



2022  
Global Inclusion, Diversity  
and Equity Report

We are the **makers of possible**



Advancing the  
world of health™



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# Message from Tom Polen, Chairman, Chief Executive Officer and President

For 125 years, BD has delivered on our Purpose of *advancing the world of health™*, serving patients and customers around the world and introducing innovative products and solutions that have had profound impacts on global health. Our company was built on a strong set of values that continue to serve as the foundation of our organization. Today, we know this as The BD WAY – the core values, behaviors and commitments we hold ourselves to every day.

Our commitment to inclusion, diversity and equity (ID&E) is deeply rooted in The BD WAY. We firmly believe to deliver on our Purpose, we must foster an environment where everyone is heard because we know having more unique voices at the table creates better outcomes for patients and for our customers.

This means ensuring our associates feel seen, respected and valued. We want them to know they are part of the team, our company and our mission – and most importantly, feel comfortable being themselves and speaking up. We encourage challenging the status quo, embracing and respecting diverse perspectives, and soliciting non-traditional thinking. This is how we cultivate belonging, develop and advance our

associates, and help them be successful in their careers so they can reach their full potential.

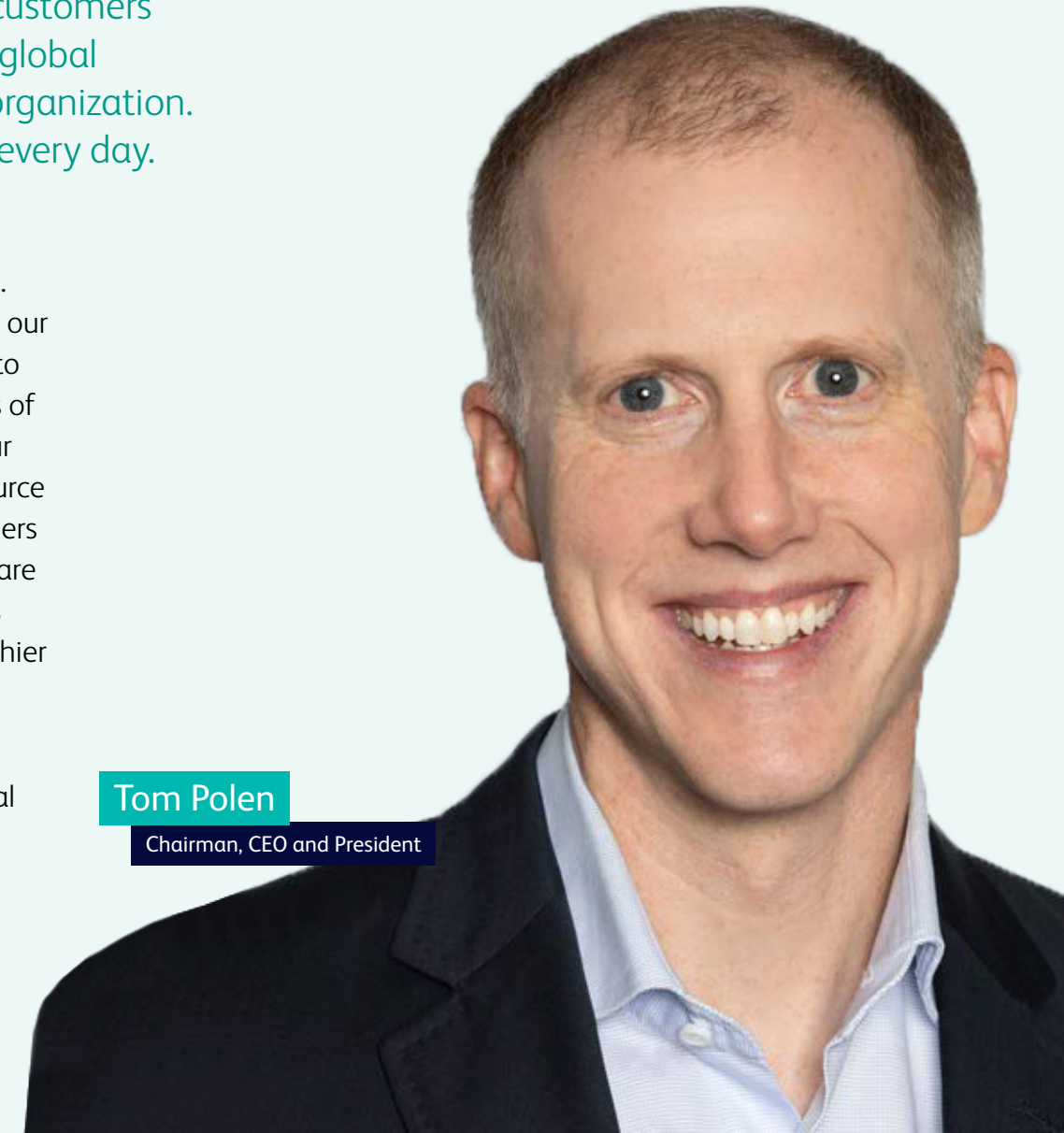
Over the last few years, we embarked on a journey to elevate our strong culture to even higher levels, seeking to become best-in-class as a more empowered and innovative workforce, and we're making great strides. ID&E is integrated in everything we do – from setting goals to creating strategies, making decisions and ensuring accountability. We remain focused on our journey and are transparent throughout the process by sharing our commitments, goals and measured progress.

We are proud of our accomplishments and will continue to advance our plans as we

become a more empowered workforce. BD has grown and evolved throughout our 125-year history and we will continue to evolve to adapt to the changing needs of our stakeholders. We are grateful to our 77,000 associates, our Associate Resource Groups, our Board of Directors, customers and shareholders whose expectations are holding us accountable and helping us create a more inclusive BD and a healthier world for all.

We invite you to learn more about our journey in the BD second annual Global Inclusion, Diversity and Equity Report.

Thank you for your continued support as we pursue this important cultural transformation.



**Tom Polen**  
Chairman, CEO and President





## Bert Scott

BD Board of Directors - Lead Independent Director

“Advancing ID&E principles – such as recruiting diverse talent and focusing on delivering quality service – will always translate to enhanced business performance and a stronger bottom line.”

“Inclusion, diversity and equity (ID&E) goals and initiatives have never been more important to the Board, the company and its associates,” according to Bert Scott, a 20-year member of the BD Board of Directors. He credits the commitment of CEO Tom Polen for investing in ID&E initiatives, as well as the efforts of the entire BD team to integrate ID&E principles into all aspects of strategy and decision making.

As part of the oversight of ID&E, the Board receives an in-depth review of goals, metrics and progress at least once a year. These “deep dives” include expansive dialogue that goes below the surface, not just looking at the numbers, but also analyzing what they mean and where improvements can be made.

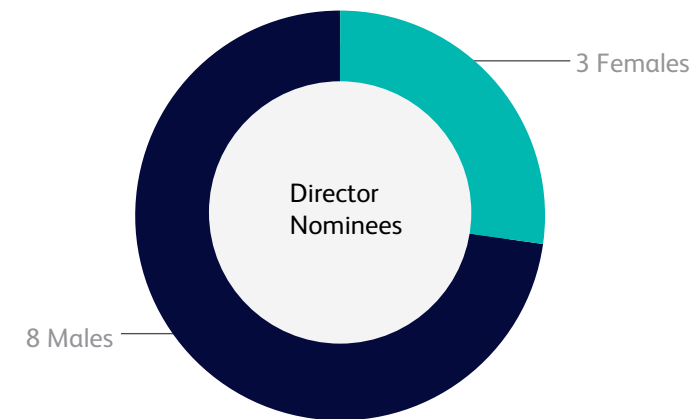
## Oversight of ESG and ID&E

The Corporate Governance and Nominating Committee of the Board has general oversight responsibility for the processes, policies and practices related to environmental, social and governance (ESG) matters. The oversight of the 2030+ commitments and goals and other important ESG matters is allocated among the Board and its four committees.

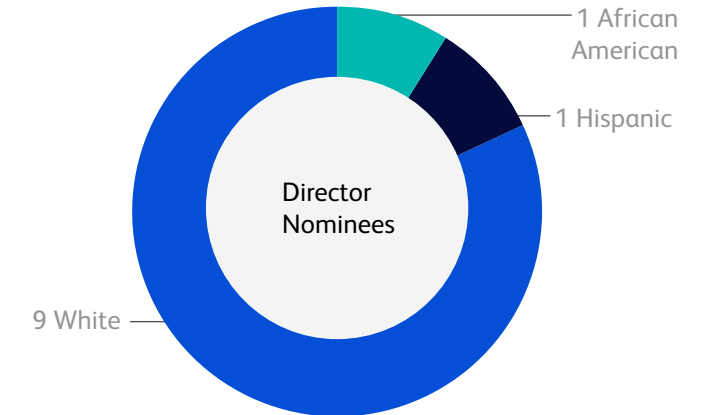
The Compensation and Human Capital Committee has oversight of the BD Healthy Workforce and Communities goals, including ID&E and human capital. More information on the Healthy Workforce and Communities goals is available in our [2021 ESG Report](#).

