2018 STANDARDS SUPPLEMENT

Page numbers correspond to the 2018 **Integrated Performance Report**.

Our FY18 Integrated Performance Report was prepared in accordance with the Global Reporting Initiative (GRI) Standard Core guidelines — an internationally recognized standard for reporting on corporate social and environmental responsibility performance. We have reported on aspects related to our 13 material issues and include information and references to our FY18 Integrated Performance Report, financial reports, and corporate governance guidelines.

We also include a Sustainability Accounting Standards Board (SASB) index for the Medical Equipment and Supplies Industry.

Medtronic
Further, Together

DISCLOSURE ON MANAGEMENT APPROACH TO **MATERIAL ISSUES**

ACCESS TO CARE

Definition	The availability and affordability of our technology, services, and solutions to people upon applicable regulatory approval or clearance. This centers on our efforts to ensure that Medtronic products are accessible to patients who can benefit from them by removing barriers to affordable treatment and management of disease. It includes working with partners and healthcare systems around the world to develop and share technologies, services, therapies, resources, and expertise.
Disclosure on Management Approach	**DMA-a** The accessibility of our products and solutions is critical to our Mission and our business success. Making our therapies accessible to people everywhere is inherent in our growth strategy. We view access to healthcare as a human rights issue, and believe that all people deserve the care they need. Our Mission drives us to contribute to human welfare by improving health outcomes, and our access strategy is a key element of this. Through business and philanthropic activities, we assess local, unmet healthcare needs. We tailor new or existing products, solutions, and therapies to overcome barriers to care and reduce health inequality. **DMA-b** We are guided by our Mission: to contribute to human welfare by application of biomedical engineering in the research, design, manufacture, and sale of instruments or appliances that alleviate pain, restore health, and extend life. Each business unit develops new products, therapies, and programs to reach more people with life-changing care. We work with strategic partners and explore emerging technologies to develop innovative solutions for unmet healthcare needs — including conditions that disproportionately affect people in emerging markets. We develop strategies, programs, and business activities designed to maximize the value of our products and solutions and increase access to healthcare. These include our hub-and-spoke healthcare model, Medtronic Care Management Services, Medtronic Integrated Health Solutions, Medtronic Labs, and our Patient Access Acceleration methodology. Guided by our Global Value-based Healthcare Council, we advocate for a fundamental shift toward **value-based healthcare** models, where payment for products and services is contingent upon their ability to improve patient outcomes relative to the cost. We partner with healthcare providers to enhance access by improving local infrastructure and services. We deliver a range of capacity-building initiatives to enrich the skills and understanding of medical professionals and patients. The **Medtronic Foundation** also contributes to our access strategy. **DMA-c** Efforts to increase access to healthcare are embedded in the day-to-day operations of our entire company. The Medtronic board of directors and Executive Committee have primary responsibility for ensuring that we are maximizing our ability to reach patients who can benefit from our products and therapies. Each business unit and region reports to the board regularly. The Medtronic Foundation is led by a board of directors that includes senior leaders from across Medtronic business units and regions, as well as Omar Ishrak, chairman and CEO.

Boundaries (GRI 103-1)	Access, and our related impacts, are relevant for all our customers and patients. This includes individuals who are not yet customers or patients, but who could benefit from our products or therapies.
Reference for more information	See our **Global Healthcare Access** web page or pages 17-26 in our Integrated Report See our **Philanthropy** web page or pages 10-14 in our Integrated Report
Related GRI Aspects	SO: Local Communities EC: Indirect Economic Impacts

PRODUCT QUALITY

Definition	Our commitment to ensuring quality and safety of our products in relation to all our stakeholders, including patients, physicians, hospital administrators, and Medtronic employees. It covers design, reliability, manufacturability, supplier quality, global compliance, post-market surveillance, complaint handling, and corrective action planning.
Disclosure on Management Approach	**DMA-a** Our patient-centric approach compels us to put product quality and safety first. Product quality covers the full life-cycle of a product, from design through manufacture, use, and disposal. Quality and reliability are important to ensure the safety of all the patients who depend on our products and therapies for their health and well-being. **DMA-b** At Medtronic, product quality is everyone's responsibility, and it is embedded in our culture. We require employees worldwide to obtain our Annual Quality Training certification. At the highest level, the Quality Committee of the board of directors is responsible for oversight of Medtronic quality programs. In our business, the Global Quality department leads our product quality efforts. Our chief quality and regulatory affairs officer is a member of the Executive Committee. Our global quality strategy takes a patient-centered approach and ensures that we deliver consistent enterprisewide quality. Specific processes and programs under our Global Quality Strategy include: ▪ The Quality Begins with Me program that empowers employees and suppliers to promote excellence and show individual ownership and leadership of quality. ▪ Our Design, Reliability, Manufacturability (DRM) methodology that ensures product quality, safety, and reliability in our design and development process. ▪ The Medtronic Operating System that ensures quality and continual improvement in production. ▪ The First-Time Quality methodology that teaches employees to see the potential for error, develop strong controls, and identify where improvements can have the biggest impact on quality. ▪ The Supplier Optimization and Risk Reduction program that trains strategic suppliers to ensure that risks are identified and mitigated, and that products and processes are designed correctly. ▪ The Global Quality Management System sets the foundation to enable processes to be standardized, scalable, and easy to comply with. ▪ The ISO 13485 standard that sets out requirements for quality management systems specific to medical devices.

