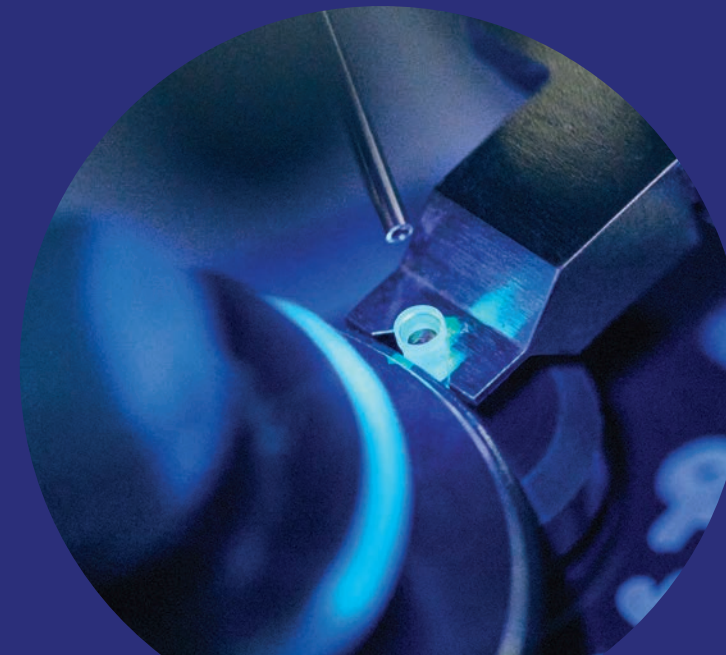


INTUITIVE

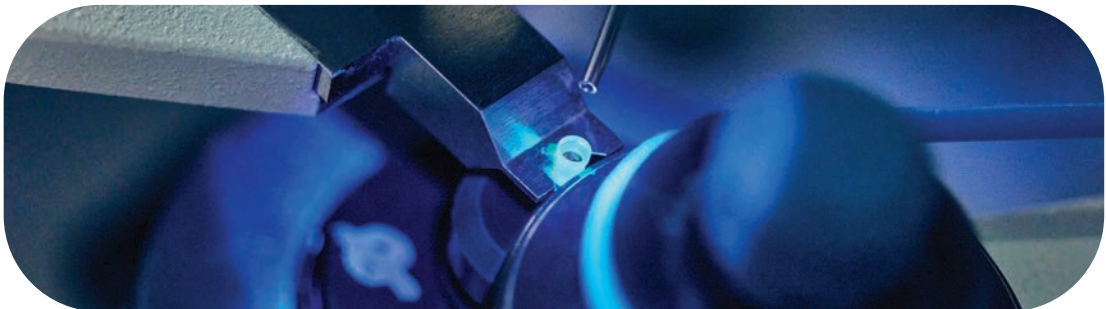
2024 Environmental, Social, and Governance Report

Transforming the  
future of healthcare,  
together.



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## CEO message



### I am pleased to introduce Intuitive's 2024 Environmental, Social, and Governance (ESG) Report.

At Intuitive, ESG is not an afterthought or a bolt-on department, it is woven into the fabric of our operations. Our efforts reflect our commitment to patients, surgeons, care teams, employees, and the environment. We start with the end in mind—our activities are guided by the value we wish to provide our stakeholders: improved health outcomes for patients, growth opportunities for our employees, and enduring value for the customers, patients, and communities we serve.

Since our founding 30 years ago, we have been dedicated to combining innovative technology with clinical expertise to deliver products and services that allow our customers to provide life-enhancing, minimally invasive care. To ensure continued alignment with the patients and healthcare community we serve, we have adopted the Quintuple Aim as our “North Star.” We seek to deliver better patient outcomes and improved patient and care team experiences, while lowering treatment costs, reducing the duration of hospital admissions, and enabling access to care.

Aligned with our cultural value of humility, our innovation process begins with working alongside, listening to, and learning from our customers and the patients they treat. We ask how we can apply our experience and technology to advance the Quintuple Aim by solving our customers’ most relevant clinical and operational problems: from improving patient outcomes to helping address healthcare workforce and productivity challenges.

This year, we took several significant steps to advance these aims.

#### **Innovation**

We released our most advanced surgical platform ever, the da Vinci 5 surgical system. This new system helps deliver improved efficiency for customers while providing increased computing power that provides a foundation for a future of impactful digital tools. Da Vinci 5 brings to our customers a host of refinements and some first-of-their-kind technologies that we believe will drive improvements to the Quintuple Aim.

We also continue to invest in technologies and studies that can expand the number of patients who can benefit from our technologies. We do this by increasing the types of procedures that can be performed using our platforms, obtaining regulatory clearances for new indications for use, and bringing these new indications to countries around the globe.

Our ecosystem of services and support continues to develop in step with our technology. From remote telementoring capabilities to our Genesis customer consultations, we are empowering healthcare providers with the skills and resources they need to meet their clinical and economic goals.

**Clinical evidence**

We are committed to supporting the generation of clinical evidence and peer-reviewed evaluations of our technology and services so that we, our customers, and healthcare systems can objectively evaluate our progress.

In this year’s report, we highlight the COMPARE Study, one of thousands of publications examining robotic-assisted surgery in 2024. The COMPARE Study demonstrates that our products and services can deliver differentiated results compared to the next-best surgical alternatives, including shorter recovery times and reduced reinterventions.

**Access to minimally invasive care**

In 2023, we followed the Institute for Healthcare Improvement<sup>1</sup> in moving from the Quadruple Aim to the Quintuple Aim — which now includes a focus on access to care. In 2024, we established the Health Policy & Patient Access Research Center

of Excellence to study the impact of our products and services on access to high-quality, minimally invasive care, leading to peer review and publication of articles that support this work. These studies are expected to start publishing in 2025.

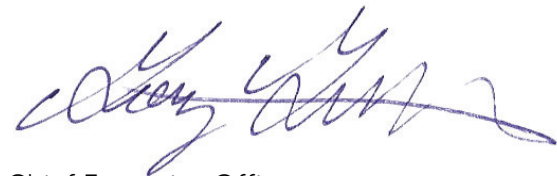
We are committed to expanding access to high-quality, minimally invasive care by partnering with hospitals, healthcare systems, and patient advocacy groups to identify and overcome barriers to care. These can include limited provider access across different sites of care or different times of day/days of the week, training, technological availability, and other factors.

Together, we are shaping a future where minimally invasive care is the standard, not the exception.

We remain steadfast in our purpose, driven by the conviction that minimally invasive care is life-enhancing care. While Intuitive is 30 years old, the opportunity for improvement in the Quintuple Aim is substantial, and we are still in the early stages of realizing the potential that technology-enabled ecosystems like ours can deliver to healthcare.

Thank you for your continued support in advancing this vision.

Gary Guthart, PhD



Chief Executive Officer

<sup>1</sup><https://www.ihl.org/resources/publications/quintuple-aim-health-care-improvement-new-imperative-advance-health-equity#:~:text=Home-.The%20Quintuple%20Aim%20for%20Health%20Care%20Improvement,%20A%20New%20Imperative,that%20includes%20advancing%20health%20equity.>

# About Intuitive

We provide systems, learning, and services for the advancement of minimally invasive 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 to patients around the world.

30 years

of innovating for minimally invasive care

180k+

lon procedures performed since inception

800+

lon systems in hospitals globally

11.75 seconds

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

43k+

peer-reviewed articles referencing Intuitive technologies

16.9M

procedures performed on da Vinci systems since inception

9.9k

da Vinci systems in hospitals in 72 countries

89.5k

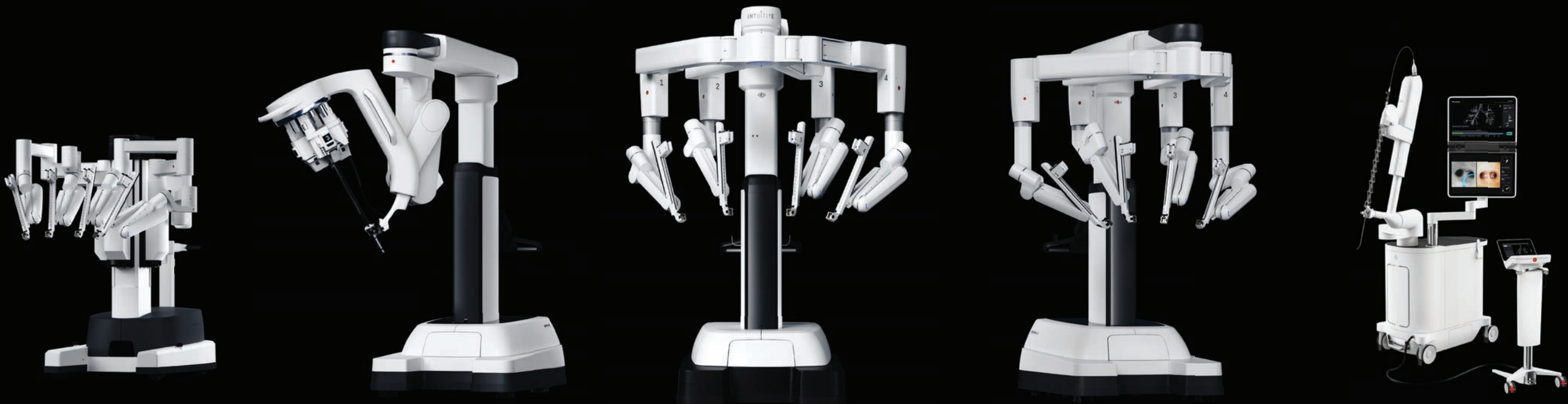
surgeons trained on the da Vinci platform

15k+

mission-driven employees globally

5.4k

patents issued, with 2.5K patents pending<sup>2</sup>



<sup>2</sup>All numbers as of December 2024

# Awards and recognition

## Workplace awards

**Forbes**

2024 America’s Best-in-State Employer  
2024 America’s Best Employers for New Grads  
2025 America’s Dream Employers<sup>3</sup>  
2025 America’s Best Companies<sup>3</sup>

**Glassdoor**

2024 Best-Led Companies

**Newsweek**

2024 America’s Most Responsible Companies  
2024 America’s Greenest Companies

**BuiltIn**

2024 Best Places to Work

**U.S. News & World Report**

2024 Best Companies to Work for  
2024 Best Companies to Work for in Healthcare

**Rally Award**

2024 Best Employer Brand Launch—Silver

**Kununu**

2024 Top Company

<sup>3</sup>Awarded in January 2025 for 2024 performance.

## Design awards

**Australia Good Design Awards**

2024 Award of the Year  
2024 Medical Product & Scientific—Best in Class  
2024 Medical Product & Scientific—Gold

**Silicon Valley UX Award**

2024 First Place—Best Medical User Experience Design  
2024 Best Design System

**Design Management Institute Award**

2024 First Place, Design Value Award  
2024 Third Place, Design Value Award



**Core 77 Design Awards**

2024 Robotics Winner  
2024 Health & Wellness Runner Up

**Spark Award**

2024 Spark Health Platinum

**Professional AmeriStar Award**

2024 Winner for Medical Device—Da Vinci Xi Endoscope Packaging System



# ESG overview

At Intuitive, we are committed to improving patient care while upholding our responsibility to the environment, our communities, and our governance values. We align our environmental, social, and governance reporting with globally recognized frameworks, including the [Task Force on Climate-Related Financial Disclosures](#) (TCFD) and the [Carbon Disclosure Project](#) (CDP).<sup>4</sup>

This report highlights our 2024 ESG priorities and achievements, offering a comprehensive view of our progress and commitment to sustainable practices. Unless otherwise noted, the data and initiatives shared reflect activities undertaken by Intuitive Surgical, Inc., and its consolidated subsidiaries during the calendar year ending December 31, 2024.

## ESG governance and leadership

Our ESG priorities are embedded in our strategy and operations, with oversight provided by the Board of Directors through three key committees:

- **Governance and Nominating Committee:** Oversees corporate governance, compliance, sustainability strategy, and corporate social responsibility. Management regularly reports to the committee on sustainability priorities, progress, and plans

- **Audit Committee:** Manages financial reporting, internal controls, and risk assessment, including cybersecurity, privacy, and regulatory compliance
- **Compensation Committee:** Oversees human capital management strategies, including pay equity, employee engagement, and executive compensation

These committees work with management to integrate ESG oversight into decision-making to help ensure alignment with corporate goals and stakeholder expectations. The Board plays a critical role in helping align ESG priorities with Intuitive’s strategic goals, fostering long-term value for all stakeholders.

At right is a visual representation of Intuitive’s governance structure for ESG-related matters, illustrating the roles and communication flows that drive our efforts.