### Diversity of BD Board of Directors

#### Gender



#### Ethnicity



# 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.

## Who we are

BD and its 77,000 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.

## Our Purpose

Our Purpose is a promise and the thread that unites us. It gives our work meaning because we know there is a patient at the end of everything we do. With more than a century of experience and our global reach, BD leads in patient and healthcare worker safety and the technologies that enable medical research and clinical laboratories. We are always working to reinvent the future of healthcare, to discover possibilities that once seemed unimaginable. Our commitment to the healthcare industry, health equity, our customers and the communities we serve is deeply embedded in who we are as an organization. With each new solution or product we are moving forward.

## The BD WAY

To fulfill our Purpose, inclusion, diversity, and equity are prominent and lived pieces of our culture. We strive to create and nurture a deep sense of belonging for our associates, ensuring that everyone has an equal opportunity to thrive and realize their potential. Individuality, unique ideas and experiences are valued and fuel innovation for new technologies and better patient outcomes. We lead by example to drive meaningful, sustainable and scalable change across the organization and around the world.





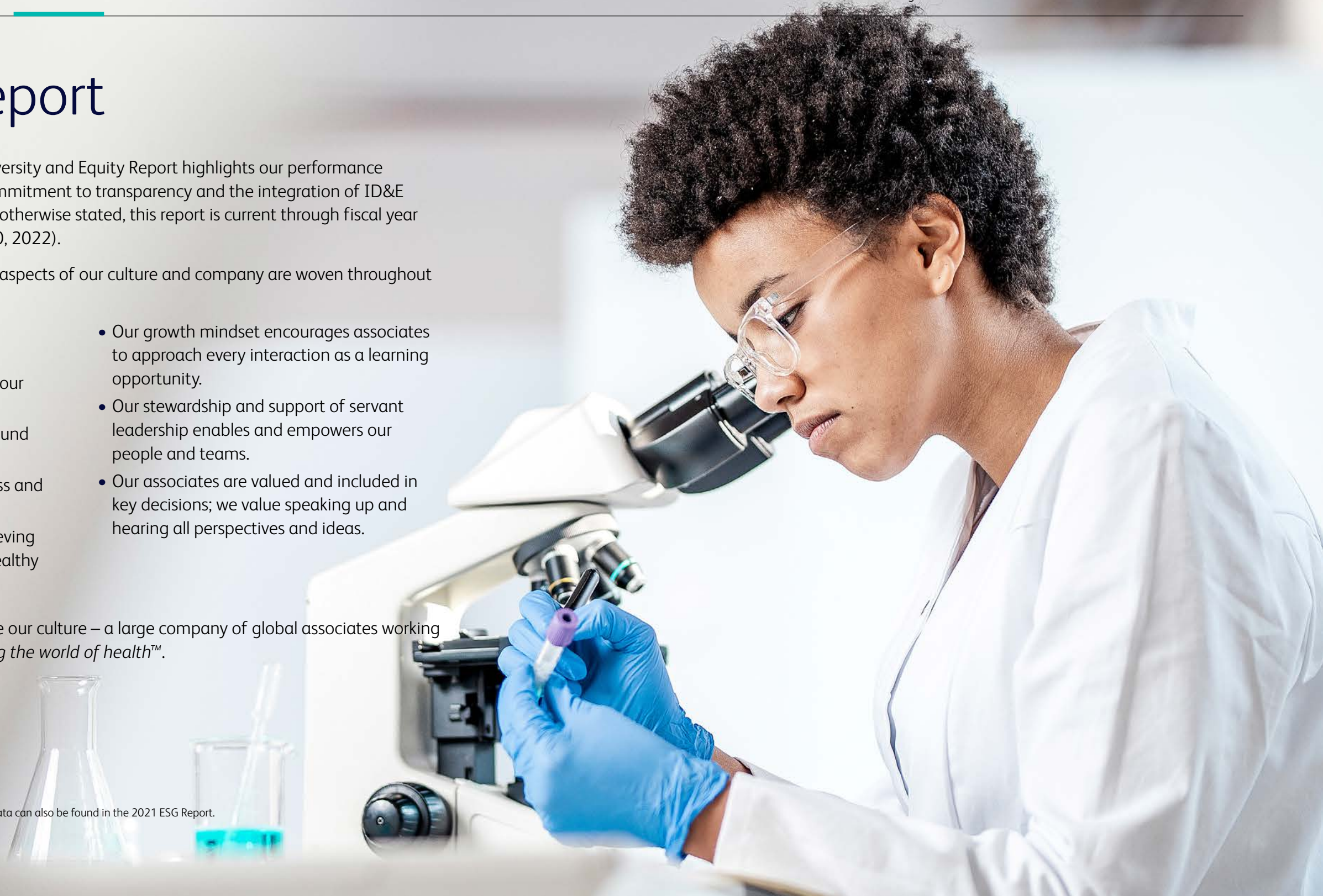
# About this report

This second annual Global Inclusion, Diversity and Equity Report highlights our performance and progress, and demonstrates our commitment to transparency and the integration of ID&E throughout all that we do at BD. Unless otherwise stated, this report is current through fiscal year 2022 (October 1, 2021 to September 30, 2022).

Several important themes and defining aspects of our culture and company are woven throughout the report. These include:

- We are deeply rooted in our Purpose: *advancing the world of health™*.
- ID&E is a lived and prominent part of our culture.
- We recognize ID&E looks different around the world.
- We are committed to inclusion, fairness and doing what's right.
- We are making progress towards achieving the BD 2030+ ESG goals related to Healthy Workforce and Communities.
- Our growth mindset encourages associates to approach every interaction as a learning opportunity.
- Our stewardship and support of servant leadership enables and empowers our people and teams.
- Our associates are valued and included in key decisions; we value speaking up and hearing all perspectives and ideas.

These themes differentiate BD and drive our culture – a large company of global associates working together in our efforts toward *advancing the world of health™*.



# Our foundation of inclusion, diversity and equity at BD

Our Purpose serves as a foundation for who we are as a company. Our ID&E goals fulfill our Purpose, empower our workforce, drive innovation and create a more inclusive environment. They are embedded within our 2030+ ESG commitments, specifically those that address Healthy Workforce and Communities and reflect our efforts to build a better world.



## Healthy workforce and communities:

Maintain a healthy and thriving workforce that cultivates our culture of inclusion, safety and well-being, and contributes to community health.

### 2030+ Healthy Workforce and Communities Goals:

- 1 We will provide tools and resources to empower our workforce in managing their physical, mental and financial health.
- 2 We will proactively manage the needs of our future workforce through training, development and reskilling strategies.
- 3 We will foster our culture of inclusion, safety and well-being, and contribute to the global communities in which we operate and serve by:

### Outcomes:

- 1 Improving ethnic and gender diversity by 1% year-over-year at the management and executive levels.
- 2 Developing servant leaders and exemplifying The BD WAY.
- 3 Ensuring equal pay (by gender) worldwide.
- 4 Paying competitive market rates and utilizing living wage assessments in key regions or countries to inform wage strategies.



# A message from Nicole Thompson, Vice President, Inclusion, Diversity, Equity and Engagement

It is our collective efforts that allow us to integrate ID&E into everything that we do. As we continue to hold ourselves to new standards and build on the momentum of our work, I am grateful to all of our BD leaders and associates for their passion, engagement and contributions towards building a better world and a better BD.

We are committed to providing an inclusive workplace where all associates can be authentic, feel accepted and realize their full potential. This is a message I hear loud and clear from our leaders and associates every day, inspiring me and countless others in the work that we do. We aspire to make a meaningful impact, improving the lives and health of people and communities. Our commitment is reflected in the intersection of our ESG and ID&E strategies — strengthening our diverse talent pipelines; driving leadership accountability and ensuring equal access to resources; and fostering inclusion through our teams.

We understand where we have the greatest opportunities to make an impact for our associates and in our communities. Our use of goals and data provides transparency while driving accountability and progress. The strategic targets we've set for ourselves provide a true north for our efforts and evolution so that our advancement is driven in a measurable way.

We remain focused on providing a workplace and processes that are fair, and we hold ourselves responsible for making meaningful progress.

Our associates continue to step up, bringing diverse perspectives to the table — fueling the innovation we need to solve complex health challenges, while also representing the people in the communities we serve. Our Associate Resource Groups (ARGs) have also leaned in through their efforts to improve policies, programs and shape new solutions. Over the last year, ARG membership almost doubled, and members continue to make an impact in our company and communities. By delivering on our commitments, we seek to drive health outcomes in an equitable way and provide measurable results for our associates, our customers and communities.

A portrait of Nicole Thompson, a woman with long, wavy brown hair, wearing a dark blue blazer over a light blue and white striped shirt. She is smiling slightly and looking directly at the camera.

