested in cultivating strong and effective leaders at every level. Our People and Organizational Development Team designs and delivers management and leadership development offerings aimed at honing the skills and capabilities of our talent.

Stryker has more than 300 coaches on staff who specialize in specific tools for career growth, with whom employees can connect for individualized development. We also help employees focus on gaining valuable on-the-job experiences to accelerate their growth.

Finding new ways to develop people leaders

In 2023, we launched six new initiatives to support people leaders. These included Grow-on-the-Go, a new mobile app through which employees can complete activities to support their professional development. To date, 623 people in 11 countries have participated in two pilots of the program. In the Trauma and Extremities pilot, 93 percent of participants said they would like to continue the initiative in the future.

The Leadership Playbook program is another new development initiative. Available to all managers with less than six months in a management role, this program helps new people leaders make the transition to managing others. The program has reached 74 percent of new people leaders as of December 2023, helping to set them up for success in their new roles.

Supporting employee performance and development

Managers play a key role in our Talent Offense strategy, engaging with and supporting employees as they set goals and advance in their careers. We encourage open dialogue between managers and employees by offering two formal manager-employee progress check-ins during the year in addition to an annual performance review. These check-ins ensure there is a clear understanding of expectations, performance progress and opportunities for development. Managers and employees alike value these sessions, as evidenced by increased utilization during 2023. Many employees also work with managers to create individual development plans to drive focus on outcomes and behaviors.

Broad surveys of our employee population also provide insights that managers can use to inform development conversations. More than 40,000 employees participated in our latest pulse survey, with many confirming they have had meaningful development discussions with their manager within the last six months.

Environment, health and safety

Ensuring the health and safety of our employees and the protection of the environment are some of our top priorities. Our Environment, Health and Safety (EHS) program establishes standards we require across our organization. This program fosters a culture of responsibility and continuous improvement, and is grounded in four essential pillars: people, compliance, engagement and agility.

Prevention of injury is paramount to all EHS efforts. We engage site leaders and local EHS committees to implement our strategies and maintain a safe environment and continually improve our safety culture. Key areas of continued and increased focus are:

- Ergonomic safety
- Slip, trip and fall prevention
- Control of hazardous energy and substances
- Safe operation of powered industrial vehicles
- Radiation safety
- Fire safety
- Electrical safety

Safety performance across our facilities

Through our Engagement and Culture improvement initiatives, we experienced a lower total recordable injury rate in Global Quality and Operations (GQO), reinforcing the impact of individual employee actions on delivering a safe work environment. Our lost time injury rate for GQO in 2023 was significantly lower than the industry average.

Stryker is committed to improving EHS communication with both frontline employees and executive leadership. Monthly EHS Leadership Forums engage key stakeholders to highlight exceptional performance while sharing opportunities for improvement. We strengthened our safety culture through our annual Safety Month, as well as year-round

activities like compression-only cardiopulmonary resuscitation (CPR) training, workplace walkthroughs and encouraging employees to share their personal safety stories. As a result of these initiatives there was a significant increase in the number of employee-initiated safety improvement opportunities, which improved our safety culture and reduced risks.

In 2023, we launched a new risk stratification and injury reporting system. We also expanded our leading indicators for EHS performance, such as the closure of safety observations, which are critical in correcting potentially unsafe behaviors or conditions.

Stryker's EHS network includes over 41 manufacturing plants, many of which are ISO-14001 certified, commercial labs and offices, each under the management of an EHS leader and designated Point of Contact. We are in the process of drafting an updated EHS Policy to formalize our global EHS strategy and supporting framework. The policy outlines the long-term direction of the company to support and continually improve EHS performance.

EHS governance and policies

Stryker's Corporate EHS Leadership Team has developed six EHS Management and Technical Standards tailored to our major risk areas and aligned with ISO 14001 and ISO 45001. Our Global EHS Leader ensures execution of these standards, and a designated owner for each of the six standards ensures implementation at the facility level. Each standard includes an implementation guide and regular training for every EHS point of contact. We continue to strengthen our EHS model with expertise in process safety, industrial hygiene, radiation physics, combustible dust hazards and other domains.

Stryker's global EHS network includes over 41 manufacturing plants. We are in the process of drafting an updated EHS Policy to formalize our global EHS strategy and supporting framework. The policy outlines the long-term direction of the company to support and continually improve EHS performance.

Focus on our key risk areas

Because Stryker manufactures and sells imaging equipment, ensuring safe practices by all who come into contact with it is paramount. Over the past several years, we have rolled out a program to educate radiation workers, X-ray equipment operators, lab managers and Sales Teams on the proper use of dosimeters, which are wearable devices used to monitor radiation exposure. This initiative resulted in a 30 percent increase in employee data registration and monitoring. We also consider the environmental attributes of our safety equipment and recently transitioned to personal protective equipment that is lighter weight and environmentally compliant.

In 2023, Stryker consolidated its U.S. and international radiation safety programs into a Global International Radiation Safety Committee and provided instructor-led training for 200 X-ray equipment operators to meet regulatory requirements. Supported by the Radiation Safety Champion and EHS Point of Contact networks, it expanded global governance and oversight, and increased transparency around radiation safety through audits and a new internal resource page.

In 2023, Stryker partnered with an external consultant to address and identify opportunities for improvement related to fire safety at high-risk manufacturing sites. We conducted onsite assessments to identify and address site-specific opportunities, and this is part of our ongoing commitment to a safe and sustainable future.

Communities

Delivering greater impact for more people

Stryker's social impact initiatives are guided by four areas of focus: advancing healthcare, supporting education, improving environmental health and enriching community culture, all viewed through the lens of equity. As we consider social impact programming, we seek out the work of nonprofits run by and serving marginalized groups. We continue to deepen and expand our portfolio of signature partners. Signature partnerships are funded and managed at the company level, and opportunities to engage are accessible to all employees.

Advancing healthcare

Supporting education

Improving environmental health

Enriching community culture

**Provide access to safe, timely healthcare to underresourced groups**

We fund initiatives and medical education programming that help improve outcomes and increase surgical capacity with a focus on low- and middle-income countries.

Help public education prepare every child to achieve their potential

We help prepare students by supporting causes spanning the continuum of education: early childhood prep, reading proficiency, STEM curriculum, mentoring and post-secondary preparedness.
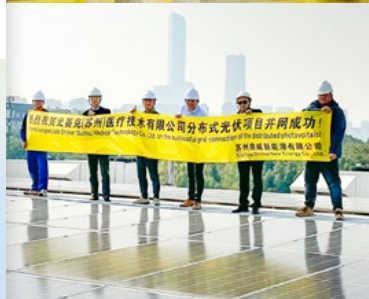
Improve environmental health

We support global nonprofits that tackle the world's sustainability challenges as well as local groups that protect and preserve our environment for generations to come.

Enrich quality of life through the arts

We seek opportunities to connect people, strengthen community and empower our citizens to imagine a more vibrant future—all of which are aligned with our ERG objectives.

Making a difference with signature partners

Our charitable donations play a pivotal role in addressing disparities, improving access to technology, fostering community engagement and strengthening healthcare systems for the long term. These efforts go beyond financial contributions, demonstrating our commitment to creating a healthier and more equitable world. We added two new partners in 2023, signaling a broadening of our social impact strategy beyond access and affordability.

Signature **partners**

- Operation Smile
- Project C.U.R.E.
- Red Cross
- Dr. Lorna Breen Heroes' Foundation
- Visit.org

Operation Smile: creating smiles and transforming global healthcare

Operation Smile is a global nonprofit that delivers free surgical care, trains healthcare workers and supports health systems in low- and middle-income countries. In 2023 we deepened our commitment to this partner, enabling access to medical education and training programs for 1,500 healthcare providers in India, Madagascar, Rwanda and other locations. In addition, our Operation Smile ambassador network—a group of Stryker's employees who champion and fundraise for the organization—helped drive two global fundraising campaigns that raised over $379,000, helping provide more than 1,500 life-changing surgeries to children and adults in need.

In China and India, Stryker's employees joined Operation Smile to serve as nonmedical volunteers during two week-long medical programs in each respective location. Stryker's team in China also donated supplies for the program. Employees from APAC coordinated a move-a-thon called "Go the Distance," where they walked, ran, sailed or cycled the distance from our offices in India to New Zealand, raising enough funds for 122 surgeries.

Employees from the U.S. and Canada also joined Operation Smile in Rwanda to serve as nonmedical volunteers during a medical education training program. In Colombia, Stryker's employees hosted patients from Operation Smile at our office for Bring Your Child to Work Day and co-hosted a speech therapy session with patients and the children of our employees.

Caring for those who care for others

Our social impact work is rooted in access to healthcare. We recognize that thriving healthcare professionals are a critical part of a healthy healthcare ecosystem, so we're growing our signature partnerships. The Dr. Lorna Breen Heroes' Foundation focuses on protecting the safety and wellbeing of healthcare providers. Specifically, the foundation advises the healthcare industry on implementing wellbeing initiatives, works to reduce stigma around seeking mental healthcare and funds research and programs to reduce healthcare provider burnout.[27]

Project C.U.R.E.: supplying much-needed medical equipment

Another signature partner is Project C.U.R.E., the world's largest distributor of donated medical equipment and supplies to resource-limited communities. Together, we have collaborated on product shipments across Stryker's specialties, from hospital beds and gurneys to personal protective and surgical equipment, and we continue to expand our partnership to new product lines and divisions.

In 2023, Stryker's support of Project C.U.R.E. helped to provide shipments of medical equipment and supplies into countries around the world. Project C.U.R.E. also expanded their relief efforts in 2023, including shipments to Ukraine, which contained Stryker neurovascular supplies, orthopaedic drills, beds and gurneys.

Addressing urgent health needs

We've partnered with the Red Cross for 12 years to help people recover in the face of natural and manmade disasters. In 2023, we increased our commitment and joined the Annual Disaster Giving Program to help fuel Red Cross preparedness efforts and meet the needs of people affected by disasters big and small. Through donations from members, the Red Cross can ensure that it is resourced to respond at a moment's notice, providing relief, comfort and hope to people during what can be the worst days of their lives.

Stryker provides opportunities for employees to step up and serve. Many of our divisions and employee resource groups (ERGs) have organized local blood drives for the Red Cross in the past year. In honor of Dr. Martin Luther King Jr. Day, Stryker's SAAN ERG organized blood drives to help keep the blood supply strong and improve health outcomes for those suffering from sickle cell disease.

Impact: employee giving and volunteering

Employees are important contributors to our social impact programs and use Impact, our global giving and volunteering platform, to track their efforts. For every hour of volunteer time tracked, employees earn money to donate to a nonprofit of their choice. In 2023, we launched a Volunteer Challenge, encouraging all employees to volunteer one day with local organizations. The Challenge inspired 1,700 employees to volunteer.

For employees who want to engage even further, we launched a Global Volunteer Network through which employees can organize their own volunteer opportunities and inform their colleagues of upcoming opportunities. Our new signature partnership with Visit.org, an organization that connects businesses with curated nonprofit volunteer opportunities, makes it possible to provide every employee, no matter where they are in the organization, the opportunity to volunteer.

Our donation matching program has enabled our employees to amplify their support of the nonprofits they care about. We offer a 1:1 employer match year-round. Throughout 2023, we maximized the impact of our employees worldwide by holding eight special match campaigns featuring 2:1 matches and a 3:1 match on Giving Tuesday. In 2023, 6,900 employees participated in our company match and volunteer program on Impact, resulting in 22,500 volunteer hours and $8.2 million contributed to 3,600 nonprofits.

Our employee impact in 2023

$8.2M
contributed through our matching program

22,500
hours volunteered

6,900
employee donors and volunteers

3,600
nonprofits supported

Taking saving lives **to heart**

In the U.S. alone, more than 350,000 people have a cardiac arrest every year. Of that number, about 60 to 80 percent die before reaching a hospital.[28,29,30,31] When these events occur, every minute counts. Automated external defibrillators (AEDs) can potentially restore a heart's normal rhythm after cardiac arrest. These tools, when used in a timely fashion with high-quality CPR, can save lives. Stryker's Emergency Care Team engaged in a number of ways in 2023 to increase awareness and provide products for responding to cardiac arrest.

Delivering equipment

- Worked with a charitable trust to supply more than 25,000 AEDs to first responders across multiple states

- Made AEDs available for Stryker's employees to purchase at deep discounts—for their personal use or to donate into their communities

- Our Forward Hearts program lets survivors of a sudden cardiac arrest (SCA) event, in which a HeartSine AED has been used, to pay it forward and potentially save another life by donating an AED to the organization of the survivor's choice—at least one additional life has been saved by a Forward Hearts donated device

Increasing knowledge

- Participated and supported the American Heart Association Heart Walk near our Redmond office to encourage CPR training and medical research

- Partnered with the Nick of Time Foundation to train high school students and staff on the warning signs of SCA

- Participated in World Restart a Heart Day, a global campaign to raise awareness of cardiac arrest

- Teamed up with USA Lacrosse, U.S. Soccer and the U.S. Council for Athletes' Health to bring CPR training and AEDs to communities across the country

Healthier
planet

We work to create a healthier world not only through our products and services, but also through our commitments to responsible operations. At Stryker, our growth is fueled by innovation and rooted in the understanding that human health relies on the health of our planet.

In this section

Operational carbon emissions

Making progress on our commitments

Stryker's ambitious goals for greenhouse gas (GHG) emissions reduction drive us to operate more sustainably, which, in turn, helps us achieve our mission of making healthcare better. Our environmental commitments are organized around a long-term goal for Stryker facilities to be carbon neutral (Scopes 1 and 2) by 2030.