## Double materiality assessment

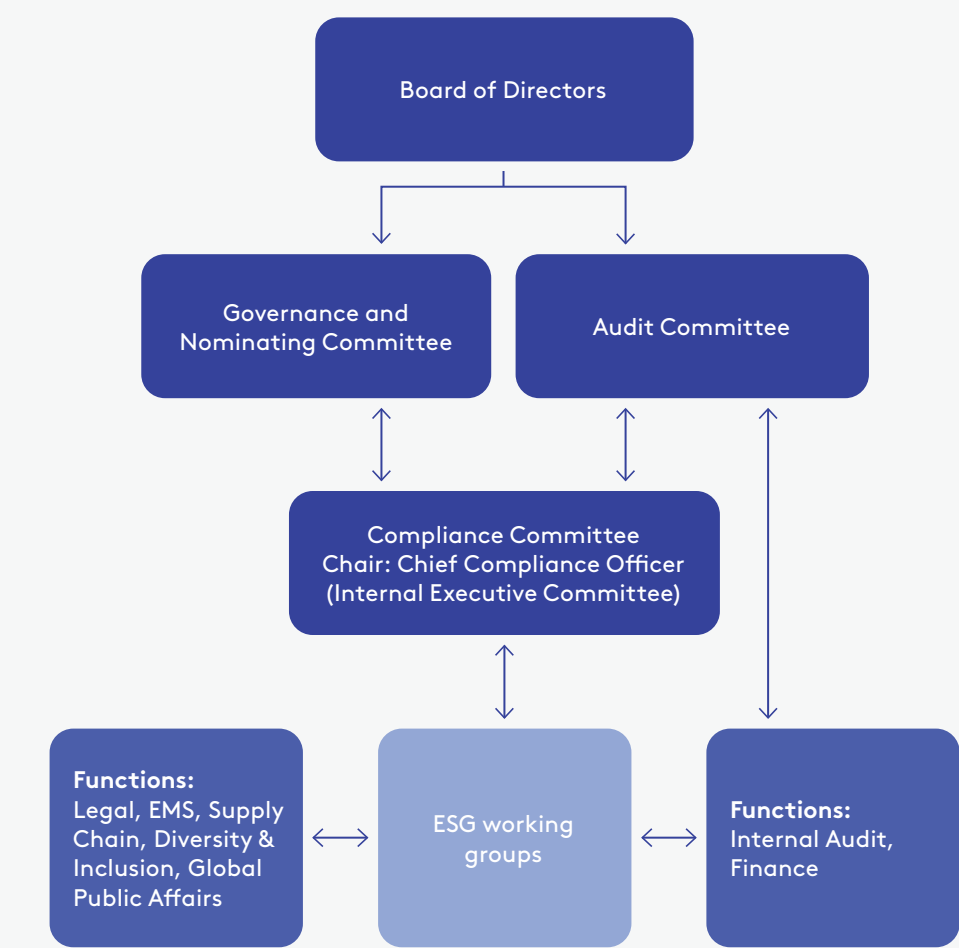
In 2024, Intuitive conducted a global double materiality assessment (DMA), an essential step toward aligning with the European Union’s Corporate Sustainability Reporting Directive (CSRD).

This assessment identifies ESG topics that are material from both an impact perspective and a financial perspective.

The DMA process was guided by industry best practices and involved engagement with internal and external stakeholders to prioritize ESG issues relevant to our business and societal impact.

### ESG integration

The graphic below illustrates Intuitive’s governance structure for ESG-related matters.



<sup>4</sup>[See the TCFD Report.](#)

The outcomes of the assessment inform our strategic focus areas so we address the most pressing challenges and opportunities.

To enhance transparency, we will obtain third-party limited assurance for our CSRD reporting, encompassing the DMA process and its results.

## Quintuple Aim

At Intuitive we focus on the challenges faced by our customers, and healthcare systems overall, as expressed by the Quintuple Aim.

Starting foremost with a focus on patients, we seek to demonstrate that our products can deliver better outcomes as validated by rigorous peer-reviewed evidence.

We want to work with clinicians and care teams to create better patient experiences that allow patients to get back to what matters most in their lives faster, with fewer complications and less pain and discomfort.

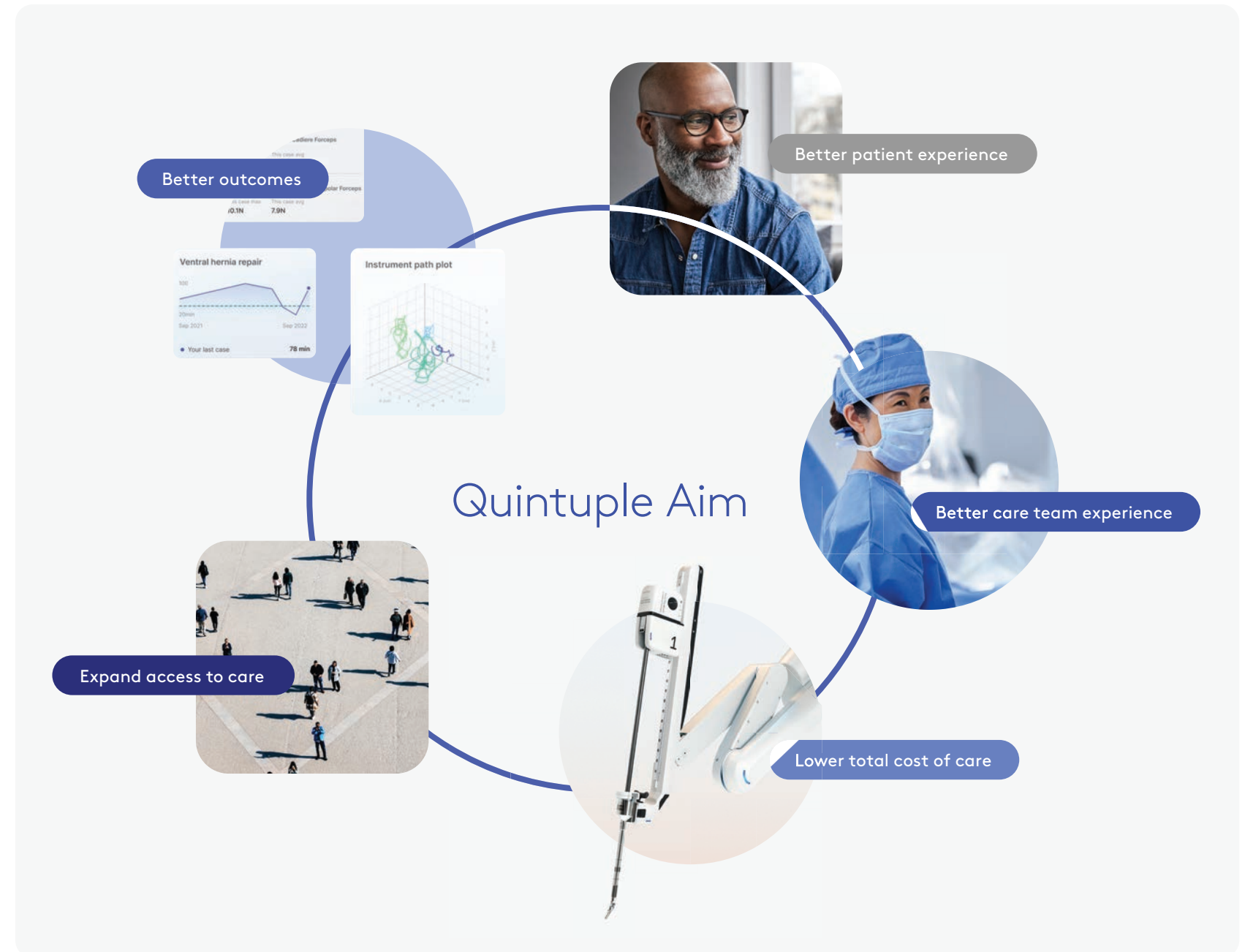
We strive to enable the care teams who use our platforms and technology-enabled ecosystem to have better experiences that augment their skills while reducing fatigue and increasing efficiency.

We want to help lower the total cost of care per patient episode, and we work diligently to facilitate the development of the evidence that demonstrates this across different healthcare settings, systems, and contexts.

Finally, we want to increase access to the best available treatments, regardless of when and where patients seek care.

We believe that our products and supporting ecosystem work together to deliver meaningful progress across each of these aims. We validate and measure this progress through scientific rigor and peer-reviewed data, but also through real-world feedback from surgeons and care team users, and the behaviors of our hospital customers in a competitive marketplace.<sup>5</sup>

<sup>5</sup>The number of integrated delivery networks (IDNs) with 20 or more systems increased by 16% year-over-year in Q4 2024, and the number of IDNs with seven or more systems increased by 63% year over year in Q4 2024.





## Mission-driven sustainability

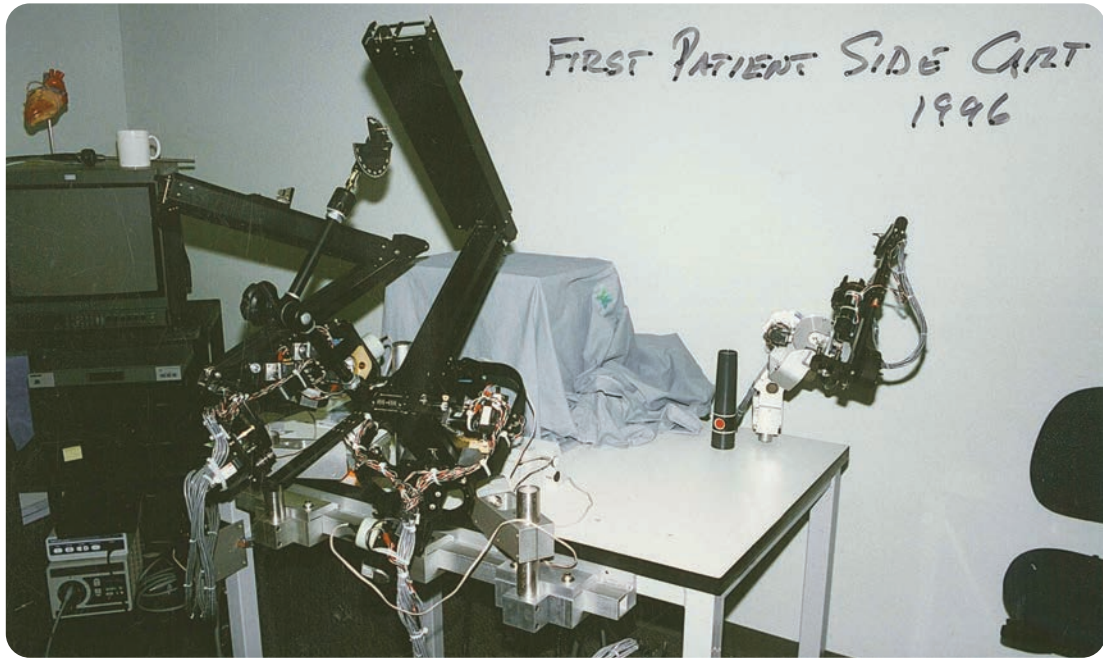
For three decades, Intuitive has worked to combine leading-edge technologies and clinical expertise with an ecosystem of services and support to transform minimally invasive care (MIC). Today, we deliver differentiated outcomes and value to customers, clinicians, and patients when compared with the next-best alternatives. In this 2024 report, we detail evidence of that value as reflected by differentiated clinical

outcomes, consistently high customer satisfaction scores, and rising demand for our products in a competitive marketplace. We believe that our clinical focus is the central pillar supporting our positive societal impact across our ESG efforts.

Our success to date stems from our long-term commitment to putting patients first, always. This idea anchors our founding principles and remains central to our culture. While our passion for invention and continuous innovation

is essential, we believe that sustained success comes from this unwavering focus on patients—making investment and product design choices guided by how our experience, technology, and insights can address unmet healthcare challenges and patient need; delivering rigorous customer training, manufacturing, and product servicing capabilities; and being dedicated to continuous quality assurance and quality improvement.

We believe that our demonstrated excellence in developing leading-edge products and services, complemented by our patient-centric approach, yields inherently sustainable results. When we succeed in delivering improvements for patients by minimizing recovery time, decreasing complication rates, or reducing their need for reinterventions, we also reduce healthcare costs and resource usage. This virtuous cycle, driven by our focus on patients, is one of many that we believe can bring sustainable success—not only to our product development efforts, but also to our people, our practices, and our planet.



## Founding principles

These have been our guideposts since our formation.

**Patients first, always.**

Our products and services impact lives—we see our role in healthcare as a solemn responsibility. We focus on the problems that matter most to our customers.