Nicole Thompson

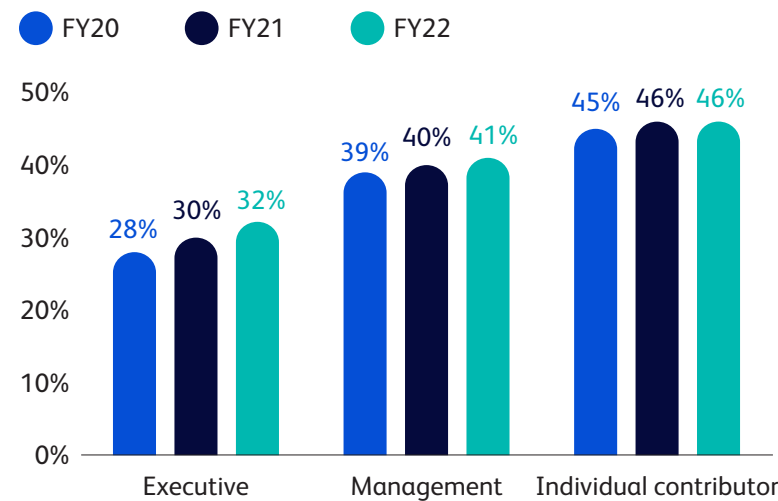
Vice President, Inclusion,  
Diversity, Equity and  
Engagement



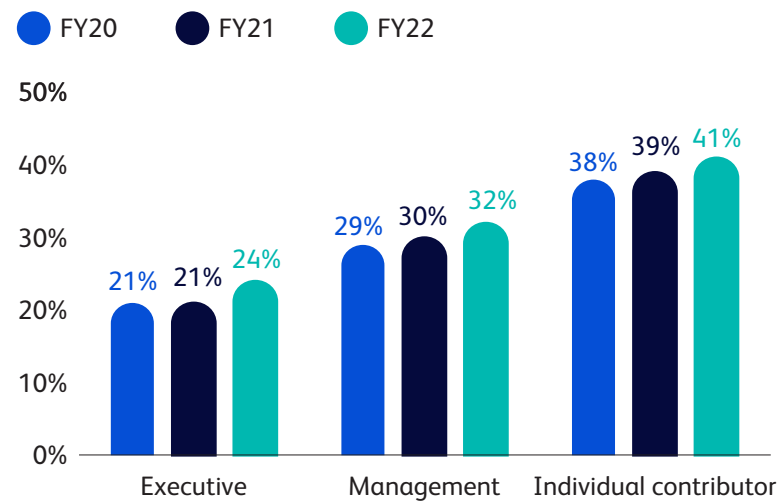
# Representation matters

As part of our 2030+ ESG goals, BD committed to improving global gender and U.S. ethnic diverse representation by 1% year-over-year<sup>1</sup> at the management and executive level. We're proud to report we have achieved our goal for global gender diversity and U.S. ethnic diversity in FY 2022.

Global gender representation by level



U.S. ethnicity representation by level



## Gender representation:

During FY 2022, global gender representation improved at the executive and management levels and remained consistent for individual contributors. We continue to exceed industry benchmarks at the management and executive level with the exception of director level roles.

## U.S. ethnicity representation:

During FY 2022, we increased diversity across all levels of the organization. Our metrics continue to meet and at times exceed industry benchmarks at the management and executive level.

<sup>1</sup> The 1% year-over-year gender and ethnicity representation goal is measured against a Q4 FY2020 baseline of 42.9% and 31.1%, respectively.

For the tables above, we define executive as associates in positions of vice president and above. Management positions are defined as those in manager, director or equivalent roles. Individual contributors are defined as exempt associates who are not in executive or management positions.

Our most recent consolidated EEO-1 report is available on [bd.com](https://www.bd.com)

## Looking ahead

Our work continues as we advance in our journey, seeking continuous improvement and holding ourselves to new standards. Among our short- and long-term goals:

- We look to **increase the diverse representation of talent** at the individual contributor level for global gender and U.S., ethnicity, in addition to the management and executive level.
- We are committed to reaching **100% pay equity** by remedying any gender, race or ethnicity pay gaps that may be identified.
- We strive to foster belonging by intentionally creating moments that matter at key points in our associates' journey. **We established a goal to increase our belonging score from 71 to 74** in our Voice of the Associate survey – to meet the global benchmark.
- **We look to expand our diversity metrics beyond gender, ethnicity, veteran and disability status to include sexual orientation and gender identification** – all to further advance programs, policies, and processes that are inclusive and equitable for everyone.

# Driving action and accountability through integrated processes and systems



## Organizational commitment

Our Purpose, fueled by the dedication of our Board of Directors, CEO, Executive Leadership Team (ExLT), and our associates.

## Governance

Processes, cadence and forums used to drive leadership accountability and transparency at multiple levels in the organization.

## Global Inclusion Council

Senior leaders from each business, region and functional team engage the ExLT in driving ID&E strategic imperatives that are locally relevant and help shape strategy at the company level.

## Analytics and insights

A review of key indicators and analysis of where we have opportunities to improve and should focus our efforts.

## Inclusive and equitable talent processes

Progress removing bias in our talent processes through diverse hiring teams and diverse candidate slates for all of our openings; building strategic external partnerships to develop diverse talent pipelines.

## Associate Resource Groups

Associate-led, company-supported, executive-sponsored groups that help drive ID&E outcomes and play a strategic role in the company, our communities and in advancing our culture.

## Career development

Best-in-class learning and development resources that inspire our associates to personify our culture and build leadership abilities to fulfill our Purpose.





## Brooke Story

Worldwide President, Integrated Diagnostic Solutions

“There’s a reason BD puts the word “inclusion” first when talking about ID&E. Inclusion is the cornerstone and without it, there is no diversity or equity,” according to Brooke.

“It’s one thing to talk about ID&E. But at BD, we live it. We see the potential in people. We nurture and develop diverse talent. We empower our associates. We create an inclusive environment where innovative ideas, coming from anywhere, thrive and succeed.” For example, six months after joining the company, Brooke asked CEO Tom Polen for a coffee meeting. “He asked, what can I do to support you? And I said, I want you to let me be me. I want you to let me take chances. And he’s put money where his mouth is and supported the big changes I’ve wanted to make in the organization.”

Brooke says BD is focused on continuous improvement and she values the ability to nurture and develop leaders, instilling the company’s legacy of inclusion. “We have a willingness to listen to feedback, to see where we’re doing well and where we need to do better. If there is an opportunity for growth or engagement, we lean in and take action.”

## Global Inclusion Council

The Global Inclusion Council was launched in 2018 and is composed of senior leaders from each business, region and central team. The Council is chaired by CEO Tom Polen. Its objective is to engage with the Executive Leadership Team in shaping and driving ID&E strategies locally that ladder up to our company-wide strategy. Over the last year, members of the council have helped lead the creation of several programs that have driven key outcomes for BD.

### Key accomplishments:

#### Supporting female leaders at BD in EMEA

In collaboration with our Learning and Development team, the Europe, Middle East and Africa (EMEA) region created a program focused on the development of women. The program, titled WEMpower, fuels participants with valuable mentorship, coaching and networking opportunities that foster inclusion, belonging and empowers females to confidently speak up. To strengthen the support of other high potential female associates, EMEA leaders also launched a series of confidential focus groups – hosted in 14 countries – centered on developing a deep understanding of the unique challenges women encounter in the organization and opportunities to drive meaningful and sustainable change.

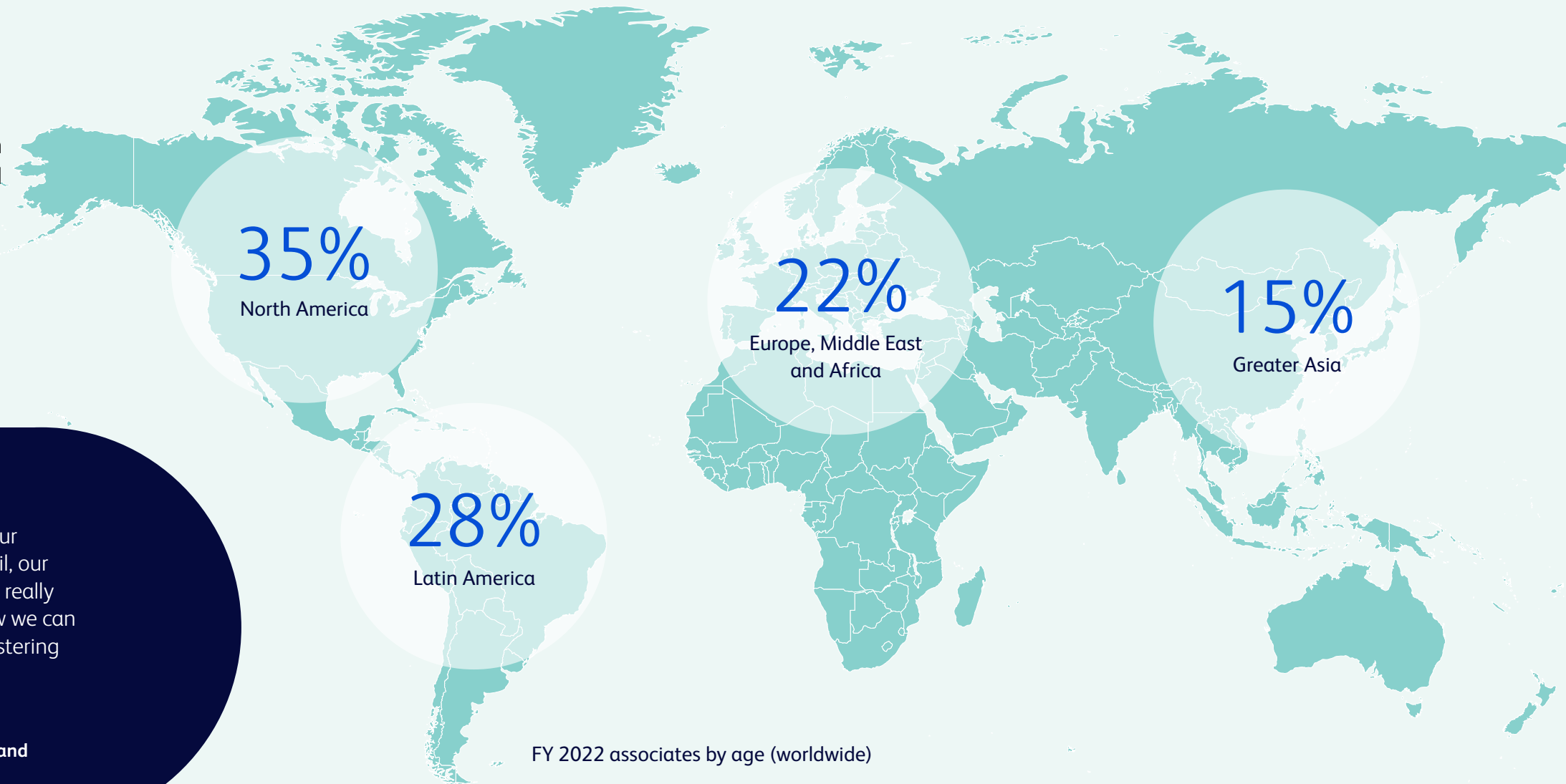
#### Recognizing associates that lead by example in Medication Delivery Solutions (MDS)

