

INTUITIVE
Environmental,
Social, and Governance
Report 2023





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CEO message

I am pleased to introduce Intuitive's 2023 Environmental Sustainability, Social Responsibility, and Governance and Transparency (ESG) Report. Last year, we focused on refining our ESG infrastructure and establishing baselines against which we will measure progress. This year's report builds on that foundation, measuring our progress against key identified metrics.

At Intuitive, we center our efforts on creating products and services that improve patient outcomes and their experiences. For the past several years, we have aligned ourselves around our customers' framework of the Quadruple Aim—better outcomes, better patient experiences, better care team experiences, and lower total cost to treat per patient episode. In 2022, the [Journal of the American Medical Association \(JAMA\)](#) published [an article](#) proposing the addition of a fifth aim, that of equitable access to care, and renaming the goal set the Quintuple Aim.

Our platforms and services, employed systematically by health systems, have shown positive impact on the Quadruple Aim. Analyzing the experiences of some of our hospital customers, we've seen an ability to improve equity of access to high-quality minimally invasive surgery and advanced diagnostics while using our ecosystem. We believe we can make a difference to improving access to high quality care, and we will be adopting the Quintuple Aim as part of Intuitive's guiding principles in 2024.

Our team has identified three feature areas that highlight our overall ESG approach, which are profiled in this report:

- **Maturing clinical evidence for meaningful outcomes**

Clinical and economic evidence continues to be the basis for understanding the value and differentiated benefit of our products. Intuitive continues to apply its clinical and scientific expertise to help surgeons and other key stakeholders understand and utilize data to optimize decision making for individuals, institutions, and healthcare systems.

- **Understanding the complete carbon impact: reduction and avoidance**

Intuitive is committed to understanding and reducing our carbon footprint and that of our customers. We continue to work to reduce our impact by measuring and limiting our footprint, and by helping quantify and reduce carbon usage in healthcare delivery.

- **Driving responsible growth**

We remain committed to growing in a manner that responsibly manages resources and respects the communities where we live and work.

I am excited about our progress and our efforts to pursue our core mission and ESG initiatives—positioning us to accomplish our goal of supporting minimally invasive care to bring benefit to patients, customers, healthcare systems, and communities while being responsible stewards of the environment.

Gary Guthart, PhD

Chief Executive Officer

About Intuitive

We believe that minimally invasive care is life-enhancing care. Through ingenuity and intelligent technology, we expand the potential of physicians to heal without constraints.



Our numbers

Every Intuitive number has a unique story behind it, representing the minimally invasive care we deliver together to patients around the world.

29

years of innovating for minimally invasive care

>14.2M

procedures performed using da Vinci® systems since inception

>8.6K

da Vinci systems in hospitals on 6 continents and in 71 countries

>530

lon systems in hospitals

>76K

surgeons trained on the da Vinci platform

13.79 seconds

how often a surgeon starts a procedure using a da Vinci system

>13.6K

mission-driven employees

>38K

scientific articles referencing Intuitive technologies*

>4.8K

patents issued†

>2.2K

patents pending†

*Through October 2023

† The counts prior to 2022 included exclusively licensed patents and applications.



Awards and recognitions



2023 Best Place to Work for Disability Inclusion



2023 Winner for Best Digital App Experience



2023 Best Employer Brand—Silver



2023 Pro Patria Award



Top 250 Best-Managed Companies of 2023



2024 Best Companies to Work for Healthcare



2024 America's Greenest Companies
2024 America's Most Responsible Companies



2024 Best Places to Work

ESG overview

We strive to meaningfully improve patient care while being responsible stewards of the environment, our communities, and our governance values.

ESG strategy

Our ESG strategy advances social responsibility, environmental sustainability, and governance and transparency through cross-functional programs that serve our company, customers, and communities.

Social Responsibility

Creating enduring value for our customers, our employees, and the communities where we live and work.

Environmental Sustainability

Reducing our impact and improving environmental sustainability for the planet.

Governance and Transparency

Upholding our values, managing risk intelligently, and maintaining shareholder trust.

Reporting Frameworks

Intuitive reports in alignment with the Task Force on Climate-Related Financial Disclosures (TCFD), Carbon Disclosure Project (CDP), and Global Reporting Initiative (GRI) Standard core option.



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



This report describes Intuitive’s ESG priorities and progress for 2023 and beyond. Unless stated otherwise, this report discloses information and data for the 2023 calendar year (January 1–December 31, 2023).

Materiality and stakeholder engagement

We periodically engage a broad range of internal and external stakeholders to gather feedback on important and relevant ESG topics with the greatest impact for Intuitive. This includes gathering information from key leaders, investors, customers, and other stakeholders to inform our work and ensure we are:

- Aligning with our mission of patient care and the aims of healthcare
- Supporting business growth
- Positively impacting customers and communities

We focused this past year on building a scalable ESG program structure, setting practical goals, and refining our ESG assessment mechanisms. Our ESG work is data driven, evidence based, and guided by where and how we can add value.

ESG governance

The ESG review board oversees long-term company ESG initiatives. The ESG review board is comprised of cross-functional senior leadership across key business functions and the c-suite. The board includes our Chief Medical Officer, General Counsel, Chief Financial Officer, Vice President People Experience and Inclusion and Diversity, Executive Vice President and Chief Strategy and Corporate Operations Officer, Vice President Global Public Affairs, and Executive Vice President Global Business Services (GBS), who chairs the ESG Review Board. Our ESG management group reports to our Executive Vice President of GBS, a direct report to the CEO. The Executive Vice President of GBS and our General Counsel both have direct interactions with our board of directors. Intuitive's board of directors governance and nominating committee reviews ESG progress and strategy twice a year.

2023 ESG Feature Areas

Our three feature areas for our ESG work over this past year are:

Maturing clinical evidence for meaningful outcomes

Intuitive continues to apply its clinical and scientific expertise to help surgeons and other key stakeholders understand and utilize data to optimize decision making for individuals, institutions, and healthcare systems. We are focused on:

- Unlocking value through clinical evidence
- Expanding access to care

Understanding the complete carbon impact: reduction and avoidance

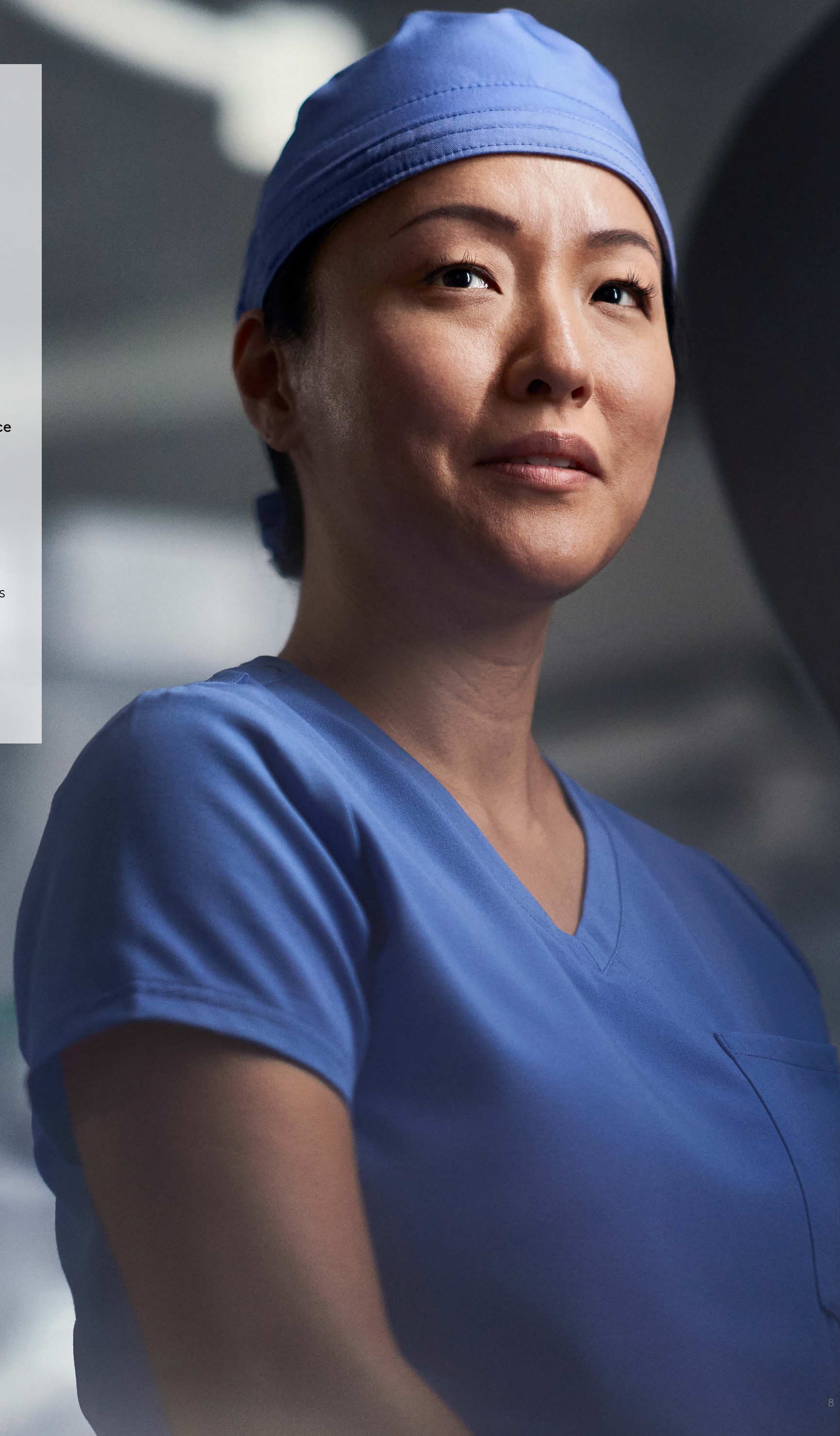
We continue to work to reduce our environmental impact by measuring and limiting our footprint and by helping quantify and reduce carbon usage in healthcare delivery. We are focused on:

- Comparing carbon avoidance for different types of surgery

Driving responsible growth

We remain committed to growing in a manner that responsibly manages resources and respects the communities where we live and work. We are focused on:

- Achieving certification of buildings across multiple regions globally
- Connecting with local communities



Feature areas

Intuitive seeks to create enduring value for our customers, our employees, and the communities where we live and work. We have identified three feature areas that illustrate our collective ESG work.

Maturing clinical evidence for meaningful outcomes

On average, 12 scientific peer-reviewed articles are published about da Vinci robotic-assisted surgery (RAS) and Intuitive technologies each day, with more than 38,000* articles published to date. The vast majority of these publications are the result of clinicians and institutions seeking to quantify the benefits of robotic-assisted surgery in their own settings or, more broadly, independent of involvement or funding from Intuitive.

Unlocking value through clinical evidence

Globally, over 14 million patients have benefitted from minimally invasive care performed with Intuitive technologies through 2023. This includes more than two million patients receiving quality care with Intuitive technologies in 2023.

With more patients receiving care with Intuitive technologies, there are expanded opportunities to explore the broader clinical and economic impact on patients, surgeons, hospitals, and healthcare systems. Notably, aggregated data for existing studies show that across a wide variety of procedure types, more access to da Vinci surgery equals fewer conversions to open procedures†, and shorter length of hospital stays, which can contribute to better, more efficient clinical and economic outcomes for patients, surgeons, hospitals, and healthcare systems.†§||

Expanding access to care

Clinical evidence is also used to inform healthcare policies and educate reimbursement decision makers as part of procurement processes (tenders) and health technology assessments around the world. For 35+ years, research has indicated that implementing evidence-based practices in minimally invasive surgery (MIS) has been challenging. Intuitive believes that RAS can help overcome these challenges and enable greater reach and fidelity.

Initial investigative research reflects a trend toward inequities to appropriateness, accessibility, and availability of MIS solutions for patients. This analysis has sharpened our understanding of the extent of health inequities may be impacting patient availability and accessibility to MIS solutions in communities across the country.

A recent collaboration with a regional hospital in the United States illustrated how da Vinci adoption effectively addressed implementation barriers, leading to greater access to MIS solutions. The case study also highlighted improved comparative patient health outcomes (reduced surgical site infections (SSIs), length of stay, and ICU admissions). Additionally, the adoption of da Vinci facilitated patients being treated at their local hospital, rather than travelling

to a major city to have access to MIS solutions, furthering equitable access in the local communities.

The case study indicates that after the introduction of da Vinci, facilities with high rates of open surgery experience a decrease in health inequities (open to MIS surgery) and improved comparative patient health outcomes. Additionally, underserved patient populations, who often face a higher risk for comorbidities, are more likely to benefit both clinically and economically from MIS. Where da Vinci is adopted, we hope to address implementation barriers that are fueling health inequities to occur.

Based on the surfacing evidence, Intuitive commits to collaborating with our customers to share analyses and methods that inform and address patient access barriers that impact the accessibility of high-quality minimally invasive care. Consequently, Intuitive has initiated a Center of Excellence to focus on health policy and patient access research, providing evidence-based insights into health equity, implementation sciences, and sustainability to improve global health and development worldwide.

“In some of the resource-constrained areas I’ve worked in around the world, there isn’t the infrastructure in place for optimal healthcare, so we looked for ways to overcome the barriers to surgery. It’s all about learning to do complex things as simply as you can. The learnings from these initiatives have led to a whole host of projects to improve sustainability and the carbon footprint of robotic surgery here in Leeds.”

Dr. Aaron Quyn
Associate Professor of Colorectal Surgery
University of Leeds
Leeds, United Kingdom

* Through October 2023

† Reducing conversions from minimally invasive surgery (MIS) to an open approach is crucial, not only for the patient and surgeon but also for alleviating strain on hospital resources. This effort to minimize conversions during MIS significantly enhances patient outcomes and overall value.

‡ Patel et al, Annals of Surgery, 2023

§ Shah et al, Surgical Endoscopy, 2022

|| Guerra et al, Langenbeck’s Archives of Surgery, 2022

Understanding the complete carbon impact: reduction and avoidance

Our approach to climate action is focused on minimizing carbon impact. We maintain a complete inventory of our carbon sources from our operations and product manufacturing, including purchased metals, plastics, and electronics used to build our da Vinci and Ion products. Understanding of our carbon footprint underpins our efforts to identify reduction opportunities and decrease our environmental impact. As described in this report, [our carbon reduction initiatives](#) are balanced with our long-term growth strategy. For example, we are implementing renewable energy sources and environmentally responsible building and design standards to increase natural resource efficiency and reduce our cost of operations in the long term.

In addition, by expanding robotic-assisted surgery to improve patient outcomes, we seek to reduce the carbon footprint of the patient experience and hospital resource use. Put simply, the most environmentally sustainable and low-carbon method of

surgery is the one that offers the quickest recovery and fewest re-interventions. When considering carbon avoidance, it's crucial to consider the time spent in the site of care as a whole, both in the operating room (OR) and the recovery setting.

Until now, the study of the carbon footprint from surgery hasn't been examined beyond the OR. Length of hospital stay, postoperative complications, and readmissions—all proven to be reduced by using the da Vinci system—are important considerations in comparing open, laparoscopic, and robotic-assisted surgery. In 2023, Intuitive conducted the first study to quantify the carbon avoidance of the perioperative phase of patient care.

A comparison of carbon avoidance of different types of surgery

By using a combination of clinical evidence and peer-reviewed, published data on the carbon footprint of a hospital room, Intuitive created a carbon avoidance

calculator. The model looks at the resources used in open, laparoscopic, and robotic-assisted procedures across the patient journey. We use clinical data from a meta-analysis of seven surgical procedures and a literature review of energy use and material waste to calculate carbon avoidance.

The internal findings, based on more than 1.8 million procedures, show that in 2022 alone, da Vinci procedures yielded a carbon avoidance of approximately 55,495 MT CO₂e^{††} compared with laparoscopic surgery and approximately 179,207 MT CO₂e^{††} compared with open surgery. This topic will continue to be explored in coming years.

“With robotic surgery, we can take care of patients and get them in and out the same day, minimizing the need for them to be in the hospital going through consumables. When you start to look at that over the course of a year, it has a big impact.”

Dr. Arnold Advincula
 Chief of Gynecologic Surgery
 Columbia University Medical Center
 New York City, United States

* This calculation is based on our verified 2022 carbon inventory.

† Estimates completed by the company and actual impacts could vary.

Driving responsible growth

Adoption of robotic-assisted surgery (RAS) has been growing rapidly globally. As a market leader with our da Vinci platform, Intuitive has expanded its operations to meet global demand for RAS. From the expansion of our global headquarters in Sunnyvale, California, to our new facilities in Peachtree Corners, Georgia, Shanghai, China, Freiburg, Germany, and Plovdiv, Bulgaria, we are focused on ensuring our spaces are efficient, effective, and environmentally responsible. Our construction integrates resource-efficient designs, innovative technologies, and low carbon impact materials. In addition, we have implemented practices to recover, reuse, and recycle as much waste material as possible.

We have invested in renewable power sources, introduced green transportation options, and expanded implementation

of electric vehicle charging stations. We've integrated renewable energy sources such as solar panels into some of our buildings, and optimized energy use for heating, ventilation, and air conditioning.

Achieving certifications across multiple regions globally

We apply green building standards to new construction efforts. For new buildings in the U.S., Mexico, and Bulgaria, we follow the global [Leadership in Energy and Environmental Design \(LEED\)](#) certification standard. At our European headquarters in Aubonne, Switzerland, we follow the [Minergie](#) standard, and at our German office in Freiburg, we follow the [German Sustainable Building Council \(DGNB\)](#) standard.

Connecting with local communities

We work with residents to minimize

the impact of our projects and provide job opportunities, support educational programs, and contribute to the [communities where we live and work](#).

In addition, we incorporate community-minded design elements, including promoting biodiversity and using native vegetation on our campuses, avoiding the development of environmentally sensitive areas, using permeable surfaces, and reducing light pollution.

"After introducing a da Vinci system to my hospital, my leadership quickly recognized its impact. I consistently share data with them, reinforcing the value, and as a result, we've expanded the system placements. Our program is now open for observation, allowing others to witness the success of our robotic program."

Dr. Laila Rashidi

*Medical Director, Colon & Rectal Surgery
MultiCare Health System
Washington, United States*

*Assistant Professor, Colon & Rectal Surgery
Washington State University
Washington, United States*



Dr. Arnold Advincula
 Chief of Gynecologic Surgery,
 Columbia University Medical Center
 New York City, United States

Dr. Advincula is a pioneer of minimally invasive robotic surgery. He first used the Intuitive da Vinci system 22 years ago and has helped develop its application across the gynecologic specialty.

What makes you passionate about what you do?

We see the impact on the patient. I never lose sight of the fact that it's just a privilege that people entrust you with performing surgery—and that's where da Vinci has been transformative. In all the years I've utilized the technology, it's one of the most reliable pieces of equipment that I use in the operating room, and it works—I don't know how else to say it.

What comes to mind when you think about sustainability in your practice?

It's about trying to decrease the footprint in the operating room. It's amazing how much trash is generated in one case. I think Intuitive has done a really good job of trying to decrease that footprint. A lot of what we use on the platform is reusable, and beyond that, we're getting access to extended use instrumentation.

Looking at the bigger picture, when you have patients that come into the hospital for surgery and they stay in the hospital for several days, the footprint that patient generates in terms of disposables and equipment is pretty significant.

With robotic surgery, we can take care of patients and get them in and out the same day, minimizing the need for them to be in the hospital going through consumables.



