

# 2022 CATALYST AWARD WINNER

## Boston Scientific

Accelerating Progress for  
Women by Creating Equal  
Opportunities for Growth

**Boston  
Scientific**  
Advancing science for life™

**60**  
YEARS  
CATALYST



## >>> OVERVIEW

In 2017, Boston Scientific—a US-based medical device company with 42,000 employees around the globe—distributed a global employee engagement survey that included a new question: “Do men and women with equal ability, education, and experience also have equal opportunities for promotion at Boston Scientific?”

The results were telling: Women answered 14 percentage points less favorably than men, and in the United States and Puerto Rico, Black people across gender responded with lower ratings than their peers.

Boston Scientific was already aware of the lack of diversity in its leadership ranks, and when CEO Mike Mahoney joined the company in 2011, he made it a priority to address this issue. He worked hard to promote diversity on the board, where members now include three women—two of whom are Black—and one man of Asian descent, and his inclusive efforts led to more women in his own leadership team. But the 2017 survey helped to shed new

light on what was holding the company back: women and people of color across gender were experiencing an opportunity gap, and it was time for the company to look inward and come up with a plan to correct this.

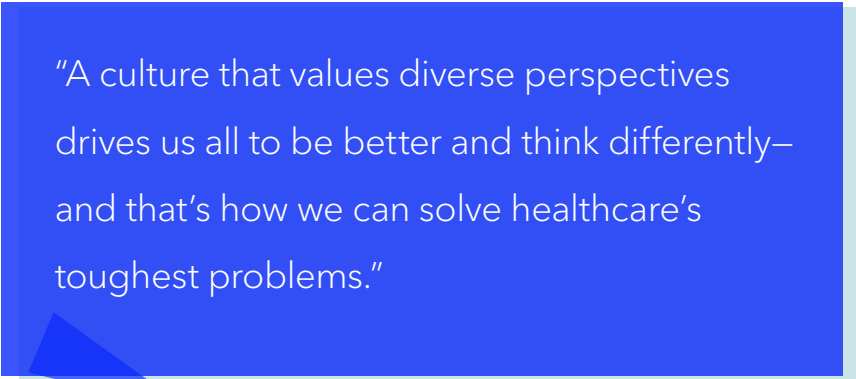
With fresh determination to tackle this issue, Boston Scientific launched *Creating Equal Opportunities for Growth*, its multifaceted initiative to support career advancement and address barriers that women and multicultural talent may face in the workplace. Their initiative also included efforts to improve diversity awareness and inclusion competency skills for all employees, accountability among leaders, and transparency and communication about Diversity, Equity, and Inclusion (DEI) efforts and progress.

The initiative operates in regions around the world—incorporating efforts to include people across race, ethnicity, culture, and nationality, as well as other dimensions of diversity such as disability and LGBTQ+

status—and has been driven deeply throughout the organization into often-overlooked functions and roles such as sales, clinical trial teams, and manufacturing.

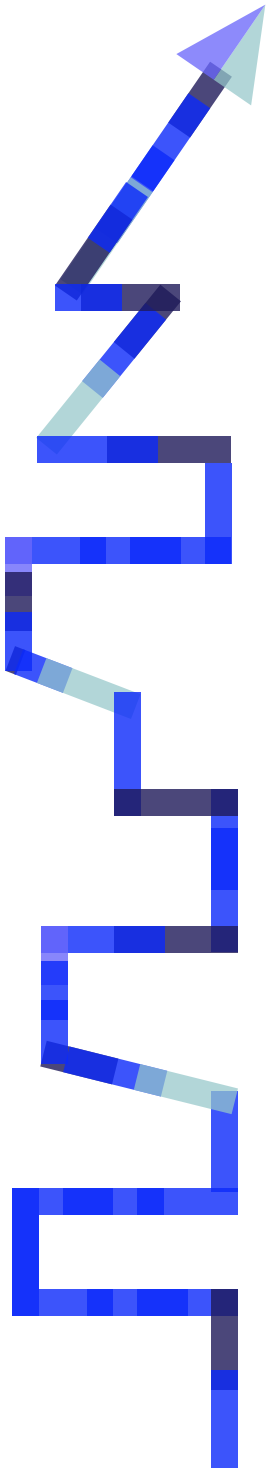
Between 2017 and 2020, the number of women in executive leadership increased from 12.5% to 26.7%, and the number of women at director and vice president levels increased from 27.6% to 33.4%. The number of women of color in the United States and Puerto Rico who held manager and supervisory roles also increased, from 7.5% to 9.3%.

