



Together We Advance

FY 2024 Corporate
Sustainability Report



Introduction

Letter to our stakeholders	3
About this Report	4
Sustainability highlights	5
Awards and recognition	6
About BD	7
Our business	8
BD Excellence	10
Innovation at BD	11
Sustainability issue management	11

Environmental stewardship

Progress toward our goals	14
2030+ Goals, metrics & targets	15
Planning for our transition to net zero	16
Energy	18
Water management	19
Waste	20
Air emissions	20
Environmental data governance and collection	21
Environmental, health and safety management	22

Innovation and product impact

Progress toward our goals	25
Innovation at BD	26
Materials of concern and product stewardship	28
BD's Sustainable Medical Technology Institute (SMTI)	29
Partnerships, collaborations and thought leadership	31
Product quality	32
Medical affairs	37
Global clinical affairs	38
Market access and payment policy	39

Responsible supply chain

Progress toward our goals	41
Supplier resilience and responsible sourcing	42
Supplier risk and resiliency	43
Supplier cybersecurity	44
Supplier human rights and environmental due diligence	44
Compliance	45
Supply chain sustainability	46
Responsible sourcing program governance	53
Supplier inclusion program	53
Transparency and collaboration	54
Evolving the supplier ecosystem	54

Healthy workforce and communities

Progress toward our goals	56
Compensation, benefits and well-being	59
Health and safety	60
Health access	62

Transparency

Progress toward our goals	67
Corporate governance	68
Enterprise risk management	70
Cybersecurity & digital risk management	70
Human rights	74
Ethics and compliance	76
Privacy and data protection	77
Ethics in sales and marketing	79
Participation in the policymaking process	80

Appendices

Stakeholder engagement	82
Sustainability issues assessment	84
Sustainability issues	85
Data tables	90
Independent limited assurance report	97
GRI index	99
SASB index	105
Policies, guidelines and statements center	107

Online Resources

[Annual Report](#)
[BD Sustainability](#)

Letter to our stakeholders

At BD, we believe that improving and sustaining the global healthcare system depends on accelerating Medtech innovation. Faced with complex trends and pressures, our customers need new solutions to help them improve patient outcomes, lower costs and achieve sustainable growth—not just today, but for years to come.

Delivering these solutions is one of our top priorities. It's why BD has focused on developing and launching leading-edge solutions that can scale smart, predictive, streamlined care. Together with our customers, we are partnering for stronger, more advanced health systems, healthier communities and a brighter future for those we serve.

BD's focus on sustainability is a core part of what we offer and what sets us apart. We are applying our innovation lens to our own operations, maximizing efficiency in manufacturing, designing products with more sustainable materials and supporting better options for disposal. This ingenuity, coupled with our scale of more than 34 billion products each year, positions BD to lead our industry in advancing a responsible supply chain and establishing standards for product innovation and impact.

We believe our business performance and our sustainability goals each depend on the same core organizational strengths. By embracing BD Excellence, for operational rigor and continuous improvement, we are better equipping our teams with problem-solving approaches and operational rigor to find breakthroughs and execute on our commitments. BD Excellence also allows us to free up resources to reinvest in further innovations that serve our customers, creating a flywheel for ongoing advances.

With this approach, and the momentum of BD Excellence, we are driving meaningful progress on our Together We Advance strategy, centering on the health of our company, planet, communities and the people we serve. I'm excited about the tremendous opportunity ahead to continue delivering on our purpose – for our customers, patients and ourselves. We're proud to share just a few of the highlights from the past year.

Advancing product innovation, quality and impact

Not only do we consider how our products can help our customers advance their success, but we constantly challenge how we can make our products more efficiently and sustainably. Our Sustainable Medical Technology Institute (SMTI) continues to focus on helping to reduce the environmental impact of our product portfolio, while our new Human Health and Environment Criteria define how we align new products and product changes with our 2030+ sustainability goals. Both hold us accountable for bringing solutions that align to a sustainable future.

Our commitment to delivering quality products remains paramount. By embedding Quality by Design into every stage of product development, BD makes a strategic and long-term investment in innovation. Our Application Lifecycle Management and Product Lifecycle Management capabilities help us to ensure consistency throughout the product lifecycle. The result: products not only meet our rigorous standards of quality, safety and performance, but also anticipate and exceed the evolving needs of our customers and stakeholders in advancing global health.

Reducing emissions, enhancing efficiency

Our culture of continuous improvement has enabled meaningful progress on emissions reductions and energy demand within our operations. In FY 2024, BD achieved a 20% decrease in our Scopes 1 and 2 emissions from our 2019 baseline. We continue to make strides in this area by applying lean principles that increase OEE (overall equipment efficiency) and reduce scrap. Our teams are also switching to green energy where available, as 45 BD sites currently use renewable energy and over 50% operate with fully renewable power. Our efforts are validated and verified by sustainability action organizations like ERM CVS and the Science-Based Targets initiative, which helps companies reach net zero.

Leading a responsible supply chain

As one of the largest medical device manufacturers in the world, we strive to champion sustainable, responsible business practices. Our first-ever Supplier Climate Action Summit brought together more than 450 suppliers to help them set and advance their own science-based emissions targets. We also increased the share of suppliers we assess: more than 2,000 suppliers have completed sustainability assessments, representing 76% of our total spend.

Supporting a healthy workforce and our local communities

Everything we do at BD comes back to our associates and those we serve. We continue to evolve our goals for inclusion and health access to reflect our desired impact for people, families and communities around the world. One example is our continued work to bring greater access to cancer screening and prevention. We are proud that last year alone, more than 35 million cervical and breast cancer screenings and diagnoses were enabled by BD technologies.

In our communities, our BD Community Investment Fund empowers associates to recommend local nonprofits for grants to fund health access programs. This year's recipients include over 30 organizations, spanning the U.S. and across Europe, South America and Asia.

Protecting our data

We made important enhancements to our cybersecurity program, including re-baselining against the new National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0. We also established an Artificial Intelligence (AI) Governance framework overseen by our executive AI Steering Committee to enable the cross-functional assessment and mitigation of risks associated with AI use. These are just two areas where BD is taking proactive steps to help safeguard the people we serve.

As BD transforms, we are elevating our ability to innovate, execute and deliver against our goals, while challenging those around us to do the same. We are bringing greater ingenuity, transparency, accountability and results. And we are collaborating and partnering to accomplish more together, with our supply chain and the broader ecosystem.

I would like to thank all of our associates and teams for making this progress possible. It's your hard work, expertise and dedication that powers BD's positive impact and the future of sustainable healthcare.



Tom Polen

Tom Polen
Chairman, CEO and President

About this Report

Our annual sustainability report provides information about our global sustainability strategy, programs and progress. This report is current through fiscal year (FY) 2024 (October 1, 2023, to September 30, 2024) and the first half of fiscal year 2025 (October 1, 2024, to March 31, 2025). Unless otherwise stated, performance data regarding our Together We Advance 2030+ goals are provided through the end of fiscal year 2024 (October 1, 2023, to September 30, 2024). All information is provided for BD (Becton, Dickinson and Company) and our subsidiaries.

Reporting frameworks and materiality

As part of BD’s 2030+ goal of transparent disclosure, we have prepared this reported information with reference to the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Medical Equipment and Supplies Sustainability Accounting Standard. The report is not intended to be in accordance with the GRI or SASB standards. For information about how we align with the United Nations Sustainable Development Goals (SDGs), see the [sustainability portion of our website](#).

Throughout this report, we use the GRI definition of materiality in order to identify and prioritize our sustainability topics. GRI defines material topics as “topics that represent the organization’s most significant impacts on the economy, environment and people, including impacts on their human rights.” This standard is different from the definition and concept of materiality within the securities laws that we use to assess, among other things, required disclosure in SEC filings. Sustainability topics identified as “material” for purposes of this report may not be considered material to the company as a whole, including for SEC reporting purposes. A GRI index, a SASB index and links to other BD documents can be found on [bd.com](#). More details about our reporting boundaries and definitions are provided in our [Basis of Reporting](#).

We disclose our climate management according to the International Sustainability Standards Board (ISSB) international financial reporting standards (IFRS) S2: Climate-related Disclosures, and we continue to use this framework to advance our initiatives

and disclose relevant information. These disclosures are in the appendices and are also included in our long-standing public disclosure via the CDP (formerly the Carbon Disclosure Project).

Reporting boundary

We have made several acquisitions in recent years. A materiality determination for our acquisitions deemed them collectively as not material due to the small percentage relative to the overall dataset. As such, unless otherwise noted, we include environmental data in our dataset in the first full year of ownership and once it becomes available. Our baseline years of 2021 (Scope 3 emissions) and 2019 (all other environmental goals) have been recalculated accordingly. For example, our FY 2024 acquisition of Edwards Lifesciences’ Critical Care Product Group will be included in next year’s (FY 2025) sustainability report. The data in this report applies to our owned and operated facilities.

All monetary amounts are U.S. dollars unless otherwise stated.

RECENT ACQUISITIONS

2019	October <ul style="list-style-type: none"> Adapttec 	December <ul style="list-style-type: none"> LifeBond 	
2020	February <ul style="list-style-type: none"> NAT Diagnostics 	April <ul style="list-style-type: none"> Straub Medical 	November <ul style="list-style-type: none"> Cubex Medical Surgiphor
2021	March <ul style="list-style-type: none"> GSL Solutions April <ul style="list-style-type: none"> Velano Vascular 	November <ul style="list-style-type: none"> ZebraScil Tepha 	December <ul style="list-style-type: none"> Venclose Tissueumed
2022	February <ul style="list-style-type: none"> Cytognos 	July <ul style="list-style-type: none"> Parata Systems MedKeeper 	
2024	September <ul style="list-style-type: none"> Edwards Lifesciences’ Critical Care business 		

Restatements and additions

To ensure a more accurate and up-to-date emissions baseline, BD is restating the FY 2019 Scope 1 and 2 inventory by adopting the most recently published emission factors for FY 2019, including a key change from EPA eGrid factors to the U.S. residual mix for market-based Scope 2 emissions. The revised emissions data are shown in the [Environmental stewardship](#) section and the [Appendices](#) of this report.

External assurance

Several environmental data indicators were externally assured by ERM CVS. The [assurance statement](#) is included at the end of this report. We have processes in place to ensure that reporting on key sustainability performance indicators is as accurate and robust as possible, and we continue to improve them. Various data tables can be found in the appendices.

We disclose the progress we have made toward our 2030+ energy, water, waste and air emissions goals in the [Environmental stewardship](#) section.

Find out more

For a disclaimer regarding forward-looking statements in this report, please see the final page of this report. Statements of our goals, commitments and objectives may include statistics or metrics that are based on estimates and assumptions under developing standards that may change in the future. Such goals and commitments are not intended to be promises or guarantees, and actual results may differ, possibly materially. We seek feedback from stakeholders each year, which informs our selection of content for sustainability reporting. For contact information, see [Stakeholder engagement](#) and the [final page of this report](#). Our previous sustainability reports are available on our [website](#). Click here for our [Policies, Guidelines and Statement Center](#).

Sustainability highlights



At BD we're working hard to create a world where patient safety is as good for the environment as it is for the bottom line. Where our associates see reducing environmental impact as part of their jobs. And where our customers rely on us as skilled providers, practitioners and advocates for a world we all want to live in."

Maureen Mazurek
Chief Sustainability and Environmental Health and Safety (EHS) Officer

Company health

- Completed the acquisition of Edwards Lifesciences' Critical Care product group, and formed [BD Advanced Patient Monitoring](#).
- [Announced a collaboration with Quest Diagnostics](#) to develop, manufacture and commercialize flow cytometry-based companion diagnostics (CDx) intended to help select the best treatment for patients with cancer and other diseases.
- [Announced a collaboration with Ypsomed in early FY 2025](#) to advance self-injection solutions for high-viscosity biologic drugs.



Planet health

- Achieved a 20% reduction in Scopes 1 and 2 emissions (2019 baseline).
- Invested in climate-related healthcare resilience initiatives, including AmeriCare's *Climate Resilience for Frontline Clinics Toolkit* and Let's Share the Sun Foundation's solar panel installations at nursing care facilities in Puerto Rico.
- Diverted 77% of manufacturing waste from landfill.



Community health

- Completed 2,079 supplier desktop audits as part of our Human Rights and Environmental Due Diligence program, which represented 76% of our total in-scope spend.
- Due to our Supplier Inclusion Program, we supported 8,318 jobs in the U.S. and Puerto Rico alone, generating a total economic impact of \$2.26 billion there.
- Invested more than \$2 million in BD's hometowns – communities where our associates live and work – via the BD Community Investment Fund to support local access to care.



Human health

- Trained over 570,000 healthcare professionals on BD solutions, including customer end-user trainings and e-learning sessions.
- Filled 65% of our open roles with internal BD associates.
- Launched Superlabs Against Superbugs, a skill-based volunteer program designed and administered by BD Global Public Health to help address antimicrobial resistance in Sub-Saharan Africa and Southeast Asia.



Awards and recognition



Fortune's list of America's Most Innovative Companies, 2024



FTSE4Good

FTSE Russell FTSE4Good Index series, 2024



Time's World's Best Companies, 2024

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

S&P Global's Dow Jones Sustainability Index North America, 2024



USA TODAY's America's Climate Leaders, 2024



Center for Political Accountability (CPA) rating of 100% in the CPA-Zicklin corporate political disclosure and accountability index, 2024



Cigna's Gold level Healthy Workforce Designation, 2024



Business Group on Health's Best Employers: Excellence in Health & Well-being, 2025

¹ FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Becton, Dickinson and Company has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.



About BD

BD is one of the largest global medical technology companies in the world and is *advancing the world of health™* by improving medical discovery, diagnostics and the delivery of care. The company supports the heroes on the frontlines of healthcare by developing innovative technology, services and solutions that help advance both clinical therapy for patients and clinical process for healthcare providers.

BD and its more than 70,000 employees have a passion and commitment to help enhance the safety and efficiency of clinicians' care delivery process, enable laboratory scientists to accurately detect disease and advance researchers' capabilities to develop the next generation of diagnostics and therapeutics. BD has a presence in virtually every country and partners with organizations around the world to address some of the most challenging global health issues. By working in close collaboration with customers, BD can help enhance outcomes, lower costs, increase efficiencies, improve safety and expand access to healthcare.

For more information on BD, visit bd.com.

Our Purpose

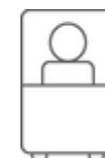
Our Purpose—advancing the world of health™—is the driving force behind everything we do.

By the numbers



70k+

BD associates



36,000+

active patents



190+

countries served



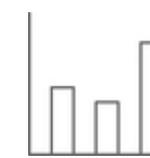
34B+

devices made annually



\$1.2B

annual research and development (R&D) investment and five global enterprise R&D centers of excellence



53

consecutive years of dividend increases

Note: BD financial information is for FY 2024.

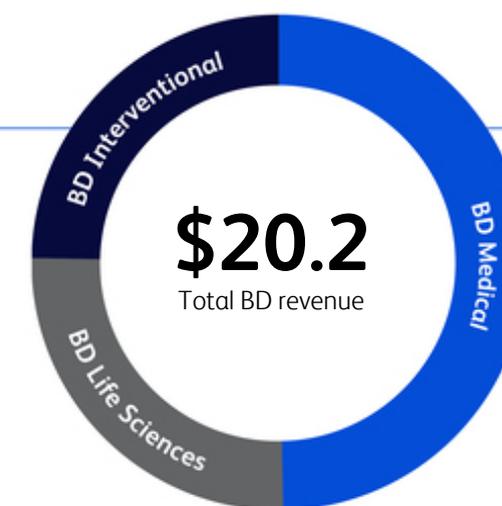
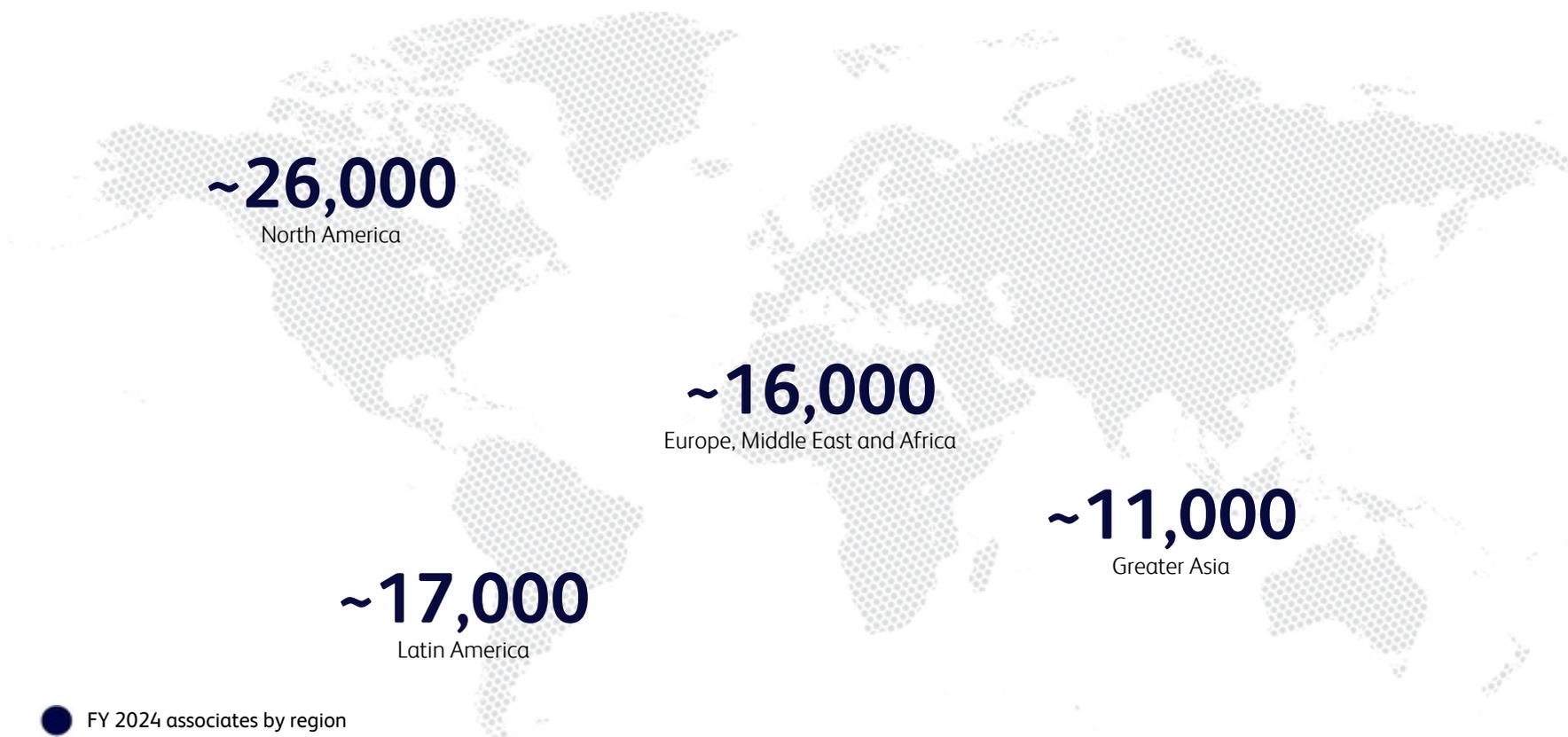


Our business

Our BD 2025 strategy

Our BD 2025 strategy is anchored in three key pillars—Grow, Simplify and Empower. This strategy has led to strong base revenue growth and is transforming healthcare while creating shareholder value and making impactful investments for the future.

Our teams consistently execute on our goals and commitments by focusing on execution and delivering value with a disciplined and balanced capital deployment strategy. We continue to shift into higher growth markets through our innovation pipeline and tuck-in M&A opportunities.



FY 2024 REVENUE BY SEGMENT AND BUSINESS UNIT

BD Medical	\$10.1
Medication Delivery Solutions	\$4.4
Medication Management Solutions	\$3.3
Pharmaceutical Systems	\$2.3
Advanced Patient Monitoring	\$0.1
BD Life Sciences	\$5.2
Integrated Diagnostics Solutions	\$3.7
Biosciences	\$1.5
BD Interventional	\$5.0
Peripheral Intervention	\$1.9
Surgery	\$1.5
Urology and Critical Care	\$1.6

Values reflect rounded numbers in billions of U.S. dollars.

Note: This reflects the business unit structure as it existed in FY 2024. In early 2025, BD announced its intent to separate the Diagnostic Solutions (Microbiology and molecular and women's health) and Biosciences businesses.

BD Medical

The BD Medical segment focuses on providing innovative solutions to reduce the spread of infection, advance drug delivery, improve surgical procedures, deliver advanced hemodynamic monitoring capabilities, and provide effective and safe medication management. Our customers include hospitals and clinics; physicians; governmental and public health agencies; healthcare workers; retail pharmacies; and pharmaceutical and biotech companies.

Key categories

Medication Delivery Solutions

- Vascular access devices.
- Vascular care and maintenance.
- Infusion specialty disposables.

Medication Management Solutions

- Acute infusion.
- Acute dispensing.
- Non-acute medication management.

Pharmaceutical Systems

- Prefilled syringes.
- Self-administered injection systems.
- Safety and shielding solutions.

Advanced Patient Monitoring

- Advanced Hemodynamic monitoring solutions.
- AI-enabled platforms and disposable sensors.
- Broad invasive to non-invasive portfolio.

BD Life Sciences

The BD Life Sciences segment delivers innovative solutions from discovery to diagnosis, continually advancing science and clinical outcomes across infectious disease and cancer. Offerings include preanalytical solutions for sample management; immunology research solutions, including flow cytometry and multiomics tools; microbiology and molecular diagnostics; lab automation and informatics solutions; and differentiated reagents and assays.

Key categories

Biosciences

- Research flow cytometry.
- Clinical flow cytometry.
- Single-cell multiomics.

Integrated Diagnostic Solutions*

- Microbiology.
- Specimen management.
- Molecular and women’s health.

Specimen Management

- Professional POC diagnostics.

* This reflects the business unit structure as it existed in FY 2024. In Q1 FY25 BD split its former Integrated Diagnostic Solutions business unit into two units: Specimen Management and Diagnostic Solutions. Please visit investors.bd.com for FY21 – FY24 historical data.

BD Interventional

The BD Interventional segment focuses on developing innovative surgical, endovascular, urological and critical care interventions that not only meet clinical needs but also deliver value to health systems and improve patients’ lives. Our customers include hospitals and clinics; physicians; ambulatory surgery centers; nurses; and consumers.

Key categories

Peripheral Intervention

- Peripheral vascular disease.
- End-stage kidney disease.
- Oncology.

Surgery

- Hernia repair and reconstruction.
- Infection prevention.
- Biosurgery and tissue regeneration.

Urology and Critical Care

- Acute urological drainage.
- Endourology.
- Homecare urology.
- Targeted temperature management.

BD Excellence

Powering innovation, customer focus and positive impact in 2025 and beyond

BD Excellence is our lean operating system and culture of continuous improvement. It fuels world-class performance across the enterprise. BD Excellence equips every team to apply lean principles with rigor and consistency, so we can drive towards best-in-class results for everything we do.

While the exact application looks different for each part of the business, the core of BD Excellence always remains the same. We start and end with the customer, aiming to exceed their expectations. We solve hard problems together, on the ground, where the work happens. We learn and improve every day, with steady advances that add up to impressive results.

By doing this, we build the operating muscle to excel as a more innovative, impactful MedTech leader.

How it advances sustainability: efficiency and execution against goals

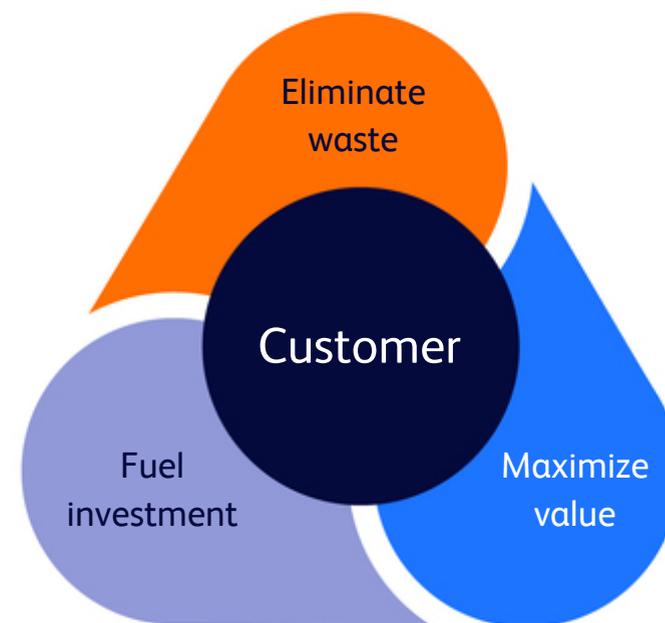
BD Excellence connects to our sustainability efforts in multiple ways. Most directly, it maximizes manufacturing efficiency, reducing waste and scrap. It also enables investments to develop MedTech innovations, which help us partner with customers for more resilient, sustainable health systems.

More broadly, BD Excellence equips our teams to meet our commitments, including those in the Together We Advance strategy. It is a proven system for execution and accountability, creating a stronger BD that can achieve positive impact, on schedule and at scale.

Our goal: world-class performance and a flywheel for growth

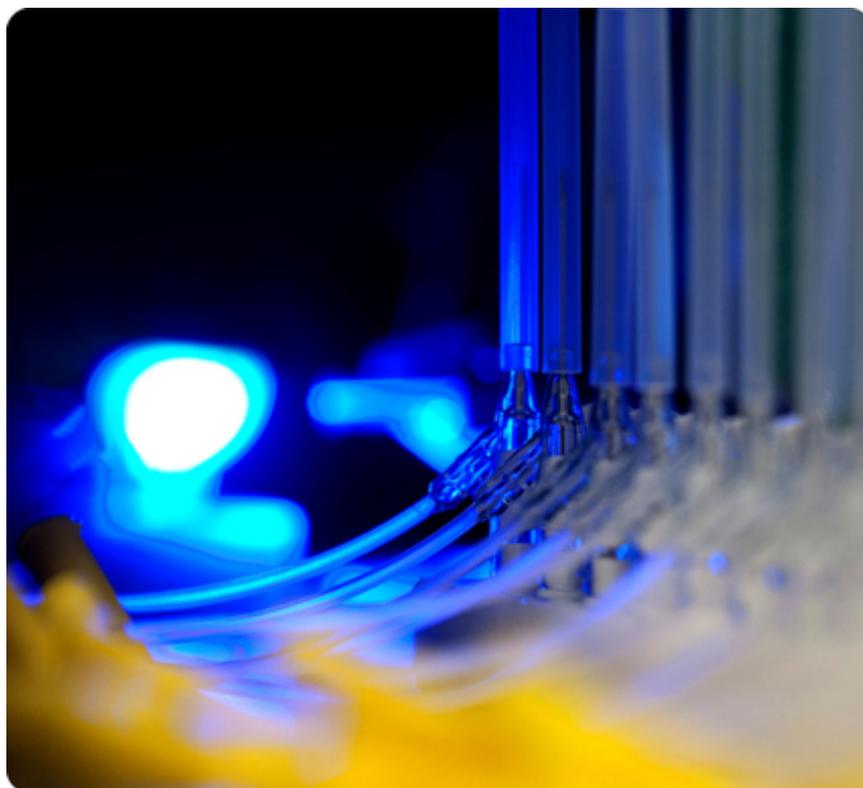
BD Excellence turns a flywheel for growth. By always improving our operational and financial performance, we can drive commercial excellence and ultimately reinvest in innovation and talent. This unlocks growth and new solutions, for our customers and our company.

In FY 2025, we are expanding BD Excellence into commercial and innovation functions, transforming customer engagement, accelerating product launches and scaling impactful solutions worldwide.



Innovation at BD

Our Research and Development activities are conducted in business units and global enterprise centers of excellence in the United States, India, China, Singapore and Ireland, with the majority of the activities being conducted in North America. BD also collaborates with certain universities, medical centers and other entities on programs and retains individual consultants and partners to support our efforts in specialized fields. We invested 5.9% of revenue on R&D in FY 2024. For more information, see the [Innovation and product impact](#) section of this report.



Sustainability issue management

Materiality assessment

In 2019, we conducted a full-scale assessment of sustainability issues relevant to our company and stakeholders. With the help of a series of interviews conducted across stakeholder groups, geographies and job levels and a workshop with associates, we identified and refined relevant issues for the organization. We built on this work through subsequent assessments, an environmental justice assessment in FY 2022 and a human rights salience assessment in FY 2023—as well as updating our water risk assessments.

A full list of our key issues and how we define them can be found in the appendices, along with a matrix displaying each of the topics in relation to their importance to BD's success and importance to stakeholders. Also indicated are issues identified as highly dynamic and moved to the top-right quadrant (increased in importance) during our future scenario assessment.

In early 2025, we began the process of conducting a double materiality assessment and gap analysis in preparation for compliance with the EU Corporate Sustainability Reporting Directive (CSRD). We plan to report the results of that assessment in future reports. All of these assessments have informed our topics for disclosure in this report.

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information regarding BD, please see our current and periodic reports with the SEC, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q. The sustainability analysis and assessment is based on our understanding of current events at the time of the assessment and is subject to change, and we undertake no obligation to update or revise this assessment and analysis. We did not interview or account for every stakeholder who may have interests in these subjects.

Stakeholder engagement

We serve and rely on a wide range of internal and external stakeholders. We engage and collaborate with them through a variety of channels across many parts of our organization. We listen to our stakeholders' views and suggestions and use that feedback to improve our products, services and business practices.

In FY 2024, as part of our annual shareholder outreach and engagement program, we offered engagement meetings to our top 75 shareholders, representing approximately 68% of our outstanding shares. As a result, our senior representatives met virtually with shareholders holding approximately 38% of our outstanding shares. The Lead Director and other members of the Board participated in several of these meetings. These meetings also included senior representatives from one or more of our corporate secretary, investor relations, sustainability, human resources, regulatory and quality teams.

BD also engages in quarterly earnings calls, industry presentations and conferences, company-hosted events and securities analyst meetings with our shareholders. Topics discussed during these meetings include corporate strategy; Board composition and refreshment; sustainability and climate change; human capital management; and executive composition plan design and practices. To learn more about how we conduct meaningful engagement with each of our stakeholder groups, visit our [appendices](#).



Together We Advance

BD's sustainability strategy—Together We Advance—directly supports our Purpose: *advancing the world of health™* and addresses the most relevant environmental, social and governance issues for our organization and our stakeholders. The initiative focuses on enhancing stewardship of the company, communities, human health and the planet. All of these are interconnected, and Together We Advance embraces these connections with the goal of driving positive collective outcomes and a healthy, resilient world for all.

2030+ impact areas and goals

BD has set goals in five key areas to achieve by 2030 (and beyond) where we see the most opportunity for meaningful and measurable change over the next decade. These commitments—environmental stewardship, innovation and product impact, responsible supply chain, healthy workforce and communities, and transparency—provide shared value to our stakeholders while making a positive impact.





Environmental stewardship

Progress toward our goals	14
2030+ Goals, metrics & targets	15
Planning for our transition to net zero	16
Energy	18
Water management	19
Waste	20
Air emissions	20
Environmental data governance and collection	21
Environmental, health and safety management	22

Progress toward our goals

Our commitment: Minimize our contribution to global emissions and use our capabilities to address unmet health needs for climate-vulnerable populations.

2030 goals	Current status
<p>1 We will commit to setting science-based emissions reduction targets for GHG emissions across all scopes, in line with the SBTi.</p> <p>Reduce Scopes 1 and 2 emissions by 50% (from 2019 baseline, absolute) by 2030.</p> <p>Scope 3 emissions targets for material Scope 3 categories are expected to be set within 2 years.</p>	<p>Our science-based targets were approved by the Science Based Targets initiative (SBTi) in Q2 FY 2024.</p> <p>Decreased by 20% (market-based, 2019 baseline).</p> <p>We have committed that 75% of our suppliers and customers by emissions covering purchased goods and services, capital goods, upstream transportation and distribution, use of sold products and end-of-life treatment of sold products, will have science-based GHG emissions reduction targets by 2028.</p> <p>For further details, click here.</p>
<p>2 We will advocate for net zero emissions.</p>	<p>Our science-based targets were approved by the Science Based Targets initiative (SBTi) in 2024, which includes a net zero target.</p>
<p>3 We will achieve additional environmental efficiency targets in our direct operations.</p> <p>Reduce energy consumption by 25% (from 2019 baseline, normalized to Cost of Products Sold [COPS]) by 2030.</p> <p>Reduce water consumption by 40% (from 2019 baseline, normalized to COPS) by 2030.</p> <p>Reduce nonhazardous waste by 50% (from 2019 baseline, normalized to COPS) by 2030.</p> <p>Increase landfill diversion to 90% (from 2019 baseline, absolute) by 2030.</p> <p>Increase recycling to 80% (from 2019 baseline, absolute) by 2030.</p> <p>Reduce hazardous waste by 50% (from 2019 baseline, normalized to COPS) by 2030.</p> <p>Reduce volatile organic compounds (VOCs) and hazardous air pollutants (HAPs) by 30% (from 2019 baseline, normalized to COPS) by 2030.</p> <p>Reduce ozone-depleting substances (ODS) by 50% by 2030 (from 2019 baseline, normalized to COPS).</p> <p>Eliminate use of R22 by 2030 (absolute).</p>	<p>Reduced by 11%.</p> <p>Reduced by 19%.</p> <p>Reduced by 9%.</p> <p>Diversion rate of 77%.</p> <p>Recycling rate of 67%.</p> <p>Increased by 16%.</p> <p>Reduced by 43%.</p> <p>Reduced by 99%.</p> <p>To date, 62% of R22 refrigerant systems have been replaced with upgraded equipment.</p>
<p>4 We will use our capabilities to contribute to solutions that address unmet climate-related health needs.</p>	<p>We have several initiatives to address climate-related health needs. These include our support of Americares and Let's Share the Sun Foundation. For more information, see the Healthy workforce and communities section.</p>

2030+ Goals, metrics & targets

In 2024, we increased our Scopes 1 and 2 emissions reduction target from 46% to 50% by 2030, from a 2019 baseline. This target ambition is in line with a 1.5 °C trajectory.

In April 2024, the SBTi approved our near- and long-term emission reduction targets.

Overall net zero target

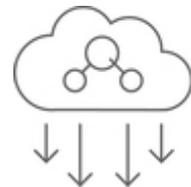
BD commits to reach net zero GHG emissions across the value chain by FY 2050.

Near-term targets

BD commits to reduce absolute Scopes 1 and 2 GHG emissions 50% by 2030 from a 2019 base year. BD is also working to support up to 75% of its suppliers and customers by emissions covering purchased goods and services, capital goods, upstream transportation and distribution, use of sold products and end-of-life treatment of sold products, to have science-based targets by 2028.