Dr. Laila Rashidi
 Medical Director for Colon & Rectal Surgery
 MultiCare Health System
 Washington, United States
 Assistant Professor, Colon & Rectal Surgery
 Washington State University
 Washington, United States

Dr. Rashidi first fell in love with surgery while studying at Ross University on the beautiful island of Dominica. By her second year of medical school, she knew she wanted to become a colorectal surgeon.

How can we help more hospitals expand access to minimally invasive care?

After introducing a da Vinci system to my hospital, my leadership quickly recognized its impact. I consistently share data with them, reinforcing the value, and as a result, we've expanded the system placements. Our program is now open for observation, allowing others to witness the success of our robotic program.

How do you communicate the benefits of robotic surgery to your patients and colleagues?

My theory is if you ever want to say something is better than the other, you always have to back it up. That's why I utilize evidence, because you have to have your data to support the message. Whenever I meet referring physicians or talk to my patients, I always have data to support why I'm doing what I'm doing.

What comes to mind when you think about sustainability in your practice?

You don't use as many materials in a robotic case, and at our hospital we don't need as much staff for robotic cases. Our care teams are trained on surgeon preferences in the OR—knowing what materials to open and what to leave in the packaging. We don't use more than what is needed. And ultimately, we get patients back to their lives quicker.



Dr. Aaron Quyn
 Associate Professor of Surgery
 University of Leeds
 Leeds, United Kingdom

When Dr. Quyn isn't treating patients with advanced and recurrent pelvic disease, he works with a global surgical research collaborative to help improve surgical outcomes in low- and middle-income countries.

What makes you passionate about what you do?

We all have role models when we're young, and one of mine happened to be a surgeon who developed my interest in surgery. That interest stayed with me through medical school, and I can honestly say, after all these years, I'm as interested now as I was back then.

Tell us about your work in Northeast India and Sierra Leone

These are remote areas where there isn't the infrastructure in place for optimal healthcare, so we look for ways to overcome the barriers to surgery. It's all about learning to do complex things as simply as possible. The learnings from these initiatives have led to a whole host of projects to improve sustainability and the carbon footprint of surgery here in Leeds.

I think it's important that we, as a robotic surgery community, continue to think about how we can be more sustainable, collect and recycle more waste, and utilize more multi-use items.

What surprises you most about what you do?

What I'm most surprised by, and it's magnified by using the da Vinci system, is that I'm still improving as a surgeon. Part of that is the operative view, and part is that developments keep evolving with da Vinci. I'd like to think most surgeons, when reflecting, will say that the robot gives them the platform to become better.

Social responsibility

Intuitive seeks to create enduring value for our customers, our employees, and the communities where we live and work.



Our customers

Since our inception, we have focused on developing innovative technology validated by clinical evidence, which, when used by our customers, can help them achieve better outcomes, better care team experiences, better patient experiences, and lower cost of care. Intuitive's recent Net Promoter Score (NPS)* ranking confirms the long-term value of our focus.

Commitment to peer-reviewed clinical and scientific evidence

Peer-reviewed clinical and scientific evidence informs our understanding of the value of Intuitive's technologies. It helps us, our customers, and healthcare systems better understand how minimally invasive care can improve outcomes, patient and care team experience, and total cost of care.

Evidence that demonstrates value

Since 1998, there have been more than 38,000[†] independent, peer-reviewed publications on Intuitive technologies. These span the breadth of scholarly contributions from traditional clinical studies and outcomes research to real-world evidence from databases, expert commentary, and bench research, and the majority have been authored by scientists unaffiliated with Intuitive. From our inception to 2010, approximately 13% of the research articles were high-level comparative studies and reviews. Evidence demonstrating

value inspires additional research, and from 2010 to present, there has been a three-fold increase in high-level scholarly literature. By the end of 2022, high-level studies and reviews made up about 36% of the total 4,500+ articles published that year. The rise in this research both mirrors and reflects Intuitive's broad clinical and economic impact on surgeons, patients, and healthcare systems.

Customer training

Delivering high-quality minimally invasive care requires more than a robotic system. It requires a full ecosystem, including multi-faceted, long-term technology training, peer-to-peer education and interaction, data that provides clinicians with clinical insights, 24/7 system support, and more.[‡]

To ensure that surgeons and care teams receive the training they need, Intuitive has developed an innovative four-phase training program[§] that combines skills and technology training with opportunities for healthcare professionals around the world to learn from peers. Surgeons, physicians, and care teams learn how to use our systems from experienced trainers and independent surgical educators at our training centers, supported by a library of virtual resources, including training modules, video instruction, lectures, and simulations.

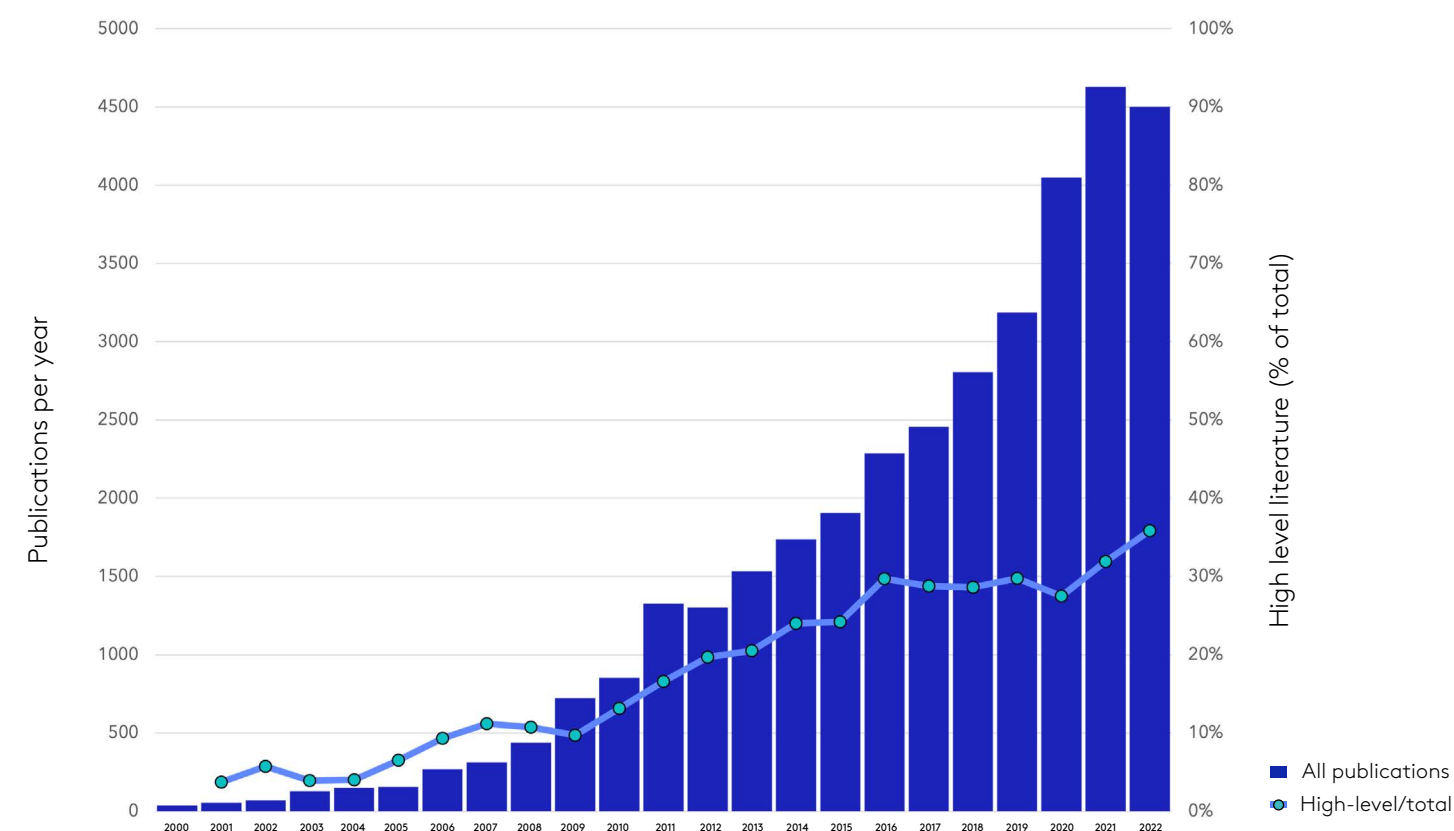
Supporting collaborative research

While the vast majority of the peer-reviewed publications on RAS are conducted by clinicians and institutions independent of Intuitive involvement or funding, we partner with surgeons and institutions to study emerging clinical procedures, advanced technologies, and techniques. We also have a research and educational grants program to support clinically relevant technology research and development. Additional details can be found [here](#).

How our customers perceive us

In 2023, Intuitive achieved a Net Promoter Score (NPS)* of 80 in the United States. This is the highest level achieved since Intuitive began measuring NPS in 2019. NPS is a metric used to measure customer perception and loyalty by asking one simple question: "On a scale from 0 to 10, how likely is it that you would recommend da Vinci to a friend or colleague." Bain & Company, the creators of the Net Promoter System, suggest a score: above 0 is good, above 20 is favorable, above 50 is excellent, and above 80 is world class.

High-level evidence on Intuitive products and procedures continues to grow



- Intuitive's training and education program is accredited by the Royal College of Surgeons of England. Additionally, Phase II of Intuitive's training pathway has been validated by IRCAD.^{||}

- To date, more than 76,000 surgeons and clinicians have received training on Intuitive technologies, with over 9,000 training sessions conducted globally in 2023.

- Over 110 training centers in more than 26 countries support Intuitive's hands-on lab courses and skills assessments for surgeons, physicians, and OR care teams.

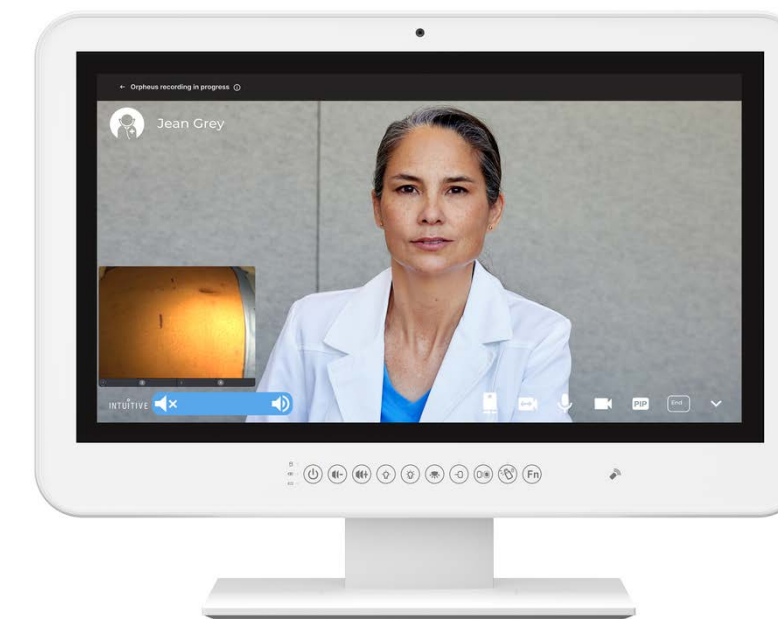
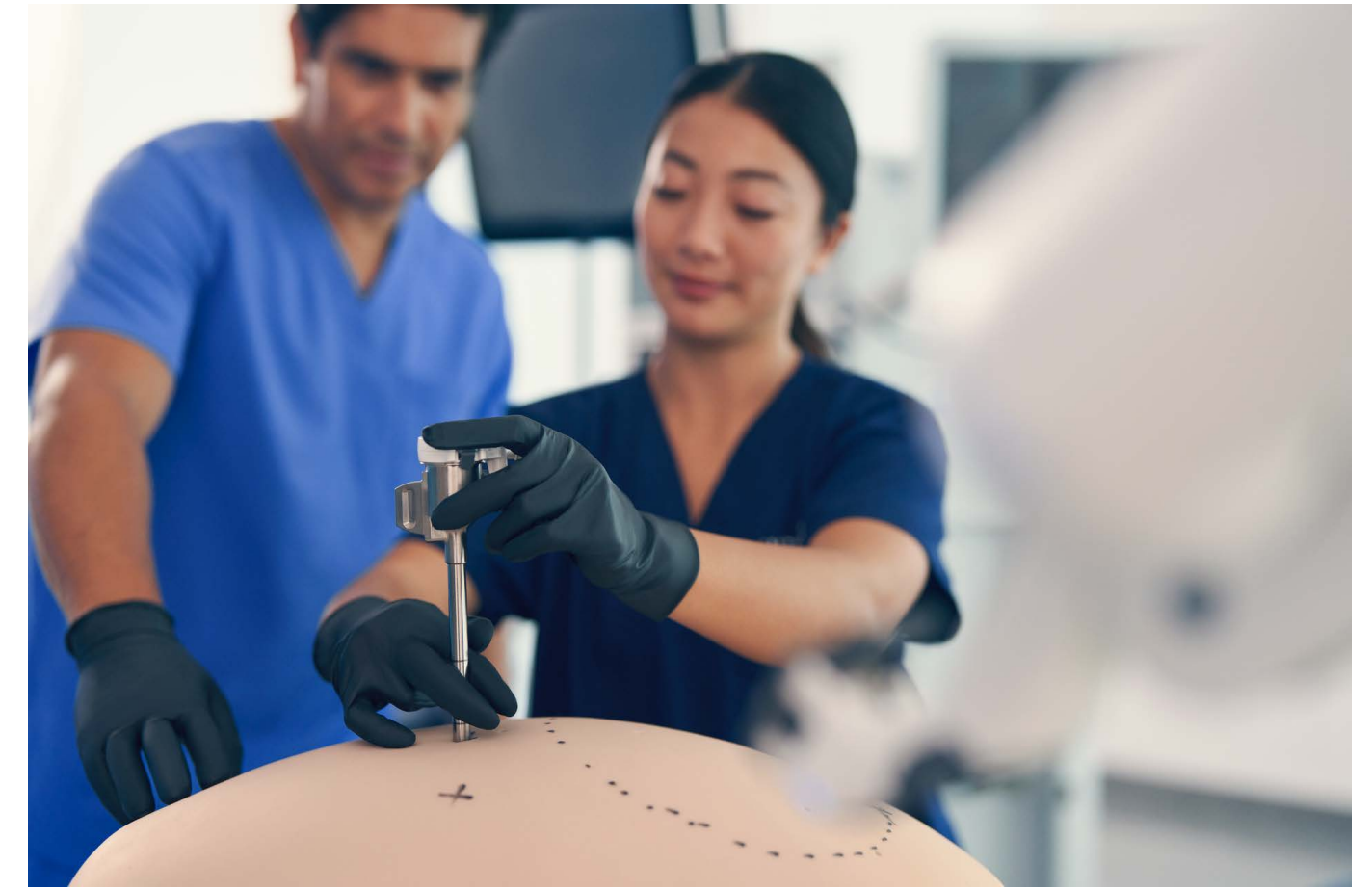
* The Net Promoter Score calculates customer loyalty and predicts business growth by subtracting the percentage of detractors from the percentage of promoters in a company. For details on how NPS is calculated, [click here](#).

[†] Through October 2023

[‡] See [page 40](#) for important safety information, including our Product Training Disclaimer.

[§] See [Appendix C](#) for details on our four-phase training program

^{||} IRCAD stands for Institut de Recherche contre les Cancers de l'Appareil Digestif, which is French for Institute for Research into Cancer of the Digestive System.



In 2023, more than 4,800 surgeons were trained using Advanced Tissue Models across 62 training centers globally.

Intuitive Learning Platform and SimNow

Intuitive has developed a variety of tools to enhance surgeon and care team technology training. The SimNow Learning System helps surgeons focus on developing skills independently, at their own pace. Our goal is to provide the appropriate content and delivery approach to meet the needs of every learner.

Our latest simulator technology focuses on the core components of a surgeon's practice:

- Through learning exercises, surgeons can enhance their skills with a variety of robotic-assisted surgical instruments, combination exercises, and robotic fundamental skills drills.
- Guided virtual reality allows surgeons to practice and develop proficiency on specific procedural skills before performing surgery. Our library of virtual reality-based training is constantly updated so that surgeons have access to the most recent resources.

- Surgeons can track their progress and identify areas for improvement.

Our platform supports 17 languages, tailoring courses to individualized learning plans and product approvals in each country. In 2023, we achieved a 63% increase in users completing learning plans outside the U.S. compared with 2022. Through 2023, our SimNow Learning System has accumulated over 68,000 surgeon training hours.

Our Hospital Learning Management tool enables robotic coordinators to assign, track, and report on technology, procedure, and simulation learning specific to their hospital's training needs. In 2023, we doubled the number of available technology learning plans, enhancing self-led opportunities for the entire care team.

Remote case observation and telementoring

The ability for experts to remotely observe surgeries can increase surgeon and care team access to and uptake of mentoring

opportunities. Our telepresence live-streaming feature allows surgeons, students, and proctors to remotely view da Vinci procedures in real time. With Intuitive Telepresence, surgeons can experience surgery as if they were viewing through a 2D console in the same room.

Advanced Tissue Models

Our Advanced Tissue Models (ATMs) offer a highly realistic training experience. ATMs use ex-vivo tissue harvested from the food chain, reducing waste and eliminating the use of anesthesia and other drugs. This contributes to a sustainable, standardized, and reproducible training experience. In 2023, we expanded training opportunities, especially in resource-constrained settings, and these models are now being used in 21 countries. In 2023, we also introduced new training models to expand access to technical and surgeon-led training courses that meet [USDA Animal and Plant Health Inspection Service certification standards](#).



Learn more about how we are helping to prepare the surgeons of tomorrow and the mentors of today.

Discover how a growing community of surgeons support each other in using Intuitive systems.

Collaboration with our customers, medical and surgical societies, and academia

We are improving our training offerings by working with surgical and medical societies globally to:

- Help develop educational pathways
- Establish competency benchmarks and metrics
- Support curriculum development
- Host courses for fellows and residents
- Support Continuing Medical Education (CME) courses at society meetings
- Support educational research initiatives

We support a number of collaborations with training institutions around the world, some of which are detailed in [Appendix C](#).

Genesis program

Intuitive’s Genesis program helps enhance the efficiency and effectiveness of robotic-assisted surgical programs. Genesis includes best practice identification and implementation for identifying opportunities to optimize efficiencies. Through this, surgical teams can improve resource management while reducing process variability. This no-cost consulting program helps hospitals standardize their programs and optimize operational and clinical performance.

Supporting surgeon communities

We continue to be committed to helping the surgeons and care teams who use our systems connect with and learn from each other.

