



# DIVERSITY, EQUITY & INCLUSION

2020 REPORT



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*“Our ultimate goal is an organization in which inclusiveness is a natural state, not an initiative.”*

- ROBERT FORD

DEAR ABBOTT STAKEHOLDER,

Abbott’s purpose as a company is to help people live their best and fullest lives. We pursue this through the healthcare technologies that we innovate, because we believe that health is the foundation of human dignity and potential. And the power of that purpose compels us to pursue the same goal in all that we do as a company.


With that purpose and operations in more than 160 countries, diversity is not only a moral virtue — it’s a business necessity. Simply put, diversity fuels creativity. Creativity drives innovation. Innovation produces our life-changing technologies. None of this can flourish without a climate of equity and inclusion.

We at Abbott salute the efforts of so many — today and throughout our history — to drive positive change in this critical dimension of our society. And we mean to be an active force in that change. Abbott has a strong record on this score. We’ve long been recognized as a leader in workplace diversity. But our aspirations are greater. We know we can do better still — that building an inclusive culture requires us to. And we’re intensifying our efforts accordingly.

This report lays out our plans, strategies, and actions to make Abbott the actively inclusive community that we want — and need — it to be. These plans will help all of our colleagues reach their full potential; and by addressing health inequities, we will help the people we serve live their fullest lives. While there’s a lot of data here, this report is not about the numbers — it’s about the actions they represent and the lives that they impact. That said, the success of our plans, strategies, and actions will be demonstrated by an increase in the number of women and underrepresented groups that move into our management ranks; and those numbers will continue to grow.

Our ultimate goal is an organization in which inclusiveness is a natural state, not an initiative. We are working to infuse it so deeply into our culture, that it is the natural way things get done at Abbott. This will take work. And we will persevere in it. In 2020, we created a dedicated, high-level position focused specifically on accelerating action around diversity, equity, and inclusion throughout our global organization; and Abbott people have responded with enthusiasm and embraced this effort. That’s essential — because it takes all of us to build and maintain the just and inclusive culture in which we want to live and work.

This is important to us as a company; and it’s important to me personally. I believe that every individual can make a difference, and that we have an obligation to do so. There are 109,000 of us at Abbott, around the world; and we know the kind of difference we can make in people’s lives — we see it in the products we create, so we know how much determined people can accomplish together. And we’re committed to bringing that same power to the vitally important work of expanding diversity, equity, and inclusion within our company and to all we can influence. Thank you for your interest in, and support of, our efforts to do so.

Sincerely,  
  
**ROBERT B. FORD**  
President and Chief Executive Officer

# SUMMARY

When you’re a global healthcare leader operating in more than 160 countries, diversity is not just a moral virtue — it’s a business necessity. Simply put, diversity fuels creativity. Creativity drives innovation. Innovation produces life-changing technology. None of it can flourish without a climate of equity and inclusion. And all of it helps us understand and reflect the communities we serve around the world.



At Abbott, any discussion of diversity, equity, and inclusion (DEI) starts with our people. Thanks to their efforts, we’ve come a long way and made progress in a number of areas. Yet we continue to push for more — and rightly so. We’re proud of the DEI foundation we’ve built, but are not even close to satisfied. We know that gaps exist. We know that some employees still worry about showing their authentic selves in the workplace. And we remain committed to continuously improving on our strong foundation.

## DIVERSE REPRESENTATION

45%

**WOMEN CURRENTLY MAKE UP 45% OF ABBOTT'S GLOBAL WORKFORCE**  
They also hold 44% of all Abbott jobs in science, technology, engineering, and mathematics (STEM).

32%

**OF OUR EXECUTIVE MANAGERS (DIVISIONAL VICE PRESIDENTS AND ABOVE) ARE WOMEN,** and they also lead our two largest businesses, which generate roughly half of our global revenue.

Promoting DEI is not about reaching a finish line and declaring victory. It’s about listening, learning, and constantly adapting. In that spirit, we feel encouraged by our recent progress but determined to go much further. The historic events of 2020 only strengthened our resolve to build a more inclusive company and society. As this report demonstrates, we have established a robust DEI culture throughout the company.

42%

**42% OF OUR U.S. EMPLOYEES COME FROM UNDERREPRESENTED GROUPS,<sup>1</sup>** who also hold 43% of all Abbott jobs in STEM.

75%

**75% OF FORMER ABBOTT HIGH SCHOOL STEM INTERNS** hired as full-time Abbott engineers have been women.

\$2.3B

**IN 2020, ABBOTT SPENT A COMBINED \$2.3 BILLION WITH SMALL AND DIVERSE SUPPLIERS** in the United States, Canada, and Puerto Rico, a 23% increase from 2019.

## EMPLOYEE SUPPORT

### 10,000 ERG MEMBERS

Our 10 employee resource groups (ERGs) have more than 10,000 members combined. In 2020 alone, membership increased by nearly 15% across all the networks put together. Our Black Business Network saw the largest membership increase (54%), making it the second largest group behind only Women Leaders of Abbott.

### MENTORING

Our U.S. employees also benefit from a mentoring program that helped Abbott rank No. 2 on the *DiversityInc* Top Companies for Mentoring list in 2020. Women currently represent more than 60% of the mentees in this program, which we are expanding to seven additional countries in 2021. Listen [here](#) to one of our women in STEM mentoring stories.

### 100% EMPLOYEE TRAINING

By the end of 2021, all of our U.S. employees will have received unconscious bias training, and all of our managers globally will have completed a “Leading with Impact” development program focused on inclusive leadership.

## FINANCIAL SECURITY

### PAID LEAVE FOR ILLNESS AND QUARANTINE

During the COVID-19 pandemic, Abbott did not want our employees to worry about missing pay due to illness, so we provided pay for any time they were in quarantine or ill. In

the rare case where we had to cease production for a short time, we ensured those workers were still paid in full as well.

### FREEDOM 2 SAVE PROGRAM

Students of color tend to graduate with more debt than their white peers, and through our Freedom 2 Save program, Abbott makes 401(k) contributions for U.S. employees who are paying off college loans. This program helps us attract and retain diverse talent by making it easier for people to save for retirement while some of their current income is repaying student loans.

### EMPLOYEE STOCK PURCHASE PLAN (ESPP)

Outside the United States, Abbott helps build long-term financial strength for employees and their families while sharing in the company’s success. Through the Employee Stock Purchase Plan (ESPP), eligible employees can acquire Abbott stock at a discounted rate conveniently through payroll deductions.

### RETIREE HEALTH CARE

In an effort to help our employees live their fullest lives well into retirement, Abbott has a retiree healthcare benefit. U.S. employees are eligible for the benefit based on their years of service and age at the time of retirement. Abbott shares in the medical costs for retirees and their eligible dependents.

<sup>1</sup> | Underrepresented groups include Asian and Pacific Islander Americans, Black and African Americans, Hispanic Americans, Indigenous Americans, and multiracial Americans.



COMMUNITY PARTNERSHIPS

Abbott prioritized health equity in our 2030 Sustainability Plan and has made equitable care a key principle for our community partnerships. Since the beginning of 2020, we have provided more than \$14 million in new investments and donations to help address health disparities and other challenges affecting communities of color in the United States.

For example, as part of our pandemic response, the Abbott Fund teamed up with Direct Relief to create a \$5 million COVID-19 Community Grant Program for 25 U.S. health centers serving largely Black, Hispanic, and Indigenous populations. Meanwhile, Abbott and the Abbott Fund provided more than \$500,000 to local institutions in Chicagoland and Minneapolis to help address healthcare inequities, with a focus on COVID-19 testing, treatment, and education, along with diabetes and heart disease. In 2021, the Abbott Fund also became the first sponsor of the Easterseals Black Child Fund, making a \$250,000 grant to support young Black children with autism and other disabilities.

In 2020, Abbott became the first anchor sponsor of the American Diabetes Association’s Health Equity Now platform. Our three-year, \$5 million commitment is helping underserved populations gain access to the latest diabetes treatments and technologies. We were also the founding sponsor of Women Leaders in Diabetes, or W!LD, which brings together clinicians and corporations to increase diversity and improve patient outcomes.

Since 2002, Abbott has donated more than \$100 million in nutritional products to underserved communities across the United States through our partnership with Feeding America.

In 2019, we launched our Future Well™ Communities program in Stockton, Calif. — the most racially diverse large city in America<sup>2</sup> — to address disparities in diabetes and other conditions by reducing the social and economic barriers to good health, such as access to care and nutritious food. That same year, we established our Future Well™ Kids program, which teaches good health habits to children in underserved communities in Colombia, Ireland, Mexico, and the United States.

2 | “U.S. News Special Report: Stockton, Calif., Is the Most Diverse City in America,” U.S. News & World Report, Jan. 22, 2020 (https://www.usnews.com/info/blogs/press-room/articles/2020-01-22/us-news-special-report-stockton-calif-is-the-most-diverse-city-in-america).

OUTSIDE RECOGNITION

	Forbes			
DiversityInc	Fortune	Working Mother	Women of Color STEM Award	Dow Jones Sustainability Index
DiversityInc has named Abbott a Top 50 Company for Diversity 18 years in a row. In 2021, we ranked as the No. 4 Top Company overall, as well as the No. 1 Top Company for Executive Diversity Councils, the No. 2 Top Company for Supplier Diversity, and a Top 10 Company for Black Executives.	We have also been named a Best Employer for Diversity by Forbes magazine and a Best Workplace for Diversity by Fortune magazine.	Abbott has earned a place on Working Mother magazine’s 100 Best Companies list 20 years in a row, signifying our support for female employees with children. In addition, Working Mother has named us a Top Company for Executive Women 13 years in a row, as well as a Best Company for Multicultural Women.	Our individual employees frequently receive honors such as the Women of Color STEM Award and the Black Engineer of the Year Award. In fact, over the past six years, a remarkable 69 of our female employees have been honored at the annual Women of Color STEM Conference. More than 70% of our high school STEM interns in the summer of 2020 came from underrepresented groups.	Abbott has been listed on the Dow Jones Sustainability Index 16 years in a row. For the past eight years, we have been named Global Industry Leader in the Health Care Equipment & Supplies sector.

