



Edwards

2016 SUSTAINABILITY REPORT



A MESSAGE FROM OUR CHAIRMAN AND CEO



I am pleased to welcome you to Edwards Lifesciences' 2016 Sustainability Report. While we continue to enhance our reporting efforts, we have stayed true to our company's commitments to helping patients, acting as responsible corporate citizens and advancing the trust of our stakeholders, partners and communities—commitments that are long-held and strong. It begins with Our Credo, which guides our values, spirit and conscience in everything that we do, and forms the framework for our **Aspirations**, which are the goals that inspire our more than 11,000 talented global employees every day.

Our **Credo** and **Aspirations** help us define our annual strategic priorities and objectives. We align our sustainability reporting efforts to our **Aspirations**, as they represent the relationships and constituencies that are important to the success of our company as we serve patients around the world. Each **Aspiration** describes a theme that relates to our business environment and our stakeholders, and includes additional information on our sustainability efforts.

The medical technology industry is constantly evolving, with increasing expectations and requirements in the areas of transparency and regulations. With these as a guide, we are transforming our own sustainability efforts. Throughout 2016, we made progress on many of our goals covering product safety and quality, ethics and compliance, access to healthcare, transparent communications, patient experience, product design and innovation and employee engagement. We conducted a comprehensive materiality assessment through engagement with internal and external stakeholders that identified the sustainability topics that matter most for Edwards Lifesciences. We set sustainability targets that align with our five Aspirations. And, we published our Sustainability Metrics-at-a-Glance to provide a snapshot of our environment, social responsibility and governance efforts. We accomplished our goal of creating Board-level oversight of these efforts and are on track to incorporate sustainability into our strategic planning process this year.

While I'm pleased with our progress, accomplishments and what we are able to report on today, we remain committed to refining our thinking on sustainability and identifying additional opportunities to enhance our practices. Thank you for your partnership and support as we continue to help more patients around the world.

A handwritten signature in black ink, which reads "Michael A. Mussallem". The signature is fluid and cursive, written in a professional style.

Michael A. Mussallem, Chairman & Chief Executive Officer



Edwards



SUSTAINABILITY REPORT

OUR APPROACH

G4-15, G4-32 

Welcome to Edwards Lifesciences' 2016 Sustainability Report. While acting as a trusted partner in a responsible manner has always been a key element of our company's core competencies, in 2014, Edwards first formally reported our sustainability progress. This year, our more robust reporting reflects the continued recognition of sustainability within our core strategy—and our belief that it is essential to long-term growth.

Throughout this report, we connect each material topic to one or more of our **Aspirations**. Along with our **Credo**, the **Aspirations** highlight our approach toward providing innovative solutions for people fighting cardiovascular disease.

Our Aspirations



Transforming Patient Care Through Innovative Technology

Edwards is driven by a passion to help patients, partnering with clinicians to develop innovative technologies in the areas of structural heart disease and critical care monitoring. We put patients first, working to produce better technologies that enable better outcomes for patients.

SUSTAINABILITY TARGETS

- Conduct Edwards Patient Day event once per year in Irvine and inspire additional Patient Day events in other Edwards regions around the world. [View Progress](#)
- Educate 13,000 clinicians on patient and provider benefits of perioperative and directed therapy to achieve fluid optimization and enhanced surgical recovery by 2017. [View Progress](#)
- Connect with top 10 suppliers to provide additional training and patient interactions. [View Progress](#)



Excelling as a Trusted Partner and Global Leader Through the Quality of Our Work

Edwards conducts business ethically and with integrity, providing the highest level of care and respect for our partners. We are committed to the quality and safety of our products, driving innovation and promoting resource efficiency.

SUSTAINABILITY TARGETS

- Drive continuous improvement efforts to eliminate patient safety-related Class 1 product removals. [View Progress](#)
- Conduct leadership training on making ethical decisions in 100 percent of Edwards Lifesciences Leadership Program courses. [View Progress](#)
- Ensure 100 percent of applicable employees certify to understanding and agree to comply with Edwards' code of conduct on an annual basis. [View Progress](#)
- Obtain reports on product materials from 80 percent of applicable suppliers by 2018. [View Progress](#)
- Achieve third-party ISO 14001:2015 Certification at 100 percent of global manufacturing facilities by 2018. [View Progress](#)
- Strive to ensure that 100 percent of our products are conflict mineral free by 2020. [View Progress](#)



Attracting and Engaging Talented Employees

Fulfilling our mission to help patients requires a strong, healthy and talented workforce. Edwards recruits top candidates, offers employee wellness and engagement programs and fosters a diverse and inclusive culture to help employees deliver their best.

SUSTAINABILITY TARGETS

- Actively engage all Edwards employees by exposing them to patient stories each year. [View Progress](#)
- Offer and encourage participation in health and wellness programs that align with all six Total Wellness pillars at 100 percent of locations with more than 100 employees. [View Progress](#)
- Aim to have 100 percent of ELT, SLT and their direct reports complete Leverage Diversity Training by 2018. [View Progress](#)
- Provide a vehicle for employees to engage in sustainability efforts by 2018. [View Progress](#)



Strengthening Our Communities

Edwards is committed to strengthening the health of our global communities. With patients as our top priority, we work to increase access to our innovative therapies, improve efficiency of healthcare processes, improve awareness of and treatment for life-threatening diseases and provide opportunities for our employees to give back.

SUSTAINABILITY TARGETS

- Aim to have to have 100 percent of ELT and SLT participate in at least one philanthropic activity per year. [View Progress](#)
- Increase employee participation in philanthropic activities every year toward our aspiration of 100 percent employee engagement. [View Progress](#)
- Assess lifecycle impacts on packaging designs and product materials for existing products across all business units by 2018. [View Progress](#)
- By 2020, reduce our environmental footprint according to Edwards' Environmental, Health and Safety plan. [View Progress](#)
 - Energy consumption: 0% change normalized by annual revenue, base year 2015. [View Progress](#)
 - Water usage: 15% reduction normalized by annual revenue, base year 2015. [View Progress](#)
 - Hazardous waste disposal: 20% reduction normalized by annual revenue, base year 2015. [View Progress](#)
 - Solid waste disposal: 20% reduction normalized by annual revenue, base year 2015. [View Progress](#)
 - Greenhouse gas emissions: 0% change normalized by annual revenue, base year 2015. [View Progress](#)
- Complete cost/benefit assessment for alternate and renewable energy opportunities by 2020. [View Progress](#)
- Impact the global burden of heart valve disease by supporting the education, screening and treatment of 1 million underserved people by 2020. [View Progress](#)



Creating Exceptional Shareholder Value

Through all of our sustainability initiatives and delivering on our focused company strategy, Edwards positions our company for long-term profitability that will benefit our stakeholders and also our bottom line.

SUSTAINABILITY TARGET

- Implement board-level oversight and incorporate sustainability into corporate aspirations by 2017. [View Progress](#)

To guide our strategy and disclosure, in 2015 we established a **Sustainability Council** comprised of senior leaders from across the organization. In 2016, we conducted our first **materiality assessment**, which allowed us to prioritize our management of environmental, social and governance topics. The Council assessed **stakeholder feedback** over the course of multiple planning sessions. We identified practices currently in place and assessed our gaps. In response to the valuable feedback we received, we set sustainability targets for each of our most material topics. These align naturally with Edwards' **Aspirations** and, together, these elements support our goal of creating exceptional shareholder value. Our executive leadership team approved the targets and our team continues to assess and report progress against them on an annual basis.

SUSTAINABILITY REPORT

ORGANIZATIONAL PROFILE

G4-3, G4-4, G4-5, G4-6, G4-7, G4-8, G4-9, G4-10, G4-11, G4-12, G4-13, G4-16, G4-EC1 

Edwards Lifesciences is the global leader in patient-focused innovations for structural heart disease, as well as critical care and surgical monitoring. Our core strategy is to put patients first, challenging ourselves to create innovative products that save and enhance lives.

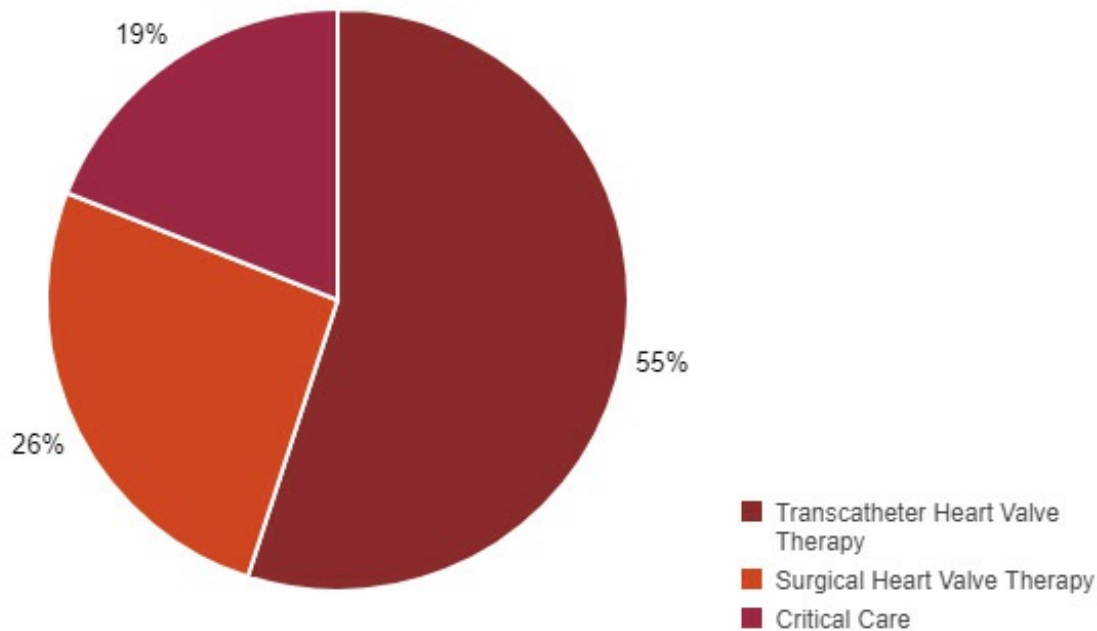
Since our inception as an independent public company in 2000, Edwards has grown to \$3 billion in revenue with product sales in nearly 100 countries. We have driven the development of minimally invasive technologies that improve patient outcomes and speed of recovery. Our medical technologies include transcatheter heart valves, surgical heart valves and critical care technologies. The **devices** we develop and manufacture include:

- Bioprosthetic tissue heart valves
- Annuloplasty rings
- Hemodynamic monitoring products
- Pressure monitoring products
- Accessories and instruments

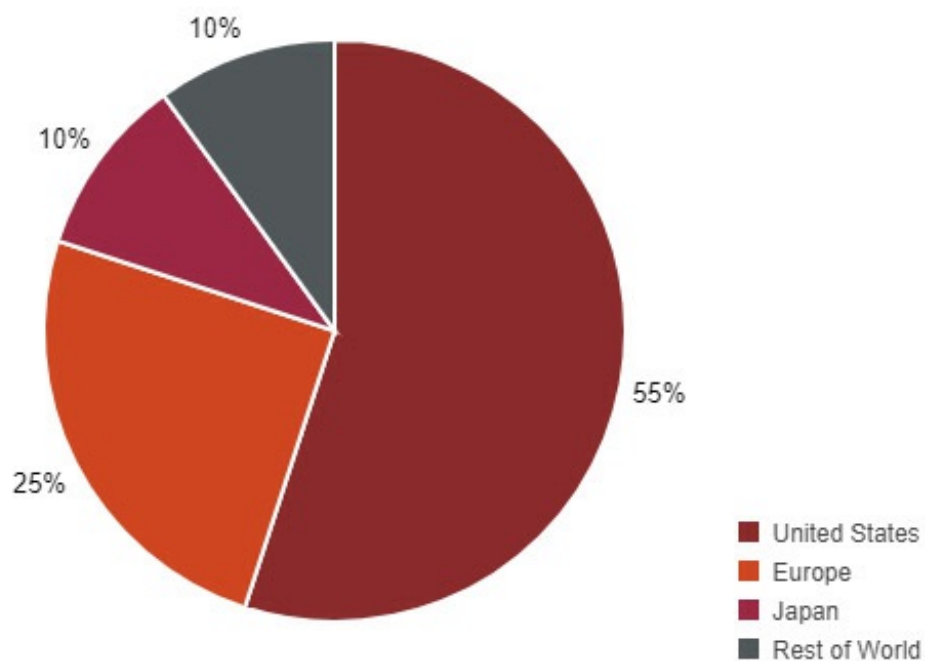
In 2016, Edwards announced the acquisition of Valtech Cardio, Ltd, a privately held company based in Israel and developer of the Cardioband System for transcatheter repair of the mitral and tricuspid valves. We authorized a new share repurchase program to acquire up to an additional \$1 billion in outstanding common shares and repurchased 7.3 million shares for \$662.4 million.