	We also adhere to regulatory requirements, such as those set by the U.S. FDA, and use the Medtronic Corporatewide Assessment for Regulatory Excellence (MCARE) to drive continual improvement in our regulatory compliance systems. **DMA-c** The **Quality Committee** of the board of directors monitors and evaluates our quality systems and processes. Full details of committee responsibilities are available in the committee charters on our **Corporate Governance** website. We apply Lean Six Sigma principles and use the MCARE to foster continual improvement in our quality systems. When we experience a quality problem with one of our products or therapies, we take all necessary actions to remedy the issue and identify opportunities for improvement to prevent future problems.
Boundaries (GRI 103-1)	Product quality is relevant across the entire product life cycle. Within Medtronic, we manage product quality in R&D, manufacturing and production, sales, distribution, post-market surveillance, compliant handling, and corrective action planning. Product quality is relevant to external groups including customers — the medical professionals and patients who rely on our products and therapies.
Reference for more information	See our **Product Quality** web page or pages 67-73 in our Integrated Report
Related GRI Aspects	PR: Compliance PR: Customer Health and Safety PR: Product Labeling
PRODUCT STEWARDSHIP	
Definition	Minimizing the life-cycle footprint of our products and packaging through product management and design innovation.
Disclosure on Management Approach	**DMA-a** Our customers expect us to demonstrate strong environmental stewardship across the life cycle of our products. Developing products uses energy and natural resources and can also create waste. Driven by our Mission, we manage environmental, health, and safety impacts from our products and packaging across our value chain to minimize our environmental impact. **DMA-b** Our Environmental, Health, and Safety (EHS) program commits us to continually advance our product stewardship initiatives across the product life cycle to meet customer needs and expectations. We also comply with applicable regulations such as California Proposition 65 and the E.U. Directive on Restriction of Hazardous Substances. **DMA-c** The Medtronic corporate EHS team oversees environmental, health, and safety (EHS) program standards for all businesses and regions. Our Sustainability Steering Committee is responsible for evaluating new product stewardship strategies. Our Corporate Program Management Team oversees our environmental compliance efforts. Our Hazardous Substance Team comprises personnel from Corporate and across the businesses to prepare for E.U. MDR and analyze other regulations, provide instructions for compliance, develop detailed implementation plans, and evaluate the effectiveness of our compliance programs.

Boundaries (GRI 103-1)	Product stewardship is relevant to our operations, supply chain, and customers.
Reference for more information	See our **Product Stewardship** web page or page 38 in our Integrated Report
Related GRI Aspects	EN: Materials EN: Products and Services

RESPONSIBLE SUPPLY MANAGEMENT

Definition	Our practice of collaborating with suppliers to develop long-term relationships that enhance product quality, uphold human rights and labor standards in our supply chain, reduce our environmental impact globally and locally, and enhance our reputation.
Disclosure on Management Approach	**DMA-a** A robust and reliable supply chain is critical to our business. It allows us to produce and deliver the medical devices and therapies on which our customers and millions of patients depend. Maintaining a responsible supply chain is essential to delivering the quality products that drive our company's success, and supports our social license to operate. **DMA-b** Our Responsible Supply Management Program's mission is to: ▪ Uphold human rights and labor standards ▪ Reduce our environmental impact globally and locally ▪ Enhance Medtronic's reputation We expect our suppliers to: ▪ Follow applicable laws related to governance, environmental responsibility, workplace health and safety, and human rights ▪ Meet the minimum social, ethical, and environmental requirements described in our **Global Supplier Standards** Additionally: ▪ Our **Global Human Rights and Labor Standards Policy** applies to all Medtronic suppliers, service providers, and business partners. ▪ Agents and contractors working with us must comply with the Medtronic **Global Code of Conduct**. Our supplier product quality program is built on: ▪ Our **Supplier Quality Excellence Manual**, which all suppliers are required to follow ▪ Regular quality audits based on product and supplier risk ▪ Working closely with suppliers to improve the **design, reliability, and manufacturability** of components and products ▪ **Continual improvement** programs and classroom-based training Our Supplier Diversity team, Supplier Diversity Steering Committee, and executive management team oversee our **Supplier Diversity program**. We promote inclusive sourcing through employee training, business unit annual plans, and sponsorship of organizations that develop and promote small and diverse suppliers in the United States.

	We require suppliers to responsibly manage and disclose any materials of concern used in our manufacturing processes, final products, or packaging. **DMA-c** We provide suppliers with protocols, training, and support to ensure that regulatory and self-imposed quality standards are consistently met. Medtronic is assessing certain suppliers' compliance with our Global Supplier Standards, giving priority to suppliers with whom we spend the most money, or based on the location and type of industry they operate in. Our initial focus is on suppliers deemed to have the highest inherent risk for human rights and labor standards violations. When compliance gaps are identified, we work with suppliers to close these gaps through the development of mitigation and corrective action plans. We provide a Conflict Minerals Report to the U.S. Securities and Exchange Commission, based on an annual supplier survey.
Boundaries (GRI 103-1)	Responsible sourcing is relevant to our suppliers, patients, customers, and local communities.
Reference for more information	See our **Responsible Supply Management** web page or pages 63-67 in our Integrated Report
Related GRI Aspects	LA: Supplier Assessment for Labor Practices HR: Supplier Human Rights Assessment EN: Supplier Environmental Assessment EC: Procurement Practices EC: Indirect Economic Impacts HR: Human Rights Grievance Mechanisms HR: Non-Discrimination HR: Freedom of Association
ETHICS IN SALES AND MARKETING	
Definition	Ensuring responsible business practices in relation to the marketing, communication, and promotion of our products and services. This includes the monitoring and prevention of corruption, and conflicts of interest in sales-related interactions between our employees and healthcare personnel as well as compliance with global regulations.
Disclosure on Management Approach	**DMA-a** Maintaining the trust of customers, patients, industry partners, healthcare providers, investors, regulators, governments, and employees is critical to our success. Corrupt practices undermine this trust, our Mission-led commitment to integrity, and our business performance. Building trust also requires that we are transparent. Our customers depend on our medical products, services, and therapies, and we must ensure that they are promoted factually, lawfully, and in a way that supports their approved or cleared use. **DMA-b** Medtronic follows several internal and external policies that help ensure ethics in sales and marketing. These include: ▪ Global Business Conduct Standards Policy (Includes our Global Anti-Corruption Policy) ▪ Code of Conduct ▪ Code of Ethics for Senior Financial Officers