BOLD ASPIRATIONS

Abbott has bold aspirations in our Sustainability Plan to build the workforce of the future. For example, we have committed to achieve gender balance — meaning at least 45% female representation — in our global leadership roles (managers and above) and global STEM roles by 2030. One of our STEM award winners shares her story [here](#).

We have committed that at least one-third of our U.S. leadership roles will be held by people from underrepresented groups by 2025.

We have committed to create opportunities for more than 100,000 people — at least 50% of whom will come from underrepresented groups — to participate in our STEM programs by 2030.

We have committed to a 50% increase in spending with diverse and small businesses by 2030, and a 150% increase with Black- and women-owned businesses by 2025, all from a 2020 baseline.

We have committed to expand our Freedom 2 Save college loan program— a key magnet for diverse recruiting and retention — by providing \$10 million in contributions to participant retirement accounts by 2030.

Abbott is committed to building on this progress with all our stakeholders. We know that continuous improvement is never easy. It requires honest feedback, thoughtful reflection, and unwavering dedication.

That’s exactly what our employees have given us for more than 130 years. The culture they foster is what sets Abbott apart from other companies. As we strive to reach new milestones in our DEI journey, we will continue seeking their guidance every step of the way.

# BUILDING A DEI CULTURE

Diversity has been part of the Abbott story since our earliest days as a company, but its importance has grown over time. As we built increasingly diversified businesses with a global reach, the diversity of our employee base increased as well. These changes demonstrated our values and also made good business sense. Abbott exists to help people live their fullest lives through better health. Our work demands constant innovation, which in turn demands constant creativity. We’ve always found that diverse perspectives help generate new and better ideas.

Today, the evidence overwhelmingly suggests that greater diversity drives stronger business performance in general and stronger innovation in particular. A 2019 McKinsey analysis showed that “companies in the top quartile for gender diversity on executive teams were 25% more likely to have above-average profitability than companies in the fourth quartile.” The equivalent figure for ethnic diversity was 36%.<sup>3</sup>

None of this should be surprising, especially in the United States. After all, women now receive a majority of U.S. bachelor’s degrees, and racial and ethnic minorities represent a larger share of the population and labor force every year. These trends have intensified the competition for diverse talent.

At Abbott, we know that if you want to attract and retain the best people, you have to make diversity a priority. With that in mind, we consider diversity not only a moral imperative, but also a business necessity.

### FAIRNESS AND RESPECT

To maintain and expand our diverse workforce, we must promote an equitable and inclusive culture. How do we define “equity” and “inclusion”? In simple terms, equity

means fairness — ensuring that everyone has the same opportunities to succeed, regardless of background or circumstance. Inclusion comes down to respect — ensuring that people can express their identity and bring their authentic selves to work while feeling valued, supported, and fully part of the team.

Abbott approaches diversity, equity, and inclusion with a restless determination. We don’t claim to have all the answers, and we remain eager to learn from our employees, customers, and communities. Our company has made significant progress in recent years, but our aspirations are higher. DEI requires continuous improvement, because the world is constantly changing.

Indeed, the past 15 months have witnessed some of the most profound changes in modern history. The COVID-19 pandemic has killed millions of people around the globe and permanently transformed the lives of billions more. In the process, it has exposed deep-rooted social inequities. The same is true of George Floyd’s May 2020 murder in Minneapolis, Minn. Few incidents have provoked such widespread outrage or inspired such broad-based activism.

In response to these events, Abbott has redoubled our DEI efforts both internally and externally. As we said in a statement following Floyd’s death, “We’re working on what more we can do that will have a lasting and meaningful impact.”

With 109,000 employees serving more than 160 countries, we recognize that the challenges facing our stakeholders will vary across different regions. Yet our commitment to DEI transcends national boundaries and business lines.

We know that DEI cannot be a siloed or standalone initiative. It must be embedded in the way we work. We want all Abbott employees to feel invested in our purpose and empowered by their leaders. Demographically, we want all our teams to reflect the customers and communities they serve.

In short: Diversity, equity, and inclusion are part of our core beliefs as a company; they are reflected in our heritage and essential to our future success. We still have work to do, but we’re encouraged by our direction and energized by our progress.

### EMPLOYEE RESOURCE GROUPS

Our people receive crucial support from Abbott’s internal employee resource groups. These groups strengthen our culture by helping colleagues connect with each other, promoting career advancement, and partnering with the communities where we live and work.

### WE CURRENTLY HAVE 10 EMPLOYEE NETWORKS

Abbott disABILITY Network
Advancing Professionals Network (early career affinity group)
Asian Leadership and Cultural Network
Black Business Network
Flex Network (agile working affinity group)
LA VOICE Network (Latino affinity group)
PRIDE Network (LGBTQ affinity group)
Veterans Network
Women in STEM Network
Women Leaders of Abbott Network

The groups listed above boast more than 10,000 members combined. Women in STEM alone has more than 2,300. In 2020, membership increased by 54% in our Black Business Network, and by nearly 15% across all the networks put together.

Our newest group is the Abbott disABILITY Network, which began forming in December 2020 to help foster awareness of, and respect for, people with disabilities. Employees are welcome to join any group, which makes the networks a unifying force among colleagues of different races, ethnicities, genders, and sexual orientations. Many people have said that their fellow network members seem like family.

On a more practical level, the groups provide employees with career guidance and supplemental education. The Flex Network, for example, educates employees about flexible work options such as job sharing and compressed weeks. It now has roughly 800 members in 10 countries. As for Women Leaders of Abbott — which includes more than 50 chapters worldwide — it has been recognized by the Healthcare Businesswomen’s Association for its career development programs.

All of the networks hold career enrichment sessions for their members. Some of these events feature discussions with Abbott leaders; others show how employees can make the most of internal development platforms such as Career Connect, which provides tools and resources for career management and planning. Collectively, they help our people achieve both personal and professional goals.

Beyond their support for existing employees, the resource groups also help Abbott attract new employees. Take our Latino affinity network, LA VOICE. For years now, it has worked with Abbott’s talent acquisition team to recruit top people at events held by partner organizations such as the Association of Latino Professionals for America, the Society of Hispanic Professional Engineers, and the National Society of Hispanic MBAs.

All of this contributes to a more inclusive atmosphere across the company.

GROWTH OF EMPLOYEE NETWORK MEMBERSHIP IN 2020	
Black Business Network	+54%
PRIDE Network	+45%
LA VOICE Network	+36%
Advancing Professionals Network	+23%
Flex Network	+19%

3 | McKinsey & Company, “Diversity wins: How inclusion matters,” May 19, 2020 (https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters#).



*“We’re not perfect. But what makes us so great is that we recognize our imperfections, and we learn, and we pivot.”*

- SHANNON RAMIREZ

EMPLOYEE SPOTLIGHT

# Shannon Ramirez

**SUPERVISOR**  
Manufacturing, Learning and Development  
Plymouth, Minnesota USA

As a child, Shannon Ramirez often did not know where her next meal would come from. The daughter of Mexican migrant workers living in the Dallas area, she moved around frequently, especially after her parents separated. “I never finished a year in a school,” she says. “We would move in the middle of the night.” Her mother relied on gas station employment to make ends meet, but money was always extremely tight. At times, Ramirez was forced to be resourceful in finding food while her mom worked long hours.

Reflecting on these hardships today, she expresses surprising gratitude. “Every one of those challenges prepared me for the journey I’ve taken,” Ramirez explains. “I swore that if I could ever help people, I would.” Sadly, she lost her mother, Mary Ramirez, to COVID-19 in May 2021. Shannon now feels more grateful than ever for her mom’s sacrifices, and more determined than ever to help others. Abbott has given her a platform to do just that.

Ramirez works as a training and development supervisor for the Abbott operations team, based in Plymouth, Minn. But her contributions to the company and community go far beyond her day job.

She serves on the executive committee of both Abbott’s Latino employee network (LA VOICE) in Minnesota and its Allyship Task Force, and she has helped non-English

speakers on the Plymouth campus sign up for language programs and GED classes. When COVID-19 erupted, she partnered with a local food bank to pass out supplies to people in need. More recently, Ramirez and Abbott partnered with a local YMCA to help Abbott employees secure affordable distance-learning support for their children.

Such initiatives reflect the company’s deepest values. But Ramirez stresses that they also play a key role in driving business performance.

For example, when she first started her job a few years ago, Ramirez noticed a problem: “We were struggling to get good talent.” To help boost Abbott’s name recognition among the local Hmong population, she set up a table at the 2019 Hmong New Year Celebration in St. Paul, Minn. Meanwhile, Abbott sponsored an essay-writing contest for members of the Hmong community. Ramirez and her colleagues presented a check to the winner.

Thanks to these efforts, the company received a few dozen job applications, which led to several hires.

“Abbott doesn’t care what you look like or where you came from,” she says.