Also in 2016, the FDA approved an indication expansion for the SAPIEN 3 transcatheter aortic heart valve for the treatment of intermediate risk patients with severe symptomatic aortic stenosis and the SAPIEN XT valve for pulmonic procedures. We also received regulatory approvals for three new devices, including: FDA approval for use of our advanced EDWARDS INTUITY Elite valve system, a rapid deployment device for surgical aortic valve replacement; CE Mark for our INSPIRIS RESILIA aortic valve, the first in a new class of resilient heart valves; and CE Mark for our Acumen Hypotension Probability Indicator (HPI), a breakthrough technology that alerts clinicians to potential hypotension, or abnormally low blood pressure, in their surgical and critical care patients before it occurs. In early 2017, we received FDA clearance for our HemoSphere advanced monitoring platform, which provides clinicians with exceptional clarity on a patient's hemodynamics, or the factors that manage blood flow, to help them make proactive, timely clinical decisions.

2016 Sales by Product Line



2016 Sales by Geographic Region



Edwards is incorporated in Delaware and headquartered in Irvine, California, USA. We operate major manufacturing facilities in the United States, Puerto Rico, the Dominican Republic, Switzerland and Singapore. We also have a significant employee presence at regional locations in Europe and Japan. In 2016, we broke ground on a new heart valve manufacturing center in Costa Rica and welcomed our first classes of employees to begin training as part of our global heart valve network.

Edwards by the Numbers

Total Number of Operations	65 (6 manufacturing locations)
Total Number of Employees as of December 31, 2016 (Including Part-Time and Temporary Employees)	11,084
Employees by Gender in 2016	62% Female 38% Male

Across the U.S. and international markets, our customers include physicians, medical professionals, hospitals and group purchasing organizations. In 2016, we derived about half of our sales from the U.S. and half from international markets.

Our primary direct materials suppliers provide:

- Extruded tubing and extrusions
- Packaging materials
- Electronic assemblies and cables
- Chemicals
- Contract manufacturing
- Bovine pericardial tissue
- Precision machining components
- Guidewires
- Injection molded components

We source 80 percent of our manufacturing materials from preferred suppliers and in recent years, we typically added fewer than 10 suppliers per year. We minimize the number of suppliers we source from companies headquartered outside the U.S. We source bovine pericardial tissue exclusively from the U.S. and Australia. Our largest indirect suppliers provide telecommunication services, food and catering services, office supplies, uniforms, lab products and cloud software.

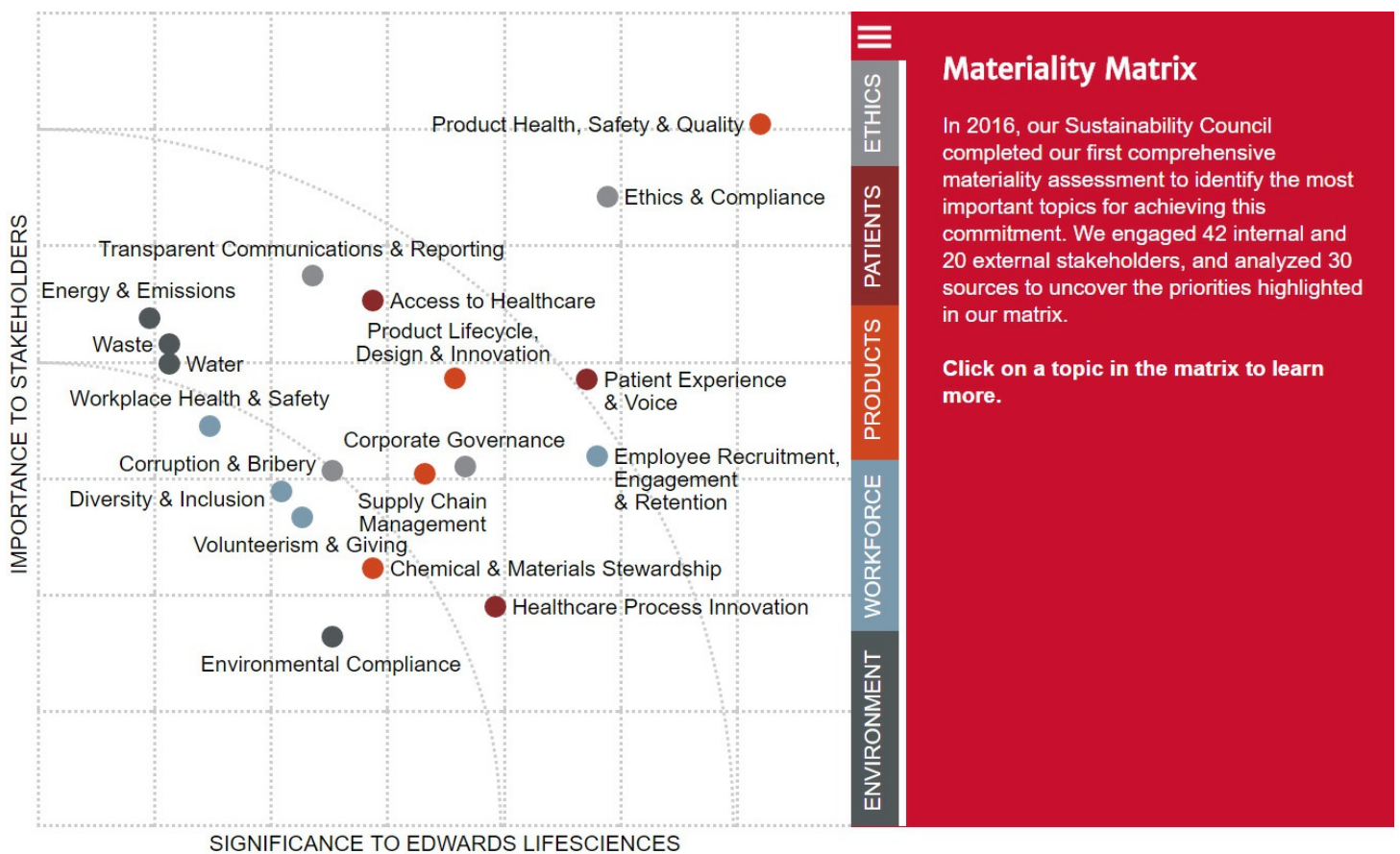
SUSTAINABILITY REPORT

MATERIALITY & STAKEHOLDER ENGAGEMENT

G4-17, G4-18, G4-19, G4-20, G4-21, G4-24, G4-25, G4-26, G4-27

Edwards' five **Aspirations** guide us in our work to positively impact patient lives. In 2016, our Sustainability Council completed our first comprehensive materiality assessment to identify the most important topics for achieving this commitment. We engaged 42 internal and 20 external stakeholders, and analyzed 30 sources to identify the priorities highlighted in our matrix.

Materiality Matrix



Materiality Matrix

In 2016, our Sustainability Council completed our first comprehensive materiality assessment to identify the most important topics for achieving this commitment. We engaged 42 internal and 20 external stakeholders, and analyzed 30 sources to uncover the priorities highlighted in our matrix.

Click on a topic in the matrix to learn more.

Materiality Assessment Process

Throughout 2015 and 2016, Edwards' Sustainability Council worked with a third-party firm to identify our most material topics through a multi-step process.

Benchmarking	We researched competitors and peer companies to establish a baseline understanding of trends, best practices and material topics in our industry. In fall 2015, we conducted an executive education workshop to brief our leadership.
Value Chain Mapping	To ensure we manage impacts across all of our operations, we created a value chain map showing the process through which we develop products that meet patient needs. The map also illustrates our relationships with the stakeholder groups with which we interact in the course of our work.
Identification	We consulted a broad collection of stakeholder sources to identify an initial universe of environmental, social and governance topics.
Prioritization	We conducted in-person phone interviews with 42 internal and 20 external stakeholders to gather feedback on our most impactful environmental, social and governance topics. We asked stakeholders to select issues that present significant risk, leadership opportunities or long-term effects on our business. Additionally, we scored 30 stakeholder reports, websites and other sources to gain broader perspective on topics of interest.
Validation	In mid-2016, we hosted a Validation Workshop with our Sustainability Council to review the materiality results and key findings. We discussed all feedback in total, as well as next steps for Edwards' management on the matters raised in the interviews.

Stakeholder Engagement

Through our value chain mapping exercise, Edwards identified the major stakeholder groups who impact or are impacted by our business decisions. Our Sustainability Council reviewed a broad list of potential representatives and then subsequently selected a sample that reflects our geographic footprint, customer and supplier base, primary investors and internal departments. Throughout 2016, we engaged each of these groups to discuss topics of interest. The interviews also provided information we have included in our report.

Stakeholder Group	Type and Frequency of Engagement	Top Five Topics of Interest
Executives	Formal interviews conducted by third party, workshops	<ul style="list-style-type: none"> ■ Product Health, Safety & Quality ■ Ethics & Compliance ■ Employee Recruitment, Engagement & Retention ■ Patient Experience & Voice ■ Healthcare Process Innovation
Employees	Survey of participants in the Edwards Leaders' Forum and Edwards Lifesciences Leadership Program	<ul style="list-style-type: none"> ■ Patient Experience & Voice ■ Product Health, Safety & Quality ■ Employee Recruitment, Engagement & Retention ■ Ethics & Compliance ■ Access to Healthcare

Stakeholder Group	Type and Frequency of Engagement	Top Five Topics of Interest
Investors	Formal interviews conducted by third party, correspondence regarding ratings surveys	<ul style="list-style-type: none"> ■ Corporate Governance ■ Corruption & Bribery ■ Energy & Emissions ■ Transparent Communications & Reporting ■ Ethics & Compliance
Patients	Formal interviews conducted by third party	<ul style="list-style-type: none"> ■ Patient Experience & Voice ■ Access to Healthcare ■ Product Health, Safety & Quality ■ Transparent Communications & Reporting ■ Diversity & Inclusion
Board of Directors	Formal interviews conducted by third party	<ul style="list-style-type: none"> ■ Corporate Governance ■ Diversity & Inclusion ■ Employee Recruitment, Engagement & Retention ■ Ethics & Compliance ■ Product Health, Safety & Quality
Opinion Leaders (Industry Associations)	Formal interviews conducted by third party; reviewed relevant reports	<ul style="list-style-type: none"> ■ Access to Healthcare ■ Ethics & Compliance ■ Healthcare Process Innovation ■ Transparent Communications & Reporting ■ Employee Recruitment, Engagement & Retention
GPOs	Formal interviews conducted by third party	<ul style="list-style-type: none"> ■ Waste ■ Water ■ Energy & Emissions ■ Transparent Communications & Reporting ■ Healthcare Process Innovation
Wholesalers/Distributors	Formal interviews conducted by third party	<ul style="list-style-type: none"> ■ Ethics & Compliance ■ Corruption & Bribery ■ Product Health, Safety & Quality ■ Waste

Stakeholder Group	Type and Frequency of Engagement	Top Five Topics of Interest
Regulatory & Certifying Bodies	Reviewed proxy materials (ISO standards, FDA documentation)	<ul style="list-style-type: none"> ■ Water ■ Chemical & Materials Stewardship ■ Access to Healthcare ■ Product Health, Safety & Quality ■ Patient Experience & Voice
Customers and Physicians	Formal interviews conducted by third party; reviewed customer sustainability reports	<ul style="list-style-type: none"> ■ Access to Healthcare ■ Energy & Emissions ■ Water ■ Transparent Communications & Reporting ■ Waste
Suppliers	Formal interviews conducted by third party; reviewed supplier sustainability reports	<ul style="list-style-type: none"> ■ Product Health, Safety & Quality ■ Transparent Communications & Reporting ■ Product Lifecycle, Design & Innovation ■ Supply Chain Management ■ Chemical & Materials Stewardship
Community Organizations	Reviewed reports and public materials	<ul style="list-style-type: none"> ■ Volunteerism & Giving ■ Access to Healthcare ■ Product Health, Safety & Quality ■ Corporate Governance ■ Transparent Communications & Reporting