Long-term targets

BD commits to reduce absolute Scopes 1 and 2 GHG emissions 90% by 2050 from a 2019 base year. BD is working to reduce Scope 3 GHG emissions 97% per unit of sold product by 2050 from a 2021 base year.

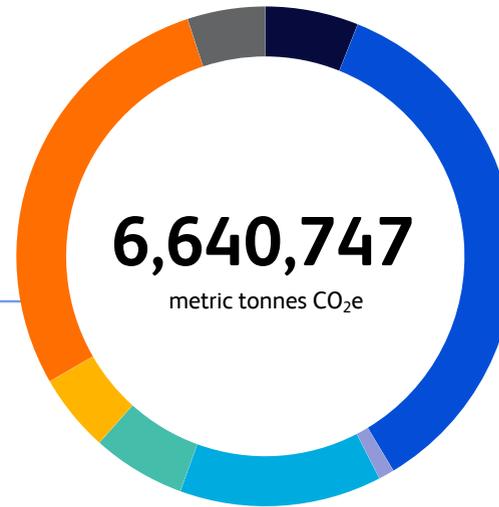


**FY 2024 GHG INTENSITY
(SCOPES 1, 2 AND 3)**

329 metric

tonnes CO₂e per \$million revenues

Climate change



FY 2024 GHG EMISSIONS, BY SCOPE AND CATEGORY

SCOPE 1 & 2	6%
SCOPE 3 CATEGORY 1	36%
SCOPE 3 CATEGORY 2	1%
SCOPE 3 CATEGORY 4	13%
SCOPE 3 CATEGORY 9	6%
SCOPE 3 CATEGORY 11	5%
SCOPE 3 CATEGORY 12	28%
OTHER SCOPE 3 CATEGORIES	5%



Planning for our transition to net zero

We're decreasing our own footprint by tackling our Scopes 1 and 2 emissions through demand reduction, improved efficiency and increased use of renewables. We have developed roadmaps for every operations location, which include year-on-year reduction targets and project pipelines.

Although critically important, Scopes 1 and 2 emissions represent only a small fraction of our total GHG emissions footprint. We are taking a similar approach to reduce our Scope 3 emissions and achieve our net zero targets.

Through FY 2024, we worked with each business unit, along with the central Sustainability team, responsible sourcing team and central R&D team, to co-create glidepaths to identify actions to meet our net zero target.

Our Scope 3 emissions are driven primarily by activities in our upstream supply chain that are associated with the purchase of goods and services, transportation and distribution, and the use and disposal of products.

In FY 2024, we hosted a BD Supplier Climate Action Summit that brought together over 1,000 of our top emissions contributing suppliers. Further information about the event and other steps we have taken can be found in the [Responsible supply chain section](#).

We recognize the importance of building partnerships to reduce emissions across the healthcare value chain. BD is a foundational participant and an executive committee member of the Collaborative for Healthcare Action to Reduce MedTech Emissions (CHARME). CHARME is a voluntary initiative convening health systems, medical device and equipment suppliers, distributors, GPOs, and other key industry stakeholders to define, implement, and champion best practices to reduce emissions from the medical technology supply chain. CHARME members are working collaboratively across a 24-month period to achieve industry and individual members' decarbonization goals.

In addition to tracking GHG emissions, we use several additional metrics and targets used to assess and manage climate-related risks including the following:

Reducing emissions and achieving our targets will require coordinated action across three main levers:

- 
Engaging with our suppliers and supporting them on their journeys to setting and achieving science-based targets
- 
Designing our products to reduce GHG emissions from our products and packaging across the life cycle
- 
Building ecosystems and partnerships across the value chain to decarbonize healthcare

	Metric	Target
Transition risks—upstream	<ul style="list-style-type: none"> Number of sustainability desktop audits of suppliers completed. 	<ul style="list-style-type: none"> Sustainability desktop audits for strategic, preferred and critical suppliers completed by 2023; 90% of total spend reflected in completed supplier sustainability desktop audits by 2025.
Physical risks—operations	<ul style="list-style-type: none"> Reduction in water consumption. 	<ul style="list-style-type: none"> Reduce water consumption by 40% by 2030 (from 2019 baseline, normalized to COPS).
Transition risks—operations	<ul style="list-style-type: none"> Reduction in energy consumption. Number of projects implemented to reduce energy consumption. Annual savings (\$) associated with purchase of energy. 	<ul style="list-style-type: none"> Reduce energy consumption by 25% by 2030 (from 2019 baseline, normalized to COPS).

We expect to identify and assess further metrics for suitability to measure climate-related risk and opportunity.

Scopes 1, 2 and 3 emissions data, including calculation methodology where relevant, is in the data tables in the appendices. We also disclose emissions annually via the CDP (formerly the Carbon Disclosure Project). Details of how we manage governance, strategy, and risks and opportunities can be found in Climate-Related Disclosures document on our website.

Renewable energy roadmap

BD Scope 1 and Scope 2 Greenhouse Gas Reduction



17 Sites

using renewable power, reducing 23% of Scope 2 emissions

14 green electric contracts,
3 on-site solar



45 Sites

using renewable power reducing 44% of Scope 2 emissions

37 green electric contracts,
8 on-site solar



Vision

100%

of sites using renewable electric power (Scope 2)

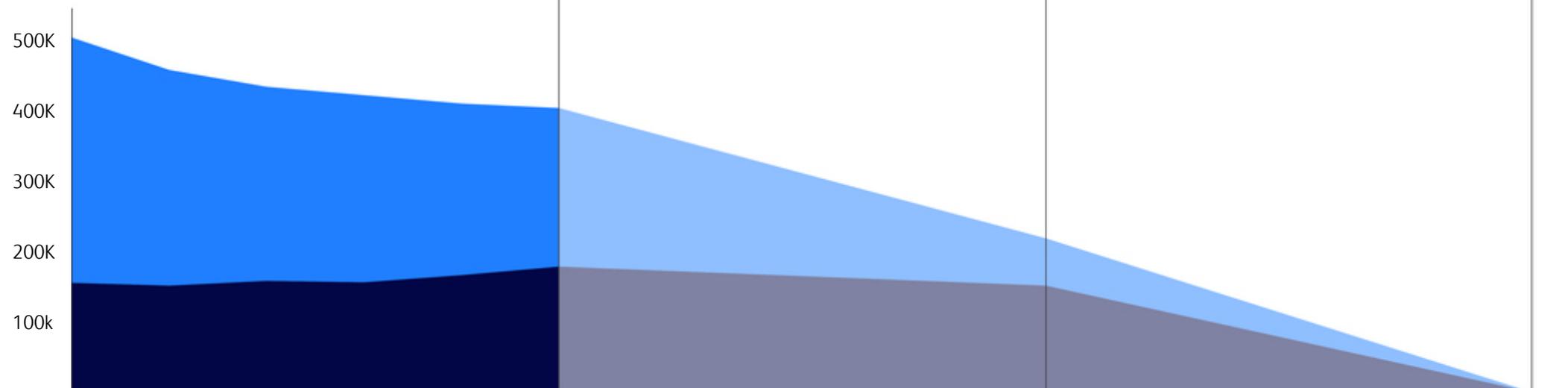
Scope 1 renewable energy pilots in place



Vision

100%

of sites using Scope 1 and Scope 2 renewable energy



FY19

Start of the BD **Scope 1** and **Scope 2** GHG reduction journey

FY24

20% **Scope 1** and **Scope 2** GHG reduction

FY30

50% **Scope 1** and **Scope 2** GHG reduction goal

FY50

Net zero GHG emissions across the value chain (Scopes 1, 2 and 3)

Conservation work continues in all of our sites, but to meet our long-term commitments, initiation of **Scope 1** and acceleration of **Scope 2** renewable power sourcing is required.

Better Buildings, Better Plants Challenge (energy and water)

For several years, BD has been a part of the U.S. Department of Energy (DOE) Better Buildings, Better Plants Challenge for energy and water. In early FY 2024, we joined the DOE Better Climate Challenge, which joins us with other manufacturing companies in striving to improve the operational efficiency of our manufacturing plants within 10 years.

We aim for:



50%

GHG emissions reduction



40%

reduced water consumption



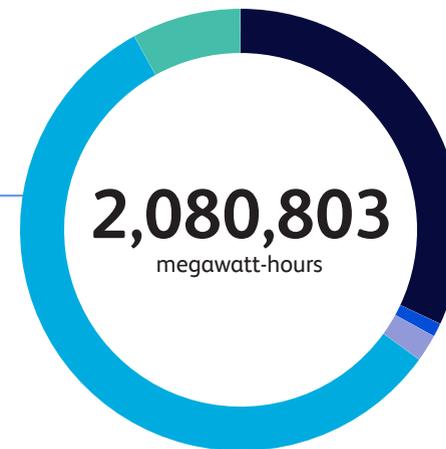
25%

reduced energy intensity of our entire portfolio

Energy

In FY 2024, our energy usage intensity remained relatively flat year-on-year. Since 2019, we have achieved an 11 % reduction, driven primarily by significant reductions in our manufacturing facilities from process optimization and equipment upgrades.

Including all sources of renewable energy, 44 % of our electric power in FY 2024 came from renewable sources.



FY 2024 ENERGY SOURCES (MEGAWATT-HOURS)

NATURAL GAS	32%
NO. 2 FUEL OIL	1%
PROPANE	2%
ELECTRICITY includes renewables	57%
OTHER FUELS Jet fuels, liquefied petroleum gas, fleet fuels and purchased steam	8%



Water management

In FY 2024, our water usage intensity was relatively flat compared to 2023; we achieved a 19% reduction in water use intensity compared to our 2019 baseline. Since 2019, we have implemented several projects, including equipment upgrades and process optimization, in order to reduce water usage.

Water risk

We conduct water risk assessments annually for basin water risk¹ and operational water risk² using the World Wildlife Fund (WWF) Water Risk Filter.³ The screening tool assesses types of water-related business risk—physical, regulatory and reputational.

We communicate the results with our Sustainable Operations Council as well as impacted sites, which are required to develop and implement strategies to reduce consumption or improve demand through projects such as rainwater harvesting.

Our FY 2024 water risk analysis revealed that overall operational water risk is low.⁶ Eight facilities have high⁷ basin water risk, though the overall basin water risk is considered medium.⁸

Basin water risk

- Overall basin level risk is medium.
- 8 locations are located within basins with high water risk and account for 14% of water consumption and 6% of water usage.
- 29 locations are classified as medium basin water risk and account for 24% of water consumption and 24% of water usage.
- 47 locations are classified as low basin water risk and account for 62% of water consumption and 59% of water usage.

Operational water risk

- Overall operational water risk is low.

Water consumption⁴ and water use⁵

- 26 river basins with 69 BD facilities account for 99% of water consumption and 99% of water use.
- 4 river basins with 24 BD facilities account for 40% of water consumption and 57% of water use.
- 1 river basin with 4 BD facilities account for 20% of water consumption and 30% of water use.

¹ Basin water risk refers to the nature and condition of the water basins in which sites operate.

² Operational water risk refers to how sites depend on and potentially impact water.

³ <https://riskfilter.org/water/home>

⁴ Water consumption is the portion of water use that is not returned to the original water source after being withdrawn.

⁵ Water use occurs when water is lost in the atmosphere through evaporation or incorporated into a product and is no longer available for reuse.

⁶ WWF Water Risk Filter categorizes low risk between 1.8 and 2.6.

⁷ WWF Water Risk Filter categorizes high risk between 3.4 and 4.2.

⁸ WWF Water Risk Filter categorizes medium risk between 2.6 and 3.4.

Waste

We focus on opportunities to minimize our waste generation and to extend the life of materials in the following ways:

- Our Management of Change Standard Operating Procedure (SOP) requires our manufacturing locations to review and assess the waste implications of process changes and design transfers.
- Cross-functional teams evaluate source reduction and waste minimization opportunities and partner with local and regional waste disposal vendors to evaluate opportunities for reduction, reuse, redesign and recycling.
- Data associated with waste generation is reported by each of our locations via an online system, allowing us to assess the types and quantity of wastes generated and to identify opportunities for improvement.

Waste performance

As we continue to assess and implement waste reduction projects, our efforts resulted in a reduction in our normalized nonhazardous waste generation in FY 2024 compared to the 2019 baseline.

We experienced an increase in hazardous waste compared to the baseline, primarily driven by product transfers and changes in product mix at a few sites. We have identified this opportunity for improvement and are planning to address the situation in the future.

2030 goals	Current status
1 Reduce nonhazardous waste by 50% by 2030 (from 2019 baseline, normalized to COPS).	Reduced by 9% from the 2019 baseline, driven by process optimization improvements.
2 Increase landfill diversion to 90% by 2030.	Diversion rate of 77%.
3 Increase recycling to 80% by 2030.	Recycling rate of 67%. In FY24, opportunities to increase recycling were identified by multiple facilities.
4 Reduce hazardous waste by 50% by 2030 (from 2019 baseline, normalized to COPS).	Increased by 16% from the 2019 baseline.

Air emissions

2030 goals	Current status
1 Reduce volatile organic compounds (VOCs) and hazardous air pollutants (HAPs) by 30% by 2030 (from 2019 baseline, normalized to COPS).	Reduced VOCs+HAPs by 43% from the 2019 baseline.
2 Reduce ozone-depleting substances (ODS) by 50% by 2030 (from 2019 baseline, normalized to COPS).	Reduced by 99% from the 2019 baseline. ODS reduction is due to process changes that eliminate the use of hydrochlorofluorocarbons (HCFC) materials and the continued replacement of R22 at multiple locations.
3 Eliminate use of R22 by 2030 (absolute).*	To date, 62% of R22 refrigerant systems have been replaced with upgraded equipment. Using our Replace with a Purpose approach, we continue to develop site-level plans that focus on compliance, reliability, redundancy and long-term capacity while optimizing efficiency.

* R22 refrigerant (also known as R22 freon and HCFC-22 freon) is a chemical used in both air conditioners and heat pumps. It has a harmful impact on the ozone layer when released into the air and therefore has been banned from manufacture or import in many jurisdictions where BD operates.

Environmental data governance and collection

Environmental data is collected from all locations globally via a third-party data collection and analysis platform. The central Sustainability team uses data in this platform to track energy and water use, waste disposal, and emissions data for GHGs, HAPs and VOCs, and to monitor performance toward our environmental targets using site roadmaps and scorecards.

Our Environmental Inventory Management Plan (IMP) documents key governance and measurement processes for energy, GHG emissions, water and waste. It also defines roles, responsibilities and processes, including triggers for baseline recalculation and restatement. The IMP provides confidence in our data to support decision-making and consistent and transparent reporting.

All of our manufacturing sites, distribution centers and large supply chain locations—representing approximately 99% of our Scopes 1 and 2 GHG emissions—have annual individual targets for each environmental performance metric.

Our reporting boundary includes all facilities where BD has operational control, including major offices, manufacturing facilities, R&D facilities and distribution centers, regardless of whether the location is owned or leased. This approach is consistent with the World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol (GHGP).

Environmental data process and data governance

The central Sustainability team meets with all sites monthly to review and resolve issues with data and discuss projects that are underway or planned. We believe that improvements in our operational practices and improved visibility into environmental performance metrics have helped to reduce emissions reduction and facilitated identifying water and waste reduction opportunities.

The Sustainability Operations Council, led by the senior director of operations sustainability, comprises individuals from each business unit as well as relevant central teams such as Procurement and Facilities Management. The purpose of the council is to align site, regional and central team resources to build a multiyear pipeline of sustainability projects tied to site roadmaps to achieve the 2030+ goals. Updates on performance and site roadmaps are provided to the Integrated Supply Chain leadership team at least quarterly. At the company level, progress on overall sustainability performance is reviewed with the Enterprise Risk and Sustainability Committee (ERC) and the Board of Directors at least annually.



Environmental, health and safety management

At BD, we promote environmentally sound practices and protect the health, safety and security of our associates, customers and partners and of the communities where we live and work. We aim to prevent work-related accidents, injuries, illnesses and environmental harm through innovation, associate engagement and continuous improvement methodologies. We set expectations for EHS management via three key BD documents – our [Code of Conduct](#), Corporate EHS Standards, and [EHS Policy](#).

Environmental, health and safety governance

At the corporate level, BD’s EHS team is led by the chief sustainability and EHS officer, who reports to the company’s executive vice president & chief integrated supply chain officer. To continue to build strong accountability and provide continuous improvement of EHS across the organization, an EHS Leadership structure is in place. Additionally, an assistant general counsel of regulatory law is dedicated to the EHS organization.

Executive Vice President and Chief Integrated Supply Chain Officer



Chief EHS & Sustainability Officer

<p>Director, Environment and EHS Auditing</p> <p>This individual is responsible for environmental strategy, internal corporate EHS audits, remediation, due diligence, mergers and acquisitions, and high hazard/process safety management.</p>	<p>Associate Director, EHS Operational Effectiveness</p> <p>This individual leads the Global EHS Advisory Council with representation from all BD businesses, providing a unified direction in establishing global objectives and strong collaborative efforts across the organization. This role also oversees EHS corporate standards, learning and development, and EHS data analytics to deliver continuous improvements to EHS operations.</p>	<p>Associate Director, EHS</p> <p>This individual is part of the central EHS team, provides leadership to Business Units and our global supply chain, and partners with both EHS professionals and leadership.</p>
--	--	---

Environmental, health and safety management systems

To foster continuous improvement of environmental performance at the facility level, BD has implemented ISO 14001:2015-certified environmental management systems (EMS) at many of our manufacturing sites around the world. In addition, headquarters offices and some sales offices in Europe are also certified. Approximately 45% of BD manufacturing sites are certified to the ISO-14001 EMS standard.

Every ISO 14001-certified site sets environmental improvement objectives annually, and they are reviewed for progress quarterly. We plan to continue ISO 14001:2015 certification at BD manufacturing locations in the coming years.

Additionally, we have two sites certified to the ISO 50001 energy management standard, which provides a framework of requirements to measure and employ data for better understanding of energy use, set objectives for energy use reduction and continually improve energy management.

All BD manufacturing locations maintain a strong focus on occupational health and safety (OHS) management. Significant OHS risks associated with our activities are identified and reviewed for elimination and/or control to minimize and prevent potential injuries. For sites that are not currently certified to a third-party OHS management standard, their on-site OHS programs follow many of the elements of the ISO 45001 standard.

For additional details on FY 2024 work related to associate health and safety, including EHS-specific training programs, visit the [Healthy Workforce and Communities](#) section of this report.



ISO14001

38

BD sites are certified to the ISO 14001:2015 Environmental management standard.



ISO50001

2

BD facilities in Spain and Hungary are certified to the ISO 50001 Energy Management Standard.



ISO45001

5

BD sites in Spain, Italy and China are certified to the ISO 45001 Occupational Health and Safety Management Standard.

Environmental, health and safety information management system

In FY 2024, we continued to augment and elevate the use of an EHS information management system across the company. Through this platform, we track health and safety incident rates, process safety incidents, and corporate EHS audit actions. The platform contains a dashboard showing incident data across business units and sites, and issues alerts to senior management for certain classifications of incidents. We offer guidance tools and a platform to solicit user feedback and offer application-focused training as needed.

Internal audits

Our global EHS audit program covers all BD manufacturing, R&D, distribution center and major office locations. Audits are typically carried out by a third party and a representative from the central EHS team who leads and monitors audit performance and outcomes.

High-hazard sites are audited every three years, manufacturing sites every four years, and R&D and distribution sites every five years.

Initial audits typically last three full days and consist of an opening meeting, a site tour, document examination and a closing meeting. Findings are included in the audit tool, and the site is responsible for ensuring that all actions are closed out.

Executive summaries of each audit are provided to site management, operational leaders, EHS business team leaders, the chief EHS & sustainability officer, associate general counsel of regulatory law, the General Counsel, the EVP & chief integrated supply chain officer, and the CEO. Our EHS management process is to track corrective actions to closure, with follow-up audits carried out approximately 12 months later to verify completion.

Once findings are verified and closed, the site is issued a closure confirmation from the central EHS team. All findings that remain open after the follow-up audit are tracked monthly and communicated to senior management.



Innovation and product impact

Progress toward our goals	25
Innovation at BD	26
Materials of concern and product stewardship	28
BD's Sustainable Medical Technology Institute (SMTI)	29
Partnerships, collaborations and thought leadership	31
Product quality	32
Medical affairs	37
Global clinical affairs	38
Market access and payment policy	39

Progress toward our goals

Our goal: Reduce the environmental impact of our portfolio and address the sustainability needs of our customers.

2030 goals

Current status

- 1 We will address plastic and packaging material consumption in our product portfolio through considerations in product design, including:**

 - Chemical elimination / replacement.
 - Material reduction.
 - Safe product reuse models.
 - Closed-loop recovery and/or open-loop recovery.
- 2 We will apply minimum environmental and human health criteria (based on customer EPP standards) to new products and product changes to strive for meaningful and sustainable product improvements across the life cycle.**

 - Publish BD minimum environmental standards for products by end of FY 2022.
 - Establish medium- and long-term targets for products to meet minimum environmental standards within 6 months of publication of the standard.
- 3 We will work to address the impact of plastics through existing and new strategic partnerships that work across the value chain.**

Our Sustainable Medical Technology Institute (SMTI) supports our 2030+ product impact goals through a focus on three key areas: materials of concern, new and more sustainable sterilization technologies, and sustainable product design.

The central product stewardship team and SMTI work to understand the impact of emerging requirements regarding materials of concern on our product portfolio. SMTI's strategies for identifying and evaluating replacement materials are being executed for key substances.

SMTI has developed a simplified life cycle assessment (LCA) tool to help easily identify opportunities to reduce the environmental footprint of both existing and in-development products. The tool and training are available for internal use.

Our Human Health and Environmental Criteria (HHE) are complete and include criteria for high priority materials of concern. The HHE Criteria includes implementation of best practices for sustainable design of products and packaging, including design for sustainability (Dfs) and circular economy concepts. The Design for Sustainability Framework of 5Rs includes Rethink, Reduce, Reuse, Replace and Recycle is finalized.

BD is a proud member of the Healthcare Plastics Recycling Council (HPRC) and serves on its Executive Committee, providing us with the opportunity to work with other committee members to influence the direction of HPRC's work.

We are involved in several circularity projects around the world, including a number of pilots to recover and recycle plastic products.

Innovation at BD

At BD, *advancing the world of health™* means patients are at the center of everything we do. As a MedTech leader, our innovation process starts with understanding our patients' needs today, tomorrow and in the future. Healthcare and patient needs continue to evolve. The pace of technology is accelerating, and we're shaping the future of healthcare innovation.

Our business is aligned to the trends we see driving the future of healthcare. While our durable core serves as the backbone of healthcare, our transformative solutions are redefining the future of healthcare in Smart Connected Care, New Care Settings and Chronic Disease outcomes.

At the same time, it is essential to prioritize portfolio development based on key factors such as market trends, consumer insights, technical and clinical feasibility, and the ability to scale.

Innovation at BD is a collaborative effort. Our Medical, Marketing, and R&D teams are involved in the beginning, supported by our global network of cutting-edge science and technology that drives BD's product development. Once we have a viable concept, we activate cross functional teams across the business. This systematic approach achieves better outcomes and patient experiences, while optimizing care delivery.

Artificial Intelligence (AI) is set to revolutionize healthcare

As AI continues to evolve, its integration into healthcare could bring transformative changes, enhancing patient outcomes, optimizing operations, and redefining the future of medical practice. The vision for AI in healthcare is one of a more efficient, accurate, and personalized system that we believe could lead to better overall individual health and well-being:

- AI-powered systems will **enhance diagnostic accuracy** through advanced image recognition, predictive analytics, and personalized treatment plans.
- AI will **play a pivotal role in drug discovery and development**, accelerating the process and reducing costs. By simulating human biology and disease progression, AI can identify potential drug candidates and optimize clinical trials.
- **Machine learning algorithms** will analyze vast amounts of data to identify patterns and predict disease outcomes, enabling timely interventions and preventive measures.

Sustainability in innovation

At BD, sustainability is an innovation driver. With that in mind, we leverage advances in science and technology to develop products that contribute to more sustainable, resilient healthcare systems. Healthcare is responsible for approximately 4.4% to 5.2% of global greenhouse gas emissions. Key healthcare systems and value chain partners recognize their impact on climate change and how climate change effects patients. We partner closely with healthcare systems to support their sustainability journey through our innovation and new product development.

- We aim to reduce the carbon footprint of our current products and through our [Design for Sustainability program](#). Under this program, future products and product changes are expected to consider sustainability in the innovation process and early-stage R&D.
- BD's [Together We Advance Product Impact commitment](#) supports our customers and patients globally as we drive to achieve net zero.
- [BD Excellence](#) is our mindset and operating system. At its core, it is continuous improvement; the difference between what we do and what we are capable of. Nowhere is it more important than innovation, which starts with customer and patient driven needs. It's the engine that helps drive a more sustainable and resilient healthcare system.

Starting with patients and healthcare professionals, we aspire to solve the most complex healthcare challenges and anticipate the changing needs around the world. In partnership with our business and our regional teams, these insights feed our innovation process and drive our disciplined approach to research and development.

Innovation

Strong innovation pipeline progressing in support of our BD 2025 Strategy. Three forces are driving the pace of technology and fueling innovation in our product portfolio.

Key Focus Areas	Recent Launches	Upcoming Launches
<p>Smart Connected Care AI, informatics, and robotics will transform healthcare processes, tools and treatments</p>	<p>BD® Nexus Infusion Platform</p>	<p>BD Pyxis™ Pro Automated Dispensing System</p>
<p>New Care Settings Shift into new settings creates major opportunities to improve patient outcomes and costs</p>	<p>PureWick™ Flex Catheter</p>	<p>PureWick™ Portable</p>
<p>Chronic Disease Outcomes Medical technology will have a growing role in improving outcomes in chronic diseases</p>	<p>Phasix™ ST Umbilical Hernia</p>	<p>Liverty™ TIPS Stent Graft</p>

Note: not all products are available in all countries/regions. Use may be subject to local/state laws and regulations.

Reflecting on the success of BD 2025 and the opportunity ahead

Created 8 platforms for innovation and growth

New BD			Biosciences & Diagnostic Solutions:
GLP-1s & Biologics 	Advanced Patient Monitoring 	Pharmacy Automation 	Immunology and Oncology Research
Peripheral Vascular Disease 	Advanced Tissue Regeneration 	Incontinence 	Molecular

With our more than **2.5M** products and solutions integrated into **75%** of US hospital electronic medical record systems, BD has a leading position in connected care across the entire patient care continuum.

Materials of concern and product stewardship

The central Product Stewardship team monitors changing global environmental regulations that apply to our product portfolio and governs compliance efforts for each of our ten business units. The team is led by the senior director of product stewardship, who reports to the Chief EHS and Sustainability Officer (CSO).

There are significant new and proposed changes to chemical-related and extended producer responsibility regulations and directives. These include the EU Green Deal, which introduced an ambitious set of proposals that will lead to the first climate-neutral continent by 2050. With respect to packaging, we are subject to the EU Packaging and Packaging Waste Regulation, the Model Toxics in Packaging Legislation from the US Toxics in Packaging Clearinghouse, and other similar extended producer responsibility (EPR) legislation worldwide. Additionally, there are many other new and emerging requirements related to materials of concern and reducing the environmental impact of products and packaging around the world, including Greater Asia and Latin America.

In order to monitor and comply with these requirements, the central Product Stewardship team maintains the materials of concern (MOC) list and the central database used to manage chemical information for over 100,000 components. Our [MOC list](#), which is updated twice per year, contains both regulated and nonregulated substances that we consider to be of concern. The list is a guide for our efforts to reduce MOCs across our portfolio.

We use a third-party platform to request chemical compliance and packaging information from our suppliers. Our Supply Base Compliance (SBC) and Extended Producer Responsibility team uses a defined process to accept all supplier-provided information, which in turn is reviewed and verified by relevant business teams before being accepted for use in our products.

In order to monitor the changing landscape around materials of concern among customers, regulatory bodies and advocacy groups, our Sr. Director Product Stewardship leads an internal Chemical Review Board. This group draws on functional and subject matter expertise in procurement, product stewardship, legal, regulatory, and toxicology areas and includes representation from the BD Sustainable Medical Technology Institute (SMTI) and business teams.

The central Product Stewardship team also creates and manages our thousands of safety data sheets and tracks packaging, batteries and Waste of Electrical and Electronic Equipment (WEEE) waste reporting requirements across 28 entities.



By the numbers



600,000+
points of feedback from suppliers



1,200+
substances incorporated into the BD MOC list



4,000+
suppliers contacted in 2024 as part of the Product Stewardship data collection program

BD's Sustainable Medical Technology Institute (SMTI)

The SMTI's goal is to support BD's 2030+ product impact goals and overall sustainable innovation strategy. The SMTI partners with the central Sustainability team and across various central and business teams to identify and address product-related sustainability opportunities for all of BD. This is accomplished by embedding human health and environmental considerations into the product development process to achieve benefits across our products' entire life cycle. To inform its work, the SMTI engages regularly with peer companies and technical experts, in addition to supporting business and regional teams to engage with customers around product sustainability topics.

The SMTI is led by our director of sustainability, research and development, who also leads the Product Impact Council. The Product Impact Council guides and facilitates the product impact work across central, business and regional teams. The Council has executive sponsorship from the EVP and chief technology officer and the EVP integrated supply chain officer. The SMTI focuses on four key areas to reduce the carbon footprint and environmental impact of our products: materials of concern; new and more sustainable sterilization technologies; enabling circular economy solutions across BD businesses; and sustainable product design practices.

Materials of concern

BD considers the potential impact of the materials we use in our products and packaging, and reviews customer preferences related to materials of concern and waste criteria in our sales portfolio. The SMTI works with cross-functional business teams to mitigate risks and address specific challenges related to MOCs. One approach to increasing impact and ensuring consistency involves integrating MOC-related and sustainable design requirements into product development. SMTI is actively developing strategies for identifying and evaluating replacement materials in response to emerging requirements and customer expectations in different parts of the world, including eliminating or lightweighting materials and selecting more sustainable materials. It seeks to achieve this by utilizing expertise across all BD businesses and functions, in addition to external partnerships where appropriate.

Sterilization technologies

The SMTI is working to identify alternatives to radiation-based and gas-based sterilization methods. As new technologies become available, the SMTI conducts technical evaluation to assess suitability in use with medical devices. This includes material compatibility assessments, to ensure that the novel modality does not negatively impact the material of construction. This is a challenging task, considering the wide variety of materials that are utilized in medical device applications, and the stringent processing conditions associated with some of the novel sterilization technologies. Product performance testing is then conducted to assess any detrimental effects on the intended use of the product. Alternate packaging designs are also being investigated due to the strong interaction between sterilization and medical device packaging. The SMTI continues to advance the utilization of the Sterilization Resource for Product Development (SRPD), a tool which allows R&D associates to consider sterilization implications during product development. Training has been conducted in collaboration with the Integrated Supply Chain organization for New Product Development teams across BD regions and businesses.

To protect patients from the risks of infectious diseases caused by bacteria, viruses and fungi, the U.S. Food and Drug Administration (FDA) requires the sterilization of medical devices and clinical products.

BD is among the world's largest producers of medical products that are critical for patient care, the majority of which require terminal sterilization. For approximately 50% of BD products, the ethylene oxide (EtO) sterilization process is the only type of sterilization that can be used. Our EtO sterilization facilities use the top-tier emission control technology. See [etosafety.bd.com](https://www.bd.com/etosafety) for further information.

Human Health and Environment Criteria

The Human Health and Environmental (HHE) criteria, developed by the SMTI in collaboration with product stewardship, responsible sourcing and central sustainability teams, sets minimum environmental and human health criteria (based on customer EPP standards) for new products and product changes. These criteria were developed following benchmarking against peer companies and review of customer EPP requirements, particularly those seen in tenders.



Sustainable product design (Design for Sustainability)

The design of our products—from the materials we select through to design for longevity and end of life solutions—will play an important role in meeting our net zero target.

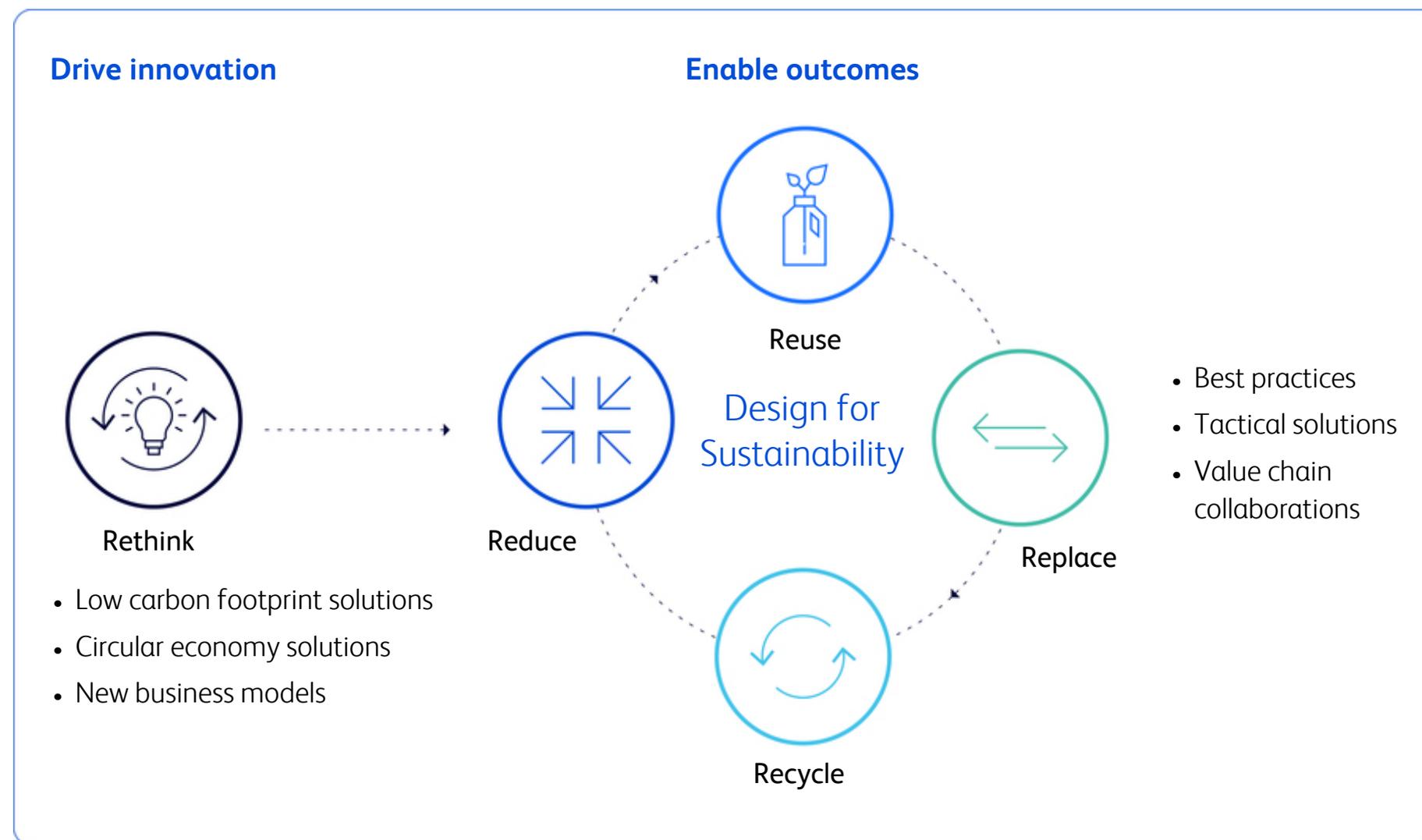
Reducing the volume of materials used in products and packaging can lower emissions during sourcing, manufacture, distribution and end of life disposal, also reducing waste across the value chain. Alternative materials—including bio-based materials and recycled content—may also help to lower emissions.