*By the end of 2021, all of our U.S. employees will have received training on unconscious bias, and all of our managers globally will have completed a “Leading with Impact” development program focused on inclusive leadership.*

## LISTENING AND LEARNING

Abbott’s employee networks have spearheaded a number of DEI educational programs, helping our colleagues better understand the relevant issues. After the murder of George Floyd, for example, the Black Business Network (BBN) held a webinar on leadership during a time of crisis. Hundreds of employees tuned in to watch, and BBN received overwhelmingly positive feedback.

Building on the success of that event, the group soon launched a “myth-busting” series on the overall Black experience in America. The first webinar tried to dispel certain stereotypes that Black Americans face in everyday society. The next explored various challenges that Black Americans must overcome in the corporate world. Another tackled the costs of systemic racism, and another — for Black History Month — discussed ways to become a person of influence.

In 2021, BBN marked the first anniversary of George Floyd’s death by hosting a wide-ranging DEI conversation with Abbott senior leaders. It was one of the most popular webinars the networks have ever done.

Abbott believes such initiatives promote greater empathy and awareness among our people. That’s why, by the end of 2021, all of our U.S. employees will have received training on unconscious bias, and all of our managers globally will have completed a “Leading with Impact” development program focused on inclusive leadership. We plan to roll out additional courses in the years ahead — including unconscious bias training for regions outside the United States — to help meet the moment and respond to the cultural environment in which our people live and work. Programs like these capture the essence of our DEI journey — listening, learning, and continuously improving.

- MARY OLSEN

*IT Program Director, she is a 22-year Abbott employee and an active member of our Women in STEM employee resource group.*



*“In my five years alone, I’ve definitely seen the company grow. I think we’ve always been an inclusive company, but we have become more vocal.”*

- DONNA VU

EMPLOYEE SPOTLIGHT

# Donna Vu

RELATIONSHIP MANAGER

Information Technology  
Abbott Park, Illinois USA

As a first-generation Vietnamese American raised in a mostly white area of Wichita, Kan., Donna Vu understands the benefits of an inclusive culture. As an information-technology business analyst at Abbott, she understands the necessity of innovation. Her role as co-chair of the Advancing Professionals Network (APN) enables her to drive both priorities simultaneously.

APN exists to help early-career employees navigate the company and build relationships. Every year, it organizes a Global Idea Challenge in which employees around the world collaborate on potential business solutions. Many of their proposed solutions eventually get adopted, such as better ways to move finished goods at manufacturing sites and better ways to support people with Type 2 diabetes using Abbott’s *FreeStyle® Libre* glucose monitoring system.

Vu proudly notes that APN is one of Abbott’s most diverse employee networks — drawing people from all backgrounds and all racial and ethnic groups — which fuels creativity during the ideation process. One participant from Pakistan told her that he never dreamed of having the chance to work with so many talented colleagues on the other side of the planet.

In that sense, APN highlights the linkage between Abbott’s core values and core strategy.

“It’s important that we’re representing our different cultures,” says Vu, who believes the company should strive to be “as culturally diverse as the customers we serve.”

Has Abbott made progress on these issues?

Vu first sensed this commitment to inclusion when she visited the Abbott recruiting booth as an undergraduate at the University of Notre Dame. Her instincts were confirmed during a summer internship. Vu had started college as a pre-med student, yet she quickly realized that joining Abbott would allow her to pursue her interest in business while staying in the healthcare industry.

Today, she works for the business and technology services team, based at Abbott Park, Ill. In addition to serving as global co-chair of APN, Vu has helped establish local chapters in Columbus, Ohio, and Alameda, Calif., and she previously led the chapter at Abbott global headquarters in Abbott Park, Ill.

Moving forward, she hopes the employee networks can find new opportunities to work collaboratively. Under her leadership, APN will continue promoting such cooperation. As Vu puts it, “Our goal is to bring everyone together and make them feel part of one company culture.”

# INCREASING DIVERSE REPRESENTATION

Building a more diverse company is not like flipping on a light switch or adjusting a radio dial. It requires a broad approach to talent management, from recruiting and retention to development and advancement. Simply hiring diverse employees is not enough. If you don’t give them a reason to stay, or an opportunity to move ahead in their careers, they will look for a company that does.

It’s often said that people don’t leave jobs, they leave managers. At Abbott, we expect all our managers to foster an inclusive culture, to coach and mentor other employees, and to help prepare them for leadership roles. We want our managers to understand that people development is a key part of their responsibilities.

Of course, there’s still much more we can do to infuse diversity within every stage of our talent process and every

level of our supply chain. But we’ve built a strong foundation for future gains.

### WHERE WE STAND

The numbers that follow show both our progress and our potential for improvement.<sup>4</sup>

### GENDER REPRESENTATION IN MANAGEMENT POSITIONS GLOBALLY

GENDER	MANAGERS	DIRECTORS	DIVISIONAL VICE PRESIDENTS & OFFICERS	TOTAL
FEMALE	40.0%	37.4%	32.2%	39.3%
MALE	60.0%	62.6%	67.8%	60.7%
TOTAL	100.0%	100.0%	100.0%	100.0%

<sup>4</sup> | The Consolidated EEO-1 on page 44 of this report includes separate diversity data pulled from our most recent annual submission to the U.S. Equal Employment Opportunity Commission (EEOC). The EEOC mandates the use of job categories that do not necessarily reflect how Abbott organizes our workforce.

### ETHNIC REPRESENTATION IN U.S. MANAGEMENT POSITIONS

ETHNICITY	MANAGERS	DIRECTORS	DIVISIONAL VICE PRESIDENTS & OFFICERS	TOTAL
ASIAN	18.9%	15.0%	7.4%	17.8%
BLACK	4.3%	4.2%	3.9%	4.2%
HISPANIC	6.6%	7.5%	5.7%	6.8%
WHITE	66.8%	69.5%	78.0%	67.8%
INDIGENOUS	0.6%	0.7%	0.7%	0.6%
TWO OR MORE	2.7%	3.1%	4.3%	2.9%
TOTAL	100.0%	100.0%	100.0%	100.0%

Certain countries and businesses have made tremendous strides on gender diversity in particular. In Italy, for example, women make up fully half of our Business Advisory Council (the governing body of our Italian affiliate) and 49% of our total workforce. In Latin America and Canada, they comprise 54% of our workforce. Meanwhile, our global diabetes business — one of the fastest-growing divisions in the entire company — has a gender-balanced senior management team, and our Established

Pharmaceuticals business recently achieved gender balance on the general management teams of its largest affiliates.

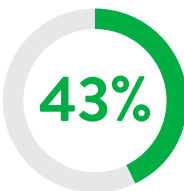
Women also lead Abbott’s two largest businesses — Medical Devices and Rapid and Molecular Diagnostics — which generate roughly half of our global revenue. To build on this progress, we must continue to accelerate our efforts to recruit, retain, and develop diverse talent.

6 OUT OF  
12  
ARE WOMEN

SENIOR STAFF MEMBERS<sup>5</sup>  
Gender Balance in Our Global Diabetes Business

7 OUT OF  
15  
ARE WOMEN

GENERAL MANAGEMENT REPRESENTATION IN TOP 15 MARKETS  
Gender Balance in Our Established Pharmaceuticals Business



43% OF OUR U.S. EMPLOYEES COME FROM UNDERREPRESENTED GROUPS  
Including 32% of our U.S. leaders



44% OF OUR GLOBAL STEM JOBS ARE HELD BY WOMEN

<sup>5</sup> | Excluding president.



*“This company is doing everything that’s needed to support all of us.”*

- GAIA BRUSCHI

## EMPLOYEE SPOTLIGHT

# Gaia Bruschi

### MANAGER

Human Resources  
Rome, Italy

In 2018, Gaia Bruschi was part of an Abbott delegation that visited the European Parliament in Brussels to discuss a “smart work” initiative the company had adopted in Italy. Meeting with policymakers from across the continent, the delegation showed how flexible scheduling and remote options had made it easier for new parents to resume working after the birth of their children. By creating a more agile culture, they explained, Abbott had improved morale and performance while fostering greater inclusion.

“It was incredible,” she says. “We were able to present our best practices.”

A mother of two, Bruschi understands how difficult it can be to balance family and professional responsibilities. She first joined Abbott more than 20 years ago, after earning a law degree at the Sapienza University of Rome. Now an HR business manager based in the Italian capital, she feels grateful to work for a company that does so much to maximize the potential of its employees, including women with young children.

The data back her up. In Italy, women account for 50% of Abbott’s Business Advisory Council and 49% of its overall workforce.

Achieving gender parity requires a deep commitment to recruiting, developing, and advancing female talent, says Bruschi. “This company is doing everything that’s needed to support all of us.”

She takes pride in Abbott’s external programs as well. In 2015, for example, the company launched a multi-year campaign in Italy to increase awareness of cardiovascular disease among women. Known as *Vivi con il Cuore* (“Live with the Heart”), this campaign included partnerships with outside institutions — such as the Italian Society of Cardiology — and featured national events with public institutions. *Vivi con il Cuore* generated widespread media coverage, which helped make it a big success.

During the years to come, Bruschi hopes that Abbott can scale up its existing culture and gender initiatives in Italy while accelerating similar efforts in other countries. Indeed, she hopes that the progress in Italy will inform and inspire her colleagues elsewhere in the Europe, Middle East, and Africa regions.

“I am excited to continue what we’re already doing,” Bruschi says. “We really have a company that is giving the right value to diversity and inclusion.”

CREATING A DIVERSITY TALENT PIPELINE

Diverse representation starts with diverse recruiting. Nearly 30 years ago, Abbott helped establish the nonprofit group Advancing Minorities’ Interest in Engineering (AMIE), a coalition of private companies, government institutions, and Historically Black Colleges and Universities (HBCUs) working to build a diverse talent pipeline across industries.