Women in da Vinci Surgery

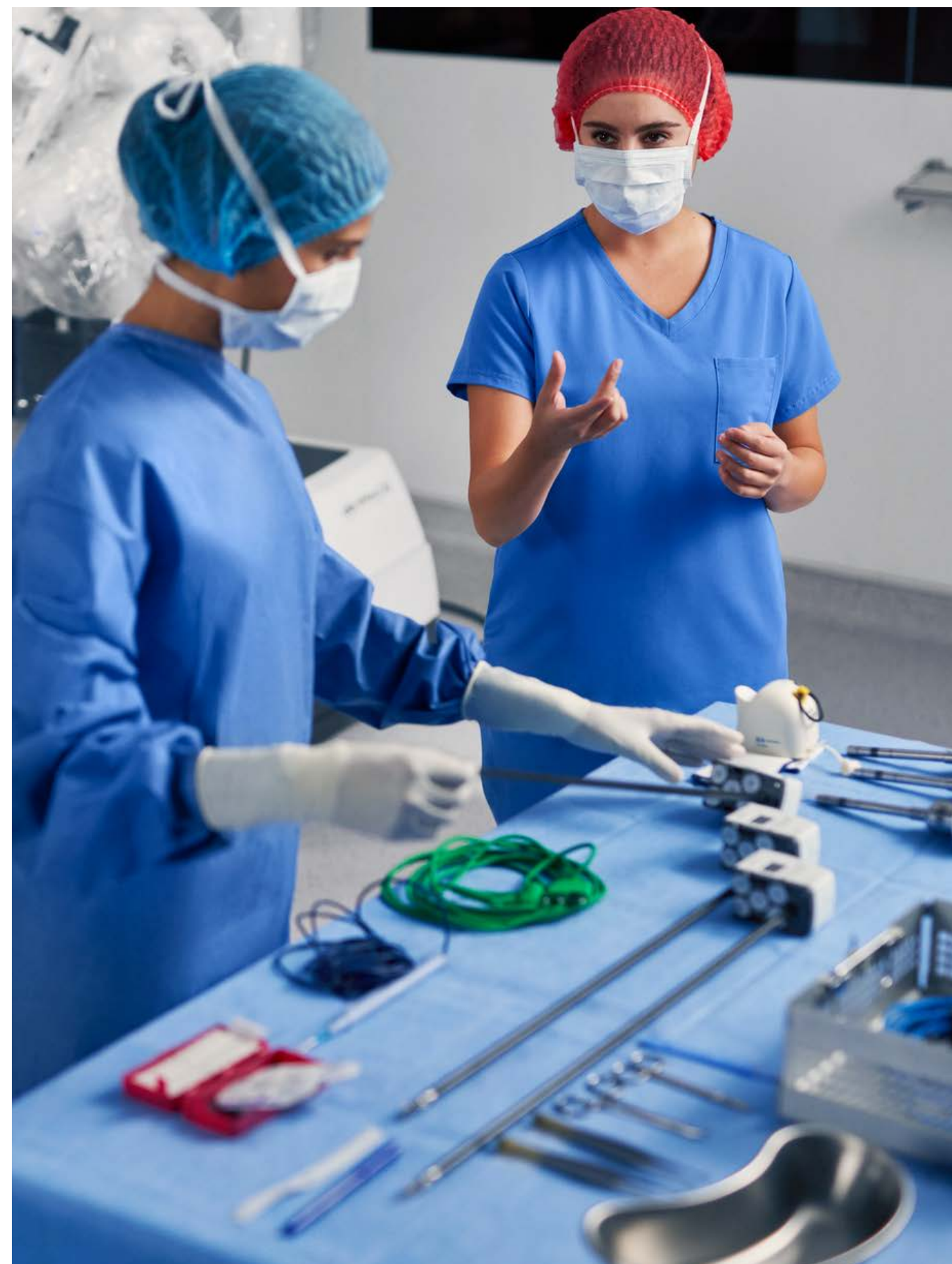
Initiated by Intuitive five years ago, the Women in da Vinci Surgery Symposium is a platform to connect women who use the da Vinci system. In 2023, we brought together nearly 200 women surgeons and hospital executives for the annual symposium. [Find out more](#) about the symposium.

My Intuitive for Peer Benchmarking

[My Intuitive*](#) connects customers to insights that can enable better patient outcomes and a more efficient care team experience. My Intuitive platform gives surgeons and care teams access to case reports with a readout of procedure trends over time. My Intuitive also allows surgeons to see how their data compares to their peers.

Supporting customers and solving problems using our global service offerings

Our service and support offerings are focused on patient safety, customer experience, and economic value, and are driven by our customers’ needs, feedback, and insights.



Through Genesis, we are able to reduce waste through optimizing cleaning and sterilization training. From Q1–Q3 2023, our customers saved over \$3M total in waste management costs in the U.S.

In 2023, we introduced new virtual Sterile Process Department (SPD) retraining events, training 395 participants from 209 hospitals without the need for travel.

System uptime

Our Global Services team ensures system safety, reliability, and uptime by capturing system performance data, generating insights, and taking action. We call this the virtuous loop—a cycle that enables continuous learning and reliability improvements in both software and hardware. This has enabled more than 99% uptime performance and increased customer portal engagement, advancing to 17,000+ global users in 2023, compared with 13,800+ in 2022.

OnSite®

Our OnSite® remote diagnostics enable real-time system diagnosis and hourly proactive system health reviews that minimize disruption and unplanned service events, maximizing system availability.

Remote software updates keep our technology current without the need for an on-site visit. Our 24/7 technical support is there when customers need it, backed by team members with an average of 10-plus years of hands-on experience. We stage critical parts close to customers to ensure that service engineers can respond quickly. Sterile reprocessing training also helps maintain surgical instrument reprocessing quality.

* Design and implementation for My Intuitive have been rigorously evaluated and awarded third-party certifications for privacy and security compliance with globally recognized HITRUST and NIST Cybersecurity and Privacy Frameworks.



Reduction of product waste

Extended Use Program

To help hospitals lower the total cost of care and reduce waste, in 2020, we introduced the Extended Use Program for da Vinci X and Xi instruments in the U.S. and Europe. The program increases the number of times certain system instruments can be used. Product teams enhanced instrument design, materials, manufacturing processes, and testing protocols to help improve instrument reliability. [Extended Use Program](#) instruments underwent rigorous electrical, mechanical, and reprocessing testing to validate that they could meet our performance and reliability standards at a greater number of uses. In 2021, most of our European and all U.S. customers migrated to using extended-use instruments. The program now operates globally.

System upgrades and unusable materials

We offer customers the opportunity to upgrade their systems to the latest available technology. When they upgrade, we either assist the hospital in relocating the older system to a new point of care or we

take back the system. The returned systems are then upgraded or refurbished for resale or are used to harvest parts for re-use. In all cases, we recycle the material in parts and products that can no longer be used. Additionally, the material in unusable returned instruments is also recycled. We provide guidance to all our customers on how they can properly and responsibly dispose expired products.

Flexible acquisition models

We have developed a range of financing models to help hospitals acquire the technology they need. Fifty-one percent of our customers use a [flexible financing arrangement](#).^{*} A growing number of these are usage-based arrangements, giving customers the flexibility to pay as they go.

Supporting patient advocacy programs in the U.S.

In 2022, we formed a U.S. Patient Advocacy Council with the goals of helping improve patients’ access to care and our understanding of key issues facing patients. The Council includes the following Patient Advocacy Groups (PAGs):

- [American Cancer Society Cancer Action Network](#)
- [American Lung Association](#)
- [Fight Colorectal Cancer](#)
- [HealthyWomen](#)
- [Obesity Action Coalition](#)
- [ZERO Prostate Cancer](#)

In 2023, Intuitive supported these PAGs to raise awareness about specific diseases and minimally invasive care options. These efforts included public service announcements, educational materials, patient education events, promoting awareness of our clinical trials, webinars, and campaigns. In total, this work reached 1.9 million patients and counting.

In 2023, we also supported PAGs to help raise awareness and advocate for public policies to improve access to cancer screenings and related care, including:

- The **Fight Colorectal Cancer Advocacy Summit** to improve disease awareness and educate members about colorectal cancer and the need for screenings.
- The **Zero Prostate Cancer Advocacy Summit** to raise awareness about prostate cancer and advocate for early detection methods, screenings, access to care, and coverage.
- **American Cancer Society Cancer Action Network** to advocate for policies facilitating government research, access to coverage, and screenings.

Since its launch in 2021, we’ve been proud supporters of the American Cancer Society’s Get Screened program. This initiative encourages regular cancer screening tests. In 2023, this program resulted in 362,400 screenings for breast, cervical, colorectal, and lung cancers, leading to the diagnosis of 6,881 cases. The program boosted cancer screening rates among patients by an average of seven percentage points.

^{*} Based on Intuitive’s internal analysis of 2023 global financing data.



Our people

Inclusion and Diversity

We integrate Inclusion and Diversity (I&D) principles throughout our work to build an inclusive, equitable, and diverse environment where every individual can belong and flourish.

I&D at Intuitive

A four-part strategy guides our I&D progress:

- Diverse workforce**
 Increase leader and employee representation to better reflect the talent pools available through diverse talent sourcing, strengthening our hiring process rigor and training, and thoughtful succession and talent planning.
- Inclusive experience**
 Help employees from all backgrounds feel welcome, supported, and valued through our employee resource groups (ERGs), inclusion training and education, and employee support.
- Fair practices**
 Openly share progress and continuously improve our people practices in areas such as representation, pay equity, and promotions.
- Industry engagement**
 Engage with our customers and their patients, our employees, communities, suppliers, and other stakeholders to drive positive change.

Our strategy emphasizes that promoting I&D is a shared responsibility, both as an organization and among individual leaders and employees

Our progress

We publish workforce diversity data to help our employees, shareholders, customers, and others better understand our workforce. While global and U.S. people of color metrics are a small fraction of the entire diversity landscape, we consider them an indicator of our I&D practices.

Women representation globally*†

	2021	2022	2023
Women representation	35.6%	37.2%	37.7%
Women representation in manager and director levels	30.1%	32.1%	32%
Women representation at or above VP levels	22.9%	25%	25.7%

U.S. ethnically diverse talent**

	2021	2022	2023
People of color representation	52.7%	54.7%	56.4%
People of color representation in manager and director levels	43.9%	44.7%	46.2%
People of color representation at or above VP levels	20.4%	19.8%	21.3%

U.S. race/ethnicity representation: overall*†

Asian	Hispanic/Latino	Black	White	Other groups†
35.7%	11.5%	5.3%	43.6%	3.8%

U.S. race/ethnicity representation: manager/director levels*†

Asian	Hispanic/Latino	Black	White	Other groups†
30.9%	8.3%	3.9%	53.8%	3%

U.S. race/ethnicity representation: at or above VP level*†

Asian	Hispanic/Latino	Black	White	Other groups†
11.5%	4.9%	2.5%	78.7%	2.5%

U.S. race/ethnicity representation: women at Intuitive*†

Asian	Hispanic/Latino	Black	White	Other groups†
38.2%	11.8%	5.8%	40.6%	3.6%

U.S. race/ethnicity representation: men at Intuitive*†

Asian	Hispanic/Latino	Black	White	Other groups†
34.3%	11.4%	5.1%	45.4%	3.9%

I&D vision

Empowering our employees and customers to fully contribute toward our shared purpose of healing without constraints.

I&D mission

To build an inclusive, equitable and diverse environment where every individual can belong and flourish—in our company and the communities we serve.

* Reflects Intuitive's regular employee self-identified data.

† Other groups category includes: Native American/Alaskan Native, Hawaiian/Pacific Islander, and two or more races.

‡ Data as of December 31, 2023. Percentages may not add up to 100 due to rounding.

[View Intuitive's Equal Employment Opportunity \(EEO-1\) report](#) which reflects U.S. government reporting requirements.

Intuitive receives Pro Patria award

In 2023, Intuitive was honored to receive the [Pro Patria award](#), recognizing us as a top military employer in California. This annual award from the Employer Support of the Guard and Reserve (ESGR), acknowledges our support for guard and reserve employees.



Intuitive named 2023 Best Place to Work for Disability Inclusion

Intuitive is proud to be named a 2023 Best Place to Work for Disability Inclusion for the second consecutive year on the [Disability Equality Index](#).

[Read more about our commitment to pay equity.](#)

Leadership’s role in I&D

Our senior leaders play an important role in building and supporting inclusion and fair practices within their teams. In 2023, we rolled out inclusive leadership training to VP and above employees. Approximately 91% of our VPs have participated in this live training program.

Our [I&D Council](#) advises on I&D initiatives and milestones while monitoring program effectiveness.

Employee resource groups

Our [employee resource groups \(ERGs\)](#) provide community and support for employees who are members of a recognized minority group within the workforce, based on gender/gender identity, sexual orientation, race/ethnicity, disability, or military veteran status. This year, the I&D team focused on implementing our ERG excellence framework, which included providing dedicated I&D support, tools, and resources; connecting ERGs to key internal stakeholders; recognizing and rewarding ERG leaders, and investing the growth and development of the ERG community. Professional development opportunities for ERG members in 2023 included quarterly interactive virtual workshops and individual executive coaching. Read more about the 2023 initiatives our ERGs advanced in [Appendix D](#).

Fair and equitable pay

Fair and equitable pay is integral to our commitment to employees and is upheld by our executive leadership team and board of directors. Our policy is to employ, retain, promote, and otherwise treat all employees based on merit, qualifications, and competence, regardless of gender, race/ethnicity, or any other protected characteristic.

In 2023, we conducted a comprehensive pay equity audit for our full-time U.S. workforce, including adjustments for job roles and location, among other factors. The analysis included 100% of our global full-time employees relative to gender and 100% of U.S. employees for race/ethnicity (61.5% of the global workforce). The results revealed that our adjusted pay gap based on U.S. self-identified gender showed female employees earning 99.3% of their male counterparts. Our adjusted pay gap based on U.S. self-identified race/ethnicity indicated that employees of color earn 100% of what white employees earn. Neither of these differences were statistically significant, given our population size. We are proud to have strong pay practices and policies that have helped maintain this level of pay equity and are committed to annual assessments of pay equity.



Organizations we work with to source diverse talent

In 2023, we invested in partnerships and events to engage candidates across underrepresented communities. Our ERGs and Talent Acquisition team attended conferences including: National Society of Black Engineers, National Sales Network, Society of Hispanic Professional Engineers, Society of Women Engineers, Lesbians Who Tech, Military Influencer Conference, and Disability:IN.

Talent acquisition

Our workforce strategy is centered on building a world-class team to pursue our mission while improving representation to reflect the diverse talent pools available to us. This includes efforts to source diverse talent by using events, online communities, and sourcing partnerships to diversify candidate pools for open positions.

In 2023, nearly 2,500 employees in 20 countries participated in ERGs.

We provide our talent acquisition team with custom diversity training to effectively promote inclusion and fairness throughout the hiring process. This training focuses on challenges associated with unconscious bias, inclusive hiring practices, how to attract a diverse pool of talent, and disability etiquette considerations. To mitigate bias in screening and interviews, we’ve introduced “License to Hire” global training for hiring managers.

Both Intuitive and the [Intuitive Foundation*](#) actively [support nonprofit organizations](#) working to promote awareness of and access to career and development resources in the communities where we seek talent. Read more about these initiatives [here](#).

How we hire

Our talent acquisition professionals are always looking for team members who want to make a difference and will enhance our inclusive culture. Read more about our hiring process [here](#).

* Created in 2018, the Intuitive Foundation is an independent 501(c)(3) charitable organization supported by Intuitive Surgical.

Enhanced onboarding program

In 2023, we created the new year one journey onboarding framework and program, which helps employees get integrated, engaged, up to speed, and productive more quickly and easily. We believe that onboarding needs to be a structured, consistent, engaging, and immersive journey that extends beyond the first few weeks and guides new hires throughout their entire first year at the company. At every stage of onboarding, employees gain new information and insights, learn new skills, and build relationships that increase their sense of connection and belonging.

University Hiring Program

The [University Hiring Program \(UHP\)](#) is an early career pipeline strategy to attract and develop talent. Our summer program provides students with the opportunity to gain insight into the medical device industry, obtain valuable work experience, and benefit from guidance and mentoring. In 2023, 150 students participated in the program. The UHP also had ERG representation at campus career fairs including Georgia Tech University, Florida A&M University, and Howard University.

Employee development

By implementing accessible design practices, scalable programs, and enduring practices, we seek to enable the growth of our employees, teams, and overall organization.

Our employee development framework focuses on learning in three key areas:

- **Enabling employee growth internally**
Self-awareness, presence and personal brand, emotional intelligence, self-leadership, growth mindset, grit and resilience, well-being, creativity
- **Enabling employee growth in partnership with others**
Influencing skills, teamwork and collaboration, communication skills, motivating others, working cross-culturally, presentation skills
- **Enabling employee growth with respect to the business**
Strategic thinking, negotiation skills, time management, problem solving, goal setting/prioritization, Intuitive-specific business knowledge, decision-making, change management

Learning offerings

We are intentional in program design to cater to individual employee learning preferences. Ranging from low commitment, on-demand learning with a focus on breadth of knowledge to high commitment, connected learning with a depth of knowledge, our offerings fit a variety of needs.

Talent practices

We actively invest to support employee growth and contributions, empowering them to set career and development goals. Our career growth paths are regularly reviewed to ensure that we maintain a scalable job framework that supports growth.

Employee experience survey

Our annual employee experience survey gauges the satisfaction, engagement, and well-being of our workforce. It provides insight into workplace dynamics, highlighting areas for improvement and change. 2023 survey findings include:

- 87% response rate
- 81% favorability
- 90% of respondents stated their intent to stay



To address employee feedback from our 2022 employee experience survey, we improved our annual promotion process in 2023, including leadership training on consistent promotion criteria. We also rolled out our manager acceleration program (MAP) workshop, reaching more than 700 people leaders. The workshop focused on key behaviors, skills, and processes for improved team leadership and management.

Total rewards

We support our 13,600+ employees with a range of compensation, benefits, and wellness programs. We continuously seek ways to improve our benefits, wellness, and compensation offerings to adapt to the changing needs of our workforce.

Employee compensation

Our comprehensive compensation programs include base salary, short-term cash incentives based on individual performance measures, retirement contributions, an employee stock purchase plan, and longer-term incentives in the form of restricted stock units (RSUs) or cash-based bonus awards. We use multiple nationally and globally recognized market surveys to benchmark and inform pay targets. Our employee compensation programs regularly undergo robust global review, and senior executive pay decisions are reviewed and approved by the [Compensation Committee](#) of the Board. See [Appendix E](#) for details on our employee benefits program.

[Learn more about executive compensation in our Proxy Statement.](#)

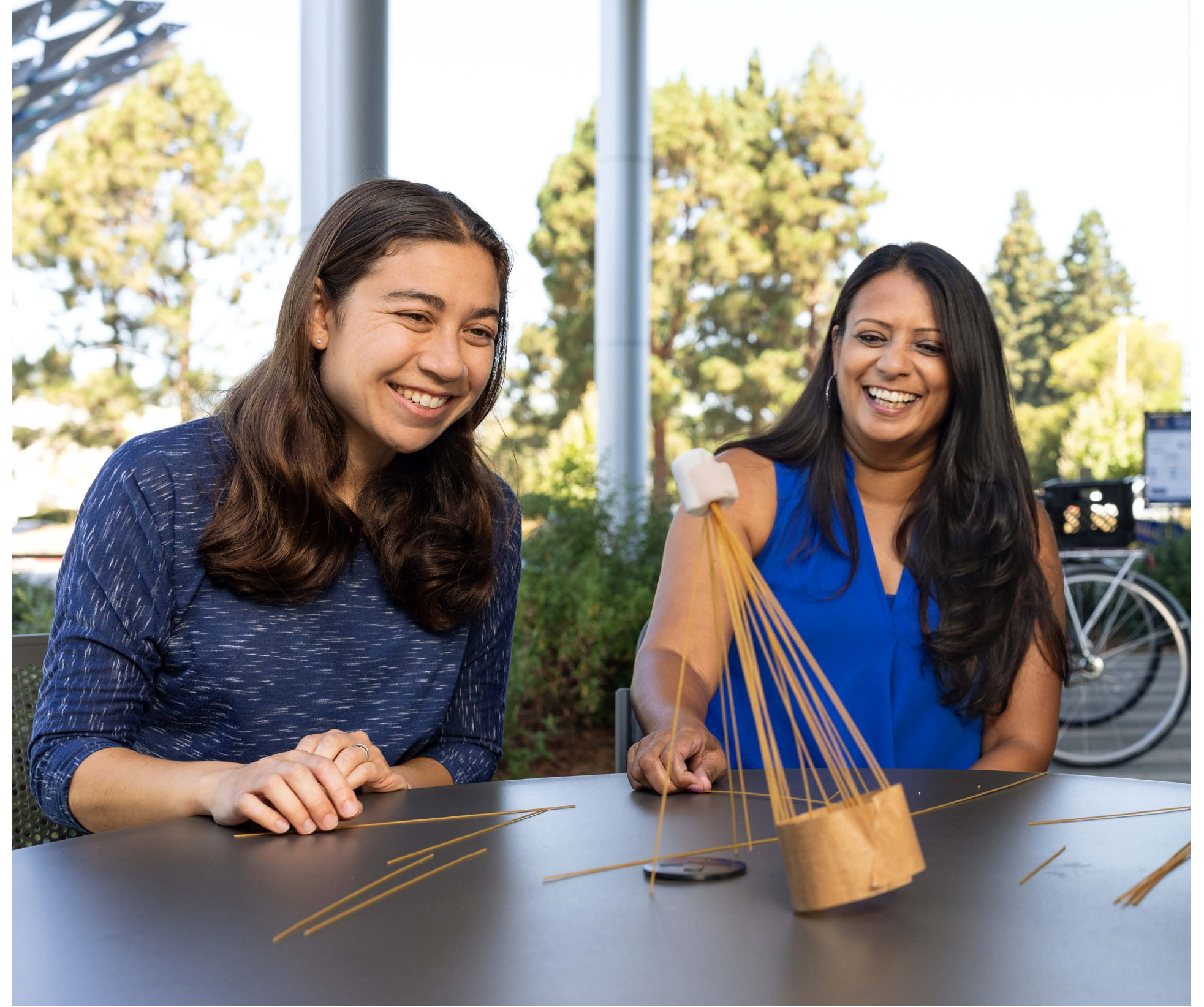
Health, safety, and security

A safe and healthy work environment is a requirement for a productive and engaged workforce.