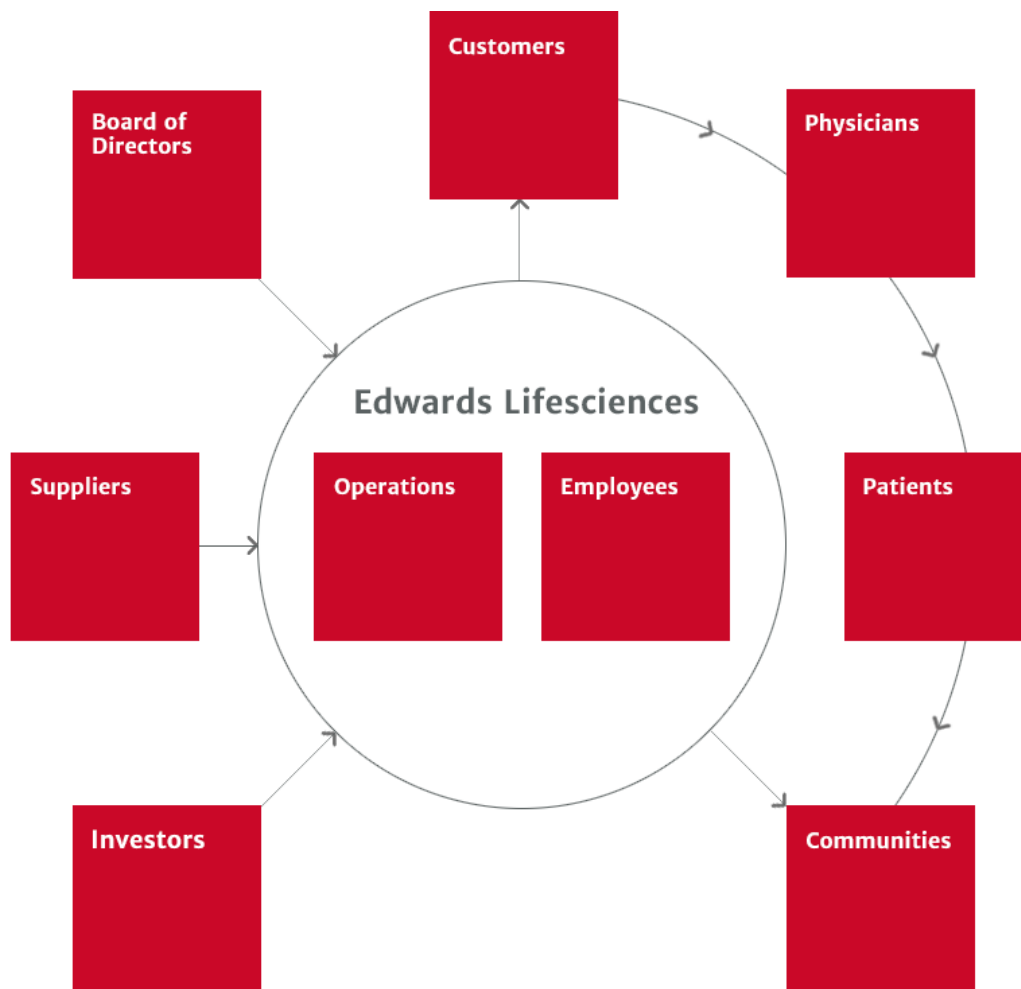
We utilize several regular communication channels to provide sustainability performance data and hold ourselves accountable to our stakeholders. This report satisfies requirements for the Global Reporting Initiative (GRI) G4 Core standards. We annually report our climate and water impacts to CDP and respond to several sustainability rating and ranking surveys. We publish periodic [philanthropy reports](#) on our corporate giving initiatives. In addition, we publish our [Sustainability Metrics at a Glance](#), which offers a multi-page snapshot of our metrics most used by external stakeholders. This report covers all global Edwards subsidiaries.

SUSTAINABILITY REPORT

VALUE CHAIN

Edwards Lifesciences' **Credo** reinforces our dedication to providing innovative solutions for people fighting cardiovascular disease. We believe that the management of our material topics supports this mission through our **Aspiration** to Create Exceptional Shareholder Value. For each topic, Edwards also considers where impacts directly occur throughout our manufacturing processes, geographic footprint and stakeholder relationships. This map demonstrates our understanding of our impacts across our value chain.

Value Chain Map



Topic	Primary Stakeholders Impacted/Boundary
Corporate Governance	Investors
Ethics & Compliance	All Stakeholders
Corruption & Bribery	Physicians

Topic	Primary Stakeholders Impacted/Boundary
Transparent Communications & Reporting	All Stakeholders
Access to Healthcare	Patients, Communities, Customers, Physicians
Healthcare Process Innovation	Patients, Customers
Patient Experience & Voice	Patients, Customers
Supply Chain Management	Suppliers, Operations
Product Safety & Quality	Patients, Customers, Employees
Product Lifecycle, Design & Innovation	Patients, Customers, Employees
Chemical & Materials Stewardship	Suppliers, Communities, Patients
Employee Recruitment, Engagement & Retention	Employees
Workplace Health & Safety	Employees
Diversity & Inclusion	Employees, Board of Directors, Communities
Volunteerism & Giving	Employees, Communities
Energy & Emissions	Operations, Communities
Waste	Operations, Communities
Water	Operations, Communities
Environmental Compliance	Operations, Communities



Edwards



SUSTAINABILITY REPORT GOVERNANCE

Edwards Lifesciences is committed to responsible and ethical business practices. The Governance section of our 2016 Sustainability Report contains our management approach and annual performance for the following material topics:

- Ethics & Compliance
- Corporate Governance
- Corruption & Bribery

SUSTAINABILITY REPORT

ETHICS & COMPLIANCE

G4-DMA, G4-56 

Edwards Lifesciences' work to manage Ethics and Compliance supports our **Aspirations** to Excel as a Trusted Partner and Global Leader Through the Quality of Our Work and Create Exceptional Shareholder Value.

DEFINITION

Driving a culture of integrity that promotes ethical behavior at Edwards through training and policies, and compliance with relevant laws and regulations.

Management Approach

At Edwards Lifesciences, our commitment to ethics shapes all that we do. We build our success from a foundation of integrity and have long been dedicated to doing the right thing. In our work to develop lifesaving therapies, our leaders and employees know every decision matters, no matter how small. We hold our team accountable to the highest ethical standards, strengthening Edwards' reputation as a trusted partner.

Global Integrity Program

The purpose of Edwards' **Global Integrity Program** is to detect and prevent behaviors that could harm our company and the people we serve. It includes written policies, communication channels, employee training, and audits and monitoring to achieve compliance.

Our Chief Responsibility Officer (CRO) oversees daily implementation and typically reports monthly to our Executive Leadership Team (ELT) and quarterly to the Board of Directors. Our goal is to conduct leadership training on making ethical decisions in 100 percent of Edwards Lifesciences Leadership Program courses. We believe a culture of integrity exists only when each employee makes ethical decisions in their daily interactions.

Our Corporate Compliance Committee provides support and guidance to the CRO. Comprised of executive team members, including business unit leads and functional heads, the Committee meets quarterly to discuss progress. In addition, our regional compliance officers chair regional committees that oversee compliance at a local level.

Global Business Practice Standards

Edwards strives to be transparent regarding our standards for ethics and compliance. We make our **Global Business Practice Standards**, also known as the "Titanium Book," publicly available on our website.

The Standards outline ethical behaviors to which all employees and third-party contractors must adhere. These include interactions with health care professionals, quality control practices, intellectual property and patient privacy. We promptly investigate any reports of misconduct and take appropriate disciplinary

action. Edwards' Board of Directors receives a quarterly briefing of all reports and findings.

All new employees receive a copy of the Titanium Book and must certify they have read it and agree to abide by all applicable laws, industry codes and company policies relevant to their work. We mandate online training on the Titanium Book upon hire, and bi-annually thereafter. Through this online training, we aim to ensure 100 percent of our employees certify to understanding and agree to comply with these standards.

All professional employees must also complete an annual online certification, reinforcing their commitment to the Standards. We conduct this process in multiple languages, including Chinese, English, French, German, Japanese, Portuguese and Spanish. In conjunction with the certification, we survey professional employees on topics such as fear of retaliation and whether they have reported misconduct. Our goal is to achieve 100 percent certification from professional employees every year.

Edwards Integrity Helpline

Our goal is to create a culture of trust so all employees feel comfortable sharing their concerns. The **Edwards Integrity Helpline** is available 24/7 for both **United States** and **international** employees. The Integrity Helpline is hosted by a third party. Callers can self-identify when making a report or can report anonymously, where permitted by law. Our head of corporate investigations is immediately notified of all reports to the Helpline and opens an investigation based upon the concerns raised. Employees can also report concerns through other channels. We encourage employees to report issues to their managers, executive leadership members, and other functional groups such as legal or human resources. They can also report concerns directly to the Ethics and Compliance team by email or telephone. We treat all reports as confidential and share only with those participating in the investigation and, if appropriate, take corrective action.

We treat each concern seriously and with equal respect, care and consideration for all involved. We strictly prohibit retaliation against any individual who reports a concern in good faith or participates in the company's investigation.

Compliance with Industry Codes

Edwards' collaboration with physicians is essential for the continued innovation of our technologies and therapies. We align our internal standards for ethics with country-specific industry codes of conduct and require adherence by all our representatives. These organizations include:

- AdvaMed (U.S. and China)
- Canada's Medical Technology Companies
- Amid (Mexico)
- Korea Medical Devices Industry Association
- Medical Technology Association of New Zealand
- Taiwan Code (TAMTA)
- MedTech Europe (Europe)
- Abimed (Brazil)

- Asociacion Nacional de Empresarios de Colombia
 - The Japan Federation of Medical Devices Association
 - Medical Technology Association of Australia
 - Thai Medical Device Technology Industry Association
 - Medical Council of India
 - Singapore Medical Technology Industry Group
-

Annual Performance

Edwards continually strives to improve our culture to promote ethical business practices, trust and good decision-making. We require all professional employees to complete an annual online certification, reinforcing their commitment to our [Global Business Practice Standards](#). In 2016, we surveyed and sought certification for nearly 5,000 professional employees, representing 45 percent of our total population. Our goal is to ensure 100 percent of applicable employees certify to understanding and agree to comply with Edwards' code of conduct on an annual basis. For those certifying in 2016, we achieved a 97 percent participation rate. We did not require employees on leaves of absence to respond. Less than one percent of survey respondents globally indicated 'no' to the question of whether they could openly discuss ethical business practice concerns in the workplace without fear of retaliation. We followed up with 100 percent of these respondents. On our integrity helpline, only 25 percent of cases received at Edwards were anonymous, compared to 42 percent for the medical technology industry overall, as reported by our independent third-party case management system provider.

Also in 2016, we held our 4th annual Compliance Day in more than 20 sites worldwide and issued more than 4,500 raffle tickets to both corporate and manufacturing employees. Our annual Compliance Day engages employees across geographies, job descriptions and cultures to reinforce Edwards' Credo and culture of integrity. This is one day around the world where we shine a spotlight on ethics and compliance, regardless of where employees are located, and reinforce the values we all share as Edwards' employees.

Our theme was "We ALL Own Compliance." Ethical activities included: Wheel of Fortune, Jeopardy and origami heart creation with ethical messages. In 2016, we added an Information Security awareness component to the event in select offices and plants, which were well attended with more than 3,500 raffle tickets issued.

Another goal in our ethics and compliance program is to conduct leadership training on making ethical decisions in 100 percent of Edwards Lifesciences Leadership Program (ELLP) courses. In 2016, we held two ELLP courses with over 40 leaders participating from around the world including New Zealand, Dominican Republic, France, Switzerland, Israel, Japan, Puerto Rico, Brazil, Singapore, U.S. and China. *Living our Values* and *Making Ethical Decisions* were significant aspects of the training provided in each of these multi-day courses.

Each year, the CRO conducts a self-assessment of our compliance program. The CRO updates the Board

on the key elements of the program, including organizational structure and oversight, monitoring and auditing, training and communications, investigations and discipline, policies, and risk management. In December 2016, we responded for the first time to a robust third-party survey and assessment conducted by The Ethisphere® Institute. The Ethisphere survey reflects leading and current best practices, and offers companies a comprehensive look at their programs. We responded to more than 100 questions and provided supporting documentation on topics related to corporate governance, compliance and ethics, leadership and sustainability. As a first-time applicant, we were honored to be recognized as one of the **World's Most Ethical Companies**.

SUSTAINABILITY REPORT

CORPORATE GOVERNANCE

G4-DMA, G4-34 

Edwards Lifesciences' work to improve Corporate Governance supports our **Aspiration** to Create Exceptional Shareholder Value.

DEFINITION

Corporate governance is the system of rules, practices and policies by which a company is directed and controlled. Good corporate governance involves balancing the interests of the company's many stakeholders, such as shareholders, employees, customers, suppliers, governments, the community and, for Edwards Lifesciences, a very important stakeholder group: *patients*. Our Board of Directors and management strive to implement policies and processes that promote ethical and sustainable governance practices for the benefit of all stakeholders.

Management Approach

Through our corporate governance practices, the Board of Directors and management create a powerful and responsible organization from the top. This begins with our Chairman and CEO, who regularly meets with key stakeholders including investors, customers, patients, employees and legislators to discuss their needs and share our progress. Our governance practices guide us as we grow, so that our leaders' values align with those of our company and our unique, patient-focused culture.