	▪ Code of Business Conduct and Ethics for Members of the Board of Directors ▪ Medtronic Donations ▪ U.S. Patient Privacy Principles. Employees and board members must certify their understanding of the Code of Conduct annually. We also facilitate anti-corruption training, which is completed by new hires upon onboarding and by customer-facing employees every two years. We are working to ensure that distributors have anti-corruption measures that are in line with our own. We train distributors on our Distributor Code of Conduct as well as monitor and conduct due diligence on global distributors before entering into a new contract or renewing existing contracts. Individual Medtronic business units maintain internal review processes to ensure that accurate and appropriate product promotion occurs. Medtronic also follows internal policies that prohibit the unlawful promotion of products for off-label uses. **DMA-c** The Medtronic Office of Ethics and Compliance (OEC), and the chief ethics and compliance officer, oversee our formal ethics and compliance program. The chief ethics and compliance officer reports results periodically to the CEO, the Audit Committee, and to the board.
Boundaries (GRI 103-1)	Ethics in sales and marketing, and its related impacts, is relevant to all Medtronic employees. It is also relevant to healthcare providers, industry partners, patients, distributors, investors, regulators, and governments.
Reference for more information	See our **Ethics in Sales and Marketing** web page or pages 55-58 in our Integrated Report
Related GRI Aspects	SO: Anti-Competitive Behavior SO: Anti-Corruption PR: Marketing Communications
TRIAL DATA	
Definition	Ethical and responsible conduct related to clinical trials, including transparency of data, ethics in research and development, and clinical data sharing.
Disclosure on Management Approach	**DMA-a** The way we collect and evaluate data is a critical component of our commitment to product quality and safety. Reliable and transparent information ensures that our clinical trials are conducted ethically and in alignment with the highest standards for data integrity and analysis. This, in turn, ensures that our products and therapies are safe and effective for the patients who depend on them. **DMA-b** We follow rigorous guidelines laid out in our **Code of Conduct**, **Global Business Conduct Standards Policy**, and **Clinical Trials Principles** and comply with all regulations. We also follow international guidelines for clinical research including the Declaration of Helsinki and ISO 14155:2011. We share information about our trials, including the purpose, eligibility requirements, locations, and status of the applicable trials that we sponsor through the **Clinical Trials Registry**. Oversight for clinical trials is the responsibility of the chief medical and scientific officer who serves on the Executive Committee.

	DMA-c The Technology and Value Creation Committee of the board of directors monitors and evaluates our approach to research and development as well as human and animal studies. Full details of committee responsibilities are available in the committee charters on our **Corporate Governance** website. We also work with external organizations and peers to improve and scale the way we collect data and evaluate products and therapies through clinical trials.
Boundaries (GRI 103-1)	Ethics, transparency, and reliability of trial data are relevant in our R&D operations and the Regulatory and Clinical Affairs departments. Ethics, transparency, and reliability of trial data is relevant to external groups including customers — the medical professionals and patients who participate in our clinical trials and that use our products once they reach market.
Reference for more information	See our **Product Quality** website or pages 67-73 in our Integrated Report.
Related GRI Aspects	PR: Customer Health and Safety
STAKEHOLDER ENGAGEMENT	
Definition	Engaging stakeholders throughout the healthcare system, including patients, physicians, hospital administrators, advocacy groups, governments, nonprofits and nongovernmental organizations, employees, suppliers, investors, shareholders, regulators, and the communities where we operate.
Disclosure on Management Approach	N/A
Boundaries (GRI 103-1)	N/A
Reference for more information	See our **Public Policy and Stakeholder Engagement** website or pages 50-52 in our Integrated Report See our **Sustainability Priorities and Strategies** website or pages 59-63 in our Integrated Report
Related GRI Aspects	General Standard Disclosures
DEVICE SECURITY	
Definition	Keeping customer products and therapies safe from the cyber-related threats and vulnerabilities that might compromise the intended use of a product or personal data related to the patient.

Disclosure on Management Approach	**DMA-a** Device security and any other potential threats to patient safety are taken very seriously at Medtronic. Medtronic works to make products safe and secure while still easy to use for the customers who depend on them. While we are not aware of any incident of unauthorized access or intrusion to an implanted device, device security is an area that is consistently addressed in the design process. **DMA-b** Medtronic has a formally approved companywide Global Product Security Policy that provides guidance on integrating security into product development. This policy governs the overall product security program. Medtronic engages with external organizations and experts to maintain best practice and to provide feedback on developing global product security-related standards. We collaborate with organizations such as the U.S. FDA, the National Health Information Sharing and Analysis Center, and the Advanced Medical Technology Association. We also follow recognized standards such as ISO 27001 and the National Institute of Standards and Technology. **DMA-c** Medtronic's Global Security Office and Security Steering Committee oversee our security framework, including relevant initiatives, policies, and programs. The Quality Committee and the Technology and Value Creation Committee of the board of directors monitors and evaluates our quality systems and processes on an annual basis. Full details of committee responsibilities are available in the **committee charters** on our **Corporate Governance** website.
Boundaries (GRI 103-1)	Device security is relevant across the entire product life cycle. Within Medtronic, we manage product quality and security in R&D, manufacturing and production, sales, and distribution. Device security is relevant to external groups including the medical professionals and patients who rely on our products and therapies.
Reference for more information	See our **Ethics in Sales and Marketing** website or pages 55-58 in our Integrated Report See our **Product Quality** website or pages 67-73 in our Integrated Report
Related GRI Aspects	PR: Customer Health and Safety PR: Customer Privacy
PHILANTHROPY	
Definition	Philanthropic giving through the Medtronic Foundation, Medtronic corporate and employee cash contributions, product donations, and employee volunteering.
Disclosure on Management Approach	**DMA-a** We give back to the communities where we operate and where our people live and work, and to communities worldwide where our patients, and potential patients, live. Through philanthropic activities, we further contribute to our core Mission of alleviating pain, restoring health, and extending lives.