We recognize that achieving this goal will require a multipronged strategy. As a part of our 2030 strategy, Stryker plans to continue to explore and invest in opportunities in renewable energy, energy efficiency, electrification, low-carbon fuels and low-carbon processes. To help us achieve this longer-term goal, we have set milestones along the way to keep us on track.

Progress on our path to carbon neutral by 2030

Goal	Progress
Reduce Scope 1 and 2 carbon emissions for Stryker facilities by 20% by 2024 (compared to a 2019 baseline)*	**13%** reduction as of year-end 2022
Power all facilities with 100% renewable electricity by 2027	**21** global sites are now powered by renewable energy contracts
Make all Stryker facilities carbon neutral (Scopes 1 and 2) by 2030*	**45** projects completed in 2023

For more information on our GHG emissions and energy consumption, please see our 2022 environmental performance data in the appendix.

* Our 2022 Scope 1 and 2 carbon emissions received external verification using the ISO 14064-3:2019 standard. To meet future assurance standards requirements, we initiated external data assurance for 2023 data using the ISAE 3000 standard; emissions will be reported once the assurance process is complete. As our methodologies evolve, this may result in updates to our future emissions reporting.
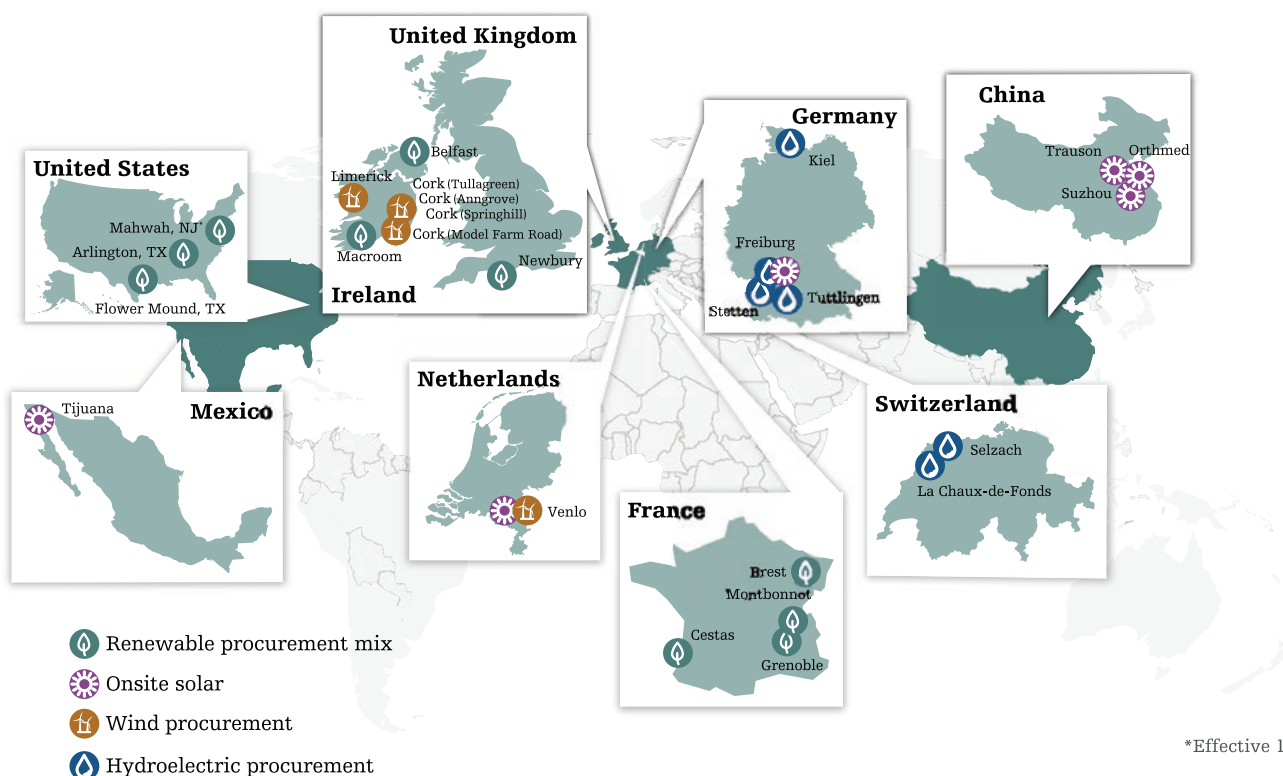
Investing in renewable energy

Renewable energy is core to meeting our 2027 and 2030 goals. In 2023, we continued to scale the use of renewable energy for our operations, helping to reduce our carbon footprint, strengthen our resiliency and mitigate against energy cost inflation. Stryker continues to make strategic investments in renewable procurement. In 2023, eight sites signed new agreements for 100 percent renewable electricity. More than 90 percent of our electricity use in Europe is renewable, and we are on track to be powered by 100 percent renewable electricity globally by 2027.

A core component of our approach is the use of virtual power purchase agreements (VPPAs). Through our VPPA partnership with global clean energy leader Ørsted, operations commenced in October at the Sunflower Wind project in Marion County, Kansas. Sunflower Wind will allocate around 37 megawatts of wind power to Stryker, which will account for approximately 70 percent of our current electricity consumption for our facilities in North America over the next 12 years. We are currently pursuing an EU VPPA to cover our European footprint.

We are also taking action to increase the renewable energy in our power supply through onsite solar installations. In China, the photovoltaic installations at our Changzhou (Trauson and Orthmed) and Suzhou facilities are projected to result in a combined carbon savings of over 1,000 MT. Stryker's Freiburg, Germany, site also added onsite solar, with a projected generation of over 400,000 kWh.

Stryker sites with renewable energy

United States
Mahwah, NJ*
Arlington, TX
Flower Mound, TX

Mexico
Tijuana

United Kingdom
Belfast
Newbury

Ireland
Limerick
Cork (Tullagreen)
Cork (Anngrove)
Cork (Springhill)
Cork (Model Farm Road)
Macroom

Netherlands
Venlo

France
Brest
Montbonnot
Cestas
Grenoble

Germany
Kiel
Freiburg
Stetten
Tuttlingen

Switzerland
Selzach
La Chaux-de-Fonds

China
Trauson
Orthmed
Suzhou

- 💧 Renewable procurement mix
- ✺ Onsite solar
- 🌀 Wind procurement
- 💧 Hydroelectric procurement

*Effective 1/1/24

Focusing on energy conservation

We're continuously looking for ways to conserve energy across our business and thereby reduce our carbon footprint. In 2020, we committed to investing $20 million through 2023 in projects that contribute to energy efficiency savings or renewable energy. Our investment was more than financial. We helped our sites to identify potential energy-reduction projects through the development and dissemination of an energy playbook. This playbook enables sites to self-assess opportunities for energy reduction, providing guidance and case studies for implementation. The U.S. Department of Energy recognized our playbook through its 2023 Better Practice Award for innovative and industry-leading accomplishments in implementing and promoting practices, principles and procedures of energy management. Stryker is proud to have 10 Leadership in Energy and Environmental Design (LEED)-certified buildings in our portfolio.

Stryker's sites implemented 45 projects in 2023. We're continuing to see the impact of these projects. They included:

- Replacing our 650-ton conventional chillers in Mahwah, New Jersey, with higher energy efficiency chillers, helping us save 1.9 million kWh of electricity per year.
- Installing automatic gate valves for fume/smoke extractor systems on welding stations in Portage, Michigan, resulted in 400,000 kWh of electricity savings per year.
- Upgrading the HVAC system in the coatings area at our Tullagreen, Ireland, facility with a heat pump system that will run solely on renewable energy, not natural gas. This resulted in an estimated annual savings of over 200,000 kWh of electricity and 1,200,000 kWh of gas.
- Upgrading lighting at our distribution center in Plainfield, Indiana, to energy-efficient LEDs, which will save nearly 2 million kWh of energy annually.

Emergency care vehicles go electric

Stryker's Sales Teams often travel to meet with customers, and we have upgraded our sales vans to electric vehicles for selected sales territories. These new vehicles include a state-of-the-art mobile showroom that allows our sales force to demonstrate Emergency Care's full continuum of care to customers. Our new electric sales vans not only help move us toward our 2030 goals, but also reduce costs of vehicle maintenance by 40 percent over the lifetime of the vehicle. It's a win for Stryker, a win for the environment and a win for our customers.

> " As a global healthcare leader, we understand the growing link between human health and environmental health and our role to deliver sustainable solutions. Securing renewable energy at large scale helps us play a role in decarbonizing the healthcare sector."
>
> **Viju Menon, Group President, Global Quality and Operations at Stryker**

Our multi-year energy reduction investments continue to deliver value. In 2023, we were excited to see a combined heat and power (CHP) electricity co-generator come online at our Arroyo, Puerto Rico, facility. This new CHP plant is the first of its kind across Stryker's network and is able to meet 100 percent of the facility's electricity needs. Moreover, the project will help Stryker reduce its emissions by nearly 50 percent at the Arroyo facility. In addition to its environmental benefits, the project is expected to save more than $1 million annually in electricity costs and allow the plant to continue operating in the event of power outages, reducing the need for diesel-consuming generators.

These projects will collectively reduce our carbon emissions by approximately 5 percent annually beginning in 2024. At many sites, we reduced the remaining emissions by procuring renewable energy.

Adjusting our methodology

Previously, we stated that we had exceeded our 2024 target to reduce our Scope 1 and 2 emissions by 20 percent. In 2023, we adjusted our methodology for calculating emissions to more fully account for our Scope 1 and 2 emissions based on the GHG Protocol. The inclusion of fugitive emissions and fleet emissions resulted in an adjustment to our 2019 baseline and is reflected in our 13 percent reduction as of the end of 2022. Based on our revised baseline, energy efficiency projects, renewable energy use and the power purchase agreement that is online as of 2023, we are on track to meet our 20 percent carbon emissions reduction goal by 2024.

Stryker's first combined heat and power project will reduce carbon emissions from our Arroyo site by 50%

Value chain carbon emissions

Assessing and addressing our impacts

Stryker fills a dual role in the healthcare value chain and our efforts to reduce carbon emissions. As a supplier, we strive to incorporate sustainable design into our products and packaging and make progress toward our emissions reduction goals, which helps our customers address their value chain impacts. As a customer, we expect the same from our own suppliers.

Understanding our Scope 3 impacts

The vast majority of our carbon footprint lies in our Scope 3 emissions. This includes our supply chain, transportation, logistics and use of our products, among other categories. At the end of 2023, Stryker signed a commitment letter to the Science Based Targets initiative, signaling our intent to set a science-based goal within two years. We're working on strategies to address our impact compared to the baseline year in each of these areas. We will publish our Scope 3 data once the limited assurance process is complete.

We engage our supply chain partners in training and management to help them assess their

environmental, social and governance (ESG) practices and performance (see Supply Chain Management). As suppliers mature in their ESG journeys, we may partner with them to set their own carbon emissions reduction targets.

Partnerships to green the industry

Industry partnerships help us institute best practices, share insights and learn. We are engaging with others throughout the industry to continue identifying opportunities to green our sector. See a complete list of our partnership organizations on our Corporate Responsibility website. A few highlights from 2023 include:

- **MedTech Europe**—Participated in MedTech Europe working groups throughout 2023, focused on emerging sustainability regulations under the EU Green Deal designed to improve the sustainable design of products and packaging

- **U.S. Department of Energy's Better Climate Challenge**—Participated in working groups around electrification, low-emission alternatives to industrial thermal loads, and onsite renewable energy and storage

- **Additive Manufacturer Green Trade Association**—Received award for sustainability reporting; created a working sub-group with other users of additive manufacturing to discuss sustainability and best practices

- **Business in the Community Ireland's Low Carbon Pledge**—Committed to the Low Carbon Pledge

- **Association of Medical Device Reprocessors**—Worked closely with the association to educate and promote reprocessing through the National Academy of Medicine's Sustainability Journey Map

Design for sustainability

Our products have an environmental impact at all stages of their lifecycle:

- During manufacturing, we require materials, energy and water, and often generate waste as a byproduct.
- In transportation and delivery, we use resources to develop packaging that protects products, which may also create waste.
- In their use, our products can require energy, and at the end of their life, products can result in waste if they're not disposed of with sustainability in mind.

It is our responsibility to address these challenges and implement solutions that deliver quality care while lessening our impact.

Sustainable innovation

Each year, we recognize and promote innovation within our Product Development Teams through the Global Research and Development awards. In 2023, we launched the Design for Environmental Sustainability Award. The award's criteria include:

Customer centered—Does the innovation meet or exceed customer sustainability requirements?

Environmental impact—Does the innovation promote carbon footprint reduction, waste volume or mass reduction, water reduction or chemical of concern reduction?

Business impact—Does the innovation promote supply chain engagement, logistics efficiency, cost reduction, margin improvement or volume increases, among other impacts?

Product lifecycle—Does the innovation facilitate lifecycle assessments or management, material sourcing or selection, improved design for manufacturing, improved design for manufacturing processes, design for disassembly or serviceability or application of the 3Rs (reduce, reuse, recycle)?

Scalable innovation—Does the innovation facilitate cross-divisional collaboration or platform thinking or promote the use of shared components or technology and materials that can be applied across businesses?

Innovation—What is the degree of novelty in the innovation?

Trauma and Extremities wins first Design for Environmental Sustainability Award

In 2023, we awarded our first Design for Environmental Sustainability Award, honoring the team whose innovation best showcases sustainable design in action.