In addition, Boston Scientific met its “10/20/40 by 2020” goal in early 2021. The goal was to achieve 1) Top 10 recognition as a leader for workplace inclusion, such as being named a Top 10% Inclusion Index Company by Diversity Best Practices; 2) 20% representation of people of color in the United States and Puerto Rico at the supervisor and manager levels; and 3) 40% representation of women globally at the supervisor and manager levels. This meant focusing not only on attracting talent, but also developing and promoting from within, and examining attrition to boost employee engagement and retention. Boston Scientific has newly committed to “3Up by 2023,” which includes challenging itself toward a three-percentage-point increase on the original “10/20/40” goal.



“A culture that values diverse perspectives drives us all to be better and think differently—and that’s how we can solve healthcare’s toughest problems.”

MIKE MAHONEY, CHAIRMAN AND CEO



The global Boston Scientific initiative was designed to advance opportunities for women around the world at all levels, as well as multicultural employees in the United States and Puerto Rico at supervisor and manager levels. (“Multicultural” is defined as African American/Black, Asian, Hispanic/Latine/Latinx, American Indian/Alaskan, Native Hawaiian/ Other Pacific Islander, and two or more races.)

The structure of the initiative was informed by the survey and subsequent focus group findings, which demonstrated that the company needed to improve in three areas:

- Communicating with transparency about its strategy, actions, and progress.
- Promoting diversity awareness and inclusion competency skills for employees worldwide.
- Driving accountability to achieve meaningful diversity, equity, and inclusion progress.

These areas became the supporting pillars for a framework of programs and processes that together have made *Creating Equal Opportunities for Growth* a success.

## **OVERSIGHT: A GOVERNANCE STRUCTURE THAT ADVANCES INCLUSION**

One of the most unique and powerful aspects of this initiative is its governance structure, which allows for both global oversight and local reach. Boston Scientific created a Global Council for Inclusion that sponsors and supports all DEI strategies and acts as an umbrella for its ERGs, which are tasked with addressing the specific, nuanced needs of their constituents while supporting organization-wide goals.

The Global Council for Inclusion is co-chaired by the CFO and the SVP of HR. Its members include the CEO, the Executive Committee, the Global Chief Diversity, Equity & Inclusion Officer, the entire DE&I team, and the leaders of each of the company’s nine ERGs. The Council meets quarterly to assess progress and address challenges. All groups within the GCI—as well as each of their individual members—play a role in executing the initiative.

“Buy-in and support from leaders and employees at all levels was key to our success. Together, our efforts increased workplace diversity, improved diversity awareness and inclusion competency skills for all employees, expanded career development programs, and even grew our Women’s Network employee resource group to 26 chapters globally.”

VERONICA ANGEL,  
SENIOR MANAGER, DIVERSITY,  
EQUITY & INCLUSION

- The Executive Committee integrates DEI strategy into the overall business strategy, monitors progress, and provides resources to meet goals.
- ERG Leaders establish goals for their ERG, which they cascade to local chapters. Each ERG has a global executive sponsor who ensures that ERG goals are aligned with the company’s business strategy and provides executive-level support to the ERG.

- The DE&I team leads the implementation of the initiative's programs, provides best practices, monitors progress and measures of success, advises leaders, and oversees ERGs.

Boston Scientific has also formed more than 50 inclusion councils within businesses, functions, regions, countries, and sites. These councils help scale DEI efforts across the organization:

- Influence: In close consultation with the DE&I team, they help shape the DEI strategy of their division, function, or region in support of the company's broader strategy.

- Advocate: Engage perspectives of a diverse representation of colleagues—including through ERGs—and raise awareness of DEI-related workplace concerns to senior leadership.
- Communicate: Share feedback and updates on their efforts within their organizations.
- Govern: Help drive DEI accountability within their division, function, or region.

## REGIONAL EFFORTS MEET REGIONAL NEEDS

Boston Scientific recognizes that diverse teams enable high performance, strengthen customer relationships, and spur innovation. Inclusion is not something that is simply “nice to have,” but rather a critical element that allows employees to bring their authentic selves to work and feel safe voicing the diverse perspectives that help the company address the needs of patients around the world.