MDS created a peer-to-peer recognition program called Together Embracing and Achieving More (T.E.A.M.) that shines a spotlight on colleagues who embody The BD WAY and demonstrate the T.E.A.M. commitment through behaviors such as fostering belonging, empowering others, and displaying agility and growth mindset.

# Embracing global and diverse talent

Our associates are at the core of our company. They embody our Purpose and values, foster our culture of inclusion and innovation, and contribute diverse ideas and perspectives to our organization. BD associates are driven by a passion and commitment to improve the health and well-being of our global society by reinventing the future of healthcare through transformative solutions. And, while BD is laser focused on the patients in the communities we serve, we are equally committed to caring for and supporting the health, well-being and safety of our associates.

Our global footprint: Our workforce consists of 77,000 associates in 62 countries across the world, organized into four regions.



## Appreciating our greatest asset - our associates

“It is the level of commitment in this organization from our Associate Resource Groups to our Global Inclusion Council, our senior leaders to our associates. We all show up each day really thinking about how we can help each other be great, how we can support one another and the role that we each play in fostering that within the organization.”

– Nicole Thompson, Vice President, Inclusion, Diversity, Equity and Engagement, on what makes BD and its culture unique

## FY 2022 associates by age (worldwide)

24 and under	10%	35 – 44 years	29%	55 – 65 years	11%
25 – 34 years	28%	45 – 54 years	21%	65 years+	1%



## Our well-being pillars support our highest priority

Because our associates are our greatest asset, their health, safety and total well-being are our highest priority. We offer a comprehensive Global Total Rewards program – including benefits, recognition, life balance, career, base pay and incentives. Collectively, these programs and policies integrate within Well-Being at BD, our holistic approach focused on four pillars – physical, emotional, financial and social – to inspire and empower our associates to thrive personally and professionally.



### Kristi Payne

Senior Vice President,  
Global Total Rewards

“BD has a strong background and history of focusing on our associates’ well-being, and now we’re really sharpening our communication around how our processes and systems work through our ID&E efforts,” says Kristi.

To ensure BD offers the most comprehensive and competitive programs and benefits, Kristi and her team engage with colleagues across the organization, including ARG members. “We make changes to our benefits each year, looking through the ID&E lens, to make sure we are flexible and tailor programs to support associates, their families, their lifestyles and their futures.”

### We listen, we learn and we lean in

In response to associate feedback, over the last two years and upcoming for 2023, we’ve added new benefits including:

- **Cryopreservation** - to support our associates who are undergoing gender transition surgery and pre-cancer treatment
- **Transgender surgery** - to support our associates with gender dysphoria in becoming their full, authentic selves and to socially function as their identified gender
- **Expanded paid parental leave timeframe** - to support our parents with flexibility to plan how to take that important time to care for and bond with their new children, while bolstering their own physical and mental well-being
- **Cranial helmets** - to support the physical and developmental needs of babies and young children
- **Dense breast tissue ultrasound coverage at 100%** - to support our associates’ physical well-being and help with proactive and preventative steps to healthcare

For benefits-eligible U.S. associates

### Pay equity

BD conducts targeted annual pay assessments to ensure equitable pay for our global associates. We remain focused on managing our compensation processes with the goal of identifying and remedying practices that may contribute to pay gaps now and over time.

In 2021, we conducted a global gender pay equity assessment for associates in 57 countries, representing approximately 70% of the company’s global salaried associate population. Female associates at BD earned an average of 99 cents for every \$1 earned by male associates in the U.S. in 2021, and 98 cents globally.

# Engaging our associates

Employee engagement is key to creating a rewarding place to work and one of the best ways to measure our success as an employer. We encourage our associates to speak up, as we want to hear their ideas, concerns and perspectives.

We provide multiple places and platforms for associates to convey their thoughts and ideas. The Voice of the Associate (VoA) survey is administered biennially and allows associates to share sentiments about how they feel about working at BD. In 2021, when we last administered the survey, more than 85% of BD associates participated – sharing valuable insights to help make BD a more inclusive place to work, build connections and grow their careers. Additionally, we provide several forums throughout the year, such as town hall meetings, ARG events and fireside chats to encourage open communication, increase understanding, and foster a deeper sense of community and respect.

We also capitalize on learning opportunities, taking action when we identify areas for improvement. We use data to inform and advance our processes and improve our associates' experiences.

“We don't expect you to compartmentalize what's happening in your life and then come to work. We respect and honor the fact that there are issues that touch people very deeply.”

- Chelsea Oliveri, Senior Manager, Inclusion, Diversity, Equity and Engagement







## Ash Miranda

Flow Cytometry  
Instructor II

Ash Miranda is living his authentic truth now, but he says he spent the majority of his life not feeling real, feeling like a statue when he saw his reflection. An instructor in the Customer Education Department, Ash shared his story about coming out as transgender at BD. He says he received support from his manager, who showed empathy and compassion, and shared resources that BD offers. That is when he joined the Out and Proud Employee Network (OPEN) ARG and started working with BD team members to review and update the company's Gender Transition Guidelines.

“There should be flexibility in the language of our guidelines and policies, accounting for new forms of expression, identity and simply living authentically.”

“My experience at BD has made it clear to me that even though I work for a company that has stakeholders and is economically driven, there is also a huge consideration for the people who make up the company. There is an acknowledgment that without our associates' work to nurture and advance inclusion and belonging, there would be no BD.”

Ash says the goal of updating the Gender Transition Guidelines was to ensure future associates feel supported through their journeys, know that they belong and are welcome to fully express their true selves at work.

In creating the updated guidelines, Ash credits the open-mindedness and sincerity of senior leadership and other associates for their willingness to listen, learn and understand different experiences and ideas, as well as work toward better working conditions. He says the company's culture is constantly changing with the times and always takes into consideration other perspectives, and that gives him a huge amount of hope and happiness.

“I choose to stay here because we have this strong community, and we're able to be seen and heard and understood as best as possible.”

“I hope that by hearing stories like mine and others that exist out there, people can start to come more into themselves and really break free of expectations other people had on them. Because you're living your life for you, you shouldn't be living it for someone else. At that point, you're just renting a body, and no one needs to rent. You can own it.”

# Belonging and inclusion

BD is on a journey to foster an environment where all of our associates feel seen, valued and heard. We want every associate to know they are supported and find a welcoming place for their ideas. Our Associate Resource Groups (ARGs) serve as catalysts of change within the organization through advocacy and allyship.

The eight Associate Resource Groups at BD are truly the heartbeat of the organization. Many began as grassroots movements by trailblazers who were seeking to spur change and champion an inclusive culture.

Today, BD associates at all levels, nationally and globally, are highly engaged in ARGs with more than 7,200 participating associates across 57 countries and 20 sites. They foster cross-cultural awareness, promote empathy and understanding, support career and skills development, model servant leadership, and allow associates to bring new ideas to the table to drive progress and to help shape policies, processes, programs and strategy.

In 2022, at the invitation of CEO Tom Polen, four ARG co-leaders presented their goals and accomplishments to the Board of Directors, explaining how their leadership and member efforts contribute to company, community and career advancement, including enhancing diversity, engagement, retention and inclusion.







Leaders and members of our AABD ARG attending the National Black MBA Conference, providing career resources and advice to candidates and strengthening our pipeline for diverse talent.