Stryker's Trauma and Extremities (T&E) Team won the award for its electronic Instructions For Use (eIFU) solution and multilayer label that meets regulations for medical device packaging while eliminating the need for multiple labels. The peelable label includes three components in one:

- Product information on the detachable top layer
- An implant card, which physicians or hospitals must complete and hand to patients, on the reverse side of the top layer
- Directions to access the eIFU on the exposed bottom layer

The label includes 300 percent more printed information than a standard label and has helped the T&E Team save nearly 50 tons of paper in its first year of use.

Runners up included MyoSure, a reprocessed hysteroscopic tissue removal device from Stryker's Sustainability Solutions Business, and the InZone Detachment System from our Neurovascular Team.

Reducing our footprint throughout the product lifecycle

Through Stryker's Sustainability Solutions' Redesigned for Sustainability initiative, we aim to reduce waste and other environmental impacts of manufacturing our products. For example, our reprocessed devices undergo a process that requires significant use of water and chemicals during the cleaning process, ensuring they are safe to be used again. We have found ways to reduce the impact of our cleaning process through automation and more efficient use of our soaking baths and rinse tanks.

We also look for ways to reduce emissions when transporting products to customers. At our distribution center in Venlo, Netherlands, we introduced a smaller box for shipping products. With this smaller design, our fill rate of customer shipments increased by 11 percent, while improving customer experience and reducing CO_2 emissions and costs due to fewer transportation runs. Finally, we're investing in product innovations that reduce customer emissions. A lifecycle assessment (LCA) of our Neptune 3 waste management system found that a single hospital using one Neptune system, rather than a traditional suction canister, could reduce emissions by 294 kg CO_2 per year, assuming 400 surgical procedures are performed annually with each procedure producing 24L of fluid waste.[32,33]

The reduction of plastics in medical devices is a particular area of opportunity, not only for Stryker, but across the healthcare industry. In 2023, we participated in multiple projects led by the Healthcare Plastics Recycling Council to reduce the use of virgin plastics. These projects covered design for recyclability, use of advanced recycled plastic and best practices for sustainable use of plastic in packaging. A result of these efforts was the publication of Design Guidelines for Optimal Hospital Plastics Recycling.

Doing more with less through additive manufacturing

One way we are reducing the volume of metal and plastic that goes into creating our products is by investing in additive manufacturing (AM). AM, also known as 3D printing, uses computer-aided design software to create objects one layer at a time. In contrast to conventional, subtractive manufacturing methods, AM reduces environmental impact by leveraging more efficient material usage and more freedom in product designs, while also allowing for greater product customization.[34] AMagine demonstrates Stryker's proprietary approach to creating implants using AM. A recent LCA of the Triathlon tibial baseplate revealed that AM has environmental benefits over subtractive manufacturing that go beyond waste reduction. These benefits include lower contributions to ozone depletion, global warming, smog formation and fossil fuel depletion.

In 2023, Stryker expanded production at our AMagine Institute in Cork, Ireland. The institute, which opened in 2017, develops breakthrough technologies from early R&D to support full commercial launch and scaling across a broad portfolio of products and services. The AMagine Team, around the world, focuses on developing new implant, component and personalized solutions with innovative platform technologies. The pipeline of products from our AMagine Institute, supports all of Stryker's divisions and demonstrates our ability to move AM research into action. Stryker is a member of the Additive Manufacturer Green Trade Association (AMGTA). In 2023, we led the formation of a working group in the AMGTA to help users of AM technology connect and collaborate on why and how to use AM for sustainability.

Sustainability through digitization

Instructions for use (IFUs) are regulated documents that help patients and doctors use medical devices properly. Typically printed and included within a product's packaging, IFUs use a significant amount of paper that can be reduced by publishing instructions digitally.* In addition to avoiding waste, eIFUs avoid the risk of instructions being destroyed or lost, can be updated quickly in the event of safety information changes, incorporate multimedia and can be published in as many languages as necessary. As regulators globally embrace eIFUs, Stryker is increasing use of eIFUs across all units, where allowed by law.

100%
of T&E products shipped from our Kiel and Selzach sites and Stryker's Sustainability Solutions products use eIFUs

Many countries that have not permitted the use of eIFUs to date are beginning to introduce legislation to allow their use.

*Not all markets allow eIFUs

Through our Products for the Planet program, we encourage hospitals to help us collect single-use products for reprocessing. When they achieve annual product collection goals, we donate trees to be planted on their behalf. Since the program began in 2017, we have donated more than 271,000 trees through the National Forest Foundation and Tree Canada.

Extending the life of medical products

Medical products have a relatively short lifespan, with many designed for only a single use. As a result, patients and hospitals send thousands of tons of medical materials to landfills each year. This waste can be reduced in several ways, including through reprocessing, which allows certain medical devices to be safely reused.

According to Stryker's Sustainability Solutions' most recent peer-reviewed LCA, conducted in 2022, reprocessed single-use medical devices have a lower carbon footprint than the original manufactured devices due mainly to reprocessed devices not requiring the production and manufacturing of new virgin plastic and metal.

One product that utilizes reprocessed components is the InZone Detachment System, a sterile, handheld, single-use device designed to help deploy platinum metal coils used in the treatment of aneurysms. The devices contain 213 circuit board components and two AAAA batteries.[35] Stryker's Sustainability Solutions and our Neurovascular Business Unit collect and reprocess circuit boards and batteries from systems in the U.S., Europe, Australia, New Zealand and South Korea. In 2023, we collected over 8,000 devices globally. We also distributed our first shipment of InZone Detachment Systems with reprocessed components. As we expand the program, we plan to explore whether we can collect and reuse all of the detachment system's components, not just the circuit board components and batteries.

Stryker's Emergency Care Business operates a certified pre-owned program for its Power-PRO XT powered ambulance cot and, since 2023, its Power-LOAD cot fastener. Over the past three years, the program has recertified and resold 111 tons of medical devices.

Product environmental compliance

In response to growing environmental product regulation globally, Stryker's Product Environmental Compliance Team evaluated new regulations and integrated relevant regulatory requirements into Stryker's internal procedures to ensure that Stryker products continue to be designed to the latest regulatory standards. Through engagement with MedTech Europe, a European trade association representing the medical technology industry, the team focused on several chemicals and circular economy policies that are being introduced under the EU's Green Deal framework. In addition, the team explored opportunities for improving the effectiveness and efficiency of both internal and supply chain processes, as well as tools for managing compliance to a growing number of product chemical restrictions.

Water and waste reduction

Reducing our impacts

In addition to carbon emissions, Stryker has identified water and waste as key areas through which to reduce our environmental footprint.

Waste management

Stryker's waste management strategy centers around efforts to reduce the amount of waste we send to landfill. To achieve this, we focus on reducing the amount of waste we generate and increasing recycling and reuse where possible.

Our strategy is site-specific, given that each location handles different processes and materials. In 2023, we conducted waste audits at our sites in Cary, Illinois; Tijuana, Mexico; and Arroyo, Puerto Rico. In Arroyo, the audit helped us identify and classify our waste streams, and to highlight 16 initial waste minimization opportunities. By the end of 2023, we developed a waste minimization plan and executed several of these actions, including implementing a process to identify recycling-eligible products from our microbiology laboratory and composting food waste generated in the facility's cafeteria.

Stryker has six sites in Ireland that send zero waste to landfills—meaning that all waste generated onsite is recycled, reused or sent to a waste-to-energy facility.

Water stewardship

Stryker's manufacturing process relies on reliable, clean water. With several of our facilities in medium-high water risk regions, we recognize a heightened need for water conservation. To further understand our water-related risks, we worked with a third party to conduct a water inventory and risk assessment. Our Ireland sites have completed water stewardship trainings to better educate our teams and guide water conservation in the near term. In addition, we are in the process of completing third-party assurance of our water-related data and will release water data when the assurance process is complete.

Employee engagement on sustainability

Building on the passion of our employees

Many of Stryker's employees care deeply about the environment and are working with the company to drive more sustainable practices. Employees can engage in a number of ways, including through Stryker's Environmental Alliance, which is an employee community committed to environmental change. This group continues to grow, with over 840 employees participating and several new chapters opening this year.

In 2023, many of Stryker's sites hosted energy treasure hunts, first coordinated as an Earth Day activity and then continuing throughout the year. Energy treasure hunts are events that empower cross-functional teams of employees to walk the facility and discover opportunities for energy savings and build a culture of continuous improvement.

Engaging our employees in Climate Week

In September, Stryker hosted its first-ever Climate Week Townhall. This internal event was broadcast globally to educate employees about Stryker's sustainability strategy, key practices and progress toward goals. Approximately 3,000 employees attended the event, which included fireside chats with leadership, a healthcare leader discussion and an employee panel. The exciting conversations focused on how Stryker can collaborate with customers to make healthcare more sustainable and how employees can make a difference.

Stryker's Environmental Alliance highlights

Around the globe, Stryker's Environmental Alliance chapters hosted activities to promote sustainability and engage with their communities. These activities included:

Ventura, CA
Volunteer day trash pickup

San Jose, CA
Sustainability walks, Earth Day programming, World Bee Day

Tempe, AZ
Park cleanup, tree planting

Kalamazoo, MI
Arboretum fall walk, E-recycling event, park clean up, online sustainability storefront

Cary, IL
Sustainability walks, spring cleanup, fall tree planting, lunch and learns

Mahwah, NJ
Earth Day, park cleanup

Ontario and Quebec, Canada
Earth Day park cleanup

Arroyo, Puerto Rico
Sustainability fair

Ireland
Onsite energy transition strategy, branded wastebins, energy kaizen

United Kingdom
Trash pickup

South Pacific
Energy audit, lunch and learns, Clean Up Australia Day, Keep New Zealand Beautiful Week

Good
business

Within every area of our business, Stryker strives to make healthcare better by prioritizing ethical business practices. Our leaders set a standard for quality and integrity that permeates the entire organization and helps us achieve business excellence.

In this section

Governance

Leading with integrity

Stryker maintains policies, procedures and guidelines, reviewed on a regular basis, that reflect our ethical business standards. Our Board, senior leadership and other members of management provide oversight of these standards. In 2023, we made small changes to Board Committee charters to stay current with new regulations, market trends and investor expectations.

Stryker regularly engages with shareholders and considers their proposals. For information on our virtual shareholders' meeting, as well as the shareholder proposal process, please see our Proxy Statement. Corporate governance information, including our bylaws, charters, guidelines and policies, is available on stryker.com, and we include details about governance topics, including the election of directors, in our Proxy Statement. We also provide periodic disclosures in our Securities and Exchange Commission (SEC) filings.

50%
of Stryker's Board of Directors identify as racially/ethnically diverse

40%
identify as women
See Diversity, Equity and Inclusion for full Board diversity metrics.

Board of Directors

Kevin Lobo*

Mary Brainerd‡§

Giovanni Caforio, M.D.‡§

Srikant Datar, Ph.D.**

Allan Golston‡§

Sherilyn (Sheri) McCoy†‡§

Andrew (Andy) Silvernail**

Rajeev Suri**

Ronda Stryker§

Lisa Skeete Tatum**

John Brown,
Chairman Emeritus and Former Chair, President and CEO

Howard Cox, Jr.,
Director Emeritus

Our Board brings a diverse set of experiences and expertise. More information about our directors' experience is available in our Proxy Statement, and information about the roles and responsibilities of our Board committees can be found on our website. Our Proxy Statement also includes information on director compensation, as well as "say-on-pay" shareholder advisory votes.

The Board has determined that all of our current directors other than Mr. Lobo, including all members of the Audit Committee, are independent under the New York Stock Exchange listing standards. Director Srikant Datar has announced that he will not stand for reelection. The Board has nominated Rachel Ruggeri to stand for election at our 2024 annual meeting.

*   Chair of the Board   †   Lead Independent Director   **   Audit Committee   ‡   Compensation and Human Capital Committee
§   Governance and Nominating Committee

Senior Leadership Team

Kevin Lobo
Chair and Chief
Executive Officer

Yin Becker
Vice President, Chief
Corporate Affairs Officer

Glenn Boehnlein
Vice President, Chief
Financial Officer

Katy Fink
Vice President, Chief
Human Resources Officer

Rob Fletcher
Vice President, Chief
Legal Officer

Viju Menon
Group President, Global
Quality and Operations

Andy Pierce
Group President, MedSurg
and Neurotechnology

Spencer Stiles
Group President,
Orthopaedics and Spine

Sharing knowledge across our industry

Many Stryker executives hold or have held leadership positions in healthcare industry associations. These roles include:

- **Advanced Medical Technology Association (AdvaMed)**—Kevin Lobo, Chair, March 2019–March 2021; Executive Committee Member, March 2013–Present

- **Asia Pacific Medical Technology Association (APACMed)**—John Collings, Chair

- **Healthcare Leadership Council**—Andy Pierce, Council Member

- **Medical Device Manufacturers Association**—Spencer Stiles, Board Member

- **MedTech Europe**—Stuart Silk, Board Member

38%
of our Senior Leadership
Team identify as racially/
ethnically diverse

25%
identify as women

Other Leadership Members

Other Officers

Jason Beach
Vice President, Investor Relations

Bill Berry
Vice President, Chief Accounting Officer

Jeanne Blondia
Vice President, Finance and Treasurer

Andrés Cedrón
Vice President, Corporate Secretary

Rob Cummings
Vice President, Tax

Alan Douville
Vice President, Chief Information Officer and Chief Information Security Officer

Dana McMahon
Vice President, Chief Compliance Officer

Jody Powell
Vice President, Global Regulatory Affairs and Quality Assurance

Divisional Leadership

Mike Carlin
Customer Solutions

Robert Cohen
Digital, Robotics and Enabling Technologies

Dylan Crotty
Instruments

Brent Ladd
Endoscopy

Tim Lanier
Trauma & Extremities

Jim Marucci
Neurovascular

Robbie Robinson, Jr.
Spine

Brad Saar
Medical

Kathy Truppi
Joint Replacement

Regional Leadership

Maurice Ben-Mayor
South Pacific

Erin Broeske
East Asia

Dragana Bunjevac
Eastern Europe, Middle East and Africa

John Collings
Asia Pacific

Satoshi Mizusawa
Japan

Pedro Ramazzotti
Latin America

Aman Rishi
India

Stuart Silk
Europe, Middle East and Africa, Canada and Latin America

Lindsay Williams
Canada

Shaobin Zhang
China

Corporate responsibility governance

Stryker's mission and values, company strategy and Code of Conduct support our corporate responsibility (CR) work. The Governance and Nominating Committee of our Board of Directors oversees all CR matters. Our CR Steering Committee includes three executive officers who report to the CEO. The CR Steering Committee includes cross-functional business leadership and meets monthly to drive environmental, social and governance (ESG) strategy across the company, advocate for ESG practices and oversee performance. The Committee:

- Advises on strategy and initiatives for CR
- Provides accountability for CR-related budget and resources
- Guides company-level disclosures and business integration strategies
- Oversees development of future CR operating models
- Provides accountability for progress toward goals, including setting new goals

Our Board of Directors considers ESG risks in enterprise risk management and strategy development. Company leaders are responsible for these risks and local managers who are responsible for implementation. During shareholder engagement sessions pertaining to ESG matters, we typically receive questions about our product quality processes and supply chain practices, governance models, ethical marketing practices and carbon reduction commitments.