**Quality counts.**

We never bend or wink at the truth. If something goes wrong, we seek to find the root cause, not to blame. We understand that quality requires investment.

**Strive for meaningful progress daily.**

We are working on a hard set of problems that impact peoples' lives. We strive to meet our long-term goals with daily focus and diligence.

**Small teams win.**

We believe in small, agile, inclusive teams of outstanding staff that deliver results and exceed our customers' expectations.

**First-principles thinking.**

Innovation is essential to our success. We frame problems clearly, understand key performance metrics and evidence, brainstorm broadly, and implement solutions that address the whole.

**Learn from everyone.**

**Copy no one.**

As pioneers of robotic-assisted surgery, we have introduced new ideas and challenged the status quo. We actively learn from our customers, our teams, and those outside our company.

**Believe the beliefs.**

**Deliver the results.**

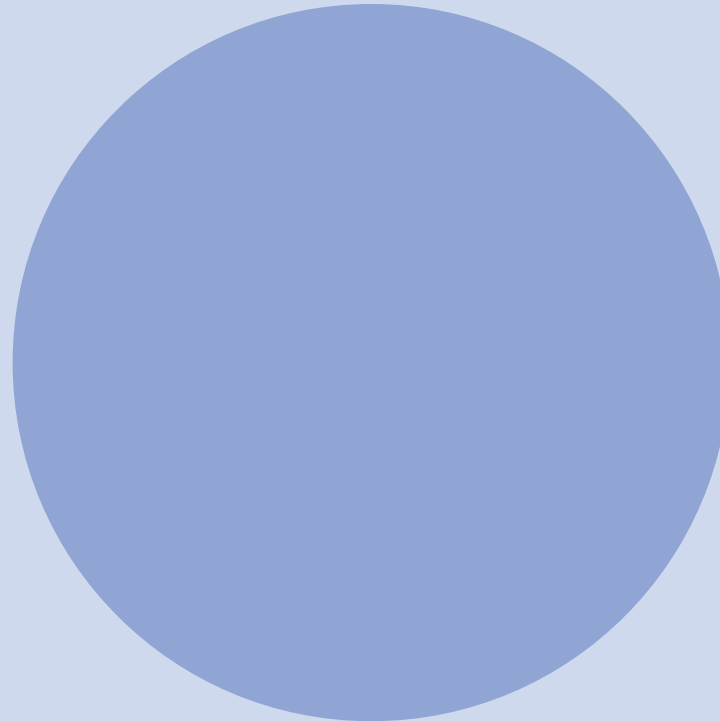
We behave in ways consistent with our values and expect to achieve our goals. We attend to both the "how" and the "what."

**Humility.**

We reject personal and organizational arrogance. A better idea can come from anywhere inside or outside our organization—our doors and minds are always open.

# Patients and products

We advance minimally invasive care through rigorous clinical research, innovative product development, and comprehensive training and customer support. By focusing on safety, reliability, and access, we strive to help healthcare teams deliver the best possible care for patients worldwide.





## Advancing research and evidence-based care

We are committed to scientific integrity and the objective assessment of the products and services we deliver so that healthcare professionals and the patients they serve can trust the safety and efficacy of our technologies.



**Building a strong foundation of evidence**

More than 43,000 peer-reviewed articles and studies from clinical trials, outcomes research, bench research, expert commentary, and real-world evidence have been published examining various aspects of our technology and its impact on healthcare.<sup>6</sup> More than 98% of these publications are not authored by, affiliated with, or funded by Intuitive. Rather, they are driven by clinicians and institutions that seek to evaluate our minimally-invasive solutions in their own unique clinical and economic contexts.

**The COMPARE Study**

An example of Intuitive’s commitment to excellence in evidence generation can be found in the highly-respected *Annals of Surgery*, which this year published results from the COMPARE Study.<sup>7</sup>

<sup>6</sup>Through December 31, 2024. See our [important safety information](#), including our Product Training Disclaimer.

<sup>7</sup>Rocco R, Seshadri-Kreaden U, Yankovsky A, et al. The COMPARE Study: comparing perioperative outcomes of oncologic minimally invasive laparoscopic, da Vinci robotic, and open procedures: a systematic review and meta-analysis of the evidence. *Ann Surg*. Published online October 2024. doi:10.1097/SLA.0000000000006572.

## Differentiated clinical outcomes

### Da Vinci versus laparoscopic versus open surgery: How it stacks up

**Meta-analysis of surgical outcomes across:**

- 230 publications
- 22 countries
- 7 oncological surgical procedures

1,194,559 patients who underwent da Vinci RAS

1,095,936 patients who underwent laparoscopic surgery or VATS

1,625,320 patients who underwent open surgery

**Years 2010 – 2022, including:**

- 34 Randomized Controlled Trials (RCT)
- 74 Prospective cohort studies
- 122 Large database studies

## COMPARE Study results

<b>Conversions</b>	<b>30-day readmissions</b>
56% less likely than lap	9% less likely than lap
	29% less likely than open
<b>Blood transfusions</b>	<b>30-day reoperations</b>
21% less likely than lap	≈ as likely as lap
75% less likely than open	≈ as likely as open
<b>Length of stay</b>	<b>30-day mortality</b>
0.5 days shorter than lap	14% less likely than lap
1.9 days shorter than open	46% less likely than open
<b>30-day complications</b>	<b>Operative time</b>
10% less likely than lap	17.7 minutes longer than lap
44% less likely than open	40.9 minutes longer than open



The COMPARE Study is the largest systematic review and meta-analysis of its kind—it evaluated 12 years of data from 230-peer-reviewed publications across 22 countries on seven oncologic procedures performed using da Vinci robotic-assisted surgery, laparoscopic surgery, and open surgery. Scientists from Intuitive and Massachusetts General Hospital authored the study, and *Annals of Surgery* editors thoroughly scrutinized the data prior to publication.

The meta-analysis demonstrated multiple benefits for da Vinci robotic-assisted surgery as compared to laparoscopy and open surgery. It serves as an example of the quality of scientific data emerging after decades of robotic-assisted surgery.<sup>8</sup>

**Clinical evidence programs and standards**

Intuitive conducts and participates in a range of clinical research, including clinical trials, feasibility studies, post-approval outcomes research, real-world evidence studies, and registries. This research supports the safe use of our technology, provides a strong understanding of how our customers

utilize our technology, and helps expand access to our products and technologies to more patients.

In all cases, Intuitive designs clinical trials and research in an ethical manner that meets rigorous research and regulatory standards. The inclusion criteria for Intuitive studies ensure equitable access for eligible patients based on factors such as health status, disease condition, and study requirements. All relevant trials are registered and regularly updated on platforms like [ClinicalTrials.gov](https://ClinicalTrials.gov). Manuscripts and abstracts resulting from clinical studies adhere to International Committee of Medical Journal Editors guidelines.

**Training**

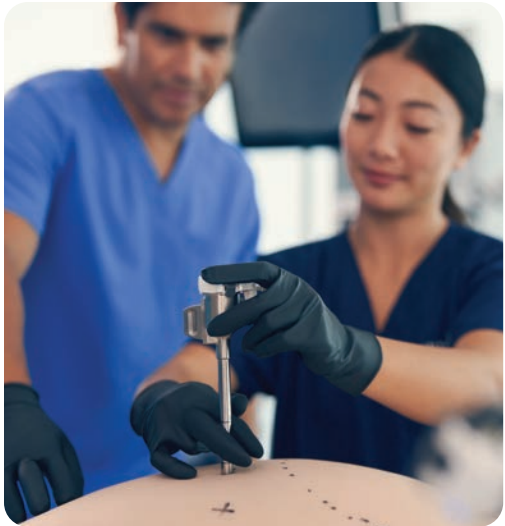
Our commitment to patients extends beyond providing evidence of the clinical benefits of our products to ensuring that customers know how to use our technology safely and effectively.

Delivered through more than 60 robotic-assisted surgical technology training centers throughout the world,

**Recognition for our world-class customer training**

In 2024, 93% of surgeons surveyed<sup>1</sup> in the U.S. gave Intuitive’s customer training a strongly favorable rating<sup>2</sup>—achieving a record high score since satisfaction tracking began in 2019. This result is particularly meaningful because that same study showed that “purposeful and comprehensive training and education” was determined to be the number one driver<sup>3</sup> of customer satisfaction at Intuitive in the U.S.

<sup>1</sup>Based on the results of a blinded online survey of 259 surgeons across multiple specialties conducted in April–June 2024.  
<sup>2</sup>Rated 8, 9, or 10 on a 0–10 scale of overall training experience  
<sup>3</sup>Based on the results of a 2023 key driver analysis (correlation analysis).



**Advanced tissue models**

We continue to expand the use of our advanced tissue models (ATMs), which replicate human anatomy positioning and live tissue behavior to provide an excellent training experience. ATMs use animal tissue collected from the food chain, reducing waste and contributing to a sustainable, standardized, and reproducible training experience that meets USDA Animal and Plant Health Inspection Service certification standards.

In 2024, more than 5,685 surgeons were trained using advanced tissue models.



<sup>8</sup>View the [COMPARE Study results](#) and [press release summarizing the benefits of da Vinci surgery over laparoscopic and open procedures](#).

Intuitive’s training and education programs equip surgeons and care teams with the skills and knowledge to confidently adopt robotic-assisted surgery, support patient safety, and enhance clinical outcomes and operational efficiency.

Our [innovative training program](#) provides a clear pathway for surgeons and care teams to adopt Intuitive technologies. Accredited by the [Royal College of Surgeons of England](#) and validated by [IRCAD](#) (the Institute for Research of Cancers of the Digestive System), our training program includes

simulation exercises, skills training, and hands-on learning opportunities.

Our technology training program is supported by an extensive peer network that provides ongoing surgeon-to-surgeon opportunities for advanced learning in a number of procedure areas.

**Virtual access and simulation**

Through our Intuitive Learning platform, we deliver on-demand content and virtual simulations, enabling care teams anytime, anywhere access to learning. Available in 17 languages and used by more than 8,000 hospitals globally, the

platform supports personalized learning while also providing robotic coordinators with the ability to track and report on progress.<sup>9</sup>

Our SimNow Learning System helps surgeons focus on independent skills development. Through learning exercises, surgeons can enhance their skills with a variety of robotic-assisted surgical instruments, combination exercises, and robotic fundamental skills drills. Surgeons can track their progress and identify areas for improvement. Guided virtual reality training enables surgeons to practice and develop proficiency in specific procedural skills before performing surgery.

**Collaborative peer learning**

To facilitate our technology training and support advanced education, Intuitive connects care teams with a global network of experienced clinical peers, providing hands-on learning and mentorship opportunities. Intuitive Telepresence enables surgeons to observe live da Vinci procedures remotely, facilitating real-time, secure, two-way communication and advancing procedural support, mentoring, and collaboration across distances.



**System uptime**

In 2024, Intuitive’s systems achieved more than 99% system uptime<sup>10</sup> across thousands of installations worldwide, reinforcing our commitment to delivering operational excellence. Uptime is a critical metric for patients and customers who rely on da Vinci systems, and this exceptional performance reflects the reliability of our technology, which plays a critical role in patient safety.

**Technology training**

After completing case observations, independent learning, and simulation exercises, surgeons and care teams progress to in-person training at one of Intuitive’s centers worldwide. Led by experienced trainers and surgical educators, these sessions focus on system functionality and operation, helping participants gain proficiency through immersive, hands-on experiences.



<sup>9</sup>In 2024, we achieved a 59% increase in users completing learning plans outside the U.S. compared with 2023.  
<sup>10</sup>The amount of time a system has been continuously operational without any interruptions or failures, expressed as a percentage of total time.



### Educational collaboration with customers, medical and surgical societies, and academia

We continue to improve and enhance our training offerings through work with surgical and medical societies to increase opportunities for skill development by:

- Creating educational pathways
- Establishing competency benchmarks and metrics
- Contributing to curriculum development
- Hosting courses for fellows and residents
- Supporting Continuing Medical Education
- Advancing educational research initiatives

### Patient safety, reliability, and efficiency

While patient safety is the foundation of our designs, manufacturing, training, and quality assurance processes, Intuitive also provides unique, differentiated capabilities and support designed to help clinicians and care teams reliably and repeatably deliver

safe and effective care in the most resource-efficient manner possible.

#### Minimizing conversions

One important example of differentiated safety outcomes is the lower rate of procedure conversions that surgeons experience when using a da Vinci system. A “conversion” occurs when a surgeon makes an unplanned switch from a minimally invasive procedure to a traditional, or “open” procedure due to an intraoperative complication or inability to complete the procedure in a minimally invasive manner.