## African-Americans at BD (AABD)

**Mission:** Complement the company’s efforts in encouraging diversity by enhancing the recruitment, retention and professional development of diverse associates.

**Key Accomplishment:** In recognition and celebration of Juneteenth, AABD hosted a company-wide, day-long conference, offering an education on the history and significance of Juneteenth. The conference featured several BD senior leaders, a Pulitzer Prize winner and industry experts, and included important conversation on critical race theory, Black health in America and how our inclusion, diversity and equity strategy is progressing through measurable action and accountability. This celebration and other cultural events help remove barriers, build understanding and create a culture of acceptance and inclusion.

**Executive Sponsor:** Ami Simunovich, Executive Vice President and Chief Regulatory Officer



The San Jose, California, chapter of Asian ARG celebrates Lunar New Year with traditional lion dances, food and educational and cultural awareness activities.

## Asian Associate Resource Group (AARG)

**Mission:** Drive strong company performance through uniquely tailored professional development programs that leverage the cultural background and diversity of Asian ARG members.

**Key Accomplishment:** Throughout the year, the Asian ARG hosted a series of professional development sessions led by Asian leaders at BD, alongside external industry experts designed to strengthen capabilities not traditionally taught or encouraged within the Asian community. These forums provide intimate networking and development opportunities that propel our Asian associates toward reaching their full potential.

**Executive Sponsor:** Denise Fleming, Chief Information Officer and Executive Vice President, Technology and Global Services



BD volunteers from the San Antonio, Texas, North American Sales Service Center chapter of the HOLA ARG packed and served more than 15,300 meals at the San Antonio Food Bank that were shared with those who are experiencing food insecurity.

## Hispanic Organization for Leadership and Advancement (HOLA)

**Mission:** Foster a united community acknowledged for its unique cultural differences and the valued contributions that Hispanic/Latino associates bring to BD.

**Key Accomplishment:** Throughout the year, HOLA supported vulnerable Hispanic and Latino communities through their engagement at nearly a dozen outreach events. Notably, HOLA worked to ensure those in need had access to water during the summer heatwave in Tempe, Arizona, and created hygiene kits to distribute to families along the U.S. and Mexico border.

**Executive Sponsor:** Chris DeOrefice, Executive Vice President and Chief Financial Officer



Limitless ARG members, BD Buddies and Alpine Learning Group representatives spend time with the Alpine Learners during their paid summer internship. Alpine Learners gained real-world work experiences and networked alongside team members and leaders in the BD Human Resources and Technology and Global Services departments.

## Limitless Associate Resource Group

**Mission:** Create an environment where people with disabilities are openly accepted and valued for their individual contributions.

**Key Accomplishment:** Working collaboratively on teams across the organization, Limitless members were instrumental in elevating and expanding our digital accessibility resources and standards and spearheaded our collaboration with Alpine Learning Group to launch our first summer internship program for those with diverse abilities.

**Executive Sponsors:** William Sigmund, Executive Vice President and Chief Medical Officer and Sam Khichi, Executive Vice President, Corporate Development, Public Policy, Regulatory Affairs and General Counsel





As career development is an integral component of the NEXT ARG's strategic goals, NEXT hosted multiple career blueprint and professional development panel discussions and workshop sessions with operations and quality associates at our Sparks, Maryland, sites. The sessions allowed associates to leverage company-provided developmental resources and afforded opportunities for professional networking.

## Network for Employee-Led Cross-Company Transformation (NEXT)

**Mission:** Build a community that empowers associates looking to lead and support BD in the cross-company transformation of culture, policy and capabilities.

**Key Accomplishment:** NEXT hosted their third annual company-wide Day of Collaboration event. The series of TED-style talks and learning sessions create a forum for associates and leaders to share their interests, expertise and knowledge in an engaging and collaborative virtual format.

**Executive Sponsor:** Mike Garrison, Executive Vice President and President Medical Segment



Associates from BD Humacao, Puerto Rico, participated in a 5k run to support the local LGBTQ+ organization True Self. True Self promotes the social mobility of communities of diverse sexual orientation and gender identity through initiatives that support their physical, economic and emotional security and encourage the maximum development of their potential.

## Out and Proud Employee Network (OPEN)

**Mission:** Embrace and inspire the LGBTQIA+ community both within and outside BD through increased visibility, opportunity, development, education and corporate advocacy.

**Key Accomplishment:** The OPEN Resource Center – an online repository of curated information, resources and tools, including our newly enhanced Gender Transition Guidelines – was developed and designed to support, educate and encourage LGBTQIA+ associates and allies. Additionally, OPEN hosted a 22-day Pride Month Challenge that included emails written by our global associates featuring bite-sized information on topics important to the LGBTQIA+ community.

**Executive Sponsor:** Beth McCombs, Executive Vice President and Chief Technology Officer



To honor fallen service members and recognize and support veterans, Memorial Day events were held at seven BD locations across the country, including at our Covington, Georgia, facility. BD VETS ARG members, alongside local veterans, sold traditional red poppies and proceeds were used to assist veterans and their families.

## Veteran Employee and Troop Support (VETS)

**Mission:** Attract, engage, develop and retain veteran associates by providing support, professional development, networking and service opportunities through strong collaborations with veteran organizations like Travis Manion Foundation, the Department of Defense (DoD) Skillbridge program and the U.S. Chamber of Commerce Foundation’s Hiring and Heroes program.

**Key Accomplishment:** The VETS ARG has reemerged following the pandemic and worked to build comradery and community through action. Over the course of the year, VETS chapters across the U.S. have come together to host a variety of service-oriented events, paying gratitude to, and recognizing the service of, veterans in the company and in our communities.

**Executive Sponsor:** Tony Ezell, Executive Vice President, President North America and Chief Marketing Officer



BD earned recognition as a Diversity Champion by the San Diego professional section of the Society of Women Engineers (SWE) based on community advocacy and STEM outreach efforts by our Associate Resource Groups (ARGs), including WIN, OPEN and AABD, in addition to volunteers from local sites.

## Women’s Initiative Network (WIN)

**Mission:** Empower, elevate and promote equality for our global community of women at BD by driving change and fostering belonging to help them achieve their individual goals and thrive as we work together in *advancing the world of health™*.

**Key Accomplishment:** In partnership with the Integrated Supply Chain business unit, the WIN ARG led roundtable discussions with female associates in manufacturing facilities around the globe to understand perceived barriers to advancement and solicit thoughts on how the organization can best drive inclusion, diversity and equity. The output of the discussions led to deliberate action planning, with work underway to strengthen investments in, and development of, female talent.

**Executive Sponsors:** Dave Hickey, Executive Vice President and President, Life Sciences segment and Lisa Boyle, Vice President, Global Clinical Development and Medical Affairs Strategy





## Jejuan Jones

IDS Channel Integration Manager  
and co-leader of the African-Americans  
at BD (AABD) ARG

“As a prior field-based associate, I know remote teammates can struggle with having a sense of community. It was quite fulfilling to create the Field-based ARG during the pandemic. More than 1,500 associates attended our senior leader Fireside Chat. Globally, we’re creating that sense of community not only here in the United States, but abroad as well.”

When the global pandemic shut down offices, BD upped its efforts to improve communication, connection and engagement among associates. This included creating a Field-based ARG chapter to enhance belonging among field and remote workers. The endeavor was led by Jejuan Jones, who created a packed calendar of events to keep associates engaged, including a networking event conducted “speed dating” style so associates could get to know each other across BD.

Having the backing of senior leadership and resources to support the ARGs further advances ID&E across the company, according to Jejuan. He credits senior leaders with encouraging professional development by asking associates about their personal goals, making recommendations about different positions and offering to make connections. In his 11 years at BD, Jejuan has worked in three different business units and earned four promotions.



## Carissa Janel Vega

Senior Manager Business Process  
and co-leader of the HOLA ARG

“Associate Resource Groups enable you to be your authentic self while bringing value to the organization and your work,” says Carissa who is part of the Medication Management Solutions team that provide support for BD medical devices in the field.

As an ARG co-leader, Carissa says “It’s important to build a sense of belonging. In my experience, ARGs have provided a safe space to flex and develop my leadership skills.”

HOLA’s vision, “Building the Future CEOs at BD,” is bold and Carissa says that was intentional. The goal is to create opportunities and advance careers by nurturing allyship among associates and executive leaders. Last year, HOLA partnered with Korn Ferry, a global organizational consulting firm, and selected 12 associates to complete career planning assessments; each was assigned an executive leadership sponsor, many of whom are still connected. HOLA also reaches out to Hispanic and Latino associates and helps them develop their English-speaking skills through an external partnership with Toastmasters.

“We learn from each other culturally and there’s a diversity of thought that comes out too. It’s so important that we create and foster a sense of community and belonging, acknowledging people for our unique differences and paving the way for those who aspire to higher-level positions.”

Citing HOLA’s support of nonprofit organizations, Carissa says: “When you take a group of people and give them a philanthropic assignment, they develop skills they can take back to their everyday jobs. They also get to do something good for the community. This really drives a sense of belonging and pride that you work for an organization that prioritizes these values.”