Stryker includes ESG metrics in the compensation plans of Named Executive Officers (NEOs). The details of our NEOs' compensation plan for 2023 are available in our Proxy Statement.

Briefings to our Board

Members of the CR Steering Committee, along with other Leadership Team Members, provide quarterly updates to the Governance and Nominating Committee and annual updates to the full Board of Directors on CR and sustainability topics. Stryker's Human Resources (HR) function regularly briefs the Compensation and Human Capital Committee and Board on diversity, equity and inclusion matters and performance. Our global chief information officer/chief information security officer (CISO), a member of our Senior Management, provides quarterly updates to the Audit Committee and/or full Board of Directors on company policies, practices and performance with respect to cybersecurity risk assessment and risk management. Stryker's Board of Directors and the Board's Committees also oversee the global compliance and privacy (GCP) program with quarterly updates from our global chief compliance officer.

CR Steering Committee members

Mike Anderson
Europe, Middle East, Africa, Latin America and Asia Pacific

Jason Beach
Investor Relations

Yin Becker
Corporate Affairs

Eileen Buckley
Corporate Responsibility

Andrés Cedrón
Corporate Secretary

Katy Fink
Human Resources

Jennifer James
Finance

Jamie Leary-Erickson
Global Real Estate

Viju Menon
Global Quality and Operations

Matt Moreau
MedSurg and Neurotechnology

Jodie Morrow
Orthopaedics and Spine

Erol Odabasi
Corporate Sustainability

Risk assessment

Stryker faces a variety of strategic, financial, operational and compliance risks, many of which are discussed on stryker.com and within the Risk Factors section of our 10-K filing. We maintain an enterprise risk management process comprised of programs and processes to identify and assess these risks, including robust oversight, as well as management strategies and initiatives.

Charters of the Board's Audit Committee and Governance and Nominating Committee outline our risk management oversight. These committees meet regularly with group presidents and our Finance, Information Security, Tax, Treasury, Internal Audit, Legal and Compliance Management Teams to assess financial, legal, compliance, cybersecurity, operational and strategic risks throughout our businesses. These Committees also review our insurance and other risk management programs and policies to enable the Board to exercise its ultimate oversight responsibility for the company's risk management processes.

In addition, we conduct an annual organizationwide compliance risk assessment, which evaluates 93 commonly accepted compliance risks across the MedTech industry. We conduct risk assessments at divisional and country levels and use the results to calculate a global risk profile for the company, which in turn informs our program and mitigation plans in any given year.

We also actively assess and manage risks associated with environmental concerns through climate-related risk assessments. For example, our enterprise risk management program includes consideration of risks associated with climate, emissions, waste and resource depletion. We also regularly assess climate-related risks associated with our operations, technology, current and emerging regulation, and reputation.

Political engagement

Stryker engages political leaders at the United States federal and state level as well as globally to advocate for policies that support our mission. In 2023, our United States federal lobbying expenses totaled $650,000. Stryker neither operates nor contributes to a political action committee, and we do not make political contributions at the United States federal or state level.

Trade associations

Stryker is a member of trade associations that engage in advocacy on behalf of their members. In 2023, trade associations in the United States to which we paid over $50,000 in dues included:

- AdvaMed $1.3 million (8%*)
- Healthcare Leadership Council $200,000 (30%*)
- Medical Device Manufacturers Association $131,000 (30%*)

* Percentage of dues paid to each trade association that is attributable to advocacy.

Business ethics and integrity

Doing business the right way

Stryker's GCP program is built upon our values of integrity, accountability, people and performance, and is designed to address the needs of our organization while remaining compliant with relevant laws, regulations and industry standards. The GCP Team partners with the business to reduce risk and enable growth.

Code of Conduct

Stryker's Code of Conduct (Code), policies and standards empower our employees to conduct business in line with our values. Our refreshed Code was launched in early 2023 and underscores our expectations of all employees and business partners to make ethical decisions. Within the Code, each topic begins with a guiding principle setting out the expected behavior and an explanation of why the topic matters to Stryker's continued success, followed by practical guidance for how to do what's right. The Code is available in 21 languages.

Throughout the year, we focused on awareness and integration of the Code, which included employee training and targeted communication campaigns. In 2023, 94% of employees completed training on the Code. We also used companywide communications and team meetings to reinforce key messages and incorporated supplemental learning resources into existing training programs and leadership resources. These resources included discussion guides to encourage conversations on Code topics that best align to employees' work situations, among other job aids.

Our values

Integrity
We do what's right

Accountability
We do what we say

People
We grow talent

Performance
We deliver

Creating a culture of integrity

Each year, Stryker organizes a dedicated campaign to reinforce the importance of integrity to our business. In 2023, we held a global Integrity Matters Week, during which we highlighted our refreshed Code, using practical examples, video stories and employee engagement activities to bring our expectations to life.

We focused on a different section of the Code each day, covering:

- Our conflicts of interest program and reminder to self-disclose potential conflicts through a new system
- Our anti-bribery and anti-corruption principles
- Our expectations for the responsible use of artificial intelligence (AI) tools
- Our position on human rights
- Our Speak Up Policy and non-retaliation commitment

Throughout the year, we continued to issue Integrity Matters newsletters that included updates about our prioritized risk areas, including real-world examples and spotlights on employees who showcased integrity in their daily work. The newsletters, available in multiple languages, also focused on business-related issues for different parts of the company.

> " I was so inspired during Integrity Matters Week, listening to stories from around the world that demonstrate how the Code supports our employees in their roles and is meaningful to them."
>
> **Dana McMahon, Chief Compliance Officer**

Engaging with our indirect channels

Our Indirect Channel (IC) Management Team provides global oversight, alignment and consistency in managing ICs across geographies—helping our partners conduct business ethically and with integrity. Aligned with Stryker's strategic pillar of globalization, the IC Management Team is leveraging data to drive more informed decisions on where to focus our resources. This process provides insights into the unique go-to-market strategies required in each of our geographies and, in turn, helps us guide our ICs to improve performance and reduce risk.

We share periodic newsletters with ICs to provide updates, increase understanding of bribery and corruption risk and focus on appropriate healthcare professional interactions. These newsletters also direct our ICs to the IC Resource Center, where tools, trainings and templates are available for them to build their own compliance programs.

During 2023, we began the global rollout of an advanced training called the "Partner Success Program." Focused on upskilling our internal teams, the objective is to embed a consistent approach to IC management that will strengthen alignment across franchises, countries and global functions. Our advanced training program for ICs, called "Winning the Right Way," continues to set clear expectations for our ICs about how to conduct business with integrity. The training's objective is to upskill ethical decision-making and provide support for ICs to develop their own compliance programs.

Anti-corruption and conflicts of interest

Stryker prohibits bribery and corruption in all forms and is committed to having ethical and transparent interactions with healthcare professionals and government officials. Our refreshed Code stipulates that "the company and its employees and directors will not make any improper payments to government or non-government officials, employees, customers, persons or entities, nor will the company or its employees and directors request or accept any improper payment from suppliers, customers or anyone seeking to do business with the company." Corporate Policy 12: Improper Payments offers further guidance and direction on our prohibition to make, offer, accept or request improper payments.

Our refreshed Code emphasizes the importance of managers creating a "speak up" culture and leading by example. In 2023, we published a global Speak Up Policy, which encourages employees to report concerns and reinforces our commitment of no retaliation against employees who raise concerns in good faith. The emphasis on non-retaliation responds directly to findings from a prior ethics and integrity assessment that indicated a lack of awareness and understanding among employees of this policy.

As part of our effort to build a culture of integrity, we also launched a global Conflicts of Interest program, leading with a new policy to set clear expectations for employees about identifying, avoiding, disclosing and managing conflicts. Supported by a comprehensive launch campaign, the program included e-learning modules for managers and employees, as well as tools to improve transparency and help employees with disclosing and managing conflicts.

Compliance risk assessments and plans

Each year, we conduct compliance risk assessments globally and locally to identify, prioritize and manage the specific risks within our businesses. The GCP Team creates a global compliance plan based on the results of these assessments, external expectations for compliance programs and other internal considerations, including resources, talent and continuous improvement.

Local Compliance Committees, with the support of the local compliance officer, are also responsible for creating a local compliance plan. The local Compliance Committee owns that plan and monitors implementation and performance throughout the year.

Compliance during acquisitions

A comprehensive evaluation of the compliance environment of an acquisition target takes place well before and continues after an acquisition. Stryker's compliance specialists work with local compliance officers and external advisors to evaluate potential acquisition targets and identify business practices that do not align with our standards and will need to be adapted after closing. The GCP Team onboards acquired companies into Stryker's GCP program through education on policies, implementation of Stryker's compliance systems and completion of due diligence on select third-party business partners.

Investigations and corrective actions

Employees and third parties can report ethical concerns or allegations of noncompliance with our Code and Stryker's policies and standards to their manager, Compliance, Legal, HR or Stryker's Ethics Hotline. The Ethics Hotline is accessible via the web, telephone and text messaging, and allows individuals to report their concerns confidentially and anonymously, if desired. Responsibility for the hotline lies with Stryker's Ethics Hotline Committee, which receives regular reports on key trends and critical issues. In 2023, over 1,600 matters were raised and tracked through the Ethics Hotline.

Once we receive a report, investigators within the GCP Team, Employee Relations Team and/or Investigations Team collect any available documentation, conduct interviews and review Stryker's relevant policies to assess the allegations. The team considers all information and takes appropriate corrective action when necessary. This data also feeds into future compliance risk assessments.

Ethical marketing and sales

Our Code outlines our commitment to accurately represent our products and services and comply with applicable regulatory and legal requirements governing their marketing and sale. Our Corporate Policy 5: On-Label Product Promotion offers further guidance and direction to our internal sales force and third parties—including ICs who sell on our behalf—that we may only promote our products for uses consistent with the product label.

Stryker has adopted the AdvaMed Code of Ethics and similar regional and local industry association codes to guide our internal sales force and ICs regarding ethical interactions with healthcare professionals. In 2023, we launched a project to modernize and expand our global healthcare professional interactions program. This comprehensive program is expected to establish accessible and harmonized policies and standards, supported by relevant and practical training, efficient processes and user-friendly systems to empower employees to act with confidence and integrity. The program is expected to allow for more consistent monitoring of healthcare professional-related risks, faster detection and response to issues and sustained program governance.

Our animal welfare directive

Stryker's position regarding animal research in the context of medical technology development recognizes two interrelated ethical commitments: one to human patients and one to animals that may be used in product development and lifecycle management. Our directive describes the limitations and principles of animal use that Stryker abides by. For more information, please see our complete directive.

Information security and data privacy

Treating data with care

Stryker's employees, customers, patients and other stakeholders entrust data to us, and we take the responsibility to protect that data seriously. We work to keep information private and our systems secure, and to stay abreast of emerging risks and opportunities presented by technologies like AI. We protect intellectual property that we own and develop, and we respect the valid intellectual property rights of others.

Protecting against evolving threats

In recent years, cyber threat actors have become more sophisticated and more prevalent than ever before, as they capitalize on technology and attempt to expose vulnerabilities across the business landscape. We are expanding our maturity and ability to detect and protect against new threats, as well as threats from inside the company.

We continue to adapt to the evolving geopolitical and regulatory landscape. Our program activities include risk management, compliance assurance, data breach management, regulatory and audit,

with a strategic focus on automation and AI capabilities. We maintain specialized teams that focus on the cybersecure design and support of Stryker digital products and medical devices.

As AI is adopted by businesses globally, Stryker's Information Technology (IT) Team continues to provide a stable, secure and scalable technology infrastructure to support rapid innovation and the sustainable deployment of AI technologies. AI innovations in medical devices rely on patient and device data that requires safe storage and use

to provide personalized solutions (see Privacy for more information on our data privacy practices). We are introducing roles in our IT organization to support data management and governance for AI use cases.