Health and safety policy

Our health and safety policy applies to all operations, including manufacturing, offices, and field employees worldwide. We aim to achieve growth while continuously improving our practices in accordance with applicable laws. The practices outlined in the [policy](#) serve to benefit our employees and customers, as well as the communities in which we operate.

Supervisor expectations and responsibilities are documented in all operating procedures. During training, we ensure that staff clearly understand their roles and responsibilities. We also train our staff to follow specific procedures regarding our process for reporting health and safety incidents and have a defined injury and illness prevention program that ensures incidents are handled accurately by management. Additional aspects of our health and safety practices are detailed in [Appendix F](#).



Workplace experience

Accessibility

Our accessibility policies prioritize seamless access for all employees to all facilities. We provide gender inclusive restrooms, dedicated lactation rooms, meditation spaces, and other accommodations and amenities.

Employee workplace experience portal and committee

Our high-quality work environment and workplace experience is governed by our workplace experience portal and committee. These platforms enable us to harness employee insights, address productivity obstacles, and create an overall positive workplace experience.

Employees are encouraged to submit ideas via our request portal, initiating a process of ideation and assessment. Ideas are reviewed by the workplace experience committee with considerations including the scope of influence, resource considerations, and alignment with our corporate culture. Approved ideas are then implemented.

Our community impact

We aim to improve the communities where we live and work.

Programs in collaboration with the Intuitive Foundation

We work in collaboration with the [Intuitive Foundation](#) to reduce the global burden of disease and suffering through philanthropy, research, and education. The Intuitive Foundation's approach includes surgical training, outreach program support, research grants, philanthropic contributions, and volunteer efforts in communities around the world.

Volunteer efforts

The Intuitive Foundation Volunteerism Committee fosters community engagement by offering local volunteer opportunities for Intuitive employees.

Volunteer matching program

To amplify our impact, in 2022, Intuitive and the Intuitive Foundation launched a volunteer matching program. Through this program, the Intuitive Foundation provides monetary matching to eligible charities and nonprofit organizations. For every hour volunteered by an Intuitive employee, the Intuitive Foundation donates \$25 (or local currency equivalent) to the designated nonprofit organization. In 2023, our employees collectively volunteered 9,596 hours, resulting in \$232,850 in donations distributed among 152 different organizations.

Volunteer time off policy

At the start of 2024, Intuitive launched a volunteer program for our hourly U.S. employees. This program provides up to eight hours of paid volunteer time annually each year.

Wellness challenges

Through a group wellness challenge, Intuitive employees can participate in wellness activities to increase their personal wellbeing and build stronger ties with their coworkers while earning up to \$100 per week per participant for the group's chosen nonprofit. At the end of the challenge, the Intuitive Foundation will donate the amount raised by the group to the chosen non-profit. In 2023, Intuitive employees participated in 25 wellness challenges, yielding \$540,000 in donations to 35 different organizations.

Philanthropic contributions

Intuitive Foundation's philanthropy committee aims to identify, cultivate, and manage financial, in-kind, and partnership resources to support philanthropic programs and operations of the Intuitive Foundation. The philanthropy committee supported several giving campaigns in 2023, resulting in over \$3 million donated to 1,722 different causes through its donation matching program.



Community grants

Intuitive Foundation's community grants program funds capacity building projects driven by 501(c)(3) nonprofit organizations. In 2023, Intuitive Foundation granted nearly \$300,000 in funding to eight organizations.

[See Appendix G](#) for examples of our community impact programs in progress.

[See Appendix H](#) for information on Intuitive Ventures and funds.



[Explore](#) details on additional programs that the Intuitive Foundation supports.

Focus on innovation

At Intuitive, we are relentless in our pursuit of improving healthcare—from building leading-edge, integrated systems and software to providing education and support that aims to keep hospitals and their staff at the forefront of minimally invasive care.

Innovative manufacturing practices

At our [locations](#) around the globe, dedicated manufacturers know that everything they make lands in a hospital or other healthcare setting—and ultimately affects patients’ lives. Spurred on by this mission, we build robotic surgical equipment with meticulous attention to detail, and we’re constantly increasing productivity through quick but careful thinking and hard work. From those team members designing our manufacturing systems to those of us assembling them, we bring a variety of skills and experience to our work, collaborating on complex products that make Intuitive a market leader in minimally invasive care.

Celebrating design and engineering

In August 2023, we celebrated our Design and Engineering Day, bringing together over 4,000 employees across the globe to experience system demos and exhibits, network with colleagues, celebrate progress, and hear from keynote speakers.

Design and Engineering Day also serves as a platform for announcing employee awards, including Inventor of the Year, Process Engineering Innovator of the Year, and our inaugural Leonardo Leadership awards:

- **Inventor of the Year**
Established in 2009, the Inventor of the Year is awarded based on the number and significance of patent applications filed in a single year. Another factor is the level of engagement in the patent process. Patents play a critical role in protecting Intuitive’s intellectual property.

- **Process Engineering Innovator of the Year**
For the second year, Intuitive announced a Process Engineering Innovator of the Year award, recognizing non-patented innovations. Process engineering plays a vital role at Intuitive, partnering with new product development teams, collaborating on manufacturing design, developing component sourcing strategies, and creating or purchasing the manufacturing and automation equipment to produce products at scale. For products that have reached production, teams work to stabilize them through the final manufacturing review and provide sustained support throughout the product lifecycle.



Manufacturing tours

At our manufacturing facilities, a team of knowledgeable training specialists regularly provide manufacturing tours to employees, suppliers, as well as guests like surgeons, hospital administrators, and government officials. We also have a [manufacturing tour on our YouTube channel](#), providing a virtual “behind the scenes” look at how our people and processes come together to create [da Vinci Surgical Systems](#).

[Hear from the Manufacturing team about their impact.](#)

Intuitive owns or has exclusive rights to more than 4,800+ patents* and 2,200+ active patent* applications worldwide, with the vast majority developed internally by our employees and teams.



- **Leonardo Leadership**
The Leonardo Leadership awards were a new addition in 2023, and honor employees within the innovation and operations teams who bring new technology and ideas to life and who reflect our values and beliefs.

Analytics Fair

The Analytics Fair is another venue for celebrating Intuitive innovation and teams. The Analytics Fair program includes a keynote speaker, executive panel discussion, an analytics expo, awards for top data projects, and networking.

The 2023 award categories include:

- Best in Service to our Mission
- Best Local Impact
- Most Original
- Best Methods
- Best Data Utility
- Most Awesome

Team presentations are the highlight of the Analytics Fair each year, with colleagues across Intuitive sharing innovative approaches to utilizing data to guide decision-making and strategy.

* The counts prior to 2022 included exclusively licensed patents and applications.

Key pillars of our Supplier Code of Conduct include:

- Putting product quality and performance first with commitment to continuous improvement
- Maintaining ethical business practices including confidentiality, integrity, and legal compliance
- Commitment to social responsibility and environmental stewardship
- Employee engagement practices including training and development, environmental health and safety, and human rights

In 2023, 81% of suppliers received scorecard assessments by total supply chain spend, rolling 12 months.

Supplier engagement and standards

A resilient supply chain community is integral to our mission of delivering products that enable life-enhancing care. With global operations, Intuitive is committed to the highest standards of business conduct and considers its suppliers an extension of our business. Intuitive expects the same demonstration of commitment to legal, ethical, environmental, and social responsibilities from external suppliers.

Supplier selection criteria

We assess potential suppliers extensively, considering quality, capacity, technical capability, performance, on-time delivery, financial stability, regulatory certifications, legal compliance, and business management. Once selected, suppliers undergo appropriate training, and their products undergo stringent quality evaluations. We conduct annual business reviews and issue scorecard ratings for key suppliers. We require our suppliers to maintain International Organization for Standardization (ISO) certifications, specifically ISO 13485 for medical device quality management systems and ISO 9001 for general quality management systems, in addition to complying with all applicable laws and regulations.

Suppliers must acknowledge and adhere to our [Supplier Code of Conduct](#). We employ third-party screening to ensure that suppliers are aligned with the code of conduct criteria. To qualify for our new parts process, suppliers must submit compliance declarations for new components. This rigorous process works to ensure that all products we source from suppliers meet the highest compliance standards. To fulfill our commitment to patient care, we require suppliers to prioritize product quality and agree to standards through our Supplier Quality Agreement.

Supplier scorecard

Once we establish a partnership with a supplier, we assess their performance using our internal supplier scorecard. This scorecard emphasizes operational key performance indicators like quality, delivery, and cost. In recent years, we've expanded the scorecard to include human rights and environmental sustainability. This includes monitoring suppliers to ensure they do not engage in forced labor and confirming their alignment with ISO 14001 certification or implementation of another environmental policy.

Workers rights and fair labor

To uphold fair labor practices across our supply chain, Intuitive enforces comprehensive guidelines and policies through our Supplier Agreement, Quality Agreement, and [Supplier Code of Conduct](#). Beyond the initial screening process, we engage our suppliers through surveys to monitor labor practices. Further, we employ SaaS tools to monitor updates related to our supply chain.

Inclusion and diversity in our supply chain

Engaging our suppliers on inclusion and diversity ensures our business practices at all levels to facilitate a safe, inclusive, and accessible working environment for everyone along our supply chain. We ask our suppliers to self-certify their size and diversity and report on [small business](#) spend annually.

In support of small businesses, we sourced over 48% of our U.S. supply chain spend on direct materials used in our products from U.S.-based small businesses in 2023.



Social responsibility metrics

	2019	2020	2021	2022	2023	
Focus on our customers and their patients	Da Vinci systems globally	5,582	5,989	6,730	7,544	8,606
	States and territories	50	50	52	52	52
	Countries	67	67	69	70	71
	Procedures performed using da Vinci systems since inception	7.2 million+	8.5 million+	10 million+	12 million+	14.2 million+
	Procedures performed using da Vinci systems in specified year	1.2 million+	1.2 million+	1.5 million+	1.8 million+	2.2 million+
	How often a procedure using a da Vinci system begins (seconds)	26	25.4	19.8	16.82	13.79
	Ion systems placed at customer sites	-	-	129	321	534
	Total number of peer-reviewed scientific articles that reference Intuitive technologies to date	21,000+	24,000+	29,000+	34,000+	38,000+*
	New peer-reviewed articles in specified year	2,800+	3,000+	3,700+	3,000+	3,300+*
	Total surgeons trained on the use of da Vinci systems	-	-	-	66,000+	76,000+
	Surgeons trained on the use of da Vinci systems in the U.S.	32,800+	33,000+	35,000+	37,000+	40,400+
	Surgeons trained on the use of da Vinci systems outside the U.S.	19,800+	22,000+	25,000+	28,000+	35,700+
	Training sessions performed in specified year globally	-	6,500+	6,800+	7,400+	9,000+
	Active registered proctors globally	-	1,100+	1,000+	1,200+	1,400+
	Genesis total engagements in specified year	2,400+	892	1,667	2,553	3,363
	Service uptime	>98%	>99%	>99%	>99%	>99%
Customer portal users (globally)	4,100+	5,500+	9,800+	13,800+	17,000+	
Talent and workplace experience	Total number of employees	7,100+	8,000+	9,700+	12,100+	13,600+
	Female representation (global)	33.20%	33.60%	35.60%	37.20%	37.70%
	Female representation in manager and director levels	29.00%	28.10%	30.10%	32.10%	32%
	Female representation at or above VP levels	17.30%	19.40%	22.90%	25%	25.70%
	People of color representation (U.S. only)	49.70%	50.70%	52.70%	54.70%	56.40%
	People of color representation in manager and director levels	40.00%	41.00%	43.90%	44.70%	46.20%
	People of color representation at or above VP levels	16.70%	17.80%	20.40%	19.80%	21.30%
	Annual turnover rate	-	6.40%	10.30%	10.90%	9.10%
	Employee engagement survey global participation rate	>88%	-	>88%	89%	87%
	Glassdoor's Best Places to Work ranking	#7	#12	#41	#29	-
	Wall Street Journal Top 250 Best-Managed Companies	#51	#72	#109	#222	#76
	Lost time incident rate (LTIR)	-	0.09	0.08	0.11	0.11
Total recordable incident rate (TRIR)	-	1.27	1.19	0.73	0.61	
Focus on innovation	Patents granted	2,900+	3,400+	4,200+	4,300+†	4,800+†
	Patents pending	1,900+	2,100+	2,100+	2,100+†	2,200+†
Community impact	Total number of employee volunteer hours	-	-	-	2,836	9,596
	Total donation amount for volunteer matching through the Intuitive Foundation	-	-	-	\$70,700	\$232,850
	Number of organizations benefitting from volunteer hours and matching	-	-	-	96	152
	Number of causes supported through giving campaigns	-	-	-	-	1,720+
	Total donation amount from giving campaigns (including donation matching)	-	-	-	\$3.4 million	\$3 million+
Supplier engagement	Suppliers receiving scorecard assessments by total supply chain spend, rolling 12 months	66%	82%	81%	68%	81%
	Supplier symposium attendance (biennial event)	165	N/A	376	N/A	N/A
	Small Business Administration total spend with U.S. small businesses	74%	74.50%	76.20%	50.80%	48.60%

* Through October 2023

† The counts prior to 2022 included exclusively licensed patents and applications.

Environmental sustainability

We continue to focus on improving our environmental sustainability efforts and made progress in 2023, outlined within.



Climate change and carbon stewardship

We take a holistic view when assessing our carbon management responsibilities. Our core mission of improving the quality of surgery and minimally invasive care interventions can also help to improve the total carbon efficiency* involved in providing needed interventions for patients.

Carbon efficiency contributed by our products and services is maximized through our ongoing efforts, while the absolute value of our carbon emissions may rise as more surgical and interventional procedures are performed. Taken together, we estimate that growth in Intuitive-supported procedures increases the total carbon efficiency per patient episode of care over time.

Carbon footprint and greenhouse gas (GHG) emissions inventory

We have conducted a thorough assessment of our carbon footprint, encompassing emissions from our operations, supply chain, and value-added activities. This assessment, following [GHG protocol](#), is our foundation for setting reduction targets and tracking progress. Our combined scope 1, 2, and 3[†] GHG emissions for FY22[‡] amounted to approximately 491,645 MT CO₂e.[§]

The slight decrease in our absolute emissions, 2.7% year over year, is due to a change in our calculation methodology, which uses more accurate supplier-specific emissions factors rather than a spend-based method, leading to a reduction in our purchased goods and services: direct category by 66% year over year. The increases in our upstream and downstream transportation and distribution categories, 72% year over year, were due to procedure volume increases, and supply chain related challenges.

Carbon avoidance

As mentioned in [this feature area](#), Intuitive has utilized a combination of clinical evidence and published journal data to calculate the carbon avoidance from da Vinci procedures. Based on more than 1.8 million procedures in 2022, da Vinci procedures yielded a carbon avoidance of approximately 55,495 MT CO₂e^{||} compared with laparoscopic surgery and approximately 179,207 MT CO₂e^{||} compared with open surgery. As previously mentioned, we are working with medical consortiums and hospital systems to review and analyze our methodology and initial findings to continue exploring the full potential of surgical carbon avoidance.

Scope [†]	Emission category	2021 Quantities (Metric Tons CO ₂ e) [¶]	2022 Quantities (Metric Tons CO ₂ e) [¶]
Scope 1	Natural gas consumption	3,313	3,461
Scope 1	HVAC fugitive emissions	1,971	1,833
Scope 1	Company vehicles/fleet transportation	2,112	1,737
Scope 1	Worldwide lab gas consumption	14	14
Scope 2	Purchased electricity	18,578	21,338
Scope 3	Purchased goods and services: indirect	56,946	73,841
Scope 3	Purchased goods and services: direct	251,082	85,521
Scope 3	Downstream transportation and distribution	68,553	104,881
Scope 3	Capital goods	30,218	78,241
Scope 3	Upstream transportation and distribution	29,146	63,865
Scope 3	End-of-life treatment of sold products	11,707	13,380
Scope 3	Use of sold products	10,776	6,767
Scope 3	Business travel	9,194	20,534
Scope 3	Employee commute	8,711	13,464
Scope 3	Waste from operations	57	38 (36 nonhazardous; 2 hazardous)
Scope 3	Investments	2,697	2,730
Total carbon footprint		505,075	491,645

* Carbon efficiency is calculated by taking our company's carbon footprint and dividing it by the sum of da Vinci procedures in a given year.

[†] **Scope 1** emissions are direct greenhouse (GHG) emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles).

Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling.

Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organization, but that the organization indirectly affects in its value chain. [Source: U.S. Environmental Protection Agency]

[‡] Carbon inventory numbers have a one-year reporting lag. Data from 2023 will be assured and reported in the 2024 ESG report.

[§] Our GHG emissions inventory for 2022 has been externally assured by a third-party vendor.

^{||} This calculation is based on our verified 2022 carbon inventory. Estimates completed by the company and actual impacts could vary.

[¶] Emissions numbers are rounded.

In 2023, we expanded our ocean transport program, increasing our utilization of ocean shipping from 38% in 2022 to 51%. This shift led to a reduction in air shipping, resulting in a carbon savings of over 2,000 metric tons of CO₂e.



Carbon plan and decarbonization efforts

In 2023, we created a carbon plan to estimate our future carbon growth and decarbonization from the various efficiency projects in place. The starting point for this plan is a systematic mapping of the carbon inputs and outputs of our business operations.

Our carbon plan outlines three key pillars for decarbonization:

- **Greener transportation logistics expansion**
Pursuing reduction in logistics costs, which in turn results in lower carbon emissions.
- **Energy management**
Enhancing energy management and implementing renewable energy solutions.
- **Commute and fleet management**
Enhancing fleet electrification and alternate commute options.