We continue to serve on the AMIE board of directors, and we also partner with organizations such as the National Association of Black Accountants, the National Black MBA Association, the Association of Latino Professionals for America, the Society of Hispanic Professional Engineers, and the National Society of Hispanic MBAs.

These partnerships have helped expand our pool of Black and Hispanic employees. So have our professional development programs (PDPs), which allow recent college graduates to join Abbott for a two- or three-year paid assignment. Our operations team, for example, lets PDP members immerse themselves in engineering, supply chain management, R&D lab work, and other parts of the business. PDP graduates move on to full-time positions throughout the company.

Internships represent another powerful tool for diverse recruiting. Since 2012, more than 150 students — including a large number of women and minorities — have participated in our U.S. high school STEM internship program. During the summer of 2020, more than 70% of our high school STEM interns came from underrepresented groups. Moreover, nearly three-quarters (73%) of the former Abbott high school STEM interns hired as full-time Abbott engineers have been women or members of underrepresented groups. Listen [here](#) to female high school STEM interns share their stories about STEM opportunities.

The founder of our high school STEM program, Corlis Murray, epitomizes the potential of internships to change lives. As a Black woman from a low socioeconomic background, she did not have the opportunity to meet many engineers during her childhood. Then, at age 17, she received an engineering internship offer that launched her future career. Working alongside mentors who looked like her, Murray developed the confidence and skills she would need

to become an engineer herself. Indeed, she was Abbott’s top engineer when she retired in 2020 after more than 30 years with the company. Watch [here](#) to see how Murray inspires girls in STEM.

When former interns join Abbott as full-time employees, many come with large student loan burdens. In the United States, all full-time employees qualify for our Freedom 2 Save program. As part of this program, employees who use at least 2% of their eligible pay to reduce school debt receive a 5% contribution to their 401(k) account from Abbott — without having to contribute to their 401(k) account themselves. Students of color tend to graduate with more debt than their white peers, so Freedom 2 Save helps us attract and retain diverse talent.

Our U.S. employees also benefit from an internal mentoring program that helped Abbott rank No. 2 on the *DiversityInc* Top Companies for Mentoring list in 2020. Women currently represent more than 60% of the participants, the total number of which increased by 40% in 2020 alone. We are expanding this program into seven additional countries in 2021.

Other internal initiatives — such as an executive coaching program for new Black leaders and women globally — help us advance diverse talent into senior-level jobs.

In India, our management team visits universities to meet with female students and highlight career opportunities at healthcare companies. In 2021, the team played a crucial role in celebrating women in technology at campuses across the country. Not surprisingly, Abbott has been named one of the 100 Best Companies for Women in India 2020 by *Working Mother* and *Avtar*.

Together with the employee resource groups, these programs play a crucial role in our career development support system, making it easier for women and minorities to thrive at Abbott.



PARTNERING WITH DIVERSE SUPPLIERS

Beyond our employees, Abbott also works to promote diverse representation across our supply chain. In the United States, Canada, and Puerto Rico, our supplier diversity program creates a wide range of opportunities for small and diverse-owned businesses. We provide mentoring, training, and development support while monitoring and tracking our spending with these companies, which has grown consistently over time.

In 2020, Abbott spent a combined \$2.3 billion with small and diverse suppliers in the countries and territories mentioned above, a 23% increase from 2019. Diverse suppliers include those that are majority-owned by women, racial or ethnic minorities, military veterans, disabled veterans, or LGBTQ individuals, along with suppliers located in historically underutilized business zones (as defined by the U.S. Small Business Administration).

To help advance our supplier diversity efforts, Abbott partners with the Women’s Business Enterprise National Council, the National Minority Supplier Development Council (NMSDC), the Diversity Alliance for Science, the National Veterans Business Development Council, the Diverse Manufacturing Supply Chain Alliance (DMSCA), and the National LGBT Chamber of Commerce. We seek out small and diverse business partners at a variety of “matchmaking” events and trade fairs hosted by these organizations.

Our senior leaders actively promote this outreach. For example, Abbott’s chief procurement officer is a former board member of the NMSDC and the DMSCA and a current board member of LeadersUp, a nonprofit that champions a more inclusive economy.

Diverse suppliers perform key functions in our supply chain. In 2020, 11 small and diverse businesses helped us bring COVID-19 testing solutions to our customers. These suppliers provided construction services and manufacturing equipment as we built additional production capacity to meet global demand. They also supplied goods and services for the creation of the tests themselves, including packaging, test parts, ingredients, and assembly services.

Working with small and diverse suppliers is not just good corporate citizenship. It also gives us competitive advantages as we serve an increasingly diverse customer base in a rapidly changing world. In the years ahead, Abbott will continue building a socially responsible, healthy future through a sustainable and inclusive end-to-end supply chain.

In 2020, Abbott spent a combined **\$2.3B** WITH SMALL AND DIVERSE SUPPLIERS IN THE UNITED STATES, CANADA, AND PUERTO RICO.

*“What’s most exciting to me is the number of folks who have stepped up and risen to the occasion. I’m seeing a lot more happen without having to be the one carrying the torch.”*

- SAMMY DELGADO

## EMPLOYEE SPOTLIGHT

# Sammy Delgado

### ASSISTANT CONTROLLER

Financial Planning & Analysis  
Abbott Park, Illinois USA

Growing up in Chicago, Sammy Delgado went by different names at home and at school. His Latino friends and family called him “Sammy.” Everyone else called him “Sam.” This pattern continued even when he attended DePaul University in the city’s famous Loop district.

He never really minded the two names, though he always felt that “Sammy” represented his true identity as a Puerto Rican American.

Then, during his first week as an Abbott intern in 2001, something remarkable happened: He got his cubicle nameplate, and it said “Sammy Delgado.”

“That was a game-changer for me,” Delgado remembers. Abbott was essentially telling him, “You can be ‘Sammy,’ and it’s OK.”

Today, Delgado works as assistant division controller for Rapid Diagnostics on Abbott’s financial planning and analysis team, based in Lake County, Ill. He’s been a full-time employee for about 18 years and feels enormously grateful for all the mentors and sponsors who have supported his career growth.

“They didn’t look like me,” he says of his advisers and advocates. “But that was what made their support so valuable.”

Now Delgado is trying to pay it forward by serving as a mentor and sponsor himself. His recruiting efforts have helped Abbott create a more diverse talent pipeline, in partnership with groups such as the National Association of Black Accountants and the Association of Latino Professionals for America. Outside of Abbott, he serves on the scholarship selection committee for the Illinois CPA Society’s Mary T. Washington Wylie Internship Preparation Program (named after the first African American female certified public accountant).

In 2021, Delgado received the prestigious Abbott President’s Award for his work to advance diversity and inclusion within the finance organization. He praises the entire team for strengthening its collective commitment, noting that “when you walk around the halls today, you see a lot more diversity.”

Delgado emphasizes that they focus not only on diverse recruiting, but also on developing and advancing diverse employees.





*“Something so simple and small can bring about a large amount of change.”*

- GABRIELLE ROBERTS

EMPLOYEE SPOTLIGHT

# Gabrielle Roberts

SENIOR AUDITOR  
Global IT Audit  
St. Paul, Minnesota USA

Gabrielle Roberts hated her first yoga class — and her second one. Today, she owns a studio, trains aspiring instructors, and credits yoga with changing her life.

She’s been able to do all that thanks to the flexibility provided by Abbott, where Roberts works as a senior global information technology and compliance auditor with the finance team, based in St. Paul, Minn.

Yoga has also helped her find creative ways to support the company’s DEI agenda.

Roberts initially disliked yoga because of the music and lack of diversity in the room. Then she came across an Instagram video featuring a Black woman yoga teacher. She had never seen a person of color lead a session. The video prompted her to give yoga another chance. She signed up for instructor training and gradually began to enjoy it.

She wanted to share this experience with others in her community. In 2018, Roberts opened the first hip-hop yoga studio in Minneapolis, called 612 Jungle. She has now trained dozens of yoga teachers, most of whom are people of color.

A lifelong Minneapolis resident and a graduate of the University of Minnesota–Twin Cities, she was deeply affected by the death of George Floyd in her hometown. Hoping to channel her frustration into positive momentum for change, Roberts organized a July 2020 yoga event outside of Target Field, where the Minnesota Twins play baseball. More than 250 people — including Abbott employees — joined her to perform Sun Salutations dedicated to individuals who had either lost their lives at the hands of police or been killed in other violence in Minneapolis. As Roberts explains, a Sun Salutation is a series of yoga poses designed to move stagnant energy.

In early 2021, Roberts made an Abbott video for Black History Month in which she led a meditation exercise and reminded her colleagues that “change starts within — with you.” Citing the example of Rosa Parks, she emphasized that seemingly minor decisions can have a big impact.

“Rosa Parks is known as the mother of the civil rights movement simply for sitting down and deciding not to move,” Roberts says. “Something so simple and small can bring about a large amount of change.”

# PROMOTING A MORE EQUITABLE SOCIETY

Abbott’s support for diversity, equity, and inclusion extends into the communities where our employees live and work. We want all people to enjoy the same opportunities, regardless of identity or income. We want everyone to have the same chance to live a full and healthy life.

That’s why Abbott is committed to promoting health and social equity however possible. We prioritized health equity in our 2030 Sustainability Plan and have made equitable care a key principle for our community partnerships. Since early 2020, we have provided more than \$14 million in new investments and donations to address health disparities and other challenges affecting communities of color in the United States.

