2024 Comprehensive Report

stryker

Financial,
environmental,
social and
governance

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

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

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

A second chance at life

After a sudden cardiac arrest, an experienced marathon runner is saved by the quick thinking of his community—and one of Stryker's devices.

On the day of the 2024 Belfast Marathon, 63-year-old John was feeling fit and ready to run. But he doesn't remember much about the race. Despite his years of experience with long distance running, including two marathons the year before, John collapsed at the halfway mark. He wasn't just exhausted—he was in cardiac arrest.

Luckily, bystander Peter O'Hare saw John collapse and quickly recognized the severity of the situation. Peter is a Senior Manager of Global Upstream Marketing for Stryker's Emergency Care Business, and having trained in emergency response, knew that John would need both CPR to keep his blood pumping and the help of an automated external defibrillator (AED) to get his heart beating again. A nurse began CPR

while Peter ran to get the Stryker-made AED he keeps in his car, knowing that every minute counts.

AEDs are used in cardiac events to help restore the heart to its normal rhythm and are essential to saving the lives of people like John. Stryker's devices are designed

> **" My angels were all aligned that day. "**

to be intuitive, easy to use and clinically effective, with proprietary CPR Advisor technology that gives real-time feedback on the quality of CPR. Peter explained that while performing CPR for John, it was like "having someone standing over your shoulder saying 'keep doing what you're doing.'"

John refers to Peter, and the others who intervened that day, as his "angels." After Peter helped restore his heartbeat at the scene, John was transported to the local hospital, beginning his journey to a full recovery. "My angels were all aligned that day," says John, "It's a miracle what happened. I'm here today because of the defib."

John's story underscores the importance of having defibrillators in the community—and making them easy to use in emergency situations. Of his work, Peter noted, "I'm so grateful every day that we get to make products that literally help save and change people's lives. It really is a terrifying experience when someone's life is at threat, but I'm so thankful I was able to take immediate action."

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

3

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 and Orthopaedics 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 www.stryker.com.

Focus areas

- Biologics
- Clinical Communication and Workflow
- Craniomaxillofacial
- Digital Technologies
- Emergency and Acute Care
- Enabling Technologies
- 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 2024

Global:

World's Best Workplaces

Best Workplaces in Asia

100 Best Companies to Work For in Europe

U.S.:

100 Best Companies to Work For U.S.

Best Workplaces in Manufacturing and Production

Best Workplaces for Parents

Best Workplaces for Women

Best Workplaces for Millennials

2024 in review

Healthcare

People

Planet

Business

Appendix

2024 fast facts*

$22.6B global sales

53,000 employees

75 countries in which we operate

SYK stock symbol (NYSE)

Better healthcare

Over **150M** patients impacted globally**

Completed **7** acquisitions

Invested more than **$1.5B** in research and development

Launched expanded Government Affairs and Market Access Organization to increase **access to care**

Stronger people

38.5 percent of our global employees are women

Launched and expanded **five** key **employee development programs**

Donated to nonprofits through our employee gift matching program

Healthier planet

Reduced carbon emissions by **32 percent** compared to a 2019 baseline***

Used **45 percent** renewable electricity to power facilities worldwide****

Partnered to launch the Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME)

Good business

Introduced expanded enterprise-wide risk assessment process

96 percent of people managers completed course on Fostering a Culture of Integrity

70 percent of direct suppliers (by spend) assessed for environmental, human rights and ethical performance; **on track** for 2027 target

Our values

Integrity
We do what's right

Accountability
We do what we say

People
We grow talent

Performance
We deliver

* Numbers are rounded.

** Figure based on 2023 data. We regularly update our methodology to reflect our business footprint and data availability, which may result in changes to our reported metric.

*** Figure based on 2023 data.

**** Total renewable energy was assured by ERM CVS as part of their limited assurance engagement in accordance with ISAE 3000 (Revised). See page 55 for the full assurance report.

2024 in review

Healthcare

People

Planet

Business

Appendix

Stryker | 2024 Comprehensive Report

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

Dear stakeholders,

We delivered an excellent year of results in 2024 and continued to grow our global impact, touching the lives of over 150 million patients. We are driving outstanding innovation and had an active year of acquisitions that will help sustain our growth at the high end of MedTech. Our strong talent and culture, combined with our decentralized operating model, are key to our success. I'd like to thank our employees for their dedication and continued partnership with our customers to make healthcare better.

Talent and culture

Our mission and values are unifying forces in our company and our culture centers on purpose, talent, relationships and growth. Aligned with our commitment to employee engagement, we continue to advance our

> **"** Innovation is the lifeblood of a high-tech MedTech company, and we have healthy product pipelines across our businesses to help fuel future growth. **"**

diversity and inclusion efforts, which are contributing to our success. In recognition of our talent and culture, Stryker continues to be honored as a Great Place to Work across the world and across categories including World's Best Workplaces, Best Workplaces in Asia, 100 Best Companies to Work for in U.S. and Europe and Best Workplaces for Women.

We had two changes to our Board of Directors in 2024. After 15 years of distinguished service, Dr. Srikant Datar announced he would not be standing for re-election (see page 37). We also welcomed new board member Rachel Ruggeri, Executive Vice President and Chief Financial Officer, Starbucks, and she is having a positive impact on the board.

Innovation

Innovation is the lifeblood of a high-tech MedTech company, and we have healthy product pipelines across our businesses to help fuel future growth. Our deep customer insights allow us to understand their needs and build or buy technologies and solutions to address them. We launched numerous high-impact products in 2024 including our Pangea Plating System and LIFEPAK 35 monitor/defibrillator. We were also active in M&A, completing seven deals in the year, which are illustrated on pages 11–12. These acquisitions all fit within our existing businesses and will help accelerate growth and deliver more value to our customers. For example, care.ai, is positioned to build upon our recent Vocera purchase, showing our commitment to growing our presence

**2024
in review**

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

in healthcare information technology, and will help optimize clinical and operational workflows for our customers.

Performance

In 2024, Stryker achieved another year of double-digit organic sales growth. We remain focused on advancing globalization, and our international success continued with 8.8% organic sales growth in the year. We continue to be under-penetrated in many markets outside of the U.S., and our international opportunity remains significant. We also delivered on our adjusted operating margin goal, expanding margins by 110 bps, and we remain on track to achieve our stated goal of returning to the 2019 level of adjusted operating margin by the end of 2025. Our adjusted earnings per share grew an impressive 15%, and we delivered solid free cash flow.

Corporate responsibility

We are committed to making an impact toward a better, healthier world as outlined in our Corporate Responsibility (CR) framework of "stronger people, healthier planet and good business." We are making progress toward our environmental commitments to be carbon neutral in our facilities by 2030 and power all facilities with renewable electricity by 2027. Our
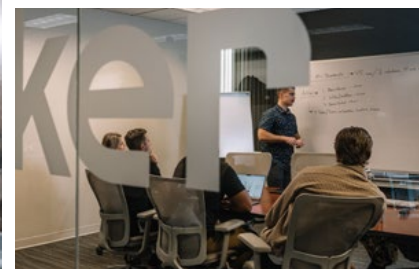
> **Our mission and values are unifying forces in our company.**

environmental initiatives are also beneficial to our business and our customers; for example, by reducing material use in packaging. As you read this report, you will see the numerous ways we are driving impact to improve the health of our employees, communities and the planet. I was particularly impressed by the charitable giving of our employees, which was supplemented by a strong company matching program.

In summary, our strategy is working, and we continue to drive high growth across our key metrics. I would like to thank my fellow employees and Board of Directors for their passion and dedication to living our mission and values. I continue to believe that Stryker's best days are ahead of us.
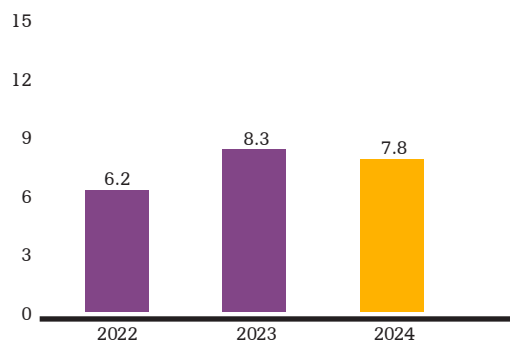
Kevin Lobo
Chair and CEO

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

7

Financial highlights

Financial overview

($ in millions, except per share amounts)

	2024	2023	2022
Net sales	$22,595	$20,498	$18,449
Earnings before income taxes	3,492	3,673	2,683
Income taxes	499	508	325
Net earnings	2,993	3,165	2,358
Adjusted net earnings[1]	4,700	4,066	3,571
Net earnings per diluted share of common stock			
Reported	7.8	8.3	6.2
Adjusted[1]	12.2	10.6	9.3
Dividends paid per share of common stock	3.2	3.0	2.8
Cash, cash equivalents and marketable securities	3,743	3,053	1,928

Net earnings
($ per diluted share)

2022	2023	2024
6.2	8.3	7.8

Adjusted net earnings[1]
($ per diluted share)

2022	2023	2024
9.3	10.6	12.2

Dividends paid
($ per share of common stock)

2022	2023	2024
2.8	3.0	3.2

**2024
in review**

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

8
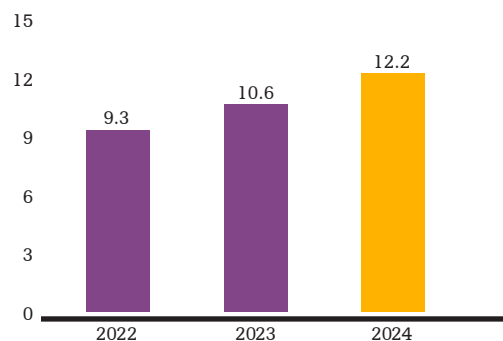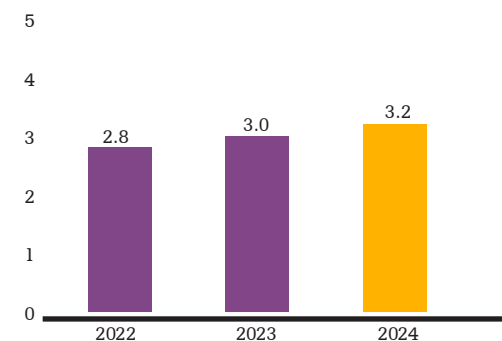
Financial highlights
(continued)