Greener transportation logistics expansion

Recovering from supply chain shocks during the pandemic, we are gradually shifting air freight to more economic and sustainable options of ocean and ground freight for transportation of goods and services. In 2023, we expanded our ocean transport program, increasing our utilization of ocean shipping from 38% in 2022 to 51%. This shift led to a reduction in air shipping, resulting in a carbon savings of over 2,000 metric tons of CO₂e.

Local logistics improvements

Previously, products returned from all global customers were sent back to our U.S. sites for recycling. In 2023, we worked with global partners to enable recycling in the countries where shipments were damaged, avoiding emissions associated with shipping materials back. We are working to expand this practice across all our facilities. In July 2023, our EMEA locations also converted some of our shipping from express to standard.

In 2023, we published a [UK-specific carbon reduction plan](#), following NHS guidance.



Energy management

Energy efficiency is an important consideration in our building portfolio management. As an example, we implemented an energy usage optimization solution across all of our buildings larger than 50,000 square feet. Since 2022, our Facilities Maintenance Engineering team has used this data to improve energy efficiency.

Our commitment to solar aligns with California and other regional clean energy targets and international climate agreements. We deploy on-site solar energy on our buildings in Sunnyvale, Aubonne, and Mexicali. As we expand our global presence, we are growing our photovoltaic capacity in our new sites around the world.

Commute and fleet management

We encourage employees to use public transit, and we have implemented electric vehicle (EV) infrastructure where possible. We have implemented 169 EV charging ports globally with a 39% average utilization rate, resulting in over 726 metric tons of reduced CO2e emissions.

Global employee transportation initiatives

We provide public transportation subsidies to sites where public transportation is practical. Across many of our other facilities, we are supporting additional alternatives, including electric bike shares, carpooling platforms, and employee shuttles.

Carbon efficiency*

We are growing to meet expanding global demand for minimally invasive care. This growth is accompanied by additional emissions from the materials, transportation, and energy use needed to enable the procedures. However, on a per procedure basis, we are creating efficiency in our value chain to reduce the embedded carbon associated with making these materials, transporting them across the supply chain, and enabling renewable energy use. To this end, we estimate that total emissions for the entire episode of patient care will decrease despite increased uptake of our products and services.

Intuitive submitted its first [Carbon Disclosure Project \(CDP\)](#) report in July 2023, reflecting data from 2022. The insights resulting from the CDP report enable informed, data-driven decisions aimed at identifying opportunities for reduction.



* Carbon efficiency is calculated by taking our company's carbon footprint and dividing it by the sum of da Vinci procedures in a given year.

Climate risk and resilience

In 2023, we conducted a study on physical impacts to our facilities and those of our suppliers by climate-related factors in the decades of the 2030s to the 2080s. To do this we conducted climate-related scenario analysis to model the impact of climate-related physical risk. Utilizing the latest climate science, we applied localized climate projections based on medium and high-emission scenarios (SSP2 4.5, SSP5- 8.5). We found the risks of water stress, extreme temperatures, and flooding are the greatest drivers of climate-related potential impact on our value chain.

Climate resilience through water management

Sustainable design involves mitigating environmental impact and proactively addressing climate risk. For example, on-site water retention bolsters resilience against rain events at our Peachtree Corners, Georgia site, while dewatering measures at our Sunnyvale campus enhance preparedness for heavy rains.

On a broader scale, our global site diversification strategies will enable us to replicate functions and adjust production in response to specific climate conditions occurring at different sites.

Green construction and responsible growth

We continue to expand through numerous construction projects around the world, including in Sunnyvale, Calif.; Peachtree Corners, GA; Mexicali, Mexico; Parvomay, Bulgaria; Aubonne, Switzerland, and Freiburg, Germany.

Green building certifications

New buildings at our U.S. hubs (Sunnyvale, Peachtree Corners) and our Mexicali site are pursuing LEED platinum certification. In Europe, our Freiburg office is poised to attain DGNB gold status, our new building in Aubonne aligns with Minergie certification, and our construction in Bulgaria is tracking with LEED gold status. The certification levels targeted for these projects are subject to change.

Sustainability features across construction projects

In many of our buildings, we have integrated these sustainable features:

- Renewable energy production
- Building-level energy metering
- Optimized energy performance
- Heat island reduction
- Indoor and outdoor water use reduction
- Building-level water metering
- Rainwater management



- Cooling tower water use
- Storage and collection of recyclables
- Building product disclosure and optimization
- Electric vehicle charging
- Indoor air quality
- Biophilic design
- Enhanced refrigerant management
- Interior lighting management
- Light pollution reduction
- Enhanced commissioning
- Sensitive land protection
- Construction and demolition waste management

Reducing waste, increasing recycling

Our in-house recycling program managed over 800 lbs. of proprietary waste in 2023, achieving a recycling rate of 100% and a carbon reduction of 1,644 MT CO₂e.

- **Hazardous waste**
We are committed to the monitoring and tracking of hazardous waste generation and disposal within our organization. Intuitive maintains hazardous waste archives spanning three years, encompassing sources and disposal destinations. These records are regularly maintained and subject to regular audits conducted by the [California Unified Program Agency \(CUPA\)](#).
- **Minimizing food waste**
We're minimizing food waste by optimizing inventory management, tracking data on employee consumption patterns, and fostering employee awareness. Over the past year, we have reduced an average of 6.6% in food waste at certain U.S. sites.

- **Eliminating construction waste**
We prioritize recycling and salvaging non-hazardous construction waste materials to ensure that we are using resources efficiently during construction. During construction of our Peachtree Corners West building, we diverted 96% of waste from landfills, surpassing the typical 75% diversion target for projects of this kind.
- **Laptop recycling**
When our U.S.-based employees turn in functional laptops, we donate them to [Tech Exchange](#). Leading up to 2023, over the past three years, we donated over 1,100 laptops, which Tech Exchange uses to bridge the digital divide, providing computers, internet access, and essential technology skills to those in need.

Water efficiency

Our facilities are designed to maximize water efficiency, and include:

- **Low-flow fixtures**
Incorporating low-flow plumbing fixtures throughout facilities to minimize water consumption.
- **Advanced metering**
Integrating advanced metering systems to monitor and manage water usage, ensuring optimal efficiency.
- **Certified appliances**
Installing Energy Star and WaterSense certified appliances, guaranteeing water usage optimization and reduced environmental impact.
- **Smart outdoor design**
Designing ecosystems for our outdoor spaces that are water-conscious, thus reducing the need for irrigation.

Harnessing earth's heat

At our Georgia manufacturing facility, slated for completion in 2024, we will leverage geothermal energy as a renewable and clean power source. At our Sunnyvale campus, we use thermal energy storage tanks to enhance energy efficiency.

Our Peachtree Corners West building is designed to save 16% more energy through LED lighting and efficient HVAC systems, use 93% less water through cooling tower usage, and eliminate potable water use in building operations through efficient system design and rainwater reclamation.

At our Mexicali facility, we've implemented energy-efficiency measures within our waste processing operations, which align with current industry standards and regulations.

- **Native/adaptable plants**
Utilizing native and adaptable plant species in our outdoor landscapes, reducing water demand, and enhancing ecosystem resilience.
- **Non-potable water usage**
Deploying non-potable water sources for landscape irrigation when appropriate.
- **Greywater and rainwater retention**
Implementing greywater and rainwater retention systems into our Peachtree Corners, GA site design, contributing to sustainable water management.

[See Appendix I for additional details on the sustainable features.](#)

We have reduced the plastic weight in packaging by approximately 58% for our Xi Stapling Reloads, by approximately 58% for Xi High Flow Seal, and approximately 21% less for Xi eDrape, per stock-keeping unit (SKU). Moving forward, we will continue to work to reduce use of plastics in packaging.



Another advantage of packaging densification is increased efficiency in ethylene oxide sterilization, a highly regulated process by which many medical devices are sterilized to ensure patient safety. With packaging densification, we can maximize the number of devices sterilized at a given time.

See Appendix J for information on our employee programs geared at environmental sustainability and awareness.

* Paper IFUs are available on request
 † Carbon inventory numbers have a one-year reporting lag. Data from 2023 will be assured and reported in the 2024 ESG report.

Environmental considerations for our products

We strive to minimize the environmental impact and increase the circularity of our products and packaging.

Component circularity

For more than a decade, we've adhered to a policy of refurbishing or repurposing returned components and systems. We recycle parts from retired da Vinci Si systems, with approximately 95% of surgeon console components, approximately 55% of patient side cart components, and roughly 5% of vision side cart components used in da Vinci X systems. Additionally, in the U.S., we use collapsible, reusable containers and corrugated totes, ensuring instrument protection during transit.

Packaging

Our packaging engineering team conducts regular reviews of packaging designs to identify opportunities for packaging densification, reduced material thickness (downgauging), and improved recyclability. The team also participates in Kilmer Innovations in Packaging (KiIP), a collaborative industry initiative dedicated to advancing sustainable packaging for the betterment of patient outcomes and clinician satisfaction.

Enhancing packaging densification

Our packaging design engineering team advances our packaging densification efforts. This involves optimizing the spatial arrangement of our products within the packaging and on pallets, while preserving device functionality and sterility. These efforts minimize packaging material and waste for us and our customers. Ultimately, we aim to create more efficient pallet designs, enabling us to fit more packages on a single shipping pallet and reduce the number of shipments.

Reducing material thickness and improving recyclability

We're examining our suppliers' product portfolios to pinpoint mono-material packaging options suitable for sterile barriers. Mono-materials offer recyclers clean waste streams, allowing for mechanical recycling or advanced recycling methods that promote circularity.



Transitioning to electronic instructions for use

In July 2022, we received approval to use electronic instructions for use (eIFUs) instead of paper manuals for the X/Xi P10 software update in the U.S.* This makes the latest IFU content available to customers anywhere, anytime. In 2023, we introduced eIFUs for the P11 software update for da Vinci X/Xi and the P5 software update for da Vinci SP in 18 countries. The transition to eIFUs diverted approximately 102,000 lbs. of paper waste from landfills, saving over \$2.9 million in costs in 2023 alone. We are working to expand the eIFU program to additional countries and products.

Responsible procurement policy

We encourage employees to prioritize environmentally preferred products when they meet our business criteria, offer comparable value, and maintain our quality, performance, and compliance standards.

Environmental regulatory compliance

We are dedicated to policies and practices that minimize negative impacts to the environment. Our Environmental Policy outlines our approach.

Environmental Management System

Our commitment to environmental responsibility is exemplified through our ISO 14001 certification, a globally recognized benchmark for effective Environmental Management Systems (EMS). By

establishing clear objectives, processes, and procedures, an EMS seeks to minimize negative environmental effects, enhance resource efficiency, achieve regulatory compliance, and promote sustainable practices throughout our value chain. To date, most of our operations are certified to the ISO 14001 standard.

EMS audits stimulate continuous improvement and play a crucial role in maintaining the integrity of our environmental management efforts. That is why we conduct annual internal and external audits. In 2023, we successfully completed two external audits in Mexicali and Sunnyvale, with the participation of over 150 employees. The audits yielded no critical or major findings and acknowledged strengths in employee awareness and training.

Regulated materials management

Our procedures manage materials, parts, and sub-assemblies in compliance-regulated materials requirements, including those directed at conflict minerals.

Review our Conflict Minerals Policy Statement for additional information. Read our conflict minerals report filed annually with the SEC.

Environmental sustainability metrics

	2019	2020	2021	2022	2023
Direct (Scope 1) GHG emissions (MT CO2e)	-	-	7,410	7,045	In progress†
Energy indirect (Scope 2) GHG emissions (MT CO2e)	-	-	18,578	21,338	In progress†
Indirect (Scope 3) GHG emissions (MT CO2e)	-	-	479,086	463,262	In progress†
Combined scope 1, 2, and 3 GHG emissions (MT CO2e)	-	-	505,075	491,645	In progress†
Waste collected and recycled (lbs.)	247.07+	376.02+	535.77+	543.77+	808
GHG reduced through recycling (MT CO2e)	344.45	498.95	996.37+	1,092	1,644

Governance and transparency

We approach governance through clear policies and procedures that uphold our values, manage risk, and maintain shareholder trust.

Corporate governance

Board of directors

Our board of directors* is responsible for reviewing corporate strategy, overseeing senior management and selecting the CEO, assessing risk management effectiveness, and protecting the interests of shareholders and other stakeholders. Its oversight responsibility involves a variety of economic, environmental, and social factors.

We value inclusion and diversity at all levels of the organization. Our board includes leaders with broad and diverse experience in areas including management of large global entities, technology and innovation leadership, and healthcare experience, including

surgeon, clinician, and healthcare administration perspectives. When evaluating our board's composition, we consider candidates who bring deep knowledge and experience in their fields, possess unique business skills, and provide diverse perspectives.

We are committed to having a board that includes people from a wide range of backgrounds. Currently, five of our 12 board members (42%) are women. We have four members (33%) who self-identify as Hispanic, Middle Eastern/Asian, and/or African American.

[See our latest proxy statement filed with the Securities and Exchange Commission for more information about our governance structures and board charters.](#)



Gary Guthart, PhD
Chief Executive Officer
Intuitive



Craig H. Barratt, PhD
Chairman, Board of Directors
Intuitive



Joseph C. Beery
Chief Executive Officer
LunaPBC Inc.



Amal M. Johnson
Former Executive Chairman
Author-it Software Corporation



Don R. Kania, PhD
Former CEO and President
FEI Company



Sreelakshmi Kolli
EVP and Chief Digital Officer
Align Technology, Inc.



Amy L. Ladd, MD
Stanford University
Medical Center



Keith R. Leonard, Jr.
Unity Biotechnology, Inc.
Chairman



Alan J. Levy, PhD
Former Chairman and CEO
Chrono Therapeutics, Inc.



Jami Dover Nachtsheim
Former CVP of Sales and
Marketing Group
Intel Corporation



Monica P. Reed, MD
Former CMO, SVP, and
AdventHealth Celebration CEO
AdventHealth



Mark J. Rubash
Former Strategic Advisor
Eventbrite, Inc.

* Except for our chief executive officer, Gary Guthart, all directors are independent as defined by the NASDAQ Stock Market listing requirements.

Governance and Nominating Committee

The Governance and Nominating Committee is responsible for corporate governance and compliance matters and the nomination of the members of the board, the lead director (if applicable), and committees thereof. In addition, the Governance and Nominating Committee reviews and assesses Intuitive's performance on environmental sustainability, social responsibility, and other related matters. Each year, management reports to the Governance and Nominating Committee on sustainability priorities, progress, and future plans.

Audit Committee

The Audit Committee assists the board in its general oversight of our financial reporting, internal controls, and audit functions. It is directly responsible for the appointment, compensation, and oversight of the work of our independent registered public accounting firm. The committee also oversees many aspects of risk management, including but not limited to guidelines and procedures to govern the risk management processes; disclosure controls and procedures; principal financial, regulatory, privacy, compliance, and cybersecurity risk exposures; and the steps undertaken to assess and address them.

Compensation Committee

Comprised of independent directors, the Compensation Committee oversees the company's strategies relating to our human capital management function, as outlined in our [policy statement](#). Oversight includes, but is not limited to pay equity, inclusion initiatives, employee engagement and diversity, compensation for executive officers, and ensuring compliance with SEC regulations.

ESG-related management forums

ESG review board

Guided by our corporate mission, the ESG review board oversees long-term company ESG initiatives. The ESG review board is comprised of cross-functional senior leadership across key business functions and the c-suite. The board includes our Chief Medical Officer, General Counsel, Chief Financial Officer, VP People Experience and Inclusion and Diversity, EVP & Chief Strategy and Corporate Operations Officer, VP Global Public Affairs, and EVP Global Business Services (GBS), who chairs the ESG review board. Our ESG management group reports to our EVP of GBS, a direct report to the CEO. The EVP of GBS and our General Counsel both have direct interactions with our board of directors.

Inclusion and Diversity Council

Our senior leaders, I&D Council, and VP People Experience and I&D regularly review quantitative and qualitative measures of our I&D

performance. We track progress by measuring fairness, pay equity, engagement, and diversity across all levels of our organization, surveying employees about perceptions of their Intuitive work experience and encouraging employee involvement in I&D community-building initiatives. Our employee workforce diversity data, including our [U.S. EEO-1 report](#), is published on our [website](#). Our employee experience survey includes questions about belonging, commitment to I&D, fairness, and career development.

Compliance Committee

Our Compliance Committee oversees Intuitive's activities with respect to the laws, rules, and regulations applicable to our businesses and ensures the company's reputation and integrity is protected. It is led by our General Counsel and Chief Compliance Officer and is responsible for the development, implementation, maintenance, and administration of our compliance programs. The committee meets quarterly (and more frequently as needed), and oversees our codes, policies, training and education requirements,

standards, ComplianceLine hotline, investigations, and corrective actions. It ensures that compliance risks or alleged violations are appropriately evaluated, escalated, and addressed. The committee regularly reports to our Audit Committee.

Cybersecurity oversight

Our senior executive leaders hold quarterly reviews of our information and product security and brief the board of directors several times a year. We work with external third-party experts to monitor our security measures and detect potential security issues. Our incident-response team identifies, investigates, and closes gaps to minimize risk in the instance that a vulnerability or breach is detected.

[Learn more about our guidelines, bylaws, and charters.](#)



Management systems

Management systems provide a structured framework for planning, implementing, monitoring, and continually improving our processes and operations. These systems enable us to enhance efficiency, reduce risks, ensure compliance, and foster a culture of innovation.

Quality Management System

Our quality teams drive continuous improvement through our Quality Management System (QMS). Our QMS is International Standards Organization (ISO) 13485:2016 certified and complies with the Medical Device Single Audit Program requirements and other global regulations. It consists of a quality manual and procedures that contain specific responsibilities for establishing, implementing, and maintaining our QMS. Monitoring our QMS includes setting and tracking quality goals and metrics, quality data management reviews, internal and external audits, and corrective and preventive actions. We regularly evaluate and sharpen our quality management procedures and processes to help our internal auditors be responsive and agile in performing holistic reviews, internally identifying issues, and taking appropriate actions to improve over time.

Information Security Management

Our Information Security Management System encompasses information security, cybersecurity and privacy protection, and is certified to the ISO 27001:2022 standard.

Environmental Management System

We work under an Environmental Management System (EMS) framework based on the ISO 14001:2015 standard to define objectives, monitor progress, and integrate sustainability into our decision-making. Our EMS provides a standardized documentation structure, enhancing our ability to track sustainability goals and ensuring greater predictability and reliability in project results. In 2023, we attained a 98% completion rate for our employee EMS course.



Our Environmental Policy for Intuitive facilities

As part of our ESG work, we pursue strategies to mitigate our impact on the environment, prevent pollution, and protect the environment. We ensure compliance with laws, regulations, and other obligations while managing the life cycle of our products, solutions, and services in an environmentally responsible manner. Our Environmental Policy is implemented through a comprehensive environmental management system where our performance is continually monitored, reviewed, and improved.



Our Quality Policy

We provide high-quality, safe, and effective products and services to our customers. We achieve this with a 'patients first always' mindset, an effective quality management system, and a commitment to compliance and continuous improvement. We strive for excellence through regular reviews of our products and systems to ensure they meet customer needs and comply with all applicable global regulatory requirements. Every Intuitive employee has ownership of quality and contributes to the continued improvement of what we do.

Quality Improvement Plan

Providing high-quality products and services that our customers and their patients can trust is everyone's job at Intuitive. In 2023, we embarked on an evolution of our QMS, taking a cross-functional approach to simplifying our processes and building a best-in-class quality system for the complex, global organization we are today and that will scale for the future. Our Quality Improvement Plan looks broadly at people, processes, and tools for opportunities to streamline and improve our Quality Management System.