Cybersecurity

Stryker's cybersecurity program defends the company and our customers against cybercrime activity around the globe. Our CyberSecurity, Cyber Risk and IT Compliance Team keeps Stryker's data and assets secure while responding quickly to cyber threats and mitigating risks. In 2023, the U.S. Securities and Exchange Commission (SEC) introduced new cybersecurity disclosure requirements. In response, we updated our Incident Response Plan to include a materiality evaluation by our corporate secretary and Legal Team and updated our Form 10-K to meet the new requirements.

Our cybersecurity experts use industry-leading practices, including AI, to provide state-of-the-art global cybersecurity protection. The team holds more than 30 distinct industry certifications in cybersecurity, threat intelligence, risk and compliance. We have strong relationships with local and federal government and security research partners that bolster our cybersecurity profile across our highly regulated and controlled infrastructure for facilities, data and assets. The team continues to diversify its global footprint, increasing its service to support Stryker's international business.

Our Security Operations Centers and Cyber Fusion Center monitors and detects threat activity 24/7 by gathering, analyzing and acting on intelligence. Our Cybersecurity Team assesses the security of Stryker's systems to protect the company against potential threats. To stay ahead of attacks, the team will continue to implement updated cybersecurity solutions, while focusing on developing next-generation approaches.

As an organization certified in international cybersecurity standards, including International Organization for Standardization (ISO) 27001, our Quality Management Program includes internal and external security reviews of products and systems, and is developed in accordance with security- and privacy-by-design principles.

Key cybersecurity partnerships

- Anti-Terrorism Advisory Council
- Cincinnati CISO Roundtable
- CISO Coalition
- Critical Manufacturing Sector
- Cybersecurity and Infrastructure Security Agency
- Department of Homeland Security
- Domestic Security Alliance Council
- Gartner Institute Research Board for Enterprise Risk Executives and CISO Health Information Sharing and Analysis Center
- InfraGard Chicago HealthCare Information Sharing and Analysis Center
- Sector Coordinating Council

All of Stryker's employees with network access undergo mandatory security education several times a year, including regular cybersecurity awareness training and role-specific security and data protection training. We communicate frequently with employees regarding pertinent security topics and policies throughout the year.

We conduct cybersecurity and privacy assessments prior to engaging with third parties that integrate with Stryker's data, network, systems and products. As a growing company that routinely acquires and integrates with other businesses, we have streamlined processes that quickly bring acquired companies into alignment with our cybersecurity standards.

Privacy

Stryker's Global Privacy program is built upon common principles that allow us to comply with ever-changing and complex global privacy regulations and to meet stakeholders' expectations for how we handle data. Our principles prioritize transparency, purpose limitation and data protection throughout the data lifecycle. Our focus on privacy-by-design and privacy-enhancing technology ensures privacy is at the core of our company's future data use and innovation through AI and other advances. We hold ourselves accountable to these principles through comprehensive and role-based training for our workforce and integrating privacy into data processes and product development. Our practices and high standards extend to our third-party partners. See page 24 of Stryker's Code of Conduct, as well as Corporate Policy 7: Global Information and Systems Security, and Corporate Policy 11: Global Privacy and Data Protection for information regarding measures to protect third-party data from unauthorized access or disclosure.

Our chief privacy officer oversees the Global Privacy organization and program, and leads organizational compliance with laws, regulations and standards. We seek to continually evolve our Global Privacy program so that privacy remains an integral part of our company's growth and innovation.

See pages 28 and 29 of Stryker's Code of Conduct for information about our policies on record retention.

Managing AI risk

The dynamic landscape of AI and machine learning (ML) technology holds immense promise for revolutionizing healthcare, enabling personalized diagnoses and treatments with unprecedented speed and precision. Stryker is an active participant in this transformative journey, harnessing AI, ML and deep learning in our products. Recognizing the concerns inherent in AI utilization, including AI effectiveness, potential bias in algorithms, and the privacy and security of health data, Stryker maintains a vigilant approach to evaluating and enhancing the ethical integrity of AI in our products. We are committed to ensuring that our AI applications align with the highest standards of ethical and data security practices.

In the realm of generative AI, a technology capable of producing diverse content, including text, imagery, audio and synthetic data, we have developed comprehensive internal guidelines and tools to use this technology safely and effectively for internal productivity. These guidelines serve as a compass for all of Stryker's employees, offering insights into potential risks and inherent limitations associated with generative AI.

Human rights

Safeguarding the rights of all

An ethical business is also one that treats all people in its value chain with dignity and respect. Our Position on Human Rights, communicated broadly to employees during our Integrity Matters Week, outlines our commitment to this important issue. We expect third parties, including indirect channels, suppliers, vendors and contractors doing business with Stryker, to share our commitment to safeguarding human rights.

These principles are summarized in our Code of Conduct and Supplier Code of Conduct, which serve as guides for how we do business, including:

- No forced labor, involuntary labor or human trafficking
- No child labor and fair treatment of young workers
- Fair labor practices
- Nondiscrimination and anti-harassment
- Safe working environment

Our Human Rights Council, the highest body responsible for human rights governance and due diligence, is a global, cross-functional team. The Council's members provide input and counsel on human rights strategy and initiatives, embedding and advocating for human rights principles in their respective functions and tracking implementation and results. Our group president of Global Quality and Operations serves as executive sponsor. The Council reports directly to Stryker's CR Steering Committee and provides regular updates on human rights topics. In 2023, Stryker published our latest disclosures pursuant to the U.K. Modern Slavery Act of 2015 and the Australian Modern Slavery Act of 2018.

We require that Stryker's employees who most frequently visit or interact with direct suppliers complete annual training on the prevention of forced labor and human trafficking in our supply chain. The training educates these employees on human rights risk factors, indicators and reporting methods. In 2023, 98 percent of these employees completed training.

We also encourage employees to report any human rights concerns to their manager, Legal, Compliance or HR, or by using our Ethics Hotline.

As a global healthcare company, we are guided by global human rights principles including:

- International Labour Organization Declaration on Fundamental Principles and Rights at Work
- Organization for Economic Cooperation and Development Guidelines for Responsible Business Conduct
- United Nations Guiding Principles on Business and Human Rights
- Universal Declaration on Human Rights

Mission
Together with our customers, we are driven to make healthcare better.

Values

| Integrity | Accountability | People | Performance |
| We do what's right | We do what we say | We grow talent | We deliver |

Supply chain management

Driving accountability with suppliers

We engage our direct suppliers to understand and improve their ESG and quality practices, maturity and performance. Through these engagements, our suppliers are better able to support us in delivering high-quality materials, reducing potential supply disruptions and upholding our values.

Supplier Code of Conduct

Stryker requires any supplier doing business with us to adhere to our Supplier Code of Conduct through our supplier contracts and purchase order terms and conditions. The Supplier Code communicates our expectations for suppliers in key areas, including:

- General business and ethics
- Human rights
- Labor and employment
- Health, safety and environment
- Intellectual property and data

Our Direct Procurement Team completes annual training focused on understanding the covered topics and assisting suppliers in meeting their obligations under the Supplier Code. In 2023, 99 percent of these employees completed this training.

Our conflict minerals reporting

We support the responsible procurement of tin, tantalum, tungsten and gold, commonly referred to as conflict minerals, including those that originate from the Democratic Republic of the Congo and adjoining countries. To address any potential risks that may occur deep within our supply chain related to conflict minerals, we maintain a Conflict Minerals Policy and provide updates on our efforts in our Conflict Minerals Report, filed annually with the SEC. In addition, we are members of the Responsible Minerals Initiative, which provides companies with tools and resources to make decisions that improve regulatory compliance and support responsible procurement from conflict-affected and high-risk areas. Stryker's Ethics Hotline is available for any interested parties to voice and record concerns regarding conflict mineral risk. Read more about our Ethics Hotline.

Supplier ESG engagement and assessment

We assess suppliers' ESG-related policies, governance processes and key performance indicators (KPIs) using recognized third-party platforms. We prioritize direct suppliers for assessment based on their overall importance to our business and their inherent risk regarding ESG-related issues. These risk determinations are informed by supplier industry, operational location and insights from publicly available data sets. We integrate results from these assessments into supplier risk scores which are considered in risk identification and mitigation activities, procurement decisions and supplier business reviews. In 2023, we provided training on engaging with suppliers on ESG topics to Procurement Team members who manage in-scope suppliers.

These third-party assessment platforms are also our primary vehicle for ESG-related supplier development. Based on their assessment results, our suppliers receive feedback and training opportunities on key ESG topics. We expect suppliers to use their assessment results and these resources to identify, prioritize and manage their own improvement activities. In addition, Stryker requests improvement actions where necessary. The supplier assessments completed in 2023 identified opportunities for continued supplier development and improvement but did not identify issues that required Stryker's immediate intervention.

In addition to third-party assessments, we use technology to continuously monitor news and other open data sources, helping us to quickly identify potential risks or events, including those related to ESG issues, that may be associated with our direct suppliers. See Human Rights for more information about how Stryker addresses human rights issues throughout our value chain.

Supplier engagement target

Engage 85% of our direct suppliers (by spend) on ESG performance assessments by 2027

To date, we've assessed suppliers covering 59% of our 2023 direct spend, keeping us on track to meet our 2027 target

Supplier quality management

We take particular care to engage and manage suppliers that have the potential to impact quality. Our approval and onboarding process is dependent on the supplier's quality risk. This process may include an assessment of a supplier's capabilities, an initial audit, a review of regulatory certifications and supplier agreements. We classify approved suppliers by category and risk on our quality-controlled, approved-supplier list. Our Global Supplier Quality Team is responsible for onboarding suppliers from a quality perspective, including identifying their quality risk profiles and monitoring their compliance with regulations and standards, such as ISO 13485.

The team also tracks supplier quality performance using KPIs, including those related to product and audit nonconformances, corrective and preventive actions, product field actions, supplier defects per million and nonconformances that are not in Stryker's control. Based on the results of the monitoring and tracking, we take additional actions to improve quality performance through Quality Improvement Projects (QIPs). In 2023, we engaged on more than 100 QIPs with our suppliers.

As part of our ongoing partnership with suppliers, we provide them with our Supplier Quality Guidebook and Supplier Quality Onboarding Days, both of which give suppliers resources to understand our quality requirements and expectations. Since we introduced these initiatives two years ago, we have hosted, welcomed and trained over 135 new suppliers through webinars.

For the first time, in 2023 we hosted three in-person and two virtual Supplier Quality Symposiums, where more than 300 suppliers from different countries joined us to learn about Stryker and our quality programs and best practices, as well as to receive technical training. In addition, we provided supplier trainings focused on topics such as: PFMEA, Problem Solving tools, Human Error and best practices in Work Instruction design.

Changes to products or processes that may impact quality, as per our supplier agreements, are required to undergo a rigorous review and approval process by Stryker's Quality Team. Suppliers who propose a quality-impacting change to products must follow a formal change request process. Our risk-based process outlines steps that must be completed before a change is approved and implemented, such as testing and inspections, so that products continue to meet Stryker's and customers' expectations.

See Dedication to product quality and safety for more information on product quality.

Supplier diversity

We are committed to engaging disability-, LGBTQ-, minority-, veteran- and women-owned businesses and small businesses within our supply chain. Stryker's Supplier Diversity Council, consisting of senior functional leaders from across the company, oversees the implementation of our strategy, which centers on:

- Building awareness
- Identifying, retaining and growing our current qualified diverse suppliers
- Identifying new capable diverse suppliers with potential to support future opportunities
- Engaging non-diverse suppliers to support our efforts

The Council meets quarterly to review KPIs and progress within each represented business function. In 2023, functions published a document to help diverse suppliers understand their functions' supplier capability requirements and preferences.

In 2023, we maintained our memberships with Disability:IN, the National Minority Supplier Development Council and the Women's Business Enterprise National Council to support diverse supplier engagement and development efforts. For the first time, we also participated in events organized by the Diversity Alliance for Science, an organization focused on bringing together corporations and suppliers to advance equity and inclusion in the life science/healthcare global supply chain.

2023 North America spend

>$225M
on diverse-owned businesses

>$870M
with small businesses

Appendix

In this section

About this report

Stryker's 2023 Comprehensive Report provides an integrated picture of our financial and environmental, social and governance (ESG) performance. Further reporting on other matters specific to financial performance can be found in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Further reporting on other matters specific to our corporate responsibility (CR) performance can be found on our CR Hub.

This material references the Global Reporting Initiative (GRI) Universal Standards. Our GRI content index is available on page 80. We also include information sought by the Sustainability Accounting Standards Board (SASB) Index, providing disclosures against relevant SASB Standards, and the Task Force on Climate-related Financial Disclosure (TCFD). Our SASB and TCFD content indexes are available on pages 89 and 91, respectively.

The process to collect and review the data in this report involves a team of Stryker leaders and subject matter experts, including data analysts, and seeks to preserve data integrity and accuracy.

We welcome your questions and feedback on this report at CR@stryker.com.