Designing our products with circularity in mind will keep materials in use for longer, helping to conserve resources and reduce emissions. Due to the breadth of our portfolio and nature of use, not all design levers to reduce emissions may be appropriate for all products.

In FY 2024, we drafted a Design for Sustainability Framework based on the 5Rs: Rethink, Reduce, Reuse, Replace and Recycle. This framework provides Innovation and New Product Development Teams with tools and principles that include methodologies for supplier selection, identification of low-carbon materials of construction, sustainable product and packaging design, removal or replacement of MOC-containing materials with alternatives, and mechanisms for reducing greenhouse gas emissions for energy-consuming products. It also focuses on reducing waste, including plastic waste by incorporating elements of circularity in product design criteria. The Design for Sustainability guidebook will be finalized in FY 2025 and these principles will be included in our Innovation and New Product Development methodologies. Training for associates on the use of this guidebook is being developed in parallel.

Life cycle assessment

Complementing the DfS Framework, BD uses Life Cycle Assessment (LCA) methodology to quantify the environmental impact through a product’s lifecycle as per ISO 14044 and 14040. We have developed an LCA screening tool for use by product engineers in the product design process. BD utilizes both simplified screening methods as well as full LCAs.



Partnerships, collaborations and thought leadership

The GHG emissions from disposal of our products at their end of life represent a significant portion of our overall footprint. We continue to build on existing programs to facilitate improved disposal of BD products—either through product takeback, or by establishing partnerships that provide alternative disposal options for our customers. The SMTI is supporting a number of circular economy pilots aimed at recovering and recycling materials from our products at end of life.

In compliance with local regulations in certain jurisdictions, we take part in programs that support the responsible collection, management and disposal of packaging, batteries, and electrical and electronic waste.

BD also is involved in and contributes to several collaborative initiatives and thought leadership opportunities with respect to sustainable operations and product sustainability:

- ASTM Sustainable Healthcare Subcommittee.
- ASTM Radiation Processing Subcommittee.
- Collective Healthcare Action for Reducing MedTech Emissions (CHARME) (executive committee member).
- Sustainable Healthcare Coalition.
- Kilmer innovations in Packaging (KiiP), including the Sustainability and End-of-Life solutions workstream.
- Most recently, SMTI provided the keynote address at the International Meeting on Radiation Processing 2024 conference on radiation sterilization.
- Healthcare Plastics Recycling Council (executive committee member), a private technical consortium of industry peers across the healthcare, recycling and waste management industries.



Advancing circularity

1 U.S.

Over the past decade, BD has partnered with a resource management provider to recover, process and recycle manufacturing waste from certain BD operating locations across the U.S. We are evaluating the possibility to utilize these recovered materials to support the manufacture of BD products, creating full circularity.

2 Australia/New Zealand

Several initiatives are underway in Australia and New Zealand to collect and recycle a variety of used medical materials. Highlights from FY 2024 include:

- **Expired/damaged products:** BD partnered with a resource management provider to recycle unsaleable products in Australia. Within six months, landfill diversion increased from 20% to 75%. This initiative achieves comparable costs to recycling compared to landfilling the material.
- **BD® Alaris™ Infusion Pump:** BD has partnered with customers and two waste management firms in Australia and New Zealand to recycle BD® Alaris™ Infusion Pumps. Following the rollout of a new fleet of infusion devices, our customers were interested in recycling possibilities for devices that had reached the end of their useful life, that would also ensure the secure removal of clinical and network configuration data. In Australia, BD partnered with a resource management provider to recycle pumps collected from a hospital. In New Zealand, we partnered with a registered charity that employs people with disabilities to dismantle infusion pumps collected from a local health board for recycling. Through this pilot program, over 1,200 pumps were recycled, diverting 3 tonnes of electronic waste from incineration or landfill.
- **Recycling syringes:** The New Zealand used syringe pilot program has evolved into a regular partnership with Future Post in Auckland and several leading hospitals in New Zealand. Syringes from surgical theaters are recycled into fence posts for use in agricultural settings. In FY 2024, BD and partners helped recycle more than 3 metric tonnes of syringes.

3 Denmark

In FY 2023 and early FY 2024, BD collaborated with a consortium of healthcare institutions in Denmark to innovate a method to recycle used blood collection tubes without compromising the hygiene, safety or quality of the material. The pilot study showed that these used tubes, which are made from high-quality polyethylene terephthalate (PET) plastic, can be cleaned, shredded and molded into new articles.

This pioneering work was presented at the [Nordic Conference on Sustainable Healthcare](#), hosted by the Nordic Center for Sustainable Healthcare (NCSH) in Malmo, Sweden. NCSH is a cross-sectoral network that fosters collaboration among companies, hospitals, regions, universities, and NGOs, to generate new knowledge and innovative ideas in the area of sustainable healthcare. The study generated significant interest from potential collaborators and partners in the region. The team is planning to expand the next phase to include participation from additional value chain partners.

Product quality

Safety, quality and service are at the heart of how we design, manufacture and deliver products. We work to ensure patient and customer safety through the predictable delivery of high-quality, effective products and services. Worker safety and product performance are top priorities for us, and we develop innovative solutions in accordance with Our Purpose: *advancing the world of health™*.

BD also works to drive quality and shape the external environment by informing the development of industry-wide standards through our memberships in organizations and trade associations and frequent engagements with regulatory agencies, including the FDA.

Inspire quality

We're on a multiyear journey to simplify the delivery of high-quality products and services to our customers and patients in a way that values compliance, helps reduce enterprise risk and makes it easier to do business with us. In FY 2024, BD successfully completed a comprehensive redesign, simplification, and harmonization of our Quality Management System (QMS) elements. All elements of the quality management system have been approved for implementation with targeted completion by the end of FY 2026. This initiative enhances our process, ensuring it is streamlined, robust and maintains compliance while being uniformly applied across all business areas and regions. All BD sites have established QMSs that promote product safety and reliability, and more than 90% of all worldwide sites maintain certifications for them. We also continue to expand our footprint of Medical Device Single Audit Program certifications. In FY24, BD teams across the globe celebrated our culture of quality as part of our annual Global Inspire Quality Week and World Quality Week activities with more than 45 sites participating. This year's theme was "Driving Quality Excellence Together," inspired by the cross-functional teams who, together, create high-quality products and services our customers and patients can trust. It reflects our commitment to continuous improvement across the company and raising our standards as we bring excellence to everything we do, every day. When we all take ownership of quality, we strengthen the trust in BD that our customers and patients depend on.



Quality culture

Our work to foster a culture of quality across the organization is the foundation of customer and patient trust.

As part of our commitment to quality excellence, we are implementing a Quality Component that puts customer satisfaction as the central focus with the goal of improving overall product quality. This component is based on a zero-loss mindset, driving for zero defects to ensure our products are safe, reliable and effective. The component builds upon the foundations established by the quality management system and focuses on continuous improvement of our manufacturing systems to reduce nonconformances, customer complaints, scrap and rework through increasing product and process knowledge and an enhanced quality culture. At our manufacturing sites, the Quality team plays an active role in Kaizen events, participating both as key contributors and as event leaders. In addition, Quality has extended the Kaizen methodology beyond manufacturing, applying it across various business processes to identify and drive quality continuous improvement opportunities.

We're also driving our quality culture through annual training for our BD associates as well as site- and job-specific training based on function and role. We provide training primarily through our online learning platform, on topics ranging from our core values and customer impact to our QMS and compliance reporting. We have also expanded our quality rewards and recognition program to all BD associates to recognize our evolving culture and mindset shift, as quality is everyone's responsibility at BD.



Quality oversight and performance monitoring

Quality goals are integral part of our corporate key driver goals. While BD tracks performance against quarterly quality goals, every associate also takes ownership in executing our goal for delivering quality products to our patients. Additionally, each site and business unit conduct quality management reviews for quality metrics and safety trends to ensure we uphold our commitment to quality and safety. We continue to leverage data-driven insights to address potential quality deviations sooner and with greater accuracy and to align on joint goals and initiatives. Additionally, we leverage data analytics to empower our associates to work more effectively and efficiently, enabling them to drive continuous improvements in quality for our customers at BD.

Doing what’s right for our patients and end users—one of our core values—is a top priority at BD. We monitor the performance of our products and, when necessary, make field action decisions. We adhere to applicable regulations when reporting necessary data relating to instances where devices may have caused or contributed to a death or serious injury.

In FY 2020, we launched an initiative aimed at addressing the primary root causes of non-conformances that posed the highest risk of leading to field actions. By FY 2024, we have significantly enhanced our product quality, achieving an impressive reduction of these non-conformances of over 60% compared to FY 2020. This initiative has also contributed to a notable decline in field actions linked to these root causes, reinforcing our commitment to proactive quality management and customer safety.

Key quality indicators for FY 2024

Number of FDA Class I recalls	1
Number of FDA Class II recalls	27
Number of FDA Class III recalls	7
Number of FDA warning letters received	1
Number of FDA warning letters resolved	0
Products listed in FDA MedWatch Safety Alerts	See FDA’s MedWatch: The FDA Safety Information and Adverse Event Reporting Program
Number of serious injuries and deaths related to BD products	See FDAs About Manufacturer and User Facility Device Experience (MAUDE)

Data for previous years can be found in the [appendices](#).

* Note these FY 2024 data do not include the Advanced Patient Monitoring acquisition. Data from that acquisition, which was completed in FY 2024, will be included beginning with FY 2025 reporting.

Quality by design

In FY 2023, BD initiated a comprehensive digital transformation aimed at enhancing our capabilities in Application Lifecycle Management (ALM) and Product Lifecycle Management (PLM). This initiative will implement standardized processes and advanced digital solutions to manage product requirements, risks, and changes from conception through production. By integrating ALM and PLM capabilities, we ensure seamless transitions and consistency throughout the product lifecycle. Moreover, this initiative will facilitate efficient quality reviews and provide streamlined access to product information and documentation, thereby enhancing the speed, quality, and compliance of product development and lifecycle management. Furthermore, it will be integrated with other supporting and information systems, such as enterprise resource planning (ERP) and customer relationship management (CRM), to offer a holistic and efficient approach to product development. This strategic and long-term investment is designed to help BD realize its vision of advancing global health by delivering products that meet the needs of our customers and stakeholders, while upholding the highest standards of quality, safety, and performance.

Technology solutions at our manufacturing sites

As part of our multiyear effort to improve operations and quality, we're embedding digital technologies in manufacturing. This initiative is intended to optimize performance resulting in reliable, agile, flexible and sustainable operations; provide consistent and faster delivery of quality products to market; and engage associates in innovation and value-creation activities. In FY 2024, three manufacturing sites completed the electronic device history record (eDHR) program and five new sites launched eDHR, resulting in 26 sites actively using an eDHR system to reduce and eliminate paper, improve batch review and release times, and enhance production and process controls, creating greater overall efficiency. In FY 2025, we'll continue to expand eDHR implementation, and plan to roll it out across manufacturing locations globally by FY 2026.

FY 2024 eDHR SITE STATISTICS

3

Completed Program

23

Actively Executing Program

8

Planned FY25 Start Program

12

Planned FY26 Start Program

In addition, we plan to optimize our technology platforms to harness the power of data and analytics. We currently have initiatives to standardize data and associated data platforms to build a "digital thread," allowing us to understand data signals throughout the product life cycle to optimize our business operations.

Supplier quality program

Our Quality and Procurement teams have implemented a robust supplier quality program that maintains our high standards and enhances product quality through a disciplined approach. Our key focus areas emphasize healthy and mutually advantageous partnerships with suppliers, supplier performance monitoring, supplier development, and product and process validation, as outlined below.

- **Partnerships with suppliers:** Supplier partnerships are crucial for creating collaborative and transparent relationships. This involves open communication, mutual understanding of quality requirements and shared goals for continuous improvement.
- **Supplier performance monitoring:** BD regularly monitors and evaluates the performance of our suppliers, which is important for identifying any quality issues or areas for improvement. Establishing key performance indicators (KPIs) and conducting regular assessments help track supplier performance effectively.
- **Supplier development:** Investing in the development of our suppliers leads to long-term benefits. Providing training, resources and support helps suppliers enhance their processes and capabilities, ultimately improving the quality of their products and services.
- **Production Part Approval Process:** The Production Part Approval Process (PPAP) is a testament to our unwavering commitment to achieving the highest quality standards with our suppliers. As part of the Inspire Quality initiative, BD has successfully implemented the PPAP process on a global scale, conducting instructor-led training sessions for over 1,500 associates.

Our robust PPAP is aligned with industry best practices, supporting us in communicating our design requirements and expectations. This process rigorously verifies that our suppliers' production processes are capable of producing parts that meet BD's stringent quality requirements.

The key benefits of the PPAP process include:

- **Improved supplier communication and collaboration:** By clearly articulating expectations and requirements, PPAP fosters enhanced collaboration and understanding between BD and our suppliers.
- **Enhanced supplier capability assessment:** The process facilitates a thorough assessment and verification of our suppliers' capabilities, to help determine whether they can consistently meet our quality standards.
- **Overall enhanced product quality:** Through rigorous validation and inspection, PPAP helps to ensure that the parts produced meet all required specifications, leading to superior product quality and consistency.

By focusing on these critical areas, our Quality and Procurement teams work in unison to maintain a robust supplier quality program. This collaboration not only ensures the delivery of high-quality products but also promotes a culture of continuous improvement within BD.



Compliance and governance

BD drives transparency and governance in quality and regulatory compliance across the organization, providing visibility to both known and potential risks, and helps shape the external compliance environment by partnering with industry. The Quality and Regulatory Compliance team partners with cross-functional internal teams to identify potential improvement opportunities and collaborates with our businesses to prepare for inspections and certifications.

In FY 2024, BD initiated a Quality Audit Transformation initiative. This initiative sets the foundation to create an independent, dedicated Quality Audit team, reporting into BD Corporate. This team, which will be in place in FY 2025, will focus on enhancing talent capabilities, driving optimized audit outcomes with improved identification of potential risks, and timely escalation ensuring transparency. The team will also play a critical role in inspection readiness assessments and preparation of BD sites for external audits.

	FY 2024
Number of product quality-related inspections by worldwide regulatory agencies ¹	56
Percentage with zero observations	76%
Number of FDA inspections	7
Percentage with zero observations	71%
Number of corporate audits	51

¹ Includes health authorities, departments of agriculture, drug enforcement agencies, etc.

At the corporate level, management oversight is conducted through the Corporate Quality and Regulatory board, which meets monthly and reviews enterprise-wide risk matters, including oversight of product regulatory compliance and product quality and safety, and any escalation from sites and business units. This enhanced system has empowered our leaders with management responsibility for quality matters—including Regulatory Affairs, Medical Affairs, Product Cybersecurity, Integrated Supply Chain and R&D—to drive proactivity, transparency and cross-functional ownership of product safety and quality.

Additionally, our Board of Directors maintains a Quality and Regulatory Committee that oversees matters relating to regulatory affairs, regulatory compliance, product quality and safety, and product cybersecurity. The full Board of Directors also receives updates on product quality and patient safety risks.

Regulations

Today’s global regulatory landscape, requirements, and policies are rapidly evolving to keep pace with emerging technologies and public health challenges. At BD, our Regulatory Affairs teams are responsible for compliant global regulatory registrations of our product. They identify, assess and recommend actions to meet complex compliance requirements, allowing us to streamline submission processes, reduce deficiencies and enhance quality.

Additionally, our Regulatory Affairs teams partner and collaborate with regulatory bodies and industry leaders across the globe to drive regulatory policy advocacy through active involvement in working groups and external society leadership. This collaboration strengthens our alignment with Public Affairs, ensuring our regulatory strategy supports innovation, operations and international health access. In FY 2024, the BD Regulatory Intelligence team identified and monitored 114 draft and 196 new and revised regulations for their impact on BD and our products.

BD Regulatory Affairs teams also work cross-functionally to integrate regulatory and compliance requirements into our product development processes. This includes maintaining legacy products, updating historical regulatory submissions, and enabling future innovation by refreshing product data with regulatory authorities.

Enforcement actions

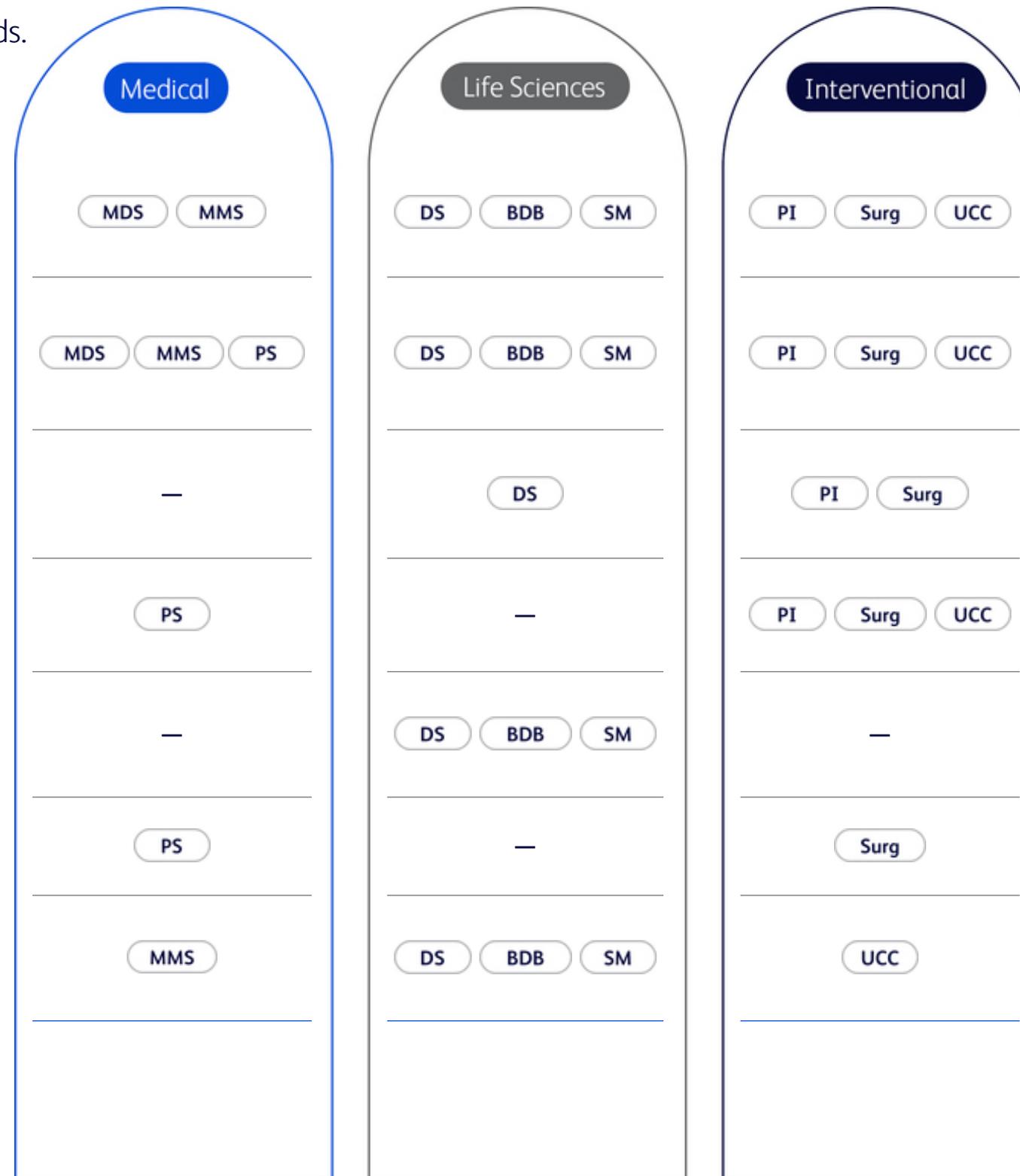
While we have implemented, and continue to improve upon, programs and management systems addressing product quality, safety and compliance, we are subject to enforcement action from time to time. On November 22, 2024, BD received a Warning Letter from the FDA, which is limited to CareFusion 303, Inc.’s Dispensing quality management system and BD Pyxis™ products, citing certain alleged violations of the quality system regulations, MDR regulation, the corrections and removals reporting regulation and law. As requested by the Warning Letter, BD submitted a comprehensive response to address FDA’s feedback and continues to drive improvement programs.

For a description of certain enforcement matters, see our Form 10-K and 10-Q filings, available on our [website](#).

BD delivers a wide array of innovative and quality products to meet customer needs. Over 69,000 global SKUs within the 34B+ devices produced annually.

% of SKUs in BD's portfolio by FDA type:

Class I	<ul style="list-style-type: none"> Considered to be safe & low risk. FDA submission not required, although other applicable standards must be met Device must be registered with FDA. Class I products primarily at MMS, UCC and BDB. 	1-5%
Class II	<ul style="list-style-type: none"> Technologies that are well understood and in general compared to other commercially available products. Device must be registered with FDA. Clearance required 510(k). Majority of BUs have Class II devices. 	20-30%
Class III	<ul style="list-style-type: none"> Higher risk technologies requiring higher level of evidence for commercialization PMA required generally requiring clinical data. Device must be registered with FDA. Class III devices at PI, Surgery and DS. 	20-30%
Drug and Combination products	<ul style="list-style-type: none"> Drug Master file required. Product must be registered with FDA. Drug & Combination Products at PS, Surgery and PI. 	<1%
RUO/LUO*	<ul style="list-style-type: none"> An RUO product is in the laboratory research phase of development and is being shipped or delivered for an investigation. Labeling designates product as RUO. RUO products primarily at BDB. 	40-50%
Master File	<ul style="list-style-type: none"> Common documentation file provided to Pharma customers to be referenced during their submissions. Master Files primarily at PS. 	1-5%
Non-medical device	<ul style="list-style-type: none"> Limited SW applications and analytics. Applicable standards must be met such as Software Development, Electrical Safety, and Cybersecurity. Minimal product exposure, primarily at MMS, BDB and DS. 	<1%



Notes:

¹ Does not include Advanced Patient Monitoring business unit, which was acquired in 2024

² There are ~69,000 SKUs in BD's portfolio

* Research Use Only (RUO), Laboratory Use Only (LUO)

While this chart is illustrative of the BD portfolio, globally these products could be categorized slightly differently based on local regulation.

Medical affairs

Medical Affairs is a human health-focused organization serving as the bridge between the clinical practice of medicine and BD. It consists of a team of experts with hands-on clinical experience across a range of medical areas and specialties. This clinical expertise is leveraged to understand and evaluate how our products work in the clinical settings where they are used, including the following: understanding unmet medical needs, translating these insights into innovation, and determining the need for evidence that defines the clinical value of our products. It also includes communicating the evidence that defines our products through conversations, publications and presentations.

As the only BD organization that consists of clinical experts, Medical Affairs also oversees the safety of human subjects during research and helps evaluate product issues that may threaten the health and well-being of those who use our products.

The Global Medical Safety and Governance (GMS&G) organization leads Medical Affairs at BD at the corporate level and is a dedicated and specialized independent medical safety organization. It maintains a constant, proactive monitoring process that encourages a consistent, efficient means for product safety as well as quality, regulatory, and ethics and compliance alignment. It's also intended to provide a neutral assessment and objective means for escalation that is independent of the BD business unit.

Medical Quality associates in GMS&G oversee QMS regulatory requirements and processes as they pertain to Medical Affairs. Medical Quality is involved in restructuring how Medical Affairs will support quality—specifically, determining applicability and implementation of the BD Inspire Quality initiative, implementation of the Corrective and Preventive Action process, and audit preparation. The development and distribution of a Medical Affairs QMS Scorecard and a Medical Affairs Metrics Dashboard has increased visibility and understanding of QMS related activities and requirements throughout the Medical Affairs organization. Medical Quality has also introduced and is implementing the Culture of Quality across Medical Affairs, a critical initiative for the adoption of a quality mindset.

Clinical Quality oversees compliance for the clinical studies across the business units. In this capacity, Clinical Quality serves as the global process owner for the global clinical procedures and manages the training matrix through which BD associates are trained to properly execute procedures. Clinical Quality associates also engage directly with clinical study teams to advise in the proper conduct and execution of the global clinical procedures, regulations and standards. Additionally, Clinical Quality auditors who are external to the respective study teams conduct internal audits of high-risk studies and clinical sites.



Global clinical affairs

Global Clinical Affairs (GCA) is an organization within central Medical Affairs that supports BD business units in the execution of clinical studies. Clinical Affairs teams in BD business units and GCA, including regional teams, collaborate to carry out these studies. The vice president of global health economics and outcomes research, real-world evidence and Clinical Affairs and the vice presidents of Medical Affairs in each business and regional team report directly to the company's executive vice president and chief medical officer. This unique structure allows us to bring resources together to deliver healthcare more efficiently and effectively—tapping into real-world evidence and data that exists today so that we can quickly incorporate that knowledge to realtime adjustments. This allows us to deliver our products faster, more responsibly, and in a more cost-effective way—and makes healthcare systems more sustainable overall.

The group is responsible for clinical studies and endeavors to ensure they are carried out in an ethical manner and adhere to good clinical practice. In addition, if applicable, an independent Ethics Committee/Institutional Review Board (EC/IRB) reviews all studies and has the authority to approve, modify or stop a study at any time.

Approach to study design and execution

Each business team is responsible for study design and execution, including developing the clinical quality concept, managing clinical safety, and reporting adverse events during and following any studies.

Per site procedures, the study site's principal investigator and designees obtain voluntary informed consent from all study participants prior to the start of each study. The names and contact information of the study site's principal investigator and the EC/IRB are provided in writing to study participants, who are encouraged to reach out to either of these contacts if they have questions or concerns about the study.

All BD associates who engage in clinical study activities are required to participate in extensive training in our global policy and procedures related to human subject research. This training occurs through course and procedure review via the BD online training system.

In accordance with our global clinical procedures, a formal, written monitoring plan for each study defines the method and timing by which BD associates maintain oversight of each study site. Clinical study monitoring may occur through frequent communication via phone and email as well as multiple visits to the site. The site and its principal investigator qualify for participation by following BD's global clinical procedures.

During study monitoring, compliance with the study protocol and good clinical practice, especially when related to safety issues, is reviewed regularly through the medical record and study database for each site participant.

As required per the applicable laws and regulations, studies are registered in public databases such as clinicaltrials.gov. This includes information about the study protocol, clinical study sites and, eventually, study results. Significant problems discovered during monitoring, deviations from the protocol, and necessary corrective actions are reported to the responsible EC/IRB and, when required, to the regulatory agency with jurisdiction (for example, the FDA).

We're committed to publishing the results of applicable clinical studies regardless of the studies' outcomes. We'll provide the final statistical reports of protocol-derived outcomes to external investigators when publishing data in peer-reviewed scientific literature. View our [Clinical Trial Publication Policy](#).

Ethical and competent clinical research teams conduct BD clinical studies in various regions. The Medical Affairs and GCA teams have decision-making responsibilities in this area; the locations of the teams may be different than the locations where products are ultimately marketed.

HE+OR

Health Economics and Outcomes Research (HEOR) is the convergence of 2 fields that work together to provide powerful data and insights for ***payers, providers, policy makers, and patients***.

Health Economics

focuses on measuring and valuing the outcomes of healthcare interventions.

+

Outcomes Research

comprises a set of scientific disciplines that evaluate the effect of healthcare interventions on patients.

Real-World Data (RWD) are data relating to patient status and/or the delivery of healthcare routinely collected from a variety of sources.

Real-World Evidence (RWE) is the clinical evidence about the usage and potential benefits or risk of a medical product derived from analysis of RWD.

Market access and payment policy

Market Access initiatives remove barriers to product adoption, address affordability and improve access to medical technology. Subject matter experts are deployed across the company within the Public Affairs organization to examine how BD solutions can support the continually changing healthcare landscape and engage with payers on how technology can improve patient outcomes.

Payers, including insurance companies and government programs, play a crucial role in advancing funding and reimbursement strategies to ensure safety and quality in healthcare. They often implement value-based payment models that reward providers for delivering high-quality care and achieving positive patient outcomes. These models can include bundled payments, where providers receive a single payment for all services related to a treatment or condition, encouraging them to focus on efficiency and quality. Additionally, payers may use performance metrics and quality indicators to assess the effectiveness of care, tying reimbursement rates to these measures. This approach incentivizes healthcare providers to adhere to best practices and improve patient safety, ultimately leading to better health outcomes, reduced costs and sustainable healthcare solutions.

Access for Medical Technology

Includes multifaceted strategies that reduce barriers to adoption, improves affordability and is critical to ensuring patient and provider access to medical technologies.



Process requires navigating the complex landscape of economic, policy and stakeholder challenges throughout the product lifecycle to Maintain, Gain, and Expand access.



Responsible supply chain

Progress toward our goals	41
Supplier resilience and responsible sourcing	42
Supplier risk and resiliency	43
Supplier cybersecurity	44
Supplier human rights and environmental due diligence	44
Compliance	45
Supply chain sustainability	46
Responsible sourcing program governance	53
Supplier inclusion program	53
Transparency and collaboration	54
Evolving the supplier ecosystem	54

Progress toward our goals

Our goal: Create a supply chain that’s adaptable to disruption and able to contribute to strong environmental and social performance.

2030 goals	Current status
<p>1 We will partner with strategic, preferred and critical suppliers to evaluate Tier-2 risk by 2030.</p>	<p>BD has over 30,000 suppliers in our Tier 1 supply chain, along with 32,000 mapped Tier 2 and Tier 3 suppliers.</p> <p>We’re working with our strategic, preferred and critical Tier 1 suppliers and select high-risk, sub-tier suppliers to assess and remediate known risks and potential issues in our extended supply chain and prioritize work with suppliers who are performing similar work.</p>
<p>2 We will seek to have 90% of total eligible spend reflected in completed supplier ESG desktop audits by 2025.*</p>	<p>As of the end of FY 2024 we completed 2,079 supplier desktop audits as part of our Human Rights and Environmental Due Diligence program, which represented 76% of our total in-scope spend.</p>
<p>3 We will incorporate climate risk into supply chain and network architecture strategies.</p>	<p>Our focus is on streamlining, centralizing and standardizing our distribution and transportation processes by minimizing air freight, filling shipping containers for all modes of transport as much as possible, and working with transportation providers on more fuel efficient vehicles. See the Transportation emissions subsection for more information.</p>
<p>4 Science-based target, approved by the Science-Based Targets Initiative:</p> <p>75% of suppliers and customers by emissions covering purchased goods and services, capital goods, upstream transportation and distribution, use of sold products and end-of-life treatment of sold products, will have science-based targets by 2028.</p>	<p>34% of suppliers by emissions covering purchased goods and services (category 3.1) and capital goods (category 3.2) have set or have committed to set science-based targets.</p> <p>Categories 3.1 and 3.2 represent 41% of FY 2024 emissions covered by this target.</p>

* Eligible spend is defined internally to prioritize suppliers for assessment; for instance, those that are considered strategic and critical.

Supplier resilience and responsible sourcing

BD has long recognized that the size and scope of our supply chain, including our Tier N suppliers (companies that supply our (contracted) Tier 1 suppliers), means it has tremendous potential for impact—both negative and positive—on the issues that matter. How we manage our supply chain activities and relationships determine the nature and extent of our impact. That is why we have a Supplier Resiliency and Responsible Sourcing program that engages directly with suppliers and partners to help minimize risks and collectively enhance our sustainability performance across our network. Engaged suppliers work collaboratively with BD to find new solutions and reduce negative impacts. This enables us to avoid risk, address key compliance requirements, establish shared value, enhance relationships with our customers and supplier partners, and positively impact our society and the planet.

Our work is driven by customer and investor interest in human rights, risk, resiliency and environmental practices at BD as well as the compliance and

regulatory requirements necessary for conducting business globally. Customers globally are increasingly engaged with BD regarding our human rights and environmental practices and our progress towards our science-based targets. Investors and shareholders also seek transparency and risk management in our Tier N supply chain. Moreover, we must comply with growing country-specific or regional supply chain due diligence requirements. This work has expanded significantly in recent years and we are committed to its continuation.

A significant portion of our 2030+ responsible supply chain efforts are guided by the Supplier Resiliency and Responsible Sourcing program, which incorporates six key focus areas of work: supply chain resiliency, supplier cybersecurity, supplier human rights and environmental due diligence, supply chain sustainability, supplier inclusion, and end-to-end transparency. These focus areas address global challenges that impact our suppliers, associates and customers as well as the communities where we live and work.



Supplier risk and resiliency

The BD Supplier Resiliency Program is a comprehensive framework focused on creating resilient Tier N supply chains for all BD products deemed critical to health or critical to business. BD aims to accomplish this through well-established, cross-business and supplier partnerships, and by seeking to effectively identify and mitigate existing and emerging risks in areas such as cybersecurity, sustainability, regulatory, logistical, supply chain, financial, and geopolitical factors. These efforts are designed to ensure our ability to develop and deliver over 50,000 life-saving medical product lines, enhancing patient outcomes, lowering costs, increasing efficiencies, and improving safety for patients in over 180 countries globally.

Critical to healthcare and business products are those that are deemed to be significant to the delivery of care and to the strength of our businesses.