[See our Supplier Code of Conduct for more details.](#)

Ethical business conduct

We believe that every employee is responsible for managing our company's reputation by acting ethically and with integrity, as guided by our [Code of Business Conduct and Ethics](#).

We engage and educate employees on ethics in a variety of ways, including our Code of Business Conduct and Ethics, annual review process, employee training, and communications. Our formal disclosure document outlines the requirements and processes used to maintain the highest standards of business conduct can be found [here](#), and is available in [English](#), [French](#), [German](#), [Spanish](#), [Korean](#), [Japanese](#), and [Chinese](#).

Anti-bribery, anti-corruption training, and transparency

We abide by all anti-bribery laws in the countries in which we operate. This position is reflected in our [policies](#) and contracts with distributors and suppliers, who must comply with applicable anti-bribery and anti-corruption laws and regulations as a condition of our contracts.

Internal controls

To help monitor compliance by the third parties with whom we conduct business, we perform periodic audits for compliance with anti-bribery and anti-corruption laws. Moreover, we continually review and refine our internal controls, including strengthening training and certification requirements of third parties with whom we work.

Compliance training

Our compliance training and policies on anti-bribery, anti-corruption, and ethical business conduct are regularly reviewed and updated. Training on our Code of Business Conduct and Ethics is available in seven languages and covers our expectations and requirements regarding inclusion and diversity, anti-bribery and anti-corruption, harassment and discrimination prevention, and managing data and data privacy.

We require all global employees to complete compliance training at the time of hire, annually, or as local regulations require, and each employee must demonstrate knowledge through an end-of-course assessment.

Intuitive compliance hotline

We expect our workforce to act ethically and with integrity at all times. Our [ComplianceLine hotline](#) helps sustain this strong culture of compliance. It provides a path for all employees, contractors, customers, vendors, third-party agencies, and others to report any concern or suspected violation of the company's policies for accounting, human resources, internal controls, or auditing matters, U.S. or foreign laws, rules, regulations, or ethics—including our Code

of Business Conduct and Ethics. We issue periodic reminders to employees of their obligation to raise concerns related to ethics and compliance via the ComplianceLine and other channels.

The ComplianceLine hotline is staffed by an independent organization and is available 24 hours-a-day, 7 days-a-week. Callers can choose to remain anonymous and will be provided with a reference number that can be used for follow-up. Intuitive takes any reports of suspected ethical or compliance violations seriously. If you have a concern, please make a report online at [MyComplianceReport](#) (ID: INTS) or through the toll-free number 1-844-223-4166. Reporting and investigation summaries are provided quarterly to our Compliance Committee.

Tax transparency

We support strong corporate governance and financial transparency. Our [Global Tax Policy Statement](#) is just one aspect of this, and outlines our tax transparency guidelines.

Managing accurate and compliant promotion of our products

Our sales and marketing practices align with industry standards and regulations, ensuring the accurate and compliant promotion of our products.

Advertising and promotion reviews

Our advertising and promotion materials undergo rigorous review and approval, including claims for use, safety, and performance. All materials conform to U.S. Food and Drug Administration and international regulatory requirements, with truthful, accurate, and substantiated content.

Training for sales and marketing teams

Customer-facing employees, including sales and marketing teams, complete our clinical and sales program, ensuring technical expertise, clinical knowledge, and ethical practices in engaging with healthcare professionals. Completion of these programs is mandatory for employment.

Transparency

Intuitive makes annual disclosure of all payments to healthcare professionals through the [U.S. Centers for Medicare & Medicaid Services Open Payments database](#).



[Read our ethical marketing disclosure.](#)

[See Appendix K for our corporate policies, statements, and certificates.](#)

Information security

Intuitive is committed to protecting any information with which we are entrusted by our employees, customers, or other stakeholders. In compliance with medical device regulations, our cybersecurity systems and processes adhere to global industry standards based on the [National Institute of Science and Technology \(NIST\)](#) and [Health Information Trust Alliance \(HITRUST\)](#) guidelines. Our information security management system is certified to the [ISO 27001](#) framework. Throughout the product lifecycle, from initial concept through end-of-life disposal, we pay careful attention to data types and flow, encryption mapping, and risk controls.

We reinforce protection by staying informed on emerging threats and performing aggressive testing, continuous proactive monitoring, and ongoing vulnerability analysis and patch deployment. Our multilayered approach to protecting data and systems includes:

- Mandatory employee training on security policies, data protection, and security awareness
- Review of risk notifications provided by global threat intelligence resources followed by appropriate action as required
- Remote-access protection to control access to our network, applications, and data
- Advanced cyber threat management technology tools
- Privacy and data protection for virtual meetings and collaboration activities

Information security training program

All employees receive annual and ongoing training on information security policy and related topics, including phishing exercises and global data privacy laws. We offer on-demand continuing education courses on information security and business process alignment.



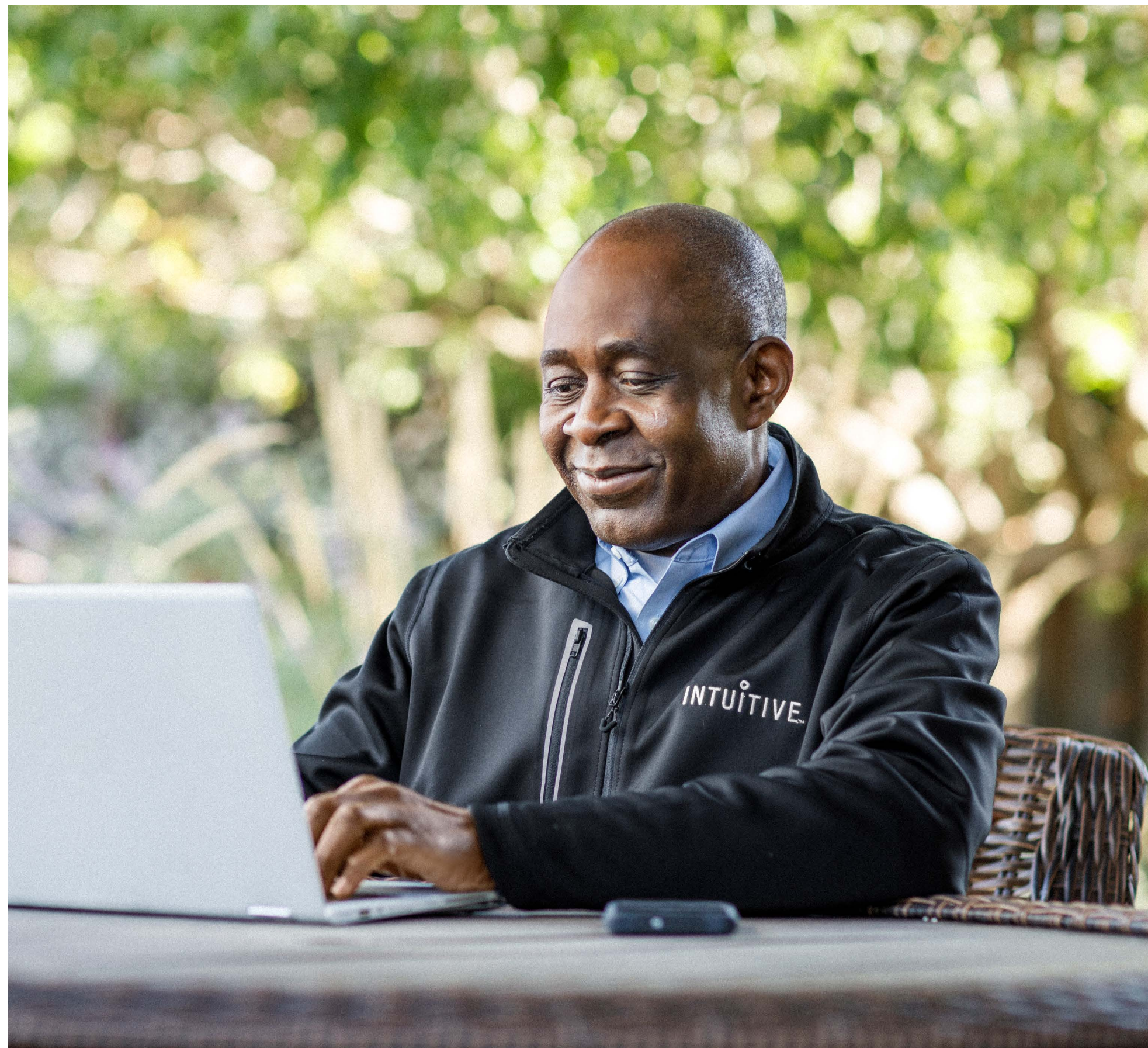
Clinical evidence programs and standards

Our global clinical affairs function consists of medical doctors, biomedical engineers, public health scientists, clinical researchers, data scientists, biostatisticians, medical writers, and other experts who provide robust, streamlined scientific value for our technologies and products. The clinical affairs team is responsible for strategic planning and scientific direction for evidentiary support of technology adoption and access, enabling informed healthcare decisions.

Our clinical affairs team supports early feasibility research, studies for product approvals, and post-approval studies such as observational studies, outcomes research, real-world evidence studies, and clinical registries across all Intuitive technologies. These categories of evidence creation and curation comply with various national and international regulations and guidelines, including but not limited to: [Code of Federal Regulations \(CFR\) Title 21](#), [ISO 14155:2020](#), [Council Directive 93/42/ECC](#), [General Data Protection Regulation \(GDPR\)](#), and [European Medical Device Directive](#). Our clinical research initiatives are available to all eligible patients, determined by criteria including the patient’s disease condition, health status, and other factors such as the ability to fulfill study-related follow-up requirements. All applicable clinical trials are registered and updated on applicable local and regional clinical trial registration databases, such as [ClinicalTrials.gov](#).

Publication of results and data transparency

We value scientific integrity and are committed to publishing all research results in an objective and scientific manner. The manuscripts and abstracts generated from clinical evidence initiatives supported by Intuitive are based on study design and analyses plans and the scientific datasets follow [International Committee of Medical Journal Editors \(ICMJE\)](#) guidelines, as per the agreed-upon terms in the clinical trial agreements. The vast majority of the peer-reviewed literature is published independently of Intuitive.



Governance and transparency metrics

	2019	2020	2021	2022	2023
Women representation: board of directors	30%	30%	36%	36%	42%
People of color representation: board	10%	20%	27%	27%	33%
Completion rate for all QMS compliance-related training	-	>99%	>99%	>98%	>98%
EMS training completion rate	-	-	-	99%	98%

* Parts 11, 21, 50, 54, 56

Appendices

Important safety information

Serious complications may occur in any surgery, including surgery using the da Vinci system, up to and including death. Examples of serious or life-threatening complications, which may require prolonged and/or unexpected hospitalization and/or reoperation, include but are not limited to, one or more of the following: injury to tissues/organs, bleeding, infection and internal scarring that can cause long-lasting dysfunction/pain.

Risks specific to minimally invasive surgery, including surgery using the da Vinci system, include but are not limited to, one or more of the following: temporary pain/nerve injury associated with positioning; a longer operative time, the need to convert to an open approach, or the need for additional or larger incision sites. Converting the procedure could result in a longer operative time, a longer time under anesthesia, and could lead to increased complications. Contraindications applicable to the use of conventional endoscopic instruments also apply to the use of all da Vinci instruments.

For important safety information, indications for use, risks, full cautions and warnings please also refer to www.intuitive.com/safety.

Individuals' outcomes may depend on a number of factors, including but not limited to patient characteristics, disease characteristics and/or surgeon experience.

Da Vinci SimNow

The da Vinci SimNow is intended to augment, not replace, existing training programs for the da Vinci surgical systems.

Product training disclaimer

Intuitive only trains on the use of the da Vinci surgical system. The information provided during Intuitive training is not intended to substitute for formal medical training or certification. Intuitive is in no way responsible for surgical credentialing or training in surgical procedure or technique, nor are the training programs provided by Intuitive a replacement for hospital credentialing requirements. All curricula described are subject to change depending on available resources, as well as on the needs of the course participants.

Some of the training described may be provided by organizations or entities other than Intuitive, and Intuitive is not responsible for the content of these programs. Surgeon proctors are independent contractors. The listed prices are for services rendered by the independent surgeon proctors. A list of surgeon proctors can be provided upon request.

Intuitive does not train on surgical procedures or techniques, nor does it take responsibility for proctoring services provided by the independent surgeon proctors. The hospital/surgeon purchases the proctoring service as part of training they have independently determined to be part of their credentialing requirement; Intuitive's role is merely to coordinate between the hospital/surgeon and the proctor. The proctors and the hospital/surgeon are always free to negotiate with each other directly.

Product names are trademarks or registered trademarks of Intuitive Surgical or their respective owners. See www.intuitive.com/trademarks.

Appendix A
Taskforce for Climate-related Financial Disclosures (TCFD)

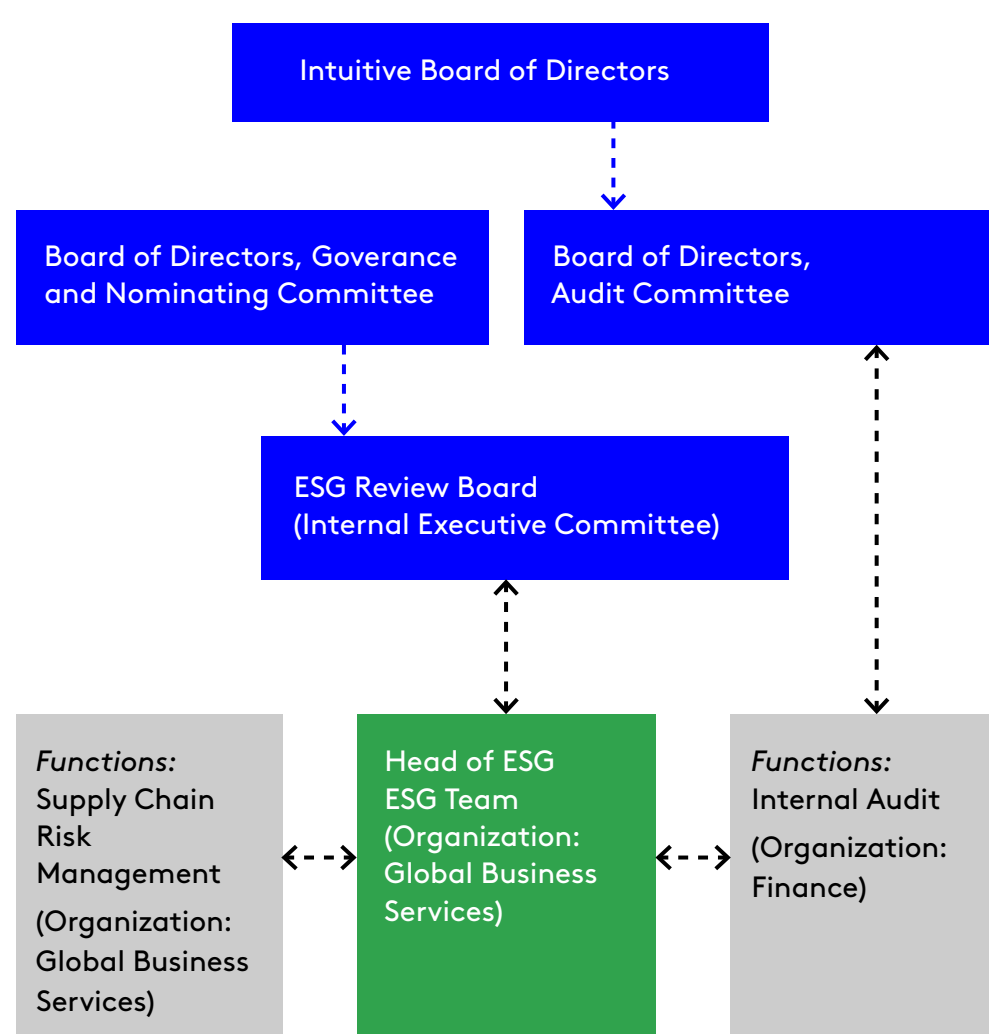
Section 1:
Climate-related governance
a) Describe the board’s oversight of climate-related tasks and opportunities

The Governance and Nominating Committee of the board of directors oversees our Environmental, Social, and Governance (ESG) strategy. The Audit Committee of the board of directors oversees the assessment and mitigation activities associated with our overall company risks, in accordance with the Audit Committee Charter. The Governance and Nominating Committee and Audit Committee report to the overall board of directors on these topics.

The image below depicts the decision system for climate-related financial risk assessment and management at Intuitive.

- The arrows signify communication flow.
- The **blue** boxes signify decision making bodies.
- The **green** boxes signify teams preparing content.
- The **grey** boxes signify implementation ownership.

Intuitive decision framework on climate-related risk governance and management



The Governance and Nominating Committee of Intuitive’s board of directors meets quarterly, and reviews ESG topics at least twice a year.

- Sustainability and ESG topics are guided by a formal agenda recommended by the Head of ESG and approved by the ESG review board Chair (Executive Vice President of Global Business Services). The topics are also reviewed and aligned with the General Counsel and ESG review board. Typical agenda topics include climate policies, practices, and priorities related to monitoring and managing our carbon footprint, reporting requirements, climate-related goals, progress on social responsibility programs, environmental regulations, and a host of other governance items.

In addition, annually, the internal audit team conducts an assessment of corporate risks, which may include ESG-related risks, and presents those risks and related overview responsibilities to the Audit Committee.

- The Head of ESG ensures that ESG-related risks are noted, and that, as appropriate, plans are created to mitigate such risks. The Head of ESG also reports such risks and mitigation plans to the Governance and Nominating Committee.

Ultimately, the ESG team is directly responsible for collecting, reporting, and monitoring sustainability and ESG activities, risks, and management actions while regularly briefing and aligning with the ESG review board and Governance and Nominating Committee on these items. The ESG team is also responsible for the company’s annual ESG Report and other ESG reporting. Management is responsible for the execution of sustainability and ESG activities, risk identification, and mitigation (see management section below in 1B for additional details).

For more information about our governance structures and board charters, please see our latest [proxy statement](#) filed with the Securities and Exchange Commission (sec.gov).

b) Describe management’s role in assessing and managing climate-related risks and opportunities.

Climate risks are identified by individual functions and then collated by the ESG team. The management functions and teams listed on this page perform various activities that help aid in the assessment, development, review of climate-related risks, and implementation of mitigation strategies. These groups work together on cross-functional program and initiative development, and the Head of ESG acts as a conduit between groups.

- **Risk Assessment:** Our internal audit team performs an annual risk assessment to help identify significant risks to the company and develops a related annual internal audit plan. This process begins by identifying risks through interviews with leaders across the organization and then ranking those risks in terms

of their impact and likelihood. The output of this assessment is used to design the Internal Audit Plan for the coming year.

- **Opportunity development:** The ESG function works collaboratively and cross-functionally to measure and monitor environmental, social, and governance matters and develop opportunities for ESG risk mitigation, including those for climate risks.

- Our ESG team includes specialists in carbon management, environmental regulations, regulated materials, ESG metrics, and reporting. Key areas of work for the ESG team include carbon footprint assessment, carbon plan and goals, overall climate risks to company, social responsibility initiatives, and communicating with internal and external stakeholders, including regulatory agencies, customers, employees, and shareholders. Key business collaborators on climate risk assessment include financial services, legal, internal audit, risk management, supply chain, product operations, regulatory, facilities management, workplace services, and investor relations.

- The Head of ESG is directly responsible for developing and monitoring our ESG activities and creating and executing plans toward climate-related goals and other reporting metrics. The Head of ESG’s annual performance goals are tied to this responsibility.