References

Better healthcare

1. Operative Technique Shoulder ID TM Primary Reversed Glenoid. Accessed January 25, 2024. https://www.stryker.com/content/dam/stryker/trauma-and-extremeties/products/shoulder-id/Shoulder%20iD%20Operative%20Technique.pdf

2. Emily's daughter is an Engineer at Stryker.

3. Bell SW, Anthony I, Jones B, MacLean A, Rowe P, Blyth M. Improved Accuracy of Component Positioning with Robotic-Assisted Unicompartmental Knee Arthroplasty: Data from a Prospective, Randomized Controlled Study. J Bone Joint Surg Am. 2016;98(8):627-635. doi:10.2106/JBJS.15.00664

4. Zhang J, Ng N, Scott CEH, et al. Robotic arm-assisted versus manual unicompartmental knee arthroplasty: a systematic review and meta-analysis of the MAKO robotic system. Bone Joint J. 2022;104-B(5):541-548. doi:10.1302/0301-620X.104B5.BJJ-2021-1506.R1

5. Kayani B, Konan S, Thakrar RR, Huq SS, Haddad FS. Assuring the long-term total joint arthroplasty: a triad of variables. Bone Joint J. 2019;101-B(1_Supple_A):11-18. doi:10.1302/0301-620X.101B1.BJJ-2018-0377.R

6. Deckey DG, Rosenow CS, Verhey JT, et al. Robotic-assisted total knee arthroplasty improves accuracy and precision compared to conventional techniques. Bone Joint J. 2021;103-B(6 Supple A):74-80. doi:10.1302/0301-620X.103B6.BJJ-2020-2003.R1

7. Kayani B, Konan S, Tahmassebi J, Pietrzak J, Haddad F. Robotic-arm assisted total knee arthroplasty is associated with improved early functional recovery and reduced time to hospital discharge compared with conventional jig-based total knee arthroplasty: A PROSPECTIVE COHORT STUDY Bone and Joint Journal: 2018; 100-B:930–7

8. Kayani B, Konan S, Tahmassebi J, Rowan FE, Haddad FS. An assessment of early functional rehabilitation and hospital discharge in conventional versus robotic-arm assisted unicompartmental knee arthroplasty: a prospective cohort study. Bone Joint J. 2019;101-B(1):24-33.

9. Shibanuma N, Ishida K, Matsumoto T, et al. Early postoperative clinical recovery of robotic arm-assisted vs. image-based navigated Total hip Arthroplasty. BMC Musculoskelet Disord. 2021;22(1):314

10. Vocera Engage contains Engage Medical Device Alarm Notification (EMDAN), FDA 510(k)-cleared middleware, to deliver secondary alarm notifications.

11. Stryker's sales data on file

12. Doctorvaladan SV, Jelks AT, Hsieh EW, Thurer RL, Zakowski MI, Lagrew DC. Accuracy of Blood Loss Measurement during Cesarean Delivery. AJP Rep. 2017;7(2):e93-e100. doi:10.1055/s-0037-1601382

13. New SPY-PHI technology* to help breast cancer surgeons see more during surgery. www.stryker.com. Accessed January 24, 2024. https://www.stryker.com/us/en/about/news/2023/features/new-spy-phi-technology--to-help-breast-cancer-surgeons-see-more-.html

14. CD NXT. www.stryker.com. Accessed January 25, 2024. https://www.stryker.com/us/en/orthopaedic-instruments/products/cd-nxt.html

15. 1688 Advanced Imaging Modalities (AIM) 4K Platform. www.stryker.com. Accessed January 24, 2024. https://www.stryker.com/us/en/endoscopy/systems/1688-aim-platform.html

16. Baker S, Clark J, Pla AB, Feixas EV, Huegel J, Tariq L. Neptune versus canister-based surgical waste management in Europe: results of the GREEN study. Ann Med Surg (Lond). 2023;85(9):4307-4314. Published 2023 Jul 31. doi:10.1097/MS9.0000000000000934

17. Stryker's Journey to Zero* harm continues with Neptune S. www.stryker.com. Accessed January 24, 2024. https://www.stryker.com/us/en/about/news/2023/strykers-journey-to-zero-harm-continues-with-neptune-s.html

18. Stewart NJ, Stewart JL, Brisbin A. A Comparison of Component Positioning Between Fluoroscopy-Assisted and Robotic-Assisted Total Hip Arthroplasty. J Arthroplasty. 2022;37(8):1602-1605.e3. doi:10.1016/j.arth.2022.03.056

19. Foissey C, Batailler C, Coulomb R, et al. Image-based robotic-assisted total hip arthroplasty through direct anterior approach allows a better orientation of the acetabular cup and a better restitution of the centre of rotation than a conventional procedure. Int Orthop. 2023;47(3):691-699. doi:10.1007/s00264-022-05624-6

20. Sjoding, Michael W, et al. "Racial Bias in Pulse Oximetry Measurement." New England Journal of Medicine, vol. 385, no. 26, 17 Dec. 2020, https://doi.org/10.1056/nejmx210003.

21. Masimo RD SET® pulse oximeter sensors. www.stryker.com. Accessed January 25, 2024. https://www.stryker.com/us/en/sustainability/products/rd-set.html

22. Watanabe, Jun, et al. "Blood perfusion assessment by Indocyanine Green fluorescence imaging for minimally invasive rectal cancer surgery (essential trial)." Annals of Surgery, vol. 278, no. 4, Oct. 2023, pp. e688–e694, https://doi.org/10.1097/sla.0000000000005907.

23. Light for preventing postoperative complications of rectum cancer! - The world's first confirmed that fluorescent observation of intestinal blood flow using ICG has reduced postoperative complications for rectum cancer - published a paper in Annals of Surgery. Sapporo Medical University. Published September 13, 2023. Accessed January 25, 2024. https://web.sapmed.ac.jp.e.asr.hp.transer.com/jp/news/press/a4ads6000000139j.html

24. Product portfolio | Trauson medical official website. www.trauson.com. Accessed January 24, 2024. https://www.trauson.com/programme.html

25. ASCs: A Positive Trend in Health Care - Advancing Surgical Care. www.ascassociation.org. https://www.ascassociation.org/advancingsurgicalcare/aboutascs/industryoverview/apositivetrendinhealthcare

26. Delivering a more efficient experience for surgeons and patients in ambulatory surgery centers. www.stryker.com. Accessed February 28, 2024. https://www.stryker.com/us/en/about/news/2023/features/delivering-a-more-efficient-experience-for-surgeons-and-patients-in-ambulatory-surgery-centers.html

Stronger people – Communities

27. About the Foundation | Dr. Lorna Breen Heroes Foundation. https://drlornabreen.org/about-the-foundation/

28. CDC. Cardiac Arrest | www.cdc.gov. Published May 30, 2023. https://www.cdc.gov/heartdisease/cardiac-arrest.htm

29. De Luca G, Suryapranata H, Ottervanger JP, Antman EM. Time Delay to Treatment and Mortality in Primary Angioplasty for Acute Myocardial Infarction Every Minute of Delay Counts. Originally published March 8, 2004.

30. Benjamin EJ, Virani SS, Callaway CW, et al. Heart Disease and Stroke Statistics-2018 Update: A Report From the American Heart Association [published correction appears in Circulation. 2018 Mar 20;137(12):e493]. Circulation. 2018;137(12):e67-e492. doi:10.1161/CIR.0000000000000558

31. Tsao CW, Aday AW, Almarzooq ZI, et al. Heart Disease and Stroke Statistics-2023 Update: A Report From the American Heart Association [published correction appears in Circulation. 2023 Feb 21;147(8):e622] [published correction appears in Circulation. 2023 Jul 25;148(4):e4]. Circulation. 2023;147(8):e93-e621. doi:10.1161/CIR.0000000000001123

Healthier planet

32. Life Cycle assessment. surgicaltechnologies-eu.stryker.com. Accessed January 24, 2024. https://surgicaltechnologies-eu.stryker.com/neptune-3-lca:

33. Baker, S, Clark J, Pla, AB, Feixas, EV, Huegel, J, Tariq, L. Neptune versus canister-based surgical waste management in Europe: results of the GREEN study. Annals of Medicine & Surgery 85(9):p 4307-4314, September 2023. doi: 10.1097/MS9.0000000000000934 https://journals.lww.com/annals-of-medicine-and-surgery/fulltext/2023/09000/neptune_versus_canister_based_surgical_waste.22.aspx

34. Karageorgiou V, Kaplan D. Porosity of 3D biomaterial scaffolds and osteogenesis. Biomaterials. 2005;26(27):5474-5491. doi:10.1016/j.biomaterials.2005.02.002.

35. Stryker launches InZone Green campaign in Australia and New Zealand. www.stryker.com. Accessed January 24, 2024. https://www.stryker.com/au/en/about/news/2023/stryker-launches-inzone-green-campaign-in-australia-and-new-zeal.html

2022 environmental performance

Scope 1 and 2 GHG emissions by year*

Greenhouse gas (GHG) emissions (MT CO2e)	2022	2021	2020	2019
Scope 1 GHG emissions (natural gas and diesel)	26,705	24,113	27,454	27,076
Scope 1 fleet	26,225	24,993	24,665	23,221
Scope 1 refrigerant	4,453	4,082	3,464	3,553
Scope 2 emissions				
Market-based	117,059	120,269	122,316	146,705
Total GHG emissions (Scope 1 MB + Scope 2 MB)	174,442	173,457	177,899	200,555
Percentage change in GHG emissions compared to 2019 baseline	-13%	-14%	-11%	—
Energy intensity ratio (MT CO2e/million USD)	9.5	10.1	12.4	13.5
Percentage change in GHG intensity compared to 2019 baseline (MT CO2e/million USD)	-30%	-25%	-8%	—

Purchased energy use by type (TJ)	2022	2021	2020	2019
Non-renewable electric power	972	1,031	1,040	1,232
Renewable electric power	382	284	256	103
Natural gas	493	469	528	518
Diesel	21	3	8	9
Fuel oil	1	3	3	4
Total purchased energy	1,869	1,790	1,835	1,866
Energy intensity ratio (TJ/billion USD)	101.3	104.6	127.8	125.4
Percentage change in energy intensity compared to 2019 baseline (TJ/billion USD)	-19%	-17%	2%	—

*In 2023, we adjusted our methodology for calculating emissions to more fully account for our Scope 1 and 2 emissions based on the GHG Protocol. The inclusion of fugitive emissions and fleet emissions has resulted in an adjustment to our 2019 baseline and is reflected in our 13 percent reduction as of the end of 2022.

Greenhouse gas (GHG) scope 1 emissions by region (MT CO2e)	2022	2021	2020	2019
North America (NAM)	30,620	26,630	28,968	29,037
Europe, Middle East and Africa (EMEA)	20,599	20,639	20,765	19,269
Asia Pacific (APAC)	4,571	4,399	4,337	4,126
Latin America (LATAM)	1,592	1,520	1,508	1,414

Greenhouse gas (GHG) scope 2 emissions (MB) by region (MT CO2e)	2022	2021	2020	2019
North America (NAM)	88,850	88,804	88,187	89,243
Europe, Middle East and Africa (EMEA)	8,058	10,045	13,259	32,146
Asia Pacific (APAC)	19,793	21,064	20,520	24,966
Latin America (LATAM)	357	357	350	350

NAM: Canada, Mexico, Puerto Rico, U.S.,

EMEA: Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Israel, Italy, Netherlands, Poland, Portugal, Romania, Russia, South Africa, Spain, Sweden, Switzerland, Turkey, United Arab Emirates, United Kingdom

APAC: Australia, China, Hong Kong, India, Japan, Malaysia, New Zealand, Russia, Singapore, Taiwan, Thailand, Vietnam

LATAM: Argentina, Brazil, Chile, Colombia, Costa Rica

Greenhouse gas (GHG) scope 1 (Excluding Fleet) emissions by facility (MT CO2e)	2022	2021	2020	2019
Manufacturing Global Quality and Operations (GQO)	24,139	22,087	24,432	24,866
Office/warehouse (non-GQO)	7,020	6,108	6,486	5,763

Greenhouse gas (GHG) scope 2 emissions (MB) by facility (MT CO2e)	2022	2021	2020	2019
Manufacturing (GQO)	80,264	83,175	80,654	102,632
Office/warehouse (non-GQO)	36,795	37,094	41,662	44,072

CLEARSTREAM
SOLUTIONS

stryker

VERIFICATION STATEMENT

To the stakeholders of Stryker Corporation

Clearstream Solutions was engaged by Stryker to conduct a verification of their Greenhouse Gas (GHG) Inventory 2022.

CLEARSTREAM
SOLUTIONS

Verification Statement

GHG Inventory 2022, prepared for Stryker Corporation

Period Covered by GHG emissions verification
1st January 2022 to 31st December 2022

GHG Verification Standard used to conduct the verification
ISO – 14064-3:2019 Specifications with Guidance for the Validation and Verification of Greenhouse Gas Statements

Level of Assurance
The opinion expressed in this verification statement has been formed on the basis of a Reasonable level of assurance and at a materiality of the professional judgement of the verifier.

Opinion
In Clearstream Solutions opinion nothing has come to the attention of the verifier that would cause us to believe that the Scope 1, Scope 2 & Scope 3 CO$_2$e emissions disclosed in the statement and summarised in Table 1 are not materially correct.

Emissions data verified
Table 1. Breakdown of total verified emissions by each scope

Scope of Emissions	Total Emissions (tCO$_2$e)
Direct Emissions (Scope 1)	57,383
Indirect Emissions Market- Based (Scope 2)	117,059
Other Indirect Emissions Business travel (Scope 3)	68,875

GHG Verification Methodology
- Interviews with key personnel at Stryker
- Review of Stryker's methodology for data collection, aggregation and appropriate classification of emission sources.
- Review of Stryker's data and information systems and controls

To our knowledge this report represents faithfully the greenhouse gas emissions produced by Stryker and it's associated businesses.