Prioritize
Critical to healthcare

Assess
14 Risk domains

Due diligence

Mitigate and monitor

Control

Product criticality	high priority	high priority	highest priority
	medium priority	medium priority	high priority
	medium priority	medium priority	high priority
	Business criticality		

- Location**
- Geopolitical
 - Natural disaster
- Sustainability**
- Material compliance
 - Environment
 - Human Rights

- Information security**
- Cybersecurity
- Performance**
- Quality
 - Delivery
 - Capacity

- Operational**
- Obsolescence
 - Single/sole source
- Financial**
- Price volatility
 - % of supplier revenue
 - Financial health

- Likelihood of risk**
Tiered approach by criticality
14 risk domains

- Impact**
Business continuity
Financial: GP Impact

- Risk mitigation plans in collaboration with businesses

- Risk-adjusted sourcing strategies and supplier selection

- Governance model in place with BU Leadership, Enterprise Risk Committee and Board of Directors

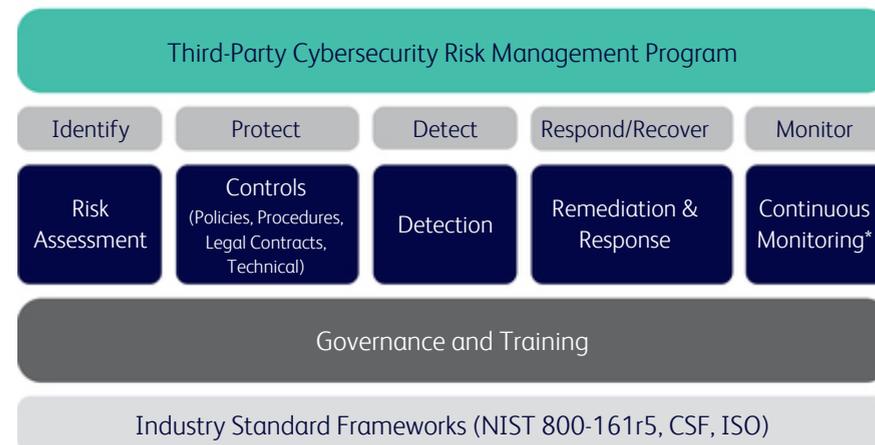
We continue to enhance and evolve this program to align with the needs of the business. In recent years, we've expanded our efforts to reduce risk, broaden the supplier base under the BD risk model, ensure the critical-to-health product lines receive necessary mitigation, and monitor an extensive range of risk factors. We're also leveraging advanced technology and capabilities supporting the BD Risk Model, our supplier incident management response, and mapping of the Tier N sub-supply base. BD has also further extended these supply resiliency efforts, visibility and end-to-end support to include new product development and plans to further extend these capabilities through manufacturing and operations risk mitigation. We have expanded the BD resiliency ecosystem over the past two years to include emerging risks related to increased quality and cyber attributes, new geopolitical risks, and growing sanction risks. These additions are already informing our mitigation strategies through qualification of alternate suppliers or supplier locations and regionalization of sourcing to further reduce geopolitical risk. In the past year, we completed hundreds of risk mitigation projects within Tier 1, reducing internal, external, and financial risk for critical healthcare product lines.

BD's visibility into our Tier N supply chains enables quicker assessments, response and recovery on critical events, like the freezing temperatures in Texas of 2024, avoiding disruptions when possible. This insight also helps identify and address hidden modern slavery risks. This mapping informs our network strategy, helping to optimize supply chains with climate risk in mind. We've integrated weather and natural disaster intelligence into risk notifications and environmental sustainability scores, which is designed to enhance our location risk assessments. (More on how we use this mapping capability to discover human rights risks deeper in our supply chain is covered later in this section.) Finally, the BD Supplier Resiliency program continues to invest in strengthening our Supplier Business Continuity Planning (BCP) capabilities to further incorporate supplier incident recovery durations that is designed to more precisely inform our business impact analysis.

These efforts and our extended peer connections, government engagements, and university and industry collaborations, including membership in the Healthcare Industry Resilience Collaboration (HIRC) and Strategic Marketplace Initiative (SMI), reflect the foundational resiliency investments that BD has made internally and the commitment to partner with the suppliers who work together with us in *advancing the world of health™*.

Supplier cybersecurity

In response to the rapidly evolving threat landscape, BD has increased investments in its third-party cybersecurity risk management program. BD employs a comprehensive approach to managing third-party risk, ensuring cyber controls are present from selection through to end-of life. In addition to regularly updated inherent risk models, BD leverages external third-party vulnerability assessments and continuous monitoring to prioritize and mitigate supplier risk. BD is also working on a multi-year maturity journey to promote full alignment with evolving industry standard frameworks, such as those offered by the International Organization for Standardization (ISO) and the National Institute of Standards and Technology (NIST). BD continues to partner with its high cybersecurity risk suppliers quarterly to remediate breach and ransomware vulnerabilities and we regularly reassess contractual terms and technical controls. Our third-party cyber risk program also utilizes proactive threat intelligence from leading vendors to stay informed of emerging threats and ensures at least annual updates to third-party incident response playbooks. On-going governance of the program and alignment with Corporate Enterprise Risk and Crisis Management teams provides a global approach to protecting critical data and assets, thereby prioritizing secure patient care.



* Via a third-party Continuous Cyber Monitoring platform

Supplier human rights and environmental due diligence

Our human rights and environmental due diligence (HREDD) efforts were established to identify and address any potential or actual human rights or environmental risks in our supply chain. We assess our supply chain against these risks and seek to mitigate or remediate them. We also continue to assess the effectiveness of our program through periodic reviews, external benchmarking and third-party assessments and both internal and external metrics. Our goals and efforts are focused on our supply chain for both goods and services, including both our direct materials and indirect suppliers.

Ongoing supplier assessments

BD uses our Expectations for Suppliers and various third-party tools to better understand supplier commitments and capabilities around human rights and environmental risk reduction. All Tier 1 suppliers are assessed via a geographic base risk assessment tool and then prioritized for desktop assessments. In FY 2024, an additional 929 suppliers were assessed through these desktop assessment tools, representing a total of 2,079 total assessments, or approximately 76% of our total spend.

Any Tier 1 suppliers identified through this process as representing higher risk for human rights or environmental issues are assigned corrective actions and directly engaged to complete them. Progress is tracked closely.

BD suppliers are expected to comply with the various human rights, environmental, governance, and ethics related standards (among others) found in the [BD Expectations for Suppliers](#), which is available in a variety of translations on our website and is updated every two years.


Prioritize

BD uses third-party tools and internal analysis to evaluate risk across our supply chain. We prioritize suppliers for deeper due diligence efforts based on our initial risk assessment. At the same time we are implementing targeted supply chain mapping to understand and address risk further down in our supply chain.




Assess

Third-party assessments (a mix of desktop assessments, and on-site audits) are used to better understand supplier preparedness to address these identified risks.




Mitigate

As BD identifies supplier practices that should be corrected, we assign remediation plans and work with suppliers to reduce risk.



Tier N Mapping for HREDD Risk

Our risk management effort with respect to our supply chain extends beyond our Tier 1 suppliers. Not only are there growing compliance requirements that extend beyond just Tier 1 (for instance, the Uyghur Forced Labor Prevention Act), but a greater understanding of our complex supplier network will also allow us to better manage risk. BD continues to enhance our Tier N supply chain mapping efforts and to leverage the data to drill down on specific human rights and/or environmental risk that may exist in our extended supply chain. We continue to build on this work through our partnership with our third-party risk intelligence partner that leverages AI and machine learning to enable discovery of Tier N connections. Alongside this expanded visualization of our supply chain, we layer in specific geographies, known commodity risks, named human rights violators, and recognized environmental risks, to understand if they are represented within the first few tiers of our supply chain.

Whenever we detect a possible risk in our Tier N supply chain, we seek to engage our Tier 1 suppliers to validate the risk and its extent (wherever it exists in the supply chain) and to develop an action plan to either mitigate or eliminate the risk. We believe this detailed human rights and environmental due diligence work is an important step in addressing complex supplier networks and evolving risk in the future.

To date,

2,079

suppliers have completed sustainability assessments, representing 76% of total spend.

Approximately

9,200

associates were trained in identifying and reporting human rights violations worldwide in FY 2024.

Compliance

The global compliance landscape around human rights and environmental due diligence continues to evolve. New and evolving laws governing our supply chain include the Corporate Sustainability Due Diligence Directive (CSDDD), the EU Deforestation Regulation (EUDR), and the Carbon Border Adjustment Mechanism (CBAM) in the EU, and Uyghur Forced Labor Prevention Act (UFLPA) in the US, as well as various other reporting and implementation laws found across the globe. While the terms and timing of certain of these laws are subject to ongoing development and consideration, we must continuously refine our human rights and environmental due diligence program and track ever changing requirements to ensure timely reporting. Our Responsible Sourcing team, in partnership with our Global Trade, Product Stewardship and Sustainability team are charged with tracking down the details necessary to support our compliance efforts.

Where possible and appropriate, we equip suppliers with the tools and guidance for them to understand what is required in specific regulations and respond to BD with the required information such as emissions calculators so that they can provide product-specific emissions data for CBAM. Lack of awareness and the specific skills/data required to provide this information by suppliers will likely continue to represent a challenge – especially for small- and medium-sized enterprises.

In addition, BD strives to comply with modern slavery and human rights due diligence disclosure requirements in various countries. A list of these disclosure reports is on our country-specific websites and the Transparency page at [bd.com](https://www.bd.com).



BD is a proud member of the Pharmaceutical Supply Chain Initiative (PSCI). Through this partnership, we work collaboratively with peer companies to magnify our impact across our supply chains in areas such as human rights, emissions reductions and governance. We encourage our suppliers to join this network for free to have access to training, webinars and toolkits. More information is at <https://pscinitiative.org/home>.

Supply chain sustainability

Supplier sustainability

The procurement of goods and services represents approximately 37% of BD's overall GHG emissions. We're working collaboratively across the company and through our supply base to reduce the impact of our Scope 3 Categories 1 and 2 emissions. With the formal approval of our science-based targets, we have published a short-term goal that 75% of our customers and suppliers by emissions will set science-based aligned targets by 2028. While we pursue multiple decarbonization methods, we recognize that the impact we can have across our value chain is significant and time sensitive.

BD is focusing on two key areas to reduce purchased goods and services emissions:

1. Supplier-engagement:

Encourage suppliers to engage in their own emissions measurements, target-setting and reporting. Our primary focus is on engaging our highest emitting suppliers to set science-based targets, while also working to improve the transparency and accuracy of our data. We have initiatives to encourage this work across our supply base, including specific, targeted outreach to suppliers who qualify as a small business.

2. Material decarbonization:

Collaborate with suppliers and internal stakeholders to identify opportunities for decarbonization. These include adopting renewable energy, identifying low carbon materials and services to replace existing materials and processes, and supporting internal projects aimed at reducing emissions.

While the bulk of our efforts in FY 2024 prioritized our supplier-facing efforts to address our near-term targets, we also continue to develop our long-term strategy in line with our 2050 reduction goal. The Responsible Sourcing team is also focused on supporting BD businesses as they develop an emissions reduction glidepath; each business unit's procurement strategy plays a significant role in their emissions reduction efforts.

In the following sections, we detail the work we've put in to improving the way we measure our yearly emissions. This work has led to a significant decrease in emissions and we're working to refine and attribute this change. Next year's report will share more about what we find and how it impacts our data.

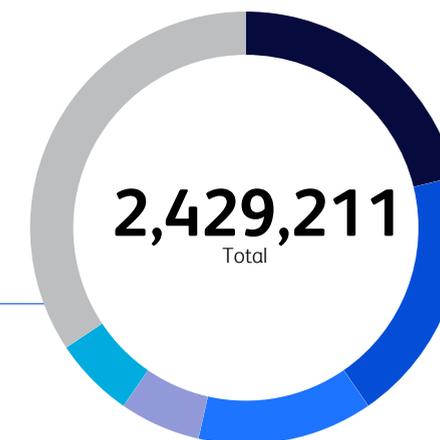


FY 2024 SCOPE 3 CATEGORIES 1 & 2

Our emissions for our purchased goods & services and capital goods were

2,429,249

tCO₂e for FY24

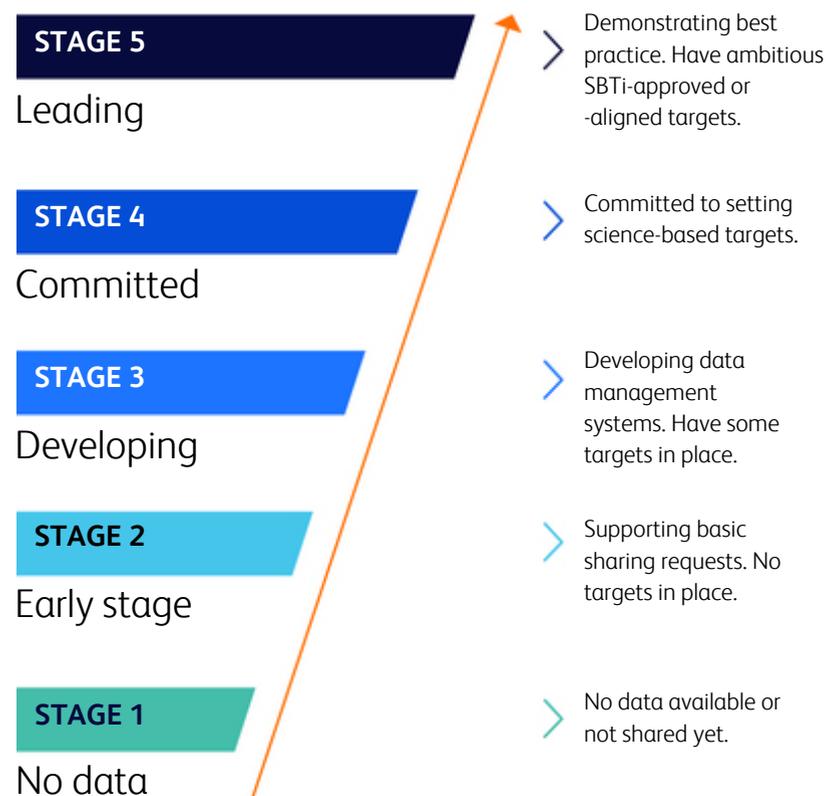


CATEGORIES 1 & 2 EMISSIONS BREAKDOWN BY PROCUREMENT CATEGORY

RESINS	21%
PLASTIC COMPONENTS	19%
PACKAGING	13%
RUBBER	6%
METAL	6%
OTHERS	34%

BD supplier emissions maturity model

As we engage the highest-emitting suppliers, we better understand their maturity on emissions tracking and reductions. BD is committed to supporting supplier efforts to increase maturity level.



Suppliers are asked to increase emissions maturity over time.

FY 2024 SUPPLIER ENGAGEMENT KPIS

88%
of suppliers for BD Category 1 & 2 emissions were invited to report emissions information.

84%
of suppliers by emissions have completed emissions assessments.

48%
of suppliers by emissions have GHG reduction targets in place.

34%
of suppliers by emissions have committed to set, or have already set, SBT aligned targets.

Suppliers who want to learn more about how they can share their emissions and reduction targets with BD, understand how they can start to reduce emissions, or engage further with BD on this topic can reach out to BDResponsibleSourcing@bd.com.

Supplier engagement and collaboration

Our top 500 suppliers represent 80% of our emissions related to Category 1 – purchased goods and services and Category 2 – capital goods. While many have active programs, if all suppliers were to set their own science-based targets they would significantly reduce the emissions associated with BD’s procurement of materials and services. Subsequently, if they were to ask their own suppliers to do the same, it could magnify the impact.

In FY 2024, we further expanded our Supplier Climate Action program to drive toward our science-based targets; we recognize that the program requires active supplier engagement and development to succeed. As part of our supplier engagement strategy on climate action we’ll support and engage suppliers in their work to complete annual measurements of emissions, set targets and track progress, and drive accountability. This work will have a large impact on our Scope 3 reduction efforts. Our goal is to actively engage suppliers around a four-step model that encourages our suppliers to:

- Track carbon emissions data and submit it to BD via one of our third-party tools (suppliers can email BDResponsibleSourcing@bd.com to learn more).
- Evaluate and align key performance indicators, including setting science-based aligned targets, to support emissions reductions.
- Look for methods to minimize energy consumption, increase renewable energy usage and collaborate with BD on projects and programs to reduce and allocate emissions.
- Leverage both BD’s internal and external educational resources to assist suppliers in advancing their emissions maturity.

As this program matures, BD plans to prioritize engagements with suppliers who have set, or are committed to setting, science-based aligned targets. We plan to award business accordingly in the future.

We recognize that these are significant steps forward for our suppliers. Many small- and medium-size businesses may lack the resources required to complete these steps, and BD does not plan to discount these suppliers as partners simply because they lack resources to take sustainability action. By engaging with small businesses directly with targeted outreach, training and guidance, and 1:1 support, we hope to support these small businesses in having the opportunity to advance in emissions reductions and ensure long-term growth in their customer base.

SUPPLIERS ARE ASKED TO START THEIR JOURNEY TOWARDS SCIENCE-BASED TARGETS



Start measuring

Develop an emissions baseline including Scope 3 by 2025.



Disclose data

Submit your emissions data annually.



Set science-based targets

Set near-term science-based targets or SBTi-aligned targets by 2028.



Reduce emissions

Use renewable energy to manufacture BD purchased materials by 2030.

As a result of our engagement efforts, 34% of our suppliers by emissions have committed to or have already set science-based aligned emissions reduction targets, an increase of 14% compared to FY 2023.



Supplier climate action summit

BD spent considerable time and effort equipping suppliers with essential tools, training, and insights throughout FY 2024. In September, we hosted a BD Supplier Climate Action Summit—a dynamic half-day virtual event that brought together over 1,000 of BD’s top emissions contributing suppliers. This summit offered a platform for direct engagement, where BD leaders from various sectors shared sustainability insights, connected suppliers with BD customers to emphasize the urgency of these initiatives, and showcased exemplary supplier practices. We were joined by a number of industry experts, sustainability leaders, and customers. At this event we also published our [Supplier Transformation Guide](#), a resource designed to support suppliers in advancing through the stages of emissions maturity.

Supplier sustainability kaizen events

BD’s support for suppliers to enhance their emissions maturity is evident through the Supplier Excellence mindset, which uses planned kaizen events to incorporate a sustainability focus. In our initial supplier sustainability kaizen efforts, we partnered with suppliers eager to explore ways to reduce emissions in their manufacturing facilities beyond existing projects. Our in-house Sustainability and Responsible Sourcing teams spent several days on the suppliers’ manufacturing floors to understand and identify opportunities specific to the suppliers’ locations, manufacturing processes, and emissions maturity. Many of these opportunities were minimal or no cost to the supplier and we believe could lead to significant financial savings if implemented. BD also provided guidance on setting science-based aligned targets and to encourage these efforts, provided context on emissions baselines, reporting, and other key areas.

These events provide an opportunity for suppliers to learn from BD experts at no cost to them. They also provide an opportunity for BD to learn from suppliers about what drives their efforts, their methods of implementing sustainability, and the areas where they may need our support. These learnings will allow us to better support our broader supply base.

Recently, the Mora Group, a plastic supplier to BD and a small business, hosted a BD supplier kaizen event with a focus on sustainability. During the event, we collaborated with Mora to identify a number of potential projects to reduce emissions and ultimately developed a three-year roadmap that could enhance Mora's emissions maturity.



Mora is committed to sustainability, as demonstrated over the years such as when we replaced all our hydraulic injection molding machines with electric machines. Currently we are using 100% renewable electricity for BD manufacturing. While we had implemented these and other sustainability measures on site, BD’s expertise led us to identify a number of further actions that we could take to reduce emissions. Furthermore, their overview of the emissions reduction landscape helped us to better understand the context within which BD is asking us to measure emissions and set targets. This joint work also allowed us to bring together all the teams and will be benchmarked across the group’s five European sites.”

Alexandre Fontbonne
Industrial Director, Mora Group

BD supplier recognition on climate action

Each year BD recognizes top performing suppliers in sustainability. In 2024, two BD suppliers received this recognition: Casella, a large business providing indirect waste and recycling services to BD that has supported a number of pilot projects around sustainability and circularity, and Sunningdale Tech, a small business that implemented a manufacturing process circularity effort in partnership with BD.



We're honored to have been recognized by BD in this manner, for their continued collaboration, and valued partnership. I also want to recognize the Casella team members who work alongside BD every day to achieve our collective sustainability goals. Our collective efforts to improve circularity shows the strength of collaborative partnerships when it comes to sustainable material management practices, and we look forward to continued cooperation and success."

John W. Casella
Chairman and CEO of Casella Resource Solutions



We have been greatly inspired by BD's purpose and commitment to sustainability which has in turn catalysed the development of impactful sustainability initiatives across our operations. More recently, we were delighted to partner with BD to greatly enhance the reduction of our overall product carbon footprint through the use of more efficient packaging processes to reduce waste and minimize environmental impact. This is just the beginning as we look forward to jointly working with BD and various stakeholders across the entire value chain towards a greener future."

Anthony Goh
General Manager, Sunningdale Tech Penang



Scope 3, Categories 1 and 2 data improvement

As part of our commitment to improving the quality and accuracy of our Scope 3 emissions data, we have significantly enhanced our calculation methodologies for Categories 1 and 2. This year we transitioned from a spend-based approach to a more precise activity-based and supplier-specific method for key procurement categories such as plastics, packaging, and resin. For the first time, the majority of our Category 1 emissions have been calculated using this improved data. As a result, our reported Scope 3 emissions have decreased compared to our FY21 baseline—a reduction driven in part by methodological changes rather than emissions reduction efforts.

Given that our FY21 baseline relied heavily on spend-based factors, we recognize that previous estimates for Categories 1 and 2 may include inaccuracies that overstate our emissions. To ensure consistency and accuracy, we will recalculate and restate historical emissions—including our baseline—using the updated methodology and report them in our next report. This will allow for more meaningful year-over-year comparisons and strengthen the integrity of our reporting.

As supplier data quality improves, we will increasingly incorporate apportioned, supplier-specific emissions from high-maturity partners. We also acknowledge that uncertainties in Scope 3 accounting and evolving technologies may continue to necessitate future restatements.

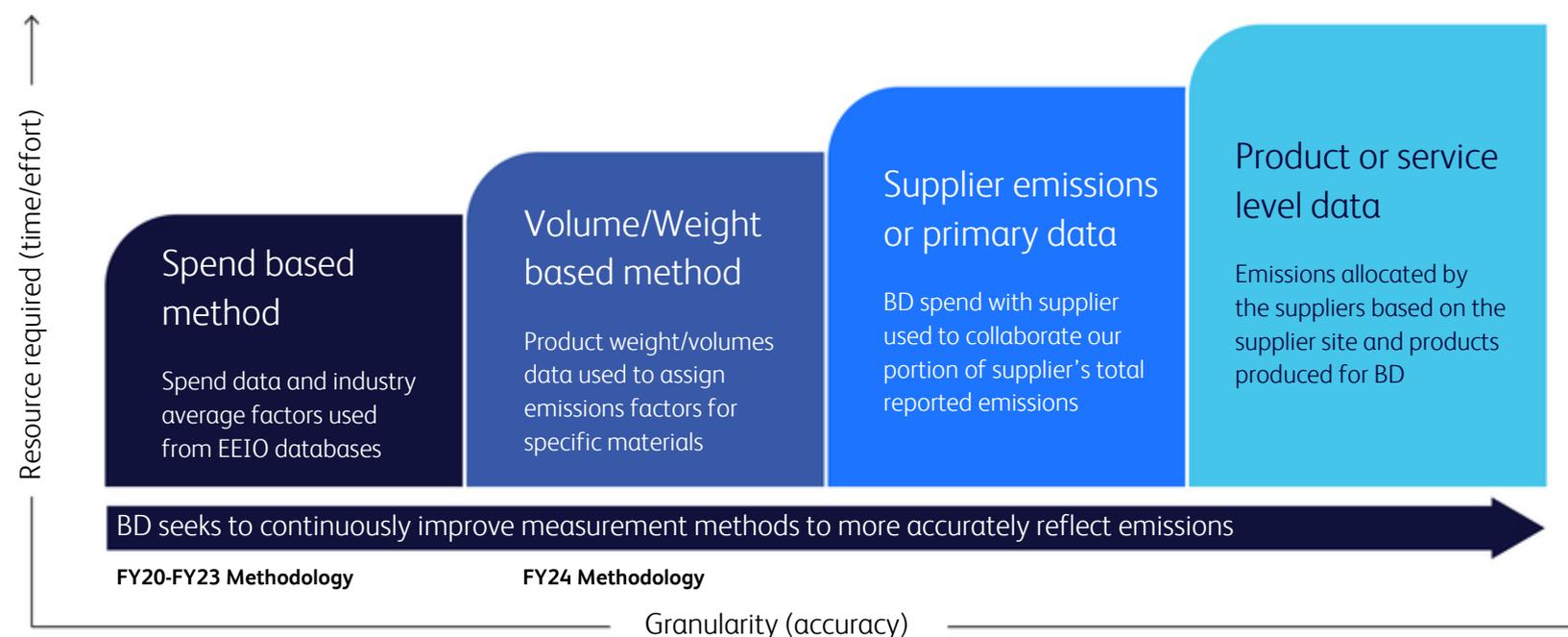
Material decarbonization

Alongside supplier engagement, BD is also pursuing emissions decarbonization, which includes strategies such as embedding decarbonization and SBT criteria into our contracting and end-to-end procurement processes. Optimizing material requirements allows us to buy less, choose different materials, and implement an eco-design mindset. The Responsible Sourcing team continues to target our top-emitting material categories, like plastic components, packaging and resins, to drive efforts toward emissions reduction.

Our sourcing teams are working collaboratively to support the work that SMTI and R&D do to reduce emissions (See the [Product Innovation](#) and [Product Impact](#) sections of this report). We share procurement knowledge about supplier maturity and willingness to engage on sustainability and human rights through a Responsible Sourcing preferred supplier list, which allows BD project teams to select emissions-mature/engaged suppliers for new product development efforts.

Identifying innovative solutions related to products and suppliers and piloting new technologies and processes are critical steps in decarbonization—and these efforts often start with strong supplier relationships. Internally, we've focused on building a pipeline of projects that we hope will reduce emissions and generate additional value aligned with corporate and business objectives. Our goal is for this work to change how we make sourcing decisions and is a long-term effort that we hope will involve the entire company.

BD'S PATH TO IMPROVED EMISSIONS MEASUREMENT (SCOPE 3, CATEGORIES 1 AND 2)



* Calculations for Scope 3, Category 1 and 2

Transportation emissions

Our products are marketed and distributed in the United States and internationally through independent distribution channels, as well as directly to hospitals and other healthcare institutions by BD and independent sales representatives.

In the United States, BD uses acute care, nonacute care, laboratory and drug wholesale distributors. Internationally, we distribute products either directly or through distributors, with the practice varying by country. To serve our customers, optimize logistics, lower storage costs and reduce inventory levels of finished goods, we operate consolidated distribution facilities around the world.

Due to the scope and scale of our distribution networks, we use a variety of transportation methods. As such, transportation and distribution represent a significant Scope 3 emissions category.

We align our GHG accounting practices for transportation activities with those of the Global Logistics Emissions Council (GLEC) Framework. See our [Basis of Reporting](#) for more information on our calculation methodologies.

In FY 2024, we continued to focus on streamlining, centralizing and standardizing our distribution and transportation processes with the following:

- Using sea transportation rather than air freight for products with longer shelf lives.
- Evaluating opportunities to bypass distribution centers and deliver products directly from the manufacturing plant to the final destination, reducing total travel distances.
- Setting up process governance models, such as an air freight governance model to control air shipments and a network modeling process to approve network moves and sourcing lanes.
- Maximizing the fill of our shipping containers in all modes of transport.
- Streamlining our shipping temperature ranges from 52 unique shipping temperatures to only nine, allowing more products to be shipped together.

- Reevaluating our distribution center locations to ensure that they're in optimal proximity to our manufacturing and sterilization plants to reduce shipping mileage.
- Engaging our transportation partners to encourage the use of more fuel-efficient, sustainable vessels and trucks, such as employing electric vehicles to move our products in Brazil.

BD participated in several initiatives in FY 2024 and early FY 2025, including:

North America:

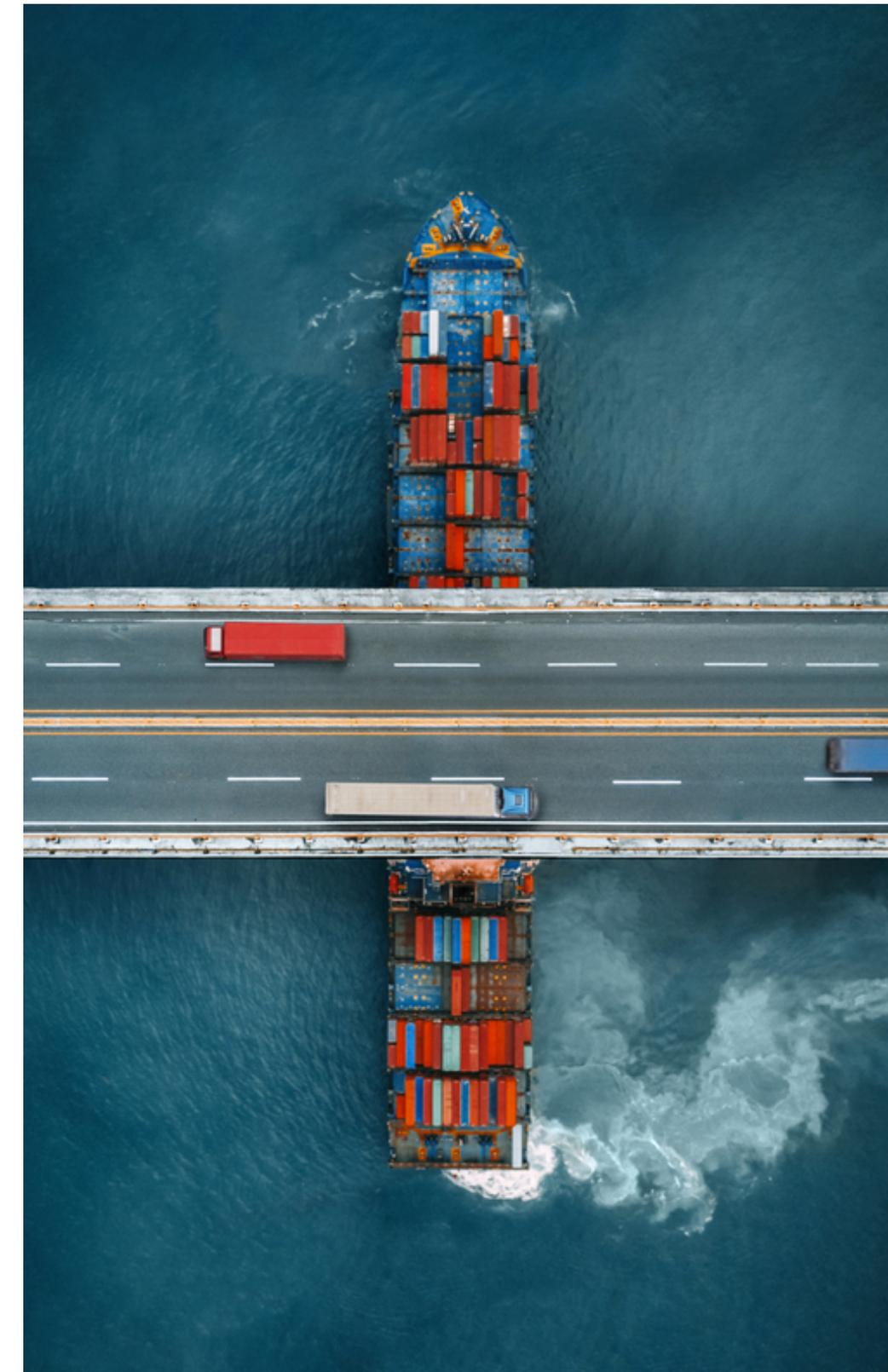
- FedEx parcel optimization program.
- Larger and Less Delivers More (LLDM) carriers—an initiative to optimize weekly shipments to our distributors and customers.
- Smartway, an EPA program that helps improve supply chain efficiency in the freight transportation sector.

Asia:

- A warehouse optimization program to ship directly to customers rather than storing in a warehouse first, thereby reducing container trips by 900 containers per year.
- Thermal blanket reuse, allowing reuse of 30% of thermal blankets for certain products shipped from Singapore to China.
- Conversion of air to truck transportation for Singapore to Thailand routes, converting 24 containers per year.

Europe

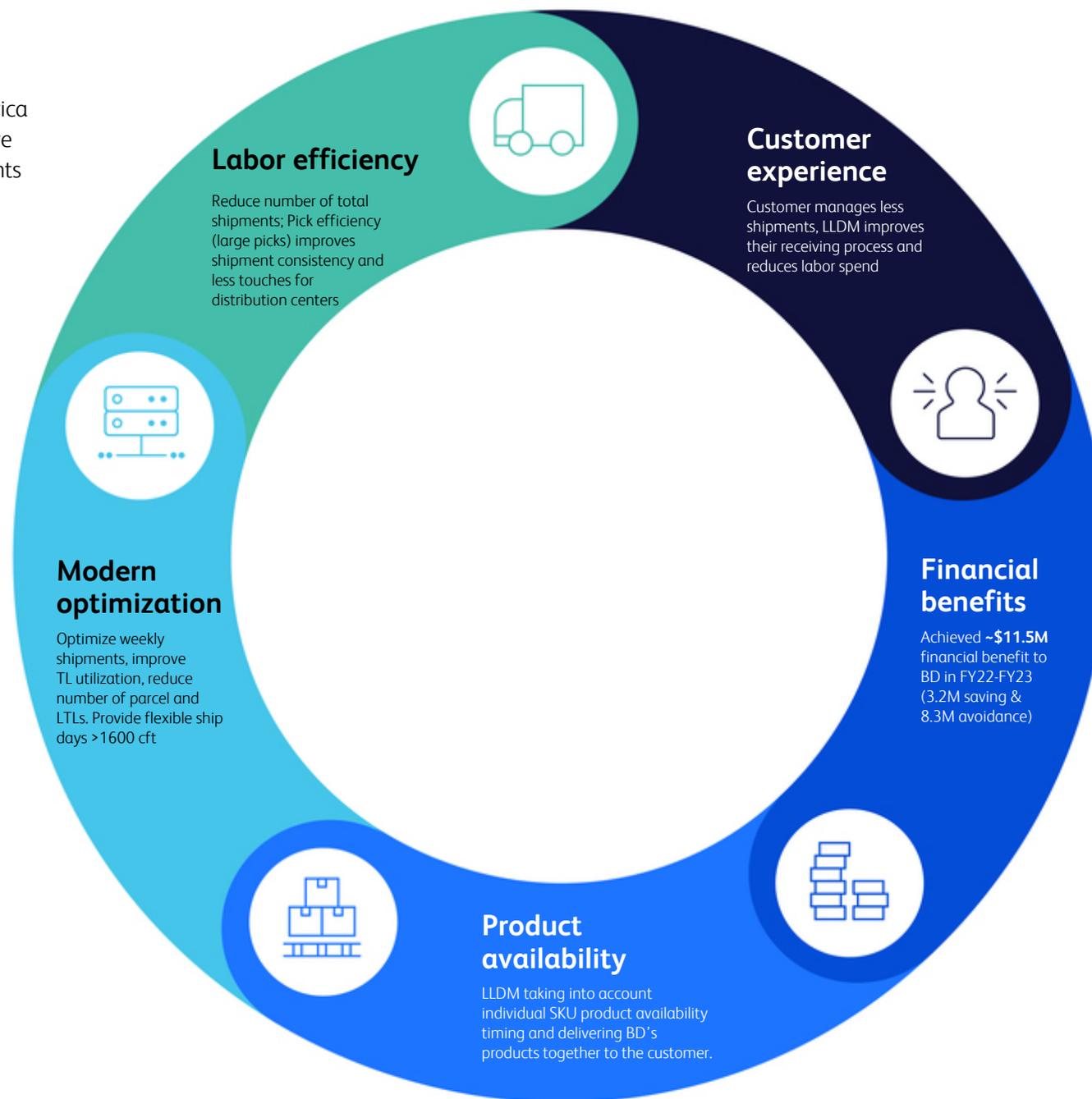
- Optimization program.