Sales by segment

MedSurg and Neurotechnology

17% Medical

13% Instruments

6% Neurovascular

11% Knees

3% Spinal Implants

15% Endoscopy

9% Neuro Cranial

16% Trauma and Extremities

7% Hips

3% Other
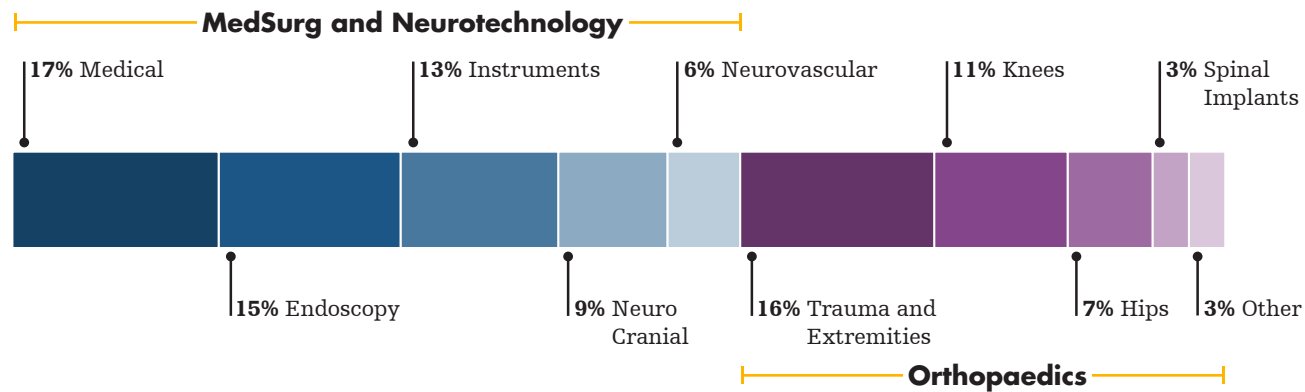
Orthopaedics

$22.6B
in global sales

2024 Geographic net sales

75.0%
United States

19.4%
International (developed)

5.6%
Emerging markets
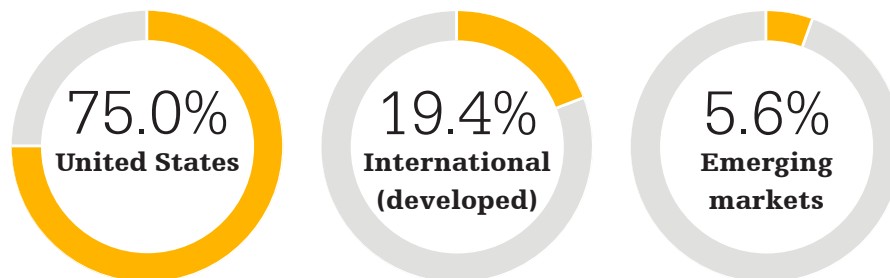
59.8%
MedSurg and Neurotechnology

40.2%
Orthopaedics

2024 in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

9

Committed to corporate responsibility

Our mission and values, together with our company strategy, serve as our compass, guiding our commitment to responsible, sustainable practices. This work is a call to action for everyone at Stryker in alignment with our mission to make healthcare better.

Our commitment to CR is grounded in our values, and Stryker's CR efforts focus on three pillars with one key objective: creating a better, healthier world. We are regularly exploring emerging topics and standards and will continue to evolve our reporting capabilities to meet the needs of our business and stakeholders.[2] To prepare for emerging sustainability disclosure regulations, we are preparing to comply where appropriate, including assessments in line with the Corporate Sustainability Reporting Directive (CSRD). The priority topics below may shift as we refine our double materiality assessment in accordance with CSRD. Learn more about our approach to reporting and stakeholder engagement in Stryker's Corporate Responsibility reports and resources.

	Stronger people — Strengthening the people we serve	Healthier planet — Protecting our planet	Good business — Doing business the right way
Pillars	We are committed to serving our communities and creating a healthy, 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 • Climate change • Environmentally friendly product packaging development and design • Operational waste management	• 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 and stakeholder engagement
Key commitments	• Advance a culture of inclusion, engagement and belonging • Strengthen the diversity of our workforce	• 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 • Committed to science-based targets	• Engage 85% of our direct suppliers (by spend) on environmental, human rights and ethical performance by 2027 • Maintain oversight of CR by the Board of Directors

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

Better healthcare

Stryker aims to make healthcare better— for the healthcare customers we serve, professionals who use our products and patients receiving care. We leverage market insights to better understand and create value for the people we impact.

To deliver on our mission, Stryker continually adapts to the ever-changing healthcare environment. Digitization is disrupting the industry, providing opportunities for us to help healthcare professionals use technology to manage complexity and reduce cognitive burdens. Growing global demand and a shift from inpatient to outpatient care is creating new demand for our products in different care settings.

Stryker is investing in innovation and acquisitions that allow us to meet these evolving needs. At the same time, many aspects of our approach remain constant, including a focus on health equity, an emphasis on educating the next generation of healthcare professionals and a steadfast commitment to quality in all we do.

**Kelly Ritchie,
Clinical Specialist**

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Healthcare innovation

Internal research and development (R&D) is an important part of how we innovate. Stryker's R&D Fellows program recognizes our most esteemed technical leaders whose impactful innovations have meaningfully advanced Stryker's mission to make healthcare better. In 2024, the company welcomed three new Distinguished R&D Fellows and 10 Technical R&D Fellows. We are also driving innovation suited to local markets with centers of excellence such as Stryker's Global Technology Center in Gurugram, India, and an R&D Lab in Brisbane, Australia.

For more than a decade, mergers and acquisitions have also been a critical part of Stryker's growth strategy. The company has completed 60 acquisitions since 2014, and seven in 2024 alone. Inorganic innovation supports our company strategy and complements the work of our R&D Teams to strengthen our portfolio and deliver on our mission.

Investing in advanced digital healthcare

Stryker has an enterprise-wide focus on integrating digital features and other enabling technologies into our products, that can help improve outcomes and create value for customers and patients. Examples of this innovation from across our portfolio include:

- Our latest **Spine Guidance 5 Software** is designed to help surgeons plan and execute complex spinal procedures. Features include automatic screw suggestion, rod visualization and alert zone notifications that include audible and tactile feedback to help guide the surgeon's movement during bone resection and screw insertion.

- With over 18+ years of experience and more than 1.5 million procedures[3] performed across 45 countries globally, **Mako SmartRobotics** has demonstrated enhanced outcomes, such as shorter recovery times and less pain, for total hip, partial knee and total knee patients when compared to manual surgery.[4,5,6]

- **LIFEPAK 35** is Stryker's first monitor/defibrillator launch in years and comes with technology upgrades that meet the needs of today's healthcare professionals, including a large, intuitive touchscreen and advanced clinical decision-support tools that help reduce cognitive burden.

- In 2024, Stryker completed the acquisition of **care.ai**, whose platform and sensors enable a variety of artificial intelligence-enabled workflows, allowing caregivers to spend more time with patients. This technology will one day integrate with our Clinical Communication and Workflow platform and many other Stryker devices, helping deliver Dynamic Clinical Workflow solutions that further enable a smarter continuum of care.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Responding to evolving sites of care

Around the world, people are staying active as they age. And post-pandemic, more people are opting for elective surgeries. The rising number of elective surgeries, coupled with a shift toward performing these procedures in ambulatory surgical center (ASCs), is reshaping the landscape of care delivery. Today, there are more than 6,300 Medicare-certified ASCs in the United States, and ASCs are being constructed at a ratio of 7 to 1 when compared to traditional hospitals.[7,8]

ASCs are highly specialized facilities, focused on specific types of procedures, such as orthopaedic surgeries. This specialization enables them to handle a high volume of cases efficiently, improving patient throughput and allowing more people to receive care in a timely manner. Stryker understands the unique needs of ASCs and offers solutions suited to this emerging care setting, including:

- The **Artelon FlexBand Systems** come in single-use, sterile blister packs, providing a complete set of tools and implants. For ASCs, where efficiency, safety and cost-effectiveness are paramount, sterile-packed solutions can be beneficial. They help streamline operating room (OR) workflows by reducing setup time, minimizing instrument clutter and reducing the need for in-house sterilization. This helps save on both time and resources while reducing the risk of contamination.

  Designed to support the growing volume of elective soft tissue procedures in ASCs, these kits also feature the Artelon differentiated synthetic technology. This technology is designed to load share with native tissue. Load sharing may support induction of regenerative biological signaling. With convenience, reliability, and innovation in one package, the Artelon FlexBand Systems align with the evolving needs of modern ASCs.

- **The Mild procedure**, created by Vertos Medical, provides a minimally invasive treatment option for patients with lumbar spinal stenosis who are not receiving adequate relief from conservative therapies. Stryker's acquisition of Vertos Medical strengthens our Interventional Spine Business, further enhancing our focus on advanced pain procedures.

- The **Triathlon Cementless** primary knee implant incorporates the same design as the trusted Triathlon brand[9] without the need for cement. The Triathlon Cementless knee implant has demonstrated improved patient satisfaction[10,11] than cemented knees and allows for enhanced operational efficiencies including OR time savings[10,12] and elimination of cost storage and cement mixers[13] that can be beneficial to the ASC setting.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Advancing education

Worldwide, healthcare systems are evolving. Advances in technology are making novel treatments and procedures an option for people in many parts of the world—while others are at risk of being left behind. At the same time, we're seeing increased focus on controlling healthcare costs from payers, including governments and insurers.

Advancing healthcare access

Stryker's Global Government Affairs and Market Access (GAMA) organization is designed to navigate the intricacies of government policies, reimbursement systems and market access challenges across the globe. By advocating for patients, supporting healthcare providers and working to streamline market access, GAMA helps make innovative medical technologies available to those who need them most. For example, Stryker recently successfully advocated for increased availability of automated external defibrillators (AEDs) at schools in the state of Michigan—a development that will help keep children safe.

Supporting medical education

As new procedures and products become available, healthcare professionals' knowledge must keep up. Recent highlights from Stryker's medical education programs include:

- **Onsite training**—We continue to focus on hands-on training at our company-owned lab facilities and local institutions. Many of our facilities saw record levels of in-person participation in 2024.

- **Virtual training**—We have enhanced our virtual training opportunities through the deployment of new learning management systems, technology to support live surgeries and options for virtual surgical observations. We have also increased the amount of online learning available, including new Mako on-demand courses.

- **Mobile labs**—Stryker had 657 mobile lab stops in 2024. Mobile labs put the latest advancements in Stryker's portfolio in reach of more people, including those in rural and remote locations, while reducing the need for busy executives and clinicians to travel.

Engaging women in orthopaedics

Women remain significantly underrepresented among orthopaedic surgeons. To identify and advance qualified women into the orthopaedics field, Stryker supports organizations including the Ruth Jackson Orthopaedic Society, Women in Arthroplasty, the Orthopaedic Diversity Leadership Consortium and Women Orthopaedist Global Outreach, all of which work to develop skills and drive more women into this important field.