Signed   Dated: 25th July 2023

Gavin Whitaker, Lead Verifier
Clearstream Solutions

1

2023 GRI index

Disclosure	Description	Location/Response 2023
General		
GRI 2: General Disclosures 2021		
The organization and its reporting		
2-1	Organizational details: Legal name and location of headquarters	Stryker Corporation Portage, MI
2-2	Entities included in the organization's sustainability reporting: List all its entities discussed in sustainability reporting	2023 Form 10K, p. 1
2-3	Reporting period, frequency and contact point: Specify the reporting period for its financial reporting, if it does not align with the period explain reason and add a point of contact	Annually Year end: December 31, 2023 CR@stryker.com
2-4	Restatements of information: Reason and effect of restatements, restatement of information when it has learned that the previously reported information needs to be revised	2023 Comprehensive Report> Healthier planet> Operational carbon emissions
2-5	External assurance: Describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved	Clearstream Solutions greenhouse gas (GHG) emissions external assurance
Activities and workers		
2-6	Activities, value chain and other business relationships: Describe value chain	2023 Form 10K, pgs. 1-2
2-7	Employees: Total number of employees, and a breakdown of this total by gender and by region	2023 Comprehensive Report> 2023 in review> 2023 Fast Facts 2023 Comprehensive Report> Stronger people> Employees

Disclosure	Description	Location/Response 2023
Governance		
2-9	Governance structure and composition: Describe the governance structure, list the committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organization's impacts on the economy, environment, and people	2023 Comprehensive Report> Good business> Corporate responsibility governance> CR Steering Committee members 2023 Proxy Statement> Board Committees, p. 18 2023 Proxy Statement> Board Leadership Structure, p. 20
2-10	Nomination and selection of the highest governance body: Describe the criteria used for nominating and selecting highest governance body members, views of stakeholders, diversity, independence and competencies relevant to the impacts of the organization	2023 Proxy Statement> Board Committees, p. 18
2-11	Chair of the highest governance body: Report whether the chair of the highest governance body is also a senior executive in the organization, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated	2023 Comprehensive Report> Good business> Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts: Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development	2023 Comprehensive Report> Good business> Corporate responsibility governance 2023 Proxy Statement> Board's Role in Strategic Planning and Risk Oversight, p. 18 2023 Proxy Statement> Approach to Environmental, Social and Governance Related Matters, p. 21
2-13	Delegation of responsibility for managing impacts: Describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people	2023 Comprehensive Report> Good business> Corporate responsibility governance 2023 Proxy Statement> Board Leadership Structure, p. 20
2-14	Role of the highest governance body in sustainability reporting: Responsible for reviewing and approving the reported information, including the organization's material topics. Describe the process for reviewing and approving	2023 Comprehensive Report> Good business> Governance 2023 Proxy Statement> Approach to Environmental, Social and Governance Related Matters, p. 21
2-15	Conflicts of interest: Processes to ensure that conflicts of interest are prevented and mitigated	Code of Conduct 2023 Proxy Statement> Code of Conduct, p. 20
2-16	Communication of critical concerns: How concerns are communicated to the highest governance body, report the total number and the nature of critical concerns during the reporting period	2023 Comprehensive Report> Good business> Governance
2-17	Collective knowledge of the highest governance body: Measures taken to advance collective knowledge and skills for the highest governance body on sustainable development	2023 Comprehensive Report> Good business> Governance

Disclosure	Description	Location/Response 2023
2-18	Evaluation of the performance of the highest governance body: Overseeing the management of the organization's impacts on the economy, environment, and people	2023 Comprehensive Report> Good business> Corporate Responsibility Governance 2023 Proxy Statement> Corporate Governance> Board Committees, p. 18
2-19	Remuneration policies: Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people	2023 Comprehensive Report> Good business> Governance 2023 Proxy Statement> Compensation Discussion and Analysis, p. 22
2-20	Process to determine remuneration: Process for designing its remuneration policies and for determining remuneration	2023 Proxy Statement> Compensation Discussion and Analysis, p. 22
2-21	Annual total compensation ratio: Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees, ratio of the percentage increase	2023 Proxy Statement> Executive Compensation, p. 35
Strategy, policies and practices		
2-22	Statement on sustainable development strategy: CEO Letter or message	2023 Comprehensive Report> 2023 in review> CEO message
2-23	Policy commitments: List of all policy commitments for business conduct	Code of Conduct Anti-Discrimination Sexual and Other Unlawful Harassment Drug Free Workplace / Prohibited Substances On-Label Product Promotion Trading in Securities by Company Personnel Global Information and Systems Security Stryker Compliance Program Quality Global Privacy and Data Protection Improper Payments Attendance at Surgery or Other Medical Procedures Ethics Hotline Human Rights Position
2-24	Embedding policy commitments: How is it allocated or integrated responsibility to the commitments across different levels within the organization	2023 Comprehensive Report> Good business> Business ethics and integrity

Disclosure	Description	Location/Response 2023
2-25	Processes to remediate negative impacts: Identify and address grievances	2023 Comprehensive Report> Good business> Business ethics and integrity Ethics Hotline
2-26	Mechanisms for seeking advice and raising concerns: Process in raising concerns about the organization's code of conduct	Ethics Hotline
2-27	Compliance with laws and regulations: Report the total number of non-compliance instances with laws and regulations	2023 Form 10K> Note 7, Contingencies and Other Commitments, p. 34
2-28	Membership associations: List of membership associations	AdvaMed APACMed Healthcare Leadership Council MedTech Europe Medical Device Manufacturers Association ACCP Healthcare Plastics Recycling Council (HPRC) Additive Manufacturer Green Trade Association (AMGTA) US EPA's SmartWay Healthcare Industry Resilience Collaborative

Stakeholder engagement

2-29	Approach to stakeholder engagement: Describe how to engage and identify stakeholders	2023 Comprehensive Report> 2023 in review> Committed to corporate responsibility

Material topics

GRI 3: Material Topics 2021

3-1	Process to determine material topics: Process in how to determine material topics	2023 Comprehensive Report> 2023 in review> Committed to corporate responsibility
3-2	List of material topics: List of organizations material topics, i.e. Materiality Matrix	2023 Comprehensive Report> 2023 in review> Committed to corporate responsibility

GRI 200: Economic

GRI 203: Indirect Economic Impacts

3-3	Management of material topic	2023 Comprehensive Report> Stronger people 2023 Comprehensive Report> Better healthcare

Disclosure	Description	Location/Response 2023
203-1	Infrastructure investments and services supported: Describe which different communities or local economies are impacted by the organization's infrastructure investments and services supported	2023 Comprehensive Report> Stronger people> Communities
203-2	Significant indirect economic impacts: Examples of positive and negative impacts in communities	2023 Comprehensive Report> Better healthcare> Supporting access to quality healthcare
GRI 205: Anti-corruption		
3-3	Management of material topic	2023 Comprehensive Report> Good business> Business ethics and integrity
205-1	Operations assessed for risks related to corruption: Measures the extent of the risk assessment's implementation across an organization	2023 Comprehensive Report> Good business> Business ethics and integrity
205-2	Communication and training about anti-corruption policies and procedures: Total number and percentage of anticorruption training	2023 Comprehensive Report> Good business> Business ethics and integrity
205-3	Confirmed incidents of corruption and actions taken: Total number and nature of confirmed incidents of corruption	2023 Form 10K, p. 9
GRI 300: Environmental		
GRI 301: Materials		
3-3	Management of material topic	2023 Comprehensive Report> Healthier planet> Design for sustainability
301-2	Recycled input materials used: Percentage of recycled input materials used for products and services	2023 Comprehensive Report> Healthier planet> Design for sustainability
301-3	Reclaimed products and their packaging materials: Percentage of reclaimed products and their packaging materials	2023 Comprehensive Report> Healthier planet> Design for sustainability
GRI 302: Energy		
3-3	Management of material topic	2023 Comprehensive Report> Healthier planet> Operational carbon emissions
302-1	Energy consumption within the organization: Total fuel consumption within the organization from non-renewable and renewable sources	972 TJ of non-renewable energy 382 TJ of renewable energy 2023 Comprehensive Report> Appendix> 2022 environmental performance
302-2	Energy consumption outside of the organization: Upstream and downstream categories and activities from the 'GHG Protocol Corporate Value Chain (Scope 3)	2023 Comprehensive Report> Healthier planet> Value chain carbon emissions

Disclosure	Description	Location/Response 2023
302-3	Energy intensity: Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.	2023 Comprehensive Report> Appendix> 2022 environmental performance
302-4	Reduction of energy consumption: Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	2023 Comprehensive Report> Healthier planet> Focusing on energy conservation
302-5	Reductions in energy requirements of products and services: Example, the energy requirements of a car or a computer	2023 Comprehensive Report> Healthier planet> Design for sustainability
GRI 303: Water and Effluents		
3-3	Management of material topic	2023 Comprehensive Report> Healthier planet> Water and waste reduction
303-1	Interactions with water as a shared resource: Interactions with water, how and where water is withdrawn, consumed, and discharged, and the water-related impacts	2023 Comprehensive Report> Healthier planet> Water and waste reduction
GRI 305: Emissions		
3-3	Management of material topic	2023 Comprehensive Report> Healthier planet> Operational carbon emissions
305-1	Direct (Scope 1) GHG emissions	2023 Comprehensive Report> Appendix> 2022 environmental performance
305-2	Energy indirect (Scope 2) GHG emissions	2023 Comprehensive Report> Appendix> 2022 environmental performance
305-3	Other indirect (Scope 3) GHG emissions	2023 Comprehensive Report> Healthier planet> Value chain carbon emissions
305-4	GHG emissions intensity: Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3)	2023 Comprehensive Report> Appendix> 2022 environmental performance
305-5	Reduction of GHG emissions: Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3)	2022 CDP Report, C4 2023 Comprehensive Report> Healthier planet> Operational carbon emissions 2023 Comprehensive Report> Appendix> 2022 environmental performance
GRI 306: Waste		
3-3	Management of material topic	2023 Comprehensive Report> Healthier planet> Water and waste reduction
306-2	Management of significant waste-related impacts: Circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain	2023 Comprehensive Report> Healthier planet> Water and waste reduction

Disclosure	Description	Location/Response 2023
GRI 308: Supplier Environmental Assessment		
3-3	Management of material topic	2023 Comprehensive Report> Good business> Supply chain management> Supplier ESG engagement and assessment
308-1	New suppliers that were screened using environmental criteria: Percentage of suppliers selected or contracted subject to due diligence processes for environmental impacts	2023 Comprehensive Report> Good business> Supply chain management> Supplier ESG engagement and assessment Supplier Code Of Conduct
GRI 400: Social		
GRI 403: Occupational Health and Safety		
3-3	Management of material topic	2023 Comprehensive Report> Stronger people> Employees> Environment, health and safety
403-1	Occupational health and safety management system: A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered	2023 Comprehensive Report> Stronger people> Employees> Environment, health and safety
403-2	Hazard identification, risk assessment, and incident investigation: A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals	2023 Comprehensive Report> Stronger people> Employees> Environment, health and safety
403-3	Occupational health services: A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks	2023 Comprehensive Report> Stronger people> Employees> Environment, health and safety
403-4	Worker participation, consultation, and communication on occupational health and safety: Participation in the occupational health and safety management system	2023 Comprehensive Report> Stronger people> Employees> Environment, health and safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships: A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products, or services	2023 Comprehensive Report> Stronger people> Employees> Environment, health and safety
403-8	Workers covered by an occupational health and safety management system: The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system	Our management system is applicable to all of Stryker's employees as well as to workers who are not employees but whose work and/or workplace is controlled by Stryker.
403-9	Work-related injuries	2023 Comprehensive Report> Stronger people> Employees> Environment, health and safety

Disclosure	Description	Location/Response 2023
GRI 404: Training and Education		
3-3	Management of material topic	2023 Comprehensive Report> Stronger people> Employees> Career development
404-2	Programs for upgrading employee skills and transition assistance programs: Programs implemented and assistance provided to upgrade employee skills	2023 Comprehensive Report> Stronger people> Employees> Career development
GRI 405: Diversity and Equal Opportunity		
3-3	Management of material topic	2023 Comprehensive Report> Stronger people> Employees> Diversity, equity and inclusion
405-1	Diversity of governance bodies and employees: Percentage of individuals within the organization, gender, age group and other indicators of diversity	2023 Comprehensive Report> Stronger people> Employees> Diversity, equity and inclusion> Representation Data
GRI 406: Non-discrimination		
3-3	Management of material topic	2023 Comprehensive Report> Good business> Human rights
406-1	Incidents of discrimination and corrective actions taken: Total number of incidents of non-compliance can include management system audits, formal monitoring programs, or grievance mechanisms	See our Anti-discrimination Policy We prohibit improper discrimination and take actions to prevent discrimination from occurring in our employment practices. Employees who believe they have been discriminated against can raise their concern through multiple channels. We have a team of experts within HR who investigate work environment violations, including allegation of improper discrimination. Appropriate disciplinary action will be taken for any violation of this policy.
GRI 413: Local Communities		
3-3	Management of material topic	2023 Comprehensive Report> Stronger people> Communities
413-1	Operations with local community engagement, impact assessments, and development programs: Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	2023 Comprehensive Report> Better healthcare> Supporting access to quality healthcare
GRI 414: Supplier Social Assessment		
3-3	Management of material topic	2023 Comprehensive Report> Good business> Supply chain management
414-2	Negative social impacts in the supply chain and actions taken: Organization's awareness of significant actual and potential negative social impacts in the supply chain	2023 Comprehensive Report> Good business> Supply chain management
GRI 416: Customer Health and Safety		
3-3	Management of material topic	2023 Comprehensive Report> Better healthcare> Dedication to product quality and safety

Disclosure	Description	Location/Response 2023
416-1	Assessment of the health and safety impacts of product and service categories: Efforts to address health and safety across the life cycle of a product or service	2023 Comprehensive Report> Better healthcare> Dedication to product quality and safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services: Addresses the life cycle of the product or service once it is available for use	There were zero incidents of non-compliance concerning the health and safety impacts of products and services.
GRI 417: Marketing and Labeling		
3-3	Management of material topic	2023 Comprehensive Report> Good business> Business ethics and integrity> Ethical marketing and sales
417-1	Requirements for product and service information and labeling: Accessible and adequate information about the positive and negative environmental and social impacts of products and services	2023 Comprehensive Report> Good business> Business ethics and integrity> Ethical marketing and sales
417-2	Incidents of non-compliance concerning product and service information and labeling: Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling	There were zero incidents of non-compliance concerning product and service information and labeling.
417-3	Incidents of non-compliance concerning marketing communications: Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	There were zero incidents of non-compliance concerning marketing communications.
GRI 418: Customer Privacy		
3-3	Management of material topic	2023 Comprehensive Report> Good business> Information security and data privacy
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data: Total number of substantiated complaints received concerning breaches of customer privacy	We, our customers and third-party hosting services have experienced, and expect to continue to experience, security breaches of, or unauthorized access to, products or systems. While such breaches or unauthorized access have not been material to date, we cannot guarantee that any future breach or unauthorized access will not be material, and any breach or unauthorized access could impact the use of such products and systems and the security of information stored therein.