	DMA-b Our philanthropic contributions are managed through our corporate charitable giving, Medtronic business divisions, and the **Medtronic Foundation**. Medtronic Philanthropy consists of medical education, product donations and financial (including funding of the Medtronic Foundation) and volunteer contributions. We strive to be both a good corporate citizen and a high-impact global philanthropic enterprise, where we measure success in terms of impact, rather than simply the amount of money we give. The Medtronic Foundation focuses on improving health for underserved populations worldwide. We (Medtronic and the Medtronic Foundation) contribute to disaster relief through grants, product donations, and the Medtronic Employee Assistance Fund, which provides grants to employees with unmet financial needs in the wake of natural disasters. We disclose all donations made to U.S. customers, or organizations affiliated with them, on our **Charitable Donations Registry**. Our corporate guidelines for charitable giving are outlined in our **Charitable Donations Guidelines**. They adhere to both our **Global Business Conduct Standards Policy** and the medical technology industry's AdvaMed Code of Ethics. **DMA-c** The Medtronic Foundation continually evaluates the impact of its philanthropic activities and emerging global healthcare needs across the continuum of care. We use periodic grant reports from grant recipients to evaluate the Medtronic Foundation's strategy and impact. The Medtronic Foundation is led by a board of directors that includes Medtronic senior leaders from across the business units and regions as well as Omar Ishrak, Chairman and CEO.
Boundaries (GRI 103-1)	Within Medtronic and the Medtronic Foundation, many of our philanthropic activities apply to our employees who are encouraged to give back to their communities through charitable contributions and volunteerism. Philanthropy is relevant outside of Medtronic to all the communities, or potential communities, that receive funds and/or product donations from Medtronic. We focus our community grantmaking where we have the largest employee base, but give more broadly all over the world.
Reference for more information	See our **Philanthropy** and **Medtronic Foundation** web pages or pages 10-14 in our Integrated Report
Related GRI Aspects	SO: Local Communities EC: Indirect Economic Impact

POST-MARKET SURVEILLANCE	
Definition	Ethical and responsible conduct related to post-market surveillance, including transparency of data, data collection, and clinical data sharing.
Disclosure on Management Approach	**DMA-a** The way we collect and evaluate data once a product or therapy has reached the market is a critical component of our commitment to product quality and safety. It also plays a vital role in our move toward value-based healthcare with a focus on patient outcomes. Reliable and transparent information ensures that our post-market surveillance activities are conducted ethically and in alignment with the highest standards for data integrity and analysis. This, in turn, ensures that our products and therapies are safe and effective for the patients that depend on them. Post-market surveillance also helps us understand product performance in a real-world setting, measure performance against known complications, and identify potential problems early. **DMA-b** Our post-market surveillance is overseen by our chief medical and scientific officer who serves on the Executive Committee. **DMA-c** The Quality Committee monitors and evaluates our approach to product quality. Full details of committee responsibilities are available in the committee charters on our **Corporate Governance** website. We also work with external organizations and peers to improve and scale the way we collect data and evaluate products and therapies once they reach the market.
Boundaries (GRI 103-1)	Ethics, transparency, and reliability of post-market surveillance activities are relevant to external groups including the medical professionals, patients, health systems, and insurers that participate in our surveillance activities and that use our products.
Reference for more information	See our **Product Quality** website or pages 67-73 in our Integrated Report.
Related GRI Aspects	PR: Customer Health and Safety
CORPORATE GOVERNANCE	
Definition	The policies, procedures, and practices that govern our company, including board structure, executive compensation, and accountability.
Disclosure on Management Approach	N/A
Boundaries (GRI 103-1)	N/A

Reference for more information	See our **Corporate Governance** website or pages 50-52 in our Integrated Report See our **Sustainability Priorities and Strategies** website or pages 59-63 in our Integrated Report See our Medtronic **Corporate Governance** website
Related GRI Aspects	General Standard Disclosures
TALENT	
Definition	The recruitment, retention, and development of Medtronic employees. This includes employee training, career management and promotion, and leadership development, in addition to compensation and benefits practices.
Disclosure on Management Approach	**DMA-a** Our business is knowledge based, and our success is dependent on attracting, developing, and retaining the top, diverse, and collaboratively minded talent. We support our growing workforce through global career development and training programs, career management opportunities, and competitive benefits and compensation practices. Diversity, inclusion, and gender balance in the workforce are also considered priority areas for Medtronic. The Global Inclusion, Diversity, and Engagement team leads our efforts to promote diversity and creates an inclusive workplace through our Human Resources processes and priorities. **DMA-b** Our Mission inspires us to recognize the personal worth of our employees by providing an employment framework that allows personal satisfaction in work accomplished, security, advancement opportunity, and means to share in the company's success. Our Human Resources department has established programs and policies to attract, develop, and retain a diverse set of talented employees. Internal and external-facing policies and programs include: ▪ **Code of Conduct** ▪ **EEO Statement** ▪ **Voice Your Concern Policy** ▪ **Medtronic Benefits, Policies, and Services** **DMA-c** The chief human resource officer serves on the Executive Committee and has primary responsibility for talent-related initiatives. The Medtronic Compensation Committee assists the board of directors in overseeing and evaluating employee benefit plans and stock programs. **Medtronic's Voice Your Concern Line** is a website and toll-free hotline operated by a third party that provides employees as well as anyone operating on behalf of Medtronic a place to report and voice concerns. The OEC evaluates all reported concerns and escalates as necessary. Medtronic monitors the effectiveness of talent programs through internal feedback mechanisms including our Organizational Health Survey and performance evaluations.
Boundaries (GRI 103-1)	Within Medtronic, our approach to talent is relevant to all current employees. Outside Medtronic, our approach to talent is relevant to all prospective employees and former employees.