What's LLDM?

Larger and Less Delivers

More (LLDM) is a North America Supply Chain strategic initiative that optimizes weekly shipments to our Distributors and large IDN's who do not want a multiple of separate smaller shipments all within the same week to the same ship to location.



We saw an increase in Scope 3, Categories 4 & 9—upstream and downstream transportation & distribution greenhouse gas emissions—compared to the prior year and to our 2021 baseline. The reasons for this included several events beyond our control that contributed to increased use of air freight over the course of the year, such as the Suez Canal closures, port strikes in the United States, and disruptions with ocean carrier alliances.

We were able to use more granular and accurate shipping lane data for FY 2024, that we expect to be able to apply to our FY 2021 baseline year as our program evolves. We also anticipate improvements in FY 2025 due to the aforementioned emissions reduction projects, as well as a planned software implementation that will improve the data collection process and provide more visibility into our logistics value chain. We also continue to educate BD transportation and logistics associates about the environmental impacts of shipping to encourage them to select lower emission alternatives when possible.

Emissions: Scope 3 Category 4 (upstream transportation and distribution) and Category 9 (downstream transportation and distribution)

FY 2024 SCOPE 3 CATEGORY 4

882,777 metric

tonnes CO₂e upstream transportation and distribution

FY 2024 SCOPE 3 CATEGORY 9

420,370 metric

tonnes CO₂e downstream transportation and distribution

Responsible sourcing program governance

Our Responsible Sourcing Operating Committee (See the [Human Rights](#) section) guides and facilitates our sustainability efforts in procurement. Key focus areas of this committee's work include Human Rights due diligence in our supply chain and environmental issues related to responsible sourcing, such as reducing emissions, sourcing alternative and more sustainable materials and reducing other risks across our supply base. The committee is sponsored by the chief procurement officer as well as the chief sustainability and EHS officer. It consists of subject matter experts from across the company, including the central Procurement leadership team, associate general counsel regulatory law (EHS), the central Sustainability team, and the Ethics and Compliance team.

More information is on our [BD.com](#) page dedicated to suppliers.



Supplier inclusion program

Our Supplier Inclusion Program seeks to create an inclusive purchasing ecosystem within the company, leveraging the strengths of small businesses and inclusive suppliers, in compliance with law. This program empowers BD to deliver innovative solutions in an ethically, environmentally and socially sustainable way, and supports economic impact development enabling BD to make meaningful contributions to the health and well-being of communities where our associates, customers and patients live and work.

This program is an integral part of our business strategy. By leveraging the unique perspectives and capabilities of our small and inclusive suppliers, we aim to drive innovation, enhance competitiveness, and create sustainable value for all stakeholders involved. BD strives to make a community-level impact by fostering economic and societal inclusion. Our efforts align with the United Nations SDGs—supporting gender equality (SDG 5), decent work and economic growth (SDG 8), and reducing inequalities (SDG 10)—highlighting our commitment to our corporate citizenship.

In FY 2024, we enhanced our program strategy with an advanced supplier inclusion portal and reporting technology, and strengthened our partnerships with Non-Governmental Organizations, Industry Groups, and various strategic BD customers, enabling us to tap into a broader, more inclusive supplier ecosystem. These partnerships expanded our sourcing capabilities and supported our commitment to improving health access to communities we serve.

Economic impact

BD values measuring the economic impact of our work on local and national economies. Partnering with inclusive and small businesses benefits these businesses, BD, our customers and patient communities. For the fourth consecutive year, BD has quantified how our spending boosts supplier revenue and job creation in the communities we serve.

This past year, we have refined our economic impact assessment methodology, adopting the Impact Analysis and Planning (IMPLAN) method for greater accuracy. This tool's detailed industry, regional, and demographic data provides a comprehensive view of economic activities, capturing direct, indirect, and induced effects. Consequently, our annual economic impact results saw variations due to this enhanced precision. As a sign of the company's commitment to make a positive meaningful impact on the US economy, BD supported 8,318 jobs and generated a total economic impact of \$2.26B in 2024. In addition, BD spent \$884M with a range of small and inclusive businesses across the United States including Puerto Rico.

BD was honored to be recognized as the Top 25 Achievers on the Rise in 2024 presented in front of by the National LGBT Chamber of Commerce (NGLCC). They facilitated the awards ceremony while the Best-of-the-Best gives out the award, a distinguished group of organizations that have demonstrated efforts to foster supplier inclusion and create impactful initiatives that drive forward representation and opportunity for all.

Recognizing and elevating small businesses

BD actively engages with suppliers of all sizes to learn more about their programs and practices. As a result, we can often recognize small businesses for efforts that we believe are best practice. The BD Supplier Recognition program celebrates suppliers for their outstanding contributions to advancing and supporting key BD initiatives, products, and processes, significantly boosting customer satisfaction. TPV Compound, a small business and a 2023 BD Supplier Recognition Award winner for supply chain excellence, has partnered with BD for a decade to help us solve phthalate-free compounding issues and improve the quality of their product. In addition, BD serves as a mentor working with TPV Compound to instill a strong awareness of the importance of quality at all stages of compounding.

Transparency and collaboration

At BD, we recognize that achieving transparency across the entire value chain, from Tier N suppliers to external stakeholders and customers, is crucial for making healthcare supply chains more resilient. We also acknowledge that we need to collaborate deliberately and continuously with our peers, customers, suppliers, governments and industry partners to build a transparent, resilient supply chain.

To support our 2030+ goals related to supply chain transparency, BD:

- Continues to enhance Tier N supply chain visibility for more informed decisions on developing a more socially and environmentally conscious extended supply chain.
- Provides business-critical insights to suppliers and customers, into the potential implications of geopolitical, financial and other key threats to the supply chain.
- Supports key suppliers in improving resiliency by conducting no-cost cyber risk assessments and offer remediation playbooks to proactively address cyber threats.
- Partners with suppliers to help them improve their financial health, cybersecurity health, human rights and environmental practices.
- Engages with healthcare customers on supply chain resiliency and collaboration opportunities and continues to strengthen partnerships with government agencies, industry organizations, and suppliers for improved patient outcomes and a resilient supply chain.
- Maintains active membership in the Healthcare Industry Resilience Collaborative (HIRC). We've earned the HIRC Transparency badge for the 2nd consecutive year for our commitment to supply chain transparency.



Evolving the supplier ecosystem

The BD procurement ecosystem encompasses every stage of a supplier's journey with BD, from initial proposals and negotiations, through supplier onboarding, contracting, and continuing with ongoing relationship management, covering all aspects in between. Initially, this process did not consider non-traditional risks like geopolitical, natural hazards, or human rights issues, nor did it focus on sustainability performance or protecting workers' rights. As our Supply Chain Resiliency and Responsible Sourcing programs have evolved, we have begun to improve upon the existing supplier management processes to better reflect our expectations of our suppliers. This begins with a formal document; the [Expectations for Suppliers](#) which is updated regularly and outlines the minimum standards we expect our supplier to adhere to, and the process continues to include (but is not limited to):

- Integration of best practice standards and expectations around human rights and emissions reductions in supplier contracts.
- Integrating non-traditional factors into the bidding process, such as emissions reduction commitments and human rights standards alongside guidelines for the consideration of small and diverse suppliers in the supplier selection process.
- Full supplier risk exposure assessments and corrective action assignment during the onboarding process.
- Integration of risk, business continuity and sustainability in quarterly business reviews with suppliers.
- Selecting suppliers for new product development based on their advanced maturity and dedication to enhancing human rights and environmental impact.
- Favorable payment terms to small and diverse-owned businesses.

We continue to evolve this ecosystem to better align with our supplier standards and expectations, and to better equip our Procurement teams with relevant and timely information about their suppliers.



Healthy workforce and communities

Progress toward our goals	56
Compensation, benefits and well-being	59
Health and safety	60
Health access	62



Progress toward our goals

Our goal: Maintain a healthy and thriving workforce that cultivates our culture of inclusion, safety and well-being and contributes to advancing accessible health around the world.

2030 goals

Current status

1 We will provide the tools and resources needed to support physical, mental, social and financial health for our associates' safety and well-being.

Our Total Rewards program includes compensation, incentive pay, benefits, recognition, life balance, career, and mental health components. Benefits and programs vary by country. For FY 2024, we implemented several new benefit programs, as well as some benefit enhancements for our U.S. associates including:

- An enhanced Employee Assistance Program (EAP) to support mental health needs.
- Comprehensive substance abuse treatment including an opioid management program.
- Robust advocacy support for fertility management, surrogacy, and adoption.
- Coverage for donor egg/sperm in the medical plan, regardless of gender.
- Additional dental plan preventive care cleanings for pregnant and neurodiverse members.

We also continue to reinforce systems, policies and processes to promote and help ensure health and safety including:

- Incorporating our safety policy into a combined [environment, health and safety policy](#) that applies across the enterprise.
- Launching the BD Excellence maturity assessment across the network and a comprehensive Root Cause Analysis using the 5 Whys framework.

2 We will offer fair and market-competitive pay, professional development, talent mobility and career growth opportunities inclusive of all associates.

We provide all our associates with personal and professional development opportunities, in FY 2024:

- 65% of open roles were filled with internal BD associates.
- Internal participation in mentoring programs grew by 10%.
- Our nine Associate Resource Groups (ARGs) reached 11% of our associates across 54 countries.

3 We will advance health access through public-private partnerships and scalable programs to help strengthen health systems.

BD is a member of over 20 industry coalitions and disease-specific partnerships that advance policies and best practices in health quality and is currently engaging in over 160 public-private partnerships (PPPs) globally.

Transforming healthcare begins with our associates

Our 2030+ goals that make up the Healthy Workforce and Communities pillar of our Together We Advance strategy help us fulfill our Purpose, empower our workforce, and drive innovation. Our workforce spans across 62 countries and we are proud of the innovative products and solutions our associates deliver. Solving global health challenges, pioneering innovative medical technology, and helping to eliminate barriers to healthcare requires attracting and retaining highly qualified talent from a variety of geographies and backgrounds. Inclusion unleashes the ideas and contributions of our associates around the world, and we take pride in building extraordinary teams with diverse expertise and a deep understanding of the needs of different populations to better serve our customers and patients worldwide.

Our foundation for growth, leadership, and impact in healthcare is rooted in The BD WAY—a strong set of values, behaviors, and leadership commitments grounded in our Purpose. By supporting associates in their personal and work lives, we enable them to feel valued and empowered to do their best work—leading transformative healthcare around the world.

Attracting top talent

Advancing the world of health™ is dependent on a strong pipeline of talent. We are committed to hiring the best and brightest talent to push the boundaries of what's possible by making recruitment and talent decisions based on merit in compliance with law. This year we hired 6,500 external candidates with diverse backgrounds, experiences, and perspectives to help us serve health systems around the world. BD partners with several respected organizations such as the Society of Women Engineers, National Sales Network and INSEAD Business School, as well as academic institutions to expand our candidate reach in attracting a wide range of talent. We also leverage entry-level hiring programs to recruit the next generation of innovators.

Developing high performing teams

At BD, we are dedicated to creating clear opportunities for our associates to grow and thrive professionally while also providing thoughtful, engaging tools and programs to facilitate that growth. Our approach is inclusive to ensure that all associates have access to the tools, resources, and guidance needed to grow while reinforcing their accountability in driving their own career paths. In FY 2024, 65% of our open roles were filled by internal candidates.

We emphasize a performance-driven culture where real-time feedback, coaching, and career conversations are embedded into the associate experience. Leaders are equipped with the skills needed to lead meaningful coaching and development discussions on a quarterly basis, helping associates receive the support needed to achieve their full potential.

Additionally, we enable all associates to navigate their careers through BD's learning and development programs, ensuring they have access to opportunities that support career growth at every stage.

Investing in continuous learning

BD University (BDU), our in-house continuing education platform, provides learning resources to help associates build new skills, strengthen expertise, and enhance career mobility.

For 20 years, BD University has helped shape a culture of continuous learning that aligns with the company's strategic and cultural goals. We offer targeted leadership development programs designed to cultivate future leaders and expand leadership capabilities at all levels of the organization. We also have plentiful resources to help associates with personal and professional development, including career development plans, mentoring programs and in-house learning opportunities.

The BD WAY



These resources are delivered through an omnichannel approach that includes digital, virtual and in-person learning opportunities to help our associates learn when and how they prefer. Our skills-based curriculum focuses on providing our associates with the skills needed to help them and BD be successful. We believe that this approach provides all associates with access to opportunities for growth, development, and advancement in support of their aspirations.

BDU by the numbers



20,000

associates use digital learning each year



7,000

associates attended Power Skills



8,000

people managers benefitted from the manager curriculum



15%

increase in learning from FY2021

Strategic planning for organizational growth

Our Strategic Organizational Planning (SOP) ensures that our business priorities and talent strategy remain aligned, allowing us to proactively assess and plan for the capabilities, leadership, organizational structure, and resource allocation needed to achieve our most critical business priorities. This process is refreshed annually, with ongoing action plans throughout the year, and plays a key role in informing the annual strategic review (ASR)—our critical enterprise-wide business planning process.

In parallel, our talent review process plays a vital role in ensuring we identify, develop, and support associate growth across all levels of the organization. These ongoing conversations help assess associate potential, career aspirations, and development needs, enabling leaders to create targeted development plans that accelerate career progression as appropriate. Talent reviews help provide managers with the tools and insights to provide thoughtful feedback and coaching that fosters associate success.

While SOP and talent reviews serve distinct purposes, both are critical to building our leadership pipeline, strengthening workforce capabilities, and positioning BD for future success. By integrating enterprise-wide planning with individual growth strategies, we intend to create a resilient, high-performing workforce that is prepared to meet evolving business needs.



Our associates are the heart of our success. They work together to create the best solutions, informed by their different experiences and deep understanding of who we serve, to improve patient outcomes and transform healthcare. Investing in our people is not just a priority; it's the foundation of our growth and impact as a leader in MedTech."

Shana Neal
Chief People Officer



Associate engagement

BD strives to foster an inclusive environment where all associates feel they are valued and are heard. In support of our 'Speak Up' culture we provide multiple places and platforms for associates to convey their thoughts and ideas, including town hall and skip level meetings. In addition, we conduct a Voice of the Associate (VoA) survey to understand our associates' experience working at BD and identify areas for improvement. By participating, associates contribute to a collective effort to enhance our culture and ensure that our strategies are aligned with the needs of our workforce. Learning how our associates feel about working at BD is one of the best ways to measure our success.

Our nine Associate Resource Groups (ARGs) also champion our 'Speak Up' culture and bring forth new ideas to drive engagement. Their feedback helps to shape key aspects of our culture such as company policies, benefits offerings, and corporate initiatives. Participation in our ARGs is voluntary, and 11% of our associates globally are currently members. Although our ARGs coalesce around shared experiences, a common interest is in fostering an inclusive culture and making a strategic impact in our business and local communities. Membership is open to all associates.

Compensation, benefits and well-being

We reward, support and develop our associates who advance our Purpose and contribute to our success through our comprehensive Total Rewards program, which evolves with the varying needs of our global team members. The components of this program are designed to work together to attract and retain high-quality talent, provide competitive compensation grounded in pay for performance and parity, and support overall associate well-being.

Our Total Rewards program includes compensation, incentive pay, benefits, recognition, life balance, career, and mental health components. Benefits and programs (which vary by country) can include the following:

- Market-competitive pay, bonuses and broad-based stock grants.
- Retirement income programs, such as pension and saving plans.
- Healthcare benefits, such as medical and prescription drug coverage, dental and vision care, and short- and long-term disability coverage.
- Paid time off and various paid leave programs (family, bereavement, military).
- Flexible work schedules.
- Mental health and employee assistance programs.
- Healthy employee incentive programs, health screenings and gym memberships/discounts.
- Tuition reimbursement.

In the United States, we focus on mitigating the impact of rising healthcare costs and offer affordable benefits options, with an emphasis on BD associates earning \$55,000 per year or less.

- Each year, we review and implement program enhancements and investments to ensure that our benefits represent the needs of BD associates and their families. We regularly engage with our Associate Resource Groups to increase awareness and understand further opportunities for inclusion.



Emotional

Realizing your own potential, coping with stresses and challenges, building balance in your life

Social

Fostering a sense of belonging and feeling connected to people and the community

Financial

Managing your financial commitments, meeting goals, protecting you and your family against risks, and being able to cope with potential shocks

Physical

Understanding and managing your health, practicing prevention, and feeling energized

For FY 2024, we implemented several new benefit programs, as well as some benefit enhancements for our U.S. associates including:

- An enhanced Employee Assistance Program (EAP) to support mental health needs.
- Comprehensive substance abuse treatment including an opioid management program.
- Robust advocacy support for fertility management, surrogacy, and adoption.
- Coverage for donor egg/sperm in the medical plan, regardless of gender.
- Additional dental plan preventive care cleanings for pregnant and neurodiverse members.

Our long-standing history of supporting the health, safety and well-being of our associates includes education, resources and programs to empower our associates and help them thrive—personally and professionally. Our Well-Being at BD program takes a global and integrated approach to helping our associates build resiliency and a healthy life balance. The program centers on four pillars— emotional, social, financial and physical—which are key areas where an individual can be empowered to take action to improve well-being based on unique needs and priorities. Our people leaders also play a key role in encouraging and supporting associates to be active participants in their own well-being.

BD Excellence evolves our Good Jobs strategy

The BD Excellence business system represents our mindset and operating system, empowering our teams to continuously improve and strive for excellence. This system ensures we maintain the highest levels of quality while staying true to our cultural values as defined in The BD WAY.

At BD, we are committed to enhancing job attractiveness and career development opportunities across all levels of our manufacturing and distribution organizations. This focus not only helps us attract and retain top talent but also drives business performance. By leveraging the BD Excellence framework and mindset, we further our commitment in this area.

The People component of BD Excellence is dedicated to cultivating a highly qualified and high-performing organization that delivers business results through a zero-loss mindset and a culture of continuous improvement. We attempt this by:

- Developing strong leaders at every level of the organization.
- Implementing a standard operator-centric factory organization.
- Ensuring high job attractiveness.

We are building an inclusive, engaged, and empowered culture by continuously upskilling associates to meet business needs with the right talent, capabilities, timing, and cost.

Through these efforts, BD fosters an environment that prioritizes continuous improvement, ensuring our teams are well-equipped to meet the evolving demands of our industry while maintaining our commitment to excellence and quality.

Health and safety

FY 2024 performance



0.40

Total recordable incident rate



0.29

Lost time injury rate

Environmental, health and safety

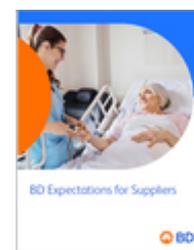
As the health and well-being of our associates, visitors, contractors and the communities in which we operate is a top priority for BD, we continue to reinforce systems, policies and processes to promote and help ensure health and safety. We maintain 56 corporate standards related to environmental, health and safety management and update them regularly, including 17 that were updated in FY 2024.

We aim to prevent work-related accidents, injuries, illnesses and environmental harm through innovation, associate engagement, performance measurements and continuous improvement methodologies. We set expectations for environmental, health and safety (EHS) management via three key documents and our Golden Rules. Through our BD Excellence EHS component, we operationalize these with monthly business unit reviews of EHS performance metrics and ways to continuously improve with concrete actions and timelines. On a quarterly basis all business units are represented at the EHS Executive Council to share best practices, review data driven trend analysis and agree upon network-wide actions for continuous improvement.

In FY 2024, we incorporated our safety policy into a combined environment, health and safety policy that applies across the enterprise. We continued to implement the Together We Advance Workplace Safety Strategy, with a special focus on BD Excellence and risk reduction in particular. We launched a BD Excellence maturity assessment across the network and a comprehensive Root Cause Analysis using the 5 Whys framework.



Our Expectation for Suppliers



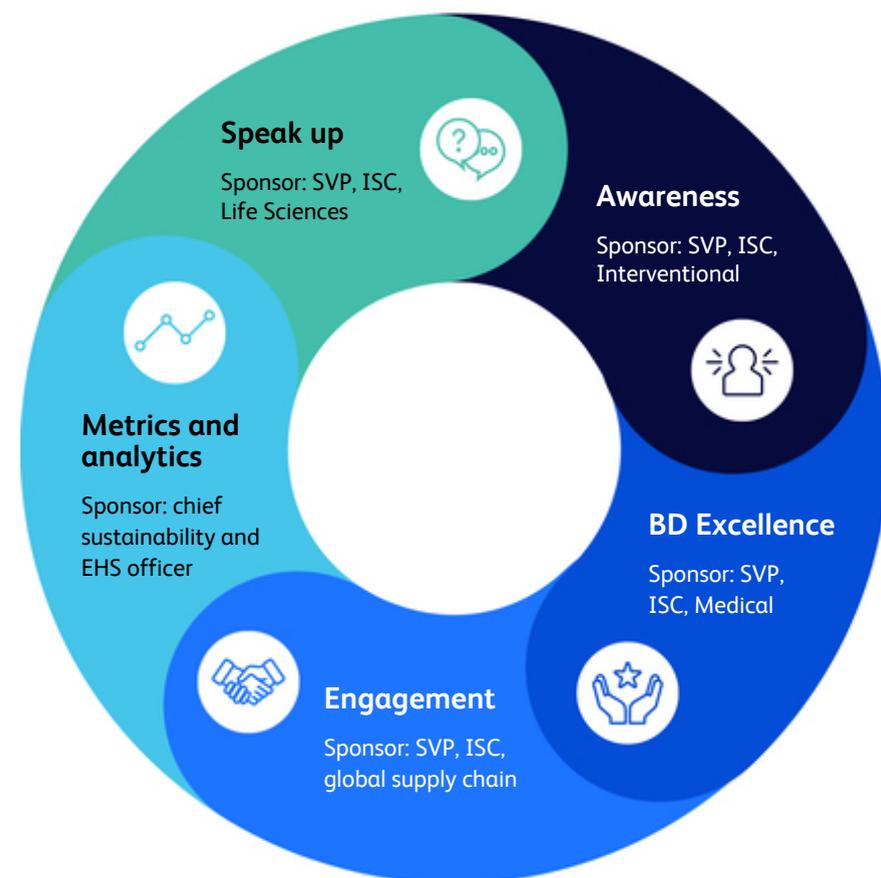
Our EHS Policy



Our Code of Conduct

Hazard and risk assessment

We use leading indicators to track performance and drive improvements. Data is reviewed monthly and communicated with leadership to discuss trends and progress improvement plans. Our High Hazard Operations/ Process Safety Management standards require a process hazard analysis be conducted for those processes with a high hazard designation. This ensures that adequate engineering controls are in place to minimize any potential hazard from that process or from equipment.



The BD Code of Conduct also requires all associates to follow health and safety policies and procedures and to report any unhealthy or unsafe work conditions. Any associate with concerns about health and safety policies and procedures is encouraged to report the issue to a manager, Human Resources, the central EHS team and/or the BD Ethics office.

BD takes all reports of violations of laws, BD policies and ethical standards seriously and aims to promptly, fairly and thoroughly investigate all such reports. Under the BD Code of Conduct, BD does not tolerate any form of retaliation against a person who in good faith reports an actual or suspected violation or cooperates in BD investigations.

Sites use the EHS Management Information System (MIS) platform to conduct investigations using root cause analysis techniques that focus on systemic failure. The platform is designed to track action item closure to ensure accountability. Every site is required to follow the same root cause guidelines, enabling the company to analyze trends and continuously improve.

All sites have a safety committee that includes representation from all areas of site operations. They meet at least quarterly to evaluate challenges and assist EHS teams in implementing environmental and safety intervention programs.

Learning, development and training

The central EHS team provides new hire orientation for EHS professionals, customized to roles and responsibilities. It encompasses a comprehensive EHS curriculum that includes training on all applicable EHS management information system platforms.

Our EHS Corporate Standards contain requirements on training frequency and curriculum, and training is provided upon deployment of new or revised standards. From these standards, an EHS training matrix defines training assignments based on the roles and priorities identified, and recurring training is assigned accordingly.

In addition, the central EHS team conducts a training needs assessment that is based on current incident trends, audit results and regulatory requirements. In FY 2024, the central EHS team led several learning events on a variety of topics, including lockout-tagout, root cause analysis, BD Excellence License to Operate training, and the Golden Rules. An enhanced medical surveillance program was deployed, and training was conducted.

The central EHS team uses classroom training, webinars and on-demand compliance training via our company's online training system. Completion of training is evaluated as part of our corporate EHS audit program.

Individual sites are responsible for identifying site-specific EHS training needs and implementing training programs on a variety of EHS topics. International Organization for Standardization (ISO) 14001-certified sites collaborate on regional platforms to share learnings and foster compliance with management systems.

Occupational health

BD's corporate EHS standards include industrial hygiene standards such as ethylene oxide, hazard communication, biosafety, blood-borne pathogens, chemical hygiene, ergonomics, hearing conservation, ionizing and non-ionizing radiation, and asbestos.

In addition to providing accommodations for associates with occupational health restrictions, many of our larger facilities have trained and certified occupational health professionals on site. Smaller facilities have first aid response teams. Any associate's health-related information is confidential and maintained in accordance with the Health Insurance Portability and Accountability Act (HIPAA) or equivalent privacy laws outside the U.S.

Health access

We are working to advance access and support health systems to bring critical healthcare technologies to more people. Leveraging our unique capabilities and expertise, we look to enable an environment for access by establishing public-private partnerships and creating scalable programs that help strengthen health systems.

Our technology and innovation

We leverage the global reach of our products, research, solutions, and expertise to help ensure health systems, healthcare workers, and patients have access to life-saving technologies, regardless of geography, demographics, or socioeconomic status.

On average, every second of every day, over 1,000 BD products are used by a healthcare worker or patient around the world in FY 2024. This included:

- 32.4M cervical cancer screens
- 2.1M breast cancer diagnoses
- 22M TB tests
- 56M patients tested for sepsis
- 3.4M interventions for vascular disease



Our public-private partnerships

We partner with a network of governments and global humanitarian organizations to help support and advocate for health systems that serve underrepresented populations around the world and create an enabling environment to increase healthcare access.

BD is a member of over 20 industry coalitions and disease-specific partnerships that advance policies and best practices in health quality, access, and equity. BD is currently engaging in over 160 public-private partnerships globally.



Our investment in health system strengthening

We make investments that build, strengthen and maintain critical competencies and resources needed to improve the delivery of care within under-resourced settings.

In FY 2024, BD trained over 570,000 healthcare professionals on BD solutions, including customer end-user trainings and e-learning sessions.

BD initiatives have helped over 4,526 healthcare facilities around the world to build, strengthen, and maintain critical competencies to improve the delivery of care.



Our people

Our people, values and culture are key enablers to improving equity and access. Advancing this work is strongly aligned with The BD WAY.

Our associates logged more than 6,000 volunteer hours



Case Study

Advancing access to breast and cervical cancer screening, prevention and treatment

In FY 2024, 35M+ cervical and breast cancer screenings and diagnoses were enabled by BD technology.

Our technology and innovation

Cervical cancer

- BD offers assays and instruments to support evolving cervical cancer screening programs in implementing cytology and HPV screening.
- BD HPV self-collection provides screening programs with the tools to access under-screened populations.

Breast cancer

- Diagnosis of breast cancer starts with obtaining adequate tissue samples through a biopsy. Our portfolio of biopsy products provides an alternative to surgical biopsies.
- BD breast tissue markers allow a breast lesion to be marked so that the site can be accurately identified at a future date.
- BD offers a diverse portfolio of implantable ports, which can provide chemotherapy patients with greater comfort and satisfaction with their treatment.

Our public-private partnerships

- BD has engaged in health system strengthening partnerships in Kenya, Indonesia, India, Colombia, Argentina, Canada, Kazakhstan, South Africa and the U.S.
- In FY 2023, BD and the Ministry of Health in Kenya launched a pilot-for-scale oncology partnership to provide end-to-end cervical and breast cancer screening in the public sector. In FY 2024 this program trained over 700 community healthcare workers on cervical and breast cancer, including a focus on HPV self-collection. BD helped build

the capacity for HPV testing at the National Oncology Reference Lab and supported the establishment of an Integrated Mother & Child Center at Mama Lucy Hospital to provide streamlined screening services to women.

- In Colombia, BD is working across the public and private sectors to increase screening coverage. BD is supporting a study conducted by Javeriana University to assess self-sampling in underserved communities, and enabling mobile healthcare by reaching patients in remote villages of Colombia via small aircrafts.

Our investment in health system strengthening

- In the U.S., BD supports the American Cancer Society's National Roundtable on Cervical Cancer and National Roundtable on Breast Cancer.
- We partner with the Society for Empowering Women to Achieve to facilitate screening for more than 20,000 women across seven states in India and the Union territory of Ladakh.
- With Pink Drive in South Africa, we support cervical cancer and breast cancer screening mobile medical units and camps aimed at unscreened populations run by Pink Drive.
- Through the In Celebration of Her program, with each purchase of the Heart, Venus or Ring breast tissue marker shapes, BD contributes \$1 to the American Cancer Society in honor of breast biopsy patients (\$150,000 in FY 2024).





Our investment in climate-related healthcare resilience

Community health centers and free clinics across the U.S. are increasingly vulnerable to climate change. Severe hurricanes, floods, wildfires, and heatwaves threaten their ability to provide care. BD supports Americares, a non-profit organization that recently developed the Climate Resilience for Frontline Clinics Toolkit, which helps health providers, patients, and administrators prepare for these challenges. Americares is taking key steps to strengthen clinic resilience, including:

- Expanding access to climate resources and engaging clinic staff at state conferences.
- Boosting patient resilience by funding clinics to distribute air purifiers, thermometers, and masks during extreme weather events.
- Increasing availability of multilingual patient education materials to ensure broader accessibility.

Additionally, BD and Let's Share the Sun Foundation are installing solar power at nursing care facilities in Puerto Rico, where power outages and extreme weather put medically vulnerable patients at risk. The second BD-funded solar installation will be completed in 2025, improving reliability and safety for patients in these facilities.

Advancing health access around the world through volunteerism

In FY 2024, BD Global Public Health launched Superlabs Against Superbugs, a skill-based volunteer program designed to help address antimicrobial resistance in Sub-Saharan Africa and Southeast Asia. The program provides training to lab technicians to support development of sustainable use of microbiology labs in under-resourced regions. The multi-year program began in Rwanda in October 2024 in partnership with the Republic of Rwanda Ministry of Health and Partners in Health (PIH).

BD Volunteers traveled to North Macedonia and Kosovo for the second year to help train more than 500 healthcare workers in specialized areas of maternal and neonatal care in partnership with the nonprofit organization Project HOPE. The service opportunity was part of the company's legacy of Volunteer Service Trips, which has helped advance patient care and health infrastructure in more than 13 countries since 2005.

Since 2017, BD has partnered with Heart to Heart International to support the BD Point-of-Care, Enhancing Clinical Effectiveness program, which provides free and charitable clinics in the U.S. with laboratory equipment to evaluate and perform onsite diagnostic testing for the most common health issues faced by vulnerable patients in underserved populations, including high cholesterol, diabetes, urinary tract infections, kidney disease, blood clotting disorders, liver disease, strep A, HIV, hepatitis C, flu A & B, RSV and pregnancy tests.

Our corporate, manufacturing and distribution center sites engage with their local communities in ways that are important to our associates. This includes supporting local nonprofits and fundraising events, such as blood drives, food banks and safe housing, as well as opportunities to drive science, technology, engineering, and mathematics (STEM) education, access to healthcare and more. Site leadership is often part of the local Chamber of Commerce, which gives us firsthand exposure to important community issues and initiatives. Additionally, associates in eligible locations are permitted to take paid time off to volunteer in their local communities and support some of the organizations that are important to them.

Our charitable giving

To further support health access and meet high-impact health needs addressed through our business portfolio, in FY 2024, BD Social Investing allocated more than 75 % of funding toward programming in three areas: building resilient and sustainable health systems, supporting and expanding the healthcare workforce, and supporting the detection and treatment of cancer and chronic disease in underserved communities.

Of this allocation, \$2 million was invested in BD’s hometowns—communities where our associates live and work—via the BD Community Investment Fund to support local access to care.



Reviewing our 2024 progress

In FY 2024 our philanthropy and social investing remained strong, aligned with industry standards, and drove our mission forward. We contributed a total of \$14.8M as follows:



Transparency

Progress toward our goals	67
Corporate governance	68
Enterprise risk management	70
Cybersecurity & digital risk management	70
Human rights	74
Ethics and compliance	76
Privacy and data protection	77
Ethics in sales and marketing	79
Participation in the policymaking process	80



Progress toward our goals

Our goal: Invite trust across stakeholder groups through transparent performance reporting on sustainability issues relevant to our business.

2030 goals

- 1 We will provide our stakeholders with clear information about our 2030+ performance and programs, aligned with relevant and recognized external 2030+ reporting frameworks, via:
 - Our annual Corporate Sustainability report, and
 - Issue-specific disclosures, which include:
 - Climate change.
 - U.S. Federal Employment Information Report [EEO-1].

Current status

Our climate change disclosure, which is aligned with the International Financial Reporting Standards (IFRS) S2, Climate-related Disclosures, can be found on our website. Our U.S. Federal Employment Information Report [EEO-1] can be found [here](#).



Corporate governance

BD is governed by our Board of Directors, and our commitment to good corporate governance is embodied in our Statement of Corporate Governance Principles (the “Governance Principles”). These principles outline our Board’s views and practices regarding a number of governance topics, including the operation of our Board and its committees; strategic oversight; succession planning; director qualifications and representation; director independence, compensation and equity ownership; and the ability of shareholders and others to communicate directly with Board members.