Boston Scientific also knows that a company that operates in many different regions can't take a “one size fits all” approach to diversity, equity, and inclusion. Different parts of the world have different demographics, dominant cultures, and challenges. Therefore, to advance a workplace culture that includes people of many different races, ethnicities, and nationalities, in addition to other dimensions of diversity such as disability and LGBTQ+ status, regional offices need the latitude to develop programs that best support their people. For example:

- The Asia Pacific region focuses on development exposure and programs to support women leaders' professional growth, e.g., Career Talks (Japan), 360 coach certification (India), Action Learning Program (China), and Mentoring Exchange across the region.
- In Cork, Ireland, employees developed a Women in Leadership Peer Mentor Program.
- In Costa Rica, they launched a mentoring and sponsorship program focused on the development of women.
- The Europe, Middle East and Africa region launched a Shadow Board as an extension of its reverse mentoring programs. Early career “shadowers” work closely with senior leadership to share new ideas and advice related to select strategic projects.
- In Latin America, they launched a multi-year women's development program called Pink T-shirts, which is open to all genders, and also increased representation in existing leadership development programs that build capabilities to address the region's emerging market challenges.



## RAISING AWARENESS AMONG EMPLOYEES AROUND THE GLOBE

Boston Scientific recognizes that it can't launch a successful diversity initiative without its employees understanding that fostering a diverse and inclusive workplace benefits everyone, including them, their colleagues across all dimensions of diversity, and the company's bottom line. That is why raising awareness of diversity—and helping employees develop inclusion competency skills—is a key objective of the initiative.

One of the first steps that the company took to raise the level of awareness and engagement in DEI among majority groups was to organize training sessions for managers that help them understand the benefits of inclusion. For example, the company conducted [Catalyst's MARC Leaders Immersive workshops](#), which are designed to inspire directors through senior executives to stand up for gender equity. These workshops have engaged hundreds of men to become allies. "This was the first time my privilege [as a man] truly became real," said Tim Jackson, VP of Business Transformation at Boston Scientific, when asked about his participation. "It raised my awareness of unstated issues that, for the most part, I had not shared, experienced, or at least noticed. This is important knowledge to be able to create a more equitable work environment."

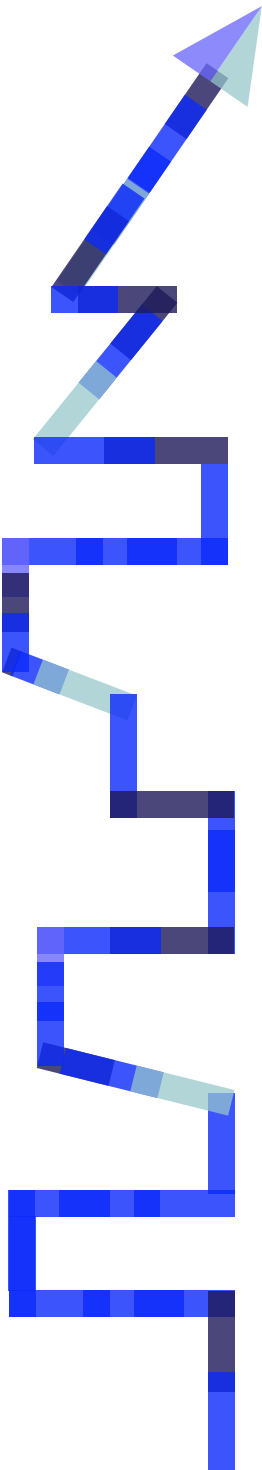
To reach an even wider audience, Boston Scientific instituted a required online unconscious bias training—available in 18 languages—to help employees reflect and recognize their own biases and embrace DEI efforts. To date, 98.6% of employees have completed this training. The company also created an online Inclusion Toolkit that offers employees on-demand content, including an inclusive behaviors self-assessment, manager skill-building resources, and educational anti-racism resources.

The company has been successful in driving the initiative throughout the organization, including to functions and roles that are too often overlooked in corporate initiatives, such as salespeople who spend their days in the field and product builders in manufacturing sites. In fact, through the Boston

Scientific Close the Gap initiative, the company has implemented resources and tools for sales and clinical trial teams so that they better understand bias and its impact on health equity. The company has also worked to increase diversity in its clinical trials to ensure that their products work for and serve the needs of their entire customer base.

"In my 17 years at Boston Scientific, winning the Catalyst Award has been one of my proudest moments—not because of the Award itself, but because of what it represents: our progress over time to advance diversity, equity, and inclusion for women, multicultural talent, and all employees."

CAMILLE CHANG GILMORE,  
VICE PRESIDENT, HUMAN  
RESOURCES AND GLOBAL  
CHIEF DIVERSITY, EQUITY,  
& INCLUSION OFFICER



## THE IMPORTANCE OF ERGS

Employee Resource Groups play a critical role in the Boston Scientific initiative. All of them have been involved in impacting the strategy and implementing new programs and processes.