2023 SASB index

Stryker is reporting to the SASB Standards to bring industry-specific rigor to our sustainability disclosure. We are reporting to the Medical Devices and Supplies Standards that most closely align with the business.

Accounting Metric	Category	Unit of Measure	Code	2023 Response
Affordability & Pricing				
Description of how price information for each product is disclosed to customers or to their agents	Discussion and Analysis	n/a	HC-MS-240a.2	We do not disclose this information due to competitive reasons.
Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	Quantitative	Percentage (%)	HC-MS-240a.3	We do not disclose this information due to competitive reasons.
Product Safety				
(1) Number of recalls issued, (2) total units recalled	Quantitative	Number	HC-MS-250a.1	2023 Comprehensive Report> Better healthcare> Dedication to product quality and safety> Quality management metrics
List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	Quantitative	n/a	HC-MS-250a.2	2023 Comprehensive Report> Better healthcare> Dedication to product quality and safety> Quality management metrics FDA MedWatch Safety Information and Adverse Event Reporting Program
Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Quantitative	Number	HC-MS-250a.4	2023 Comprehensive Report> Better healthcare> Dedication to product quality and safety> Quality management metrics
Ethical Marketing				
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Quantitative	Reporting currency	HC-MS-270a.1	2023 Form 10K> Legal Proceedings, p. 11
Description of code of ethics governing promotion of off-label use of products	Discussion and Analysis	n/a	HC-MS-270a.2	2023 Comprehensive Report> Good business> Business ethics and integrity> Ethical marketing and sales Corporate Policy 5: On-Label Product Promotion

Accounting Metric	Category	Unit of Measure	Code	2023 Response
Product Design and Lifecycle Management				
Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Discussion and Analysis	n/a	HC-MS-410a.1	2023 Comprehensive Report> Healthier planet> Design for sustainability
Total amount of products accepted for take-back and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	Quantitative	Metric tons (t)	HC-MS-410a.2	2023 Comprehensive Report> Healthier planet> Design for sustainability> Extending the life of medical products
Supply Chain Management				
Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Quantitative	Percentage (%)	HC-MS-430a.1	(2) 2023 Comprehensive Report> Good business> Supply chain management> Supplier quality management
Business Ethics				
Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative	Reporting currency	HC-MS-510a.1	2023 Form 10K> Legal Proceedings, p. 11
Description of code of ethics governing interactions with health care professionals	Discussion and Analysis	n/a	HC-MS-510a.2	2023 Comprehensive report> Good business > Ethical marketing and sales Improper Payments Policy

Activity Metric	Category	Unit of Measure	Code	2023 Response
Number of Units Sold by Product Category	Quantitative	Quantitative	HC-MS-000.A	2023 Comprehensive Report> 2023 in review > Financial highlights

2023 TCFD index

Disclosure Focus Area	Recommended Disclosure	2023 Reference
Governance		
Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	CDP Climate Change 2023 C1.1a, C1.1b 2023 Comprehensive Report> Good business> Governance> Corporate responsibility governance 2023 Proxy Statement> Corporate Governance> Approach to Environment, Social and Governance Related Matters, p. 21
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	CDP Climate Change 2023 C1.2 2023 Comprehensive Report> Good business> Governance> Corporate responsibility governance 2023 Comprehensive Report> Healthier planet> Operational carbon emissions 2023 Comprehensive Report> Healthier planet> Value chain carbon emissions
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	CDP Climate Change 2023 C2.1, C2.1a, C2.1b, C2.2, C2.2a, C2.3a, C2.4a 2023 Comprehensive Report>Healthier planet>Operational carbon emissions 2023 Comprehensive Report>Healthier planet>Value chain carbon emissions
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	CDP Climate Change 2023 C2.3a, C2.4a, C3.1, C3.3, C3.4 2023 Comprehensive Report> Healthier planet> Operational carbon emissions 2023 Comprehensive Report> Healthier planet> Value chain carbon emissions
	c) Describe the potential impact of different scenarios, including a 2°C scenario, on the organization's businesses, strategy, and financial planning.	CDP Climate Change 2023 2023 C3.2a, C3.2b 2023 Comprehensive Report> Healthier planet> Value chain carbon emissions

Disclosure Focus Area	Recommended Disclosure	2023 Reference
Risk Management		
Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks. b) Describe the organization's processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	CDP Climate Change 2023 C2.1, C2.1a, C2.2, C2.2a 2023 Comprehensive Report> Good business> Governance> Corporate responsibility governance 2023 Proxy> Corporate Governance> Board's Role in Strategic Planning and Risk Oversight, p. 18
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2023 Comprehensive Report> Healthier planet> Operational carbon emissions> Value chain carbon emissions
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2023 Comprehensive Report> Healthier planet> Operational carbon emissions> Value chain carbon emissions
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CDP Climate Change 2023, C4 2023 Comprehensive Report> Healthier planet> Operational carbon emissions> Value chain carbon emissions

Forward-looking statements

This Report contains information that includes or is based on forward-looking statements within the meaning of the federal securities law that are subject to various risks and uncertainties that could cause our actual results to differ materially from those expressed or implied in such statements. Such factors include, but are not limited to: weakening of economic conditions, or the anticipation thereof, that could adversely affect the level of demand for our products; geopolitical risks, including from international conflicts and upcoming elections in the United States and other countries, which could, among other things, lead to increased market volatility; pricing pressures generally, including cost-containment measures that could adversely affect the price of or demand for our products; changes in foreign currency exchange markets; legislative and regulatory actions; unanticipated issues arising in connection with clinical studies and otherwise that affect United States Food and Drug Administration approval of new products; inflationary pressures; increased interest rates; supply chain disruptions; changes in reimbursement levels from third-party payors; a significant increase in product liability claims; the ultimate total cost with respect to recall-related matters; the impact of investigative and legal proceedings and compliance risks; resolution of tax audits; changes in tax laws and regulations; the impact of legislation to reform the healthcare system in the United States or other countries; costs to comply with medical device regulations; changes in financial markets; changes in our credit ratings; changes in the competitive environment; our ability to integrate and realize the anticipated benefits of acquisitions in full or at all or within the expected timeframes; our ability to realize anticipated cost savings; potential negative impacts resulting from environmental, social and governance (ESG) and sustainability related matters; the impact on our operations and financial results of any public health emergency and any related policies and actions by governments or other third parties; and breaches or failures of our or our vendors' information technology systems or products, including by cyber-attack, data leakage, unauthorized access or theft. Additional information concerning these and other factors is contained in our filings with the United States Securities and Exchange Commission, including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. We disclaim any intention or obligation to publicly update or revise any forward-looking statement to reflect any change in our expectations or in events, conditions or circumstances on which those expectations may be based, or that affect the likelihood that actual results will differ from those contained in the forward-looking statements.

Legal disclaimers

This report's goal is to inform the company's results in 2023; it is not intended to promote our products.

Stryker Corporation or its divisions or other corporate affiliated entities own, use or have applied for the following trademarks or service marks: AMagine, Blueprint, CD NXT, Hoffmann, Lucas, Mako, Neptune, Power-LOAD, Power-PRO, Prime Connect, ProCuity, Q Guidance, Shoulder iD, SmartRobotics, SPY-PHI, Stryker, System 9, T2, Trauson, Triathlon, Triton, VariAx, Vocera, Xpedition. All other trademarks are trademarks of their respective owners or holders.

This report contains many of the valuable trademarks owned and/or used by Stryker and our subsidiaries and affiliates in the U.S. and internationally to distinguish products and services of outstanding quality. All other trademarks featured herein are the property of their respective owners. This document is governed solely by applicable U.S. laws and governmental regulations. Laws, regulations and policies concerning reimbursement are complex, subject to change and updated regularly.

Patient outcomes following surgical procedures vary based on various factors, including but not limited to patient height, weight, activity level, comorbidities, and surgical technique. The patient activities reflected in images in this report are not necessarily typical. Patients should consult with their physicians regarding appropriate activities following any surgical procedure.

Information in this report regarding our corporate responsibility and sustainability reporting may, in certain cases, provide more detail than that required to be included in our filings with the Securities and Exchange Commission. In addition, the data in this report has been prepared using data and methodologies which are subject to certain limitations, including developments in: (a) applicable laws and regulations; (b) techniques and standards for measuring and analyzing relevant data; (c) judgments, estimations and assumptions; and (d) availability of relevant data. Climate-related laws and regulations, data and methodologies are rapidly evolving, and those underlying our corporate responsibility and sustainability reporting remain subject to change over time. As a result of improvements to the quality and completeness of our data and updates to our methodology over time, we may include information in future disclosures that differs from those contained in this report. Actual results and outcomes may differ from those expressed in or implied in this report due to, among other factors, any applicable legal requirements and/or industry standards in providing such data.

Products referenced in this 2023 Comprehensive Report may not be authorized for marketing or available in the United States or other markets. Product availability is subject to the regulatory and/or medical practices in individual markets.

Latin America

Este informe fue elaborado por Stryker Corporation con el objetivo de comunicar acerca de los resultados de la compañía en 2023. Este informe no tiene como objetivo la promoción de productos sanitarios y, en función de las cuestiones reglamentarias, parte de su contenido puede no ser relevante o no estar disponible en el mercado local.

Este relatório foi elaborado pela Stryker Corporation com o objetivo de informar sobre os resultados da companhia em 2023. Este relatório não visa a promoção de produtos de saúde e, em função de questões regulatórias, parte do seu conteúdo pode não ser relevante ou não estar disponível no mercado local.

Canada

This 2023 Comprehensive Report is developed by Stryker Corporation, our parent company based in the United States. Some of the content in this Report may not be relevant for the Canadian market. Products referenced in the Report may not be authorized for marketing or available in Canada. Product availability is subject to the regulatory and/or medical practices in individual markets.

Non-GAAP reconciliation

Reconciliation of the Most Directly Comparable GAAP Financial Measure to Non-GAAP Financial Measure

Net earnings ($ millions)	2018	2019	2020	2021	2022	2023
Reported	$3,553	$2,083	$1,599	$1,994	$2,358	**$3,165**
Acquisition- and integration-related costs						
Inventory stepped-up to fair value	9	51	36	203	9	—
Other acquisition and integration-related	90	160	157	244	104	**45**
Amortization of purchased intangible assets	338	375	381	489	495	**503**
Structural optimization and other special charges	179	180	397	345	283	**159**
Goodwill impairment	—	—	—	—	216	—
Medical device regulations	10	48	63	90	115	**74**
Recall-related matters	18	154	13	89	(12)	**14**
Regulatory and legal matters	141	(33)	8	(12)	69	**63**
Tax matters	(1,559)	121	173	32	(66)	**43**
Adjusted	$2,779	$3,139	$2,827	$3,474	$3,571	**$4,066**
Effective tax rate—reported	(50.8%)	18.7%	18.2%	12.6%	12.1%	**13.8%**
Effective tax rate—adjusted	16.7%	15.8%	12.6%	14.9%	14.0%	**14.1%**

Net earnings per diluted share	2018	2019	2020	2021	2022	2023
Reported	$ 9.34	$ 5.48	$ 4.20	$ 5.21	$ 6.17	**$ 8.25**
Acquisition and integration-related costs						
Inventory stepped-up to fair value	0.02	0.13	0.10	0.53	0.02	—
Other acquisition and integration-related	0.24	0.42	0.41	0.64	0.27	**0.12**
Amortization of purchased intangible assets	0.89	0.99	1.00	1.28	1.30	**1.31**
Structural optimization and other special charges	0.47	0.47	1.04	0.90	0.74	**0.42**
Goodwill impairment	—	—	—	—	0.57	—
Medical device regulations	0.03	0.13	0.17	0.24	0.30	**0.19**
Recall-related matters	0.05	0.41	0.03	0.23	(0.03)	**0.04**
Regulatory and legal matters	0.37	(0.09)	0.02	(0.02)	0.18	**0.16**
Tax matters	(4.10)	0.32	0.46	0.08	(0.18)	**0.11**
Adjusted	$ 7.31	$ 8.26	$ 7.43	$ 9.09	$ 9.34	**$10.60**
Weighted average diluted shares outstanding	380.3	379.9	380.3	382.3	382.2	**383.7**

stryker