➡ **Learn more about Stryker's efforts around medical education and healthcare access and affordability in Stryker's Corporate Responsibility reports and resources.**

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

Product quality and safety

Stryker's Quality Policy guides our approach to product quality, promoting that our healthcare solutions meet or 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. These certifications play a pivotal role in shaping our product design, manufacturing and distribution processes. Dedicated teams ensure that products and solutions obtained via acquisition meet our quality standards.
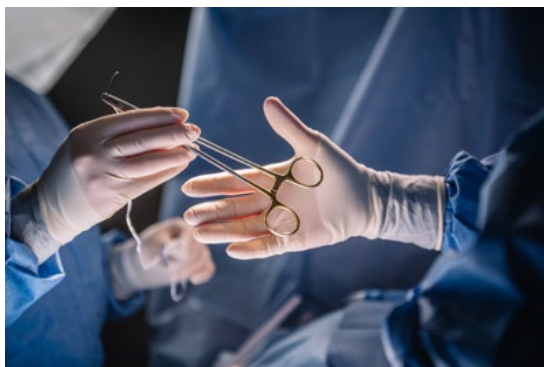
Stryker undergoes rigorous independent assessments for quality, including 192 external quality audits in 2024. Covering our design, manufacturing, logistics and distribution sites, these audits ensure that our operations consistently meet industry standards. Alongside external evaluations, Stryker also conducted 386 independent internal quality audits in 2024. The insights gained from these assessments drive continuous improvement.

Quality management metrics

	2022	2023	2024
Recalls reported to the U.S. Food and Drug Administration (FDA)			
Number of FDA Class I recalls	—	—	—
Number of FDA Class II recalls*	27	35	36
Number of FDA Class III recalls	2	—	—
Recalls pending classification	—	0	4
Normalized by revenue			
Recalls reported to U.S. FDA per billion dollars in revenue	1.6	1.6	1.8
U.S. FDA Warning Letters			
FDA Warning Letters received	—	—	—
FDA Warning Letters resolved	—	—	—
Audits and inspections			
Number of audits/inspections by external entities (e.g., worldwide regulatory agencies, notified bodies)	181	191	189
Average findings per audit	0.7	0.8	0.6
Number of FDA inspections	5	7	14
Average observations per FDA inspection	—	0.4	0.3
Number of corporate quality audits conducted	23	35	31

*Reportability was changed on two 2023 recalls after input from FDA.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Quality training

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 guides us in managing day-to-day quality activities and is regularly reviewed with executive leadership.

Designing for quality

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.

Ensuring product security and trust

Stryker is committed to ensuring the security and safety of our medical devices through a proactive approach to product security. Our dedicated Product Security Team integrates security measures throughout the product lifecycle, from design and development to deployment and maintenance. We collaborate closely with suppliers, industry partners and regulatory authorities to address emerging threats, safeguard sensitive data and maintain compliance with industry standards such as FDA cybersecurity guidelines for medical devices, as well as industry standards like ISO 13485 and International Electrotechnical Commission 62304. Learn more about our commitment to product security.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

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 help eliminate recurrence. One vital input to our program is post-market surveillance, where we evaluate customer-reported issues. This information feeds into our CAPA system, providing a feedback loop directly from customers into future product and process designs.

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 applicable regional regulations.

Stryker's clinical trials comply with Good Clinical Practice (GCP), the international ethical and scientific quality standard for 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.

Stryker remains committed to updating our clinical procedures and policies in line with regulatory requirements, ensuring high-quality evidence through both clinical studies and real-world data. Guided by evolving regulations, we plan to design and conduct clinical studies with broader patient participation. Moreover, our continued advocacy efforts on the regulatory front, coupled with cross-industry collaboration, will help drive representative enrollment in clinical trials, ultimately leading to meaningful improvements in patient care.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stronger people

People are the heart of our company and core to our mission. We are committed to our employees and the communities we serve, who together form the foundation of our culture and fuel our efforts to make a positive impact on the healthcare industry.

Stronger people make a stronger culture, and Stryker works to foster this strength through our inclusion initiatives, career development opportunities, commitment to environment, health and safety (EHS) practices and work we do to improve lives in our communities.

These efforts help build our culture—a core part of our overall company story. Our mission and values tell the story of why we exist and what we believe, our company strategy tells the story of where we are going and how we will get there, and the following culture statements, introduced in 2024, describe how we get things done.

- **Purpose:** Customers and patients are at the heart of what we do
- **Talent:** We value our diverse strengths
- **Relationships:** We care for each other and collaborate to win
- **Growth:** We're passionately driven to deliver

Our success depends on our ability to attract and retain the best talent. To do so, we continue to focus on creating and maintaining a great workplace. We believe in attracting the right people, maintaining and building employee engagement and developing our employees. When people are able to do what they do best, they will look forward to coming to work and, in turn, will deliver great business results.

**Mark Larson,
Senior Machine Shop Manager**

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Career development

We proudly live our values, one of which is to grow talent. Through leadership and employee development, and by listening to the various points of view of our employees, we have maintained our reputation as a great place to work. In 2024, we built upon the foundation of our Talent Offense—a comprehensive approach to attract, engage, align and develop talent—to enhance development and goal setting, prepare leaders for critical and evolving roles and expand opportunities to help employees advance their careers.

Fostering leadership at every level

Since 2014, our Leadership Expectations have provided common language for our team on what good leadership looks like at every level of the organization. They describe the behaviors that drive our success, deliver on our mission and strategy and build a culture that focuses on our purpose, talent, relationships and growth. Since creating our Leadership Expectations, our business has doubled in size, and the external environment has changed dramatically. In response, we refreshed our Leadership Expectations in 2024 to align with our culture statements and help ensure we focus on what matters most for employees and leaders today.

Our updated Leadership Expectations ask our leaders to:

Lead from our mission
by designing the future with our customers and patients in mind.

Win together
by collaborating to accelerate innovation and global growth.

Develop people
by investing in everyone to help them reach their full potential.

Make growth happen
by delivering exceptional results in a sustainable way.

We provide specific examples of how to embody these Leadership Expectations based on different roles in the organization, whether an employee leads an organization, a practice or process, other leaders or employees or themselves. Every leader at every level adds value and paves the way for our future success.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

19

Developing goals that matter

Professional growth happens at Stryker in a variety of ways. Individuals set goals for performance, Leadership Expectations and individual development, using Workday as a centralized tool where employees and managers can collaborate and measure progress. In 2024, we evolved our goal-setting process to align with our updated Leadership Expectations. In parallel with this process, our Human Resources Team has created comprehensive support materials to help people understand best practices of goal writing and evaluation, providing a clear roadmap for how to learn, grow and advance at Stryker.

Beyond annual performance reviews, we encourage open dialogue by offering two formal manager-employee progress check-ins each year, to ensure there is clear understanding of expectations, performance progress and opportunities for growth. Additionally, Stryker has more than 330 employees trained to coach other employees on career development.

Taking the pulse

Employee surveys also provide valuable insights that managers can use to inform development conversations. More than 40,000 employees participated in our latest pulse survey, which focused on psychological safety, inclusion, career and overall wellbeing. In our annual pulse survey, 80 percent reported having meaningful development discussions with their managers. In addition, we saw a notable improvement in employees reporting that they feel managers care about their wellbeing.
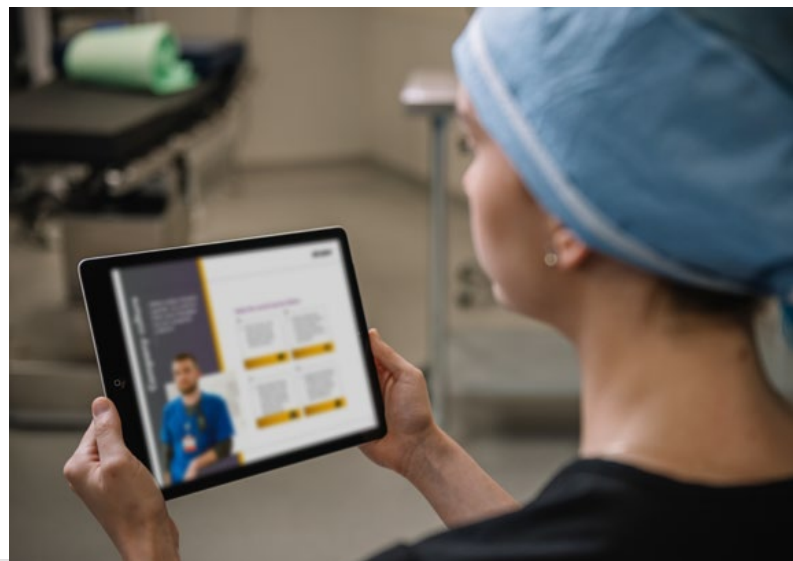
Growing participation in career development

In 2024, we launched and expanded five key employee development programs, including:

Impact from the Core

A program to enable Managers and Senior Managers to lead through change, create psychological safety on their teams, navigate paradoxes and build their self-awareness

280 participants globally

Grow-on-the-Go

A new mobile app to support professional development

1,600 participants globally

Big Think

Developing leaders through a partnership with the Big Think platform and Stryker's leaders

530+ employees have completed the program; 670 more currently enrolled

Business Acumen

A program leveraging an interactive simulation to bring to life the challenges of setting a strategy, balancing priorities, allocating resources and delivering on key metrics to drive overall business success

100 people in first global cohort

PEAK Commercial Leader program

A development journey designed to provide leaders with a high impact, personalized learning experience

25 senior leaders participated over nine-month period

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Diversity, equity and inclusion

We are united by our mission and strengthened by our culture. Our employees' diverse strengths, experiences and perspectives are essential for driving innovation and making healthcare better. By caring for each other, we foster an inclusive workplace where everyone feels seen, heard and valued.

Our commitment to DE&I

We remain committed to strengthening the diversity of our workforce, advancing a culture of inclusion and growth. We believe that diverse perspectives help drive innovation, engagement and a strong culture.