ERG chapters exist in regions around the world and, with approximately 8,000 participants, these groups have an in-depth understanding of employees' needs across many geographies and demographics. The Women's Network is the largest and most widespread ERG, and other groups are expanding; for example, the Bridge ERG for Black employees is now creating chapters outside of the United States, including in Brazil. Any business, region, or site may establish a chapter of an ERG—in fact, that's encouraged.

Every year, Boston Scientific makes a significant investment in supporting its ERGs with resources, sponsors, and even toolkits and guides on how to launch and lead a successful ERG. The presence of ERG Leads on the Global Council for Inclusion means that they have direct access to senior leaders and can provide members with insights into organizational strategy. These ERG Leads also receive critical visibility opportunities that advance their own careers and compensation for their additional responsibilities with the ERGs.

Employees of all levels serve as ERG leaders. Leaders benefit not only by advancing the interests of their ERGs, but also from the opportunity to have regular meetings with Executive Committee sponsors, who provide strategic partnership and guidance.

While open to all employees, the company's **nine ERGs** are each dedicated to a particular dimension of diversity:

- Women's Network
- Bridge (Black employees)
- PEARL (East Asian/Pacific Islander employees)
- SAIL (South Asian employees)
- HOLA (Hispanic/Latinx employees)
- LEAD (employees with disabilities)
- PRIDE (LGBTQ employees)
- YPN (young professionals)
- VETS (active military and veteran employees)





“Meaningful DEI progress takes time, and our work is far from over. I’m incredibly proud of our team’s commitment to creating an environment where each individual feels valued, included and has opportunities for growth.”

WENDY CARRUTHERS, SVP,  
HUMAN RESOURCES

## RECRUITMENT AND DEVELOPMENT PROGRAMS THAT DELIVER

It was particularly important for Boston Scientific to incorporate diversity awareness and inclusion competency into its hiring practices for both new and existing employees. With this goal in mind, the Talent Acquisition Team implemented a Talent Attractor program, which provides training to employees to effectively utilize internal and external channels to brand Boston Scientific as an employer of choice and help attract top talent. This recruitment technique enables hiring managers to reach more candidates, including candidates from marginalized groups and candidates who possess skills that help meet gaps within the company.

For a medical device company, it is particularly important to identify new STEM talent, and Boston Scientific worked hard to improve the representation of women and multicultural talent in STEM roles at all stages of their careers. The company created development programs that have been very successful in raising the profile of talented people at the company who might otherwise have been inadvertently overlooked. For example:

- Diverse Leaders of Tomorrow, a two-day course for high-potential multicultural leaders and their direct managers with a focus on skill building, strategic planning, and networking.
- EXCELeRATE, a multi-year program that pairs high-potential women in STEM with an executive sponsor.

They’ve now begun expanding these programs to develop underrepresented talent across more functions and roles.

In addition, the company has increased its reach to hire women and people of color across gender through partnerships with organizations such as the Society of Women Engineers, reachHIRE, and the Society of Hispanic Professional Engineers. Boston Scientific also partners with Historically Black Colleges and Universities to help build a sustainable, diverse pipeline of talent for the future.

As a long-term investment in building the pipeline of women entering STEM fields, the company is also involved with partnerships in girls’ education. For example, Girls Inc. brings young women to visit the company’s campus to participate in summer externship programs. Boston Scientific also intentionally raises the profile of women of color in STEM at company conferences to encourage other women to follow in their footsteps, following the maxim “you can’t be what you can’t see.”

## WORKFLEX OFFERS EMPLOYEES MORE WAYS TO GET WORK DONE

To create a truly inclusive workplace, Boston Scientific knew that it had to offer its employees a practical and accessible flexible working program. The company established its *Workflex* policy to provide employees with more options for the ways they can get their work done. The policy allows them to work at a reduced schedule, work flexible hours, participate in a job share with another part-time employee, and work onsite, hybrid, or remotely. All employees have access to at least some aspects



of *Workflex* (e.g., a lab scientist might not be able to work remotely, but they can work flexibly), and the program may be used regardless of reason. Through its global benefits program, the company also provides enhanced parental leave, counseling, well-being tools such as podcasts, and telehealth options.

Inclusive benefits and policies demonstrate to employees that they are valued—and that they are evaluated based on their work product, rather than on external factors such as time spent at their desk.

## DRIVING ACCOUNTABILITY TO PROMOTE MEASURABLE DIVERSITY, EQUITY, AND INCLUSION PROGRESS

A diversity, equity, and inclusion initiative can only be successful if employees at all levels know that they are truly accountable for achieving meaningful results. Without accountability, it's too easy for managers to coast along with the practices they've grown comfortable with, only paying lip service to DEI.