Our Board of Directors

A talented and knowledgeable team of directors oversees our organization's success. The Board has outlined expectations for Board service that demonstrate our commitment to ethical and effective governance. These **guidelines** cover topics such as:

- Board size and composition
- Selection process and required qualifications of Board members
- Board members' fiduciary duties
- Board oversight for strategic planning and fiduciary responsibility
- Process for performance evaluations
- Responsibilities of Board committees

Edwards' **2017 Proxy Statement** describes for shareholders our corporate governance practices. Our Board of Directors consists of eight members who share responsibility for oversight of the development of corporate strategy, financial and operational risk, information security and cybersecurity, among others. The Board has established two committees:

1. **Audit Committee** – Responsible for oversight of financial statements, legal and regulatory

requirements and audit functions.

2. **Compensation and Governance Committee** – Responsible for the compensation of executives and directors, employee benefit plans, sustainability and corporate governance matters.

Our CEO, CFO and Vice President of Investor Relations regularly meet with current and prospective stockholders to discuss our strategy and performance. We seek and incorporate feedback on issues related to governance, compensation and other matters.

Additional information about Edwards' corporate governance practices can be found in our [Bylaws](#), [Corporate Governance Guidelines](#) and the [Charters of the Audit Committee and the Compensation and Governance Committees](#).

Governance for Sustainability

The Compensation and Governance Committee of our Board of Directors has oversight for Edwards' sustainability principles and periodically reviews reports on our progress. Our Chairman and CEO also has performance management objectives for improving our sustainability strategy, metrics and disclosure. The Edwards Sustainability Council develops and drives the implementation of these initiatives. Led by our Chief Responsibility Officer, the Council comprises leaders from functions across the organization. These include:

- Corporate Responsibility
- Corporate Secretary
- Corporate Strategy
- Enterprise Risk Management
- Environmental Health & Safety
- Global Communications
- Global Corporate Giving
- Global Quality
- Government Affairs
- Human Resources
- Investor Relations
- Operations
- Supply Chain

Council members represent their specific areas of responsibility and collaborate to identify priorities, set goals and improve performance. They meet regularly to review Edwards' progress and strategize next steps. Our Chief Responsibility Officer reports on the Council's activities to the Compensation and Governance Committee of Edwards' Board of Directors, as well as to our Executive Leadership Team.

Annual Performance

Edwards continually strengthens our governance structures to promote business success and drive our culture of responsibility.

Engaging Our Stockholders

In 2016 and early 2017, as part of our regular program of shareholder outreach, members of Edwards' management team contacted our top 10 shareholders, representing about 38 percent of outstanding shares. We engaged in conversations with shareholders representing approximately 20 percent of outstanding shares. Through these efforts, Edwards received general feedback related to governance practices, executive compensation and sustainability.

Changes in Governance

In 2016, Edwards appointed two new directors to our Board: **Steven R. Loranger** in March and **Leslie Heisz** in July. Mr. Loranger brings experience in global operations and manufacturing, while Ms. Heisz is an experienced investment banker and finance executive.

In accordance with Edwards' director retirement policy, Mr. John T. Cardis retired from the Board on May 11, 2017. At that time, the size of the Board of Directors was reduced to eight.

In November 2015, the **Board's Compensation and Governance Committee** began to review Edwards' political activities to achieve compliance with its policies for political transparency. This includes review and approval of:

1. The company's policy on political expenditures.
2. Political expenditures made with corporate funds.
3. Payments to trade associations and other tax-exempt organizations that may be used for political purposes.

In November 2016, the Compensation and Governance Committee of the Board assumed oversight for Edwards' sustainability program.

Sustainability Governance

Over the past year, our Sustainability Council made significant progress in identifying and reporting on our most important environmental, social and governance topics. Their achievements include:

- The Sustainability Council approved sustainability goals and set sustainability targets that align with our five Corporate Aspirations
- Published Edwards' first online Sustainability Report
- Published Edwards' first Sustainability Metrics-at-a-Glance to provide a snapshot of our environmental, social responsibility and governance data from 2015 and 2014
- Worked with a third-party consultant to complete a comprehensive **materiality assessment** to identify our

most important environmental, social and governance issues

- Engaged internal subject matter experts and executive leaders to draft and approve sustainability goals for 2016–2020

Status of Pay-for-Performance & Executive Compensation

Edwards believes incentive-based executive compensation programs can mitigate risks and foster long-term, sustainable growth. We design our compensation systems to align with the interests of our stockholders. In 2016, about 88 percent of the direct compensation for our CEO, and an average of 78 percent for our other Named Executive Officers, was performance-based. For more information, please see our [2017 Proxy Statement](#).

SUSTAINABILITY REPORT

CORRUPTION & BRIBERY

G4-DMA, G4-SO3 

Edwards Lifesciences' work to prevent Corruption and Bribery supports our **Aspirations** to Excel as a Trusted Partner and Global Leader Through the Quality of Our Work and Create Exceptional Shareholder Value.

DEFINITION

Enacting management practices and policies to prevent corruption and bribery at Edwards.

Management Approach

The nature of our work means Edwards Lifesciences regularly interacts with health care professionals who use our products. Some countries where we operate have socialized health care, meaning most physicians work for state-owned entities and can be considered public officials. Edwards has long-held high standards for preventing corruption and bribery in connection with our external relationships so that these interactions remain appropriate.

Edwards conducts business consistently in all countries. We require all employees, as well as agents acting on Edwards' behalf, to adhere to the following government regulations for preventing corruption:

- The U.S. Foreign Corruption Practices Act
 - The U.K. Bribery Act
 - All applicable local and regional laws, including anti-corruption and anti-competition laws
-

Financial Relationships with Physicians

Collaboration with medical experts provides immense value to our research and development efforts. Physicians can offer insight from the user's perspective and advise product improvements that keep us at the forefront of innovation. Our most significant risks related to corruption occur through our financial relationships with physicians. It is important that these relationships do not bias (or appear to bias) our customers when making purchasing decisions regarding our products.

Edwards is transparent about the nature of these relationships and their benefit to all. In 2008, Edwards became the first of our peers to voluntarily and publicly disclose all **financial interactions** with physicians in the United States. Now, in accordance with the U.S. Affordable Care Act, we report all financial relationships with physicians and teaching hospitals through the **Open Payments** system on the Center for Medicare and Medicaid Services website.

Reporting requirements vary by country and by nature of the transactions. Edwards also reports at the state or country level in several regions:

- Massachusetts – pursuant to law since 2011

- Vermont – pursuant to law since 2012
- France – pursuant to law since 2013
- Japan – voluntary report to meet industry code of conduct since 2014
- Romania – pursuant to law since 2015
- Australia – pursuant to industry association request in 2016

Edwards is committed to a free and competitive global marketplace. We believe buyers should be able to select from a variety of products at competitive prices. Edwards does not condone gifts or entertainment in pursuit of a business advantage. We detail these requirements on pp. 22– 23 of our [Global Business Practices Standards](#). We also maintain 26 policies governing employee and supplier relationships with healthcare professionals, including policies on meals, gifts, entertainment, consulting, educational and research grants, discounts and rebates, and product training, among others. A significant number of these transactions require pre-approval by the Compliance Department.

Third-Party Anti-Corruption Training

In 2014, Edwards expanded due diligence and anti-corruption training to our global third-party sales intermediaries. We continued these efforts in 2015 and 2016. We require annual certification renewals and due diligence renewals every two to three years.

Our corruption risk assessment covers 100 percent of our operations. In 2015, we also developed Anti-Corruption and Anti-Bribery Guidelines to supplement our [Global Business Practices Standards](#). The guidelines further assist employees in making informed and ethical decisions by:

1. Explaining the importance of compliance and requiring employee adherence
2. Defining improper payments or bribes, including examples and red flags
3. Defining who is considered a government official in our industry
4. Explaining how to work with third parties acting on our behalf, including appropriate due diligence prior to engagement
5. Identifying the need to maintain accurate books and records
6. Explaining the need for appropriate diligence in mergers, acquisitions and joint ventures

We conduct training on these guidelines and require all employees with email accounts to certify compliance online.

Annual Performance

Edwards continually improves our governance and policies for corruption and bribery. In 2016, we developed a specific code of conduct for third party sales intermediaries and required a key principal on behalf of the company to certify compliance. We provided new hire training on the Titanium Book and trained relevant

employees on industry codes of conduct and healthcare compliance policies. In 2017, we will implement a risk-based due diligence process for all other third-party vendors. We will screen for risks related to anti-corruption and bribery, information security, environmental health and safety (EHS), labor, human trafficking, conflict minerals, privacy, quality, trade and legal issues, among others.



Edwards



SUSTAINABILITY REPORT

PATIENTS

Edwards Lifesciences is dedicated to improving the lives of patients fighting cardiovascular disease. The Patients section of our 2016 Sustainability Report contains our management approach and annual performance for the following material topics:

- Access to Healthcare
- Patient Experience & Voice
- Healthcare Process Innovation

SUSTAINABILITY REPORT

ACCESS TO HEALTHCARE

G4-DMA, G4-EC8, G4-SO6 

Edwards Lifesciences' work to improve Access to Healthcare supports our [Aspirations](#) to Transform Patient Care Through Innovative Technologies and Strengthen Our Communities.

DEFINITION

Supporting the provision of quality care to underserved and diverse patients in global communities, helping to remove regulatory, geographic and economic barriers to treatment, participating in public policy development and providing financial contributions in support of Edwards' goals and aspirations.

Management Approach

Edwards Lifesciences believes patients should have access to affordable and high-quality care. Unfortunately, patients in today's global healthcare system often face numerous barriers to treatment. These can include access to coverage, geographic barriers, inaccurate physician referrals and policy restrictions. Edwards' focus on improving access to care contributes to a more sustainable healthcare system and the long-term well-being of our company.

Political Activities

As a highly-regulated medical technology company, public policy impacts our ability to help patients. We are active in the policy making and political process through regular and constructive engagement with government officials, policy makers and stakeholder groups. The goal of Edwards Lifesciences' policy and political process engagement is to advance sound public policy on areas related to the company's focus on patient-focused medical innovations for structural heart disease, critical care and surgical monitoring; and to improve patient outcomes and enhance lives.

One way Edwards participates in the policy making process is through political involvement. We outline our approach in our [Policy on Political Activities](#) and disclose all federal and state [political contributions](#) on our corporate website.

Philanthropic Support

Edwards is proud to serve patients from diverse economic, cultural and racial backgrounds. Through the [Edwards Lifesciences Foundation](#), we support many philanthropic initiatives that increase access for patients in need. The Foundation works to expand access to therapies in all geographies, including those in emerging markets through support of clinical education and medical mission work. This includes underserved regions all around the world, such as Africa, Brazil, China, Haiti, India, Jamaica, Peru, Puerto Rico, Russia, the Dominican Republic and Vietnam.

Every Heartbeat Matters

Our signature philanthropic initiative is [Every Heartbeat Matters](#) (EHM). Our initiative's goal is to impact the

global burden of heart valve disease by supporting the education, screening and treatment of one million underserved people by 2020. To date, our EHM partners have impacted more than **400,000 underserved patients** through this initiative. A complete list of grantees is available on our **website**.

Educational Initiatives for Better Care

Education has the power to form a bridge between underserved patients and better healthcare. That's why Edwards offers **NewHeartValve.com**, a patient-focused website with information and resources about aortic stenosis, treatment options and transcatheter aortic valve replacement (TAVR) centers.

Annual Performance

Edwards is passionate about increasing access for all patients in need. Each year, we challenge ourselves to do more—for our patients, philanthropic partners and communities.

Improving Access to Care

We continued to make progress in 2016 toward our Every Heartbeat Matters (EHM) philanthropic goal of supporting the education, screening and treatment of one million underserved people and we are on track to accomplish our goal by 2020. At the end of 2016, we had invested more than \$15 million in this initiative and are energized that our EHM partners had impacted more than 400,000 underserved people. We educated and trained more than 13,000 healthcare professionals around the world who treat underserved populations.

Through the Edwards Lifesciences Foundation, \$60,000 in new grants were awarded to non-profit organizations in Cartago, Costa Rica, as we developed our new plant and established community relationships in this region.

In addition to cash donations, we also support in-kind donations to programs focused on increasing access to healthcare for underserved patient populations. Through the AmeriCares' Medical Outreach Program, Edwards donated our medical technologies including heart valves, critical care monitoring devices and cardiac surgery products. These technologies help non-profit organizations and charitable medical missions provide cardiac services in some of the most impoverished parts of the world. By the end of 2016, Edwards donated medical products worth more than \$500,000 to indigent care.

Educational Initiatives for Better Care

In 2016, NewHeartValve.com had 750,000 visits, bringing the total number of visitors to this website to more than two million. Once on the site, patients and healthcare professionals can find interactive ways to locate TAVR centers and download resources.