Representation data: Gender (global)

	2023	2024
Overall		
Women	38.1%	38.5%
Men	61.4%	61.1%
Not disclosed	0.5%	0.4%
Team members		
Women	39.0%	39.3%
Men	60.4%	60.2%
Not disclosed	0.6%	0.5%
Managers and Directors		
Women	35.3%	36.0%
Men	64.4%	63.7%
Not disclosed	0.3%	0.3%

	2023	2024
Vice Presidents and above		
Women	30.9%	31.1%
Men	69.1%	68.9%
Not disclosed	—	—
Board*		
Women	40.0%	50.0%
Men	60.0%	50.0%
Not disclosed	—	—

*Calculated on the day the directors were elected at the annual shareholders' meeting in 2023 and 2024.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

22

Diversity, equity and inclusion
(continued)

Representation data: Race/ethnicity (U.S. only)*

Overall	2023	2024
White	68.7%	68.3%
Hispanic or Latino/a	10.9%	10.9%
Black or African American	6.3%	6.1%
Asian	7.6%	7.7%
Additional races/ethnicities**	3.1%	3.3%
Blank/unspecified	3.4%	3.7%
Team members		
White	66.7%	66.5%
Hispanic or Latino/a	12.7%	12.9%
Black or African American	7.4%	7.4%
Asian	6.4%	6.3%
Additional races/ethnicities**	3.6%	3.7%
Blank/unspecified	3.2%	3.2%
Managers and Directors		
White	74.3%	73.0%
Hispanic or Latino/a	5.7%	5.6%
Black or African American	2.9%	2.7%
Asian	11.3%	11.8%
Additional races/ethnicities**	1.9%	2.1%
Blank/unspecified	3.9%	4.8%

Vice Presidents and above	2023	2024
White	82.4%	83.1%
Hispanic or Latino/a	1.5%	0.9%
Black or African American	1.9%	1.9%
Asian	7.8%	7.5%
Additional races/ethnicities**	1.0%	0.9%
Blank/unspecified	5.4%	5.7%
Board*		
White	50.0%	60.0%
Hispanic or Latino/a	—	—
Black or African American	20.0%	20.0%
Asian	30.0%	20.0%
Additional races/ethnicities**	—	—
Blank/unspecified	—	—

*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' meeting in 2023 and 2024.

Tapping into homegrown talent

In Kalamazoo, Michigan, our efforts to expand access and invest in local talent are paying off. In 2024, our investments in the Career Right Here program came full circle when Higher Promise interns who came to Stryker through the program became full-time hires. Additionally, we engaged more than 200 students through Stryker Day, a program designed to introduce middle and high school students to career possibilities in medical technology.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

23

Environment, health and safety

Stryker is committed to a safe and sustainable future. Guided by core values, Stryker's business is conducted in a way that is protective of the health, safety and wellbeing of our people, those working on our behalf, our customers, the environment and our communities.

Our EHS management system elevates our organizational success by focusing on people and protecting the environment. The system has established standards that we implement across our organization, and this helps foster a culture of responsibility, continuous improvement and accountability that is at the core of our business.

EHS governance and policies

In 2024, we issued a new Global EHS Policy, which outlines the long-term direction and commitment of the company to support and continually improve EHS performance.

Our EHS Leadership Team has also continued to develop and operationalize EHS Management and Technical Standards tailored to our risk profile and aligned with International Organization for Standardization (ISO) 14001 and ISO 45001 management systems. Our Global EHS Leadership Team oversees execution of these standards, and a designated owner is identified for each, which helps

ensure implementation at the facility level. We continue to expand and strengthen our EHS model with expertise in process safety, industrial hygiene, radiation physics, combustible dust hazards and other domains.

EHS Risk Assessment is a fundamental part of our safe workplace, and in 2024 we have seen the benefits of a concerted effort to focus and reduce risk associated with fire safety. We will continue to focus on this fundamental program in 2025 to lower incident rates, enhance compliance with regulations and continue to build upon our strong safety culture.

Our EHS strategic framework is grounded in four essential pillars:

People
Promoting the safety, health and wellbeing of all people in the work environment

Engagement
Leadership empowering teams to own and drive excellence in EHS

Compliance
Reaching beyond compliance in EHS and operational efficiency

Agility
Building capability for sustained growth and asset protection and development

Together, we are committed to a safe and sustainable future.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Safety performance across our facilities

Prevention of illness and injury is paramount to all EHS efforts, and we continue to strive to eliminate hazards from our facilities and improve our EHS culture. We engage site leaders and local EHS committees to implement our risk management strategies and continually improve our safety culture and performance. The risk management plan systematically identifies, assesses, prioritizes, mitigates and monitors potential risks and uncertainties that could impact our employee safety.

In 2024 we achieved the following:

- Annual Global Safety Month reached manufacturing, commercial, distribution and field employees.
- Monthly EHS Leadership Forums were conducted to highlight outstanding performance and opportunities for improvement.
- We supported year-round efforts, including CPR training and workplace walkthroughs.
- We increased focus on safety observations as a leading indicator.

In addition to these initiatives, we continued to strengthen our risk management program, as well as our injury investigation and reporting process. We focused on leading indicators for EHS performance, such as the closure of safety observations and hazard identification, which are critical to addressing potentially unsafe conditions. We also continued to measure lagging indicators, including recordable injury rate and lost time injury rate.

Focus on our key risk areas

As a leader in selling imaging, medical and other supportive technologies, Stryker is dedicated to ensuring the safety of customers and other individuals who encounter radiation emitting equipment. Our Radiation Safety program is based on As Low As Reasonably Achievable (ALARA) principles, a radiation safety principle based on the minimization of exposure to ionizing radiation. In addition, we educate X-ray equipment operators, lab managers and our sales force on safe practices for radiation technology and the importance of data registration and monitoring.

In 2024, Stryker focused on other key safety improvements and initiatives, informed by third-party expertise, to ensure a comprehensive review of operational risk.

Key additions to our safety practices include:

- Risk hazard assessment standard
- Combustible dust standard
- Contractor safety standard
- Blood borne pathogens and other potentially infectious materials standard
- Driver safety standard

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

25

Communities

In 2024, Stryker's employees continued to drive our company-wide passion for improving the lives of others. We deepened our signature partnerships and investments in our local communities while forging new initiatives to deliver support where it is most needed.

We envision a society where every person feels they belong and can reach their full potential, regardless of their race, identity or area code. Stryker's social impact strategy is guided by four areas of focus, all viewed through the lens of equity:

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

Improving environmental health
Tackle global and local sustainability challenges

Supporting education
Help public education prepare every child to achieve their potential

Enriching community culture
Connect, strengthen and empower people and communities

Employees driving impact
Employees have always been key contributors to our social impact efforts, and we amplify their generosity through company giving and volunteering programs. Their involvement not only delivers value to the nonprofits we support but helps support employee engagement and retention.

Our impact in 2024
$11.3M **donated through our giving and volunteering platform, Impact**

11,000+ **employee donors and volunteers**

35,000+ **hours volunteered**

5,700 **total nonprofits supported**

Giving back in **Michigan**
As the city where Dr. Homer Stryker founded our company in 1941, we remain committed to investing in Kalamazoo as a vibrant place to live, work and play. In 2024, we provided support to local nonprofits, including YWCA Kalamazoo, Big Brothers Big Sisters of Southwest Michigan, Kalamazoo Nature Center and more.

Kalamazoo Regional Educational Service Agency (KRESA)—a local cornerstone of the community—provides high-quality educational and career readiness experiences for youth across Southwest Michigan. Stryker supports MiCareerQuest, an interactive career exploration event programmed by KRESA, in which more than 5,000 students participate each year to learn about careers in science, technology, engineering and mathematics (STEM).

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

Communities
(continued)

In 2024, we saw a significant increase in employees engaging with Impact, our global giving and volunteering platform. The number of participants grew from 6,900 to 11,200 between 2023 and 2024, while the number of hours volunteered also increased from 22,500 to 35,800—thanks in part to two new programs that have enhanced employees' engagement and ability to give back:

- **Impact 101**, a rewards-based campaign, through which the company adds reward dollars to each employee's "Impact account," allows individuals to then decide where to donate these funds.

- Our **Global Volunteer Network** was launched in 2023 to help employees organize their own volunteer opportunities. The Network includes members who volunteer strategy and guide goal setting and training, as well as planning and hosting events. The Global Volunteer Network works with Visit.org, a signature partner, to provide a range of volunteer opportunities globally. For example, in 2024, Stryker's employees packed hygiene kits and engaged youth in Costa Rica, created care packages for hospitalized children and supported the conservation of local bee populations, all within our giving and volunteering focus areas.

Aligning our DE&I strategy **with our volunteering**

Stryker's Employee Resource Groups (ERGs) are deeply integrated in our volunteering and giving efforts. Through our ERG Social Impact Ambassador network, which launched in 2024, representatives meet quarterly to identify key causes, plan giving or fundraising opportunities, and undertake volunteering opportunities on Impact, our global giving and volunteering platform.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Communities
(continued)

Driving impact with signature partners

Stryker's social impact work aims to advance healthcare, support education, improve environmental health and foster community culture. As part of these efforts, we fund a curated group of signature partners and invite employees to support them as well. These valued partners, whose work aligns with both our social impact strategy and company mission to make healthcare better through giving and volunteering, are:
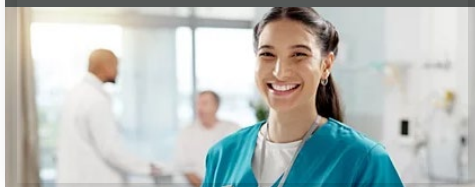
Operation Smile

Project C.U.R.E.

Red Cross

Visit.org

Dr. Lorna Breen Heroes' Foundation

Supporting relief efforts as a
Red Cross Annual Disaster Giving Program (ADGP) member

Stryker's humanitarian relief strategy is rooted in the safety and wellbeing of our employees and communities, and we support those impacted by disaster through our partnership with the Red Cross. We are a member of the Red Cross ADGP, providing an annual donation that helps enable the Red Cross not only to respond immediately to disasters around the world, but also proactively prepare before a crisis strikes.

Through this partnership, our employees are able to get involved in their communities through organized blood drives, emergency preparedness training and other community initiatives. Additionally, employees amplify our giving by supporting humanitarian relief through Impact.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

28

Healthier planet

Operating more efficiently—by reducing energy, materials, process complexity and operating costs—benefits Stryker's business. It also helps us meet our environmental sustainability goals.

As a major player in the medical device and equipment supply chain, Stryker's actions to protect the environment are of interest to many stakeholders. Each year, we see a growing interest from customers and investors around what we're doing to reduce our footprint. We know that future talent and current employees alike take pride in working for a company that sets sustainability goals and steps up to achieve them. For all of these stakeholders and our planet, we're proud to share our progress in 2024.

Vini Mihill and daughter
Lead Analyst

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

29

Operational carbon emissions

We remain committed to making progress on carbon emissions reduction, with the long-term goal for Stryker's facilities to be carbon neutral (Scope 1 and 2) by 2030. As of the end of 2023, we exceeded our interim 2024 goal for emissions reduction, due primarily to our strategic investments in energy efficiency and renewable energy.