The first step in accountability is setting goals and measuring progress over time. Boston Scientific therefore set annual DEI goals for each member of its Executive Committee, which can be cascaded to managers throughout the organization.

In 2019, the company then invested in building more advanced capabilities within its Talent Analytics and Insights (TA&I) team. The TA&I team built the firm's first robust DEI dashboard featuring data visualization, which is updated monthly for leaders. The dashboard tracks hiring, promotion within and across business units, and attrition metrics by gender, ethnicity, region, age, tenure, and career level, among other characteristics. The TA&I team is also exploring ways to measure other dimensions outside of the United States and Puerto Rico, where asking about race and ethnicity may be prohibited, to

capture as much of employees' full identities as possible. The dashboard shows leaders the extent of diversity in top roles and the pipeline, and tracks representation in critical STEM roles such as manufacturing and IT. The TA&I team also works directly with HR Centers of Excellence and HR business partners to train them to take deep, customized dives into DEI data and further evolve the dashboard. It will be piloted to a group of managers in 2022 before wider expansion.

Boston Scientific added a qualitative element to its measurable goals by adding an inclusive behavior expectation to its People Leadership Commitment. Also, promotion announcements for employees at the director level and above now highlight their inclusive leadership behaviors. This promotes inclusive leadership as a baseline expectation for all people leaders at the company.

Another way to add accountability when building more diverse and inclusive teams is to institute expectations for more diverse slates of candidates. At Boston Scientific, these expectations vary from region to region, but in general candidate slates for open positions globally should include at least one woman, and for the United States and Puerto Rico, at least one woman and one person of color (though some regions embrace a higher standard of 50% women in slates).

Boston Scientific also wants to make it easy for employees to safely share feedback on their managers, whether positive or negative. The company therefore introduced the Spark Survey, an online survey that "lets employees rate their managers' performance against a defined set of leadership behaviors. More than 26,000 employees were invited to offer feedback on 3,380 people leaders in 2019, with a response rate of 77 percent. Of the participating managers, 87 percent (those with three or more direct reports responding) received a personalized feedback report."<sup>1</sup> Today, managers receive Spark Survey feedback regardless of the number of direct reports.



## TRANSPARENCY BUILDS TRUST

Transparency and communication are a fundamental part of any diversity, equity, and inclusion strategy. Transparency builds employees' trust that the company is genuinely committed to making progress and will address any setbacks or missteps that arise along the way.

To support the maximum level of transparency around its initiative, Boston Scientific shared its measurable goals—and what progress had been made towards those goals—throughout the organization. The company published employee demographic data to the company's website

that shows representation of women and people of color across gender at different levels and across different geographies. This helps drive accountability towards achievement of their 3Up goals, which is a factor in annual bonus plan funding.

Boston Scientific took transparency to the next level by taking the unusual step of publishing pay equity data: The company consistently demonstrated [99% or greater pay equity](#) across gender globally and race/ethnicity in the United States and Puerto Rico.

The company also clarified and internally posted criteria for promotion so that both employees and managers knew what was required to advance to the next level and to ensure consistency in practices.

## OFFERING OPPORTUNITIES TO ALL EMPLOYEES

Boston Scientific did not want to inadvertently overlook any of its employees for opportunities to advance, and the company recognized that it had many talented employees in plants as well as in offices who could become even greater assets to the company if they had the chance to grow. For example, some product builders in manufacturing sites have STEM degrees from other countries that they had been unable to leverage because of accreditation barriers or other obstacles. The company also made sure that all employees, even those who do not have a regular workstation or corporate email address, have access to ERGs, tuition reimbursement, and other development opportunities.

Specific programs that offer unique opportunities to all employees include:

- GROW Program for product builders: Through this comprehensive development program, product builders have access to increased technical knowledge, leadership training, and inclusive leadership training. They are paired with a sponsor who mentors and advocates for them.
- Rotational opportunities: These provide employees with a unique chance to build broad skill sets through lateral moves, some temporary (to build experience) and some long-term (to change career trajectories).
- TAP app: The Talent Assignments and Projects app is a place where anyone who needs help on a project can post the challenge, and anyone from any role can volunteer. It is open to all employees around the world and provides opportunities for professional development.





## GEORGE OMAE

Director R&D  
Minnesota

In 2018, after ten years of working elsewhere, George returned to Boston Scientific for an exciting new role as director of Research and Development. George previously had a good experience at the company, leaving only to grow his career with new opportunities. However, he felt confident that by returning to Boston Scientific, he could advance his career even further. When he returned to the company, George saw profound cultural change.