The full Board reviews the risks associated with BD’s strategic plan and discusses the appropriate levels of risk for the company in light of BD’s business objectives. This is done through an annual strategy review process and from time to time throughout the year, as part of the Board’s ongoing review of corporate strategy. Additionally, the Board conducts an annual review of BD’s enterprise risk management (ERM) program.

The Board of Directors’ Corporate Governance and Nominating Committee assesses the Governance Principles on an ongoing basis in light of current practices. The Board has four operating committees that meet regularly and an Executive Committee that meets as needed. The committees are responsible for monitoring and reporting to the full Board on risks associated with their respective areas of oversight. In connection with their oversight responsibilities, the committees often meet with the members of management who are primarily responsible for risk management in their respective areas. Refer to the [committee charters](#) for the principal responsibilities of each operating committee.

During FY 2024, all directors attended at least 75% of the meetings of the Board and the committees on which they served.

Board composition

The Board believes that having a range of viewpoints, insights and perspectives among its members is important for effective decision-making and fostering a culture of inclusion at BD. The Board looks to include among its members individuals with varied skills, experiences and backgrounds, which includes relevant business and financial expertise, industry knowledge, management experience and prominence in areas of importance to BD. The Board is committed to sourcing and maintaining a pipeline that enables a broad spectrum of candidates to be considered.

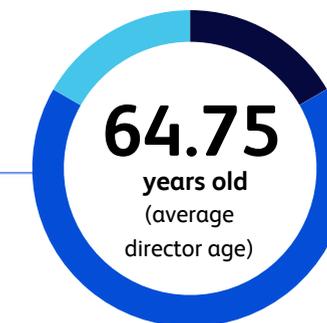
Executive compensation

We aim to provide an executive compensation program that best serves the long-term interests of our shareholders. We believe attracting and retaining superior talent and rewarding performance are key to delivering long-term shareholder returns and that a competitive compensation program is critical to that end. For further details on executive compensation, see our [proxy statements](#).



TENURE

<5	5
5 to 10	3
>10	4

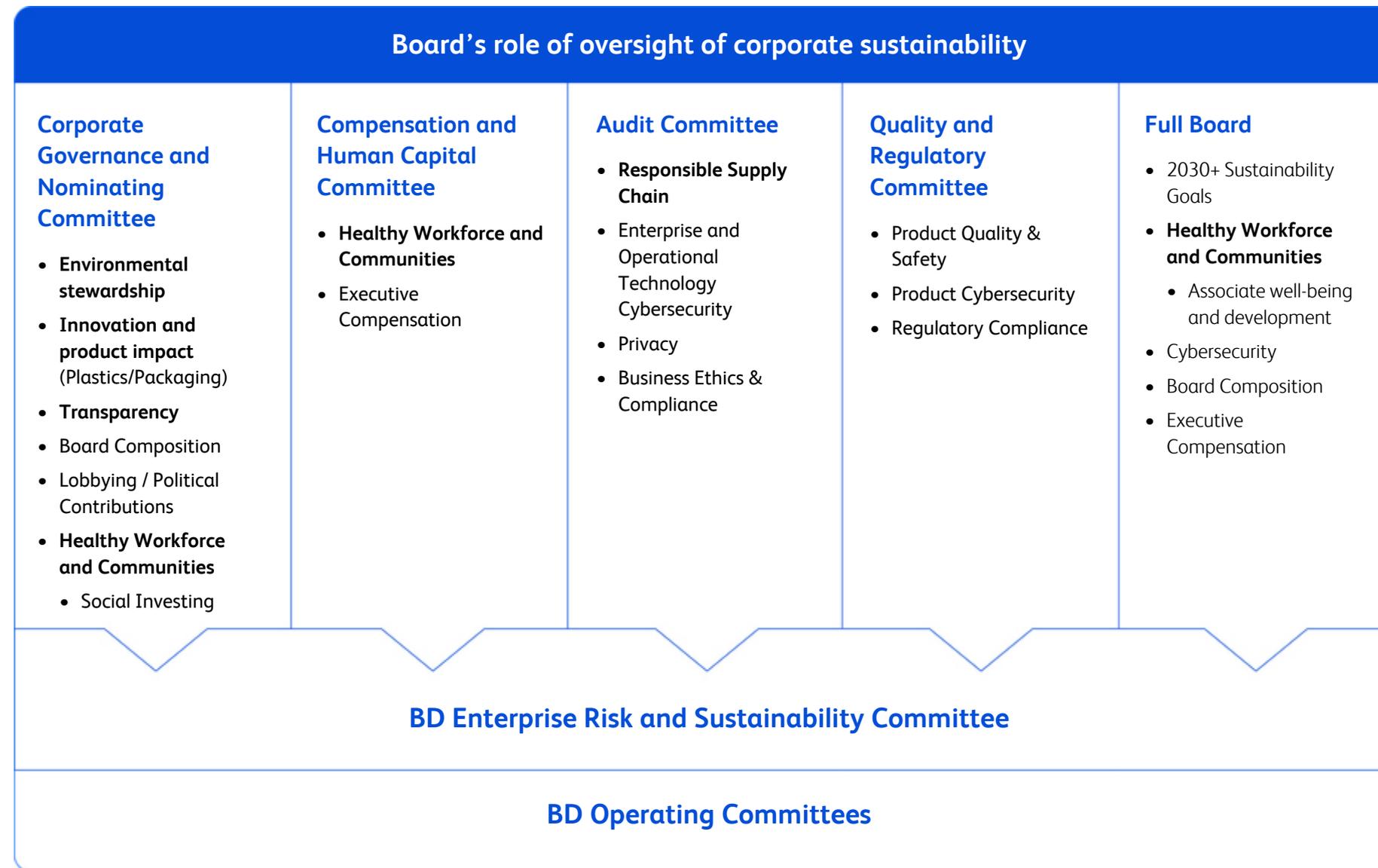


AGE

60 OR YOUNGER	2
61-69	8
70 OR OLDER	2

Corporate sustainability oversight

At the Board level, the Governance Committee has oversight responsibility for the processes, policies and practices relating to sustainability matters. The oversight of BD's 2030+ goals and other important matters are allocated among our Board of Directors and its committees, as shown in the table below. BD's 2030+ focus areas are shown in bold.



At the management level, BD's Enterprise Risk and Sustainability Committee ("ERC") oversees BD's enterprise risk management program and its progress towards the 2030+ goals and other priority sustainability matters. The ERC consists of a cross-functional group of management and works with various internal operating committees that are executing BD's Together We Advance sustainability strategy. The ERC aims to create an enterprise-wide culture that promotes open discussion regarding risk and opportunities and integrates effective risk management into our goals and objectives.

The ERC oversees the information on sustainability initiatives that is provided to the Board and its committees, as well as external and internal reporting on these matters. In addition to receiving an annual update on BD's progress with our 2030+ goals, the Board also receives periodic reports on progress with the Healthy Workforce and Communities focus area. These updates include annual in-depth reviews of associate well-being and development, cybersecurity, Board composition and other topics that are timely for the Board's review.

At the corporate level, BD has an Environmental, Health, Safety (EHS), Sustainability and Product Stewardship team, led by the chief sustainability and EHS officer, who reports to the company's executive vice president and chief integrated supply chain officer. The following individuals report to the chief sustainability and EHS officer:

- The Director, sustainability is responsible for stakeholder engagement, implementation of our corporate sustainability strategy, and the development of management programs for certain environmental and social issues that include human rights, water stewardship and climate change.
- The Senior director, sustainability operations is responsible for the development of environmental targets and reductions in Scopes 1 and 2 greenhouse gas (GHG) emissions and leads the Sustainable Operations Council to support the achievement of the GHG and other environmental goals.





Enterprise risk management

BD's management engages in an ERM process to identify, assess, manage and mitigate a broad range of risks and to ensure alignment of our risk assessment and mitigation efforts with our corporate strategy. Further details about how the Board oversees risk are in our proxy statement. Details of risk factors relevant to our business are in our Annual Report (10-K) and quarterly filings (10-Q).

Cybersecurity & digital risk management

The healthcare industry continues to face increasingly complex and frequent cyberattacks. Ransomware attacks across the sector have nearly doubled since 2021¹, and healthcare is now the third most targeted industry². With AI, threat actors have accelerated the speed, scale and sophistication of attacks, from phishing to malware and deep fakes. Their motivations range from stealing intellectual property and patient data for financial gain to foreign espionage. To protect patient safety and privacy, healthcare delivery organizations, medical device manufacturers and third-party vendors must work diligently to guard against cybersecurity risks.

In FY 2024, we evolved our cybersecurity program to extend beyond information security. The Cybersecurity and Digital Risk Management team enables the company's resilience and helps to protect BD innovations, data and operations in collaboration with IT, Integrated Supply Chain and Product Security. We have established cybersecurity programs and responsibilities for:

- Cyber Fusion, Defense and Response
- Cyber Business Risk and Resiliency, including regional, third-party risks and cyber resiliency
- Cyber Architecture and Engineering
- Identity and Access Management
- Cyber and Digital Governance
- IT Compliance and Validation
- Cyber Engagement and Awareness

In the past year, we made important cybersecurity enhancements to increase visibility, strengthen protections for BD manufacturing plants and distribution centers, and re-baseline our program against the new National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0. We also launched a comprehensive three-year cyber strategy aimed at bolstering our resiliency. Areas of focus include maturing monitoring and alerting capabilities, fortifying access and authentication systems, improving data security processes and enhancing product security processes.

¹ <https://assets.sophos.com/X24WTUEQ/at/4bk9xt4h7gsm4xs6mfzh3k/sophos-state-of-ransomware-healthcare-2024.pdf>.

² <https://www.techtarget.com/HealthtechSecurity/news/366618267/Healthcare-ranks-as-third-most-targeted-ransomware-victim>

Cybersecurity governance

Important cybersecurity information, including relevant cybersecurity metrics, threat briefings and significant cybersecurity risks, are communicated to the Board of Directors through the Board's Audit Committee and the Quality and Regulatory Committee. The Audit Committee receives updates on the company's Information Technology (IT) and Operational Technology (OT) cybersecurity program and the Quality and Regulatory Committee receives updates on the company's product cybersecurity program. Both Committees receive updates on their respective programs several times per year. We also have processes by which certain cybersecurity incidents and breaches are escalated and reported to the Board or a Board committee, as appropriate, based on management's assessment of risk. Management periodically conducts cybersecurity crisis simulations with a readout to the full Board to raise awareness of cybersecurity risks and to enhance our incident preparedness. Members of senior management also receive cybersecurity updates through their participation in the ERC.

BD also maintains a Cybersecurity Strategy & Risk Committee, which serves as the management-level governance body for oversight of all cybersecurity risk across the company. The committee is co-chaired by the chief information security officer and the chief risk officer, and its members include leaders across enterprise IT, manufacturing technology, and product cybersecurity.

Our approach to cybersecurity governance includes aligning cybersecurity risk management, policy and compliance initiatives with business objectives and striving to ensure that information assets and technologies used in BD products, manufacturing, service, enterprise IT and third-party components are secure, resilient and compliant with applicable regulatory requirements and industry standards. This includes cybersecurity due diligence for BD mergers, acquisitions and divestitures.

Cybersecurity risks and their potential impact on BD, customers and patients are routinely reviewed by the company's central, regional and business teams, and our Cybersecurity team provides guidance for identifying, prioritizing and mitigating such risks.

We strive to align our policies and procedures to industry best practices, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0, International Standards Organization (ISO)/International Electrotechnical Commission (IEC) 27001:2022 standards for information security, Underwriters Laboratories (UL) 2900-1 Cybersecurity Standard for Medical Devices, and U.S. Food and Drug Administration's pre-market and post-market guidance for cybersecurity in medical devices. BD cybersecurity policies are reviewed annually by cross-functional stakeholders specializing in information security, integrated supply chain, enterprise IT and quality.

Our strategic approach to cybersecurity incorporates regulatory requirements for medical device cybersecurity as well as cybersecurity reporting and disclosure requirements. We also incorporate threat intelligence from organizations such as the Cybersecurity and Infrastructure Security Agency.

Artificial intelligence

In FY 2024, we established an Artificial Intelligence (AI) Governance framework overseen by our executive AI Steering Committee to enable the cross-functional assessment and mitigation of risks associated with AI use. The governance model is focused on critical areas of risk, such as the potential for bias and hallucinations, compliance and privacy risks, the protection of BD data and intellectual property, and cybersecurity risks. The Responsible AI Council evaluates these risks while conducting technical reviews of AI models and technologies. We also maintain a Use of AI Policy and Use of AI Procedure to ensure the ethical and secure use of AI.

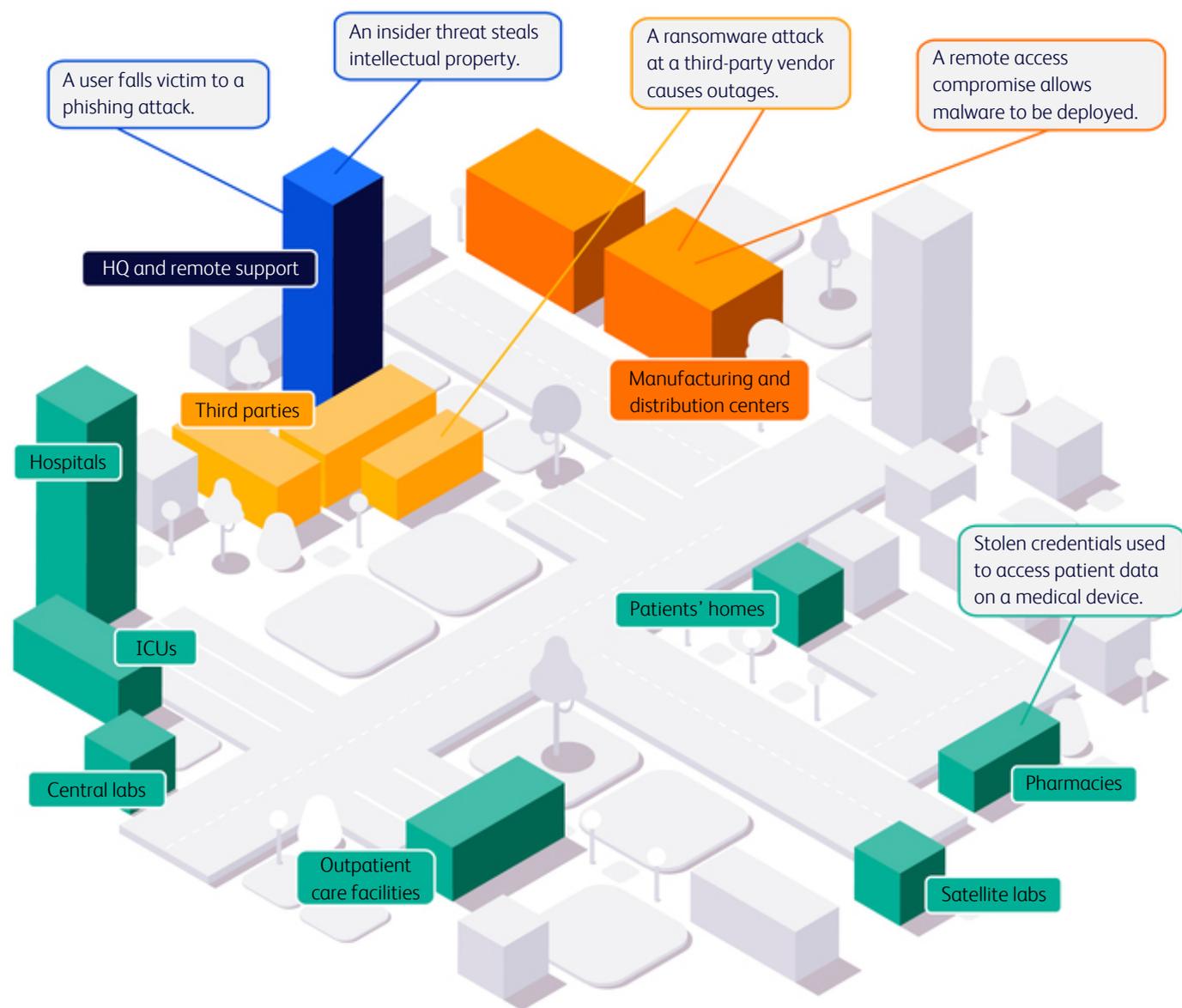


In an era where cybersecurity threats are constantly evolving and patient care increasingly depends on digital systems, continuously improving cybersecurity is imperative. By diligently safeguarding our systems and data, refining our security protocols to address emerging threats and fostering a culture of cyber vigilance among our associates, we are enhancing our resilience and building trust with our customers, patients and stakeholders.”

Miguel Crespo
Chief Information Security Officer

Threat landscape in healthcare

Examples of cybersecurity risks include:



Threat actor motivations:

- Foreign espionage
- Intellectual property
- Patient data
- Financial gain

Key risks include:

- Ransomware attacks
- Insider threats
- Medical device software vulnerabilities
- Third-party software vulnerabilities
- Human error
- Phishing attacks

We base our cybersecurity strategy on five guiding principles:



Visibility

Continuously improve visibility and monitoring.



Optimization

Enhance cyber tooling, processes and services.



Effectiveness

Operationalize cyber hygiene and practices.



Enablement

Security and trust at the speed of innovation.



Resilience

Safeguard BD data and continuously improve incident preparedness.



Cybersecurity preparedness

BD proactively monitors for suspicious activity, including phishing attacks, malware and ransomware attacks, insider threats and human error. Our cybersecurity program includes regular internal and external security audits and vulnerability assessments; third-party risk assessments; threat intelligence investigations; vulnerability scanning and management; and incident management. We also leverage penetration testing and threat modeling to uncover and examine potential cybersecurity risks during our product design processes.

Cybersecurity certifications and attestations

In FY 2022, BD achieved ISO/IEC 27001:2022 certification at the enterprise level, demonstrating that our information security management system conforms to internationally recognized cybersecurity standards. In June 2024, BD completed its second enterprise-level annual surveillance audit for ISO 27001, confirming that we continue to meet these rigorous standards.

We maintain product cybersecurity certifications and attestations, such as System and Organization Controls (SOC2+) and UL Cybersecurity Assurance Program (UL CAP), for multiple products.

SOC2+ annual reports are available upon request for certain BD products that collect and process patient health information in accordance with the HIPAA security rule. These reports are prepared by an independent third party and provide assurance regarding the operational effectiveness of BD internal controls and the security of BD products.

UL CAP is an independently audited certification that demonstrates the cybersecurity of multiple BD medical devices through a rigorous program of analysis.

Cybersecurity training

BD provides annual cybersecurity training for our associates and strategic partners. This includes online cybersecurity training modules, in-person and virtual cybersecurity classes, contextual phishing simulation exercises, mock incident response exercises, and intranet resources aimed at enhancing associates' ongoing cyber awareness.

BD also makes cybersecurity training available through an external service provider for our Board of Directors.

Product security vulnerability reporting and disclosure

BD welcomes vulnerability reports from customers, security researchers, third-party component vendors and other external groups that wish to report a potential vulnerability in a BD software-enabled device. Our approach to product security vulnerability reporting and disclosure is publicly available on the [BD Cybersecurity Trust Center](#).

Human rights

Human rights commitment and strategy

At BD, we believe all people should be treated with dignity and respect, and we strive to conduct our business in a manner consistent with this principle. This includes respecting the Human Rights of all associates as well as the people in our supply chains, the communities where we operate, and those who use our products.

Our commitment—detailed in our Global Human Rights Policy—is guided by the principles outlined in the United Nations Universal Declaration of Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work, and it extends beyond BD processes and practices to those in our supply chains. We comply with applicable employment and human rights laws and regulations wherever we have operations, and we expect our suppliers to do the same.

Human rights policy

Our efforts on human rights and community engagement are connected. In FY 2024, we enhanced our Human Rights Policy to include our values with respect to community engagement and our acknowledgment of the human right to water. The central Sustainability team monitors changes in human rights laws and regulations including various human right due diligence and disclosure requirements. Management of human rights issues is embedded in our integrated supply chain—operations, human resources, supply chain, procurement, and sustainability and EHS—to track compliance with our policies prohibiting forced labor, human trafficking and modern slavery.

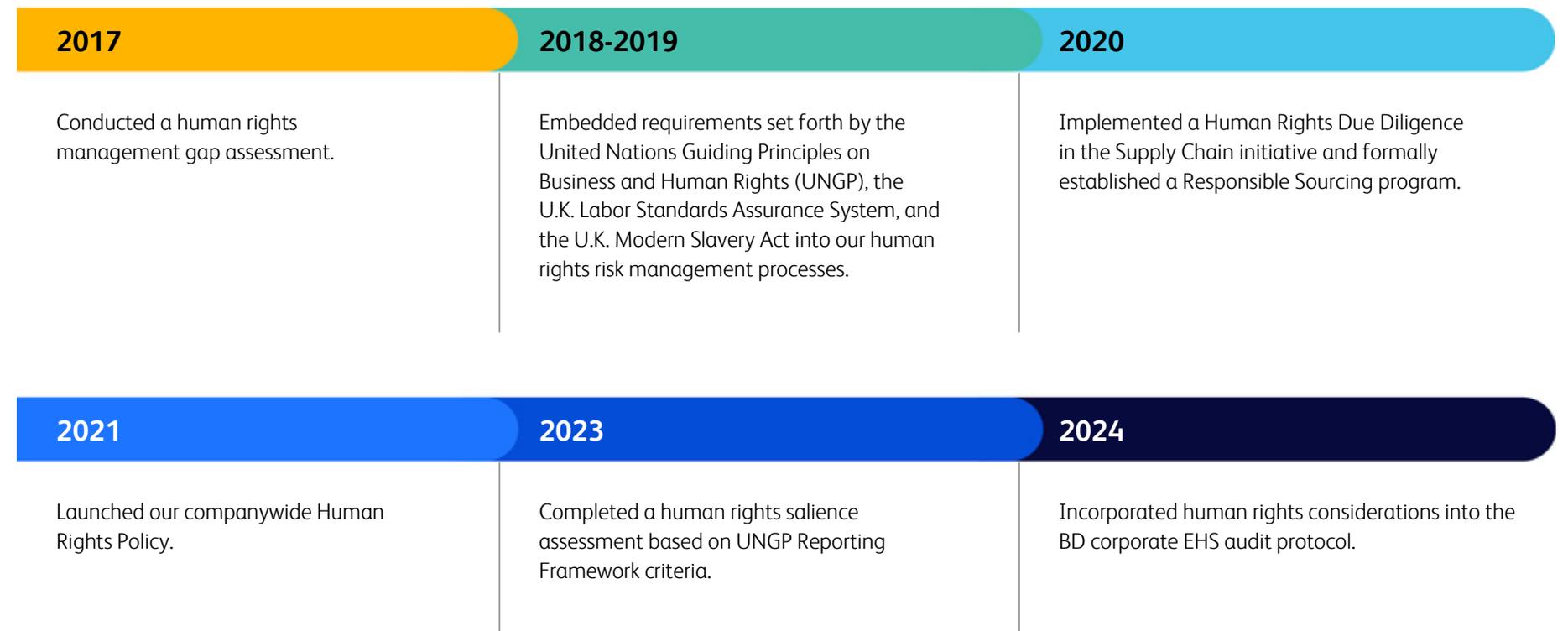
Similarly, BD’s Responsible Sourcing Operating Committee guides and facilitates work focusing on human rights due diligence in our supply chain. For more information about this Committee’s remit, see the [Responsible Supply Chain](#) section of this report.

Additionally, the chief sustainability and EHS officer will brief the ERC as needed on important matters relating to human rights; the ERC will brief the relevant Board committee and the full Board of Directors, if applicable.

Human rights risk management

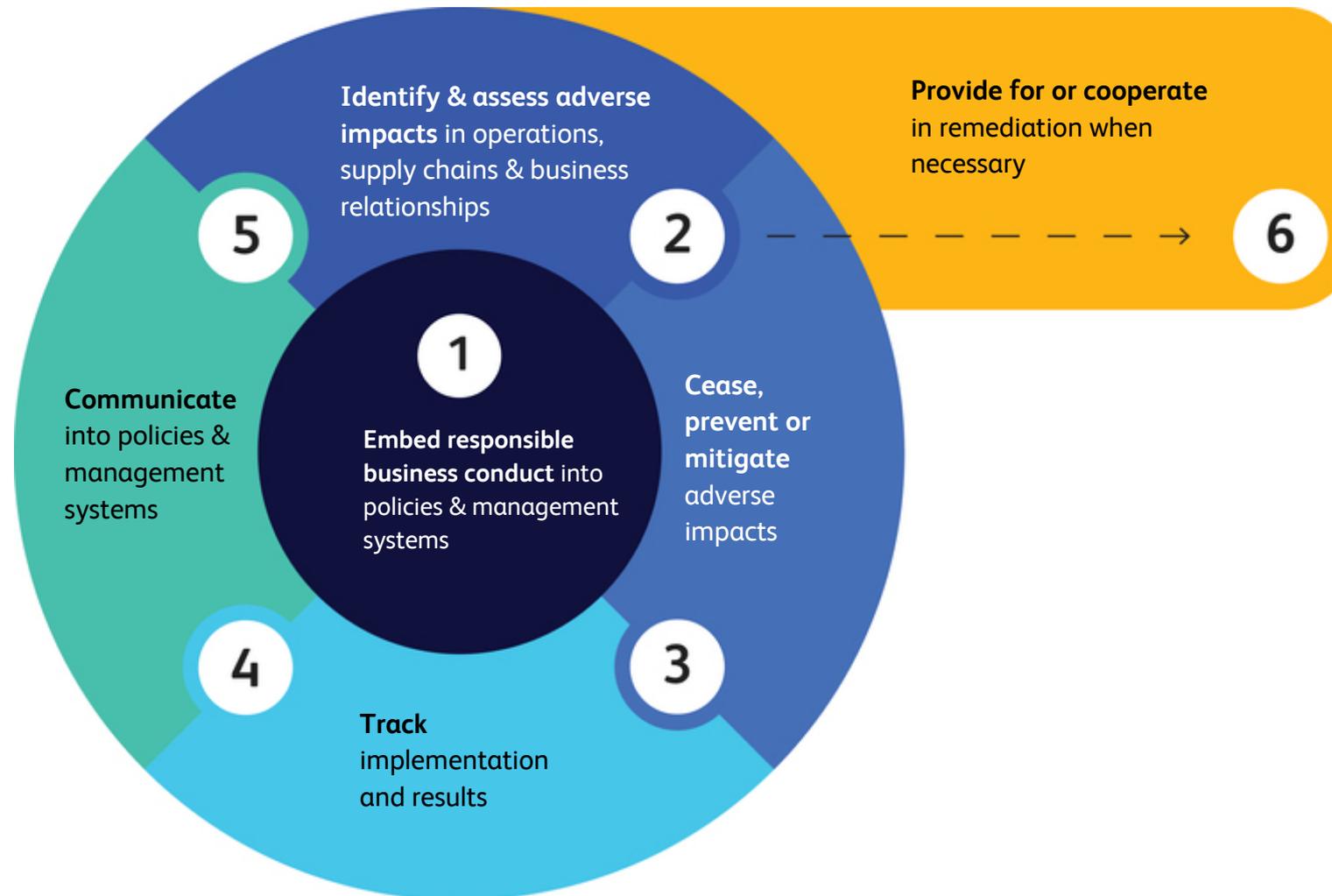
Our human rights program incorporates requirements set forth by the United Nations Guiding Principles on Business and Human Rights (UNGP), the U.K. Labor Standards Assurance System, and the U.K. Modern Slavery Act.

Milestones in human rights risk management at BD:



Our due diligence process is aligned with the Organisation for Economic Co-operation and Development (OECD) due diligence guidance for responsible business conduct. We employ risk management efforts to enhance compliance with related policies throughout our operations. For example, our Global Operations and Human Resources teams promote compliance with our policies prohibiting forced labor, child labor, human trafficking and modern slavery across all of our operations, including manufacturing.

The human rights and environmental due diligence process in our supply chain focuses on identification of risk within our supply base, gaining further insight into that risk and mitigation, where appropriate. For more information about our engagement with suppliers, refer to the [Responsible Supply Chain](#) section in this report.



Source: OECD Due Diligence Guidance for Responsible Business Conduct

Modern slavery

We've incorporated practices into our processes to ensure that modern slavery, human trafficking and child labor do not exist in our workforce. These include:

- We do not charge any of our associates recruitment fees and do not work with recruitment agencies that engage in this practice.
- We do not withhold our associates' identity documents, immigration documents or any other personal documentation.
- We encourage our associates to report, without fear of retaliation, any matters related to human trafficking, modern slavery or any other Human Rights violations.
- We provide BD associates with annual forced labor and human trafficking training, which is developed by a third party and administered online. This course is taken by any associate who interacts directly or indirectly with our suppliers, including associates who source, manage and/or advise on supplier selection.
- We incorporate age verification into our new hire background screening process to ensure that child labor is not used.

Legislation and compliance

Proposed and current human rights legislation is tracked by our central Sustainability team. We assess applicable legislation to determine compliance requirements before implementing required actions and incorporating them into our human rights management program.

As a multinational company, BD complies with various country-specific human rights regulations that require us to report on our process to ensure that our supply chain is free of modern slavery and to demonstrate that we have implemented a robust human rights due diligence program.

Each statement is approved by their respective country-level boards. Visit our [Policy Center](#) to view the compliance documents.

Additionally, we are assessing the new EU Corporate Sustainability Due Diligence Directive (CSDDD) to understand the directive's requirements and we are preparing for compliance with the directive.

Ethics and compliance

We are committed to a strong ethics and compliance culture. We do not tolerate actions or behaviors that violate the BD Code of Conduct, BD policies or applicable laws and regulations. All BD associates are responsible for reinforcing our ethics and compliance culture and sustaining our reputation as a company dedicated to quality and integrity. We encourage and expect everyone at BD to speak up by asking questions, raising concerns, seeking guidance and reporting actual or suspected violations of laws, the BD Code of Conduct, BD policies or our high ethical standards. This requirement extends to all associates, customers, vendors and/or other third parties working on our behalf.

Our BD values further strengthen our culture of ethics and compliance and guide how we hold ourselves accountable to our shareholders and stakeholders. These values are cascaded through all levels of the organization. Read more about ethics and compliance at BD on our [website](#).

Code of Conduct

The BD Code of Conduct (“Code”) sets the foundation for how we behave at BD, providing guidance and resources for our ethical standards. Our value “We do what is right” is the cornerstone of our Code. We endeavor to follow laws, rules and policies that apply to us and adhere to the highest ethical standards, even when there’s no specific law or policy.

Everyone at BD—from officers to directors to associates—must follow our Code; it applies equally to everyone. BD associates receive information and training about the Code and other policies in several ways, including periodic communications and annual trainings. BD associates can access detailed information about our expectations through our intranet and our Ethics and Compliance mobile app. Our Code is also available on our [website](#).

With oversight from our Board of Directors’ Audit Committee, our global ethics and compliance function seeks to ensure that BD has a comprehensive compliance program designed to prevent and detect wrongdoing and continuously encourages lawful and ethical conduct. BD’s senior vice president and chief ethics, compliance and privacy officer and associate general counsel

leads the global ethics and compliance function. Along with the BD Compliance and Ethics Committee, which comprises members of the executive leadership team, this individual oversees these activities to ensure effective operation and enforcement. The program is integrated into our global business operations, and we evaluate its effectiveness and adapt it periodically to ensure that it’s appropriately tailored to address the risks inherent in our global business.

Reporting ethics concerns

BD associates must report any suspected violations of laws, industry codes, the BD Code of Conduct or BD policies in accordance with the BD Global Speaking Up Policy, except as prohibited by applicable law. BD takes all reports of violations of laws, BD policies and BD ethical standards seriously and will promptly, fairly and thoroughly investigate all such reports. BD does not tolerate any form of retaliation against a person who in good faith reports an actual or suspected violation or cooperates in BD investigations. BD is committed to creating an environment where all associates feel comfortable raising concerns, seeking guidance or asking questions without fear of retaliation or discipline.

Anyone can seek guidance or report ethics concerns in several ways, including through the BD Ethics Helpline or via email. The Helpline is independently operated and available anywhere in the world, 24 hours a day, 7 days a week. It can be reached by telephone or [online](#) and provides translation services as needed. Reports can be made anonymously if permitted by law. BD associates can also report violations to their supervisors, management, Human Resources, the Law Group, or directly to Ethics and Compliance.

In FY 2024, BD’s Ethics Office received more than 1,000 contacts from individuals worldwide seeking guidance or reporting concerns. When an investigation has a finding, our corrective actions can range from nondisciplinary based training and process improvements in areas where a gap has been identified to discipline to termination of employment.

Antibribery and anticorruption

Acting with integrity is critical to ensuring our success and protecting our reputation, so we continuously work to ensure that our interactions do not involve bribery, corruption or other improper behavior. Our global Ethics and Compliance team provides resources to regional and local country management to enhance their anticorruption and compliance business practices. This includes incorporating compliance requirements into existing business practices and advising local management on anticorruption compliance–related issues as well as abiding by local laws and regulations.

A key focus for BD is driving compliance in our third-party intermediary networks across the globe, resulting in stronger business relationships while upholding our reputation. These efforts are advanced by fostering collaboration with business leaders to deliver consistent, clear policies and by approval processes with enhanced third-party intermediary life cycle management procedures, and antibribery and anticorruption assessments conducted by an external partner under the instructions of Internal Audit.

BD is committed to training all associates via both in-person, scenario-based sessions and learning management system courses that leverage policy materials, such as the Global Antibribery and Anticorruption Policy, Global Third-Party Life Cycle Management Policy, and the Global Standards for Interactions with Healthcare Professionals, Healthcare Organizations and Government Officials.

Risk-based training for associates engaging with third-party intermediaries is a core component of the antibribery and anticorruption program. These sessions focus on applicable antibribery and anticorruption laws, including the Foreign Corrupt Practices Act and relevant BD policies. Associates are required to complete this training once every 18 months.

Privacy and data protection

The BD global business strategy entails the collection, use and transfer of large volumes of data, including personal data, processed by the use of sophisticated and novel technologies. Consequently, BD is subject to privacy and data protection laws in most of the countries where we operate.

To harmonize this diversified regulatory landscape and support the BD global business strategy, the BD Privacy Office has created a Global Privacy program to strategically integrate applicable privacy-by-design principles and provisions into our ecosystem of processes, platforms, and products in a uniform manner in all BD businesses, functions, and regions.

The Privacy Program ensures enterprise-wide privacy compliance. It comprises 10 defined scope areas (see the infographic on the following page) of compliance activity that are aligned with global privacy standards (e.g., NIST and ISO/IEC privacy frameworks) and baseline requirements in privacy laws.