- **Review:** Intuitive’s ESG review board is comprised of cross functional senior leadership from across key business functions. The board includes our Chief Medical Officer, General Counsel, Chief Financial Officer, Vice President People Operations, Executive Vice President & Chief Strategy and Corporate Operations Officer, Vice President of Global Public Affairs, Senior Vice President & General Manager EU Commercial and Marketing, and Executive Vice President of Global Business Services (GBS) who chairs the ESG review board. The EVP of GBS is also the supervisor to Head of ESG, and directly reports to the CEO. The EVP of GBS and the General Counsel fulfills the function to connect ESG to the CEO and reporting to the Governance and Nominating Committee twice a year.

Opportunity implementation: Key business partners on climate risk assessment at Intuitive include finance, legal, internal audit, risk management, supply chain, product operations, regulatory, facilities management and workplace services, and investor relations. Intuitive’s internal audit team, in conjunction with subject matter experts across the company, performs an annual risk assessment to help identify and manage company risks. Risks, including climate-related risks, are assessed and prioritized based on impact and likelihood. This informs practical actions and resourcing associated with addressing/mitigating these risks. All management functions aid in the assessment, development, review of climate-related risks, and implementation of mitigation strategies. These groups work together on cross-

functional program and initiative development, implementation, and assessment, and ESG acts as a conduit between groups.

Compliance Committee: The cross-functional Compliance Committee oversees Intuitive’s compliance with applicable laws, including those related to ESG. It is led by our General Counsel and Chief Compliance Officer and is responsible for the development, implementation, maintenance, and administration of our compliance programs. The committee meets quarterly (and more frequently as needed), and oversees our codes, policies, training and education requirements, standards, ComplianceLine hotline, investigations, and corrective actions. It ensures that compliance risks or alleged violations are appropriately evaluated, escalated, and addressed. The committee regularly reports to our Audit Committee.

Section 2:
Climate-related strategy
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Climate related risks

Short term: (0-3 years):

- **Physical risk from extreme weather patterns:** Extreme weather presents a risk to operations at Intuitive site locations as well as direct and indirect material suppliers. The threat of hurricanes, wildfires, or severe weather all have the capacity to disrupt critical supply chain elements. We expect these extreme weather events will increase both in severity and frequency and remain a medium- and long-term risk to Intuitive. In the U.S., our operations and suppliers are subject to risk of hurricanes, drought, wildfire smoke, and air quality issues. In Europe, our regional offices are susceptible to extreme weather (cold); and in Mexicali, our location is susceptible to extreme weather (heat) and drought.
- **Supply chain production capacity risk from regulations in supply chain:** New and/or stronger air quality and emissions standards present potential challenges to our supply chain. These regulations may require direct and/or indirect material suppliers to reduce or even halt production on certain high-emission products to ensure compliance. This presents a risk to our supply chain if the sourcing of this product/component is constrained or sourced from a single source, particularly acute for sterilization suppliers in California.
- **Financial risk from increased raw materials costs and subsequent pressure on profit margins caused by climate-related factors (energy cost):** There are a variety of upward pressures on cost and margins stemming from climate-related factors. Energy costs have increased greatly recently, leading to significant uplifts in the cost of raw materials, transportation, and general operations. These costs must be either absorbed into margins or passed to the end customer, which presents a cascading effect through our entire supply chain.

- Market risk driven by changing investor and customer behavior attributed to perceived climate risk: Some investors and customers are placing new or increasing emphasis on climate-related considerations when doing business. An example of this includes the expectation of carbon reduction initiatives and associated disclosures. Investors and customers are increasingly adding climate-risk and climate mitigation as one of their decision criteria. If we cannot meet investor expectations, we may face challenges accessing capital and/or share value could decline.

Medium to long term: (3-25 years)

Additional risks in the medium to long term are:

- **Competitive risk from new market entrants that employ carbon or climate initiatives that change or shift customer preferences:** As new market entrants continue to emerge into the robotic-assisted surgical space, customer behavior has the potential to be influenced by our carbon and/or climate initiatives and disclosures.
- **Operational risk from new or emerging carbon pricing regulations in our direct operations and in our supply chain:** New or emerging regulatory requirements may impact our ability to source materials used in our products, as well as impact the cost of materials.

Climate-related opportunities

Short term:

- In 2023, we evaluated opportunities to reduce our carbon footprint over the long term, taking into consideration our mission, strategy, and priorities. We focus on areas that improve our carbon footprint while improving operational efficiency and reducing cost. Areas for consideration could include use of renewable energy, transportation of product via more energy efficient means, and changes in certain product packaging to reduce plastic and paper use. These efforts may reduce our operating cost, while increasing the value of fixed assets, benefitting our workforce, and reducing our exposure to future fossil fuel price increases.

- We have expanded our climate-related disclosures by responding to the Carbon Disclosure Project (CDP), which enhances our ability to respond to investor and customer inquiries.

Medium and long term:

- We have adopted an integrated campus approach, where we can co-locate certain functions, including manufacturing, engineering, commercial operations, customer and sales training, and various administrative areas. Co-locating our teams into these hubs, located in geographies where we can support our customers locally, can help reduce our environmental impact and create efficiencies in supply chain access, customer training and support, and customer service. The build out of these campuses is a multiyear effort that began in 2020.

- We have identified several medium- and long-term climate-related opportunities, which may reduce emissions and improve overall supply chain resiliency, efficiency, and cost. These opportunities could involve product design and sourcing initiatives that address both proactive climate initiatives and sustainability and climate risks. These opportunities require multiyear plans and must be done in the context of our mission, strategy, and priorities.

b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

Impact of climate-related risks on the organization's businesses, strategy, and financial planning:

We measure value creation through our customers' lenses and in alignment with our goal of delivering on the Quadruple Aim: better clinical outcomes, improved patient experiences, improved care team experiences, and lower total cost to treat per patient episode. Within this context, improvements in operating efficiency and cost reduction are critical to better serve our company and customers. The impact of climate-related risks and opportunities are integrated in our growth strategy and financial planning. For example, our board of directors and executive team focus on emissions reduction opportunities that also enhance operating efficiency and cost reduction over the long term. At functional levels of the company, specific projects are being carried out across global teams to investigate dual sourcing, low-cost manufacturing, and supply chain resilience opportunities that may inform the product design and manufacturing process in the long run.

We understand that:

- **For products and services:** Climate change risks will potentially impact Intuitive products and services in a variety of ways, such as: supply chain disruptions, financial pressure from increased costs of raw materials and energy, regulatory risks, and severe climate-related weather events. This could present challenges to customers in the form of product availability and price competitiveness.
- **Supply chain/direct and indirect sourcing:** We manage a highly complex supply chain which is subject to climate-related risks. These risks include regulatory risks which could impact production capacity of suppliers, physical risks from climate-related extreme/adverse weather events, and/or financial risks from increased raw materials and energy costs. These risks could also present challenges in the company's ability to source and manufacture products to meet customer demand.
- **Facilities and manufacturing physical footprint:** We have a global corporate and manufacturing footprint across a global network of key collaborators. The decisions to build or move facilities or operations will be impacted by climate-related risks and will take into consideration the mitigation of these risks.

- **Operations (energy):** Impacts of climate-related risks include leveraging more sustainable energy sources to power business operations (part of our carbon plan). This includes considerations around the most efficient means of logistics/transportation, using renewable energy sources such as solar to power buildings, and looking to reduce dependencies on high carbon energy sources throughout the supply chain.

Impact of climate-related opportunities on the organization's businesses, strategy, and financial planning:

In 2023, we created a carbon plan that seeks to deliver a decarbonization target, set in alignment with industry standard carbon reduction setting principles. In the plan, detailed carbon mitigation are identified and tracked.

c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

In 2023, we completed a full scope (scopes 1, 2, and 3) Greenhouse Gas (GHG) carbon inventory, as disclosed on [page 28](#) of this report. Scopes 1, 2, and 3 for 2022 have completed the validation process.

Section 3:

Climate-related risk management

Disclose how we identify, assess, and manage climate-related risks.

3a) Describe the organization's processes for identifying and assessing climate-related risks.

This was addressed in 1A and 1B. Additional details for the key management functions are elaborated below. To summarize, climate risks are identified by individual functions (see below) and then collated by the ESG team. The ESG team regularly briefs and aligns with the ESG review board and board of directors' committees on these items. The ESG team is also responsible for external reporting of the company's ESG activities. Management is responsible for the execution of sustainability and ESG activities, risk identification, and mitigation. In addition, several groups help fine-tune approaches to address any identified risks.

The following teams perform thorough reviews of climate-related risks:

Internal audit in finance: Our internal audit team performs an annual risk assessment to help identify and manage business risks. The Head of Internal Audit interviews senior leaders across our key business functions to understand their perspective on the current and potential future risks to the company. In addition to obtaining senior leaders' general feedback on risks, leaders are asked to review a prioritized list of risk categories and rank them in terms of potential impact to the company (based on severity of risk and likelihood of occurrence). Additionally, the internal audit team leverages the feedback and report to help determine internal audit projects for the upcoming quarters. These findings, both the qualitative feedback

and the quantitative rankings, are summarized in a report shared with both senior leadership and the board of directors Audit Committee.

Risk management in finance: From time to time, we may see a direct or indirect impact from natural hazards like drought, wildfires, floods, severe storms, hurricanes, and other weather-related events. The financial consequence of the severity of these events could be significant if we are not prepared. Our risk assessments help in analyzing the company's climate-related risks based on their impact versus likelihood, followed by a business impact assessment to help score and prioritize critical operations and processes for practical actions and timely distribution of resources. We leverage these assessments to derive the financial and operational impact of climate-related risk, which can lead to business interruption. We also work with climate risk experts and consultants from time to time for guidance on existing and emerging risks associated with climate change.

Supply chain risk management in global operations: Our Business Continuity Plan takes into consideration the operational and financial-related risks for various scenarios, such as supply chain interruption and/or disruptions at manufacturing locations. The team conducts a business interruption assessment annually to validate the level of insurance coverage purchased. This evaluation includes an analysis of the financial metadata for each manufacturing location, gross revenues minus variable costs to determine profit, and any reductions to be considered for the redundancies established.

ESG team: In 2023, we worked with a leading consulting firm to study the physical impacts on our facilities and those of our suppliers by climate-related factors in the decades of the 2030s to the 2080s. To do this, we conducted climate-related scenario analysis to model the impact of climate-related physical risk. Utilizing the latest climate science, we applied localized climate projections based on medium and high emission scenarios (SSP2 4.5, SSP5- 8.5).

We found the risks of water stress, extreme temperatures, and flooding are the greatest drivers of climate-related potential impact on our value chain.

For risk mitigation, we act in the following ways:

- **Insurance coverage:** Where commercially available and cost-effective, a moderate amount of financial risk is offset by purchasing and maintaining relevant insurance, such as business interruption insurance. Case studies are done for specific sites to assess the cost of operational disruption and the impact it will have on company revenue and gross margin.
- **Finished goods (FG) inventory:** General risk management for climate and regional issues leverages the FG inventory for short-term buffering. We hold approximately 8 to 12 weeks of FG products in our networks depending on the criticality and life cycle

of the parts. This buffering strategy is driven through our executive quarterly meeting. We are also driving multi-plant strategies, dual sourcing, and buffering on components to ensure FG production.

We have conducted several risk mitigations audits, assessments, as well as preventive and mitigative actions and activities, and are aware that more work can be done in these areas. We are committed to continuing our investment of resources to continue building a resilient program with a more flexible inventory that addresses any gaps in insurance coverage.

b) Describe the organization’s processes for managing climate-related risks.

To summarize, climate risks are identified by individual functions (see below) and then collated by the ESG team. The ESG team regularly briefs and aligns with the ESG review board and board of directors’ committees on these items. In addition, the internal audit team performs an annual risk assessment process to identify current and future risks to the company, and there is a category that currently includes climate-related risks. Going forward, climate-related risk will be a dedicated category.

In addition to this formal process, the internal audit team regularly holds informal discussions with leaders to discuss changes in the business and macro-environment to identify if any updates to the audit plan are warranted. Based on these conversations, there is an opportunity for the internal audit team to learn about and prioritize projects related to climate change.

3c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into our overall risk management.

Here are some specific examples of frameworks (and processes), in addition to the response in 3a.

Risk assessment framework: Functional leaders/executives are assigned as risk owners. Risk owners are charged with identifying, reporting, mitigating, and monitoring risks that can impact our ability to achieve business objectives. Self-assessments, changes to the regularity environment, emerging risks, and market trends are key sources of information to identify climate-related risks. For the risk assessment, we use a standardized approach of measuring risk likelihood versus risk impact against key business criteria including operational, regulatory/compliance, financial, legal, and reputational. Each risk is assigned a weightage after determining the effectiveness of the controls to address the risk. The risk owner uses the weightage as guidance for prioritization and to develop action plans.

Supply Chain Risk Management (SCRM) framework: Involving the components listed below, SCRM is designed to identify, communicate, and mitigate potential risks and disruptive events across the company for direct materials.

- Through the SCRM framework, risk assessment via risk categorization measures are conducted, taking into consideration the severity of the risk, likelihood of impact, and complexity of risk mitigation efforts.

- The SCRM framework is designed to focus on specific types of risk, which can then be viewed in aggregate and used to measure operational risk across the organization. These risk programs include, but are not limited to financial risk, cyber security risk, geopolitical risk, geographic risk, and part level engineering and sourcing (attribute) risk. Elements of the SCRM framework include climate risk, under the pillar of geographic events, such as hurricanes, severe weather, and wildfires.

- The SCRM team is managed under product operations with alignment across corporate cross-functional stakeholders. The collective responsibility of these groups is to review the scope and effectiveness of the SCRM program.

Section 4: Climate-related metrics and targets

4a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Overall carbon emissions from scope 1, scope 2, and scope 3 sources are considered when assessing our climate-related risks and opportunities. The ESG team uses carbon emissions data and related metrics to track progress against goals. Additional metrics of interest include:

- Work continuity resilience, as measured by level of insurance coverage, which is leveraged by multiple corporate functions, including our Board of Directors Audit Committee
- Energy intensity, as measured by kilowatt hour/gross square feet, which is leveraged by our facilities management team.

4b) Disclose scope 1, scope 2, and scope 3 greenhouse gas (GHG) emissions

Please refer to 2023 ESG annual report, [page 28](#).

4c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

In 2023, we also created a carbon plan to manage our decarbonization goals and targets. This plan includes:

- Company’s growth projections and climate risk factors are overlaid on the baseline carbon inventory to estimate the business-as-usual scenario.
- Carbon mitigation efforts are identified and estimated to complete the emissions reduction solutions. Intuitive considers all options and a balanced approach between operational efficiency projects, renewable solutions, and supply chain logistics to help reduce scope 1, 2, and 3 sources systematically.
- The company will consider the Science Based Target Initiative (SBTi) and other emerging methodologies for future scope 1 and 2 emissions targets.

Appendix B Global Reporting Initiative (GRI)*

GRI 2: General disclosures 2021		
p. 7	2-3	Reporting period, frequency, and contact point
p. 26	2-7	Employees
p. 34-35	2-9	Governance structure and composition
p. 34-35	2-10	Nomination and selection of the highest governance body
p. 34	2-11	Chair of the highest governance body
p. 35, 41	2-12	Role of the highest governance body in overseeing the management of impacts
p. 8, 41	2-14	Role of the highest governance body in sustainability reporting
p. 41	2-17	Collective knowledge of the highest governance body
p. 3	2-22	Statement on sustainable development strategy
p. 25, 35-38	2-23	Policy commitments
p. 25, 35-38	2-24	Embedding policy commitments
p. 37	2-26	Mechanisms for seeking advice and raising concerns
GRI 3: Material topics 2021		
p. 8, Appendix A	3-1	Process to determine material topics
p. 8, Appendix A	3-3	Management of material topics
GRI 201: Economic performance 2016		
Appendix A	201-2	Financial implications and other risks and opportunities due to climate change
GRI 203: Indirect economic impacts 2016		
p. 45-46	203-1	Infrastructure investments and services supported
GRI 204: Procurement practices 2016		
p. 25	204-1	Proportion of spending on local suppliers
GRI 205: Anti-corruption 2016		
p. 37	205-2	Communication and training about anti-corruption policies and procedures
GRI 206: Anti-competitive behavior 2016		
p. 37	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
GRI 207: Tax 2019		
p. 37	207-1	Approach to tax
p. 37	207-2	Tax governance, control, and risk management
p. 37	207-3	Stakeholder engagement and management of concerns related to tax

GRI 305: Emissions 2016		
p. 28	305-1	Direct (Scope 1) GHG emissions
p. 28	305-2	Energy indirect (Scope 2) GHG emissions
p. 28	305-3	Other indirect (Scope 3) GHG emissions
GRI 306: Waste 2020		
p. 31-32	306-2	Management of significant waste-related impacts
GRI 401: Employment 2016		
p. 26	401-1	New employee hires and employee turnover
p. 44	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
GRI 403: Occupational health and safety 2018		
p. 22, 44	403-1	Occupational health and safety management system
p. 44	403-2	Hazard identification, risk assessment, and incident investigation
p. 44	403-3	Occupational health services
p. 22, 44	403-5	Worker training on occupational health and safety
p. 44	403-6	Promotion of worker health
p. 44	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
p. 26	403-10	Work-related ill health
GRI 404: Training and education 2016		
p. 21	404-2	Programs for upgrading employee skills and transition assistance programs
GRI 405: Diversity and equal opportunity 2016		
p. 19, 34	405-1	Diversity of governance bodies and employees
p. 20	405-2	Ratio of basic salary and remuneration of women to men
GRI 413: Local communities 2016		
p. 18, 20, 23, 45-46	413-1	Operations with local community engagement, impact assessments, and development programs
GRI 415: Public policy 2016		
p. 37	415-1	Political contributions

* Intuitive has reported the information cited in this GRI content index for the period January 1–December 31, 2023, with reference to the GRI Standards.

Appendix C

Training programs and collaborations

The four phases of our training pathway include:

- **Technology Training Phase I**
Introduction to da Vinci Technology: Before attending a technology training session at an Intuitive training center, our program begins with an introduction to our system, tools, and technology.
- **Technology Training Phase II**
da Vinci Technology Training (TR-100/TR-200): Following their introduction to the technology, surgeons are immersed in self-led and hands-on training activities designed to increase proficiency and confidence with the system.
- **Training Phase III**
Initial Case Series Plan (TR300 & Proctoring): This phase focuses on the clinical application of technical skills through attendance at a peer-to-peer course and a series of proctor-guided cases.
- **Training Phase IV**
Continuing Development (TR 400-500): Phase four is based on a central element of our training philosophy: continuous development. Intuitive supports a surgeon’s training journey, through all stages of their career.

Training collaborations include but are not limited to:

The Royal College of Surgeons of England

The Royal College of Surgeons of England (RCS England) has introduced a three-year program aimed at fast-tracking the integration of robotics in national healthcare and training surgeons in robotic-assisted surgery (RAS). The initiative seeks to establish a professional network to shape the future of surgery through RAS development on a national level.

Intuitive’s collaboration with RCS England focuses on transforming surgical practices and reviewing RAS evidence for improved patient outcomes. The program aims to build a network of RAS experts and surgeons, aligning with the UK government’s workforce plan for the NHS.

An independent expert group will oversee research, training, data quality improvement, and public awareness initiatives, while RCS England provides dedicated robotics e-learning resources and integrates RAS into its broader learning offerings. [Read more here.](#)

Newcastle Surgical Training Centre

In Newcastle, England Europe’s inaugural robotic surgery school features a state of the art operating theater, offering hands-on experience to approximately 30 trainee surgeons. In collaboration with the Newcastle Surgical Training Centre, the goal is to equip the next generation of surgeons with RAS skills from the outset, with plans to expand the program nationwide. [Read more here.](#)

* All employees who work 20 hours a week or more are eligible for benefits, as are dependents, including spouses/domestic partners, children up to age 26, and children of any age who are disabled.