Upon his return, an announcement went out welcoming George back to Boston Scientific. After the announcement, production floor employees—half of whom were immigrants from Africa—began reaching out to him to say, “It’s good to see you in this role as an example,” since George is from Kenya himself. George wanted to be an advocate for them to advance.

Following the killing of George Floyd, CEO Mike Mahoney sat down with employees from underrepresented races and ethnicities in the Minnesota office. George recalled it was a great talk about the outside community, but he raised his hand and told Mike that there were opportunities to advance people from marginalized groups in the company as well. He explained that Boston Scientific had employees working on the production floor that would like to advance but had not yet been able to. Mike wanted to help and asked for more details.

George met with different individuals to learn their personal stories and understand the challenges they faced. He shared this information with Mike, who responded right away and brought in the head of HR. George emphasized the importance of speaking up for others who are not in a position to do so themselves. Boston Scientific was also already working on expanding a program that had been successfully piloted in its Cork, Ireland, site called GROW (**G**iving **R**eal **O**pportunities for valuable **W**ork Experience). GROW (described on page 9) is a skill-building development program for product builders; it matches each participant with a sponsor who mentors and advocates for them. There have been several successful career transitions—for example, a product builder who was promoted to financial analyst.

In addition to GROW, George has seen the importance of other formal mentoring and coaching programs at Boston Scientific. He proudly shares how several Black women engineers

participated in Bridge Connections, a mentoring and networking program established by the company’s Bridge employee resource group. More than 40% of manager and supervisor level roles are now filled by women, but George isn’t satisfied—he supports the company’s effort to see more women, including women of color, appear in leadership and engineering roles.

Between George’s first and second experiences working at Boston Scientific, he has seen dramatic change. Employee resource groups (ERGs)—including those for Black employees—are now established and empowered. Leadership, including Mike and other executives, now discuss diversity at Town Hall meetings, and progress toward representation goals is being tracked and reported. George said it is getting easier to advance more people from marginalized groups than before because the culture of embracing diversity is established and supported by infrastructure and policies.

Being an advocate for diversity also has helped George personally. By speaking up about important issues, he expanded his relationships across the company and gained valuable insights and skills that he has applied to his work. As a result, he is getting more opportunities in the company, including working on new projects across more divisions—a bigger role with a bigger team.

George has seen the impact of personal storytelling at Boston Scientific and believes that continuing to have these conversations is an important part of the path to sustaining gains in diversity, equity, and inclusion (DEI). In addition, he believes that policies need to be continually reviewed and updated so that employees are supported, and so that the success of DEI doesn’t rely on any one individual. As George described, “If you leave a system, you leave a legacy.”

George has clear advice for others looking to use their voice to help others. “Bring forward personal stories to build empathy, and the people who are being helped need to be clear on what action they want. Then, it is easy for leaders to act and make real progress.”





## JANELLE POWLETT

Controller and Vice President of Finance  
Massachusetts

Six years ago, Janelle Powlett reached a crossroads in her career. She made a difficult decision to leave the company where she worked due to location. Her role would have required her to move, but she wanted to stay in Boston.

In her search for a new job, it was Janelle's top priority to find a company that held strong principles and values. From her initial interaction with Boston Scientific, she found what she was looking for—a place where she could go into work every day feeling that her personal and professional goals were supported. As Janelle described, "When people ask me what keeps me at Boston Scientific, it is the same thing that brought me here: the people that I met, the way they spoke about the company, and the mission of the company—keeping patients first. This is the center of all that we do and has made it a joy when I wake up to come to work in the morning and feel that I can bring my authentic self to work."

Since the start of her career at Boston Scientific, Janelle has had many opportunities to take on different roles, gain new experiences, and advance throughout the company. Her career went from Global Supply Chain Finance to a similar role at the company's distribution center in the Netherlands, where she worked for about a year. Then, another opportunity arose for Janelle to work in the Endoscopy Commercial organization, which afforded her the ability to move to France as the Finance Lead for the company's EMEA region. She stayed at that role for most of the pandemic. However, after working for three years in Europe, a new opportunity was presented to return to Massachusetts, this time in a Global Controller role—VP of Finance, Endoscopy, which she accepted. Janelle attributes her many opportunities to colleagues and their advocacy across Boston Scientific.