This commitment reflects our larger purpose as a company, and it has never been more important than during the COVID-19 pandemic.

RESPONDING TO COVID-19

To help mitigate the pandemic, Abbott developed 12 different COVID-19 tests, and distributed 400 million individual tests globally in 2020 alone. Across our businesses, employees worked tirelessly to make sure people could maintain access to the life-changing technologies and products they needed.

Beyond those efforts, Abbott and the Abbott Fund, our philanthropic foundation, have provided approximately \$27 million in COVID-19 support in 63 countries around the world. In Africa, for example, where healthcare systems are overburdened, we partnered with the African Federation for Emergency Medicine to deliver virtual trainings on COVID-19

care to 2,000 frontline workers. In addition, we partnered with CARE to help more than 129,000 people by protecting, supporting, and empowering frontline health workers in places such as Afghanistan, Colombia, India, Uganda, and Yemen. We also donated technologies and nutritional products and gave financial assistance to address the pandemic in Canada, China, Colombia, India, and many other countries.

In the United States, the Abbott Fund teamed up with Direct Relief to create a \$5 million COVID-19 Community Grant Program for 25 health centers serving largely Black, Hispanic, and Indigenous populations. The program has helped community health centers strengthen their capabilities to screen, test, triage, and treat more than 160,000 COVID-19 patients.

Meanwhile, Abbott and the Abbott Fund have provided more than \$500,000 to local institutions in Chicago and Minneapolis to address healthcare inequities, with a focus on COVID-19 testing, treatment, and education. These institutions — the Alive Faith Network and Rush University Medical Center in Chicago, and the University of Minnesota Community-University Health Care Center in Minneapolis — have also used the grants to help people affected by diabetes and heart disease.

Elsewhere in the United States, Abbott has worked with Partners In Health and their partner, Community Outreach & Patient Empowerment (COPE), to aid members of Navajo Nation, the largest of all Native American tribes, which has been hit especially hard by COVID. We have funded testing and contact tracing, while also donating our diagnostic testing and nutrition products to expand critical services. To date, this partnership has helped train more than 900 healthcare providers and contact tracers, helped test nearly 10,000 people, and provided follow-up and community support — including Abbott nutrition products — to almost 3,000 people.

Speaking of Abbott products: At the height of the pandemic in 2020, many American families had trouble finding baby formula. To help those in greatest need, Abbott collaborated with Feeding America and others to donate more than 1.7 million feedings of *Similac*® formula to food banks in eight U.S. cities.

SUPPORTING HEALTH EQUITY

To be sure, Abbott’s health equity initiatives go well beyond COVID-19.

In 2020, for example, we became the first anchor sponsor of the American Diabetes Association’s Health Equity Now platform. Our three-year, \$5 million commitment is helping underserved populations gain access to the latest diabetes treatments and technologies. We were also the founding sponsor of Women Leaders in Diabetes (or W!LD), which brings together clinicians and corporations to increase diversity and improve patient outcomes.

To appreciate the potential impact of these initiatives, it’s worth noting that Black and Hispanic Americans are 77% and 66% more likely, respectively, than white adults to be diagnosed with diabetes.

Black Americans are also far more likely to be diagnosed with hypertension, or high blood pressure. That’s why Abbott has worked with the American Heart Association and community groups on the South Side of Chicago to install a neighborhood blood pressure kiosk and teach high-risk individuals how to monitor and manage their blood pressure from home.

In 2019, we launched our Future Well™ Communities program in Stockton, Calif. — the most racially diverse large city in America<sup>6</sup> — to address disparities in diabetes and other conditions by reducing the social and economic barriers to good health, such as access to care and nutritious food. That same year, we established our Future Well™ Kids program, which teaches good health habits to children in underserved communities in Colombia, Ireland, Mexico, and the U.S.

More recently, in 2021, the Abbott Fund became the first sponsor of the Easterseals Black Child Fund, making a \$250,000 grant to support young Black children with autism and other disabilities.

Outside the United States, expanding healthcare access represents one of our longstanding priorities. Most recently, Abbott worked with the government of Rwanda and the Society for Family Health Rwanda to create a new model for rural health clinics. Together, we have expanded access to essential care and testing — including a new panel of Abbott rapid prenatal tests for infectious disease screening — while generating business opportunities for local health providers. Early results indicate that the new health clinics are attracting 50% more patients and operating as sustainable businesses.

Accessing care can be a challenge under normal circumstances, but it’s even more difficult following a crisis, such as the armed conflict that destroyed much of Marawi City, Philippines, in 2017. Abbott partnered with CARE to help fight chronic diseases in Marawi, with a focus on mobilizing displaced communities and empowering women. The initial results have been promising. As one local woman put it, “This project has a big impact in the community. People are now aware of the diseases and informed on how to control them.”<sup>7</sup>

Such health equity initiatives are deeply meaningful to Abbott, because they allow us to demonstrate our values. We’re committed to helping all people live fuller lives, including our employees, our customers, and the communities we serve. We recognize that many around the world face barriers to healthcare, and we’re determined to help remove those barriers.

6 | “U.S. News Special Report: Stockton, Calif., Is the Most Diverse City in America.” U.S. News & World Report, Jan. 22, 2020 (<https://www.usnews.com/info/blogs/press-room/articles/2020-01-22/us-news-special-report-stockton-calif-is-the-most-diverse-city-in-america>).  
7 | “New Answers for Chronic Disease in Crisis Settings,” Abbott Newsroom, March 3, 2021 (<https://www.abbott.com/corpnewsroom/sustainability/new-answers-for-chronic-disease-in-crisis-settings.html>).



*“My role as a leader is to make sure that I’m building diverse teams with diverse ideas and diverse understandings.”*

- KATIE SPAYDE

EMPLOYEE SPOTLIGHT

# Katie Spayde

**DIVISIONAL VICE PRESIDENT, GLOBAL STRATEGIC MARKETING, DIABETES**  
Alameda, California USA

In November 2020, Abbott became the first anchor sponsor of the Health Equity Now platform created by the American Diabetes Association (ADA), committing \$5 million over three years to help underserved groups access life-changing treatments and technologies.

As Katie Spayde explains, the roots of this partnership trace back to the local Women Leaders of Abbott (WLA) network in Alameda, Calif., which had invited Tracey Brown, then the newly appointed CEO of the ADA, to participate in a speaker series. This invitation helped strengthen Abbott’s broader relationship with the ADA, and also helped it understand the direction that Brown, a thoughtful and inspirational leader, planned to take the organization.

Spayde immediately bonded with Brown over their shared passion for supporting people with diabetes and advancing women leaders. Brown eventually asked her if Abbott could sponsor one pillar of the Health Equity Now campaign. When the opportunity was presented to our president and CEO, Robert Ford, he said he wanted Abbott to be an anchor sponsor to further demonstrate its commitment and leadership on diabetes. Spayde was thrilled.

Katie first came to Abbott in 2012, after more than seven years at McKinsey & Co. Since April 2021, she has served as a divisional vice president with the diabetes business, leading its global strategic marketing team. Throughout her career, she has seen that all aspects of diversity — including geographic diversity — create a stronger and more sustainable company.

“It starts with making sure that our leadership is diverse, and I think we’re making huge strides there,” Spayde says. “My role as a leader is to make sure that I’m building diverse teams with diverse ideas and diverse understandings.”

Diverse ideas and understandings, she adds, help Abbott serve diverse markets in more than 160 countries around the world. In a larger sense, diverse perspectives drive the innovation that all companies depend on for continuous improvement.

Based in Alameda, Spayde sponsors the local WLA network and takes an active role in mentoring younger colleagues. A mother of three, she hopes her example will demonstrate to female employees that you can have multiple children, plus a working spouse, and still become a senior leader at Abbott.

The diabetes business has a gender-balanced senior management team, which Spayde considers a point of pride. As for creating a more diverse talent pipeline across the company, she feels Abbott is heading in the right direction, though she acknowledges there’s still plenty of work to be done.

In her words, “You can’t talk about the importance of diversifying your talent pipeline unless you actually are doing it.”

**FEEDING  
AMERICA**

**\$100M+**

in nutritional products to underserved communities through our partnership with Feeding America, since 2002.

**SERVING OUR COMMUNITIES**

Abbott’s community involvement takes many forms. For example, we have a long history of combating hunger and food insecurity among disadvantaged populations, including in the United States, where roughly 22 million children rely on meals from school to stay nourished.

Indeed, over the past two decades, Abbott has partnered with Feeding America to meet critical needs in underserved communities across the country. Through this partnership, we have donated more than \$100 million in nutritional products.

Many of our donations have come via the Backpack Program, a Feeding America initiative that provides children in need with backpacks full of nutritious food and juices on Fridays to help them and their families get through the weekend. Both Abbott and the Abbott Fund support the program, providing more than 1 million meals for children and families during the 2019–20 school year. Moreover, our employees have volunteered untold hours of their time to fill and distribute the backpacks.

Much of the backpack volunteering has been organized by our employee resource groups, which spearhead a wide array of community activities.

To cite another example: In 2019, the Abbott Veterans Network chapter in Columbus, Ohio, sponsored an Honor

Flight for nearly 100 local military veterans, enabling them to visit the memorials in Washington, D.C. Network co-chair Jennifer Agnew, a senior brand manager on our therapeutic nutrition team, and several other Abbott employees accompanied the veterans on their trip and escorted them around the memorials.

“The impact that it has on their lives is just incredible,” Agnew says of the Honor Flights. She and her colleagues plan to sponsor another flight in 2022.