Reference for more information	See our **Supporting a Global Workforce** website or pages 39-48 in our Integrated Report See our **Compensation Committee Charter** website
Related GRI Aspects	LA: Employment LA: Training and Education LA: Equal Remuneration for Women and Men LA: Labor Practices Grievance Mechanisms SO: Anti-corruption

FINANCIAL STRENGTH

Definition	Sustainable revenue generation and business growth through disciplined management of financial capital and resources.
Disclosure on Management Approach	**DMA-a** Sound financial stewardship is at the core of everything we do. A financially strong Medtronic benefits the public and private sectors by providing new jobs, infrastructure investments, shareholder returns, and taxes. The financial strength of our business enables us to improve clinical outcomes, expand access to healthcare, and optimize healthcare cost and efficiency. **DMA-b** We apply rigorous financial discipline as we pursue three strategic priorities: 1. Technology Innovation 2. Globalization 3. Economic Value Critical to these priorities is Medtronic's leadership in technology. Three fundamental goals drive our financial planning and decision making: 1. Deliver consistent 4%+ organic[1] revenue growth. 2. Achieve 40–50 bps annual underlying[1] operating margin expansion. 3. Target 8% non-GAAP adjusted earnings per share growth over Planning Period. 4. Target 80% conversion ratio[2] within next 2–3 years. 5. Return a minimum of 50% of free cash flow[3] to shareholders. **DMA-c** Our financial performance is overseen by the Audit and Finance and Financial Risk Committees of the board of directors. The Audit Committee is responsible for the integrity of our financial reporting, auditing, and compliance. The Finance and Financial Risk Committee has oversight of our financial policies, strategies, and capital structure. Full details of committee responsibilities are available in the committee charters on our **Corporate Governance** website. Our shareholders, as owners of our company, have ultimate say in our financial management. Our Investor Relations team has ongoing contact with our shareholders, and we formally communicate with them and invite feedback through quarterly earnings calls and annual meetings. 1Organic and underlying are both defined as "excluding the impact of material acquisitions, divestitures and currency." 2Conversion ratio is defined as: free cash flow (operating cash flows less property, plant and equipment additions) divided by non-GAAP net income. 3Free cash flow is defined as operating cash flows less property, plant and equipment additions.

Boundaries (GRI 103-1)	Financial strength is relevant across all our operations in the way that we generate and use financial resources. Financial strength is relevant outside our business in the way that we generate revenue from our customers, purchase goods and services from our suppliers, and support local communities, including research and development outlays; selling, general, and administrative expenses; and income taxes.
Reference for more information	See our **2018 10-K**, our **Corporate Governance** and **Investor Relations** website, or pages 27-29 in our Integrated Report
Related GRI Aspects	EC: Economic Performance EC: Indirect Economic Impacts

GLOBAL REPORTING INITIATIVE (GRI) STANDARDS

GRI-100		
INDICATOR	TOPIC	RESPONSE
102-1	Name of the organization	Medtronic Public Limited Company
102-2	Activities, brands, products, and services	Company Overview **2018 Form 10-K**
102-3	Location of headquarters	20 Lower Hatch Street, Dublin 2, Ireland
102-4	Location of operations	Company Overview **2018 Form 10-K**
102-5	Ownership and legal form	Medtronic plc is a publicly traded company on the New York Stock Exchange Inc. under the ticker symbol MDT
102-6	Markets served	Company Overview **2018 Form 10-K**
102-7	Scale of the organization	Company Overview The Economic Impact of our Business **2018 Form 10-K**
102-8	Information on employees and other workers	2018 Standards Supplement — Employee Data Summary
102-9	Supply chain	Responsible Supply Management — Supplier Diversity
102-10	Significant changes to the organization and its supply chain	Company Overview Responsible Supply Management **2018 Form 10-K**
102-11	Precautionary principle or approach	Sustainability Priorities and Strategies — Reducing Sustainability Risk and Creating Opportunities Product Quality Reducing our Operational Footprint
102-12	External initiatives	Product Quality — Clinical Trials Committed to Sustainability Corporate Governance — Public Policy and Stakeholder Engagement Ethics in Sales and Marketing Ethics in Sales and Marketing — Customer Data Security Reducing our Operational Footprint Responsible Supply Management

102-13	Membership of associations	Product Quality — Clinical Trials Corporate Governance — Public Policy and Stakeholder Engagement Responsible Supply Management
102-14	Statement from senior decision-maker	CEO Letter
102-15	Key impacts, risks, and opportunities	Sustainability Priorities and Strategies **2018 Form 10-K**
102-16	Values, principles, standards, and norms of behavior	Ethics in Sales and Marketing Product Quality Product Quality — Clinical Trials Ethics in Sales and Marketing — Customer Data Security Reducing our Operational Footprint Supporting a Global Workforce — Inclusion and Diversity Corporate Governance **Medtronic Global Code of Conduct** **Global Business Conduct Standards Policy** **Medtronic Mission**
102-17	Mechanisms for advice and concerns about ethics	Corporate Governance
102-18	Governance structure	Sustainability Priorities and Strategies Corporate Governance — Board of Directors **Corporate Governance** Website
102-19	Delegating authority	Sustainability Priorities and Strategies
102-20	Executive-level responsibility for economic, environmental, and social topics	Sustainability Priorities and Strategies
102-21	Consulting stakeholders on economic, environmental, and social topics	Corporate Governance — Public Policy and Stakeholder Engagement Sustainability Priorities and Strategies
102-22	Composition of the highest governance body and its committees	Corporate Governance — Board of Directors **Corporate Governance** Website
102-23	Chair of the highest governance body	Corporate Governance — Board of Directors

102-24	Nominating and selecting the highest governance body	Corporate Governance — Board of Directors
102-25	Conflicts of interest	Corporate Governance — Board of Directors **Corporate Governance** Website
102-26	Role of highest governance body in setting purpose, values, and strategy	Corporate Governance — Board of Directors **Corporate Governance** Website
102-29	Identifying and managing economic, environmental, and social impacts	Sustainability Priorities and Strategies
102-30	Effectiveness of risk management processes	Sustainability Priorities and Strategies — Reducing Sustainability Risk and Creating Opportunities
102-31	Review of economic, environmental, and social topics	Sustainability Priorities and Strategies
102-33	Communicating critical concerns	Corporate Governance **Corporate Governance** Website
102-34	Nature and total number of critical concerns	Corporate Governance
102-35	Remuneration policies	Corporate Governance — Board of Directors **Proxy Statement**
102-36	Process for determining remuneration	Corporate Governance — Board of Directors **Proxy Statement**
102-37	Stakeholders' involvement in remuneration	**Proxy Statement**
102-38	Annual total compensation ratio	Supporting a Global Workforce
102-40	List of stakeholder groups	Corporate Governance — Public Policy and Stakeholder Engagement Sustainability Priorities and Strategies
102-41	Collective bargaining agreements	Medtronic complies with global laws regarding freedom of association and collective bargaining agreements, including participation in work councils. Approximately 35 percent of our European workforce is represented by work councils and roughly half is covered by collective bargaining agreements with trade unions. Our U.S. workforce is not unionized.