# Recruiting diverse talent to foster inclusivity and drive innovation

As we seek to build teams that reflect the communities where we live and work, and the patients and customers we serve, we are focused on removing barriers to entry, ensuring fairness, and providing an inclusive environment where everyone can grow and develop. Our efforts are intentional and strategic, and they increase our ability to hire, promote and retain talent. We see every job opening as an opportunity to present a diverse slate of candidates that can add unique value at BD. Our strategic partnerships enable us to bring in the best talent with distinctive perspectives and build strong connections. Our Early Career Talent Program focuses on hiring bright, passionate, emerging leaders from universities across the country.

Our hiring processes are inclusive and open to a wide talent pipeline, allowing for more diverse candidate applications, which helps ensure that each candidate is viewed holistically. We set a goal of having a diverse candidate slate for a minimum of 75% of the roles filled in the organization at the individual contributor<sup>1</sup> level and above, and strive to employ diverse hiring panels to mitigate hiring for conformity and likeability. These programs, processes and collaborations provide greater assurance that we not only attract and hire diverse associates, but also support them in achieving their personal aspirations.

<sup>1</sup> Individual contributors are defined as exempt associates



“We fill about 16,000 positions a year globally. We have about 250 talent acquisition professionals across the globe that support all of that hiring, and ID&E is part of every single one of those people’s roles. We also have talent acquisition professionals dedicated to ID&E hiring.”

- Elizabeth “Lizzie” Omar, Senior Director, Global Talent Acquisition



# Recruiting diverse talent

## Overall recruitment

In FY 2022,

**81%**

of our interview slates were diverse compared to 77% in FY 2021.

**14%**

BD hired ethnically diverse candidates in the U.S. at a 14% higher rate than in FY 2021.

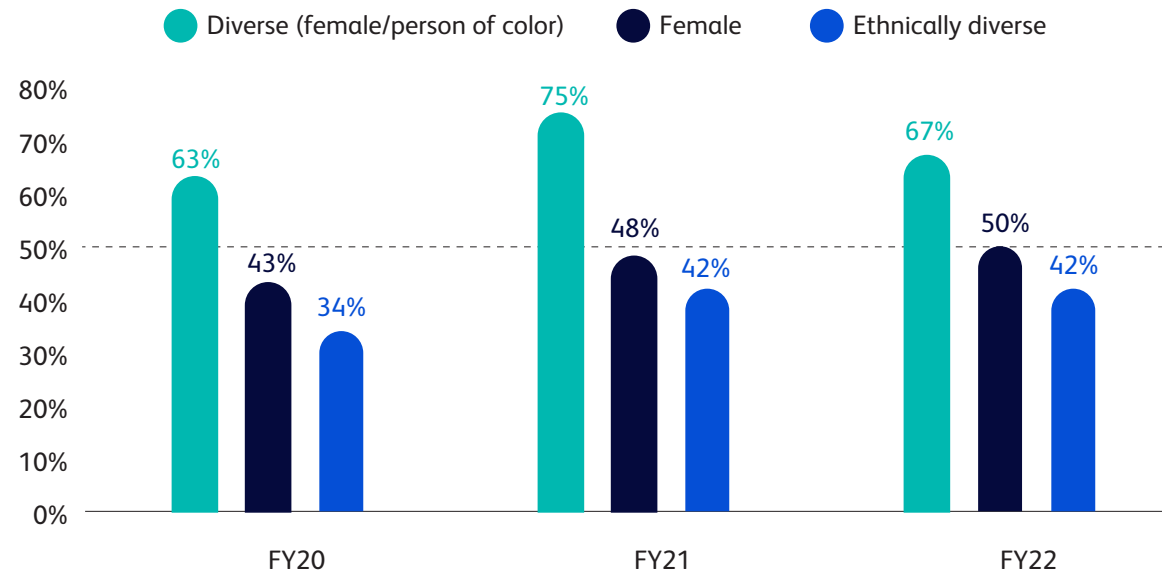
Partnering for a more inclusive and diverse future of healthcare



## Intern recruitment

BD set a diversity goal for our internship recruitment aiming to have at least 50% of our interns representing diverse communities.

### Intern diversity



### Talent acquisition partner schools

BD partners with six colleges and universities across the United States to strengthen relationships and secure the most diverse and innovative minds.



## Umang Dosi Pal

Senior Director,  
R&D Lean Engineering

“I am an advocate for hiring emerging talent and believe it is a competitive imperative for our company. When we recruit motivated and diverse talent, we can nurture them, help them grow professionally and be successful at BD.”

Umang Dosi Pal joined BD in 2000, as the first associate in the Technology Leadership Development Program – designed for high-potential, early-career research and development associates with a Ph.D. to accelerate their professional development and fill key leadership roles in innovation. In addition to being the Senior Director, R&D Lean Engineering, she is also a mentor and champion of the Early Career Talent Program at BD.

Umang says “operationalizing a diverse team – including diversity of gender, ethnicity, thought and experience – is the most value you can bring to the organization.”



## Partnership with Alpine Learning Group

“For our learners to have an opportunity to work in a sophisticated business environment is really unheard of. You can imagine the level of pride, for both the learners and their parents, when they received their first paychecks.”

BD is proud to be named this year’s Corporate Honoree by the Alpine Learning Group (Alpine), an organization serving individuals of all ages with autism. BD has a long history of engagement and financial support of Alpine. This this past summer, the collaboration was expanded by launching a paid internship program that partners the Alpine learners with a “BD Buddy” and allows them to gain real-world work experiences in roles within Human Resources and Technology and Global Services.

Director of Development at Alpine, Diane Berry says, “BD associates went above and beyond to support the learners, from setting high expectations to helping learners explore their interests.”

BD is once again recognized as a **“Best Place to Work for Disability Inclusion”** and earned the top score on the 2022 Disability Equality Index (DEI), rising from 90 last year to 100 this year.

Our commitment to building a culture of belonging and equity is further exemplified by CEO Tom Polen signing the **Disability:IN Letter on Disability Inclusion.**

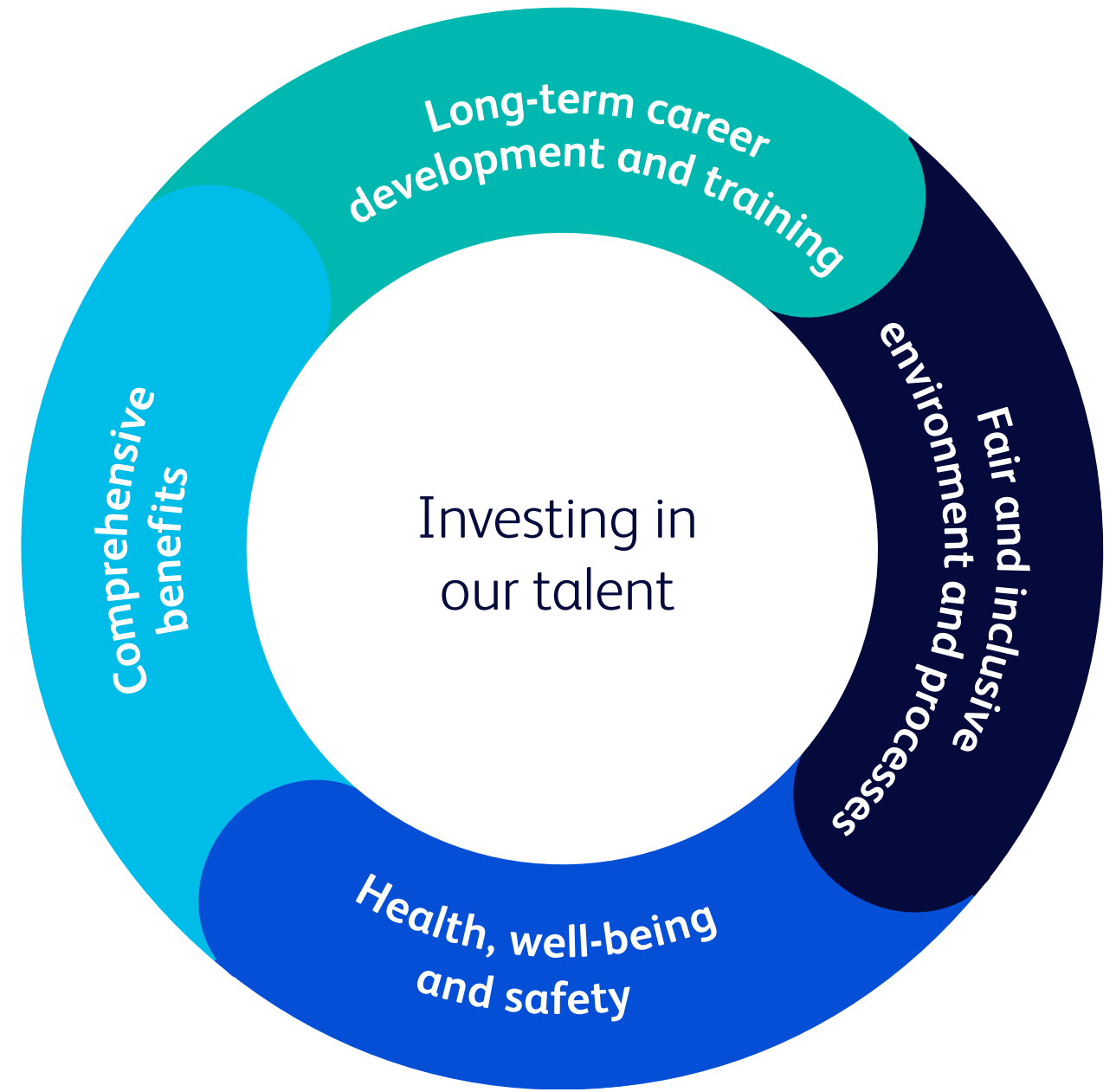


# Empowering associates to flourish at BD

Just as our associates advance the health of people around the globe, as an organization, we are equally committed to investing in and giving back to our associates - supporting their well-being, development, and advancement by providing long-term career planning, growth and development opportunities, comprehensive benefits, and a safe, fair and inclusive work environment. Our servant leader and growth mindset is centered on helping associates reach their full potential.