Political & Lobbying Expenditures

In 2016, Edwards made \$76,000 in **state political contributions**, and the Edwards PAC made \$150,000

in **federal contributions**. A full list of recipients and donation amounts is available on our **website**. Additionally, in 2016 a portion of our industry association membership dues were spent on federal lobbying. These include:

■ **Advanced Medical Technology Association: \$49,777**

■ **California Life Sciences Association: \$12,120**

Edwards was named one of seven companies tied for first place in the 2016 CPA-Zicklin Index (among 35, top-five ranked S&P 500 companies) for political disclosure and accountability. This ranking designates Edwards as a “CPA-Zicklin Trendsetter.” The CPA-Zicklin Index benchmarks the political disclosure and accountability policies and practices of leading U.S. public companies. The Index is produced annually by the Center for Political Accountability in conjunction with the Zicklin Center for Business Ethics Research at The Wharton School at the University of Pennsylvania.

PATIENT EXPERIENCE & VOICE

G4-DMA, G4-SO2 ✓

Edwards Lifesciences' work to improve Patient Experience and Voice supports our **Aspirations** to Transform Patient Care Through Innovative Technologies and Attract and Engage Talented Employees.

DEFINITION

Providing products that continuously improve patient experience and empowering patients to support and aid other patients.

Management Approach

Edwards Lifesciences is focused on providing therapies that save and enhance patient lives. We understand that too often, patients do not have enough influence over the type of treatment they receive or a say in the administration of their care. As part of our research and development, we work to incorporate patients' input into the development of our products. By listening to patients, we can provide care that meets their individual needs and preferences. Additionally, we know patients do better when they have support from others. For this reason, we sponsor patient listening sessions, support patient advocacy groups and help patients exercise their voices in the policy making process.

Growing the Patient Voice Through Partnerships

When patients use their voices, they do more than advocate for themselves—they inspire others to speak up and support each other toward healthier outcomes. Edwards Lifesciences Foundation provides charitable grants to the American Heart Association to support the **Heart Valve Ambassador Program**, a group of dedicated individuals who offer resources and support to heart valve patients. Our Foundation also supports **Heart Valve Voice**—a patient-focused advocacy organization—to develop and share collections of patient stories. Other patient advocacy programs the Foundation has supported include:

- Mended Hearts Trained Accredited Patient Visitor Program
- Mended Hearts Peer Advocate program
- WomenHeart: National Coalition for Women with Heart Disease and Heart Champions program
- Patient Advocate Foundation's Heart Valve CareLine and Financial Aid Fund

Patient Days

Our annual **Patient Day** brings together patients and caregivers at our corporate headquarters in Irvine, California. They participate in discussions, learn about our innovations and meet the Edwards employees who make our heart valves. Edwards also hopes to give our heart valve recipients the opportunity to connect with other patients and share their experiences. At Patient Day, we empower patients to use their experiences to help themselves and others. At Patient Day, attendees had the opportunity to:

- Learn about heart valve and critical care innovations;
- Meet Edwards leaders and employees dedicated to serving patients;
- Participate in discussions to help improve the patient-caregiver experience;
- Tour our manufacturing facility; and
- Meet employees who designed or handcrafted their device.

The experience for those suffering from valvular disease remains complex and filled with obstacles. The treatment process can be inconsistent from one patient to the next. Through our Patient Day program, Edwards gains important insight into the patient journey, from symptoms and diagnosis through recovery, including patient-defined concerns. These learnings help us identify opportunities to address these gaps, and to prioritize tools, support resources and programs we develop to improve patient access, experience and outcomes.

Incorporating Patient Needs

Edwards strives to ensure all patients have a voice in shaping their treatment experience. Many patients benefit from minimally invasive procedures, and we have responded by driving innovation in Transcatheter Aortic Heart Valve Replacement (TAVR) technology. TAVR allows physicians to replace heart valves with a catheter instead of surgically opening the chest. To learn more about patient experiences with Edwards' heart valves, browse our collection of [patient stories](#).

Patient Resources

Edwards believes informed patients have a more successful treatment experience. Our [website](#) offers information on heart valve disease and treatment, as well as FAQs and a glossary of terminology. Additionally, our [NewHeartValve.com](#) microsite provides comprehensive information on [aortic stenosis](#) and options for treatment. Our Foundation also invests in educational resources for patients with the American Heart Association at [www.heart.org/valves](#) and with the Alliance for Aging Research Foundation at [www.livingwithvalvedisease.org](#).

Annual Performance

Edwards Lifesciences is inspired by listening to the patient voice and continues to improve our patient engagement initiatives. Patients value the opportunity to share their stories with people who can understand their journey. [Evidence](#) indicates that empowered, engaged patients experience better clinical outcomes. At Patient Days, we empower patients to share their experiences to help themselves and others. Our goal is to conduct an Edwards Patient Day event once per year in Irvine and inspire additional Patient Day events in other Edwards' regions around the world. In Irvine, we welcomed 100 patients and caregivers to our 2016 Patient Day program.

This year's program participants provided insight into their treatment satisfaction, recovery and resources

that would be helpful in their journey. In a post-event survey, 96 percent of attendees rated the experience as “Excellent” and 100 percent said they would recommend the program to others. Participants appreciated the value of the opportunity to connect with other patients, learn about ways to get involved in helping others, and about their lifesaving technologies. Participants described the day as “outstanding,” “passionate” and “engaging.” Edwards is very proud of these results and intends to extend the program’s benefits to more patients in the future.

HEALTHCARE PROCESS INNOVATION

G4-DMA, G4-EC8 

Edwards Lifesciences' work to support Healthcare Process Innovation supports our **Aspiration** to Transform Patient Care Through Innovative Technologies.

DEFINITION

Monitoring, managing and reducing negative health and safety impacts of Edwards' products and improving product quality.

Management Approach

Edwards is powered by the unwavering belief that patient care can always be improved. It is our goal to make the patient experience better, reduce overall healthcare costs and continuously improve quality of care.

Global Health Economics & Reimbursement

Edwards envisions a future where all patients in need have access to cardiovascular care. To that end, it is important that our treatments are cost effective for healthcare systems. Cardiovascular care innovations can pose a challenge when healthcare systems are unequipped to quickly adopt new technologies. Edwards seeks to bridge this gap by providing health economic data and tools to hospitals and healthcare systems implementing our therapies.

Our Global Health Economics and Reimbursement (GHER) team's mission is to increase patient access by developing and defining the related clinical pathways and economic impact important to healthcare decision makers. Our dedicated GHER staff supports customer sites' efforts to improve patient outcomes and reduce costs. They report to our corporate functions but also work directly with business units so that we use appropriate data, tools and materials to accomplish this mission. We do not tie compensation to sales performance, but rather to a broad set of clinical and economic benchmarks.

Enhanced Surgical Recovery

Edwards is more than a medical technology innovator and manufacturer—we provide solutions that transform possibilities for patient care. Post-surgery complications can increase the risk of patient mortality and extend the patient's length of stay in a treatment center. Edwards is driving best practice standardization among hospitals with individual approaches to surgical recovery.

Our **Enhanced Surgical Recovery (ESR) Program** provides guidance to surgical teams as they care for patients undergoing complex surgeries. We share **best practices** for keeping patients in an optimum hemodynamic volume range after an operation. When implemented correctly, these strategies improve post-operative outcomes and reduce patient length of stay. **Research** has also shown this approach can reduce complications by up to 32 percent, enabling more patients to return to their lives, family and home. In 2017, we strive to educate another 13,000 clinicians on the benefits of Enhanced Surgical Recovery.

Therapy Awareness Programs

Edwards' Therapy Awareness Programs (TAP) support and educate clinicians who treat patients with structural heart disease. We empower our clinical specialists, working with hospitals and physicians, to conduct regular outreach that improves awareness of diseases and available treatment options. Our objective is to help all patients to receive the most appropriate care for their needs.

¹ *Grocott et al. Perioperative increase in global blood flow to explicit defined goals and outcomes after surgery: a Cochrane systematic review. Br J Anaesth 2013.*

Annual Performance

Global Health Economics & Reimbursement

One goal of our Global Healthcare Economics Reimbursement (GHER) program is to provide reimbursement support through collaboration on quality and economic reviews with individual hospitals or health systems providing TAVR. Working with TAVR programs in support of their efforts to deliver quality care remained a top priority for Edwards throughout 2016. This year some TAVR programs found they needed to expand capacity to meet patient needs following the FDA approval of the intermediate risk indication, a change that introduced a new treatment option for many more patients. In 2016, Edwards worked with sites on understanding and adopting best demonstrated quality practices and realizing care efficiencies associated with TAVR. In turn, this led to an overall increase in patient access to care. These efficiencies also reduce the costs of care.

Another goal within GHER is to make the patient experience better, reduce overall healthcare costs and continuously improve quality of care. This year we broadened the outcomes addressed in TAVR program reviews to include quality metrics (in addition to economics). Edwards launched a set of quality measurement tools for TAVR programs that are designed to enhance understanding of performance and identify opportunities to improve quality and the overall patient experience as well as reduce costs. So that TAVR programs are empowered to take appropriate action, Edwards also identified programs exhibiting best practices and enlisted them to serve as peer mentors.

Clinicians Educated on ESR by Region

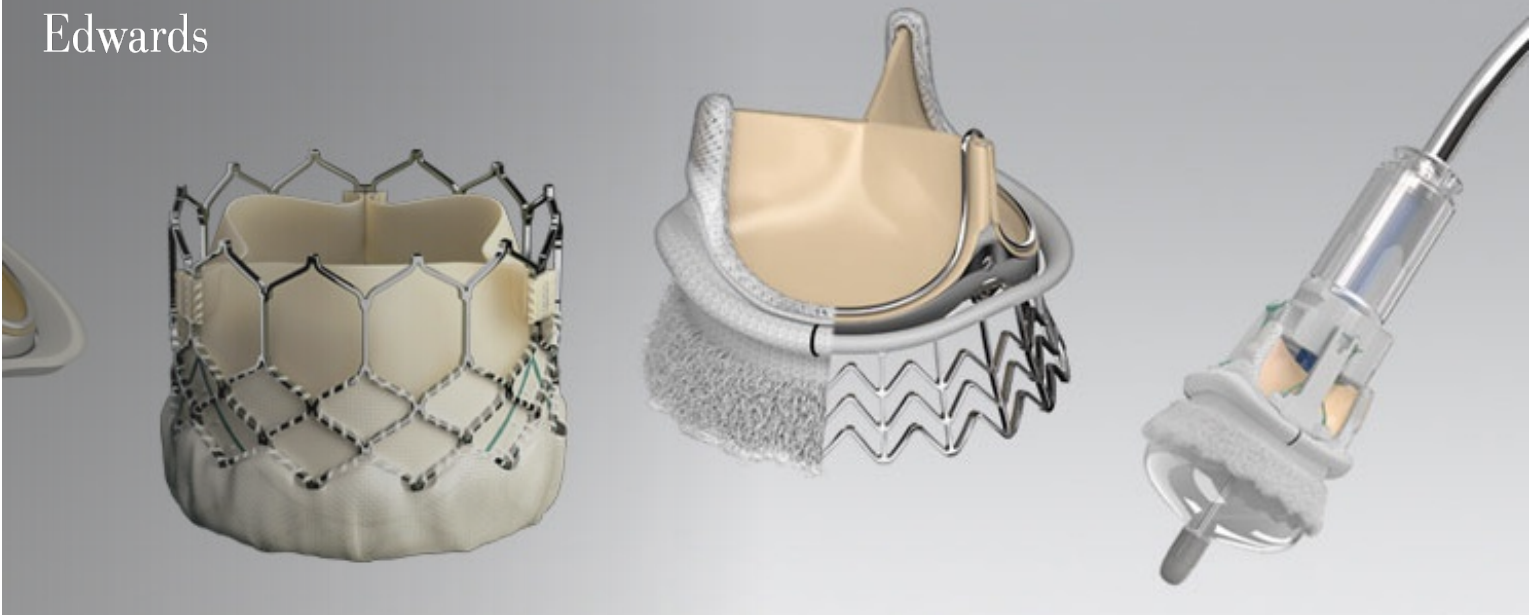
In 2016, Edwards educated more than 15,000 clinicians on the benefits and best practices for Enhanced Surgical Recovery. These trainings empower clinicians with strategies that improve patient outcomes after an operation.

	2016	2015
United States	2,000	1,700
Europe	6,300	5,500
Japan	4,505	3,690

Asia-Pacific	1,000	1,280
Canada	580	100
LATAM	550	546
EEMEA	400	468
Total	15,335	13,284



Edwards



SUSTAINABILITY REPORT PRODUCTS

Edwards Lifesciences is a leader in patient-focused innovations for structural heart disease and critical care technologies. The Products section of our 2016 Sustainability Report contains our management approach and annual performance for the following material topics:

- Product Safety & Quality
- Product Lifecycle, Design & Innovation
- Supply Chain Management
- Chemical & Materials Stewardship

PRODUCT SAFETY & QUALITY

G4-DMA, G4-PR1, G4-PR2 

Edwards Lifesciences' work to maintain Product Safety and Quality supports our **Aspiration** to Excel as a Trusted Partner and Global Leader Through the Quality of Our Work.