Eight of our sites are International Organization for Standardization (ISO) certified and have undergone environmental assessments or certification procedures.

In 2024, Stryker strengthened our processes to drive completeness and accuracy of our reported data, and, for the first time, we solicited and received third-party limited assurance. Given regulatory requirements and investor requests with respect to transparency into our reporting processes and data, receiving limited assurance from an external auditor helps Stryker report on our progress with confidence in the accuracy of our claims.

For more information on our greenhouse gas emissions and energy consumption, please see our 2023 environmental performance data and assurance certificate in the Appendix.

Installing renewable energy

In 2024, Stryker added new renewable procurement contracts at three sites and new onsite solar installations at our St. Leonards, Australia, and Venlo, Netherlands, sites. 2024 was the first year we had a full 12 months of production from the North American virtual power purchase agreement (VPPA) we signed with Orsted, which projects to cover roughly 70 percent[15] of electricity use at our facilities in North America. We expect this to greatly expand our renewable electricity usage in 2024. We are pursuing strategies to remain on track to meet our 2027 100 percent renewable goal.

Progress toward our operational carbon emissions goals[14]

🎯 Goal	📊 Progress
Reduce Scope 1 and 2 carbon emissions by 20% by 2024 and become carbon neutral for Stryker's facilities by 2030 (compared to a 2019 baseline)[14]	**32%** emissions reduction of total Scope 1 and Scope 2 footprint as of the end of 2023
Power all facilities with 100% renewable electricity by 2027	**45%** used 45 percent renewable electricity to power facilities worldwide

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

30

Operational carbon emissions
(continued)

Stryker locations*

- 💧 Hydroelectric procurement
- 🌀 Wind procurement
- ☀️ Onsite solar
- 🍃 Renewable procurement mix

Australia

☀️ • St. Leonards

Mainland China

☀️ • Changzhou
  • Suzhou

🍃 • Changzhou

France

🍃 • Brest
  • Cestas
  • Grenoble
  • Montbonnot
  • Pusignan

Germany

☀️ • Freiburg

🍃 • Duisburg
  • Freiburg
  • Kiel
  • Stetten
  • Tuttlingen

Mexico

☀️ • Tijuana

Netherlands

🌀 • Venlo

☀️ • Venlo

Switzerland

💧 • Selzach

United Kingdom

🍃 • Newbury
  • Belfast

United States

🍃 • Arlington, TN
  • Flower Mound, TX
  • Mahwah, NJ

*As of 12/31/24. Our 2024 carbon data will be verified in 2025.

Improving energy efficiency

Stryker continues to identify and execute on more efficient approaches to electricity, heating, ventilation and air conditioning. Recent projects include:

Combined heat and power installation
Arroyo, Puerto Rico
16,500 MWh of electricity will be saved annually

Reuse steam energy in production process
Cary, Illinois
1,490 MWh of electricity will be saved annually

Enhanced roof and building insulation
Tuttlingen, Germany and Montbonnot, France
450 MWh of electricity will be saved annually

LED lighting upgrades
Phoenix, Arizona
122 MWh of electricity will be saved annually

2024
in review

Healthcare

People

Planet

Business

Appendix

Value chain carbon emissions

The majority of Stryker's carbon footprint is found in Scope 3 emissions, which includes our supply chain, transportation, logistics and product use, among other categories. In late 2023, Stryker signed a commitment letter to the Science Based Targets initiative (SBTi), signaling our intent to set a science-based target within two years. Throughout 2024, we focused on refining our Scope 3 data and we are assessing the viability of submitting an SBTi target in 2025. In 2024, we established a Value Chain Carbon Emissions Steering Committee to develop our Scope 3 strategy, focusing on data pre-assurance processes and controls, onboarding a new Scope 3 data platform and creating a supplier engagement roadmap. We also teamed up with Kaiser Permanente and Vizient to launch the Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME) collaborative. Together with health systems, medical device and equipment suppliers, distributors, group purchasing organizations, and other key industry stakeholders, we'll explore a roadmap to reduce emissions through product innovation, product durability, reprocessed single-use devices and renewable energy.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker | 2024 Comprehensive Report

32

Design for sustainability

As a supplier to health systems around the world, Stryker strives to incorporate sustainable design into our products and packaging, which helps our customers address their value chain impacts. In 2024, we refined our sustainable design framework to align with four priorities:

- Selecting materials and process
- Optimizing lifecycles
- Lightweighting
- Reducing disposal

Trident II Tritanium Acetabular Shells made with additive manufacturing

The following examples highlight how we apply these priorities across our products.

Selecting materials and processes

Advanced manufacturing processes allow us to use less energy and create less waste.[16] For example, additive manufacturing (AM), also known as 3D printing, uses computer-aided design software to create objects one layer at a time. We recently conducted a lifecycle assessment (LCA) comparing one version of our Trident II acetabular shell made with AM with another made by forging. The acetabular shell made with AM was shown to have a lower environmental impact due to reduced raw material and energy usage versus the similar forged product.[17]

Other state-of-the-art processes we're leveraging include Low Pressure Metal Injection Molding, a proprietary technique that streamlines the production of intricate metal components, reducing material usage and environmental impact compared to traditional foundry methods.[18] Our Knee Business uses this technique to manufacture the Triathlon Pro PS femoral component, for which it won Stryker's internal 2024 Design for Environmental Sustainability Award.

Optimizing lifecycles

By making products modular, we make it easier for customers to replace only the components they need. We've also designed selected products for refurbishment and reuse. Stryker offers capital product take-back through various Certified Preowned (CPO) programs. Our Medical, Instruments and Endoscopy Divisions have established CPO programs that revitalize products and reintroduce them into the market. This approach minimizes waste to landfill and reduces the need for new production. In 2024, our Medical and Instruments Divisions' CPO programs diverted approximately 7,000 products, preventing around 940,000 pounds of waste from reaching landfills.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

33

Design for sustainability
(continued)

The primary focus of Stryker's Sustainability Solutions (SSS) Business is to extend the lifecycle of single-use medical devices through reprocessing. Devices can be reprocessed more than once—some reusable devices as many as 20 times.[19] LCAs underscore the environmental benefits of reprocessing. For example, a 2024 LCA of our reprocessed HARMONIC 1100 [HAR1136] Shears showed a 38 percent reduction in carbon footprint for devices that are reprocessed compared to those that are not.[20] In 2024, SSS helped customers divert more than 5 million pounds of waste from landfills through our reprocessing programs, saving 3,250 customers approximately $239 million.[21] In the same time period, we have helped more than 50 Integrated Delivery Networks save over $1 million annually in supply chain costs.[21]

One way we enhance product lifecycles and reduce waste across various Stryker products is through the repacking of items that have damaged cosmetic outer packaging for select markets. We have established a process that involves our distribution center in Venlo, Netherlands, as well as divisional QA and manufacturing sites, to perform reviews of these products. Where repacking is not feasible, the products are returned to manufacturing sites for appropriate rework or recycling. This approach has substantially reduced the necessity to scrap products or return them to suppliers, saving over 500,000 pounds of product from being discarded thereby reducing environmental costs.

Lightweighting
By reducing product and packaging weight, we strive to decrease not only materials used, but also the impact associated with transportation. Our Craniomaxillofacial

Business unit redesigned the packaging for its QuikFlap product to enhance sustainability. The packaging reduced paper use by 89 percent*, and the cardboard is Forest Stewardship Council certified and is made with 85 percent recycled material.

Reducing disposal
In 2024, Stryker expanded its use of electronic instructions for use (eIFUs) and reduced the size of IFUs to minimize waste. Through Project GreenTree in our Instruments Division, we printed IFUs only in required regional languages, avoiding unnecessary printing and conserving resources.

At our Kiel site, we implemented a process to minimize product waste through repacking and resterilization. This initiative prevents products from being scrapped through expiration, significantly reducing waste and reducing disposal.

By repackaging and resterilizing these products, we conserve valuable resources, provide high-quality products through smarter processes and support a more sustainable supply chain.

The lifespan of medical devices varies, with many designed for only a single use. As a result, hospitals send thousands of tons of medical materials to landfills each year. We look for opportunities to reduce this waste and promote circularity. While SSS prioritizes reprocessing of devices wherever possible, we also recycle some devices that can no longer be reprocessed. For example, our recycling initiatives for pulse oximeter sensors and electrocardiogram leads have sent over 365,000 pounds of these products to a third-party recycler in 2024.

As a member of the Healthcare Plastics Recycling Council, Stryker is also co-leading a project to create a short list of procurement criteria to enhance healthcare plastics recycling.

*compared to previous packaging

2024
in review

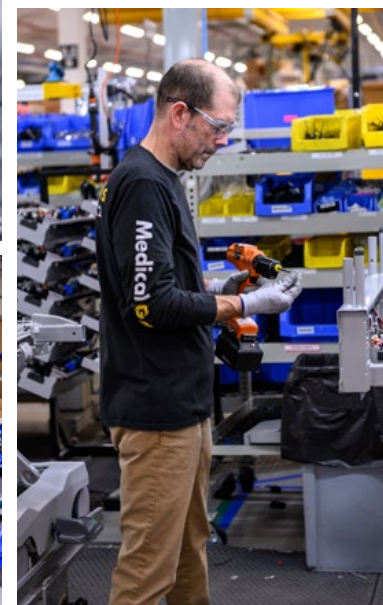Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

34

Operational waste reduction

Stryker's waste management strategy is to decrease the amount of waste we generate through our operations and increase recycling and reuse where possible. At our six facilities in Ireland, we have achieved zero waste to landfill designation. Operations of SSS in Tijuana, Mexico, reduce the waste sent to landfill by converting production waste into energy though cement co-processing.

Reprocessing single-use medical devices involves extensive use of personal protective equipment (PPE) by employees at our reprocessing facilities. To address this operational waste, SSS has collaborated with a third-party partner to recycle PPE used by our manufacturing teams at the Phoenix, Arizona, facility.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

35

Good business

As we work to make healthcare better, we aim to do so in a way that instills confidence. A strong foundation of ethical business conduct and compliance with global regulations helps us win in the right ways.

In line with the company's strategic objectives, good governance reduces risk and enables growth. Stryker maintains high expectations of our senior leaders, Board of Directors and other leadership, including those responsible for corporate responsibility at the company. We are continually strengthening our practices and educating employees on our standards for ethical behavior, respect for human rights, security and privacy principles. These expectations extend to third-party partners, suppliers and others who interact with us.