While there are a number of reasons why a robotic-assisted procedure may need to be converted to open—some beyond the control of technology—conversions should be minimized as they increase costs and worsen patient outcomes.

The 2024 COMPARE Study found that da Vinci robotic-assisted surgery was 56% less likely to require conversion to an open procedure when compared to laparoscopy. Putting these results in context, with respect to the total number of da Vinci multiport procedures performed in 2024, a total of 156,532 excess conversions to open surgery would have resulted if robotic-assisted surgery with da Vinci was not an



available option. The results also demonstrated benefits such as less blood loss, fewer blood transfusions, lower rates of readmission and reoperation, shorter hospital stays, and decreased operative times. Once a da Vinci procedure begins, surgeons

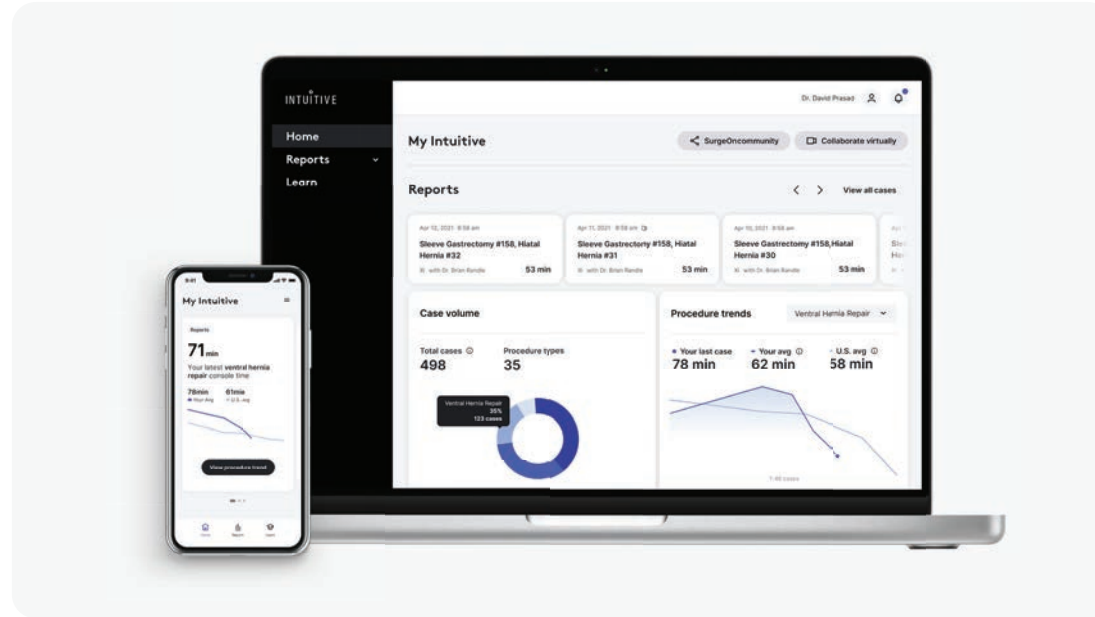
can feel more confident that their patient will receive the minimally invasive care they expect, and health systems can expect a significant reduction in bed days, staffing demands, and more efficient use of critical resources.





### Genesis

The Genesis program exemplifies Intuitive's commitment to enabling customers and their robotic-assisted surgical programs to achieve operational excellence. This consulting service is available at no additional cost and helps customers reduce process variability, standardize workflows, and align with best practices. From optimizing procedure scheduling to enhancing sterile reprocessing, Genesis engagements aim to improve resource management, reduce waste, and minimize non-operative time, elevating clinical and operational performance.



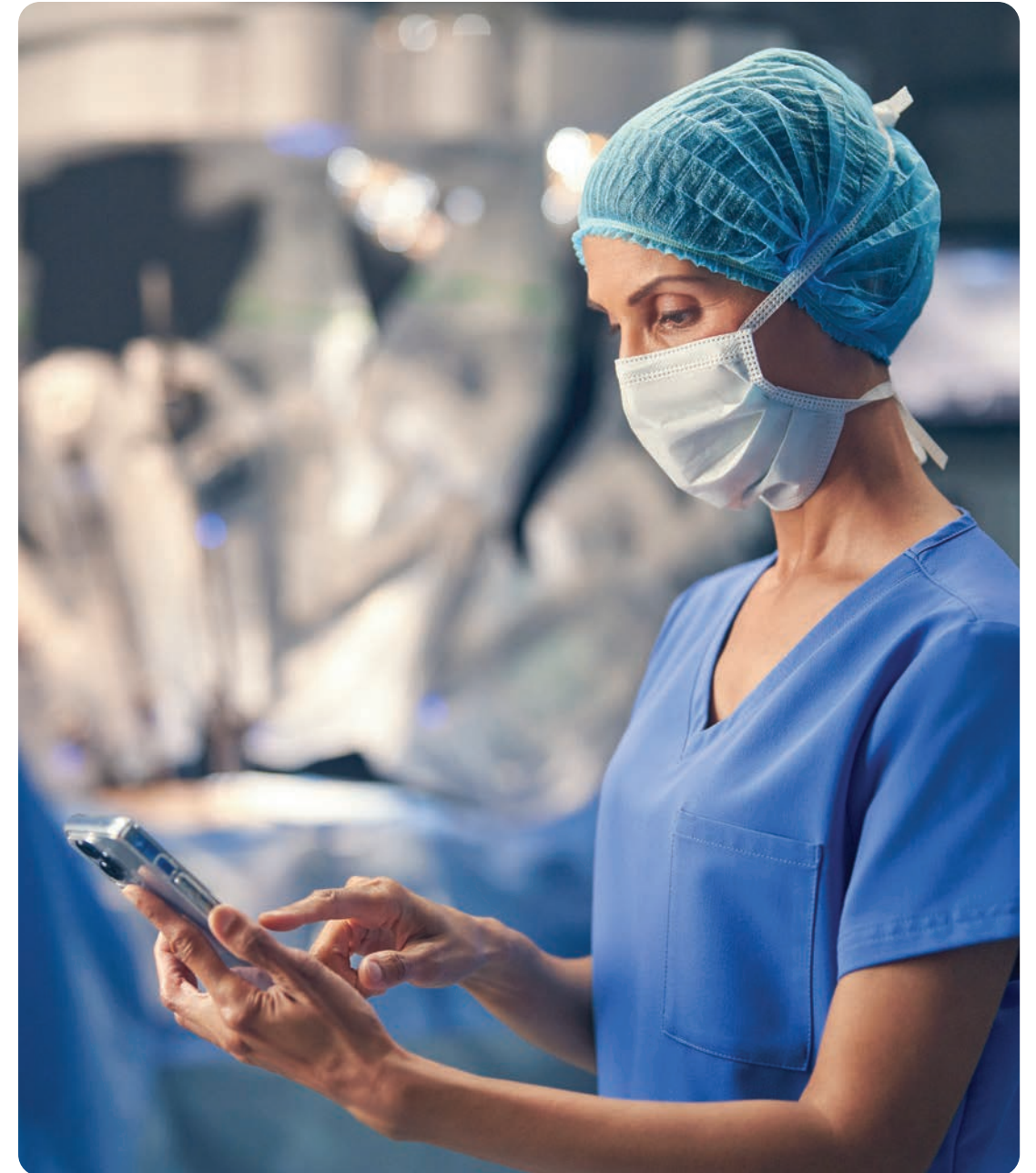
### Data analytics to support continuous improvement

The My Intuitive Application (MIA) connects customers to actionable insights on their robotic procedures, enabling better patient outcomes and more efficient care team experiences. The platform provides surgeons and care teams with detailed case reports, including procedure trends over time. MIA also facilitates benchmarking by allowing users to compare their data with the aggregated, anonymized data of their peers, helping identify opportunities for additional training

or operational efficiency, which can improve outcomes, including patient safety.

### Service and support

Intuitive's service and support offerings prioritize patient safety and deliver a world-class customer experience. As one example, Intuitive's OnSite remote diagnostics network, utilizing machine learning, enables real-time system evaluations and hourly proactive reviews, minimizing service disruptions. Remote software updates mean fewer onsite visits, ensuring seamless support and optimal system performance.





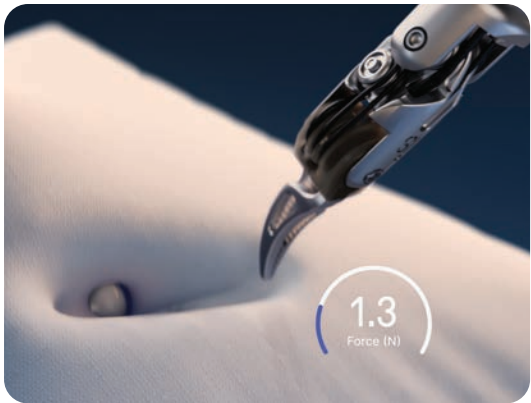
With an average of 13 years of experience, our 24/7 technical support team builds trust and reliability in their work with customers. Together, these capabilities foster confidence among our hospital customers, who can rely on our systems to deliver reliable, repeatable high-quality care.

### Innovating for the future

We are committed to continuous improvement and innovation. This requires an ongoing loop of investments, invention, and product launches that are rigorously assessed through customer satisfaction and scientific research to inform new investment

priorities. As of year end 2024, we have invested more than \$7 billion in research and development.

This year, we highlight several products and features made possible by decades of learning and iterating in close collaboration with our customers. These advances can deliver measurable



clinical and economic improvements in the near-term while also facilitating future capabilities.

### Introducing the da Vinci 5 system

In 2024, Intuitive introduced da Vinci 5, our most advanced and integrated surgical system. Designed to enable better outcomes, improve operational efficiency, and leverage actionable insights, da Vinci 5 reflects a commitment to innovation that aligns with our ESG principles. With features such as Force Feedback technology, enhanced 3D visualization, and AI-enabled analytics, the system empowers surgeons to deliver minimally invasive care with greater precision and sustainability.

### Flexible acquisition models

Intuitive offers flexible financing options, including leasing, purchasing, and usage-based models that reduce financial barriers to adopting robotic-assisted surgery and empower hospitals to bring cutting-edge care to more patients while managing their financial goals. In 2024, 57% of customers benefited from these arrangements.

Our Accelerated Minimally Invasive Care Program (AMP) is a pay-per-use, flexible acquisition model designed for hospitals with tightening capital budgets. AMP enables healthcare organizations to offer and deploy advanced robotic technology without significant up-front costs, combining system cost, service, and interest into a per-procedure fee with a lifetime or annual cap. This model allows hospitals to expand access to the latest da Vinci systems, support immediate growth, and drive long-term profitability.

Popular options, like our operating lease with technological obsolescence protection, help hospitals standardize and expand their robotic fleets while staying current with the latest technology.



The system’s AI-enabled Case Insights technology provides new and meaningful analytics on surgical performance, supporting continuous improvement and training. With its compatibility with existing da Vinci instruments and future-ready design, da Vinci 5 integrates into existing workflows while setting a new standard for surgical technology. This is an example of Intuitive’s thoughtful approach to innovation, which underscores our mission to improve outcomes, reduce variability, and expand access to minimally invasive care worldwide.

In its first year, da Vinci 5 launched at a limited number of sites in the U.S., with a broader launch in the U.S. and globally in the years to follow. With more than 32,000 procedures performed in 2024, early surgeon experience with da Vinci 5 will soon translate into publications on the product’s features and data supporting their potential application for:

**Force Feedback:** The desire to measure force exerted on tissue—and understand its impact—was first mentioned by



William Stewart Halstead as part of his seven surgical principles in 1890. For the first time, da Vinci 5 enables surgeons to both sense and measure, in real time, how much force they apply to tissue and how this impacts patient outcomes and recovery, as well as surgeon learning curve and training. Force Feedback technology translates forces in three dimensions, from the instrument tip to the surgeon hand controllers.

**Case Insights:** This technology enables surgeons to access an objective set of measures to evaluate their own performance, which can allow them to improve more quickly than in the past. Case Insights uses a unique combination of system data, kinematic movement data, and AI video analysis to extract objective insights from surgery and identify opportunities to improve patient care. This marks an important advance in how surgeons are taught and trained.

Using this and other capabilities, we seek to be a leader in the future of surgical data science—using data and experience to deliver actionable insights that help the field better understand what surgical techniques are likely to create better outcomes, what patient populations might benefit from different surgical techniques, what it takes for surgeons and their care teams to get better faster, and how these and other insights can be expanded to our user base at scale to repeatably deliver best-in-class results.

## Focus on access to care

In 2024, more than two million patients benefited from Intuitive’s technologies, yet access to minimally invasive care (MIC) across sites of care, geographies, and more remains a challenge. Patients who could gain the most from MIC, such as those with higher health risks or those undergoing acute care surgeries, often receive open procedures due to barriers such as limited provider access, training, technological availability, and socioeconomic factors.