DEFINITION

Monitoring, managing and reducing negative health and safety impacts of Edwards' products, improving product quality.

Management Approach

High quality products are a core part of Edwards Lifesciences' commitment to be a trusted partner to our patients. We hold ourselves accountable for developing products that enable patients to enjoy a long, healthy and happy life.

Regulatory Compliance for Quality

As a medical technology company, Edwards must comply with strict regulations regarding the design, development, manufacture and distribution of our products and services. These include U.S. Food and Drug Administration (FDA) regulations as well as those set by international regulatory bodies. We undergo frequent audits by these agencies to confirm compliance with all applicable standards.

Edwards has established a Quality System as defined in our Corporate Quality Manual. This furthers our goals of ensuring Edwards' products and services satisfy customer requirements while complying with regulatory requirements. Our Quality System enables us to meet the regulatory requirements of the countries in which Edwards products are sold. These include, but are not limited to:

- ISO 13485:2016 Medical Devices – Quality Management Systems – Requirements for Regulatory Purposes
- ISO 14971:2007 Application of Risk Management to Medical Devices
- US Food, Drug and Cosmetic Act:
 - 21 CFR part 11 – Electronic Records; Electronic Signatures
 - 21 CFR part 820 – Quality System Regulations
 - 21 CFR part 210/211 – Current Good Manufacturing Practice for Finished Pharmaceuticals
- 93/42/EEC, 2003/32/EC European Medical Device Directive (MDD)
- Canadian Medical Device Regulations (CMDR)
- Japan Pharmaceutical Affairs Law, 2005 (PAL)
- Australian Therapeutic Goods Act 1989 and associated regulations

Not all requirements of the regulations are explicitly stated in Edwards' Corporate Quality Manual. However,

the intent of our Quality System is to ensure all requirements of these regulations are met where applicable.

Internal Quality Controls

An Edwards Management Representative in executive leadership is responsible for the development, implementation and maintenance of our Quality System. The system is integral to how we operate and is implemented and maintained at all levels of our organization.

The Management Representative conducts quarterly reviews with the Executive Leadership Team to inform them of significant quality issues, and periodically reports on quality to the Board of Directors. The reviews address opportunities to improve Edwards' Quality System, policy and objectives. These ongoing assessment activities empower Edwards' Quality Leadership Team to implement changes and mandate corrective action.

Quality and Supply Chain Management

Edwards insists on quality and safety at every level of the supply chain. We align our supply chain and product quality departments, creating an open channel for partnership with suppliers in managing risk and improving controls.

Our supplier partnerships are essential in delivering the quality products that drive Edwards' success. We evaluate and select suppliers based on their ability to meet our quality requirements. We work to make sure purchased raw materials, components and products conform to our specifications. We monitor key supplier performance. When needed, we take appropriate corrective action to resolve supplier-related issues. Edwards also proactively engages with suppliers to establish and execute against appropriate qualification requirements for all purchased components.

Our global product complaint handling system collects, analyzes and manages customer feedback regarding Edwards products. All Edwards' employees must report complaints within 48 hours of receipt and they receive ongoing education about their reporting responsibilities. We assess all feedback with the aim of continually improving our products to meet customer and patient needs.

Managing Product Recalls

Edwards' Quality System is based on the transfer of strong design and development work into manufacturing. We monitor post-market product performance and manage a feedback loop to continually make product improvements. If one of our products fails to meet safety or regulatory requirements, a cross-functional team performs an in-depth assessment to determine the need for a Field Corrective Action. This team includes the Corporate Vice President of Quality, Regulatory and Clinical; Vice President of Product Safety (a former cardiothoracic surgeon); head of Quality Compliance; and the Quality Management Representative of the affected business unit.

If a Field Corrective Action is deemed necessary, the Vice President of Quality for the impacted unit is responsible for promptly executing this action so that all affected products are remediated appropriately. In addition, we have systems in place for necessary actions to correct and prevent the reoccurrence of the issue.

In the U.S., the FDA categorizes recalls into **three classes**.

- **Class I:** Reasonable probability that the use of the product will cause severe adverse health consequences or death
- **Class II:** Use of the product may cause temporary or medically reversible adverse health consequences
- **Class III:** Use of the product is not likely to cause adverse health consequences

Within the European Union, manufacturers must inform the National Competent Authority(ies) of any action taken to reduce risk of death or serious deterioration in health associated with the use of a medical device already on the market. This takes place through a Field Safety Notice.

Edwards is committed to resolving any recall issues by following regulations of the markets/countries impacted and using our expertise in quality management to implement required actions.

Annual Performance

Edwards Lifesciences' performance highlights our relentless focus on managing and improving our quality control systems. Our goal is to drive continuous improvement efforts to eliminate patient safety-related Class I product removals. In 2016, we reported no Class I recalls globally. We provide complete information on recalls through the Food and Drug Administration's [publicly available](#) database for medical device recalls.

Improving Patient Safety Through Device Tracking

The U.S. Food and Drug Administration (FDA) has established a [unique device identification](#) (UDI) system that will enable better tracking of medical devices. Using UDI numbers reduces the chance of patient impacts that can occur when a customer misidentifies a product. Edwards is implementing this system within our processes and our timeline is aligned with the FDA's [schedule](#) for implementation.

SUSTAINABILITY REPORT

PRODUCT LIFECYCLE, DESIGN & INNOVATION

G4-DMA 

Edwards Lifesciences' work to improve Product Lifecycle, Design and Innovation supports our **Aspirations** to Transform Patient Care Through Innovative Technologies and Strengthen Our Communities.

DEFINITION

Innovating to improve quality, design and performance of products and reducing environmental impacts of Edwards' products throughout their lifecycle.

Management Approach

Innovation is at the core of Edwards Lifesciences. We challenge ourselves to envision new ways to advance our technologies and improve patient quality of life. When it comes to cardiovascular disease, there is always more to be done. Our focus on innovation allows us to produce **life-saving products and therapies** that transform the lives of patients around the world.

Focused Innovation

Edwards takes a strategic, thoughtful and disciplined approach to product innovation. We focus our work on exploring the valves of the human heart. This enables us to stay at the forefront of our industry and continually expand the possibilities of patient care.

Edwards typically invests around 15 percent of annual sales into product innovation, which benefits our ultimate, and most important, customer: patients. Our approach drives strong **financial performance** and provides us with unmatched expertise on therapies that enhance patient lives.

- Edwards' Critical Care group invests to strengthen our core hemodynamic portfolio and drive standardization of **Enhanced Surgical Recovery** programs
 - Our Surgical Heart Valve Therapies group is developing new tissue platforms that improve durability, ease of use and expand therapies to broader populations
 - Our Transcatheter Heart Valve Therapies group leads the industry in innovation for less-invasive aortic heart valve replacement therapies that improve patient outcomes
 - Many patients suffer from mitral and tricuspid regurgitation, which is a significantly undertreated and deadly disease. Transcatheter technologies have the ability to transform care and Edwards' focused investment in structural heart initiatives has resulted in multiple early clinical stage therapies including innovations in mitral valve repair and replacement and tricuspid regurgitation and valve repair.
-

Intellectual Property

Protecting intellectual property is important to maintaining Edwards' leadership position in medical

technology innovation. The strength of our proprietary technology fuels our research and development of new, patient-focused solutions. Edwards owns more than 3,200 issued patents and pending patent applications in both U.S. and foreign jurisdictions. We monitor our competitors to identify possible infringement, protect our patents and take appropriate action when required.

Packaging Design & Innovation

Edwards strives to maximize the value and function of our products from design to end-of-life. We strengthen our new packaging design to enable safer, more efficient and cost-effective product delivery. This includes exploring sustainable solutions that decrease impact to our environment. For example, our Corporate Packaging Engineering Group is pursuing options for biodegradable and high-barrier materials that may improve packaging performance while reducing cost and waste. By 2018, we will assess lifecycle impacts on packaging designs and product materials for existing products across business units.

Supplier Partnerships for Innovation

Edwards builds collaborative, long-term relationships with key suppliers who support our vision for innovation. We ask our suppliers to provide insight into the design and manufacturing of new products. We also include supply chain employees on most research and development product teams to facilitate supplier selection and early supplier involvement. This enables our research and development teams to collaborate with suppliers throughout the product development process.

Annual Performance

Every year, Edwards Lifesciences creates new products with the power to save lives. In 2016, Edwards received approval for three new devices:

- U.S. Food and Drug Administration approval for the advanced EDWARDS INTUITY Elite valve system, a rapid deployment device for surgical aortic valve replacement. Built on the trusted PERIMOUNT tissue valve platform and incorporating innovations from transcatheter heart valves, the EDWARDS INTUITY Elite valve system is designed to facilitate minimally invasive surgery and streamline complex aortic valve replacements. This technology offers a cutting-edge treatment option for patients with aortic valve disease and is now commercially available.
- CE Mark for our INSPIRIS RESILIA aortic valve, the first in a new class of resilient heart valves. Incorporating the advanced RESILIA tissue, the INSPIRIS valve leverages features of the trusted PERIMOUNT Magna Ease valve and includes the proprietary VFit technology, which is designed for potential future valve-in-valve procedures in which a transcatheter heart valve is deployed within the surgical valve.
- CE Mark for our Acumen Hypotension Probability Indicator (HPI), a breakthrough technology that alerts clinicians to potential hypotension, or abnormally low blood pressure, in their surgical and critical care patients before it occurs. HPI is only compatible with Edwards' minimally invasive, hemodynamic monitoring solutions.

SUSTAINABILITY REPORT

SUPPLY CHAIN MANAGEMENT

G4-DMA, G4-HR10, G4-LA14 

Edwards Lifesciences' Supply Chain Management practices support our **Aspiration** to Transform Patient Care Through Innovative Technologies.

DEFINITION

Monitoring and assessing product quality, safety, social and environmental performance of Edwards' suppliers.

Management Approach

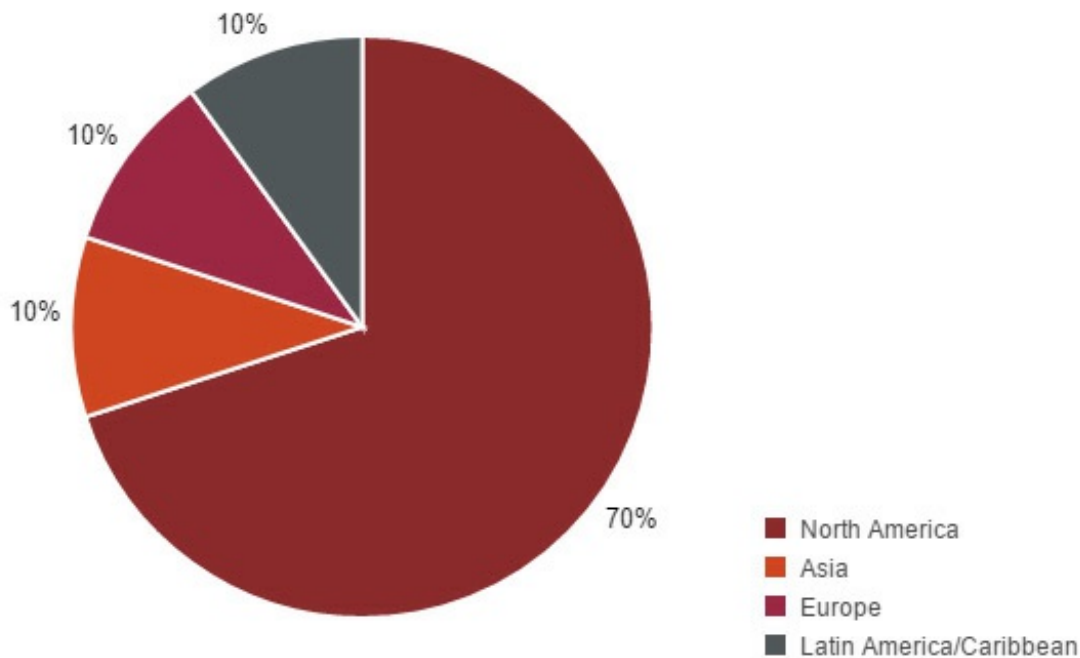
To create industry-leading therapies for cardiovascular disease, we rely on our suppliers. We know supply chain performance can directly impact the quality and innovation of Edwards' products. With just over 400 direct material suppliers, Edwards is highly selective when evaluating and adding new suppliers to our portfolio. These include suppliers of the following materials and services:

- Extruded tubing and extrusions
 - Packaging materials
 - Electronic assemblies and cables
 - Chemicals
 - Contract manufacturing
 - Bovine pericardial tissue
 - Precision machining components
 - Guidewires
 - Injection molded components
-

Localizing Supply and Distribution

Edwards protects both the environment and our bottom line by sourcing materials close to our manufacturing sites. Where possible, we strategically align distribution facilities with the global markets we serve, reducing the costs and environmental impacts of transportation. Our supply base is primarily located in North America.