Juliet Younger,
Field Operations Associate
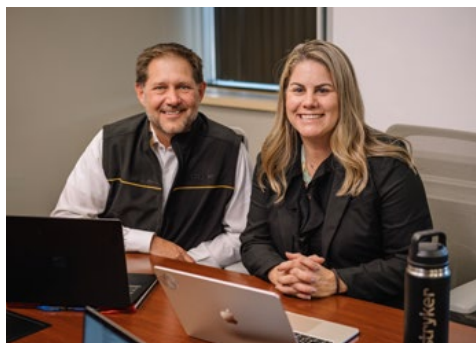
2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Governance

In 2024, we updated our Corporate Governance Guidelines to limit the number of public company boards on which our directors may serve. Under the new guidelines, Stryker's Board members may sit on a maximum of four public company boards, except for sitting CEOs of a public company, who may serve on a maximum of three public company boards. We also periodically review the Board Committee Charters and make updates to all the committee charters to stay current with new regulations, market trends and investor expectations.

All of our directors, other than Stryker's CEO Kevin Lobo, are independent under the New York Stock Exchange listing standards. Rachel Ruggeri was elected to the Board at our 2024 annual meeting.

For more information about our governance practices, policies and responsibilities of Board committees, visit our Corporate governance webpage. Our latest Proxy Statement contains information about our shareholder proposal process, current directors' experience and information on director compensation.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

37

Governance

(continued)

Board of Directors

Kevin Lobo
• Chair

Mary Brainerd
• Compensation and
  Human Capital
  Committee
• Governance and
  Nominating
  Committee

**Giovanni Caforio,
M.D.**
• Compensation and
  Human Capital
  Committee
• Governance and
  Nominating
  Committee

Allan Golston
• Compensation and
  Human Capital
  Committee
• Governance and
  Nominating
  Committee

**Sherilyn (Sheri)
McCoy**
• Lead Independent
  Director
• Compensation and
  Human Capital
  Committee
• Governance and
  Nominating
  Committee

Rachel Ruggeri
• Audit Committee

**Andrew (Andy)
Silvernail**
• Audit Committee

Lisa Skeete Tatum
• Audit Committee

Ronda Stryker
• Governance and
  Nominating
  Committee

Rajeev Suri
• Audit Committee

John Brown
• Chairman Emeritus
  and Former Chair
  President and CEO

Howard Cox Jr.
• Director Emeritus

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

Win together as a team.

With
appreciation

We gratefully acknowledge the
contributions of our retiring
executives and Board member,
whose guidance has been critical
to our success.

Jeanne Blondia
Treasurer

Srikant Datar
Board of Directors

Don Payerle
President, Joint Replacement

Brad Saar
President, Medical

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

38

Other Leadership members

Other Officers	Divisional Leadership	Regional Leadership
Jason Beach Vice President, Finance and Investor Relations	**Mike Carlin** Customer Solutions	**Maurice Ben-Mayor** South Pacific
Bill Berry Vice President, Chief Accounting Officer	**Robert Cohen** Digital, Robotics and Enabling Technologies	**Erin Broeske** East Asia
Rob Cummings Vice President, Tax	**Dylan Crotty** Instruments	**John Collings** Asia Pacific
Alan Douville Vice President, Chief Information Officer and Chief Information Security Officer	**Brent Ladd** Endoscopy	**Sarah Jacklin** Canada
Tina French Vice President, Corporate Secretary	**Tim Lanier** Trauma & Extremities	**Satoshi Mizusawa** Japan
Lindsay Gardner Vice President, Treasurer	**Jim Marucci** Neurovascular	**Joe Naoum** EEMEA
Dana McMahon Vice President, Chief Compliance Officer	**Jessica Mathieson** Medical	**Pedro Ramazzotti** Latin America
Jody Powell Vice President, Global Quality, Regulatory & Clinical	**Robbie Robinson, Jr.** Spine	**Aman Rishi** India
	Kathy Truppi Joint Replacement	**Stuart Silk** Europe, Middle East and Africa, Canada and Latin America
		Shaobin Zhang China

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

39

Governance
(continued)

Corporate responsibility governance

Stryker has a Corporate Responsibility (CR) Steering Committee which includes three executive officers who report to the CEO. The Committee meets monthly to drive CR strategy across the company, advocate for responsible, sustainable practices and oversee performance. The Committee also:

- 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

Members of the CR Steering Committee, along with other Leadership Team members, provide quarterly updates to the Governance and Nominating Committee, which oversees all CR matters at the Board level, as well as annual updates to the full Board of Directors.

Stryker's Human Resources (HR) function regularly briefs the Compensation and Human Capital Committee and the Board on diversity, equity and inclusion matters and performance. Our global Chief Information Officer/Chief Information Security Officer, 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 Good Clinical Practice (GCP) program with quarterly updates from our Global Chief Compliance Officer.

Stryker includes select non-financial metrics in the compensation plans of Named Executive Officers (NEOs). The details of our NEOs' compensation plan for 2024 are available in our Proxy Statement.

CR Steering Committee members

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

Jason Beach
Investor Relations

Paul Bean
MedSurg, Neurotechnology

Yin Becker
Corporate Affairs

Bill Berry
Finance

Eileen Buckley
Corporate Responsibility

Katy Fink
Human Resources

Colleen Flesher
Orthopaedics and Spine

Tina French
Corporate Secretary

Jamie Leary-Erickson
Global Real Estate

Viju Menon
Global Quality and Operations

Erol Odabasi
Corporate Sustainability

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Risk assessment

In 2024, Stryker significantly overhauled its annual enterprise-wide risk assessment process to include more data, more voices, participation from more functions and an enhanced focus on risk tolerance and guardrails. Previously, each function identified key risks independently. Our new process includes a survey of more than 300 leaders across the company to help us establish a more accurate and broad-ranging picture of the risks we face.

We use this process as a baseline for risk assessment discussions with business and function leaders, resulting, we believe, in a more quantitative process and more accurate outcomes. More than 30 identified risk owners participate in risk discussions monthly, quarterly or biannually, depending on risk impact and likelihood. These discussions help create an ongoing process of assessment and control instead of annual reassessment.

The Enterprise Risk Management (ERM) program has also deepened connectivity with other risk functions by using a model known as dynamic risk management. This model facilitates better connectivity on risk identification, assessment and control. For example, the enterprise risk assessment now forms the risk baseline for the strategy formulation process, enabling participants in that process to focus on risks to strategy in addition to risks to the businesses.

Our Board of Directors considers environmental, social and governance risks as part of the ERM process. For example, our ERM 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. ERM reports to the Governance and Nominating Committee, as well as the full Board of Directors annually.

Company leaders and local managers are responsible for these risks. During shareholder engagement sessions pertaining to CR matters, we typically receive questions about our product quality processes and supply chain practices, governance models, ethical marketing practices and carbon reduction commitments.

Political engagement and advocacy

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 2024, our United States federal lobbying expenses totaled $690,000. 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.

Stryker is a member of trade associations that engage in advocacy on behalf of their members. In 2024, we paid more than $1,600,000 in dues to U.S. trade associations that included:

- AdvaMed—$1,283,009 (14 percent)[22]
- Healthcare Leadership Council—$200,000 (25 percent)
- Medical Device Manufacturers Association—$135,244 (30 percent)

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

Business ethics and integrity

Stryker's GCP program focuses on our core values and aims to promote ethical behavior in all business transactions. The program's key components of prevention, detection and response are guided by applicable laws, regulations and industry standards.

Focusing on priority risks and business growth

The compliance risk assessment is a process designed to proactively identify, prioritize and manage compliance risks in collaboration with business and other stakeholders. It enables Stryker's business leaders to make risk-informed decisions, drive sustainable growth and allocate resources effectively by standardizing and consistently applying a global approach to monitor risk trends and evaluate the effectiveness of risk mitigation efforts. Continued areas of focus include interactions with healthcare professionals, management of indirect channels and business development through acquisitions.

Stryker sells products directly and through third parties, including independent commission agents, distributors, dealers and resellers, which we refer to as indirect channels (ICs). Our IC Management Team provides global oversight, alignment and consistency in managing ICs across geographies. We share periodic newsletters with ICs to provide updates, increase understanding of bribery and corruption risk and focus on appropriate healthcare professional interactions. Newsletters also direct our ICs to the IC Resource Center, where tools, trainings and templates are available for them to enhance ethical decision-making and build their own compliance programs. 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.

Read more about Stryker's ethical business practices, including ethical marketing, appropriate promotion and our prohibition on making, offering, accepting or requesting improper payments.

Code of Conduct

Corporate Policy 5: On-Label Product Promotion

Corporate Policy 12: Improper Payments

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

## Business ethics and integrity
(continued)

When evaluating potential acquisitions, Stryker conducts a thorough review of each organization's compliance environment. Stryker's dedicated Mergers & Acquisitions (M&A) Team, along with local compliance officers and external advisors, identify business practices that may not align with our standards and develop an integration plan that will be implemented as part of the transaction. The GCP Team onboards acquired companies into Stryker's GCP program through education on policies and processes, and implementation of Stryker's compliance systems/controls.
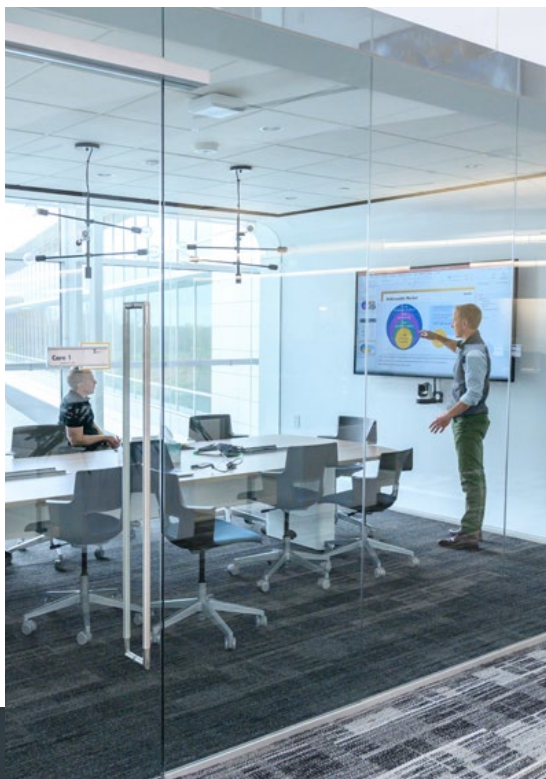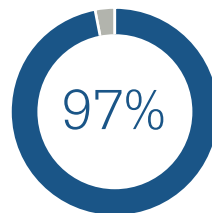

Code of Conduct

Stryker's Code of Conduct (Code), available in 21 languages, empowers employees to conduct business in line with our values. Throughout the year, we raise awareness of the Code through employee training and focus on integrating key messages of the Code in targeted communication campaigns.
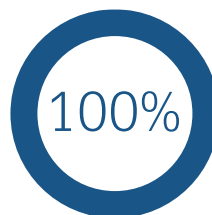
100%
of employees completed Code of Conduct training

97%
of people managers completed a new course, Fostering a Culture of Integrity in 2024

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 2024, more than 1,700 matters were raised and tracked through the Hotline.