In addition to her international opportunities, Janelle points to several factors that have impacted her career at Boston Scientific:

- A mentor who has helped her adapt to a new company with very different systems and processes and who continues to provide mentorship.
- The EXCErate program (see page 7), which introduced her to a sponsor who not only held her accountable for her goals but also functioned as a voice in the room when she could not function in that role. As an introvert, Janelle found having a sponsor to be hugely impactful for her career, as her sponsor made sure that people who were making decisions knew her career goals and accomplishments. Her sponsor also encouraged her to take on new roles and opportunities.

- The Leadership Development Program—an eight-month leadership development program at Boston Scientific for managers and directors—helped Janelle build a leadership philosophy, establishing how she wants to show up as a leader. The program has multiple sessions in multiple locations. Janelle found the opportunity to learn from her peers and gain exposure to leaders to be hugely impactful as she built her own career as a leader. Although Janelle participated in the program three years ago, she still practices the leadership philosophy that she learned throughout her participation in the program.
- The company's Workflex policy. When Janelle started at Boston Scientific, she was only familiar with negative stereotypes about flexible working—for example, that it could mean fewer promotions, or that it was for mothers only. However, her experience at Boston Scientific has demonstrated that these stereotypes are the opposite of reality. Employees are able to work flexibly regardless of reason, and without it negatively impacting their careers. As a leader, she makes sure to support and model flexible working for her teams. Janelle has found that if the work gets done, employees are supported wholeheartedly, and this can be seen from executive leadership down to the rest of the organization.

Janelle has paid her positive experiences forward. While in EMEA, Janelle co-led the region's Diversity, Equity and Inclusion Council efforts, which helped support the *Creating Equal Opportunities for Growth* initiative. Initially, when asked to lead these efforts, she wondered if she was being asked because she is a woman of color, as she did not want to be the "poster child" for DEI. However, Janelle asked herself a question: "Do I believe every person regardless of race, creed, sexual orientation, etc. deserves an equal opportunity?" She felt that if she could answer yes to that question, then she had to say yes to this role. Leading DEI efforts in the EMEA region not only taught Janelle inclusivity as a leader; it also helped her recognize her own unconscious biases and enabled her to bring the organization along that journey as well.

Even as more job opportunities open at other companies, Janelle remains committed to Boston Scientific because of all that she has experienced there. As she noted, "The company valued DEI efforts before there was an outcry across the nation to be more diverse and inclusive, before it was a fad, and this is why I stay."

# >>> CATALYST AWARD CRITERIA

## STRATEGY & RATIONALE

**Clear Alignment with Business Strategy** to improve outcomes in medicine through diversity.

**Empowering Governance Structure** that leverages ERG and other council participants across diversity dimensions.

**Global Focus, Customized for Regions** via ERG chapters and local councils.

## SENIOR LEADERSHIP ACTIVITIES

**Set Clear and Consistent Tone from the Top**, with deep involvement in the strategy from CEO and other senior leaders.

## ACCOUNTABILITY & TRANSPARENCY

**Implement Scorecards and Publish DEI Data**, making goals and progress transparent to all employees.

**Post Criteria for Promotion**, setting clear requirements for all employees.

**Integrate Inclusive Behavior Expectations** into the People Leadership Commitment.

**Tie compensation** to inclusive leadership, efforts, and representation.

## COMMUNICATION/ CULTURAL INTEGRATION

**Reach out to all employees**, including those in manufacturing roles and in the field.

**Leverage ERG chapters and Inclusion Councils** to ensure that the importance of DEI is reinforced throughout businesses, functions, and regions.

## EMPLOYEE ENGAGEMENT

**Require Inclusion and Engagement Goals** in employee development plans to engage employees at all levels in building an inclusive culture.