To deliver the Privacy Program, a fit-for-purpose implementation strategy has also been deployed to embed privacy-by-design standards in BD businesses; integrate privacy processes and controls in BD functions; and localize privacy and data protection requirements in BD regions. The success and effectiveness of the Privacy Program is measured by regular privacy reporting and a privacy maturity model that evaluates areas of potential vulnerability and informs priority areas for remediation efforts.

The Privacy Program is based on the BD Global Privacy Policy, which was recently updated and published on Data Privacy Day on January 28th. The Policy is accessible to all BD associates in 19 languages and defines minimum enterprise-wide privacy standards. The standards are based on a set of region-specific policies and benchmarks, in conformity with local legal requirements, e.g., HIPAA (United States), the General Data Protection Regulation (European Economic Area), the Personal Information Protection Law (China), and the General Personal Data Protection Law (Brazil). All BD associates with personal data handling responsibilities are trained regularly on the Policy.

A set of global procedures and work instructions are being prepared to underpin the Privacy Program and establish consistent standards across BD, with respect to the main aspects of the privacy and data protection laws and regulations around the world (i.e., privacy-by-design; privacy inventory and personal data mapping; technical and organizational security controls; personal data breach management; individual privacy rights management; privacy compliance monitoring). BD now has processes and dedicated communication channels to enable individuals (including BD associates, patients, and customers) to exercise their individual privacy rights and escalate data incidents and breaches.

In parallel, country specific Privacy Policies are in place where local legal requirements provide supplementary guidance and provisions.



The BD Privacy Office oversees the Program and staff regularly scan the privacy regulatory landscape and ongoing enforcement trends. Staff adhere to standards set by privacy and industry associations (e.g., International Association of Privacy Professionals, International Pharmaceutical Privacy Consortium, AdvaMed, MedTech Europe). Additionally, the Program is sustained by a network of designated privacy champions across the enterprise.

To evolve the Privacy Program at the pace of technological innovation and to respond to changing regulatory requirements, Privacy Focus Groups have been created. These Groups are sustained by the Privacy Office to address cross-business privacy related issues in the following areas: Artificial Intelligence and Machine Learning; Medical Device Interoperability and Cloud Computing; Data Governance and Lifecycle Management; Digitalization and Omnichannel. All ongoing enterprise-wide initiatives and forums in these four areas are actively sustained by the Privacy Office.

Reports on privacy enterprise risk mitigation efforts are sent biannually to the Audit Committee of the Board of Directors. All privacy-related initiatives are aligned with the BD global business strategy, which focuses on growth, simplification, and empowerment.



Ethics in sales and marketing

Interactions with healthcare professionals

BD has policies and procedures to comply with all applicable laws and regulations that govern the interactions between medical technology companies and healthcare professionals, healthcare organizations, and government officials in the many countries where we do business. To help support compliance, BD has adopted various industry codes, including those of AdvaMed, MedTech Europe, Asia Pacific Medical Technology Association (APACMed), Mecomed and Abimed. Key provisions of applicable industry codes are also incorporated into BD global policies, including the Global Standards for Interactions with Healthcare Professionals, Healthcare Organizations and Government Officials. BD associates receive information and training on these codes and policies in a few ways, including periodic communications and online and in-person trainings. Associates can access detailed information on our policies through our intranet and our Ethics and Compliance mobile app.

Product marketing

BD has policies and procedures governing the advertising and promotion of our products, solutions and services that comply with applicable laws and regulations. Expectations for the promotion of our products are outlined in our Code of Conduct.

We believe that our advertising and promotion programs create a globally harmonized process for generating, reviewing and approving advertising and promotional communications. These programs promote consistency in definitions, rules, principles, governance and approval criteria to facilitate compliance across BD. A steering committee consisting of cross-functional representatives from marketing, medical affairs, regulatory affairs and the law group oversee our advertising and promotion review and approval processes. Our global policy on advertising and promotion prohibits the development and distribution of advertising and promotional materials that have not been approved under the structure set out in the policy. All policies outline the obligation to report noncompliance, how to report it—including via the BD Ethics Helpline—and potential disciplinary action that could be taken for noncompliance.

All associates who are involved in the creation, review and approval of advertising and promotional materials are required to complete annual training via the BD online training system. Training covers BD policies and procedures as well as our systems that are used to manage and track approvals.



Participation in the policymaking process

BD engages in public policy advocacy through ongoing, constructive and transparent interactions with government officials and stakeholder groups. All advocacy activities are directed toward furthering the company’s Purpose of *advancing the world of health™*, without regard to the personal political affiliations or views of any individual BD associates at any level across the organization. Strong, long-term relationships with policymakers help us better understand unmet public health needs around the world. Our [participation in the political process](#) document is available on our website.

Public policy governance

Our Board of Directors’ Corporate Governance and Nominating Committee oversees BD’s engagement in the political process to promote ethical and transparent engagement, advance the company’s Purpose, and comply with applicable laws and reporting requirements.

Public policy advocacy

Our Public Affairs team leverages our diverse experience, expertise, global reach and collaborations to develop public policy positions that guide our advocacy efforts worldwide. It also makes constructive contributions to policy discussions that are relevant to the company and the communities where we operate. A range of global public policy positions are available on our [website](#).

Examples of our engagement include policy dialogue to advance regulatory and reimbursement frameworks that focus on the safety and efficacy of medical technologies and timely patient access to them. We also promote tax policies that we believe enhance competitiveness and innovation, support policies and programs that advance biomedical research, and seek to expand access to care for all people.

BD political action committee

As permitted under U.S. law, our company operates a political action committee (PAC). The BD PAC is a mechanism to enable eligible U.S. associates to voluntarily support candidates for elected office who share our perspectives and approaches to public policy issues. Contributions to the BD PAC are entirely voluntary and are governed by the BD PAC Bylaws. BD provides administrative support to the PAC as permitted under federal law.

The BD PAC contributed \$131,500 to candidates in calendar year 2024. All contributions made by the BD PAC are also publicly reported on government agency websites, including the Federal Election Commission’s website. For annual reporting of itemized PAC contributions and any other corporate contributions, visit our website.

Process for corporate financial contributions

The company generally prohibits the use of corporate funds and assets to support U.S. federal or state candidates, political parties, ballot measures or referendum campaigns.

Exceptions require approval by the CEO, the general counsel and a designated member of our Board of Directors’ Corporate Governance and Nominating Committee.

Certain conditions must also be met for any political contributions outside of the United States.

Engaging with governments in a transparent manner

The Center for Political Accountability (CPA) recognized BD with a rating of 100% in its 2024 CPA-Zicklin corporate political disclosure and accountability index, marking the eighth year in a row that we’ve received a perfect score for our transparency in conducting our political engagement.

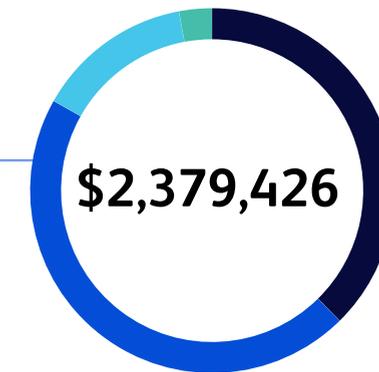
Violations and compliance

BD maintains robust processes for reporting violations and validating compliance with law and company policy. Company personnel who believe they have witnessed illegal or unethical behavior relating to the company’s political activities are encouraged to discuss the matter with their managers, senior managers, Human Resources representatives, the Legal department or the Ethics and Compliance department.

Actual or potential violations may also be reported by using the confidential Ethics Helpline (1-800-821-5452).

In addition to the work of our Public Affairs team, we expand our reach by leveraging state and federal public policy consultants, collaboratively engaging on issues that impact our industry through trade associations and advancing policy proposals focused on key priorities through advocacy coalitions. We continually evaluate our membership in these associations and choose to be involved in organizations that align with our Purpose and will bring the most value to BD. For calendar year 2024, BD spent approximately \$2.4 million on salaries and expenses associated with lobbying in the United States.

We file quarterly reports regarding our federal lobbying activities with the Office of the Clerk of the House of Representatives and the Secretary of the Senate. These reports are available by searching for “Becton Dickinson” as a registrant on the U.S. Senate’s website.



U.S. LOBBYING EXPENDITURES

BD ASSOCIATES	\$896,000
PUBLIC POLICY CONSULTANTS	\$1,083,500
TRADE ASSOCIATIONS	\$330,559
ISSUE BASED COALITIONS	\$69,367

Appendices

Stakeholder engagement	82
Sustainability issues assessment	84
Sustainability issues	85
Data tables	90
Independent limited assurance report	97
GRI index	99
SASB index	105
Policies, guidelines and statements center	107



Stakeholder engagement

Due to the nature of our business and our global presence, we serve and rely on a wide variety of internal and external stakeholders. Engaging with them through a variety of channels across many parts of our organization is critical to how we apply the principle of shared value, and therefore is essential to our business success. Often, we work collaboratively with stakeholders who share our objectives and, in the process, we gain a deep understanding of their work. We listen to our stakeholders' views and suggestions, and use that feedback to improve our products, services and business practices.

Stakeholder groups

Customers

To create a deep understanding of the healthcare market and its customers, and to provide education and training to expand those markets, we strategically engage with our customers in all regions where we operate. This allows us to develop and deploy products and solutions to meet customers' needs, today and in the future.

Shareholders

Our focus on shareholders is to communicate that the combination of our business and geographic diversity—our balanced capital allocation and our drive for efficiency—provides a long-term pathway toward sustainable profit growth that returns capital to shareholders (including share repurchases).

BD associates

The attraction, development and retention of talent are critical to executing our strategy and fulfilling our Purpose. We are committed to being an employer of choice by supporting associates' well-being in all aspects of their personal and work lives.

Business partners

Our suppliers, distributors and other partners in the supply chain help us effectively serve our customers around the world. Our close engagement with these partners allows us to collaborate with them on critical initiatives, allowing us to build an agile and resilient supply chain.

How we conduct meaningful engagement

Engagement is carried out primarily through our Sales and Marketing teams, who are often located close to their customers. This allows them to better understand the needs and culture of our customers and the patients they serve.

Often, senior leaders and/or leaders from functions such as Sustainability, Quality and Procurement will engage with strategic customers on specific topics.

We engage with shareholders in a variety of forms, including annual shareholder meetings, quarterly calls, an annual shareholder outreach program, and other in-person meetings and investor events such as conferences. Engagement is often with our more significant holders; however, we also engage with groups of smaller investors on specific topics.

We engage and develop relationships with associates through a variety of mechanisms. Our Associate Resource Groups provide a forum for associates and their allies to drive change while fostering a deep sense of community within the company and surrounding communities we serve. Where appropriate, engagement is carried out in the local language in order to address language barriers and create inclusion. Voice of Associate surveys, skip-level meetings and town halls are used to solicit associate feedback, and our mentoring and leadership development programs focus on building leadership capabilities.

We engage our partners through a variety of strategic programs. Engagement is primarily carried out by supplier relationship owners, category managers and procurement managers within our procurement function, as well as the Global Supply Chain, Quality, and R&D functions and the central Product Stewardship team.

Additional ways for stakeholders to engage with us

customer_support@bd.com
1.844.8.BD.LIFE (+844.823.5433)
Or local customer support

investor_relations@bd.com
+1-800-284-6845

Current associates can engage with BD via:

- Internal social media platforms.
- Ethics Helpline, anonymous online reporting tool and email at ethicsoffice@bd.com.
- HR Helpline and the Employee Relations team.
- Quarterly town halls.

Future associates can engage with us via:

- Our Careers website jobs.bd.com.
- [LinkedIn](#).

- supplier_diversity@bd.com.
- BDResponsibleSourcing@bd.com.
- New product ideas – BDTechnologiesBusDev@bd.com.

Stakeholders can also engage with us via these channels:

- BD’s External Funding Program
FundingRequest@bd.com or visit
www.bd.com/en-us/about-bd/global-funding.
 - Report a potential product-related security issue -
<https://www.bd.com/en-us/about-bd/cybersecurity>.
 - Media Contacts –
news.bd.com/media-contacts.
 - Privacy – privacy@bd.com.
 - Quality Transparency Center –
www.bd.com/en-us/about-bd/quality-at-bd.
- [Facebook](#)
 - [Instagram](#)
 - [LinkedIn](#)
 - [X \(Twitter\)](#)
 - [YouTube](#)



Stakeholder group

Community affairs and local operations engagement

Community engagement plays a critical role in ensuring continuity of operations and preventing supply chain disruptions. The increasing importance of trade policy, cross-border collaboration and globalization requires alignment and cooperation with local officials who affect the well-being of BD operations. Facility leadership plays an important role in developing relationships with local stakeholders and government officials who can help BD achieve economic development, sustainability and customer engagement goals.

Governments, policymakers and regulatory bodies

We engage at the agency and legislative levels in many countries to enhance our understanding of governments’ priorities. Through these engagements, we seek ways to deploy our capabilities, products and solutions to help support and achieve national health objectives. This includes participation in public/private partnerships and collaborative communities supporting product safety, cybersecurity and technical standard initiatives to support the advancement of innovation and how innovation is regulated to bring technologies to market faster while prioritizing product safety.

International agencies and nongovernmental organizations (NGOs)

We engage with international organizations (e.g., World Health Organization), NGOs (e.g., the Global Fund) and the public sector (e.g., Institute for Safe Medication Practices) to understand unmet needs and priority challenges; to provide global humanitarian relief; to serve vulnerable populations; and to collaborate on health system strengthening initiatives in support of global public health.

How we conduct meaningful engagement

Deploying proactive, strategic stakeholder engagement serves to strengthen relationships with community leaders in locales where we operate and to promote associate involvement and the pipeline of talent. Strong local engagement also drives economic development, sustainability and supply chain resiliency goals.

We engage governments and policymakers in various ways, primarily through our Global Public Affairs team. In addition, we engage on a variety of topics via trade associations and technical coalitions, where a partnership approach allows us to more effectively drive change.

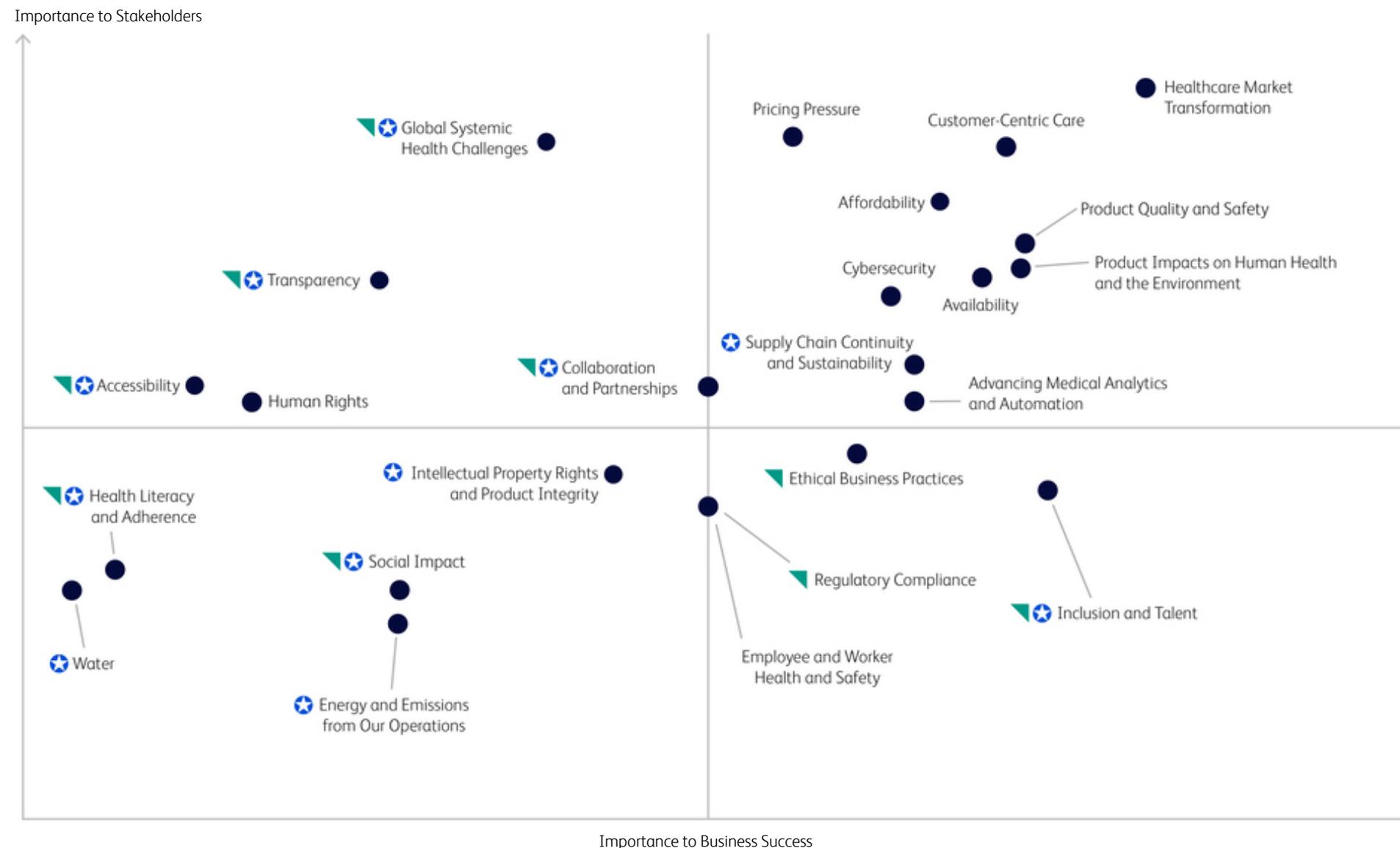
We engage with international organizations through direct partnership in delivery programs as well as by providing complementary support aligned with global public health initiatives. We engage through participation in private sector constituencies, by responding to public requests for information, through publication of white papers, by witnessing the work of our humanitarian relief partners and policy briefs, and by investing our resources and people in support of these programs.

Sustainability issues assessment

The following graphic shows each of our sustainability issues in relation to importance to BD's success and importance to stakeholders. Also indicated are issues that were identified as highly dynamic and/or moved to the top-right quadrant (increased in importance) during our future scenario assessment.

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information regarding BD, please see our current and periodic reports with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q. The analysis and assessment is based on our understanding of current events at the time of the assessment and is subject to change, and we undertake no obligation to update or revise this assessment and analysis. We did not interview or account for every stakeholder who may have interests in these subjects.

-  Highly Dynamic Issue (moved in 3 or more scenarios)
-  Moved to the top right quadrant



Sustainability issues

Text in *blue italics* indicates feedback from stakeholder interviews that were carried out as part of the sustainability assessment conducted in 2019.

Sustainability issue	Definition	How we manage this issue
Accessibility	<ul style="list-style-type: none"> Expanding access to BD products and services to low-income patients and underserved populations around the world. 	<p><i>Stakeholders see BD as a leader in improving accessibility for underserved populations.</i></p> <p>BD is committed to ensuring that market-appropriate and quality-assured solutions are available to the clinicians and patients who need them. We work through a network of over 30 UN agencies, procurement partners, and NGOs to offer products to development programs in low- and middle-income countries.</p> <p>For more details, refer to the Health access section.</p>
Advancing Medical Analytics and Automation	<ul style="list-style-type: none"> Driving continuous development of new approaches to information and knowledge management in order to improve solutions for biomedical science, quality patient care and public health needs. 	<p><i>Automation and analytics are central to the use of data to improve health outcomes, manufacturing, the changing nature of work, and cybersecurity. Stakeholders want to see how BD will continue to lead in these areas and optimize existing data sources to improve health outcomes.</i></p> <p>The future of healthcare is changing, and we see three irreversible forces that are going to be shaping healthcare in new ways:</p> <ul style="list-style-type: none"> Smart connected care. New care settings. Chronic disease.
Affordability	<ul style="list-style-type: none"> Expanding the quality and affordability of healthcare, especially in emerging and developing economies. 	<p><i>Stakeholders would like to see BD leading on low-cost products for emerging markets and passing along cost savings to patients.</i></p> <p>BD deploys a cross-functional approach to support access, affordability, and availability of our products, including support from Market Access, Health Economics, and Global Public Health.</p>

Sustainability issue	Definition	How we manage this issue
Availability	<ul style="list-style-type: none"> Supporting availability of treatments to address significant disease burden, including those currently unaddressed, through innovation, research and development of new technologies. Collaborating with customers to improve clinical outcomes and scientific cooperation. 	For further details on our approach in this area, refer to the Innovation at BD section.
Collaboration and Partnerships	<ul style="list-style-type: none"> Working with diverse stakeholders and multi-stakeholder partnerships to tackle global sustainability and health challenges and drive positive innovations, including through public policy engagement. 	<p>We aim to build on existing partnership successes and develop new strategic partnerships that work across the value chain. An example of this is our 2030+ goal to expand partnerships to address the impact of plastics, Our recent collaboration with a consortium of health care institutions in Denmark to recycle BD® Vacutainer® Blood Collection Tubes and other used blood collection tubes.</p> <p>Partnerships are also central to our cybersecurity program and health access activities and programs.</p>
Customer-Centric Care (Including Product Innovation)	<ul style="list-style-type: none"> Driving continuous development of new products, solutions and services to meet customer and public health needs. Helping to address global chronic disease and acute-care challenges while demonstrating value-based outcomes. Identifying unmet needs, delivering the right innovations and enabling best practices. Collaborating with customers and partners to develop comprehensive healthcare products that meet emerging healthcare needs. 	<p><i>Our stakeholders see BD as committed to customer-centric care and product innovation. Collaboration and partnership will be important to our strategies in these areas.</i></p> <p>Category innovation and customer outcomes are two elements of our 2025 strategy.</p> <p>For further details about innovation at BD, refer to the Innovation at BD section.</p>
Cybersecurity	<ul style="list-style-type: none"> Securing the storage and access of product data and addressing medical data privacy laws. Preventing unauthorized access and improper use of product data and developing robust customer privacy policies for biometric data. Collaborating with industry partners to enhance security standards for medical devices and technologies. Securing company information and data storage and preventing unauthorized access to company computers, databases and websites. 	BD achieved ISO/IEC 27001:2022 certification at the enterprise level, demonstrating that our information security management system conforms to internationally recognized cybersecurity standards. For information about how we manage cybersecurity, please refer to the cybersecurity section of this report.
Employee and Worker Health and Safety	<ul style="list-style-type: none"> Improving associate safety by minimizing hazards in production facilities and other locations where BD associates work. Promoting associate health, safety, security, privacy and well-being. 	<p>We have established 2030+ goals intended to maintain a healthy and thriving workforce that cultivates our culture of inclusion, safety and well-being.</p> <p>Refer to the health and safety section for further details on how we manage this area.</p>
Energy and Emissions from Our Operations	<ul style="list-style-type: none"> Reducing energy consumption and increasing percentage of renewable energy. Reducing greenhouse gases, hazardous air pollutants and other air emissions impacts caused by the company’s operations. Addressing the risks and opportunities resulting from the existing and emerging impacts that the climate has on the business. Reporting the company’s performance on prevention, management and mitigation of impacts. 	Details on how we manage energy usage, emissions and impacts from climate change can be found in the Environmental stewardship section.

Sustainability issue	Definition	How we manage this issue
Ethical Business Practices	<ul style="list-style-type: none"> • Upholding and promoting high standards of ethics in business behavior. • Promoting ethical brand management and promotion, ethical marketing, and prevention of anti-competitive practices. • Training associates on responsible interactions between company staff and healthcare professionals. • Engaging in sales and marketing practices that incentivize ethical behaviors and promote truthful, non-misleading information in sales interactions with customers and the medical/scientific community. • Improving Board structure and independence, executive compensation and accountability. Measuring sustainability strategy and business performance. • Complying with state, federal and international laws pertaining to corruption and abuse, including anti-kickback laws and the U.S. Foreign Corrupt Practices Act. 	Refer to the Transparency section for further details on our Ethical Business Practice programs.
Global Systemic Health Challenges	<ul style="list-style-type: none"> • Developing of treatments and medical devices that address widespread critical disease areas where there is unmet need and opportunity to prevent, diagnose and mitigate the impacts of global disease burdens, including delivering HIV/AIDS, malaria and maternal infant mortality. • Addressing risks and opportunities that result from impacts caused by antimicrobial resistance (AMR) and continuing to prioritize AMR research and treatments with a focus on prevention, management and mitigation of disease impact. • Addressing the risks and opportunities posed by the existing and emerging impacts that the climate has on human health. 	<p>For details on how we are helping to address global systemic health challenges, please refer to the health access section.</p> <p>As part of our 2030+ goals, we have set a goal to use our capabilities to contribute to solutions that address unmet climate-related health needs. We will provide details of progress in this area in future reports.</p>
Health Literacy and Adherence	<ul style="list-style-type: none"> • Partnering with patients to promote their understanding of medical conditions or diseases and the reasons they are being treated, in order to improve patient outcomes through adherence to medication/treatment regimens. 	<p>We provide various materials to help patients understand and manage their conditions, including web-based tools from:</p> <p>BD Interventional: Patients can understand and manage their Urinary Retention condition from the following websites:</p> <p>Liberator Medical: This website provides consumers with tools to both understand their condition and choose the right product.</p> <p>BD[®] PureWick[™] Catheter System: This site includes information to help women who are suffering from urinary incontinence understand whether the PureWick[™] Catheter System is the right product for them.</p>
Healthcare Market Transformation	<ul style="list-style-type: none"> • Addressing the risks and opportunities posed by the transformation of healthcare delivery at a country, regional and/or global level. • Addressing the market shifts from in-patient to out-patient healthcare facilities and chronic disease management. 	<p><i>Healthcare market transformation requires more intensive innovation to meet customer demands, advance data solutions and offer customized products for different market segments. Our stakeholders indicated that future success is based on our ability to stay abreast of, and be a part of, the market transformation.</i></p> <p>Further details about our growth strategy can be found in the Our business section.</p>

Sustainability issue	Definition	How we manage this issue
Human Rights	<ul style="list-style-type: none"> Respecting the Human Rights of various stakeholders, including suppliers, associates, customers, patients, and surrounding communities. 	<p>BD is committed to operating in a way that respects Human Rights. Our commitment is detailed in our global Human Rights policy.</p> <p>For further details, refer to the Human rights section.</p>
Inclusion and Talent	<ul style="list-style-type: none"> Respecting and promoting associates and suppliers of all different backgrounds and identities, including gender, age, ethnicity/race, physical abilities/qualities and sexual orientation. Training associates and suppliers to demonstrate inclusive behaviors and attitudes. Creating an inclusive work environment that offers development and advancement opportunities that attract top talent. 	<p><i>Our culture is a priority for associates, and our stakeholders have noted that investment in company culture will help retain and recruit top talent. Our associates have also indicated that BD would benefit from further communication internally about its sustainability efforts.</i></p> <p>We have established 2030+ goals intended to maintain a healthy and thriving workforce that cultivates our culture of inclusion, safety and well-being. Details on our human capital programs, including inclusion and diversity, can be found in the Healthy workforce and communities section.</p> <p>We leverage internal communication platforms to communicate sustainability programs and performance—including publication of external sustainability disclosures.</p> <p>The central Sustainability team engages with various central, regional and business teams, as well as our associate resource groups and leadership development cohorts, to communicate our sustainability strategy and 2030+ goals.</p>
Intellectual Property Rights and Product Integrity	<ul style="list-style-type: none"> Developing policies to protect patent rights and flexibility, as well as licensing agreements. Protecting product integrity and training customers on proper product use through monitoring, evaluation and chain-of-custody technologies. 	<p>For information about our approach to safeguarding confidential information and intellectual property, please refer to our Code of Conduct.</p>
Pricing Pressure	<ul style="list-style-type: none"> Improving company R&D productivity and resource efficiency in order to deliver value-added healthcare services that comply with regulations, evidence-based outcome requirements, and changing point-of-care policies, and that address reimbursement pricing constraints. 	<p>For further details on our approach in this area, refer to the Innovation at BD section.</p>
Product Impacts on Human Health and the Environment	<ul style="list-style-type: none"> Reducing waste and optimizing opportunities for recovery, reuse or recycling of products and by-products and appropriate waste disposal. Reporting performance against waste targets. Designing products to extract maximum value over their lifetime through longevity, reuse and recycling. Mitigating environmental and human health impacts (e.g., from chemicals, energy, water and waste) across the life cycle of BD products. 	<p><i>Stakeholders are particularly concerned with waste in the healthcare ecosystem and would like to see more transparency about the company's efforts to address it, including collaborations and partnerships.</i></p> <p>We have established 2030+ goals intended to reduce the environmental impact of our portfolio and to address the sustainability needs of our customers. Refer to the section on Product impact.</p> <p>For details on how we manage waste from our operations and performance against targets, refer to Waste management.</p>
Product Quality and Safety	<ul style="list-style-type: none"> Supporting robust quality and regulatory management, including communicating quality and safety standards to our suppliers. Conducting supplier audits and product monitoring and evaluations. 	<p>For further details about our programs in this area, refer to Product quality.</p>

Sustainability issue	Definition	How we manage this issue
Regulatory Compliance	<ul style="list-style-type: none"> Adhering to local laws and regulations for product design, manufacturing and quality in the countries where BD operates. 	In accordance with our Code of Conduct, we follow the laws, rules and company policies that apply to us. Details of how we manage compliance with specific laws are included throughout this report.
Social Impact	<ul style="list-style-type: none"> Driving and measuring investments in healthcare innovation and community development and engaging associates in community service and capacity training. 	Social impact is an element of our 2030+ goals to build Healthy workforce and communities .
Supply Chain Continuity and Sustainability	<ul style="list-style-type: none"> Supporting continuity of product supply, including assurance of manufacturing, inventory tracking and pandemic readiness. Developing supply resilience strategies to help meet customer needs when natural disasters, political disruption or healthcare policy changes occur. Sourcing materials responsibly with minimal negative environmental and social impacts and seeking to establish a sustainable upstream supply chain via climate resilience, supply chain diversity and responsible sourcing. 	<p><i>Given our role in the healthcare ecosystem, supply chain and business continuity—including climate resilience—are key to our ability to meet customer needs. Stakeholders have indicated that BD has an opportunity to encourage more sustainability in the industry given our leadership position.</i></p> <p>We have established 2030+ goals intended to create a supply chain that is adaptable to disruption and able to contribute to strong environmental and social performance. Please refer to the section on Responsible supply chain.</p>
Transparency	<ul style="list-style-type: none"> Maintaining overall transparency with key stakeholders, including disclosures on sustainability strategy and programs. 	<p>It is our goal to invite trust across stakeholder groups through transparent reporting of our performance on sustainability issues relevant to our business.</p> <p>We have set 2030+ goals to provide our stakeholders with regular disclosures about our sustainability performance and programs. We will do so by aligning with relevant and recognized external sustainability reporting frameworks and providing issue-specific information.</p> <p>This report establishes the foundation for our goal to provide information about our sustainability programs and performance.</p>
Water	<ul style="list-style-type: none"> Optimizing the use of water and the reduction and reuse of wastewater throughout operations. Reducing potable water use and improving water disposal and discharge. Reporting performance against water targets. 	For details on how we manage water usage in our operations and performance against targets, refer to Water management .

Data tables

GHG emissions – Scopes 1 and 2 (location-based)

	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
GHG emissions – Scopes 1 and 2 (location-based)						
Scope 1	155,663	152,147	158,978	156,974	166,992	176,565
Scope 2	411,133	373,594	400,233	397,728	380,342	381,403
Total scope 1 and 2	566,796	525,740	559,211	554,701	547,334	557,968
Reduction from baseline		-7%	-1%	-2%	-3%	-2%

GHG emissions – Scopes 1 and 2 (market-based)

	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Metric tonnes CO₂e, absolute emissions						
Scope 1	155,663	152,147	158,978	156,974	166,992	176,565
Diesel	2,598	3,122	2,631	2,492	1,654	1,622
Gasoline (Petrol)	54	61	72	80	70	87
Liquefied Petroleum Gas (LPG)	3,263	3,492	5,072	4,561	3,859	3,793
Natural gas	101,219	103,369	104,858	108,432	108,981	122,664
Number 2 fuel oil	3,928	3,646	3,627	3,408	3,382	3,456
Propane	8,710	7,459	8,021	7,982	7,966	6,674
Fleet	31,542	27,019	30,235	24,891	32,792	31,045
Other (dry ice, non-ODS refrigerants, jet fuel)	4,348	3,979	4,462	5,127	8,288	7,225
Scope 2	330,509	285,960	270,491	258,734	228,123	214,417
Electric power	440,512	397,782	426,399	424,971	401,352	404,303
Green electric power	-50,019	-48,312	-102,431	-110,418	-115,910	-115,079
Renewable Energy Credit (REC)	-59,983	-64,086	-54,309	-57,198	-59,111	-77,633
Steam		576	832	1,380	1,791	2,826
Total scopes 1 and 2	486,172	438,107	429,469	415,707	395,115	390,982
Reduction from baseline		-10%	-12%	-14%	-19%	-20%

GHG Emissions – Scope 3

	Metric tonnes CO ₂ e, absolute emissions	FY 2021 baseline	FY 2022	FY 2023	FY 2024	Percentage of total reported FY 2024 Scope 3 emissions
Category 1	Purchased goods and services	3,213,976	3,260,263	2,677,219	2,356,004	38%
	Methodology	BD procurement report data is sorted according to spend category. Purchases associated to capital spend (Category 2), Logistics (Category 4), and business travel (Category 6) are not included in Category 1 calculations as they relate to spend associated with other Scope 3 categories.				
	Purchased Goods	Calculations for purchased goods uses a combination of average data and spend-based methods. Where possible, the average data method is used.				
	Purchased Services	Calculations for purchased services use an activity-based spend method, which as a preference is based on supplier data, rather than an industry average EEIO emission factor.				
Category 2	Capital goods	417,477	87,249	182,902	73,245	1%
	Methodology	Procured goods and services associated with capital spend are separated out from the main BD procurement report. Line items are then assigned an appropriate category within the USEEIO 2020 database. The emission factors are multiplied by the spend assigned to the purchased line item to calculate the GHG emissions associated with that line item.				
Category 3	Fuel- and energy-related activities (not included in Scope 1 or 2)	175,707	118,655	114,365	118,860	2%
	Methodology	Fuel- and energy-related activities were calculated using BD Scopes 1 and 2 data and applying electricity and fuel transmission and distribution loss factors from US EPA eGRID and IEA, and well-to-tank factors from DEFRA.				

Market-based: quantifies Scope 2 GHG emissions based on GHG emissions emitted by the generators from which the reporter contractually purchases electricity bundled with contractual instruments, or contractual instruments on their own (e.g., utility-specific emission factors, renewable energy certificates).