## Advancing access in MIC hysterectomy

A recent Intuitive study examined disparities in women’s access to MIC hysterectomy across the U.S., incorporating insights from gynecologic and gynecologic oncology providers in rural and urban communities.<sup>11</sup>

The study identified key barriers, such as limited training, insufficient patient education, and a lack of technology access in rural and underserved areas.

By analyzing successful MIC programs, Intuitive is piloting targeted initiatives to scale access to advanced surgical care, focusing on provider training and enhanced patient resources.

<sup>11</sup>Fong ZV, Yi J, Culbertson R, Shih I, de Groot A. Patient outcomes associated with inequitable access to minimally invasive surgery (MIC). Conference presentation at the International Hospital Federation World Hospital Congress, September 10–12, 2024, Rio de Janeiro, Brazil.





Intuitive’s new Health Policy & Patient Access Research Center of Excellence, launched in 2024, is dedicated to identifying barriers to access to minimally invasive care and the variable patient outcomes this can create. Through collaboration with hospital systems that have successfully overcome these barriers, we share their stories along with suggested approaches to expand access to care. We support these initiatives with the Intuitive ecosystem, focusing on quality care and education. The Center’s work includes designing and executing database projects, generating rigorous evidence, and analyzing data to drive meaningful improvements in access to MIC. By supporting access to advanced technologies and innovations, the center empowers patients and healthcare providers to achieve better outcomes.

Intuitive seeks to understand, quantify, and address health access challenges by partnering with hospitals to implement evidence-based practices aimed at overcoming these challenges:

- **Provider barriers:** Challenges to providing MIC include inadequate training in advanced laparoscopic techniques, technical difficulties, maintaining skills due to low volume, and the physical demands of laparoscopic surgery.

- **Technology and organizational barriers:** Implementing a robotics program requires capital investment and updated operating rooms that meet technical requirements. Training and other institutional barriers may limit the ability to consistently offer certain modalities throughout a 24-hour timeframe across varying patient complexities.
- **Socioeconomic barriers:** Economic and social constraints affect patients’ ability to pursue options beyond their local hospitals or surgeons, due to travel challenges, time off work, or increased out-of-pocket expenses. Studies show that better-informed patients are more likely to choose MIC, but lower education rates and lack of awareness often reduce MIC adoption.

#### Education and empowerment

Through work with surgeons, hospitals, and patient advocacy groups, Intuitive seeks to provide patient education tools, provider locator services, and general information to raise awareness about MIC, including key questions for patients to ask about their individual surgeon’s training and clinical outcomes, as well as the broader risks and benefits of all treatment options.

# People

We advance our mission through the talent, dedication, and well-being of our employees. We foster an inclusive, fair, and purpose-driven workplace that supports growth, collaboration, and community impact.





## Growing a high-performance, fair, and equitable workplace

### Attracting and growing talent

Intuitive's success depends upon building a world-class team that can best serve our customers and communities, with a focus on:

- **Talent recruitment:** Our talent strategy, hiring practices, and associated training help ensure that all hiring processes are carried out in a consistent and inclusive manner. We partner through programs such as the University Hiring Program to engage early-career candidates globally. Learn more about our approach to hiring [here](#).
- **Talent development:** We empower employees to set career goals and offer robust development programs that emphasize personal growth, collaboration, and business acumen.





### Empowering our employees

We believe that a culture where all employees feel a strong sense of belonging is critical for our diverse global workforce, and when combined with highly capable leadership, can create a high-performing company, propel innovation, and better fulfill our mission.

Our employee engagement goals reflect our commitment to build a fair environment where our team members can excel, flourish, and belong. We are guided by a four-part strategy, which focuses on:

- Increasing the breadth of our candidate pools and instilling a fair and consistent approach in our hiring processes
- Establishing an environment that ensures that employees from all backgrounds feel welcomed, supported, and valued in their daily work
- Implementing fair practices to continuously improve in areas such as promotions and pay equity
- Engaging the industry to support our customers’ and partners’ efforts to build environments where they can achieve their goals and have equal access to healthcare

#### Global female representation\*†

	2022	2023	2024
Female representation (global)	37.2%	37.7%	38.6%
Female representation in manager and director levels	32.1%	32.0%	31.5%
Female representation at or above VP levels	25.0%	25.7%	25.7%
People of color representation (U.S. only)	54.7%	56.4%	57.5%
People of color representation in manager and director levels	44.7%	46.2%	47.2%
People of color representation at or above VP levels	19.8%	21.3%	20.7%

#### U.S. race/ethnicity representation\*†

Asian	Hispanic/Latino	Black	White	Other groups‡
36.5%	11.7%	5.6%	42.5%	3.7%

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

Asian	Hispanic/Latino	Black	White	Other groups‡
32.0%	8.0%	4.0%	52.8%	3.2%

#### U.S. race/ethnicity representation: VP+\*†

Asian	Hispanic/Latino	Black	White	Other groups‡
10.7%	4.1%	3.3%	79.3%	2.5%

#### U.S. women at Intuitive: gender and race/ethnicity mix\*†

Asian	Hispanic/Latino	Black	White	Other groups‡
38.7%	12.2%	6.2%	39.5%	3.4%

#### U.S. men at Intuitive: gender and race/ethnicity mix\*†

Asian	Hispanic/Latino	Black	White	Other groups‡
35.3%	11.4%	5.2%	44.2%	3.9%



### Employee Experience Survey

Our annual Employee Experience Survey measures workforce satisfaction, engagement, and well-being, offering valuable insights into workplace dynamics. The survey helps identify opportunities for growth and informs initiatives to enhance the employee experience. Intuitive’s engagement remains strong and reflects our employee’s deep commitment to our mission and their own job satisfaction.

2024 survey findings include:

- 93% response rate
- 92% engagement favorability
- 90% of respondents stated their intent to stay

\*Reflects Intuitive regular employee self-identified data.  
†Data as of December 31, 2024. Percentages may not add to 100 due to rounding.  
‡“Other groups” category includes: Native American/Alaskan Native, Hawaiian/Pacific Islander, and two or more races.

Our Employee Resource Groups (ERGs) provide professional development, community, and mentoring, and are available to all of our employees. In 2024, through our ERGs, we offered leadership coaching and quarterly virtual workshops. [Information on our Employee Resource Groups can be found here.](#)

We actively measure workforce engagement, publishing and tracking demographic data and employee engagement. Feedback from our annual Employee Experience Survey informs our approach, supporting continuous improvement.

**Board leadership**

Our Board of Directors’ most important responsibility is exercising its business judgment in the best interests of both the company and our stockholders. The Board ensures strong overall governance, reviews our long-term strategy, analyzes the regulatory and geopolitical landscape, assesses risks and how to best manage them, and evaluates our holistic performance, including economic, environmental, and social factors. The Board has established Governance and Nominating, Audit, and Compensation committees to assist in carrying out its duties.

**Our Board of Directors**



**Gary S. Guthart, PhD**  
Chief Executive Officer and Member of the Board of Directors



**David J. Rosa**  
President and Member of the Board of Directors



**Craig H. Barratt, PhD**  
Chairman of the Board of Directors



**Joseph C. Beery**  
LunaPBC, Inc, Former Chief Executive Officer



**Lewis Chew**  
Audit Committee Chair, Arista Networks and Cadence Design Systems



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



**Sreelakshmi Kolli**  
Align Technology, Inc. Executive Vice President, Chief Product and Digital Officer



**Amy L. Ladd, MD**  
Stanford University Medical Center



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



**Jami Dover Nachtsheim**  
Intel Corporation, Former Corporate Vice President of Sales & Marketing Group



**Monica P. Reed, MD**  
UChicago Medicine AdventHealth, President and Chief Executive Officer



**Mark J. Rubash**  
Eventbrite, Inc., Former Chief Financial Officer Emeritus-Strategic Advisor



The Board is comprised of leaders with broad and diverse experiences across different arenas, including management of large global entities, technology and innovation leadership, and healthcare experience, both from clinician/surgical and executive leadership perspectives.

Maintaining a mix of experience, perspectives, and backgrounds on the Board is essential to understanding, meeting, and reflecting the needs of our many stakeholders. Currently, five of our 12 Board members (42%) are women, and five (42%) self-identify as individuals from underrepresented communities—defined as those who self-identify as Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian, Alaska Native, or LGBTQ+.

With the exception of Chief Executive Officer Gary Guthart and President David Rosa, all Intuitive directors are independent, as required by the NASDAQ Stock Market listing standards.



## Supporting and rewarding employees

### Compensation and benefits

We offer a competitive total rewards package designed to promote financial security, well-being, and professional growth. This includes base salary, cash incentives, long-term incentives such as stock units, and retirement contributions. Our employee stock purchase plan enables employees to invest in Intuitive's future.

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 treat all employees based on merit, qualifications, and competence—regardless of gender, race, ethnicity, or any other protected characteristic.





September 23, 2024–December 31, 2024, incident check-ins by GSOC

Date	Incident name	Impacted area	Check-in sent	# of employees	# of Facilities
9/7/2024	Hurricane Helene	Florida and Georgia, USA	Yes	506	8
10/2/2024	Typhoon Krathon	Taiwan	Yes	100	3
10/10/2024	Hurricane Milton	Florida, USA	Yes	187	0
10/29/2024	Four Seasons shooting in Atlanta, GA	Atlanta, GA	Yes	2	0
11/1/2024	Super typhoon Kong-Rey (Leon)	Taiwan	Yes	96	6
11/4/2024	Oklahoma tornado	Oklahoma, USA	Yes	20	0
11/5/2024	Tropical storm Rafael	Texas, USA	Yes	18	0
11/7/2024	Violent clashes outside the Saint-Lazare station	Paris, France	Yes	63	0
11/7/2024	Israeli-Palestine clashes in Amsterdam	Netherlands, Amsterdam	Yes	47	2
11/21/2024	Northwest bomb Cyclone	Washington	Yes	91	0
11/25/2024	Storm Bert	Ireland and UK	Yes	23	0
12/5/2024	Northern California M7 earthquake	Eureka, CA, USA	Yes	5,086	0
12/10/2024	Franklin fire	Malibu, CA, USA	N	15	0
12/11/2024	East Coast bomb cyclone	USA: CT, NJ, PA, MA, NY, RI, ME	Yes	650	1

In 2024, we conducted a comprehensive pay equity audit for our full-time U.S. workforce, adjusting for job roles and locations, among other factors. Evaluating total target cash compensation, our audit found that our adjusted pay gap relative to self-identified gender showed women

earning 99.5% of what men earn, and our adjusted pay gap relative to U.S. self-identified race/ethnicity showed employees of color earning 100.0% of what white employees earn. We are proud to have strong pay practices and policies in place that have helped us achieve this level of pay equity.

**Prioritizing health and safety**

We are dedicated to the health and safety of our employees, contractors, and visitors worldwide. We strive to prevent work-related injuries and illnesses by adhering to applicable health and safety regulations, actively

identifying and mitigating risk, and promoting a culture of safety awareness through comprehensive training programs, incident reporting, and employee engagement. For more details, see our [environmental health and safety policy](#).

In late September of 2024, we opened our new Global Security Operations Center (GSOC). GSOC provides 24/7/365 operations and rapid response capabilities, facilitating the intake, triage, communication, and response to security threats and incidents that impact Intuitive's people, assets, brand, and reputation. GSOC will also conduct investigations and deliver protective intelligence products, while fostering strong relationships with federal, state, and local law enforcement agencies.

In its first quarter of operation, GSOC sent thirteen "safety check-ins" to Intuitive employees and facility incident commanders, helping to alert nearly 7,000 employees of potential threats across the globe.

## Engaging with our communities

We encourage employees to give back through initiatives that combine personal well-being and community support.

The Intuitive Foundation promotes health and advances education by making grants for medical research, STEM educational programs, training, surgical fellowships, healthcare training programs



and facilities, and other similar initiatives. Since its inception, the Foundation has committed more than \$65 million to causes that support its mission.

In 2024 alone, the Foundation provided research grants and surgical fellowships totaling more than \$6 million and contributed \$3 million to support the Surgical Education Learners Forum, which develops training modules for clinicians in low-resource settings.

Through the Foundation and employee-driven programs, we actively foster engagement and collaboration. Key highlights include:

- **Wellness challenges:** Intuitive employees participated in 26 wellness challenges in 2024, raising \$746,000 for 85 nonprofits. Participants can earn up to \$100 a week for selected causes, with the Foundation donating the accumulated amount.