As part of our effort to build a culture of integrity, our global Conflicts of Interest program sets clear expectations for employees about identifying, avoiding, disclosing and managing conflicts. The program includes online learning modules for managers and employees, as well as materials to enhance transparency and guide employees in navigating potential conflict situations effectively.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

43

Business ethics and integrity
(continued)

Maintaining our culture of integrity

Our Code emphasizes the importance of managers creating a "speak up" culture and leading by example. Our global Speak Up Policy encourages employees to report concerns and reinforces our commitment to no retaliation against employees who raise concerns in good faith. In 2024, we updated the Speak Up Policy to address new laws and regulations in certain European countries in response to the EU Whistleblowing Directive.

We also organized a global Integrity Matters Week in 2024, during which we aimed to increase awareness about Stryker's Speak Up Policy, with a particular focus on nonretaliation. Through interactive workshops for people managers and role-playing exercises, managers improved their listening skills and learned about the investigation process and how to avoid or identify retaliation.

Throughout the year, we issued Integrity Matters newsletters that included updates about our prioritized risk areas, including real-world examples and spotlights on employees who showcased integrity, like speaking up and raising concerns. The newsletters, available in multiple languages, also focused on business-related issues for different parts of the company. New in 2024, we introduced guidance for people managers to reinforce the messages shared in these newsletters.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Information security and data privacy

Stryker's cybersecurity program is designed to defend the company and our customers against cybercrime activity around the globe. Our CyberSecurity, Cyber Risk and IT Compliance Team strives to keep Stryker's data and assets secure while responding quickly to cyber threats and mitigating risks. Our Security Operations Centers and Cyber Fusion Center monitors and detects threat activity 24/7 by gathering, analyzing and acting on intelligence. In 2024, we opened a new Security Operations Center in Warsaw, Poland, to enhance our security coverage.

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. In addition, we provide monthly content for all employees on cybersecurity topics through newsletters, trainings, in-person sessions, digital signage, our employee social platform, an annual Cybersecurity Awareness Month and local roadshows. Visit our website to learn more about Stryker's cybersecurity practices.

Privacy

Privacy is a fundamental aspect of our company's data use and innovation. Our Chief Legal Counsel, Privacy and Technology oversees the Global Privacy organization and program, and leads organizational compliance with laws, regulations and standards. We hold ourselves accountable through comprehensive and role-based training for our workforce and integrating privacy into data processes and product development. Our practices and standards extend to our third-party partners.
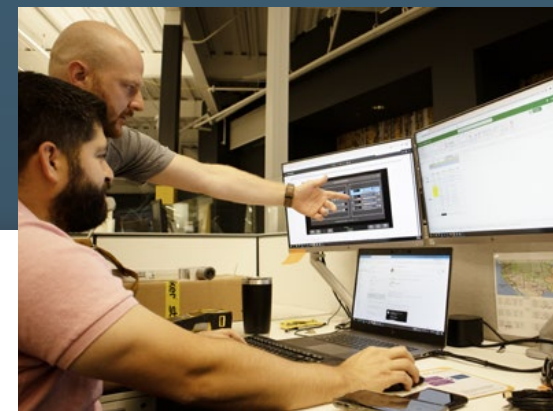
Read more about Stryker's measures to protect third-party data from unauthorized access or disclosure and our policies on record retention.

Code of Conduct

Corporate Policy 7: Global Information and Systems Security

Corporate Policy 11: Global Privacy and Data Protection

Managing artificial intelligence risk

The dynamic landscape of AI and machine learning (ML) technology holds immense promise for revolutionizing healthcare and enabling personalized diagnoses and treatments with unprecedented speed and precision. Stryker is an active participant in this transformative journey, evaluating the potential use of AI, ML and deep learning across our development portfolio and internal operations. In 2024, we established an AI Governance Committee dedicated to managing risks and addressing ethical considerations in Stryker's burgeoning AI initiatives. This committee oversees both internal and external AI development and usage, with a goal of our new products meeting the highest standards of safety, effectiveness and security.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Human rights

The following practices, captured in our Code and Supplier Code of Conduct, guide how we do business with respect for human rights:

- 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

We are also guided by global human rights principles, including:

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

Our Human Rights Council is the highest body responsible for human rights governance and due diligence at Stryker. 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 (GQO) serves as executive sponsor. The Council reports directly to Stryker's CR Steering Committee and provides regular updates on human rights topics.

We require that Stryker's employees who most frequently visit or interact with suppliers complete annual training on the prevention of forced labor and human trafficking in our supply chain. In 2024, 100 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.

Stryker expects third parties, including indirect channels, suppliers, vendors and contractors, to share our commitment to human rights. We engage with suppliers on this topic in accordance with the OECD Due Diligence Guidance for Responsible Business Conduct. Additionally, human rights topics are addressed in performance assessments in which we engage suppliers to measure progress on responsible, sustainable practices.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

Upstream supply chain management

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 2024, 100 percent of these employees completed this training.

Supplier engagement and risk management

We regularly engage with direct suppliers through our procurement operations and a structured supplier management framework to ensure they understand and meet our expectations. To assess supplier performance and foster an open dialogue, we use a balanced scorecard and conduct supplier business reviews with targeted suppliers based on their specific relationship

with us. The criteria used in the balanced scorecard and supplier business reviews include responsiveness, delivery, quality, technology, general business (including social and environmental practices and risk topics) and cost. We also continuously monitor risk indicators that inform our risk mitigation activities and sourcing decisions.

Specific to human rights, environment and ethics, we assess our direct suppliers

through recognized third-party platforms leveraging a risk-based approach. Once a supplier has completed an assessment, we review the results and provide feedback as necessary. When we identify areas for improvement, we direct suppliers to relevant development resources available through these platforms and align with them on their improvement efforts.

Supplier engagement target

Engage 85% of our direct suppliers (by spend) on environmental, human rights and ethical performance by 2027.[23]

- To date, we've assessed suppliers covering 70% of our 2024 direct spend, keeping us on track to meet our 2027 target.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker   2024 Comprehensive Report

47

Upstream supply chain management
(continued)

Supplier quality management

In order to drive product quality and compliance with regulations and standards, such as International Organization for Standardization (ISO) 13485, we implement robust processes to manage our suppliers. Our approval process includes classifying suppliers by category and risk on our quality-controlled approved supplier list. We evaluate and onboard suppliers to assess their ability to meet quality requirements. This may include execution of audits, quality agreements and other deliverables, commensurate with risk.

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 risk-based change approval process to ensure that products continue to meet Stryker's and customer's expectations.

Ways we engage with our suppliers to improve quality performance include:

- Monitoring key performance indicators, including those related to supplier defects per million, product nonconformances, corrective and preventive actions, nonconformances not in Stryker's control and product field actions
- Partnering with suppliers to implement quality improvement projects
- Executing product and process audits
- Conducting Supplier Quality Onboarding Days, which give suppliers resources to understand our quality requirements and expectations
- Holding Supplier Quality Symposiums, both in person and virtually, where suppliers can learn about Stryker's quality programs and best practices
- Providing supplier trainings focused on topics such as line clearance, labeling, human error and risk management
- Sharing our Supplier Quality Guidebook

In 2024, we focused on even greater standardization and leaning out of our supplier quality management processes, enabling us to improve upon our quality and service targets for customers.

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. We maintain a Conflict Minerals Policy and provide updates on our efforts in a Conflict Minerals Report, filed annually with the Securities and Exchange Commission in accordance with the U.S. Dodd-Frank Act. Additionally, we are members of the Responsible Minerals Initiative, which provides companies with tools and resources supporting responsible procurement from conflict-affected and high-risk areas.

Supplier diversity

We drive positive company and community outcomes by engaging a diverse supply chain to support innovation, resiliency and growth. Stryker's Supplier Diversity Council, consisting of senior functional leaders from across the company, meets quarterly to oversee the implementation of our strategy. The work of the Council centers on:

• Building awareness

• Identifying and growing our business with our current qualified diverse suppliers

• Identifying new capable diverse suppliers with potential to support future opportunities

• Engaging our supply base to expand positive supplier diversity outcomes

We engaged externally on supplier diversity topics in 2024 by participating in:

• National Minority Supplier Development Council Annual Conference and Exchange

• Women's Business Enterprise National Council National Conference

• Michigan Diversity Connections events

2024 North America spend[24]

>$320M with diverse-owned businesses

>$505M with small business

➡ **Learn more about __supplier diversity at Stryker__ on our website.**

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

49

Appendix

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

About this report

Stryker's 2024 Comprehensive Report provides an integrated picture of our financial and corporate responsibility (CR) performance. Further reporting on other matters specific to financial performance can be found in our filings with the U.S. Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Further reporting on other matters specific to our CR performance can be found on our Corporate Responsibility reports and resources webpage.

This material references the Global Reporting Initiative (GRI) Universal Standards. We also include information sought by the Sustainability Accounting Standards Board (SASB) Index, and the Task Force on Climate-related Financial Disclosure (TCFD). Our GRI, SASB and TCFD content indexes are available on our Corporate Responsibility reports and resources webpage.

The process to collect and review the data in this report involves a team of Stryker's 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.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

51

References

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information regarding Stryker Corporation, please see our current and periodic reports filed with the SEC, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

2024 in review

1. Adjusted net earnings and adjusted net earnings per diluted share are non-GAAP financial measures. Refer to page 58 for a reconciliation to the most directly comparable GAAP financial measures, net earnings and net earnings per diluted share.

2. Our priority topics are identified through a prioritization assessment involving review of frameworks and regulations, engagement with key internal and external stakeholders and peer benchmarking. We continue to monitor frameworks and regulations and evolve our approach by considering concepts introduced by such frameworks and regulations and adapting our reporting approach as needed. Topics may be added or removed from this list accordingly.

Better healthcare

3. Stryker's internal data on file

4. Kayani B, Konan S, Tahmassebi J, Rowan F, Haddad F. 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:24-33.

5. 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.

6. 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.