Supply Base by Region



Supplier Sustainability

Edwards requires all suppliers to employ ethical and responsible business practices. We adhere to the [California Transparency in Supply Chains Act of 2010](#) by disclosing our actions to prevent human trafficking and slavery. Our [Responsible Supply Chain Policy](#) outlines our approach and expectations for suppliers, which include:

- Fair labor practices
- Environmental responsibility
- Workplace health and safety
- Ethical practices
- Protection of human rights
- Socially responsible behavior
- Legal compliance

Our future goal is to connect with our top 10 suppliers to provide additional training and patient interactions. Through this, we aim to provide our suppliers with enhanced awareness of quality issues and engagement with our mission to serve patients. We've also developed supplier metrics, which include quality levels and expectations that each of our preferred suppliers must meet. These include:

- ISO Certification where applicable
- Completion of comprehensive quality audit with no critical findings
- Minimum lot acceptance rate
- Minimum scar-free rate
- Minimum performance on good delivery and service levels

Assessing and Monitoring Supply Chain Risk

Before partnering with suppliers, Edwards conducts a comprehensive risk evaluation. Certain suppliers require on-site assessment of facilities and quality control systems. Once approved, we periodically conduct supplier audits and performance reviews to promote continual adherence to our standards. For every new part established for use, the supplier completes a form through which they must disclose the material inputs to their products. Edwards evaluates potential risks due to location and country regulations. We prefer doing business in countries with higher ethical standards and protection for information technology and intellectual property. This reduces the chance of sustainability violations that could impact our stakeholders and business. Edwards also uses a risk monitoring tool that provides updates on our suppliers' business developments, acquisitions and credit performance. Our team sets automatic alerts so important information is forwarded immediately to the right employee at Edwards.

Annual Performance

Edwards continually works to localize our supply base and distribution centers. Freight is the largest component of our distribution costs. We have reduced these costs by shifting freight from air to ocean, eliminating warehouses, consolidating shipments and increasing our direct shipments to regions. Over 90 percent of Edwards' global freight is with our strategic partners, who have sustainability programs in place and monitor their impact.

CHEMICAL & MATERIALS STEWARDSHIP

G4-DMA 

Edwards Lifesciences' work to manage our Chemical and Materials Stewardship serves our **Aspiration** to Excel as a Trusted Partner and Global Leader Through the Quality of Our Work.

DEFINITION

Reducing environmental and human health impacts from Edwards' use of materials and harmful chemicals in products or operations, including the sourcing of conflict minerals.

Management Approach

Edwards Lifesciences is committed to the long-term health of patients. Our goal is to ensure that our products are fully compliant with chemical regulations and requirements. We have procedures in place to monitor the toxicity of materials in our products and make continuous improvements to remove those materials. Safety procedures protect our employees by limiting exposure to potentially harmful chemicals.

Chemical Management and Reduction

Edwards complies with materials regulations governing the use of certain hazardous substances in medical devices. In Europe this includes **REACH**, which reduces the potential impact of chemicals on human health and the environment. It also includes **RoHS**, which restricts hazardous substances used in electrical and electronic equipment. Our focus extends to our supply chain, where we require compliance with all applicable regulations for chemical and materials use.

Hazardous materials regulations can evolve quickly. For example, REACH adds new substances of very high concern to its list every six months. Edwards monitors these changes using various applications and sources that provide notifications on new and updated materials regulations. When Edwards becomes aware of a pending restriction that might impact our business, we act. We brief our Steering Committee for Product Stewardship and begin assessing our products immediately.

Supplier Materials Database

While Edwards already screens suppliers for hazardous substances, we know customers increasingly demand full transparency about materials in their products. In 2015, we began developing our Material Compliance Module (MCM), an internal database to collect and manage information about product materials. During 2016, we made considerable progress in collecting and uploading supplier materials disclosures for REACH, RoHS and Conflict Minerals to the database. The MCM allows us to assess current regulatory compliance and can be easily updated to monitor future materials regulations as needed. The database will enable us to provide our customers with clear and complete reports on product composition.

Conflict Minerals

Edwards' goal is to ensure that all our products are free of conflict minerals. We use 3TG (tantalum, tin and

tungsten) for the functionality and production of certain of our Critical Care products. Our [Conflict Minerals Policy Statement](#) describes our support of the Security and Exchange Commission (SEC) disclosure requirement for conflict mineral sourcing. Since 2013, we have also published an annual [Conflict Minerals Report](#) highlighting our progress.

We include a clause in all supplier contracts prohibiting the use of conflict minerals. For every new part ordered, we require suppliers to submit written disclosure of compliance to this standard. Each year, we work with a third-party consultant to monitor our progress, analyze data and identify strategies to improve our performance. Our goal is to strive to ensure that 100 percent of our products are conflict free by 2020.

Annual Performance

Supplier Materials Database

During 2016, Edwards continued to build our Material Compliance Module database with supplier materials information and have approximately 20 percent of supplier responses included. With tens of thousands of pieces of materials disclosure documents, we aim to have 80 percent of applicable supplier responses entered by 2018.

Conflict Minerals

We also conducted two stages of Reasonable Country of Origin Inquiry (RCOI) and due diligence as outlined by the Organisation for Economic Co-operation and Development (OECD). In 2016, we identified 37 affected suppliers (or smelters) that sourced, or there is reason to believe they may have sourced, from the covered countries of origin. Of these, 89 percent responded to our request for smelter information. Each year, we follow a risk mitigation and improvement program to work with the suppliers that have not responded to our requests, have no conflict minerals program or may source from smelters that may not be certified as conflict-free.

We have strengthened our engagement with suppliers, by:

- Directly engaging suppliers during the RCOI process;
- Reviewing supplier responses as part of the RCOI process;
- Incorporating conflict minerals compliance into new supplier quality and manufacturing agreements; and,
- Implementing a plan to improve the quantity and quality of supplier responses year over year.

We continue to work toward our goal of ensuring that 100 percent of our products are conflict mineral free by 2020.

Edwards also has a company- and mine-level grievance mechanism in place. We recognize the Conflict Free Smelter Program's three audit protocols for gold, tin/tantalum and tungsten as valid sources of smelter- or mine-level grievances. A company-wide grievance mechanism is available, through which our employees and suppliers can confidentially report a violation of our policies without fear of retaliation. The Edwards Integrity Helpline is available 24/7 for both United States and international employees. The Integrity Helpline is hosted by a third party. Callers can self-identify when making a report or can report anonymously, where permitted by law. We also maintain an e-mail address (conflict_minerals@edwards.com) for suppliers and

employees to ask questions and voice concerns.



Edwards



SUSTAINABILITY REPORT WORKFORCE

Edwards Lifesciences' employees drive our work with their passion for helping others. The Workforce section of our 2016 Sustainability Report contains our management approach and annual performance for the following material topics:

- Employee Recruitment, Engagement & Retention
- Workplace Health & Safety
- Diversity & Inclusion
- Volunteerism & Giving

SUSTAINABILITY REPORT

EMPLOYEE RECRUITMENT, ENGAGEMENT & RETENTION

G4-LA1, G4-LA2, G4-LA3, G4-LA9, G4-LA10, G4-LA11 

Edwards Lifesciences' work to improve Employee Recruitment, Engagement and Retention supports our **Aspiration** to Attract and Engage Talented Employees.

DEFINITION

Developing strategies for attracting, developing and retaining employees.

Management Approach

Edwards Lifesciences unites our employees around a common passion for improving patients' lives. We execute our work with the utmost precision and care, knowing our therapies have the power to positively impact patients in a real and lasting way. And we're committed to this vision for years to come. As a growing company, our **culture** must attract and retain top talent that will continue to advance our progress.

Training & Leadership Development

Our greatest assets are our employees' knowledge and skills. To foster their personal and professional growth, we provide **development opportunities** through many programs. Edwards University is an online platform comprised of "colleges" and centers of excellence with targeted instruction for the diverse responsibilities of our workforce. These include:

- College of Engineering
- College of Information Technology
- College of Operations
- College of Sales and Marketing
- College of Supply Chain
- College of Quality, Regulatory and Clinical
- Leadership Development
- Corporate Business Practices
- Business Excellence
- Centers of Excellence:
 - Product Lifecycle Management
 - Global Health Economics

Our leadership development curriculum, *Aspire*, offers skill-based workshops to our professional

employees. Curriculum topics include:

- critical thinking
- strategic execution
- project management
- time management
- leading at Edwards
- performance management
- finance for non-financial managers
- effective conversations
- powerful speaking
- situational leadership
- communicating among different personalities

We design our signature programs to aid in the development of our top talent around the globe. These are nomination-based programs that build leaders for the future. The Edwards Lifesciences Leadership Program (ELLP) focuses on our culture and living the Edwards Credo. Participants learn to be trusted partners with each other, in business and in the community. With case studies, experiential learning and a capstone closing activity, the program offers participants an experience they will take with them through the course of their careers.

We also nominate leaders to participate in the Edwards Leaders Forum, a nine-month cohort-based program that focuses on the whole person. Incorporating a variety of assessments, executive speakers and discussion-based learning, participants apply what they learn in their current and future roles. Finally, we offer employee tuition assistance for continuing education and degree programs at higher educational institutions.

Fostering Employee Engagement

Edwards regularly conducts an Employee Survey to measure employee satisfaction across a variety of dimensions, including quality, trust, empowerment, involvement, engagement, retention and charitable activities. This feedback helps us sustain the things we do well and close the gap where we need improvement. Our Executive Leadership Team reviews survey results, selects priority areas for development and implements action plans at both the corporate and manufacturing levels.

One priority is to expose all Edwards employees to patient stories each year to improve engagement. Additionally, we have a goal to provide a vehicle to engage employees in sustainability efforts by 2018.

Recruiting Top Talent

To attract and retain top talent, Edwards provides competitive compensation and **benefits** packages. Our goal is to maintain a healthy and productive workforce and provide effective programs while continuing to manage costs. We offer performance-based incentives, stock options, retirement plan options, paid time off, family leave and health, life and disability insurance.

Edwards recruits the best students from universities across the world to join our team. Our programs include:

- Internships
- Edwards University Summer Program
- Finance Development Program
- University Engineering Program
- Clinical & Regulatory Development Program (CRDP)
- Engineering Technical Development Program (TDP)
- Strategic Leadership Development Program (SLDP)

Labor Relations

Edwards does not operate in collective bargaining environments. In Singapore, we register with the National Trade Union Consortium to help maintain positive labor relations. We've established a good reputation for workplace standards, collaborating with the union to maintain balance in our Singaporean workforce.

Annual Performance

As we grow, Edwards Lifesciences continues to strengthen our employee engagement initiatives. In our 2016 Pulse Employee Survey, we continued to improve on measures of engagement, quality, trust and retention. Results also yielded improved scores in our focus on process simplification and empowerment. Our 2016 Employee Value Proposition Survey of our hourly manufacturing employees provided a baseline for how well Edwards delivers on topics that are important to our employees. We rated highly on patient focus, product quality and trust.

Fostering Employee Engagement

In 2016, we provided patient stories to most of our employees at Edwards' regional headquarters and manufacturing facilities. We accomplish this goal through the use of video, live presentations and our company's OneEdwards intranet via a dedicated "Patients First" section featured on the homepage. In addition, these stories are shared at all employee meetings held regularly at our major locations, with office personnel, at annual sales and marketing meetings for field personnel and at annual global summits held for our functional groups. We estimate that 90 percent of our global employees were exposed to at least one patient story in 2016, and believe the majority had the opportunity to interact with multiple stories during the year.

During numerous meetings around the globe in 2016 with corporate employees, senior leadership and field sales, our Chairman and Chief Executive Officer Michael A. Mussallem recognized Edwards' sustainability efforts and progress. In addition, our Corporate Responsibility Officer highlighted Edwards' progress during

international site visits, engaging with employees and seeking feedback. To further engage employees in sustainability, Edwards will utilize a new engagement vehicle by 2018—a goal the company commits to meet.

Parental Leave

In 2016, Edwards continued to offer both our male and female U.S. employees the opportunity to take parental leave.

	Male		Female	
	2016	2015	2016	2015
U.S. employees 40 or under	1,291	734	1,565	789
Employees who took parental leave	26	28	101	100
Employees who returned from leave	25	27	97	94
Employees still employed within 12 months after leave*	23	24	91	82
Return to work rate	96%	96%	96%	94%
1 year retention rate	88%	86%	90%	82%

*As of December 31, 2016

Employee Training

Edwards supported employee development in 2016 by providing instructor-led training opportunities, tracked through our Learning Management System (LMS), as well as online training through Edwards University.

	Male	Female
Average hours of instructor-led training per year per employee	22.98	19.54
Average hours of online training per year per employee	0.66	0.60

Tuition Assistance Program

In 2016, Edwards offered our U.S. employees tuition assistance for educational programs.