102-42	Identifying and selecting stakeholders	Corporate Governance — Public Policy and Stakeholder Engagement Sustainability Priorities and Strategies
102-43	Approach to stakeholder engagement	Corporate Governance — Public Policy and Stakeholder Engagement Sustainability Priorities and Strategies 2018 Standards Supplement — Disclosures on Management Approach
102-44	Key topics and concerns raised	Sustainability Priorities and Strategies
102-45	Entities included in the consolidated financial statements	Company Overview About This Report **2018 Form 10-K**
102-46	Defining report content and topic boundaries	Sustainability Priorities and Strategies About This Report
102-47	List of material topics	Sustainability Priorities and Strategies 2018 Standards Supplement — Disclosures on Management Approach
102-49	Changes in reporting	Throughout the report About This Report
102-50	Reporting period	About This Report
102-51	Date of most recent report	Our FY17 report was published in November 2017
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	About This Report
102-54	Claims of reporting in accordance with the GRI Standards	2018 Standards Supplement
102-55	GRI content index	2018 Standards Supplement
102-56	External assurance	This report has not been independently verified. We have practices in place to internally validate the data and expect to begin third-party verification of our sustainability disclosures in FY19.

103-1	Explanation of the material topic and its boundary	2018 Standards Supplement — Disclosures on Management Approach
103-2	The management approach and its components	2018 Standards Supplement — Disclosures on Management Approach

GRI-200				
INDICATOR	TOPIC	RESPONSE	IDENTIFIED OMISSIONS	EXPLANATION FOR OMISSIONS
201-1	Direct economic value generated and distributed	The Economic Impact of our Business Philanthropy **2018 Form 10-K**		
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Priorities and Strategies — Reducing Sustainability Risk and Creating Opportunities		
201-3	Defined benefit plan obligations and other retirement plans	Supporting a Global Workforce — Compensation, Benefits, and Recognition		
203-1	Infrastructure investments and services supported	The Economic Impact of our Business Philanthropy Global Healthcare Access Responsible Supply Management — Supplier Diversity		
203-2	Significant indirect economic impacts	Global Healthcare Access		

INDICATOR	TOPIC	RESPONSE	IDENTIFIED OMISSIONS	EXPLANATION FOR OMISSIONS
204-1	Proportion of spending on local suppliers	Responsible Supply Management — Supplier Diversity	Percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation.	The information is currently unavailable. At this time, we do not collect data on the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation. Medtronic collects total procurement spend at significant locations of operation.
205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance Responsible Supply Management Ethics in Sales and Marketing		
205-3	Confirmed incidents of corruption and actions taken	Corporate Governance **2018 Form 10-K**	Confirmed incidents of corruption and actions taken	The information is currently unavailable. Medtronic currently tracks the total number of employees terminated for ethics- and compliance-related lapses. In FY18, we looked at best practices among our peers for reporting and classifying ethical concerns. We identified potential improvements in how ethical concerns are categorized and are assessing the feasibility of reporting them in more detail in the future.

INDICATOR	TOPIC	RESPONSE	IDENTIFIED OMISSIONS	EXPLANATION FOR OMISSIONS
206-1	Legal actions for anticompetitive behavior, anti-trust, and monopoly practices	**2018 Form 10-K**		
301-2	Recycled input materials used	Reducing our Operational Footprint		
GRI-300				
308-1	New suppliers that were screened using environmental criteria	Our Global Supplier Standards describe the minimum social, ethical, and environmental requirements every Medtronic supplier must follow. These are the basis for our assessment and selection of new suppliers — we will not work with any supplier we believe is unable to meet our requirements.		
GRI-400				
401-1	New employee hires and employee turnover	2018 Standards Supplement		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Supporting a Global Workforce — Compensation, Benefits, and Recognition		
401-3	Parental leave	Supporting a Global Workforce		

INDICATOR	TOPIC	RESPONSE	IDENTIFIED OMISSIONS	EXPLANATION FOR OMISSIONS
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Supporting a Global Workforce		
404-1	Average hours of training per year per employee	Supporting a Global Workforce — Development and Engagement		
405-1	Diversity of governance bodies and employees	2018 Standards Supplement Supporting a Global Workforce — Inclusion and Diversity		
405-2	Ratio of basic salary and remuneration of women to men	Supporting a Global Workforce		
406-1	Incidents of discrimination and corrective actions taken	Responsible Supply Management	Total number of incidents of discrimination and corrective actions taken.	The information is currently unavailable. At this time, we do not track discrimination incidents for our suppliers. We do not plan to collect this specific information but expect our suppliers to follow local laws and regulations.