We believe learning is transformational for our associates and our organization, and we strive to deliver a robust portfolio of learning and development experiences, intentional career planning and omni-directional career pathways to enable personal and professional growth. BD has numerous leadership and development programs – many available through BD University (BDU) – our in-house education center. Last year, we launched new programs to help our more than 8,000 people managers enhance their leadership skills and create work environments that facilitate growth and success.

In 2020, the WIN ARG created an award-winning mentoring program – built upon guidance provided by the BD Talent Management team – that is designed, led and maintained by BD associates, for BD associates. Following its success among the ARGs at BD, WIN and Talent Management created a BD Mentoring Guide so the program could be expanded globally. Today, there are more than 650 associates participating in the program.



## Focus on continued learning and leadership development

BD associates asked for more virtual training and we responded. BDU's digital-first rebuild has made learning more widely available to all associates, with servant leadership front and center.

- In FY 2022, more than 4,000 associates trained in BDU Power Skills, including nearly 50% of non-managers, many of whom did not previously have access to the entire list of courses.
- More than 4,000 associates are following the Servant Leadership pathway on the BDU digital learning platform.
- All senior leaders participated in our Serve with Purpose leadership development course last year.
- Of the 225 LEAP participants in FY 2022 who learned critical capabilities needed for leadership roles, 45% were female and 35% were from ethnically diverse backgrounds.
- More than 50% of the HAL-C participants – high-performing, high-potential leaders ready for the next level of responsibility – were female.

BDU Power Skills courses include Growth Mindset; Developing Emotional Intelligence; Influencing without Authority; Developing Organizational Savvy; Flexing Leadership Style; Building Trust; and Maximize Your Virtual Impact.

## Good Jobs Strategy: advancing ID&E in BD manufacturing and distribution center facilities

Our Good Jobs Strategy drives associate engagement by providing a framework to ensure a safe work environment, foster job satisfaction and belonging, provide competitive healthcare and compensation, as well as training and development opportunities. We are keenly focused on driving job attractiveness and career development opportunities to attract and retain talent at all levels within our manufacturing organization.

On an annual basis, each site conducts an assessment that evaluates effectiveness in five key areas: workplace safety and harassment free environment; fair wages and benefits; working conditions; managerial effectiveness; and associate engagement and career progression. Targeted action planning has led to many enhancements, such as improved working conditions by investing in facility upgrades globally, rolling out manager-effectiveness training to enhance the capabilities of our leaders and making investments to ensure wage competitiveness. Additionally, we are launching supplemental criteria aligned with our ID&E strategy to drive a greater sense of community and connectivity, where associates feel empowered through their participation in Associate Resource Groups.





# Expanding health access in our communities

As part of our commitment to *advancing the world of health™*, BD strives to help ensure patients around the world have access to quality, affordable care regardless of race, ethnicity, education, income, location or socioeconomic factors. We are dedicated to expanding healthcare access and addressing health disparities through innovative thinking and engineering, as well as through partnerships with government health agencies and health systems around the world.

Under the Community Health pillar in the *BD Together We Advance ESG strategy*, we collaborate with communities and nonprofit organizations to advance access to healthcare to the most vulnerable and underserved people and populations.



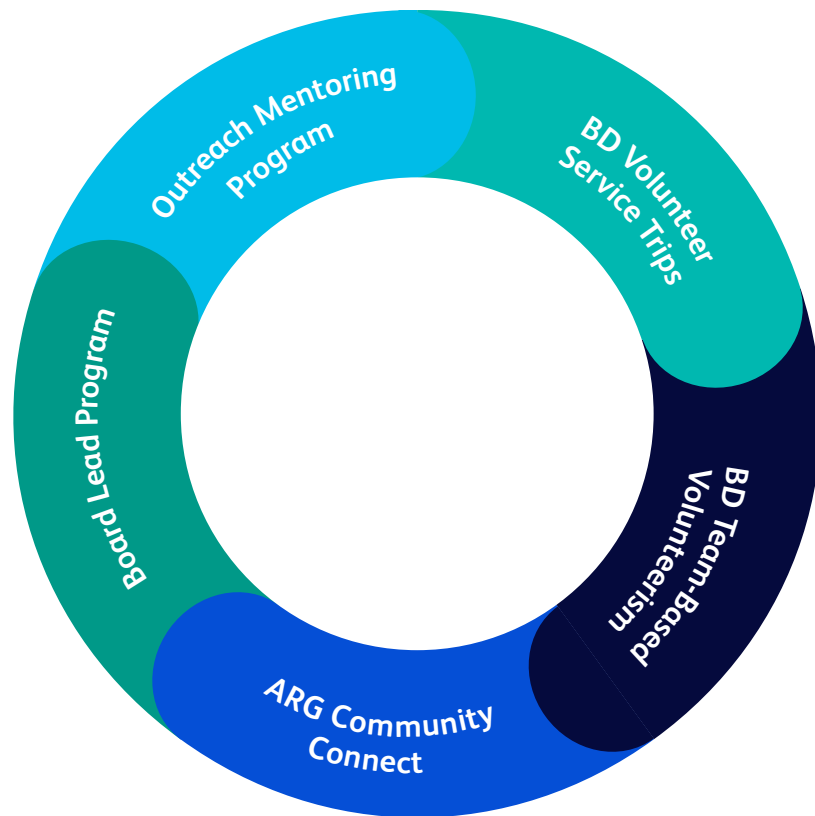
The BD Helping Build Healthy Communities initiative, which is funded by BD and the BD Foundation, and implemented jointly by Direct Relief and the National Association of Community Health Centers, has provided 52 awards to community health centers in 20 states since 2013, with a total commitment of \$22.6 million in cash and product donations. These community health centers provide quality care to uninsured and underinsured patients, a disproportionate share of which represent racial and ethnic minority populations.

Wahiawa Center for Community Health in Hawaii is using BD grant funding to empower integrated care teams to address chronic disease among Asian and Pacific Islander communities.

# Serving our communities

BD encourages service and empowers associates to make a meaningful difference in the communities and causes they care about. We also help communities build resilience through strategic product donations and by supporting disaster recovery efforts. Our values – including doing what’s right, taking personal responsibility, and respecting and caring about each other – drive our approach to social investing. BD associates connect with, and give back to, local and global communities through volunteering, partnership and philanthropy.

More information on our contributions to healthy communities is available in our [2021 ESG Report](#).



## Outreach Mentoring Program

- BD associates are helping to cultivate tomorrow’s business, community, STEM and healthcare leaders by developing meaningful mentoring relationships with students.

## BD Volunteer Service Trips

- BD associates share their time and talents to strengthen local health systems and expand healthcare access in underserved communities. This year service trips were conducted in a hybrid, virtual/in-person format.
- In 2022, BD recognized 14 “Volunteers of the Year,” employees from four countries around the globe.

## BD Team-Based Volunteerism

- BD encourages associates to join together in acts of team-based volunteerism to demonstrate the company’s ESG commitment to improving health equity.
- Associates in Mexico joined together to build water towers with the Planet Water Foundation, providing more than 1,300 people in the local community with clean water to drink, cook with and wash their hands.

## ARG Community Connect

- BD partners with, and provides charitable donations to, nonprofit organizations chosen by our eight Associate Resource Groups. The organizations align to each ARG’s mission and further underscore our commitment to community health equity.
- Newly launched in 2022, BD has donated several thousand dollars to the selected organizations.

## Board Lead Program

- BD associates, many of whom are also members of BD ARGs, serve on local community boards creating a higher level of community engagement.
- In 2022, five BD associates will participate in the Board Lead program and complete a four-part series designed to lay a strong foundation for board service, networking and preparation to ensure confidence when stepping into the board room.

“It was a dream come true to join the leagues of other colleagues in BD who have been on similar volunteer programs. Stepping out of the boardroom and setting all business targets aside reminded me of the reason why we do our work. It gave me the chance to see how we make a difference in communities.”

- Zenobia Rama Dahya, National Clinical Manager, Southern Africa Medication Management Solutions - Pretoria, Gauteng, South Africa





# Celebrating our Volunteers of the Year

BD recognizes and rewards our “Volunteers of the Year” – associates who go above and beyond to serve their community – with Becton Volunteer Impact Awards, which were created to honor former Chairman of BD Henry P. Becton Sr. for his lifelong commitment to community service.