## Intuitive Foundation key programs

- **Global Surgical Training Challenge (GSTC):** The GSTC was launched in 2020 to stimulate the creation of novel, low-cost surgical education training modules. These open-source modules help surgical practitioners learn and assess new skills to improve the health of their communities. The competition started with 42 teams from 44 countries and took place over three years, narrowing to four finalist teams.
- **First Robotics:** The Foundation is a proud sponsor of FIRST (For Inspiration and Recognition of Science and Technology) high school robotics teams, awarding grants to these teams around the world. The Foundation has made grants to 889 robotic teams from Australia, Canada, Israel, Mexico, Taiwan, Turkey, and the U.S. to date.
- **The Surgical Education Learners Forum (SELF):** SELF is a community of practice aimed at addressing the global burden of disease by developing innovative, cost-effective, and scalable solutions for procedural skills training. After the GSTC completed in December 2022, the team took the learnings and evolved the program into a forum for developing self-administered skills assessment. SELF develops training modules for clinicians in low-resource settings. Modules are free to use and publicly available. In August 2024, the second SELF symposium was held in Malaysia with over 15 training modules developed.



- **Volunteer efforts:** The Intuitive Foundation Volunteerism Committee organized local initiatives to empower employees to support causes they care about. In 2024, employees donated 11,737 volunteer hours.
- **Volunteer matching program:** For every hour employees volunteer, the Foundation donates \$25 (or the local equivalent) to eligible nonprofits. In 2024, the Foundation matched the generosity of Intuitive employees, providing more than \$7 million to support more than 2,000 causes.
- **Volunteer time-off policy:** Launched in early 2024, this program provides U.S. hourly employees with up to eight hours of paid volunteer time annually, reinforcing our commitment to community service.



## Respecting human rights

Our employment practices and policies, including our [Code of Business Conduct and Ethics](#), support the fundamental human rights principles of freely chosen employment, non-discrimination, the elimination of forced labor and child labor, and the rights of workers to engage in peaceful assembly, organize, and freely associate and bargain collectively, as articulated in the [International Labour Organization Core Conventions](#).

# Practices

We operate with integrity, prioritizing ethical business conduct, product quality, data security, and responsible supply chain management to build trust and deliver long-term value.

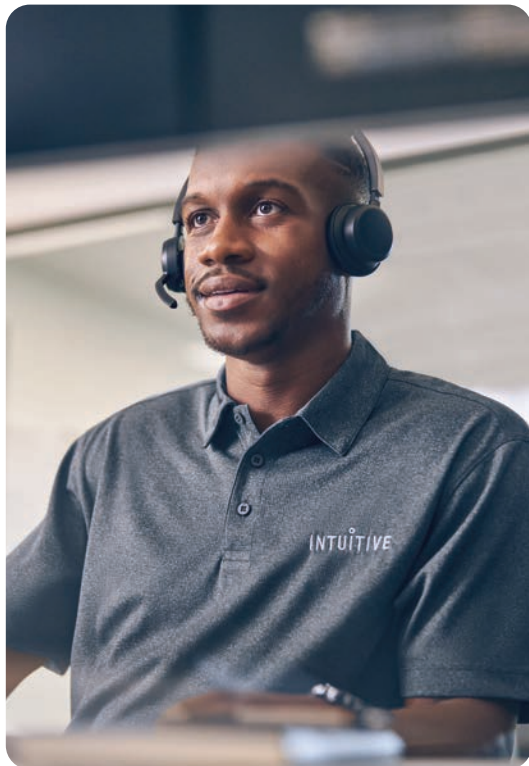




## Integrity in business operations

### Ethical conduct and compliance training

Guided by our [Code of Business Conduct and Ethics](#), we help employees understand their responsibilities through clear policies, comprehensive and regular training, and ongoing communication. This document,



available in multiple languages, outlines the global standards expected of all employees, grounded in our founding principles and reflecting the core tenets of our individual expectations, including humility, dignity, leadership, and emotional intelligence, to foster a culture of integrity, mutual respect, inclusion, and shared accountability.

To uphold ethical business practices, employees complete training on anti-bribery, anti-corruption, antitrust, competition, data privacy, and harassment prevention. Available in seven languages, these trainings are mandatory at hire, annually, or as required by local regulations, with assessments that support understanding and accountability.

These policies and trainings help to maintain a strong culture of ethical conduct. In our 2024 Employee Experience Survey, 88% of employees agreed with the statements, “Intuitive shows a commitment to ethical decisions and conduct” and “I know how to report suspected unethical business practices.”

Our Compliance Committee monitors and audits ethical business conduct throughout our business operations under the direction and oversight of the Board of Directors.

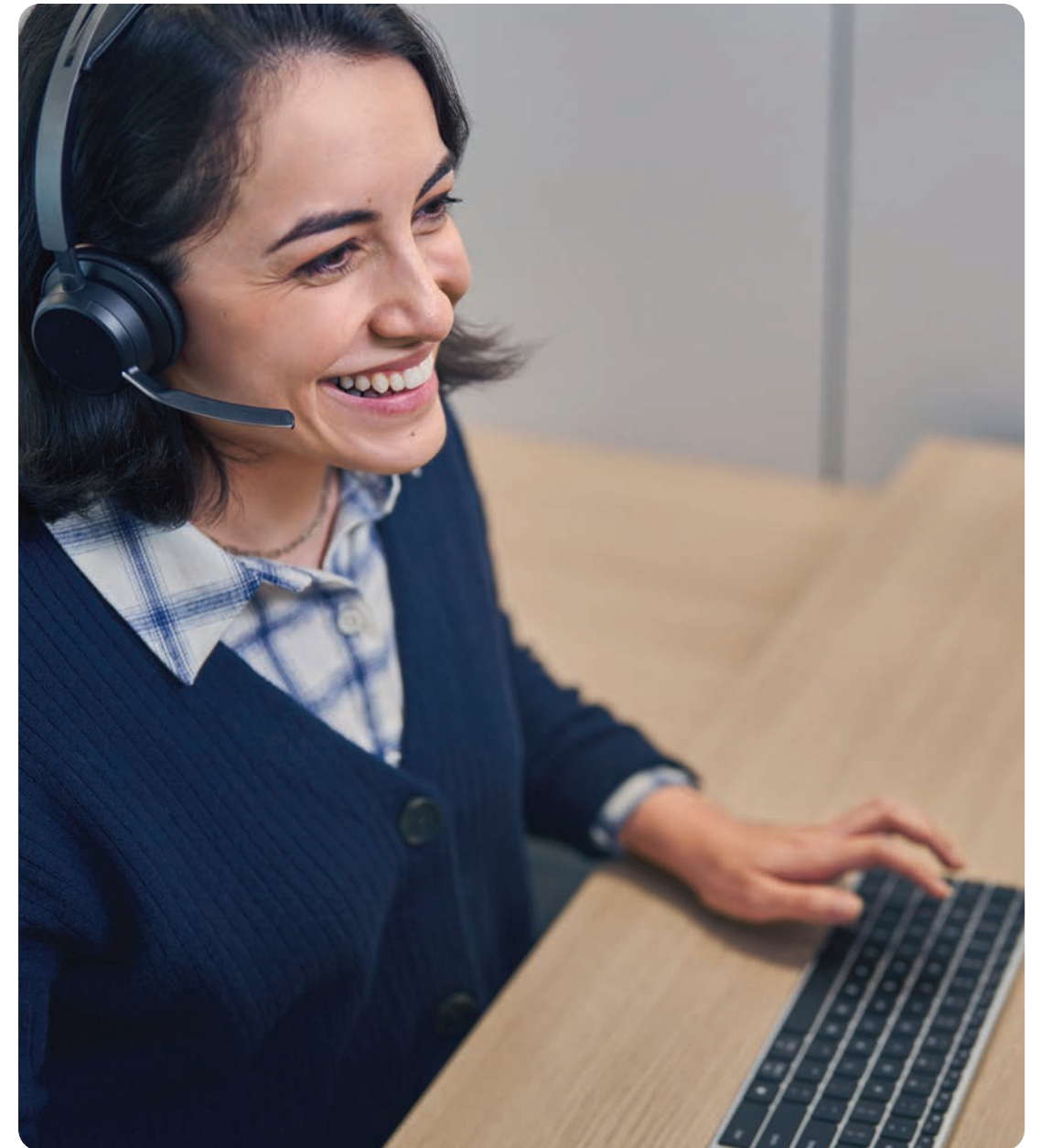
### Monitoring and internal controls

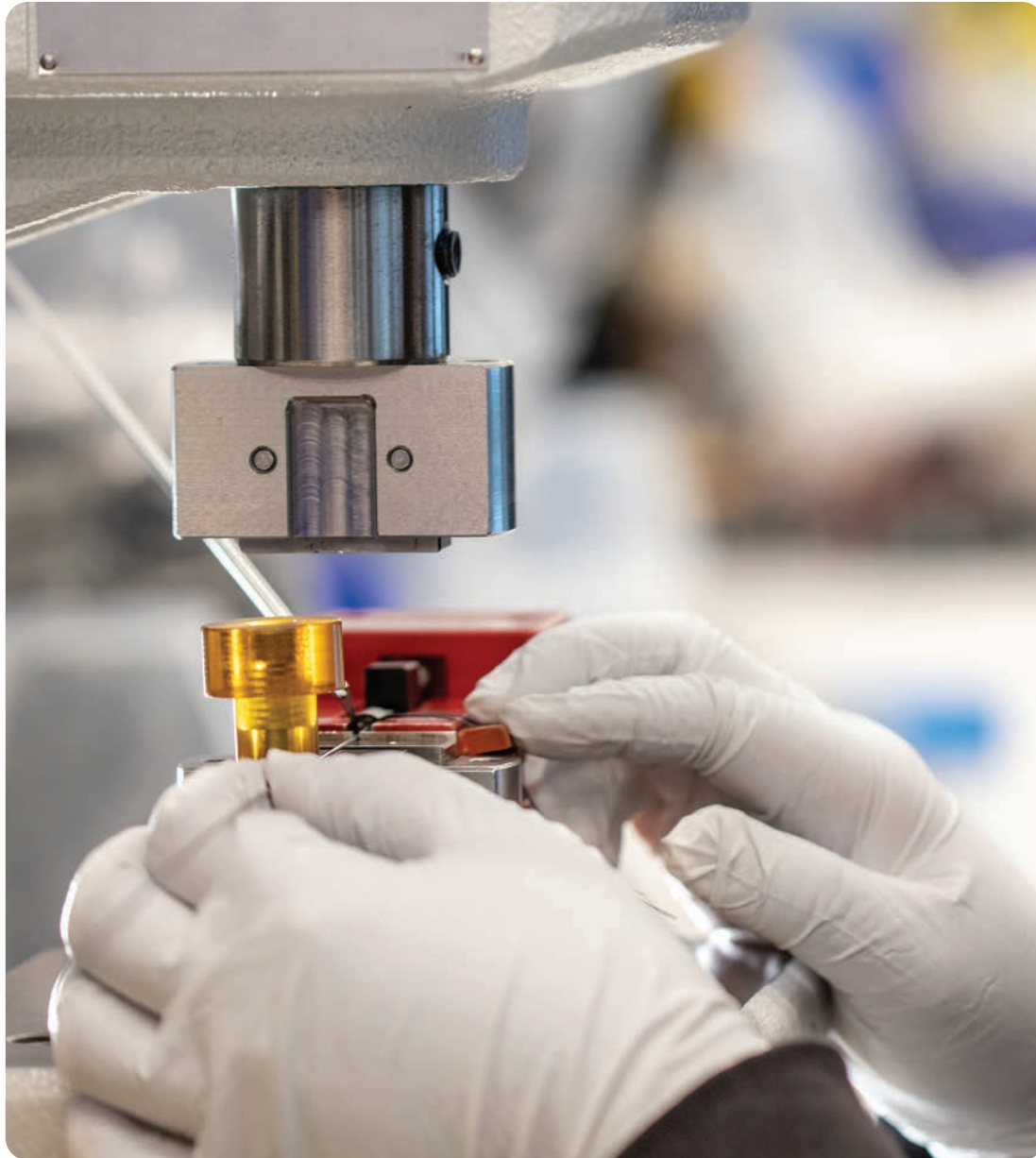
We continually refine internal controls to ensure compliance across our operations. This includes enhanced training and certification requirements for third-party partners, along with periodic audits of their practices. These efforts reflect our commitment to maintaining robust compliance across all levels of the organization.

### Responsible product promotion

Our commitment to compliance extends to the accurate and ethical promotion of our products, including:

- **Rigorous reviews:** Advertising and promotional materials undergo thorough review to meet U.S. FDA and international regulatory requirements. Content must be truthful, accurate, and evidence-based.
- **Sales and marketing training:** Customer-facing employees complete technical and clinical training programs designed to uphold ethical engagement with healthcare professionals.