INDICATOR	TOPIC	RESPONSE	IDENTIFIED OMISSIONS	EXPLANATION FOR OMISSIONS
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Responsible Supply Management	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	The information is currently unavailable. At this time, we do not track freedom of association and collective bargaining activities for our suppliers. We do not plan to collect this specific information but expect our suppliers to follow local laws and regulations.
412-2	Employee training on human rights policies or procedures	Responsible Supply Management		
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Responsible Supply Management		
413-1	Operations with local community engagement, impact assessments, and development programs	The Economic Impact of our Business Philanthropy Global Healthcare Access	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	The information is currently unavailable. At this time, we do not quantify local community engagement activities as a percentage of operations and do not have plans to do so. Our products and therapies are available to patients all over the world. Our efforts to increase access through business and philanthropy are global. In addition,

INDICATOR	TOPIC	RESPONSE	IDENTIFIED OMISSIONS	EXPLANATION FOR OMISSIONS
				our philanthropic activities focus on where we have the largest employee presence as well as medically under-served communities where we believe we can reduce barriers to care. We collaborate with local governments, health systems, companies, and nonprofit organizations to assess local needs and develop locally appropriate healthcare solutions.
414-1	New suppliers that were screened using social criteria	Responsible Supply Management		
414-2	Negative social impacts in the supply chain and actions taken	Responsible Supply Management		
415-1	Political contributions	**Corporate Governance** Website		
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality		
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	Product Quality		

INDICATOR	TOPIC	RESPONSE	IDENTIFIED OMISSIONS	EXPLANATION FOR OMISSIONS
417-2	Incidents of noncompliance concerning product and service information and labeling	In FY18, we had 13 field actions related to product labeling. Medtronic is committed to resolving all regulatory action and field corrective action issues swiftly and effectively. When field corrective actions occur, our expertise in quality management enables us to implement the required program efficiently. We take all necessary steps to correct or remedy the root cause of any problems that occur and have systems in place to prevent future field corrective actions.		
417-3	Incidents of noncompliance concerning marketing communications	Ethics in Sales and Marketing		
419-1	Noncompliance with laws and regulations in the social and economic area	**2018 Form 10-K**		

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

MEDICAL EQUIPMENT AND SUPPLIES

PRODUCT SAFETY

SASB CODE	METRIC	RESPONSE
HC0201-01	List of products recalled.	Reported in Working Responsibly > Product Quality > Product Use and Performance, page 73
HC0201-02	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products (Medical Devices) database.	Reported in Working Responsibly > Product Quality > Product Use and Performance, page 73 FDA's **MedWatch Safety Alerts for Human Medical Products** database

ETHICAL MARKETING

SASB CODE	METRIC	RESPONSE
HC0201-04	Description of legal and regulatory fines and settlements associated with false marketing claims, including Federal Food, Drug, and Cosmetic Act violations for off-label marketing prosecuted under the False Claims Act. Dollar amount of fines and settlements and a description of corrective actions implemented in response to events.	Partially reported in Working Responsibly > Ethics in Sales and Marketing, pages 55-58
HC0201-05	Description of code of ethics governing promotion of off-label use of products, including mechanisms to ensure compliance.	Reported in Working Responsibly > Ethics in Sales and Marketing, pages 55-58 Working Responsibly > Ethical Business Conduct, pages 52-54

AFFORDABILITY AND FAIR PRICING

SASB CODE	METRIC	RESPONSE
HC0201-07	Description of how price information (such as average and median) for each product is disclosed to customers or their agents (e.g., group purchasing organizations or consultants).	Partially reported in Adding Value to Society > Global Healthcare Access > Innovating to Make Healthcare Affordable and Sustainable, pages 20-21

ENERGY, WATER, AND WASTE EFFICIENCY

SASB CODE	METRIC	RESPONSE
HC0201-08	Total annual energy consumed (gigajoules) and percentage renewable (e.g., wind, biomass, solar).	Partially reported in Promoting Environmental Stewardship > Reducing our Operational Footprint, pages 31-37

HC0201-09	Total water withdrawals and percentage from water-stressed regions – High or Extremely High Baseline Water Stress as defined by the WRI Water Risk Atlas; percentage of process water recycled.	Partially reported in Promoting Environmental Stewardship > Reducing our Operational Footprint, pages 31-37
HC0201-10	Amount of waste (metric tons); percentage that is recycled, incinerated, and landfilled.	Partially reported in Promoting Environmental Stewardship > Reducing our Operational Footprint, pages 31-37

PRODUCT DESIGN AND LIFE-CYCLE MANAGEMENT		
SASB CODE	METRIC	RESPONSE
HC0201-11	Description of environmental and human health considerations made at product life-cycle stages such as design, procurement, manufacturing, distribution, use, and end-of-life and the type and percentage of products to which efforts apply.	Partially reported in Promoting Environmental Stewardship > Product Stewardship, page 38
HC0201-12	Description of Extended Producer Responsibility (EPR) initiatives to promote manufacturer take-back, reuse, or proper safe disposal at the end of the life cycle. Amount (by weight) of products accepted for take-back and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies.	Partially reported in Promoting Environmental Stewardship > Product Stewardship, page 38

CORRUPTION AND BRIBERY		
SASB CODE	METRIC	RESPONSE
HC0201-13	Description of legal and regulatory fines and settlements associated with bribery, corruption, or unethical business practices, including violations of the Foreign Corrupt Practices Act and those associated with providing kickbacks to physicians. Dollar amount of fines and settlements and a description of corrective actions implemented in response to events.	Partially reported in Working Responsibly > Ethics in Sales and Marketing, pages 55-58

HC0201-14	Description of code of ethics governing interactions with healthcare professionals including mechanisms to ensure employee compliance.	Reported in Working Responsibly > Ethics in Sales and Marketing, pages 55-58 Working Responsibly > Ethical Business Conduct, pages 52-54

MANUFACTURING AND SUPPLY CHAIN QUALITY MANAGEMENT		
SASB CODE	METRIC	RESPONSE
HC0201-15	Number and type of FDA enforcement actions taken in response to violations of current good manufacturing practices (cGMP) including: product deemed adulterated, form 483s, suggested recall (Class I, II, III), Warning Letters, Border Alerts, license suspension or revocation, product seizure, Consent Decrees, criminal prosecution.	Partially reported in Working Responsibly > Product Quality > Product Use and Performance, page 73
HC0201-16	Percentage of facilities and Tier I suppliers participating in third-party audit programs for integrity of supply chain and products (e.g., materials, devices, packaging, etc.).	Partially reported in Working Responsibly > Responsible Supply Management, pages 63-67
HC0201-17	Description of efforts to maintain traceability within the distribution chain, particularly with respect to wholesalers, re-packagers, and/or contract distributors.	Partially reported in Working Responsibly > Responsible Supply Management, pages 63-67
HC0201-18	Discussion of any existing or projected risks or constraints with obtaining raw materials (or components) within the supply chain, including those related to restricted/limited availability, political situations, local labor conditions, natural disasters, climate change, or regulations.	Partially reported in Working Responsibly > Responsible Supply Management, pages 63-67 Partially reported in our **2018 10-K**