## 2022 Volunteers of the Year include:



**Obay Hadid**,  
System Support Engineer II,  
Technical Service - Heidelberg,  
Germany  
★ Make it German E.V.



**Kevin Harrington**,  
Director, Home Care Research  
and Development - Atlanta,  
Georgia  
★ International Business  
Ethics Case Competition



**Catherine Herrmann -  
Lavoie**, Quality Management  
Specialist - Quebec City,  
Quebec, Canada  
★ Refuge SOS Miss Dolittle



**Neeraj Kapoor**,  
Senior Manager, Software  
Engineering - Yorba Linda,  
California  
★ Learn to Be Foundation



**Judy LaJoie**,  
Senior Director, Medical Affairs  
- Howell, New Jersey  
★ SNACK and Friends



**Jeff Morgan**, Associate  
Director, Instrument Plant  
Manager - Baltimore, Maryland  
★ Leadership Baltimore  
County



**Orrick Nepomuceno**,  
HR Business Partner -  
Denver, Colorado  
★ Second Wind Fund, Inc.



**Mariane Silva**,  
Senior Planning Analyst -  
Sao Paulo, Brazil  
★ ONG Madrinhas da Vida



**Femila Skaria**, Senior  
Pharmacy Consultant -  
Arlington, Texas  
★ Shelter 2 Rescue Coalition



**Mike Smith**,  
Unit Production Manager -  
Columbus, Nebraska  
★ Habitat for Humanity of  
Columbus, Nebraska



**Martin Viegas**, Associate  
Director, Medical Affairs -  
Sparta, New Jersey  
★ The Valerie Fund



**Jay Whitesides**, Account  
Executive - Ogden, Utah  
★ Ayuda en Mexico



**Kathy Zavala**, Operations  
Leader - Clearfield, Utah  
★ Getting Out by Going In

★–Grant Recipient

## TEAM Honoree - BD School Angels Volunteer Team:

**Rosana Coelho da Silva Liotério**, Logistics Operator • **Thiago Toledo Barbosa Correa**, Intern • **Laís Erculano Alves**, Machine Operator I  
**Adriely Camarino Erculano**, Machine Operator I • **Flavia Miguel de Oliveira**, PI Quality Analyst • **Camila Fernanda Paolucci**, Quality  
Assurance Manager • **Meire Helen Ferreira da Silva**, Machine Operator I  
**Grant Recipient:** Escola Estadual Doutor Clemente Mariani



# Holding ourselves accountable

Guided by The BD WAY, we think, lead and operate in an ethical manner, knowing our culture and our reputation with our customers and in our communities is defined by living our values and doing what is right, every day. We realize our commitments are only as good as the systems that enable them and the people who put them into practice.

With our emphasis on servant leadership, BD leaders are responsible for the growth and well-being of their teams. Each business, region and function is required to define and execute ID&E goals for the year that focus on our key opportunities. To drive ongoing accountability and ensure our leaders are equitable and inclusive in the hiring, promotion and retention of diverse talent, we reward performance for the attainment of these ID&E goals as a part of our annual compensation process.

Achieving equity is a priority throughout BD and extends to our supply chain. As one of the largest global medical technology companies in the world, we take seriously our social responsibility to encourage, provide exposure and support the growth of diverse and small businesses. We recognize and understand the mutual value of building and engaging a diverse supplier base and the holistic and sustainable impact it has on the people and communities where we live and work.





**OUR 2022 SUPPLIER DIVERSITY, EQUITY AND INCLUSION IMPACT**

within U.S. & Puerto Rico

**\$508M**

spent with woman-, minority-, veteran-, LGBTQ+- and disability-owned business suppliers

**12%**

spent with woman-, minority-, veteran-, LGBTQ+- and disability-owned business suppliers

**\$809M**

spent with small-business suppliers

**19%**

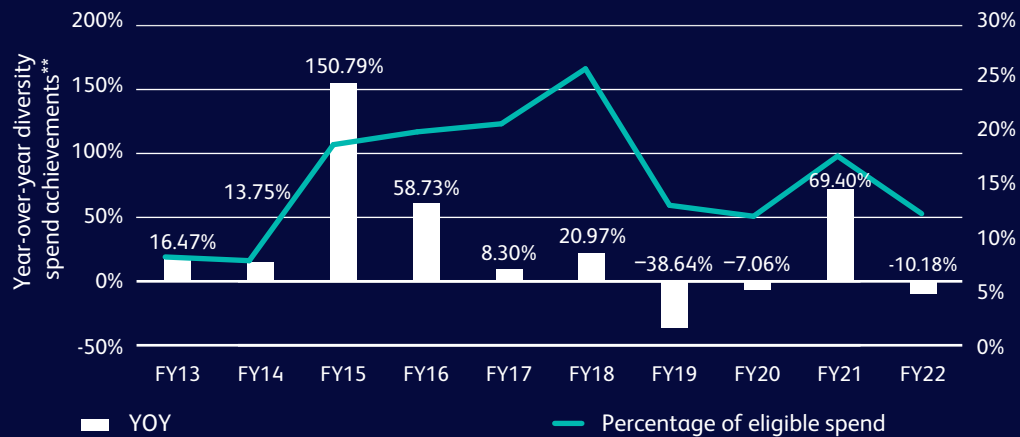
spent with small-business suppliers

**1,581**

small and diverse-owned supplier partners

**30%\***

additional spend opportunity



## Supplier diversity in action

Over the last three years, we introduced the BD Diverse Supplier Inclusion Portal to more accurately capture, track and report our impact with small and diverse-owned business suppliers. Having a successful Supplier Diversity program supports sustainable procurement efforts and is integral to how we support the economic empowerment of underutilized and underserved communities.



\*The overall decrease in percentage of spend is a direct result of additional spend opportunity added over the course of FY2022.

\*\*Decreased spend in FY2022 with small businesses represents graduation of approximately 24% of core suppliers from small to mid-sized categorizations.

# Awards and recognition

We celebrate the recognition we receive from respected organizations and remain committed and accountable to the work required within our company and beyond our corporate walls to build belonging, acceptance and equity for all.



## Diversity, Inc.: Noteworthy company

Earned for the third consecutive year, the award recognizes top U.S. companies for diversity, leadership accountability, human capital diversity metrics, talent programs, workforce practices, supplier diversity and philanthropy.

## Forbes: Best Employers for Diversity (2022)

The ranking recognizes organizations that are the most committed to diversity, equity and inclusion.



## HRC: Best Place to Work for LGBTQ+ Equality

Earned for the fifth consecutive year, best places to work are assessed on their policies and practices pertinent to LGBTQ+ associates, including workforce protections, inclusive benefits, internal training and community engagement.

## Forbes: World's Best Employers (2022)

The ranking takes into consideration employee sentiment on factors including image, trust, gender equality, corporate social responsibility, culture and benefits.



## Disability Equality Index: Best Place to Work for Disability Inclusion

Earned for the fourth consecutive year, corporations are recognized for their disability inclusion efforts including culture and leadership, enterprise-wide access and employment practices.

## Forbes: America's Best Large Employers (2022)

The ranking takes into consideration factors including working conditions, development opportunities, compensation, and diversity, equity and inclusion.



## SWE: Professional Mission Award

Earned for the fourth consecutive year, this award is given to companies that embody the core values of the Society of Women Engineers (SWE) and demonstrate continuous growth to achieve SWE's strategic goals of professional excellence, globalization, advocacy, and diversity and inclusion.

## Newsweek: One of America's Most Responsible Companies (2022)

The ranking recognizes companies for their environmental and social programs, practices and responsibilities as citizens of the country and world.



## Bloomberg Gender Equality Index

Earned for the third consecutive year, the award recognizes the commitment of public companies to support gender equality through policy development, representation and transparency using five index measures: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, anti-sexual harassment policies and pro-women brand.

## Military Times Best for Vets Employers (2022)

The ranking recognizes companies for their efforts to recruit, retain and support current and former service members, military spouses and military caregivers.



# Our journey continues and our mission is clear

We continue to make progress and drive sustained momentum on our journey to build a better BD. Because our Purpose is also our promise, our mission is clear. We are on a relentless pursuit in *advancing the world of health™* and creating equitable opportunities for all of our associates and our local and global communities. Our commitment is unwavering in realizing a world of unlimited possibilities for everyone.



# Appendix

## Cautionary statement regarding forward-looking statements

This report contains certain forward-looking statements within the meaning of the federal securities laws regarding the BD ID&E strategy, goals, commitments and objectives. 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. 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 the company’s goals, commitments and objectives may include statistics or metrics that are based on estimates and assumptions. Such goals, commitments and objectives 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 that could cause actual results to differ, many of which are beyond the company’s control, including, without limitation, challenges relating to economic, competitive, governmental and technological factors affecting the company’s operations, markets and products, and other factors listed in the BD 2022 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 2022 Annual Report on Form 10-K and other filings with the SEC.

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.

To find out more about ID&E and sustainability at BD or to provide feedback on our reporting, please contact [BD\\_Sustainability\\_Office@bd.com](mailto:BD_Sustainability_Office@bd.com).

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

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