Location-based: quantifies scope 2 GHG emissions based on average energy generation emission factors for defined geographic locations, including local, subnational, or national boundaries (e.g. local power grid).

GHG emissions - Scope 3 (cont'd)

	Metric tonnes CO ₂ e, absolute emissions	FY 2021 baseline	FY 2022	FY 2023	FY 2024	Percentage of total reported FY 2024 Scope 3 emissions
Category 4	Upstream transportation and distribution	665,960	601,173	590,970	882,777	14%
	Methodology Third party transportation and distribution services relevant to Category 4 are calculated using BD activity data covering transportation services purchased by BD for inbound and outbound logistics. BD logistics data comprise mass of transported load, distance transported and mode of transport. The mass of transported load and distance transported were multiplied together in order to generate a tonne. kilometre (tkm) value for goods transportation. The value is then multiplied by the selected mode of transport emission factor, using the Global Logistics Emissions Council (GLEC) Framework. BD assumes that it is responsible for the cost of this outbound transportation, and therefore the emissions are categorized as Scope 3, category 4.					
Category 5	Waste generated in operations	22,419	22,116	22,228	19,190	0%
	Methodology Primary waste data (recyclables, solid waste including both incinerated and sent to landfill) was used with the EPA Waste Reduction Model (WARM) emission factors, EPA EF Hub, and DEFRA.					
Category 6	Business travel	40,530	68,834	93,741	122,418	2%
	Methodology Air travel was calculated from reports received from BD vendors, where each flight segment was categorized into specific flight haul lengths and then multiplied by DEFRA's published emission factors for those flights. Rental car was calculated based on reports from BD vendors. These reports included total miles driven with the calculation based on DEFRA emission factors. For hotel stays, the total of room nights by each country was multiplied by the DEFRA hotel stay emissions factors, using a composite emission factor for countries with hotel stays. Rail travel was based on city-pair distances and a vendor report, which shows the origin station and destination station for each trip. The total distances travelled from both reports are calculated and then converted to emissions with DEFRA Rail Factors by rail type. Reimbursed car included mileage data, which was converted to emissions by using DEFRA factors by vehicle and fuel type.					
Category 7	Employee commuting	65,654	65,421	64,703	73,245	1%
	Methodology The data for the transport modes, average commute distances, annual number of working days, and number of full-time employees (FTE) staff are combined to calculate the total distances travelled by each mode in each region. These distances are then multiplied by the emission factors for their respective mode. For countries where this information was not available, data were matched according to geographic proximity and/or similarity to commuting environment. Remote FTEs were not included in the commute calculations.					

	Metric tonnes CO ₂ e, absolute emissions	FY 2021 baseline	FY 2022	FY 2023	FY 2024	Percentage of total reported FY 2024 Scope 3 emissions
Category 8	Upstream leased assets	754	619	-	0	0%
	Methodology Not relevant FY 2023 data - following review of locations covered by this category, locations have been reclassified, leading to emissions to be included in either Scope 1, 2 and / or Scope 3, category 4. For calculation methodology for FY 2021 and FY 2022, please refer to our 2022 ESG report.					
Category 9	Downstream transportation and distribution	299,630	286,273	281,414	420,370	7%
	Methodology The calculated carbon impact values for BD purchased logistics provide the basis for estimating the emissions from downstream transportation and distribution of finished goods. Distribution distances and mode of transport were assumed to be the same as BD purchased transportation data. BD purchased transportation data comprises mass of transported load, distance transported and mode of transport. The mass of transported load and distance transported were multiplied together in order to generate a tonne kilometre (tkm) value for goods transportation. The value is then multiplied by the selected mode of transport emission factor, using the Global Logistics Emissions Council (GLEC) Framework.					
Category 10	Processing of sold goods					0%
	Methodology Not relevant					
Category 11	Use of sold products	262,033	281,742	342,164	325,327	5%
	Methodology BD has a broad and diverse product portfolio, including products that have no impact in use per se and those where the majority of the life cycle impact is in the use phase (i.e., energy-using products), as well as products and markets both where end-of-life recovery can be expected to be high and where it can be expected to be low. It is not feasible to consider each product separately, and therefore exemplar products were selected to represent product categories and to assess the footprint of Categories 11 and 12 in each case. This data was supplemented with data calculated via life cycle assessment for syringe products. Exemplar product USP GHG emissions per unit were extrapolated to account for total number of units of sold per product category. The weight of the exemplar product accounts for both the product and its packaging. USP scenarios were developed separately for direct and indirect emissions. To calculate direct and indirect GHG emissions associated with each exemplar product, product activity data were multiplied by the relevant emission factor, accounting for country-specific grid electricity factors for energy consuming products.					

GHG emissions - Scope 3 (cont'd)

	Metric tonnes CO ₂ e, absolute emissions	FY 2021 baseline	FY 2022	FY 2023	FY 2024	Percentage of total reported FY 2024 Scope 3 emissions
Category 12	End-of-life treatment of sold products	2,417,861	2,355,929	2,296,026	1,858,056	30%
	Methodology	<p>BD has a broad and diverse product portfolio, including products that have no impact in use per se and those where the majority of the life cycle impact is in the use phase (i.e., energy-using products), as well as products and markets both where end-of-life recovery can be expected to be high and where it can be expected to be low.</p> <p>It is not feasible to consider each product separately, and therefore exemplar products were selected to represent product categories and to assess the footprint of Categories 11 and 12 in each case. This data was supplemented with data calculated via life cycle assessment for syringe products.</p> <p>Sold products are categorized against exemplar product groups, according to product characteristics and typical end-of-life treatment method. Exemplar product ETSP GHG missions per unit were extrapolated to account for the total number of units of sold per product category.</p> <p>ETSP scenarios were developed separately for product and packaging. To calculate GHG emissions associated with each exemplar product, the weight of the product and packaging were multiplied by the relevant waste management emission factor.</p>				
Category 13	Downstream leased assets	3,134	1,940	-	0	0%
	Methodology	<p>Not relevant</p> <p>FY 2023 data - following review of locations covered by this category, locations have been reclassified, leading to emissions to be included in either Scope 1, 2 and / or Scope 3, category 4.</p> <p>For calculation methodology for FY 2021 and FY 2022, please refer to our 2022 ESG report”</p>				
Category 14	Franchises					
	Methodology	<p>Not relevant</p>				
Category 15	Investments					
	Methodology	<p>Not relevant</p>				
		7,585,135	7,150,215	6,665,732	6,249,492	100%

Energy

Energy consumption (MWh)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total energy consumption from non-renewable fuels	780,259	761,182	791,786	791,960	821,958	883,921
Natural gas	557,656	569,295	577,493	597,178	600,202	675,556
Fleet fuels	129,023	106,973	123,259	102,095	134,676	126,987
Propane	41,242	35,318	37,982	37,794	37,721	31,600
Other fuels (diesel, gasoline, jet fuel, liquefied petroleum gas, number 2 fuel oil, hydrogen)	52,339	49,596	53,053	54,892	49,360	49,778
Total purchased electricity and steam (non-renewable sources)	1,118,024	1,078,700	1,136,358	1,175,033	1,116,447	1,132,179
Purchased electricity non-renewable sources	1,118,024	1,076,158	1,132,684	1,168,943	1,108,538	1,119,702
Steam	0	2,541	3,673	6,091	7,909	12,478
Renewable energy consumption (MWh)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Green purchased electricity*	143,857	156,550	264,615	300,944	304,961	299,022
Renewable Energy Credits (RECs) purchased	119,523	127,699	121,379	133,722	122,177	154,948
Renewable Energy Credits (RECs) - Unbundled	200,557					
Green power**		20,738	21,832	38,904	32,624	51,386
Onsite solar	2,918	2,908	4,565	4,630	10,244	13,316
Total renewable energy consumed***	266,298	307,895	412,391	478,201	470,006	518,672

Total energy consumption (renewable and non-renewable) (MWh)

	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total purchased electricity (renewable sources)	266,298	307,895	412,391	478,201	470,006	518,672
Total energy (non-renewable and renewable), absolute	1,901,201	1,863,528	1,954,542	2,010,528	1,981,272	2,080,803
Total energy, normalized (GJ per \$M COPS)	211	201	186	193	177	188
% reduction from baseline, normalized		-5%	-12%	-8%	-16%	-11%

Renewables as % of electric power consumption

	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total electric (renewable and non-renewable) power consumption (MWh)	1,120,942	1,099,804	1,159,082	1,212,477	1,151,406	1,184,404
% of electric power via REC purchases	11%	12%	10%	11%	11%	13%
% of electric power sourced from green electric power	13%	15%	23%	25%	26%	25%
% of electric power sourced from green power	0%	2%	2%	3%	3%	4%
% of electric power sourced onsite solar	0%	0%	0%	0%	1%	1%
% of electric power from renewable energy	24%	29%	36%	39%	41%	44%

* Green Purchased Electricity means purchased electricity from renewable sources; in other words electric power purchased through a utility with a contract to source a percentage of energy as renewable

** Green Power means electric power purchased through a green electricity provider (e.g. a direct PPA)

*** Excludes unbundled RECs purchased in 2019, since these are not included in our 2030+ target baseline

Water

	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Water consumption (m³)						
Water - Purchased from local utility	4,810,075	4,457,934	4,361,734	4,871,966	4,797,569	4,838,874
Water - Groundwater	482,592	495,099	513,127	537,888	496,761	384,063
Water - Rainwater	1,629	777	302	9,456	9,693	8,534
Water - Recycled	3,174	3,850	3,885	3,536	3,549	2,705
Water - Surface Water	129,714	154,073	166,931	111,621	93,550	150,087
Total water use	5,427,184	5,111,733	5,045,979	5,534,467	5,401,122	5,384,263
Total water use, normalized (cubic meters per \$M COPS)	603	536	481	533	482	487
% reduction from baseline, normalized		-11%	-2%	-12%	-20%	-19%
Wastewater disposal (m³)						
Wastewater	4,712,972	4,379,756	4,091,327	4,179,541	4,127,219	4,135,710
Total wastewater disposed, normalized (cubic meters per \$M COPS)	524	459	390	402	368	374
% wastewater discharged	87%	86%	81%	76%	76%	77%

Air

	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total VOCs emitted	521	554	516	493	457	386
Total VOCs emitted, normalized (metric tonnes per \$M COPS)	0.06	0.06	0.05	0.05	0.04	0.03
Total HAPs emitted	122	95	85	89	74	61
Total HAPs emitted, normalized (metric tonnes per \$M COPS)	0.01	0.01	0.01	0.01	0.01	0.01
Total VOCs + HAP emitted	643	649	601	582	531.23	447
Total VOCs + HAP emitted, normalized (metric tonnes per \$M COPS)	0.07	0.07	0.06	0.06	0.05	0.04
% reduction from baseline, normalized		-5%	-20%	-22%	-34%	-43%

VOCs – volatile organic compounds

HAPs – hazardous air pollutants

	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total ODS emitted	105	26	22	3	2	1
Total ODS emitted, normalized (metric tonnes per \$M COPS)	0.0117	0.0028	0.0021	0.0003	0.0002	0.0001
% reduction from baseline, normalized		-76%	-82%	-97%	-99%	-99%

ODS – ozone depleting substances

Waste

Nonhazardous waste generated (metric tonnes)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total nonhazardous waste generated	71,255	76,006	74,742	76,159	75,146	79,475
Total nonhazardous waste generated, normalized (metric tonnes per \$M COPS)	7.92	7.97	7.12	7.33	6.71	7.19
% reduction from baseline, normalized		1%	-10%	-7%	-15%	-9%

Waste diverted from landfill (metric tonnes)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total nonhazardous waste disposed via landfill	18,808	19,129	19,781	21,141	22,260	18,254
% nonhazardous waste diverted from landfill	74%	75%	74%	72%	70%	77%

Waste recycled (metric tonnes)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total nonhazardous waste recycled	42,096	44,225	43,353	44,326	42,565	52,989
% nonhazardous waste recycled	59%	58%	58%	58%	57%	67%

Waste disposed of via incineration (metric tonnes)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total nonhazardous waste disposed via incineration	10,351	12,652	11,608	10,691	10,320	8,232
% nonhazardous waste incinerated	15%	17%	16%	14%	14%	10%

Hazardous waste generated (metric tonnes)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total hazardous waste generated	2,622	2,964	3,041	3,283	3,194	3,721

Hazardous waste generated (metric tonnes)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total hazardous waste generated, normalized (metric tonnes per \$M COPS)	0.29	0.31	0.29	0.32	0.29	0.34
% reduction from baseline, normalized		7%	-1%	8%	-2%	16%

Regulated (biohazardous and controlled) waste generated (metric tonnes)	FY 2019 baseline	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total regulated waste generated	1,184	1,466	1,213	1,283	917	1,331
Total regulated waste generated, normalized (metric tonnes per \$M COPS)	0.13	0.15	0.12	0.12	0.08	0.12
% reduction from baseline, normalized		17%	-12%	-6%	-38%	-8%

BD EHS Corporate standards define categories of waste as follows:

Nonhazardous Waste – Any garbage, refuse, solid, liquid, semi-solid or contained gaseous substance, object or material that is not harmful to humans or the environment that is discarded, inherently waste-like, disposed of or intended to be recycled.

Hazardous Waste – Any solid, liquid, semi-solid or contained gaseous substance, object or material that is harmful to humans or the environment that is abandoned, discarded, inherently waste-like, disposed of or intended to be disposed of.

Regulated Medical Waste (RMW) – Wastes that are regulated by specific federal (national), state and local guidelines and regulations that specify the categories of biohazardous waste that are subject to regulation and outline the requirements associated with treatment and disposal.

Biohazardous Waste – Sometimes called medical waste, refers to waste that has the risk of carrying infectious diseases. Biohazardous waste may include, but is not limited to, these broad categories:

- cultures and stocks of infectious agents and associated biologicals – specimens from medical and pathology laboratories; cultures and stocks of infectious agents from clinical, research and industrial laboratories; disposable culture dishes and devices used to transfer, inoculate and mix cultures; waste from the production of biologicals; discarded live and attenuated vaccines.
- human blood and blood products – waste blood, serum, plasma and blood products.
- pathological waste – tissue, organs, body parts, blood and body fluid.
- sharps – contaminated hypodermic needles, syringes, scalpel blades, Pasteur pipettes and broken glass.
- contaminated animal carcasses, body parts and bedding – contaminated animal carcasses, body parts and bedding of animals that were intentionally exposed to pathogens.
- miscellaneous laboratory waste – contaminated specimen containers, slides, cover slips, disposable gloves, lab coats, aprons, towels, padding, equipment and tubing.

Controlled Waste – A waste that requires special handling due to its physical, chemical or biological characteristics or local regulations.

Associate retention

In response to internal and external stakeholder interest, we've expanded our turnover reporting to provide data on our FY 2024 total associate turnover by business function (operations and non-operations) as well as length of tenure with the company. From this data, we see that turnover in our operations, namely manufacturing facilities, is higher than our non-operation associates, especially for employees with less than two years of tenure. The turnover among those groups aside, our overall turnover rates tend to be comparable to or lower than those of our industry peers. We will continue to refine our Good Jobs strategy to drive associate satisfaction and attract talent in an evolving talent market.

Role	Voluntary Turnover Rate*					
Operations	14.4%					
Non-Operations	6.9%					

Tenure	Resignation Rate			Ops	Non-Ops
	Executives	Management	All Associates	Resignation	Resignation
< 1 Year	5.4%	4.8%	12.8%	36.5%	12.4%
1-2 Years	5.4%	5.1%	8.6%	14.4%	11.2%
2-3 Years	7.1%	7.7%	12.4%	10.9%	10.4%
3-4 Years	10.6%	12.3%	14.6%	8.9%	9.1%
5-9 Years	15.1%	28.2%	23.0%	5.0%	5.4%
10-14 Years	16.3%	18.0%	11.1%	2.7%	3.1%
15+ Years	40.0%	24.0%	17.5%	1.6%	1.5%
Total Count	350	11,682	70,069		

* Note: The voluntary turnover rate includes resignations; it does not include retirements.

Key quality indicators

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of FDA Class I recalls	10 *	3	1	1	1
Number of FDA Class II recalls	25	25 **	23	26	27
Number of FDA Class III recalls	11	10	11	8	7
Number of FDA warning letters received	0	0	0	0	1
Number of FDA warning letters resolved	0	0	0	0	0
Products listed in FDA MedWatch Safety Alerts	See FDA's MedWatch: The FDA Safety Information and Adverse Event Reporting Program				
Number of serious injuries and deaths related to BD products	See FDAs About Manufacturer and User Facility Device Experience (MAUDE)				

Data for previous years can be found in the [appendices](#).

Note these FY 2024 data do not include the Advanced Patient Monitoring acquisition from Edwards Lifesciences. Data from that acquisition, which was completed in FY 2024, will be included beginning with FY 2025 reporting. Data in this table includes embecta, prior to the FY 2022 spin-off.

* 7 out of 10 FDA Class I recalls in FY 2020 related to BD Alaris™ System

** Includes one recall related to embecta, prior to the spin-off

Inspection and audits

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Number of product quality - inspections by worldwide regulatory agencies *	41	41	54	46	56
Percentage with zero observations	81%	68%	78%	76%	76%
Number of FDA inspections	15	4	10	15	7
Percentage with zero observations	50%	50%	60%	73%	71%
Number of corporate audits	47	65	74	61	51

Data in this table includes embecta, prior to the FY 2022 spin-off.

This table also includes audits at locations affected by the divestiture of BD's Surgical Instrumentation platform to Steris and corporate quality audits of newly acquired locations.

* Includes health authorities, departments of agriculture, drug enforcement agencies, etc.

Research and development (R&D) investment

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
R&D expense (millions of dollars)	\$1,039	\$1,279	\$1,256	\$1,237	\$1,190
% of revenues	6.5%	6.7%	6.7%	6.4%	5.90%

Independent limited assurance report

ERM Certification & Verification Services Incorporated (“ERM CVS”) was engaged by Becton, Dickinson and Company (“BD”) to provide limited assurance in relation to the Selected Information set out below and presented in the Becton Dickinson’s 2024 Corporate Sustainability Report (the “Report”).

Engagement summary

Scope of our assurance engagement

Whether the following Selected Information for FY2024, as indicated on Pages 93-98 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.

Selected information

GHG emissions

- Total Scope 1 GHG emissions [metric tonnes CO2e]
- Total Scope 2 GHG emissions (location-based and market-based) [metric tonnes CO2e]
- Scope 3 GHG emissions from each of the following categories: [metric tonnes CO2e]
 - Category 1 – Purchased goods and services
 - Category 12 – End-of-life treatment of sold products

Energy

- Total energy consumption (renewable and non-renewable), absolute [megawatt hours]
- Total electric (renewable and non-renewable) power consumption [megawatt hours]
- Total energy consumption from non-renewable fuels [megawatt hours]

Water

- Total water consumption [cubic meters]

Waste

- Total non-hazardous waste [metric tonnes]
- Total hazardous waste [metric tonnes]
- Total regulated and controlled waste [metric tonnes]
- Total non-hazardous waste recycled [metric tonnes]

Air emissions

- Total VOC + HAP emissions [metric tonnes]
- Total ODS emissions [metric tonnes]

Reporting period

Fiscal Year (FY) 2024: 1st October 2023 – 30th September 2024

Reporting criteria

- Becton Dickinson’s [Basis of Reporting](#)
- The GHG Protocol Corporate Accounting and Reporting Standard (WBCSD/WRI) Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions
- The Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions

Assurance standard and level of assurance

We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ issued by the International Auditing and Assurance Standards Board.

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Respective responsibilities

BD is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Selected Information.

ERM CVS’ responsibility is to provide a conclusion to BD on the agreed assurance scope based on our engagement terms with BD, the assurance activities performed and exercising our professional judgement.

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for FY 2024 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

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

- Evaluating the appropriateness of the reporting criteria for the Selected Information;
- Interviewing management representatives responsible for managing the Selected Information;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated FY2024 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting visits to three BD manufacturing sites in Tatabanya (Hungary), Sandy (USA) and Tuas (Singapore) to review source data and local reporting systems and controls;
- Evaluating the conversion and emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.



July 2, 2025
Malvern, PA

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

The limitations of our engagement

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

Our independence, integrity and quality control

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

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

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

GRI index

Statement of use

Becton, Dickinson & Company has reported the information cited in this GRI content index for the period October 1, 2023 to September 30, 2024, with reference to the GRI Standards.

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Introduction - About BD
	2-2 Entities included in the organization’s sustainability reporting	Introduction - About this report
	2-3 Reporting period, frequency and contact point	Introduction - About this report
	2-4 Restatements of information	Introduction - About this report - Restatements and additions
	2-5 External assurance	Introduction - About this report
	2-6 Activities, value chain and other business relationships	Introduction - About this report 2024 Form 10-K
	2-7 Employees	Healthy workforce and communities - Transforming healthcare
	2-9 Governance structure and composition	Transparency - Corporate governance 2025 Proxy Statement
	2-10 Nomination and selection of the highest governance body	2025 Proxy Statement
	2-11 Chair of the highest governance body	2025 Proxy Statement
	2-12 Role of the highest governance body in overseeing the management of impacts	Transparency - Corporate sustainability oversight
	2-13 Delegation of responsibility for managing impacts	Transparency - Corporate sustainability oversight
	2-14 Role of the highest governance body in sustainability reporting	Transparency - Corporate sustainability oversight
	2-16 Communication of critical concerns	2025 Proxy Statement
	2-17 Collective knowledge of the highest governance body	Transparency - Corporate sustainability oversight
	2-18 Evaluation of the performance of the highest governance body	2025 Proxy Statement
	2-19 Remuneration policies	2025 Proxy Statement
	2-20 Process to determine remuneration	2025 Proxy Statement
	2-22 Statement on sustainable development strategy	Introduction - Sustainability strategy

GRI Standard	Disclosure	Location
	2-23 Policy commitments	Introduction - Alignment with United Nations Sustainable Development Goals
	2-24 Embedding policy commitments	Transparency - Corporate sustainability oversight
	2-25 Processes to remediate negative impacts	Transparency - Corporate sustainability oversight
	2-26 Mechanisms for seeking advice and raising concerns	Transparency - Ethics and compliance Transparency - Human rights
	2-27 Compliance with laws and regulations	Product impact - Product quality Transparency - Ethics and compliance Healthy workforce and communities - Environmental, health and safety management
	2-28 Membership associations	Product impact - Product safety
	2-29 Approach to stakeholder engagement	Appendices - Stakeholder engagement
	2-30 Collective bargaining agreements	Not disclosed. Our Global Human Rights policy states that we are committed to support the freedom of association and the rights of workers and employers to bargain collectively in all of our operations.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Introduction - Sustainability issue management
	3-2 List of material topics	Introduction - Sustainability issue management Appendices - Sustainability issues
	3-3 Management of material topics	Introduction - Sustainability issue management
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2024 Form 10-K Responsible supply chain - Economic impact
	201-2 Financial implications and other risks and opportunities due to climate change	Appendices - Climate-related disclosures
	201-3 Defined benefit plan obligations and other retirement plans	2024 Form 10-K
	201-4 Financial assistance received from government	2024 Form 10-K
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Responsible supply chain - Economic impact Healthy workforce and communities - Health access
	203-2 Significant indirect economic impacts	Responsible supply chain - Economic impact Healthy workforce and communities - Health access

GRI Standard	Disclosure	Location
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible supply chain – Supplier diversity
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Transparency - Ethics and compliance
	205-2 Communication and training about anti-corruption policies and procedures	Transparency - Ethics and compliance
	205-3 Confirmed incidents of corruption and actions taken	While we have implemented, and continue to improve upon, programs and management systems around ethics and compliance, we may, on occasion, be subject to legal actions. For a description of certain legal actions, see our Annual Report on Form 10-K for our 2023 fiscal year and our subsequent SEC filings. See also Transparency - Ethics and Compliance.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	While we have implemented, and continue to improve upon, programs and management systems around ethics and compliance, we may, on occasion, be subject to legal actions. For a description of certain legal actions, see our Annual Report on Form 10-K for our 2024 fiscal year and our subsequent SEC filings. See also Transparency - Ethics and compliance.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Due to the nature of our products and the need for consistence and traceability in order to adhere to stringent quality and performance criteria, we are unable to use recycled materials in the majority of our products and packaging. However, a number of our sharps disposal solutions do utilize recycled content.
	301-2 Recycled input materials used	
	301-3 Reclaimed products and their packaging materials	Innovation and product impact - Partnerships, collaborations and thought leadership
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental stewardship - Energy Data tables - Energy
	302-2 Energy consumption outside of the organization	Environmental stewardship - Energy Data tables - Energy
	302-3 Energy intensity	Environmental stewardship - Energy Data tables - Energy
	302-4 Reduction of energy consumption	Environmental stewardship - Energy Data tables - Energy
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental stewardship - Water management
	303-3 Water withdrawal	Data tables - Water
	303-4 Water discharge	Data tables - Water
	303-5 Water consumption	Data tables - Water

GRI Standard	Disclosure	Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Data Tables - GHG emissions – Scopes 1 and 2
	305-2 Energy indirect (Scope 2) GHG emissions	Data Tables - GHG emissions – Scopes 1 and 2
	305-3 Other indirect (Scope 3) GHG emissions	Data Tables - GHG emissions – Scope 3
	305-4 GHG emissions intensity	Environmental stewardship -
	305-5 Reduction of GHG emissions	Data tables - GHG emissions – Scopes 1 and 2, Scope 3 Environmental stewardship - Climate change management
	305-6 Emissions of ozone-depleting substances (ODS)	Data tables - Air emissions
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	We report emissions of Hazardous Air Pollutants (HAPs) as regulated by the EPA. These are found in Data tables - Air emissions.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental stewardship - Waste
	306-2 Management of significant waste-related impacts	Environmental stewardship - Waste
	306-3 Waste generated	Environmental stewardship - Waste Data tables - Waste
	306-4 Waste diverted from disposal	Environmental stewardship - Waste Data tables - Waste
	306-5 Waste directed to disposal	Environmental stewardship - Waste Data tables - Waste
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible supply chain – Supply chain resiliency and responsible sourcing
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible supply chain – Supply chain resiliency and responsible sourcing
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Healthy workforce and communities - ID&E
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Healthy workforce and communities - Compensation, benefits and well-being
	401-3 Parental leave	Healthy workforce and communities - Compensation, benefits and well-being

GRI Standard	Disclosure	Location
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Healthy workforce & communities - Environmental, health and safety Healthy workforce & communities - Health & safety
	403-2 Hazard identification, risk assessment, and incident investigation	Healthy workforce & communities - Hazard and risk assessment Healthy workforce & communities - Health & safety
	403-3 Occupational health services	Healthy workforce & communities - Health & safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Healthy workforce & communities - Health & safety
	403-5 Worker training on occupational health and safety	Healthy workforce & communities - Health & safety
	403-6 Promotion of worker health	Healthy workforce & communities - Health & safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Healthy workforce & communities - Health & safety
	403-8 Workers covered by an occupational health and safety management system	Healthy workforce & communities - Health & safety
	403-9 Work-related injuries	Healthy workforce & communities - Health & safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	While we do not report this metric, details of training for our associates are outlined throughout the report.
	404-2 Programs for upgrading employee skills and transition assistance programs	Healthy workforce & communities - Transforming healthcare
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Healthy workforce & communities - Transforming healthcare
	405-2 Ratio of basic salary and remuneration of women to men	Healthy workforce & communities - Transforming healthcare
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Healthy workforce & communities - Transforming healthcare Transparency - Human rights
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible supply chain – Supplier risk and resiliency Transparency - Human rights due diligence in the supply chain
	414-2 Negative social impacts in the supply chain and actions taken	Transparency - Supplier human rights and environmental due diligence

GRI Standard	Disclosure	Location
GRI 415: Public Policy 2016	415-1 Political contributions	Transparency - Participation in the policymaking process
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product impact - Product quality
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product impact - Product quality
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Impact - Materials of concern and product stewardship
		Transparency - Ethics in sales & marketing

SASB index

SASB Disclosure	Disclosure requirement	Response or disclosure location
HC-MS-250a.1	Number of recalls issued, total units recalled	Innovation and product impact - Key quality indicators for FY 2024
HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	Innovation and product impact - Key quality indicators for FY 2024
HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	Innovation and product impact - Key quality indicators for FY 2024
HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMPs), by type	Innovation and product impact - Key quality indicators for FY 2024
HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	While we have implemented, and continue to improve upon, programs and management systems addressing product marketing, we may be subject to enforcement action from time to time. For a description of any enforcement matters, see our Form 10-K and 10-Q filings available on our website .
HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Transparency - Ethics in Sales and Marketing
HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Innovation and product impact - Materials of concern and product stewardship
HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled or donated, broken down by (1) devices and equipment and (2) supplies	Innovation and product impact - Partnerships, collaboration and thought leadership
HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Product impact - Product quality
HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	BD has implemented a series of procedures and technology solutions to ensure end-to-end identification and traceability of materials and products throughout the supply chain. Our procedures describe assignment of stock-keeping unit level (SKU-level) material, product and batch unique identifiers, as well as how these identifiers are managed within our enterprise resource planning (ERP) systems. These traceability and identification principles also include BD's purchased finished goods. Traceability is maintained throughout all stages of manufacturing, storage and distribution, from receipt through and including installation, return and repair (where applicable). Additionally, BD has acquired and deployed a control tower solution that monitors and tracks real-time shipments across ocean, air and ground to internal and customer ship-to addresses.

SASB Disclosure	Disclosure requirement	Response or disclosure location
HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Responsible supply chain - Supplier resiliency
HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	While we have implemented, and continue to improve upon, programs and management systems for ethics and compliance, we may be subject to legal action from time to time. See our Annual Report on Form 10-K and other SEC filings available on our website . For further information about antibribery and corruption, see Transparency - Ethics and compliance.
HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Transparency - Ethics in sales and marketing

Policies, guidelines and statements center

The following list provides links to commonly referenced BD documents.

BD Websites	Definition
About BD	Includes information about BD business segments, leadership, and ethics and compliance
Careers website	Career opportunities at BD
Cybersecurity	Links to the Trust center, bulletins and patches, vulnerability disclosures, and cybersecurity reports
ESG / Sustainability	Sustainability (including report archive), Global Public Health and Social Investing
Inclusion, diversity, equity and engagement	Information about inclusion, diversity, equity and engagement at BD
Investor relations	Our financial reports and SEC filings; press releases, events and presentations; and corporate governance information, including public policy positions and PAC and corporate contributions
Newsroom	Latest BD news, the BD blog and sustainability news
Quality transparency center	Provides easier access to recall and field action information

[BD corporate policies & brands](#)

BD Brand List
BD Code of Conduct
BD Expectations for Suppliers
Clinical Trial Publication Policy
Data Protection Notice – Customers in Europe
Materials of Concern list
Conflict Minerals Policy
Global Antibribery and Anticorruption Policy
Global EHS Policy
Global External Funding Policy
Global Humane Handling Care and Use of Animals Policy
Global Human Rights Policy
Privacy statement

[Human rights, climate and conflict minerals regulatory statements & disclosures](#)

Australia Modern Slavery and Human Trafficking statement
California Transparency in Supply Chains Act
Canada Fighting Against Forced Labour and Child Labour in Supply Chain Act Disclosure
Germany Supply Chain Act (LkSG Declaration of Principles)
Norwegian Transparency Act Disclosure
U.K. Modern Slavery and Human Trafficking statement
U.K. Carbon Reduction Plan
Form SD, Specialized Disclosure Report – Conflict Minerals

To find out more about sustainability at BD or to provide feedback on our reporting, please contact [BD Sustainability Office@bd.com](mailto:BD_Sustainability_Office@bd.com).

This report contains information about BD and its operations around the world. Statements regarding our future business direction and intent represent goals and objectives only and are subject to change or withdrawal without notice. Statements regarding our environmental, social and governance (ESG) and sustainability goals, targets and commitments are aspirational and may also be based on estimates and assumptions under developing standards that may change in the future; as such, no guarantees or promises are made that they will be met or successfully executed, and actual results may differ, possibly materially. These statements are based on plans, estimates and projections as of the time they are made, and therefore undue reliance should not be placed on them. Furthermore, data, statistics and metrics included in this report are non-audited estimates, are not necessarily prepared in accordance with generally accepted accounting principles (GAAP), continue to evolve, and may be based on assumptions believed to be reasonable at the time of preparation, but may be subject to revision. The report covers BD's global operations for the fiscal year ended September 30, 2024, and has not been externally assured or verified by an independent third party, unless otherwise noted. This report represents our current policy and intent and is not intended to create legal rights or obligations. We undertake no obligation to update the statements or information contained in this report.

Cautionary statement regarding forward-looking statements

This report contains certain forward-looking statements within the meaning of the federal securities laws regarding BD's business, strategy, goals, commitments and objective, including the achievement of ESG and sustainability targets, goals, objectives or commitments. Forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those expressed, projected, anticipated or implied in such statements. All statements, other than statements of historical facts, may be forward-looking statements. Some forward-looking statements may be identified by the use of words such as "plan," "expect," "believe," "intend," "will," "may," "anticipate," "estimate," "target," and other words of similar meaning in conjunction with, among other things, discussions of future operations and financial performance and strategy for growth, future product development, regulatory approvals, competitive position, sustainability initiatives and expenditures. Readers should not place undue reliance on forward-looking statements. Forward-looking statements are, and will be, based on management's then-current views and assumptions regarding future events, developments and operating performance, and speak only as of their dates. Statements regarding BD's goals, commitments and objectives may include statistics or metrics that are based on estimates and assumptions under developing standards that may change in the future. Such goals and commitments are not intended to be promises or guarantees, and actual results may differ, possibly materially. It is not possible to predict or identify all of these risks and uncertainties, many of which are beyond BD's control, including, without limitation, challenges relating to economic, competitive, governmental and technological factors affecting BD's operations, markets and products, and other factors listed in BD's 2024 Annual Report on Form 10-K and other filings with the Securities and Exchange Commission (SEC). BD expressly disclaims any undertaking to update or revise any forward-looking statements set forth herein to reflect events or circumstances after the date hereof, except as required by applicable law or regulation.

The inclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information regarding BD, please see our 2024 Annual Report on Form 10-K and other filings with the SEC.

Any links to BD's website shall not be deemed to be incorporated into this report. Additionally, this report contains links to external websites or references to third parties. Such links or websites are not endorsements of any products or services on such sites, and no information in such site has been endorsed or approved by BD or incorporated into this report.

BD, the BD Logo, Alaris, Bard, Livity, Phasix, PureWick, Pyxis and Vacutainer are trademarks of Becton, Dickinson and Company or its affiliate. All other trademarks are the property of their respective owners. © 2025 BD. All rights reserved.



BD

Advancing the
world of health™

BD, Franklin Lakes, NJ 07417, U.S.

bd.com