EMPLOYEE DATA SUMMARY

MEDTRONIC GLOBAL WORKFORCE*

	FY16†	FY17**	FY18††
Total	**90,549**	**94,834**	**89,496**
Female	44,371	46,769	44,085
Asia Pacific	**12,363**	**13,188**	**12,475**
Female	5,381	5,745	5,293
Canada	**1,544**	**1,634**	**1,231**
Female	900	956	716
Europe/Central Asia/Middle East/Africa	**17,820**	**18,854**	**18,965**
Female	9,149	9,562	9,623
Latin America	**16,425**	**17,621**	**15,864**
Female	10,019	10,983	9,782
U.S. and Puerto Rico	**42,397**	**43,537**	**40,961**
Female	18,922	19,523	18,671

*Employee population data expressed here may vary from our 2018 10-K form depending on the time of year in which the data was gathered.
†595 records do not specify gender.
**123 records do not specify gender.
††430 records do not specify gender.

EMPLOYMENT TYPE*

	FY18†**
Support staff	**36,218**
Female	21,327
Professional	**42,602**
Female	18,807
Management††	**9,853**
Female	3,658
VPs and higher	**528**
Female	145

*Employee population data expressed here may vary from our 2018 10-K form depending on the time of year in which the data was gathered.
†591 employees do not have a job category designation.
**295 employees do not have a job category designation.
††Management = managers, senior managers, directors, and senior directors.

GLOBAL FULL-TIME*

	FY16†	FY17**	FY18***
Total	**88,520**	**92,943**	**87,570**
30 and under	18,043	20,013	19,401
31-50	52,891	55,243	52,089
51 and above	16,546	17,687	16,080
Female††	**42,687**	**45,181**	**42,476**
Asia Pacific	5,299	5,665	5,212
Canada	896	947	706
Europe/Central Asia/Middle East/Africa	7,939	8,386	8,367
Latin America	10,013	10,971	9,771
U.S. and Puerto Rico	18,540	19,212	18,420

*Employee population data expressed here may vary from our 2018 10-K form depending on the time of year in which the data was gathered.
†1,041 records have out-of-bound values so are not included in age breaks. 595 records do not specify gender.
**478 records have out-of-bound values so are not included in age breaks. 123 records do not specify gender.
††Numbers by region are based on female employees only.
***776 records have out-of-bound values so are not included in age breaks. 430 records do not specify gender.

GLOBAL PART-TIME*

	FY16†	FY17**	FY18***
Total	**2,029**	**1,891**	**1,926**
30 and under	228	172	127
31-50	1,373	1,291	1,363
51 and above	427	428	436
Female††	**1,684**	**1,588**	**1,609**
Asia Pacific	82	80	81
Canada	4	9	10
Europe/Central Asia/Middle East/Africa	1,210	1,176	1,256
Latin America	6	12	11
U.S. and Puerto Rico	382	311	251

*Employee population data expressed here may vary from our 2018 10-K form depending on the time of year in which the data was gathered.
†1,041 records have out-of-bound values so are not included in age breaks. 595 records do not specify gender.
**478 records have out-of-bound values so are not included in age breaks. 123 records do not specify gender.
††Numbers by region are based on female employees only.
***776 records have out-of-bound values so are not included in age breaks. 430 records do not specify gender.

NEW EMPLOYEE HIRES*

	FY16†	FY17**	FY18††
Total††	**16,026**	**17,408**	**15,643**
30 and under	7,344	9,591	7,979
31-50	6,673	6,801	6,748
51 and above	867	1,016	916
Female* **	**7,266**	**8,234**	**8,394**
Asia Pacific	1,189	1,184	1,178
Canada	132	126	118
Europe/Central Asia/Middle East/Africa	1,255	1,350	1,458
Latin America	2,027	2,894	2,650
U.S. and Puerto Rico	2,663	2,680	2,990

*Employee population data expressed here may vary from our 2018 10-K form depending on the time of year in which the data was gathered.
†1,142 records have values out-of-bounds (for example, age=0). 672 records do not specify gender.
**1,510 records have values out-of-bounds (for example, age=0). 578 records do not specify gender.
††1,478 records have values out-of-bounds (e.g., age=0). 749 records do not specify gender.
***Numbers by region are based on female employees only.

EMPLOYEE TURNOVER (VOLUNTARY AND INVOLUNTARY)

	FY16*	FY17†	FY18††
Total	**13,509**	**15,022**	**23,235*** **
30 and under	5,313	6,649	8,101
31-50	6,216	6,295	10,812
51 and above	1,980	2,078	4,322
Female**	**6,873**	**7,167**	**11,504**
Asia Pacific	816	826	1,667
Canada	181	128	366
Europe/Central Asia/Middle East/Africa	1,073	1,312	1,442
Latin America	2,455	2,462	4,138
U.S. and Puerto Rico	2,348	2,439	3,891

*105 records have values out-of-bounds (for example, age=0). 81 records do not specify gender.
†1,440 records have values out-of-bounds (for example, age=0). 674 records do not specify gender.
**Numbers by region are based on female employees only.
††991 records have values out-of-bounds (e.g., age=0). 420 records do not specify gender.
***Total number includes divestiture.

U.S. EMPLOYEE DEMOGRAPHICS (2018)*	
	NUMBER OF EMPLOYEES
American Indian or Alaska Native	136
Asian	5,332
Black or African American	2,110
Hispanic or Latino	3,041
Native Hawaiian or Other Pacific Islander	136
White	22,059
Two or More Races	659
Unspecified	3,575

*United States only, excluding Puerto Rico.

Medtronic