This community service is enormously important to Abbott employees. Our teams in Singapore and Taiwan consider it essential, and they regularly sponsor outside community service activities for employees to join. Our affiliates in Europe, the Middle East, and Latin America do the same thing, often calling it a “day of caring.” Likewise, nearly every one of our employee resource groups encourages its members to support purpose-driven philanthropy.

It’s become so ingrained in our culture that, on Martin Luther King Jr. Day in January 2021, Abbott announced that all U.S. employees will receive one day of paid time to volunteer. We hope to extend this globally in the future.



- GORDON TOMMY

*Senior Quality Manager in our Molecular Diagnostics business, he joined Abbott two years ago and quickly established himself as an emerging leader. He is also an active participant in our employee resource group Black Business Network.*

EMPLOYEE SPOTLIGHT

# Jack Raslawski

PROGRAM MANAGER

Crisis Management  
Abbott Park, Illinois USA

What prompted Jack Raslawski to become co-chair of the newly created Abbott disABILITY Network? Ice hockey.

He played the sport as a child, and his father worked as a referee. Raslawski jokes that he spent a lot of time in the penalty box because of his dad, who suggested that he become a referee himself. Since the late 1970s, he has officiated youth, collegiate, and junior-level games all across the United States. In 2018, he was inducted into the Illinois Hockey Hall of Fame.

Some years ago, Raslawski began working with physically and mentally disabled players. He now teaches other referees how to officiate their games, including sled hockey.

“Seeing the smiles on those athletes’ faces is like going to church twice on Sunday,” he says. “That’s what really got me started with the disABILITY Network,” which promotes awareness of and respect for people with disabilities.

A 20-year Abbott veteran, Raslawski is also a member of the Black Business Network, which gives him even more opportunities to mentor and learn from diverse colleagues. He believes the employee networks strengthen Abbott’s culture of inclusion and understanding, making it a better company in every way.

“We are accepting of all individuals,” he says. “I’m proud to be an Abbott employee because of that union, that bond among us.”

*“We are accepting of all individuals. I’m proud to be an Abbott employee because of that union, that bond among us.”*

-JACK RASLAWSKI

The son of Polish immigrants, Raslawski initially worked for Abbott as a contractor, before becoming an emergency medical technician in Lake County, Ill. After joining the company as a full-time member of the Security team, he eventually moved to Crisis Management, where he now serves as a program manager based at Abbott Park.

Looking ahead, Raslawski thinks the disABILITY Network — which began forming in December 2020 — will continue growing around the world. In his view, such initiatives reflect the deep sense of purpose that motivates Abbott employees.

The company has affirmed its purpose throughout the COVID-19 pandemic. Raslawski cites one recent example from Lake County: When Abbott offered to support county-led vaccinations at the local fairgrounds, Abbott people filled all the available volunteer slots within hours. When Abbott added more volunteer slots, those filled up in less than an hour.

In the end, Raslawski and hundreds of other employees helped Lake County officials with a wide range of logistics, including traffic control and data screening. He says the grateful reactions from the people getting vaccinated made it all worthwhile.





## HELPING OUR EMPLOYEES DURING A PANDEMIC

We mentioned earlier that diversity is in Abbott’s DNA — from our diverse business model to the diversity of our people. That diverse business model helps us remain successful, and the diversity of our people leads to the innovation that helps us bring life-changing technology to people around the globe.

We are proud of the foundation we have built. At the same time, we have bold aspirations to drive improvements. Our goal is to have a culture where each individual can bring their total self to work every day, where each individual is valued for their contributions to our work, and where we work together with no barriers.

The key to creating the culture we aspire to is understanding our employees’ needs and addressing them. There are things that all people need, including financial and well-being security and the promise of opportunity.

With its many challenges, the COVID-19 pandemic gave us the chance to offer a new level of security to our employees. This is important because a strong employee base is what makes a strong Abbott, and we know that a strong Abbott can strengthen communities. We realized many were worried about job losses, about taking care of their families, and about what might happen should they fall ill.

Early on, we addressed these needs. We didn’t want anyone worrying about missing pay due to illness, so we provided pay for any time in quarantine or when ill. We had no layoffs, furloughs or pay cuts in 2020 due to COVID-19, and in the rare case where we had to cease production for a short time, those workers were still paid in full.

We also supported employees’ emotional and mental health by expanding our Employee Assistance Programs (EAPs) to offer more services, and we even started EAPs in several countries where they had not previously been offered. Among other things, these programs provide free sessions with therapists. We worked diligently to ensure our people were aware of the offering and let them know that utilizing the services would remain confidential.

Perhaps more importantly, we encouraged our leaders, HR team, and all other employees to look for ways to support each other. It’s no secret Abbott employees care about each other, but the pandemic has given us all a chance to demonstrate our value of Caring in a very tangible way. When we all are working to support a positive experience for each other and the people we serve, it puts our values to work; it supports our goal of making inclusion a natural state in our company.

*“We encouraged our leaders, HR team, and all other employees to look for ways to support each other. It’s no secret Abbott employees care about each other, but the pandemic has given us all a chance to demonstrate our value of Caring in a very tangible way. ”*

- MARY MORELAND

In the United States, when panic buying made certain staples difficult to find, we partnered with our cafeteria provider to offer food staples and hard-to-get items such as bread, milk, lunchmeat, cheese, eggs, and butter (and even toilet paper!) in several of our manufacturing facilities. Prepared meals were also available for purchase for the Easter holiday. In several locations, we either reduced cafeteria prices (which we subsidize) or provided free meals.

In India, when oxygen was in short supply, we purchased oxygen concentrators and positioned them throughout the country for our employees to use if needed. We also added a mobile app-based telehealth benefit so that employees could quickly access healthcare professionals online when the system was under stress.

Another need we focused on was professional and career development, which is central to our talent strategy at Abbott and something our employees ask for. We expanded our learning and development options exponentially, transitioning more than 100 instructor-led, in-person courses to online offerings. We also promoted our existing online courses globally and have seen an increase of 129% in employees accessing our learning opportunities.

We take pride in addressing our employees’ needs in “ordinary times” as well. One example is our Career Connect system, which employees use to identify core skills and interests, build a development plan and track their progress, and even connect with other employees in roles they might be interested in.

And while our EAP was expanded to provide additional assistance, our normal benefits programs are rich and deep, helping our people protect the health and well-being of themselves and their families.

We also provide compensation programs that allow employees to build financial security beyond their base pay. Depending on the employee’s role and location, we provide profit-sharing bonuses, stock purchase plans, pensions, savings plans, and retiree healthcare benefits to eligible employees. In addition, our Freedom 2 Save program helps employees by contributing to their 401(k) accounts while they are paying college loans instead of saving for retirement.

Even though our programs are comprehensive, we will continue to find ways to improve our culture by providing the opportunities and programs our people need so they can continue to grow, develop, build their careers, and take care of themselves and their families.

And of course, at the same time, we will build on our foundation, supporting a culture that is inclusive not because of an initiative but because of how we work every day.

Sincerely,

**Mary Moreland**  
Executive Vice President,  
Human Resources

# DRIVING CONTINUOUS IMPROVEMENT

While we don’t champion DEI for the sake of winning awards, we take pride in the recognition we have received from outside organizations. Every award reflects the success of a diverse group of individuals and allies. Each one represents a milestone on the road to strengthening our culture.

We embarked on a new internal listening journey at the start of 2020. Abbott now requests quarterly feedback from our employees through a Gallup survey, and we recently incorporated the Gallup DEI index as a key element of each one. Our senior leaders also host a program called “Let’s Talk,” in which they hold small group listening sessions with employees. First launched by President and CEO Robert Ford, these sessions help us measure our progress on a wide range of issues, including DEI. We held more than 200 of them in 2020 alone.

In fact, as a direct result of the listening sessions, Abbott introduced a number of new initiatives to help employees become more involved in our DEI work. For example, we instituted mandatory unconscious bias training for all U.S. employees and new hires as a result of the feedback from our people. We have also expanded opportunities for employees to get involved in recruiting events that support building a diverse talent pipeline. Meanwhile, our employee networks have strengthened allyship through the development of training programs and communications that support greater understanding of issues relevant to parents, women, and underrepresented groups.

Of course, we also value feedback from our customers, suppliers, community partners, and other stakeholders, including nonprofit groups that grade companies on their DEI performance. All of it tells us what we’re doing well and what we could do better.

While we don’t champion DEI for the sake of winning awards, we take pride in the recognition we have received from outside organizations. Every award reflects the success of a diverse group of individuals and allies. Each one represents a milestone on the road to strengthening our culture.

## EARNING RECOGNITION

To cite just a few examples: *DiversityInc* has named Abbott a Top 50 Company for Diversity 18 years in a row. In 2021, we ranked as the No. 4 Top Company overall, as well as the No. 1 Top Company for Executive Diversity Councils, the No. 2 Top Company for Supplier Diversity, and a Top 10 Company for Black Executives.

We have also been named a Best Employer for Diversity by *Forbes* magazine and a Best Workplace for Diversity by *Fortune* magazine.

On gender diversity specifically, Abbott has earned a place on *Working Mother* magazine’s 100 Best Companies list 20 years in a row, signifying our support for female colleagues with children. In addition, *Working Mother* has named us a Top Company for Executive Women 13 years in a row, as well as a Best Company for Multicultural Women. In 2020, *Working Mother* and Avtar recognized us as one of the 100 Best Companies for Women in India.

Meanwhile, our individual colleagues frequently receive honors such as the Women of Color STEM Award and the Black Engineer of the Year Award. In fact, over the past six years, a remarkable 69 of our female employees have been honored at the annual Women of Color STEM conference. Two dozen were honored in 2020 alone, including Karen Rodriguez, divisional vice president of operations for our Rapid Diagnostics business, who took home the Career Achievement Award.