### Commitment to transparency

Intuitive discloses payments to healthcare professionals annually through the [U.S. Centers for Medicare & Medicaid Services Open Payments database](#), maintaining transparency in all interactions.

### EthicsPoint hotline and reporting mechanisms

We expect our workforce to act ethically and with integrity. Intuitive's Navex

EthicsPoint Hotline ensures a safe, accessible way for employees, contractors, suppliers, and other stakeholders to report concerns or suspected violations. Managed by an independent organization, the hotline operates 24/7 and allows for anonymous reporting, which may be submitted online or via a toll-free number. All concerns are taken seriously, with quarterly summaries provided to the Compliance Committee to address

issues promptly. Employees may raise concerns without fear of retaliation.

### Political engagement and lobbying

Intuitive did not make any independent expenditures in connection with federal, state, or local elections in 2024. However, the company has [policies on lobbying and political spending](#), which describe how it may participate in the political process by contributing to U.S. state or local candidates, political parties, political committees, ballot committees, political organizations, and tax-exempt organizations where such contributions are permitted by applicable law. Any decision to make contributions will be based on several criteria, including policy positions that reflect the interests of Intuitive, such as those related to public health and innovation, representation of geographic areas where Intuitive operates, ability to be elected, and the need for financial assistance.

### Commitment to quality

Every Intuitive employee shares responsibility for maintaining and improving quality standards, which reinforces our culture of continuous improvement.



## Quality Management System and improvement initiatives

Intuitive's Quality Management System (QMS) is the foundation of our commitment to delivering safe, effective, and high-quality products. Certified to [ISO 13485:2016](#) and compliant with the [Medical Device Single Audit Program](#), our QMS adheres to global regulatory standards.

Key components of our QMS include:

- Setting and monitoring quality goals and metrics
- Conducting internal and external audits
- Implementing corrective and preventive actions
- Regular evaluations of quality management procedures and processes

### Quality Improvement Plan

In 2023, we launched a transformative evolution of our QMS to streamline processes, enhance tools, and empower employees. This initiative reflects our dedication to advancing operational efficiency and sustaining excellence in a growing global organization.

The Quality Improvement Plan takes a cross-functional approach to:

- Simplifying and optimizing quality management processes
- Introducing advanced tools to support proactive quality oversight
- Empowering employees at every level to identify and implement improvements

These efforts ensure our QMS evolves to meet the demands of an expanding global organization while maintaining the highest standards of quality and reliability.

## Ensuring data privacy and security

### Protecting sensitive information

Safeguarding the information entrusted to us by employees, customers, and stakeholders is a top priority. We adhere to global industry standards for cybersecurity and data protection, including guidelines from the [National Institute of Science and Technology](#) and [Health Information Trust Alliance](#). Our Information Security Management System (ISMS) is certified to the

[ISO 27001:2022](#) standard, reflecting our commitment to rigorous and proactive data protection practices. Additionally, we maintain [EU-U.S. Data Privacy Framework](#) and HITRUST certifications.

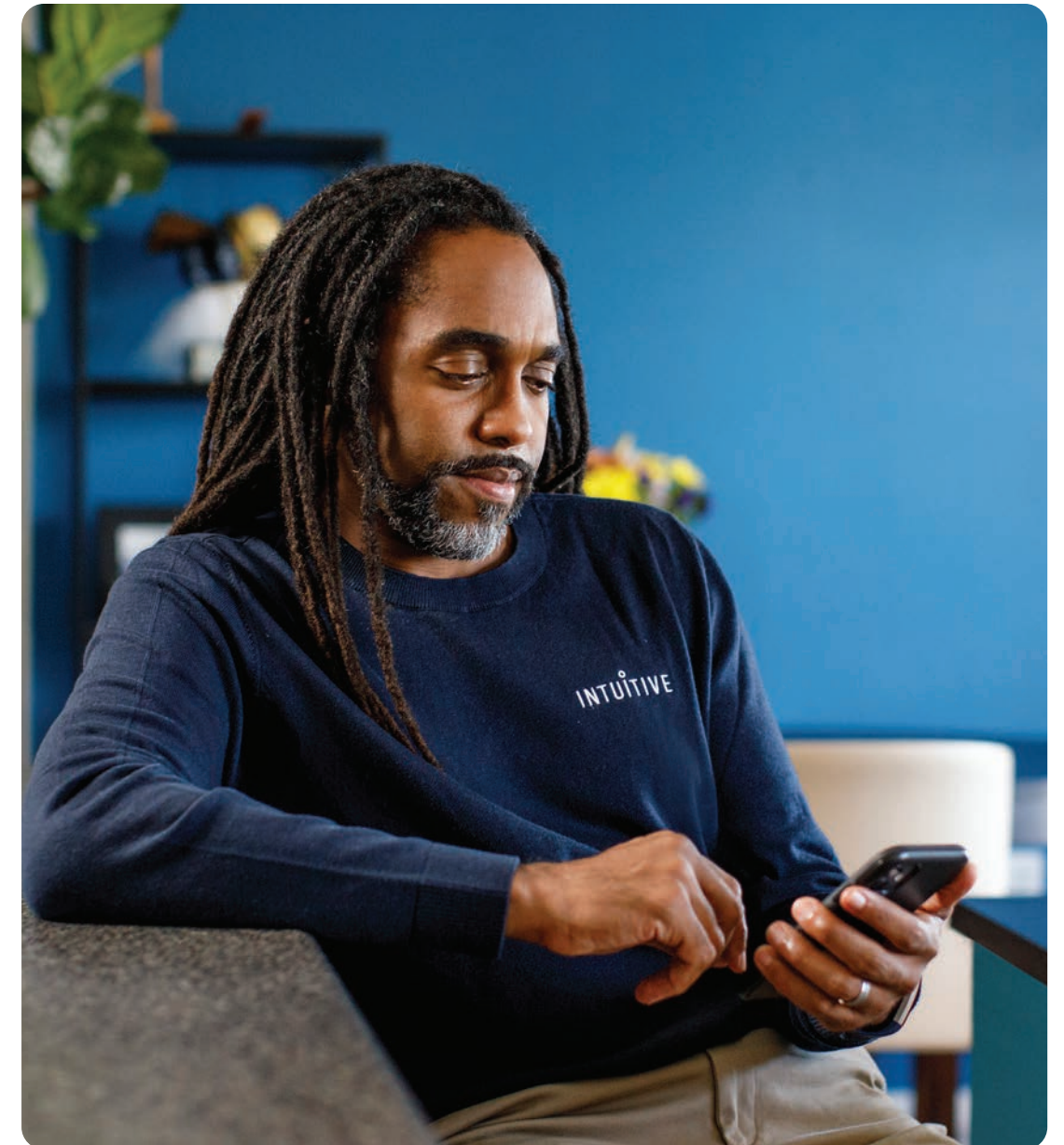
### Comprehensive protection across the product lifecycle

From the initial design of a product to its end-of-life disposal, we prioritize the security and privacy of data. This lifecycle approach includes mapping data types and flow, implementing encryption protocols, and applying robust risk controls.

### Proactive threat management

We stay ahead of evolving threats through aggressive testing, continuous monitoring, and vulnerability analysis. Our multilayered security approach includes:

- **Mandatory employee training:** Providing regular education on security policies, data protection, and global data privacy laws
- **Threat intelligence:** Monitoring global threat notifications and taking swift action as needed





- **Remote-access protection:**  
Implementing strict controls to manage access to our network, applications, and data
- **Advanced cyber threat management technology tools:**  
Leveraging state-of-the-art solutions to detect, analyze, and prevent security threats effectively
- **Privacy and data protection for virtual meetings and collaboration activities:** Ensuring secure communication platforms to protect sensitive data during virtual engagements

#### Continuous improvement and certification

To maintain the highest standards of data security, Intuitive's ISMS integrates cybersecurity, privacy protection, and information security measures. Our adherence to the ISO 27001:2022 framework underscores our commitment to continuous improvement and global best practices.



## Supply chain responsibility

### Supplier standards and Code of Conduct

Our commitment to excellence extends to our supply chain.<sup>12</sup> Our Supplier Agreement, Quality Agreement, and [Supplier Code of Conduct](#) define the standards we expect from our partners, focusing on:

- Delivering superior product quality and performance through continuous improvement
- Upholding ethical business practices, including confidentiality, integrity, and compliance with applicable laws
- Supporting employee engagement, training, safety, and adherence to human rights principles, including fair labor practices such as those described in the [International Labour Organization's Declaration on Fundamental Principles and Rights at Work](#)<sup>13</sup>
- Promoting social responsibility and environmental stewardship

<sup>12</sup>Get more information [here](#) on how we collaborate with suppliers to deliver high quality, safe, and effective products and services to our customers.

<sup>13</sup>For additional details on our approach to combating forced labor and ensuring ethical practices in our supply chain, see our [UK Modern Slavery Statement](#).





### Selection, onboarding, and performance assessments

We evaluate potential suppliers based on comprehensive criteria, including:

- Quality and capacity
- Technical and regulatory compliance
- On-time delivery and financial stability

- Alignment with our [Supplier Code of Conduct](#) and ISO certifications, including ISO 13485 for medical devices and ISO 9001 for general quality

Selected suppliers complete training, undergo stringent quality evaluations, and submit compliance declarations for new components.

### Assessing supplier performance

To foster accountability, we use scorecards to evaluate suppliers. These scorecards assess key performance indicators such as quality, delivery, and cost, while also evaluating adherence to human rights and environmental sustainability criteria. Recent enhancements include monitoring suppliers for:

- Compliance with forced labor standards
- Alignment with ISO 14001 certification or similar environmental frameworks

In 2024, 75% of our suppliers by total supply chain spend received scorecard assessments, reflecting our focus on performance and accountability. We also engage suppliers through capability-building programs, training, and audits to support continuous improvement. Our approach includes collaboration on responsible sourcing, environmental sustainability, and ethical business practices, ensuring alignment with our standards. By fostering transparency and accountability, we help suppliers enhance their performance while contributing to a more sustainable and resilient supply chain.

## Environmental and social risk management

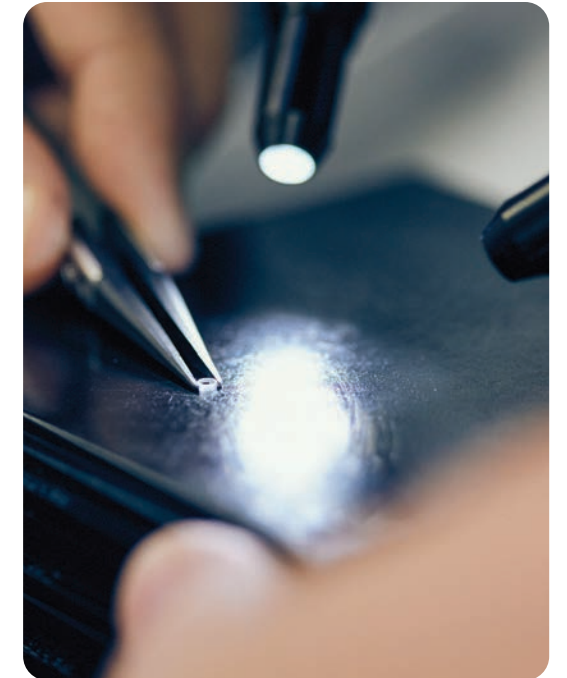
### ESG oversight and integration

We integrate ESG oversight into our management systems to align with long-term goals and stakeholder expectations. These systems guide our efforts to address climate-related risks, optimize opportunities, and ensure alignment with corporate sustainability goals.

The Intuitive Board of Directors' Governance and Nominating Committee reviews sustainability strategies, while the Audit Committee ensures rigorous financial and operational assessments. These processes guide efforts to address climate-related risks, optimize opportunities, and align corporate sustainability goals with stakeholder expectations.

### Risk identification and strategy alignment

Through structured processes and collaboration across decision-making bodies, Intuitive evaluates environmental and social risks to ensure effective mitigation and alignment with corporate strategies.



# Planet

We pursue responsible growth by managing our environmental impact, optimizing resource use, and supporting healthcare efficiency for a more sustainable future.





## Managing natural resources

Intuitive is committed to its mission of delivering minimally invasive care in an environmentally sustainable manner. This commitment considers our customers, employees, suppliers, contractors, shareholders, and the communities where we do business.

We operate in a manner that mitigates detrimental impact to the environment, prevents pollution, and protects our natural resources. We comply 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, and our performance is continually monitored, reviewed, and improved.