7. *Number of ASCs per State.* Ambulatory Surgery Center Association (ASCA). https://www.ascassociation.org/asca/medicare/asc-map/ascs-per-state

8. Hula, N., Wiles, E. *4 considerations for creating successful ASC strategies.* Advisory Board. https://www.advisory.com/topics/ambulatory-care/2024/05/successful-asc-strategies

9. Nam D, Bhowmik-Stoker M, Mahoney OM, Dunbar MJ, Barrack RL. Mid-term performance of the first mass-produced three-dimensional printed cementless tibia in the United States as reported in the American Joint Replacement Registry. *J Arthroplasty.* 2023 Jan;38(1):85-89.

10. Sharpe, K, Robinson, K, Cohen, R, Barnett TM, Rastogi, A, Masini, M. Does implant fixation affect early return to function following primary total knee arthroplasty. *ISTA.* 2018. London, UK.

11. Hannon CP, Salih R, Barrack RL, Nunley RM. Cementless versus cemented total knee arthroplasty: Concise midterm results of a prospective randomized controlled trial. *JBJS.* 2023 Jun 22:10-2106.

12. Nam, D, et al. Cemented versus cementless total knee arthroplasty of the same modern design: A prospective, randomized trial. *The Journal of Bone and Joint Surgery.* 101(13):1185-1192, July 3, 2019. doi: 10.2106/JBJS.18.01162.

13. Lawrie CM, Schwabe M, Pierce A, Nunley RM, Barrack RL. The cost of implanting a cemented versus cementless total knee arthroplasty. *Bone Joint J.* 2019 Jul;101-B(7_Supple_C):61-63. doi: 10.1302/0301-620X.101B7.BJJ-2018-1470.R1. PMID: 31256655.

2024
in review

Healthcare

People

Planet

Business

Appendix

References
(continued)

Healthier planet

14. 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 International Standard on Assurance Engagements (ISAE) 3000 standard; this is now complete, please see page 55. As our methodologies evolve, this may result in updates to our future emissions reporting.

15. Based on 2022 demand. Our 2024 carbon data will be verified in Q2 2025.

16. LCA of Two Joint Replacement Manufacturing Processes. Accessed February 3, 2025.

17. Comparative LCA of Trident II Acetabular hip cup production using additive and subtractive manufacturing. Accessed January 5, 2024.

18. Internal Material usage and tact time report, 2024.

19. https://manuals.eifu.abbott/en/detail-screen.html—Abbott Ensite X Catheter Connector Cables IFU

20. Data on file, 2024 according to ISO 14067 compliant CFP study "Comparative Carbon Footprint of Single Use Medical Devices," dated May 26, 2023

21. Data on file

Good business

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

23. Goal language has been updated to provide additional specifics on our assessment.

24. Reporting period is Q4 2023 to Q3 2024.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

53

2023 environmental performance

Scope 1 and 2 GHG emissions by year

Greenhouse gas (GHG) emissions (MT CO2e)	2023	2022	2021	2019*
Scope 1 GHG emissions (natural gas and diesel)	25,673	26,705	24,113	27,076
Scope 1 fleet	26,386	26,225	24,993	23,221
Scope 1 refrigerants	2,795	4,453	4,082	3,553
Scope 2 market-based (MB) emissions	81,619	117,059	120,269	146,705
Total GHG emissions (Scope 1 + Scope 2 MB)	136,473	174,442	173,457	200,555
Percentage change in GHG emissions compared to 2019 baseline	-32%	-13%	-14%	—
Percentage change in GHG intensity compared to 2019 baseline (MT CO2e/million USD)	-51%	-30%	-25%	—

Greenhouse gas (GHG) Scope 1 emissions by region (MT CO2e)	2023	2022	2021	2019
North America (NAM)	35,097	30,620	26,630	29,037
Europe, Middle East and Africa (EMEA)	15,098	20,599	20,639	19,269
Asia Pacific (APAC)	3,830	4,571	4,399	4,126
Latin America (LATAM)	829	1,592	1,520	1,414

Greenhouse gas (GHG) Scope 2 emissions (MB) by region (MT CO2e)	2023	2022	2021	2019
NAM	49,703	88,850	88,804	89,243
EMEA	12,014	8,058	10,045	32,146
APAC	16,286	19,793	21,064	24,966
LATAM	3,616	357	357	350

* Baseline year

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

54

2023 environmental performance
(continued)

Greenhouse gas (GHG) Scope 1 (Excluding Fleet) emissions by facility (MT CO2e)	2023	2022	2021	2019
Manufacturing Global Quality and Operations (GQO)	21,448	24,139	22,087	24,866
Office/warehouse (non-GQO)	7,020	7,020	6,108	5,763

Greenhouse gas (GHG) Scope 2 emissions (MB) by facility (MT CO2e)	2023	2022	2021	2019
Manufacturing (GQO)	49,970	80,264	83,175	102,632
Office/warehouse (non-GQO)	31,649	36,795	37,094	44,072

Assured data	2023
Total Scope 1 GHG emissions	54,854 MT CO2e
Total Scope 2 GHG emissions (location-based)	142,378 MT CO2e
Total Scope 2 GHG emissions (market-based)	81,619 MT CO2e
Total Scope 1 and 2 GHG emissions (market-based)	136,473 MT CO2e
Total renewable energy	45%

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

ERMCVS

Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated] ("ERM CVS") was engaged by Stryker Corporation ("Stryker") to provide limited assurance in relation to the Selected Information set out below and presented in the Stryker 2024 Comprehensive Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for 2023, as indicated on Page 54 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.
	Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	• Total Scope 1 GHG emissions [metric tonnes CO_2e] • Total Scope 2 GHG emissions (location-based) [metric tonnes CO_2e] • Total Scope 2 GHG emissions (market-based) [metric tonnes CO_2e] • Total Scope 1 and 2 GHG emissions (market-based) [metric tonnes CO_2e] • Total Renewable Energy [%]
Reporting period	1 January 2023 – 31 December 2023
Reporting criteria	• Stryker's Basis of Reporting (available at: https://www.stryker.com/us/en/about/corporate-responsibility/cr-hub.html) • The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI Revised Edition 2015) for Scope 1 and 2 GHG emissions • GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions
Assurance standard and level of assurance	We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.
Respective responsibilities	Stryker is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report. ERM CVS' responsibility is to provide a conclusion to Stryker on the agreed assurance scope based on our engagement terms with Stryker, the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described overleaf, nothing has come to our attention to indicate that the Selected Information for 2023 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

• Evaluating the appropriateness of the reporting criteria for the Selected Information;

• Interviewing management representatives responsible for managing the Selected Information;

• Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;

• Reviewing a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;

• Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2023 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;

• Conducting visits to Portage, MI (USA), Mahwah, NJ (USA), Limerick (Ireland) and Kayseri (Turkey) production sites to review source data and local reporting systems and controls;

• Evaluating the conversion and emission factors and assumptions used; and

• Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

ERMCVS

March 10, 2025
Malvern, PA

ERM Certification & Verification Services Incorporated
www.ermcvs.com | post@ermcvs.com

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Stryker in any respect.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

56

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 risks and uncertainties include, but are not limited to: weakening of economic conditions, or the anticipation thereof, that could adversely affect the level of demand for our or Inari Medical, Inc.'s ("Inari") products; geopolitical risks, including from international conflicts, which could, among other things, lead to increased market volatility; pricing pressures generally, including cost-containment measures that have adversely affected and could in the future adversely affect the price of or demand for our or Inari's products; changes in foreign currency exchange markets; legislative and regulatory actions; unanticipated issues arising in connection with clinical studies and otherwise that affect approval of new products, including Inari products, by the United States Food and Drug Administration and foreign regulatory agencies; inflationary pressures; increased

interest rates or interest rate volatility; supply chain disruptions; changes in labor markets; changes in coverage and reimbursement levels from third-party payors; changes in the competitive environment; breaches, failures or other disruptions of our or our vendors' or customers' information technology systems or products, including by cyber attack, data leakage, unauthorized access or theft; a significant increase in product liability claims; the ultimate total cost with respect to recall-related and other regulatory and quality 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; our ability to integrate and realize the anticipated benefits of acquisitions in full or at all or within the expected timeframes, including our acquisition of Inari; our ability to realize any anticipated cost savings; potential negative impacts resulting from climate change

or other environmental, social and governance 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; unexpected liabilities, costs, charges or expenses in connection with the acquisition of Inari; and the effects of the Inari transaction on the parties' relationships with employees, customers, other business partners or governmental entities. 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, except to the extent required by law.

2024
in review

Healthcare

People

Planet

Business

Appendix

Stryker 2024 Comprehensive Report

57

Legal disclaimers

This report's goal is to inform the company's results in 2024; it is not intended to promote our products.

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, including the following: Artelon, care.ai, FlexBand, HeartSine, LIFEPAK, Mako, Mild, Our goal is zero, Pangea, QuikFlap, Samaritan, SmartRobotics, Stryker, Together with our customers, we are driven to make healthcare better., Triathlon, Trident, Vertos Medical, and Vocera. All other trademarks are trademarks of their respective owners or holders.

This document is governed solely by applicable U.S. laws and governmental regulations. Laws, regulations and policies concerning coverage and reimbursements are complex, subject to change and updated regularly.

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.

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.

Products referenced in this 2024 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 2024. 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 2024. 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 2024 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.

2024
in review

Healthcare

People

Planet

Business

Appendix

Non-GAAP reconciliation

Net earnings ($ millions)		2022		2023		2024
Reported	$	2,358	$	3,165	$	2,993
Acquisition—and integration-related costs, inventory stepped-up to fair value		9		—		34
Other acquisition and integration-related		104		45		85
Amortization of purchased intangible assets		495		503		495
Structural optimization and other special charges		283		159		110
Goodwill and other impairments		216		27		852
Medical device regulations		115		74		44
Recall-related matters		(12)		14		30
Regulatory and legal matters		69		63		29
Tax matters		(66)		43		28
Adjusted	$	3,571	$	4,066	$	4,700
Effective tax rate—reported		12.1%		13.8%		14.3%
Effective tax rate—adjusted		14.0%		14.1%		14.8%
Net earnings per diluted share		**2022**		**2023**		**2024**
Reported	$	6.17	$	8.25	$	7.76
Acquisition—and integration-related costs, inventory stepped-up to fair value		0.02		—		0.09
Other acquisition and integration-related		0.27		0.12		0.22
Amortization of purchased intangible assets		1.30		1.31		1.28
Structural optimization and other special charges		0.74		0.34		0.29
Goodwill and other impairments		0.57		0.08		2.21
Medical device regulations		0.30		0.19		0.11
Recall-related matters		(0.03)		0.04		0.08
Regulatory and legal matters		0.18		0.16		0.08
Tax matters		(0.18)		0.11		0.07
Adjusted	$	9.34	$	10.60	$	12.19
Weighted-average diluted shares outstanding		382.2		383.7		385.6

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2024 Comprehensive Report