The Dow Jones Sustainability Index — one of the most prestigious indices for corporate sustainability — has listed Abbott on the index for 16 years in a row. For the past eight years, we have been named Global Industry Leader in the Health Care Equipment & Supplies sector.

Abbott also appeared on *Fortune* magazine’s 2020 “Change the World” list, which highlighted companies making a positive social or environmental impact through their core business operations. *Fortune* recognized us for increasing healthcare access in Rwanda and for our *BinaxNOW™* COVID-19 antigen tests.

## BOLD ASPIRATIONS

While we’re grateful for the recognition from our partners and other outside groups, we remain humbled by the challenges that lie ahead. Complacency undermines progress, and we have bold aspirations for the years to come.

Just as we make financial promises to investors, Abbott makes external DEI commitments to hold ourselves accountable. We want everyone — particularly our employees — to know that we’re serious about reaching the next level as a company.

As part of our 2030 Sustainability Plan, we have committed to achieve gender balance — meaning at least 45% female representation — in our global leadership roles (managers and above) and global STEM roles by 2030. We have also pledged that one-third of our U.S. leadership roles will be held by people from underrepresented groups by 2025.

Currently 39% of global management roles are held by women and 32% of U.S. leadership roles are held by members of underrepresented groups. To expand our diverse pipeline, we have pledged to create opportunities

for more than 100,000 young people — at least 50% of whom will come from underrepresented groups — to participate in our STEM programs by 2030.

Although we are still developing our plans to accomplish this goal, our team in Ireland has given us a great example through the ASPIRE program. Now in its third year, ASPIRE with Abbott is a STEM education program based at Irish second-level schools (the equivalent of American high schools). Since 2018, we have delivered five in-person ASPIRE events reaching more than 1,000 students, parents, and teachers, most of whom live near one of our manufacturing sites.

When in-person events became impossible in 2020, we set out to create a virtual alternative and offer it to every second-level school in Ireland. We hosted 16 virtual talks in total — with multiple ethnic groups represented — including one that featured Jospeha Madigan, Ireland’s minister of state for special education and inclusion. ASPIRE has now reached schools in all 26 Irish counties, covering more 6,000 students overall.

On the supplier side, Abbott has committed to a 50% increase in spending with diverse and small businesses by 2030, and a 150% increase with Black- and women-owned businesses by 2025, all from a 2020 baseline.

We are excited about our progress in this area, which is moving us closer to the Billion Dollar Roundtable, a consortium of companies that spend more than \$1 billion annually with women- and minority-owned businesses. In 2020, we spent \$441 million with women-owned suppliers and \$251 million with minority-owned suppliers, 52% of which went to Black-owned businesses.

Abbott has also promised to expand our Freedom 2 Save college loan program — a key magnet for diverse recruiting and retention — by providing \$10 million in contributions to participant retirement accounts. We’re on track to deliver more than \$1 million in contributions in 2021.

Meeting these goals will help us build a more inclusive, competitive, and sustainable company — a company that delivers for its people and delivers on its purpose.



*“Equality is being all together, hand-in-hand, celebrating with a single voice!”*

- JULIANA RUGGIERO

EMPLOYEE SPOTLIGHT

# Juliana Ruggiero

COMPLIANCE DIRECTOR

Sao Paulo, Brazil

One morning recently, Juliana Ruggiero’s 4-year-old daughter walked into her home office and picked up a framed photograph. After looking at the picture — which features Ruggiero and other participants at a 2017 Abbott global conference — she asked: “Mom, you only have men that work for your company?”

The question took Ruggiero by surprise. Then she noticed that the people in the photo were overwhelmingly male. “Things are changing,” she assured her daughter.

Telling the story, Ruggiero says it reminded her of the legacy she wants to leave for her only child: “a better and more equal world.” The Abbott team in Brazil, her home country, is doing its part to build that world.

Because of her background, Ruggiero feels an intense personal commitment to diversity, equity, and inclusion. Ruggiero grew up “very poor” in a country plagued by high levels of economic and social inequality. She went to work at age 13 and lost her father at 15.

Impressively, she overcame these challenges and launched a successful legal career. Ruggiero spent three years at another healthcare company, from 2011 to 2014, and has been at Abbott ever since. She currently serves as a compliance

director and data protection officer for the Office of Ethics and Compliance (OEC), based in Sao Paulo, while also sponsoring the Abbott DEI Committee for Brazil.

At Ruggiero’s suggestion, the quarterly OEC newsletter has added a section dedicated to DEI. In April 2021, she used this forum to explain what DEI means to her.

“Diversity is being invited to the party. Inclusion is being asked to dance.’ I see this as one of the best definitions of D&I, coined by Vernā Myers,” Ruggiero wrote. “And if I may add, ‘Equality is being all together, hand-in-hand, celebrating with a single voice!’ This unique celebration is built every day, with our actions and efforts to open room for people to be heard, respected and enjoy equal opportunities.”

With all that in mind, Ruggiero is excited to help Abbott become even more strategic about its DEI work.

“I’m so proud and so grateful to be part of Abbott,” she says. “But we need to be intentional about making Abbott one of the most diverse companies in Brazil.” Reflecting on her daughter’s comment about the photograph, Ruggiero also hopes that future global conferences will include more diverse faces.

“Abbott is a wonderful place. We do make a difference.”

- DEEPSHIKHA MUKERJI

EMPLOYEE SPOTLIGHT

# Deepshikha Mukerji

REGIONAL HR DIRECTOR  
Mumbai, India

Deepshikha Mukerji’s journey to Abbott started with a frog — sort of.

As the daughter of a pediatrician in the central Indian city of Jabalpur, she grew up revering the medical profession. Her father spoke proudly of his work, and Mukerji assumed she would follow in his footsteps. One day she learned that, to become a doctor, she would have to dissect a frog. “That was the day I decided I couldn’t,” Mukerji says with a smile.

However, she still wanted to join the healthcare industry in some capacity. Encouraged by her parents, she completed a rigorous education — including business school — and then worked for two of India’s top pharmaceutical companies. Those jobs led her to Abbott, where she has been part of the Human Resources (HR) team since 2005.

Mukerji currently serves as regional HR director for India, based in Mumbai. She also chairs the Women Leaders of Abbott (WLA) network in her home country. In both roles, she has focused on building a culture that attracts and supports female employees.

On the HR side, Mukerji has embraced initiatives designed to promote gender diversity and inclusion. These include training programs, flexible arrangements for new mothers, and security measures to ensure women feel safe working late hours.

Meanwhile, through WLA, Mukerji has connected female employees with Abbott executives and other mentors. She has also taken senior women leaders to meet with potential female recruits at Indian universities.

Are these efforts making an impact? Mukerji acknowledges that Abbott still has a long way to go, but recent data tell a story of progress. The company now has two female general managers in India and a 94% maternity retention rate. In 2020, 96% of female employees in India said they would recommend Abbott to other women as a good place to work.

By way of perspective, Abbott narrowly trails its healthcare peers in India on overall gender diversity, but it has a higher maternity retention rate. In the years ahead, Mukerji hopes to further increase the female share of Abbott’s India workforce, with a particular emphasis on STEM jobs.

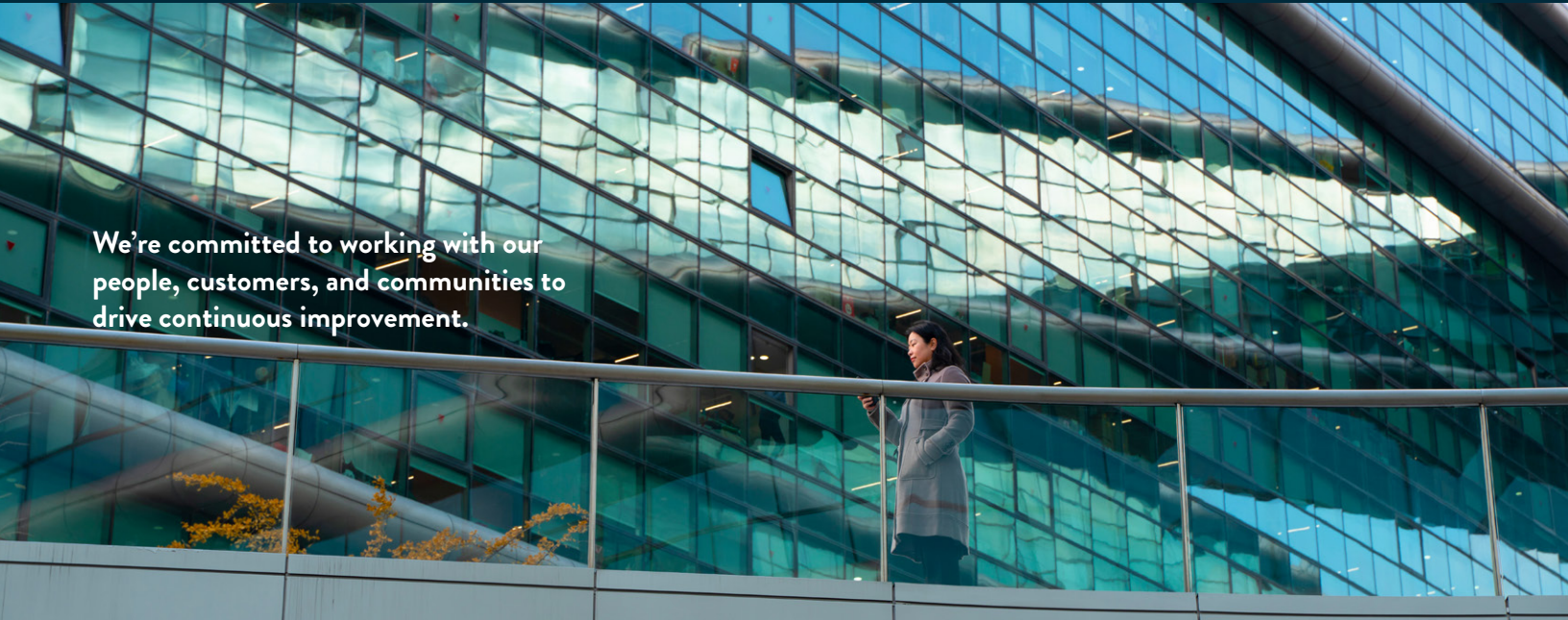
All of this connects to the company’s larger purpose of helping people live their fullest lives.