**Grow ERG Chapters and Participation** to increase employee involvement.

**Engage Men as Allies**, which supports outcomes such as equitable representation in leadership.

## INNOVATION

**Create a Culture of Transparency**, both in sharing data and statistics, and in succession planning and strategy.

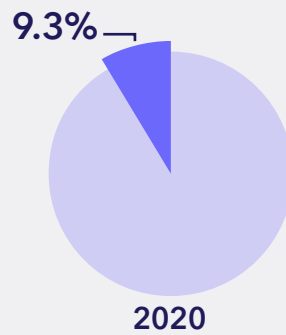
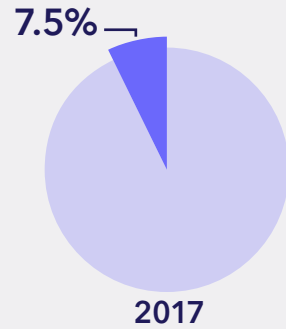
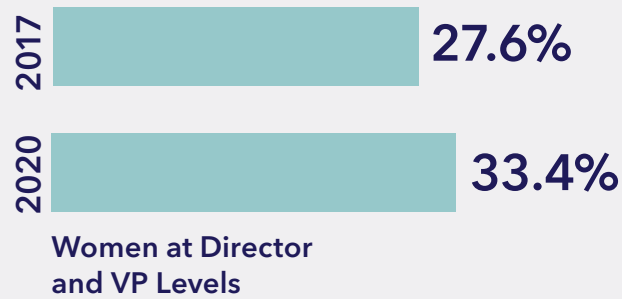
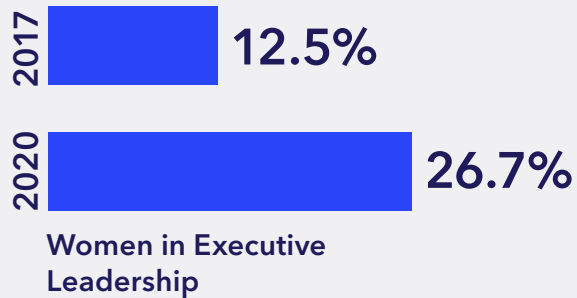
**Customize DEI** through local councils and ERGs.

**Establish a Governance Structure** that allows ERGs direct input into business strategy decisions.

## MEASURABLE RESULTS

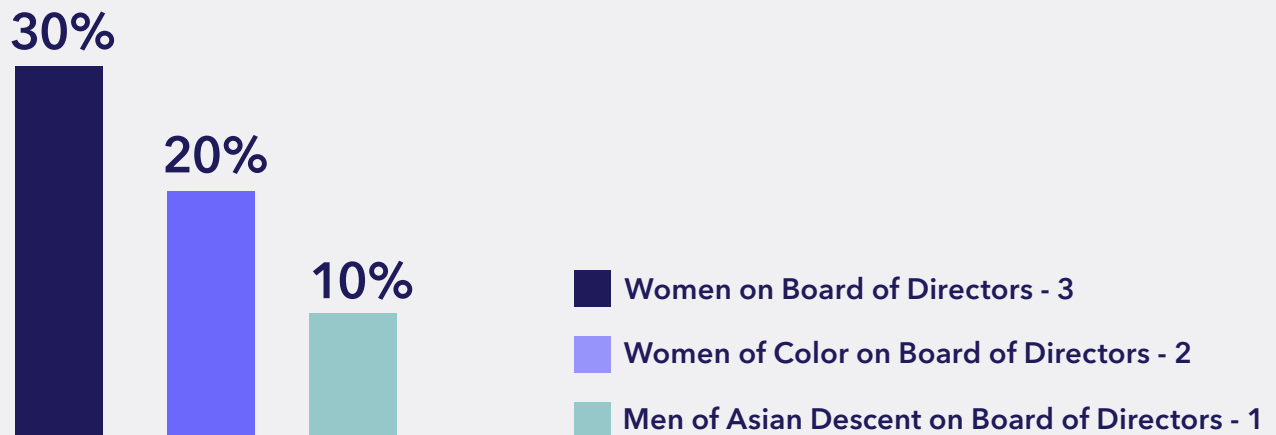
Women in executive leadership (Band 1) increased from 2 to 4 women, 12.5% to 26.7% (14.2 point increase). Women at Director and VP levels (Band 2) increased from 27.6% to 33.4% (5.8 point increase). Women of color (US/Puerto Rico) in manager and supervisory roles (Band 3) increased from 7.5% to 9.3% (1.8 point increase). Since 2017, the Board of Directors has comprised three women (30%), two of whom are women of color (20%), and one man of Asian descent (10%). Band 1 has also included a woman of color (7.1%) since 2017.

# IMPACT/METRICS



Women of Color (US/Puerto Rico) in Manager and Supervisory Roles

## Boston Scientific Board of Directors



# >>> ABOUT BOSTON SCIENTIFIC

Boston Scientific transforms lives through innovative medical solutions that improve the health of patients around the world. As a global medical technology leader for more than 40 years, they advance science for life by providing a broad range of high-performance solutions that address unmet patient needs and reduce the cost of healthcare. The company is headquartered in Marlborough, Massachusetts, with approximately 42,000 employees around the globe. To learn more, visit [www.bostonscientific.com](http://www.bostonscientific.com) and connect on [LinkedIn](#), [Twitter](#) and [Facebook](#).

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## ENDNOTE

1. *2019 Boston Scientific performance report*. (2019). Boston Scientific.