### Carbon management and greenhouse gas emissions

Carbon management is central to both Intuitive’s environmental sustainability

goals and our business strategy. We maintain a comprehensive inventory of carbon sources related to the manufacturing of our products. By understanding our carbon footprint, we identify reduction opportunities that align with our commitment to sustainability.

Our carbon reduction initiatives balance environmental stewardship with long-term growth. We adopt a holistic approach, addressing emissions across our operations, supply chain, and value-added activities, recognizing that the most sustainable surgical method minimizes recovery time and the need for reinterventions. Da Vinci robotic-assisted surgery has shown the potential to reduce the carbon footprint of patient care by shortening hospital stays and decreasing postoperative complications. Increasingly, procedures enable patient discharge within 24 hours, significantly lowering the overall carbon impact of each episode of care.

As we continue advancing minimally invasive care, we estimate that the growth in Intuitive-supported procedures

will enhance carbon efficiency per patient episode of care over time, even as absolute emissions may rise with increased procedural demand.



### Carbon plan

In 2024, we continued to build on the comprehensive carbon plan we launched in 2023 to map future

emissions growth and identify opportunities for decarbonization through targeted efficiency projects. This plan focuses on three key pillars:

- **Greener transportation logistics:** In 2024, we expanded our ocean transport program, increasing ocean shipping utilization from 51% in 2023 to 64%, resulting in carbon savings of over 11,600 metric tons (MT) (57%) of CO<sub>2</sub>e by reducing reliance on air transport.
- **Energy management:** We are enhancing energy efficiency and adopting renewable energy solutions across operations.
- **Commute and fleet management:** Initiatives include fleet electrification and promoting alternative, low-carbon commute options.

### GHG emissions inventory

Our greenhouse gas (GHG) emissions inventory follows [GHG Protocol](#), encompassing Scope 1, 2, and 3 emissions from operations, supply chain activities, and value-added processes.

In 2024, emissions totaled approximately 592,273 MT CO<sub>2</sub>e. The slight year-over-year decrease in our absolute emissions by 6.5% is attributed to improved data collection methodologies and increased use of supplier-specific emission factors for our purchased goods emissions calculations.

The 14.9% decrease in our purchased goods and services (direct) category is due to enhanced supplier engagement and methodological improvements, including a greater shift toward supplier-specific emission factors rather than the spend-based method.

Additionally, the 65.2% increase in upstream transportation and distribution is driven by procedure volume increases and increased shipment volumes.

Furthermore, business travel emissions decreased by 17.5% year over year. While total air miles and emissions from air travel increased due to a rise in global customer events, we significantly reduced spending on rental cars and

corporate fleet vehicles. This shift contributed to an overall reduction in our business travel emissions despite the increased air travel activity.

### Sustainable growth

The global adoption of robotic-assisted surgery continues to expand rapidly, and Intuitive has strategically scaled operations to meet demand. From expanding our global headquarters in Sunnyvale, California, to establishing new facilities in Peachtree Corners, Georgia; Shanghai, China; Freiburg, Germany; and Plovdiv, Bulgaria, we seek to responsibly manage growth through the construction and operation of efficient, effective, and environmentally responsible facilities.

### Sustainability in construction and operations

We integrate sustainability across our facilities, incorporating features to optimize energy use, water conservation, and waste reduction.

### Emission quantities (metric tons CO<sub>2</sub>e)

Scope	Emission category	2021 Quantities	2022 Quantities	2023 Quantities	2024 Quantities
Scope 1	Natural gas consumption	3,313	3,461	3,585	3,281
Scope 1	HVAC fugitive emissions	1,971	1,833	1,222	1,882
Scope 1	Company vehicles/fleet transportation	2,112	1,737	2,312	2,921
Scope 1	Worldwide lab gas consumption	14	14	18	21
Scope 2	Purchased electricity (location-based)	18,578	21,338	21,565	25,382
Scope 3	Purchased goods and services: direct	251,082	196,066	218,999	186,310
Scope 3	Purchased goods and services: indirect	56,946	73,841	125,542	79,120
Scope 3	Downstream transportation and distribution	68,553	104,881	1,459	5,546
Scope 3	Upstream transportation and distribution	29,146	63,865	41,353	68,319
Scope 3	Capital goods	30,218	78,241	149,054	141,185
Scope 3	Fuel- and energy-related activities	–	–	649	1,344
Scope 3	End of life treatment of sold products	11,707	13,380	6,652	18,805
Scope 3	Use of sold products	10,776	6,767	9,087	11,256
Scope 3	Business travel	9,194	20,534	31,486	25,969
Scope 3	Employee commute	8,711	13,464	17,199	18,841
Scope 3	Waste from operations	57	38	147	198
Scope 3	Downstream leased assets	–	–	1,756	696
Scope 3	Investments	2,697	2,730	1,191	1,196
	Total carbon footprint	505,075	602,190 <sup>15</sup>	633,275	592,273

<sup>15</sup> Additionally, during the 2023 review process, an error was identified in the Scope 3 Category 1 emissions calculations for 2022, which resulted in an underestimation of emissions. This error has since been corrected, and the updated figures have been reported here and in the 2024 CDP disclosure.



**Energy-efficient and sustainable construction**

Our construction projects incorporate resource-efficient designs, innovative technologies, and materials with low-carbon impacts. We have invested in renewable power sources, expanded green transportation options, and increased the availability of electric vehicle charging stations.

By integrating solar panels into select buildings and optimizing energy use for heating, ventilation, and air conditioning, we enhance energy efficiency while reducing our environmental footprint.

Many of our buildings feature:

- Renewable energy production
- Energy metering and optimized performance
- Cooling tower water use reduction
- Light pollution reduction
- Electric vehicle charging stations
- Biophilic design to improve indoor air quality
- Systems for enhanced refrigerant management and commissioning

**Water management and efficiency**

Sustainable water management is integral to our operations, combining resilience planning with efficiency measures focused on these key areas:

- **Climate resilience:** Features like on-site water retention at our Peachtree Corners site and dewatering systems at our Sunnyvale site improve extreme weather preparedness.
- **Water-saving technologies:** Facilities utilize low-flow plumbing fixtures, advanced metering systems, and ENERGY STAR® or WaterSense® certified appliances to minimize consumption.
- **Sustainable landscaping:** Native and adaptable species plantings at our facilities reduce irrigation needs, while greywater and rainwater retention systems enhance water reuse.

**Travel sustainability**

We seek to minimize the environmental impact of business travel, meetings, and events by implementing sustainable practices. Key initiatives focus on reducing long-haul travel, optimizing event logistics, and partnering with environmentally responsible suppliers.

Environmental sustainability metrics

	2021	2022	2023	2024
Direct (Scope 1) GHG emissions (MT CO <sub>2</sub> e)	7,410	7,045	7,137	8,105
Energy indirect (Scope 2) GHG emissions (MT CO <sub>2</sub> e)	18,578	21,338	21,565	25,382
Indirect (Scope 3) GHG emissions (MT CO <sub>2</sub> e)	479,087	573,807	604,574	558,786
Combined scope 1, 2, and 3 GHG emissions (MT CO <sub>2</sub> e)	505,075	602,190	633,276	592,273
Waste collected and recycled (lbs.)	535.77+	543.77+	808	956.7
GHG reduced through recycling (MT CO <sub>2</sub> e)	996.37+	1,092	1,644	1,899.73

Our travel and event policies emphasize:

- **Proximity-focused venue selection:** Choosing event locations close to where most attendees are based to reduce travel-related emissions
- **Green event practices:** Incorporating recycling and food waste management and limiting single-use plastics at hosted events
- **Sustainable transport options:** Encouraging carpooling and ridesharing while providing rental options for electric vehicles (EVs) and limiting standard rentals to economy and compact models

• **Green-certified accommodations:**

Partnering with hotels that implement water conservation measures, provide EV charging stations, and minimize waste

In collaboration with airline partners working toward net-zero emissions by 2050, we support the increased use of sustainable aviation fuels and other carbon reduction initiatives. In 2024, Intuitive’s air travel emissions totaled 15,109.35 MT of CO<sub>2</sub>, with notable increases during global customer events held twice yearly. These efforts align with our broader sustainability goals, balancing business needs with environmental responsibility.

**Responsible procurement practices**

We encourage employees to choose environmentally preferred products that meet our business criteria and maintain quality, performance, and compliance standards. By integrating sustainability into procurement decisions, we support resource conservation and reinforce our commitment to environmentally responsible operations.



## Business operations

### Reducing waste, increasing recycling

In 2024, Intuitive's in-house recycling program managed over 956.7 MT of proprietary waste, achieving a recycling rate of 100% and a carbon reduction of 1,899.73 MT CO<sub>2</sub>e. This initiative demonstrates our commitment to minimizing waste across all areas of operation.

### Food waste

By optimizing inventory management, analyzing employee consumption patterns, and promoting awareness, we have reduced food waste at select U.S. sites by an average of 7.3% over the past year.

### Construction waste

We prioritize recycling and salvaging non-hazardous construction materials to maximize resource efficiency during building projects. For instance, the construction of our Peachtree Corners West building achieved a landfill diversion rate of 94%, exceeding the typical target for similar projects.

### Managing hazardous waste

We actively manage the hazardous waste generated through our production and research-and-development processes by ensuring proper segregation, storage, and disposal to ensure regulatory compliance and to minimize environmental impact.

## Innovative products

### Carbon reduction and avoidance

In 2023, we conducted the first study to quantify carbon avoidance during the perioperative phase of patient care, comparing open, laparoscopic, and robotic-assisted procedures.<sup>16</sup> Findings revealed that the carbon avoidance of robotic surgery relative to open surgery equated to:

- 251,137 acres of U.S. forest preserved in one year
- 550,136,255 miles driven by a gas-powered passenger vehicle
- Energy used by 28,051 homes for one year

Using clinical evidence and peer-reviewed data on hospital resource consumption, we developed a carbon avoidance calculator. This model evaluates the environmental impact of open, laparoscopic, and robotic-assisted surgeries, highlighting the substantial carbon avoidance achieved with da Vinci systems. In 2024, da Vinci procedures yielded approximately 103,916 MT CO<sub>2</sub>e carbon avoidance compared to laparoscopic surgery and 249,618 MT CO<sub>2</sub>e compared to open surgery.

### Component circularity

For over a decade, Intuitive has prioritized refurbishing and repurposing returned components. Parts from retired da Vinci Si systems are recycled into newer systems, with approximately 95% of surgeon console components and 55% of patient-side-cart components reused in da Vinci X systems. Reusable containers and corrugated totes ensure the safe transit of instruments while reducing packaging waste.

<sup>16</sup>Seshadri-Kreaden U, Bangert F, Yankovsky A, et al. Carbon avoidance via da Vinci robotic-assisted surgery. Manuscript in preparation for submission to *J. Robot. Surg.*



## Sustainable packaging

Our packaging engineering team advances sustainability through design innovation and material optimization. By densifying configurations, reducing materials, and improving recyclability, we minimize waste and environmental impact.

In 2024, redesigned packaging for Xi disposable obturators and endoscopes significantly reduced waste through:

- **Obturators:** Pallet efficiency was doubled and approximate rates for reduction included plastic: 84%, cellulose: 19%, and CO<sub>2</sub> emissions: 75%.
- **Endoscopes:** Pallet efficiency increased by 340% and approximate rates for reduction included plastic: 81%, cellulose: 75%, and CO<sub>2</sub> emissions: 84%.

Optimized packaging also improves the efficiency of ethylene oxide sterilization, a regulated process critical to medical device safety. By maximizing the number of devices sterilized at once, we enhance sustainability without compromising safety. Collaborating with suppliers, we explore mono-material options for sterile barriers to enable advanced recycling and



promote circularity. In addition, Intuitive actively participates in [Kilmer Innovations in Packaging](#) to advance sustainable packaging solutions.

## Transitioning to electronic instructions for use

In 2024, we streamlined our procedures to enable electronic instructions for use (eIFU) across all medical device platforms and expanded the program to eight additional markets. These efforts saved approximately \$3.1M in printing and shipping costs and 117,619 lbs. of paper waste from landfills. In 2025, we will expand the eIFU program to new markets and to non-medical device products as well as continue exploring other opportunities to reduce paper usage.

# Conclusion

As we reflect on our accomplishments in 2024 and across three decades of advancing what's possible in minimally invasive care, we're excited to build what's needed next.

Looking ahead, we will remain committed to continuous improvement in pursuit of the Quintuple Aim. Our teams will strive to make meaningful progress each day to deliver products that make a positive impact on patient lives; provide support for our employees, customers, and colleagues; ensure ethical practices; and meet our commitments to the communities where we live and work.

Thank you for your interest in our 2024 ESG Report.