“Abbott is a wonderful place,” Mukerji says. “We do make a difference.”



# LOOKING BACK AND AHEAD

The events of 2020 dramatically changed the way many people think about diversity, equity, and inclusion. Longtime disparities suddenly became harder to deny or ignore. Calls for fairness and justice suddenly reached a fever pitch. As a result, promoting DEI took on greater urgency.



We're committed to working with our people, customers, and communities to drive continuous improvement.

We feel this urgency at Abbott, and we're determined to act on it — not only because it's the right thing to do, but also because it will make us a better company.

Our employees understand that. They know that accelerating our DEI journey will help maximize both their potential and Abbott's performance. They also know that promoting a more equitable and inclusive society will fuel a virtuous cycle that benefits all our stakeholders.

As illustrated in this report, Abbott approaches DEI with a relentless energy and determination. We recognize that

we still have work to do, and we don't expect to find any shortcuts. Instead, we're committed to working with our people, customers, and communities to drive continuous improvement.

After all, a strong DEI culture is not the product of one big choice. It's the product of countless small choices, every day, that bring us together.



## DOING GREAT THINGS

I've been reflecting on my 22 years at Abbott. Like many of the employees referenced in our report, I feel blessed to work here. The experiences I've had have put a lot of things in perspective for me. I have had a chance to meet people all over the globe, in every functional area and across a variety of business units. One thing I've realized is that I have had a chance to see Abbott at its very best.

Let me explain. My time here has not always been easy. Every day people at Abbott are trying to solve some of the world's biggest problems related to health. During my tenure, Abbott has had to persevere through challenges to reach that goal. The company has been transformed through acquisitions, and at certain moments we've had to really accelerate to meet the needs of people who rely on us. The diversity of our businesses and the geographies in which we work are immense, which only adds to the complexity of the work. What has been consistent though, is that with every challenge I have seen us face, when we worked together we knew we could accomplish great things.

It's not always easy to work together, but the payoff can be incredible. When you work across time zones, business units, multiple languages, and sometimes with people you are meeting for the first time, the barriers to collaboration can be significant. When we work through all that, allow all voices

to be heard, and allow everyone to contribute to their fullest potential, we sometimes do things we didn't even know were possible. Like a light bulb turning on, it dawned on me that I have witnessed the power of inclusion make the impossible possible.

Our journey around inclusion started many years ago. We have learned that this journey is long, difficult, and at times, humbling. We've recognized that we don't have all the answers — no company does. We can look across the organization and see that we still have more work to do to ensure that inclusion is a natural state rather than an initiative or a program. That is our goal, and we will keep working toward it to ensure that it is embedded into how we work.

I am encouraged by our direction, by the commitment of my colleagues, and by our recent successes — all of which reflect our character as a company.

Abbott employees showed our character when we created 12 COVID-19 tests to solve one of the world's biggest challenges. This effort involved people on every continent and from every function. Our character came through during every stage of the pandemic, when we supported each other as we all struggled to manage personal and professional

*“What has been consistent, though, is that with every challenge I have seen us face, when we worked together we knew we could accomplish great things.”*

**- MICHAEL JOHNSON**



responsibilities. It also came through as broken hearts were consoled after the death of George Floyd. I will always remember the show of support our PRIDE community gave to our Black colleagues. They showed support by writing what they called a “love note” (see next page). It helped us all remember that we were not alone as we struggled to process the events around us. It has been amazing to see diverse groups of people coming together to have a positive impact on each other, their communities, and our company. Many people have recognized that they have a role to play, that it’s important to promote other voices, and that together we can make our company the best it can be.

I am excited for what is next in our journey. I look forward to the strength we will build in our company through stronger representation of women and underrepresented minorities. I know how much it will mean to our employees as we demonstrate our commitment in this area through sustained effort and vision. I am excited for the additional partners this work will bring, and the learnings we will obtain as we build the next generation of leaders and ensure the sustainability of the work we have started.

As our report highlights, we will approach this work with humility. I remain inspired and hopeful about our journey, which may be the hardest challenge we have ever faced. It will require patience, perseverance, courage, conviction,

and most of all love — love for the people we serve and the work that we do. Because things built on a foundation of steadfast love endure forever and have a positive impact beyond what we can see.

I am so incredibly hopeful because as we go on this journey, we know that none of us will do it alone. We are all going forward with thousands of our Abbott colleagues, who demonstrate the passion, love, and caring required to succeed. They don’t do it because they have to; they do it because it’s the right thing to do, and I would not want to be on this journey with anyone else.

Best regards,

A handwritten signature in black ink, appearing to read 'Michael Johnson'.

**Michael Johnson**  
Divisional Vice President,  
Diversity and Inclusion

## A LOVE NOTE TO OUR BLACK COLLEAGUES

### LOVE NOTE REFERENCED BY MICHAEL JOHNSON AFTER THE DEATH OF GEORGE FLOYD

To our fellow Black Colleagues and Friends,

We know that we are hurting, and it’s okay to acknowledge our pain. Many of our colleagues might not be aware of the strength it takes for us to show up for our teams every day, broken hearted from the continuous displays of racial disparity in this country. They might not be aware of the toll it takes to be bombarded with constant imagery of violence against bodies that look so much like our own.

Many of our colleagues are unaware of how we feel when we leave our office spaces, our universities, our parking lots. That we do not feel safe, that we do not feel at home. That the very reasons that make us great at what we do stem from the pain we live in our personal experience. How we show up to work is so heavily intertwined with how we live in this environment, it is important to acknowledge our fear and our pain and how that affects how we show up for our teams to perform.

We are tired. It is okay to acknowledge how we feel. It is okay to take a day off, to spend a little more time with family to process and regroup. Take that time if you need it, talk to your therapists and your friends if you need it. Feel every ounce of it until you can begin to heal. If healing is even a possibility.

To our allies, please have some patience with us. If you’ve seen the news, we know that you might be equally upset. We ask that you have some compassion with us and know that we might be fighting back tears every time you see an email from us, or a teleconference from us. We ask that you stand with us and allow us to lean on your compassion as we all stand together to navigate these feelings.

With our most sincere hearts,

**Bay Area PRIDE Co-Chairs**

CONSOLIDATED EEO-1

Our employees are the lifeblood of our company, and at Abbott we want each employee to contribute to their fullest potential. This means we strive for an environment where inclusion is a natural state, and where our 109,000 employees from more than 160 countries are united through a common purpose to help people live fuller lives.

The data below on the diversity of Abbott’s U.S. workforce is from our most recent annual submission to the U.S. Equal Employment Opportunity Commission (EEOC), and reflects

data as of December 31, 2020. The EEOC mandates the use of specific job categories which do not reflect how Abbott organizes its workforce.

Although it is impossible to capture the diversity of our organization through a single chart, we publish this information because we strive to be transparent about our diversity. Our Diversity, Equity & Inclusion Report speaks to our current representation, our plans, policies, practices, principles, and aspirations to support diversity and inclusion across the globe.

JOB CATEGORIES	HISPANIC OR LATINO		NON-HISPANIC OR LATINO												OVERALL TOTALS
	MALE	FEMALE	*****MALE*****						*****FEMALE*****						
			WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	TWO OR MORE RACES	
EXEC/SR. OFFICIALS & MGRS	1	2	42	1	0	2	0	3	9	1	0	1	1	0	63
FIRST/MID OFFICIALS & MGRS	303	256	2,430	181	12	529	10	105	2,031	157	6	445	13	88	6,566
PROFESSIONALS	517	471	4,970	281	26	1,199	16	241	3,726	346	16	1,157	14	199	13,189
TECHNICIANS	279	210	1,019	141	8	314	6	60	405	157	3	235	9	35	2,881
SALES WORKERS	35	62	444	36	0	18	3	18	686	33	1	30	1	25	1,392
ADMINISTRATIVE SUPPORT	109	247	361	108	6	91	4	35	745	188	11	106	5	44	2,060
CRAFT WORKERS	30	2	228	11	0	20	2	8	10	1	0	1	0	0	313
OPERATIVES	351	467	951	778	18	606	7	92	597	523	31	1,081	11	75	5,588
LABORERS & HELPERS	19	18	81	17	2	15	1	6	9	2	0	4	0	1	175
SERVICE WORKERS	25	18	36	8	0	7	1	2	22	8	0	7	0	1	135
TOTAL	1,669	1,753	10,562	1,562	72	2,801	50	570	8,250	1,416	68	3,067	54	468	32,363
PREVIOUS YEAR TOTAL	1,488	1,604	9,785	1,256	77	2,667	48	795	8,231	1,340	77	2,937	59	757	31,121