† This program is available to all employees and dependents (age 18 and older) enrolled in an Intuitive Surgical Blue Shield medical plan at no cost. Participation in GITHrive is private and confidential.

Appendix D

Intuitive Employee Resource Groups (ERGs)

BLACK at Intuitive

BLACK (Brave Leaders and Allies for the Advancement of Community through Knowledge) at Intuitive is committed to the recruitment, employee development, and professional advancement of Black employees across the company. The BLACK at Intuitive ERG leadership team develops programs that leverage members’ unique experiences in order to enhance their careers, accelerate the hiring of diverse talent, and drive systemic change at Intuitive and beyond. To commemorate Black History Month in 2023, BLACK at Intuitive hosted a webinar, highlighting Black leaders at the company who exemplify excellence.

Diverse-Abilities

The Diverse-Abilities ERG is dedicated to ensuring that people with disabilities are represented, valued, and deeply embedded into the culture at Intuitive. They highlight contributions of employees with disabilities and promote understanding, compassion, and respect for those with visible and non-visible disabilities. Diverse-Abilities contributes to our participation in Disability:IN’s Disability Equality Index (DEI), where Intuitive has been named a top-scoring company. In 2023, Diverse-Abilities hosted a panel of Intuitive employees who shared their complex journeys with mental health and mental illness, helping to spread awareness and offer perspective to fellow employees.

¡HOLA!

¡HOLA! (Hispanic Origins and Latinx Advocacy) creates opportunities to illuminate shared stories and experiences that bring together Intuitive’s Hispanic and Latin American community. ¡HOLA! promotes and elevates its members through collaboration, development, mentoring, and networking. They support belonging and camaraderie, providing a representative voice that shapes our culture and strategies for building diverse, authentic, and high-performing teams. For Hispanic Heritage Month in 2023, the ¡HOLA! ERG hosted a webinar, “Latinos: Driving Prosperity, Power, and Progress,” highlighting the diversity within the Hispanic community and their contributions to society.

InPAC

The Intuitive Pan-Asian Community (InPAC) is a place for Asian and Pacific Islander employees and allies across cultures to connect, find support, build community, share celebrations, and advance professional development. The group helps its members realize their full potential and develop leadership. In 2023, InPAC invited all employees to celebrate Asian American and Pacific Islander (AAPI) Heritage month and held Diwali celebrations. The events featured cultural experiences, including food and dance, providing an opportunity to learn more about countries across the Asian region.

PRIDE

PRIDE is an inclusive community of LGBTQ+ employees, family members, and allies that fosters visibility, raises awareness of

LGBTQ+ issues, enables advocates, and provides support for those who need it. It helps create an environment where employees feel comfortable bringing their authentic selves to work. PRIDE organizes events that enable people to connect and embrace unique identities, bring awareness and education to the broader Intuitive community about the experiences of LGBTQ+ employees, and participate in conferences and recruiting events. The PRIDE ERG recognized LGBTQ+ History Month with a focus on health equity, hosting a panel of LGBTQ+ surgeons and hospital administrators to share examples of specialized care and how Intuitive’s products support patients.

VETS

VETS (Veterans Engaged for Teamwork and Support) supports military veterans across the company, honoring those who defend, serve, and inspire our mission while providing connection, camaraderie, and opportunities to give back to the larger community. VETS celebrates key moments of honoring and remembrance throughout the year, as well as engaging the broader company in giving campaigns for nonprofit organizations supporting veterans and their families. In 2023, the VETS ERG focused on the themes of service and sacrifice, highlighting military families and spouses as well as coordinating fundraisers to assist veteran mental health, homelessness, and healthcare.

Women Intuitive Network

The Women Intuitive Network (WIN) is committed to cultivating an environment at Intuitive where all women-identified employees can grow and thrive, with emphasis on hiring, developing, retaining, and advancing women. In 2023, we consolidated multiple women’s groups into a single ERG focused on supporting all women within the organization. WIN’s collaboration with InPAC during Women’s History Month featured a guest speaker who discussed the importance of authentic leadership in fostering community, connection, trust, and the value of vulnerability.

Appendix E

Employee benefits

Employee recruitment, performance, development, engagement and well being are essential in building our company. That is why we offer comprehensive benefits that begin on the first day of employment. Our holistic Total Rewards benefits package provides health and lifestyle benefits for employees* and their families and, in many locations, includes:

- **Physical well-being**
Medical, dental, vision, fertility support, and other special programs
- **Emotional well-being**
Paid time off, sick and family care leave, mental health support, and pregnancy and postpartum support
- **Financial well-being**
Retirement plans, life, death, and disability insurance, tuition assistance, and access to our employee stock purchase plan

- **Social well-being**
Caregiver support, perks and discounts, and other special programs

- **Lyra** is our Mental Health provider that extends a range of resources to our employees and their dependents, including work and life solutions beyond mental health support.

- As of 2023, Intuitive employees have access to a company-sponsored membership on the **UrbanSitter** platform, providing a network of trusted caregivers to address diverse caregiving requirements from childcare and senior care to house cleaning and pet sitting.

- In 2022, we introduced **Cariloop Caregiver Support** as employee benefit. The platform connects users with a dedicated Care Coach. This service helps provide support to caregiving employees across a range of topics like locating suitable providers, understanding diagnoses, managing payment for care, and more.

- **Accolade** is a resource that connects employees with health assistants and nurses to navigate health care pathways, including no-cost telehealth and video visits and expert second opinion services.

Employee wellness

Our wellness offerings promote a holistic approach to good health. In 2023, we rolled out GITHrive, a no-cost benefit to support employees† with digestive health issues. The Intuitive Total Rewards team highlights health awareness months, including Obesity Care Week, Colorectal Cancer Awareness Month, and Fibroid Awareness Month—providing employees with educational and benefits resources.

Ways of Working

We have instituted a new Ways of Working (WoW) model that focuses on balancing high performance, productivity and employee needs. With our new WoW model, employees operate under one of four work models: onsite, set schedule, purposeful onsite, and remote. Our goal with WoW is to attract, retain, develop, and engage our world-class team—and create a working environment that allows us to effectively pursue our mission and achieve our goals.

Appendix F

Health and safety practices

Our health and safety practices entail the following:

- **Hazard risk identification and assessment**
Our global ergonomic program assesses and mitigates ergonomic risks. Employees have access to job hazard analysis sheets to identify hazardous situations to be assessed and corrected.
- **Enhancing safety knowledge and skills**
We provide a range of opportunities for employees to enhance their safety knowledge and skills. Globally, we offer CPR/First Aid certification, emergency response team training, ergonomic

guidance, and safety suggestions. In the U.S. and Mexico, our BeSafe program enables direct communication among company officials, employees, and first responders during emergencies.

- **Awareness training**

Employees complete annual environmental awareness training that promotes awareness, compliance, and participation in our environmental management efforts. In 2023, we achieved a training completion rate of 100% within 60 days of assignment.

- **Indoor air quality**

The practical steps we take to ensure that our employees have access to clean air include: using air filtration systems, monitoring air quality, incorporating operable windows, and using construction materials that emit fewer pollutants.

- **Occupational injury and incident reporting**

Global resources for reporting health and safety events are accessible to all employees. Our internal policies cover the process for reporting health and safety events and we maintain records in compliance with applicable regulatory requirements.

Health and safety audits

In accordance with our ISO 14001-certified EMS, we conduct external and internal audits annually at our in-scope sites. Our health, safety, and security inspection program includes quarterly audits of U.S. manufacturing buildings and weekly checks of hazardous accumulation areas. Behavior-based safety audits occur bi-monthly for manufacturing supervisors and monthly for directors, while annual CUPA* inspections occur at our primary manufacturing locations in Santa Clara and Sunnyvale. At our Mexicali site, monthly quality inspections are performed across technicians, managers, and supervisors and the fire department conducts an annual inspection and hazardous waste accumulation is inspected weekly. In Aubonne, an ISO 14001 audit is conducted internally and externally on an annual basis, and health and safety walkthrough is performed quarterly.

Relevant operating guidelines and procedures

We adhere to the latest industry-specific guidelines and procedures for sustainability and efficiency, aligning with recommended protocols set forth by regulatory agencies. Our workflows encompass guidelines from the following regulatory agencies:

U.S.

- California Division of Occupational Safety and Health (DOSH), better known as Cal/OSHA
- Country of Santa Clara Department of Environmental Health
- U.S. Food and Drug Administration (FDA)
- Medical Device Reporting (MDR)
- FDA's Center for Devices and Radiological Health (CDRH)

- U.S. Department of Labor Occupational Safety and Health Administration
- National Fire Protection Association
- Federal Emergency Management Agency
- U.S. Environmental Protection Agency
- Local and state agencies

Mexico

- Instituto Mexicano del Seguro Social (IMSS) (Translation: Mexican Institute of Social Security)
- Secretaría del Trabajo y Previsión Social (STPS) (Translation: Ministry of Labor and Social Welfare)
- Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT) (Translation: Secretariat of Environment and Natural Resources)
- Procuraduría Federal de Protección al Ambiente (PROFEPA) (Translation: Federal Attorney for Environmental Protection)
- La Comisión Estatal de Servicios Públicos de Mexicali (Translation: Mexicali State Public Services Commission)
- Civil Protection

Global

- International Organization for Standardization (ISO) 14001
- International Organization for Standardization (ISO) 13485

Fatality rate disclosures

In the U.S., incidents are reported to Cal/OSHA, while in Mexicali, we contact STPS and Social Security. Globally, we report to the trade association. Intuitive prioritizes employee safety and health, maintaining systems for incident reporting and mitigation.

Appendix G

Global community impact programs

Programs in Asia Pacific

The India Literacy Project

In 2023 we continued our commitment to operating in accordance with India's [Corporate Social Responsibility \(CSR\) mandate](#), enacted in 2014, by supporting the India Literacy Project. The India Literacy Project (ILP), a volunteer-based organization operating in the U.S. and India, aims to promote literacy and education in India.

ILP's primary goal is to help children in government schools attain grade-appropriate skills and develop pathways to productive careers. In 2023, Intuitive India supported the Multi-Dimensional Learning Space (MDLS), which seeks to transform seven government schools into vibrant learning environments by equipping teachers with purpose-built tools like hands-on science kits, digital content, and effective teaching techniques. Additionally, these schools' learning infrastructure will be upgraded to include smart classrooms, science labs, and libraries, facilitating immersive and experiential learning. Overall, this program

reached seven schools, 550 students, and 24 teachers in 2023. Intuitive India also donated bicycles, assembled by our employees, to help Agastya students commute to school. These children reside in a village where public transportation is infrequent or non-existent.

Career days at Intuitive Taiwan

Intuitive Taiwan and the Children Welfare League Foundation (CWLF) recently collaborated on a series of career days. Attendees experienced simulations of surgery and even got to test drive the da Vinci system, sparking newfound aspirations. CWLF expressed gratitude for this investment in the children's future, emphasizing the importance of such initiatives in nurturing inspiration and hope.

Programs in México

Internship program

In 2023, Intuitive Mexicali welcomed university interns from across México.[†] This program offers two six-month cohorts, engaging nearly 30 students. Notably, three interns secured full-time positions at Intuitive. This initiative demonstrates Intuitive's commitment to nurturing and hiring local talent.

CETYS scholarship program

Following the highlights outlined in our [2022 ESG report](#), Intuitive is committed to providing six full scholarships to promising undergraduates at CETYS University. Last year, we welcomed the first two scholars, and this year, we awarded two more scholarships, for a total of four students enjoying the benefits of this initiative.

CETYS Business and Management Conference

Intuitive Mexicali hosted a Business and Management conference for 30 students from CETYS Universidad. This event facilitated connections between these students and local career opportunities, setting them on the path to future success.

UNAM Nursing School Robotic Surgery Education

As part of our commitment to nurturing healthcare talent, Intuitive supported UNAM's nursing graduate program. We hosted faculty visits to familiarize professors with our company. In September, nursing students visited Intuitive to learn about robotic-assisted surgery and the role of nurses during robotic surgery.

Tecnológico de Monterrey and Universidad Xochicalco Visits

Intuitive is dedicated to building strong relationships with Mexican universities. We explored a partnership with [Tecnológico de Monterrey](#), aiming to deepen the integration medical robotics into their curriculum and explore potential dVRK partnerships. In addition, [Universidad Xochicalco](#) invited Intuitive to present on robotic surgery, exposing 300 medical students to its benefits. We are now considering a partnership to enhance robotic surgery training in their curriculum.

Economy and Innovation Secretary

Intuitive participates in the Economy and Innovation Secretary of

Baja California's program to nurture local talent by providing support to university students. In 2023, we joined this initiative on behalf of the medical device industry, collaborating with four local universities to further its goals. In October 2023, we hosted facility visits as part of a CETYS University Engineering Symposium, where we educated student attendees about this program, marking our ongoing commitment to this government-led initiative.

Appendix H

Intuitive Ventures and ESG investment fund

[Intuitive Ventures](#) invests in companies reimagining the future of minimally invasive care. Their global focus spans diagnostics, medtech, therapies, and digital health. [companies reimagining the future of minimally invasive care](#). Their global focus spans diagnostics, medtech, therapies, and digital health.

Focus of Intuitive Ventures

Intuitive Ventures extends Intuitive's commitment to converging robotic systems, digital tools, and clinical need in search of new ways to understand, diagnose, treat, and manage disease.

Intuitive Ventures applies Intuitive's strengths and abilities in the fields of robotic surgery and minimally invasive care to support independent initiatives in four focus areas:

- **Improving access and coordination**
lowering the barriers to minimally invasive care through driving efficient, cost-effective, accessible and coordinated care
- **Precision diagnostics and interventions**
leveraging the convergence of medtech, life sciences, and therapeutics to drive precise diagnostics and interventions in minimally invasive care
- **Secure, enriched digital ecosystems**
unlocking the potential of novel healthcare data to enhance minimally invasive care

ESG Investment Fund

In 2023, for the first time, we allocated \$100M of our investments into an ESG money market fund, which directly contributed a portion of its management fees to community development, with an emphasis on affordable housing. This decision underscores our commitment to aligning our investment objectives with our environmental, social, and governance principles.

Appendix I

Sustainability features in our built environment:

Renewable energy production

Reduces environmental and economic harms associated with fossil fuel energy and reduce greenhouse gas emissions by increasing the supply of renewable energy projects and foster a just transition to a green economy.

* CUPA stands for Certified Unified Program Agencies administered by the Enforcement and Emergency Response Division (EERD) under the Department of Toxic Substances Control.

[†] Students from universities in other cities/states are also encouraged to apply.

Building-level energy metering

Supports energy management and identifies opportunities for additional energy savings by tracking building-level energy use .

Optimized energy performance

Increases levels of energy performance to reduce environmental and economic harms associated with excessive energy use and greenhouse gas emissions that disproportionately impact frontline communities.

Heat island reduction

Minimizes inequitable effects on microclimates and human health, especially frontline communities, and wildlife habitats.

Indoor and outdoor water use reduction

Uses water-saving techniques divert to divert less water from our rivers, bays, and estuaries, which helps keep the environment healthy. It can also reduce water and wastewater treatment costs and the amount of energy used to treat, pump, and heat water.

Building-level water metering

Supports water management and identifies opportunities for additional water savings by tracking water consumption.

Rainwater management

Reduces runoff volume and improves water quality by replicating the natural hydrology and water balance of the site, based on historical conditions and undeveloped ecosystems in the region to avoid contributing to flooding downstream in frontline communities.

Cooling tower water use

Conserves water used for cooling tower makeup while controlling microbes, corrosion, and scale in the condenser water system.

Storage and collection of recyclables

Reduces the waste that is generated by building occupants and hauled to and disposed of in landfills.

Building product disclosure and optimization

Encourages the use of products and materials for which life-cycle information is available and that have environmentally, economically, and socially preferable life-cycle impacts.

Electric vehicle charging

Helps to reduce pollution by promoting alternatives to conventionally fueled automobiles.

Indoor air quality

Promotes occupants' comfort, well-being, and productivity by improving indoor air quality.

Biophilic design

Supports and improves human health, well-being, and productivity by providing and incorporating elements of nature in the indoor environment.

Enhanced refrigerant management

Helps to reduce ozone depletion and support early compliance with the Montreal Protocol while minimizing direct contributions to climate change.

Interior lighting management

Promotes occupants' productivity, comfort, and well-being by providing high-quality lighting.

Light pollution reduction

Increases night sky access, improve nighttime visibility, and reduces the consequences of development for wildlife and people.

Enhanced commissioning

Further supports the design, construction, and eventual operation of a project that meets the owner's project requirements for energy, water, indoor environmental quality, and durability.

Sensitive land protection

Mitigates the development of environmentally sensitive lands and reduce the environmental impact from the location of a building on a site.

Construction and demolition waste management

Reduces construction and demolition waste disposed of in landfills and incineration facilities by recovering, reusing, and recycling materials.

Source: [U.S. Environmental Protection Agency](#)

Appendix J**Employee environmental sustainability education and awareness****Across Intuitive Business Series – ESG**

The "Across Intuitive Business Series" (AIBS) is an employee education initiative delving into fundamental topics about Intuitive, introducing various departments, and fostering connections among our workforce. At the AIBS session in April 2023, our Head of ESG presented our company's ESG roadmap, engaging panelists in a dialogue about the implications of ESG in their respective domains. This enlightening session drew an audience of more than 1,300 employees worldwide.

ESG Learning Summit for Earth Day

The ESG Learning Summit for Earth Day*, hosted in Sunnyvale, CA, gave attendees the opportunity to gain knowledge on sustainability initiatives across the company and hear from some of our leaders on the ways in which ESG enriches our patients-first mission.

World Environment Day

World Environment Day, established by the United Nations in 1974 and celebrated annually on June 5th, serves as a pivotal global platform for environmental advocacy. In 2023, our global employees engaged in a photo challenge, capturing natural landscapes to raise environmental awareness and foster creativity. In Mexicali, over seventy employees pledged to embrace eco-friendly practices, educate their families about recycling and energy conservation, and adopted trees for planting. Furthermore, Mexicali employees volunteered to enhance a local school's environment by painting, cleaning, and planting trees, benefiting nearly 250 children.

Intern water treatment plant research project

Interns from Intuitive Mexicali, who are students at the Universidad Autónoma de Baja California, conducted a feasibility study for the restoration of a local water treatment facility initially used for sports and green area irrigation. The study is now completed, and a cost-benefit analysis is underway. Intuitive is considering direct investment in the facility's restoration or exploring alternative means to provide irrigation water to the community. These interns received compensation from Intuitive and resources from Tecnológico de Mexicali, empowering local students to contribute to their community while gaining valuable technical skills for their future careers.

Environmental engagement in Aubonne

At our site in Aubonne, Switzerland, efforts are underway to identify local initiatives that reduce carbon emissions and align with the UN Sustainable Development Goals. Organized by EH&S EMEA, two workshops have been conducted thus far, with plans to establish a local sustainability team to drive and oversee the implementation of the project. In addition, employees in Aubonne participated in a volunteer opportunity to remove invasive plants in a protected natural area of the canton of Geneva. These efforts are important for supporting biodiversity preservation as well as ecosystem health and function.

Appendix K**Corporate policies, statements, and certificates**

See <https://www.intuitive.com/en-us/about-us/company/legal/governance>

* Earth Day is an annual event observed on April 22 (Saturday) to demonstrate support for environmental protection. First held on April 22, 1970, it now includes a wide range of global events coordinated by EarthDay.org, reaching 1 billion people in over 193 countries.