	Employees Participating in 2015	Percent of Employees Participating*
Hourly Non-Exempt	15	>1%
Salaried Exempt Employees	59	2.5%
Salaried Non-Exempt	22	3%

*As of December 2016

WORKPLACE HEALTH & SAFETY

G4-DMA, G4-LA6 

Edwards Lifesciences’ work to promote Workplace Health and Safety serves our **Aspiration** to Attract and Engage Talented Employees.

DEFINITION

Providing Edwards employees with health resources and safe working conditions.

Management Approach

Edwards Lifesciences believes our mission to help patients begins with the well-being of our employees. Maintaining a strong and healthy workforce enables us to stay focused on our goals and dedicate our energies towards the development of life-saving therapies.

Total Wellness at Edwards

Our Executive Leadership Team (ELT) drives Edwards’ wellness efforts across our organization. They believe better health leads to better performance and ensure that we regularly sponsor wellness initiatives for our employees. Edwards also offers a competitive **employee benefits package** that includes health and welfare insurance, health savings accounts and on-site programs and offerings.

Our Total Wellness program supports employees across the globe to enhance, maintain and achieve a healthy lifestyle. This holistic approach improves well-being through six pillars. We aim to offer and encourage participation in programs aligning with all six Total Wellness pillars at 100 percent of locations with more than 100 employees.

“After ‘*Knowing My Numbers*’ through Edwards’ annual biometric wellness screenings, I began adding one healthy change a month, such as more sleep and better eating habits. Our Total Wellness Program supplemented by focus on making a lifestyle change, a little at a time, for lasting results.” – Heather Haworth, VP, Associate General Counsel

Six Pillars for Total Wellness

<p>1. Prevention</p>	<ul style="list-style-type: none">■ Annual <i>Know Your Numbers</i> biometric wellness screenings■ Healthy lifestyle wellness coaching for all employees and their covered spouses■ On-site HIGI machines at our Irvine, CA, and Draper, UT, facilities that allow employees to track biometric numbers■ Online Health Risk Assessments■ Quit for Life® smoking cessation program■ Annual on-site flu clinics
----------------------	--

2. Nutrition	<ul style="list-style-type: none"> ■ 12-week weight loss programs ■ On-site cafeteria with healthy food options at our Irvine, CA, and Draper, UT, campuses ■ Farmer's Market at Irvine, CA, and Draper, UT, campuses
3. Physical Activity	<ul style="list-style-type: none"> ■ On-site fitness centers at our Irvine, CA, and Draper, UT, campuses ■ Workout competitions ■ Physical activity challenges that give active employees the opportunity for raffle prizes
4. Education	<ul style="list-style-type: none"> ■ <i>Take Charge</i> newsletter with information about wellness and employee benefits ■ Wellness and benefit resources on employee intranet ■ On-site information sessions ■ <i>Take Charge</i> mobile site with health resources ■ Meditation and Mindfulness classes
5. Financial Fitness	<ul style="list-style-type: none"> ■ Annual retirement plan education meetings ■ Retirement readiness program ■ One-on-one financial planning assistance ■ On-site educational webinars
6. Community Service	<p>Please refer to Volunteerism & Giving for information about our employee volunteer programs</p>

We also offer Total Wellness programs at global facilities with more than 30 employees. For example, many employees at Edwards' Singapore facility have long commutes and limited time for exercise and food preparation. To help these employees achieve a better balance in their lifestyle, we provide annual health checks, a cafeteria with healthy eating choices and weight-loss programs.

Our global wellness programs include:

- Weight loss competitions
- Walking challenges
- Preventive health exams and screenings
- Financial education classes
- Health education seminars
- Monthly and quarterly wellness newsletters

Workplace Safety

Edwards focuses on workplace design, early intervention and overall prevention of injuries and illnesses before they become a concern. We strive to ensure employees who are injured on the job receive appropriate medical care to help them recover and return to work in a healthy and productive manner. We track and report injury rates and consistently perform favorably when compared with our industry benchmarks. All sites have health centers or first aid rooms fully equipped, including Automated External

Defibrillators (AEDs) throughout the facilities and an active first aid program with trained personnel. Four of our six manufacturing sites have occupational health nurses, with some sites staffed with occupational health physicians and physical therapists.

Annual Performance

Every year, Edwards becomes stronger in our mission to improve health—starting with our workforce. In 2015 and 2016, 93 percent of U.S. Edwards employees participated in free biometrics screenings.

U.S. Wellness Numbers

U.S. Employee Participation in Biometric Screenings (2015 /2016)	93%
U.S. Employees Enrolled in an Edwards-Sponsored Medical Plan (2016 /2017)	91%
Health Costs Per Employee Per Year (2015 /2016)	12.1% below market

During 2016, Edwards encouraged employees to begin taking incremental steps to improve their overall well-being by focusing on key areas of action for living a healthy life through programs such as Total Wellness and Know Your Numbers. To encourage employees to increase their physical activity, Edwards implemented a two-month program to help employees build healthy physical activity habits. This program included the Workout Challenge where employees were incentivized with prizes to exercise 16 times each month. We also offered organized physical activity clubs, movement reminders and onsite seminars, such as “Effects of Exercise on the Body.”

Edwards’ dedication to Total Wellness earned recognition in 2016 among leading health organizations and standards, including:

- CEO Cancer Gold Standard for workplace wellness
- American Heart Association Platinum Achievement for Fit-Friendly Worksite
- Recognition for our benefits program from the National Human Resources Association of Orange County

Workplace Safety

To prevent occupational illnesses arising from ergonomic conditions, Edwards implements aggressive prevention strategies that focus on three contributing factors: employee, task and workplace. We facilitate ongoing employee awareness of ergonomics, proper posture, workstation setup, physical warning signs and early reporting of injuries through training, posters, meetings and videos. We identify high-risk ergonomic tasks through ergonomic assessments and determine control measures to eliminate or reduce the risk. Workstations are ergonomically designed to promote neutral postures with ergonomic chairs, adjustable equipment and ergonomic tools. Additionally, our two Critical Care manufacturing sites in the

Caribbean have achieved OHSAS 18001 accreditation for excellence in occupational health and safety. We have a strong commitment to preventing and reducing employee injuries. We track incident rates to improve our manufacturing practices and promote a safe workforce.

2011	2012	2013	2014	2015	2016
Global Lost Time Injury Rate Over Time (Days away from work cases per 100 employees)					
0.20	0.62	0.42	0.32	0.36	0.33



Global Recordable Case (Injury) Rate Over Time (Cases per 100 employees)					
0.78	1.83	1.42	1.28	1.16	1.22



SUSTAINABILITY REPORT

DIVERSITY & INCLUSION

G4-LA12, G4-HR3 

Edwards Lifesciences' work to promote Diversity and Inclusion serves our **Aspiration** to Attract and Engage Talented Employees.

DEFINITION

Promoting diversity in Edwards' leadership, employee population and suppliers through fostering an inclusive culture.

Management Approach

Diversity is foundational to Edwards Lifesciences' work to innovate life-saving therapies. We encourage our employees to share novel ideas, take risks and push the boundaries of traditional norms for thinking and creating. For this, diverse talent is crucial. We believe change leads to improvement, and envision a culture that actively values diversity and is inclusive of people from a variety of backgrounds and experiences.

Governance for Diversity

Edwards has convened a Diversity and Inclusion sub-committee within our Executive Leadership Team (ELT).

The group discusses strategies around employee resource groups, intentional versus organic efforts and results from Diversity and Inclusion programming. We aim to have 100 percent of ELT, Senior Leadership Team (SLT) members and their direct reports complete the Leveraging Diversity Training by 2018.

Our Quality Diversity and Inclusion Council has a mission to introduce diverse thought into technical teams and recruit talent that reflects Edwards' diverse customer base. The Council conducts national outreach to attract diverse talent, such as recruiting at engineering conferences for minorities. It also collaborates with the Edwards University Recruiting Team to engage with university chapters such as the National Society of Black Engineers and the Society of Women Engineers.

The Council continues to expand its focus to include networking and learning events for Edwards employees. For example, Edwards established an Employee Resource Group called the African Heritage Forum (AHF) whose mission is "to foster a community that attracts and enables Edwards' employees of African Heritage to be connected, empowered and reach their full potential contributing to Edwards' success." AHF hosts a variety of networking activities and group events designed to create a sense of community as well as provide career development opportunities for members. Some of these activities include:

- Quarterly learning opportunities from one of the following:
 - Panel discussions about managing your career at Edwards featuring guests from our executive or senior leadership teams
 - Speed Mentoring with senior leadership team members
 - Leadership development classes

- Surgery Observation opportunities to see our products in clinical use
- Monthly Mix & Mingle social events
- Welcome Reception for summer interns recruited from the National Society of Black Engineers (NSBE) to accelerate their onboarding and pave the way for a positive internship experience

Building a Diverse Workforce

Embracing a diverse workforce helps drive Edwards' commitment to innovation. Companies that recruit diverse talent have a stronger pool of ideas, perspectives and skill sets that can lead to discovery.

Edwards' commitment to diversity includes the hiring of **U.S. Veterans**. Those who have defended our country bring strength, integrity and unique technical knowledge to our team. We are active in the **MedTech and BioTech Veterans Program**, which connects transitioning military professionals with careers in life sciences companies.

Preventing Unconscious Bias

Unconscious bias refers to the underlying beliefs, perceptions and assumptions we develop based on our past experiences. They can frame the way we look at the world. As Edwards advances our culture of inclusion, it is important we educate employees around the identification and adjustment of unconscious biases.

Our Leveraging Diversity workshop, offered to employees at the managerial level and above, addresses unconscious bias by encouraging inclusive thinking and behaviors from the top down. Post-training evaluations have shown the sessions are effective in changing peoples' mindsets on how they promote, hire and engage with colleagues.

Engaging Employees in Diversity

Our employees participate in several associate resource groups that celebrate and advance diversity. These include:

- **Women in Leadership Initiative**—Supports female leaders across departments and locations through networking and leadership development sessions
- **Women in Senior Leadership**—Provides support for women at the senior leadership level and above
- **African Heritage Forum**—Fosters a community that attracts and enables Edwards' employees of African heritage to be connected and empowered, and reach their full potential
- **Veteran's Group**—Builds a community of Veterans and Veteran-minded employees at Edwards to enhance employee engagement, drive Veterans talent strategy and serve the Veterans community

Annual Performance

Our long-term vision is to become a leading workplace for diversity and inclusion. Edwards'

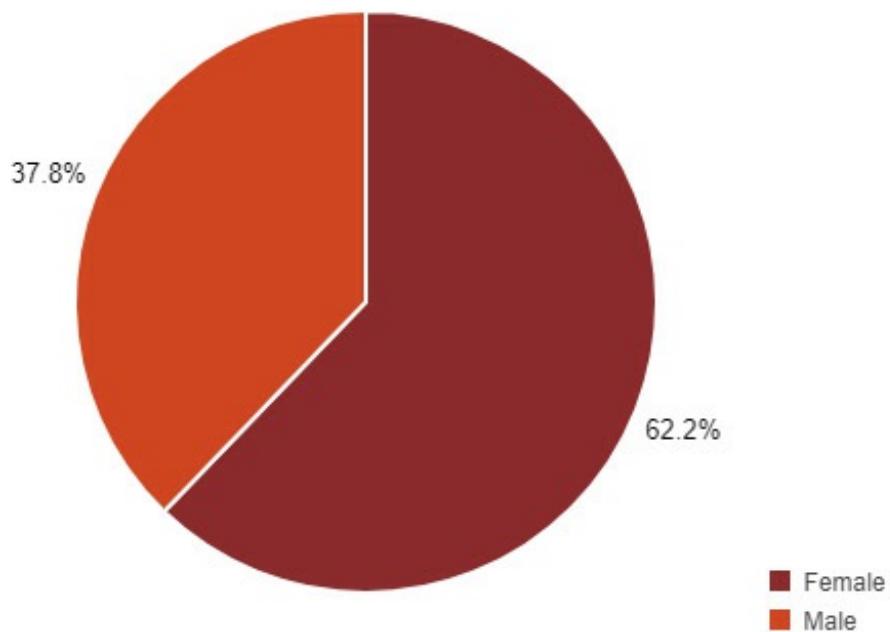
Diversity & Inclusion Council within our quality department reflects our growing priority to foster inclusive thinking and increase the diversity of our workforce. To that end, we aim to have 100 percent of ELT, Senior Leadership Team (SLT) members and their direct reports complete the Leveraging Diversity Training by 2018. In 2016, 26 percent of this group had completed the training.

In 2016, Edwards expanded our inclusion program to include two new employee resource groups, Friends of Veterans and the African Heritage Forum. Edwards provided our employees with diversity training and held all-inclusive events on campus to promote inclusion among coworkers. Edwards attended the National Society of Black Engineers and recruited interns as well as permanent employees. We continue to strengthen our partnership with local universities to help diversify our workforce.

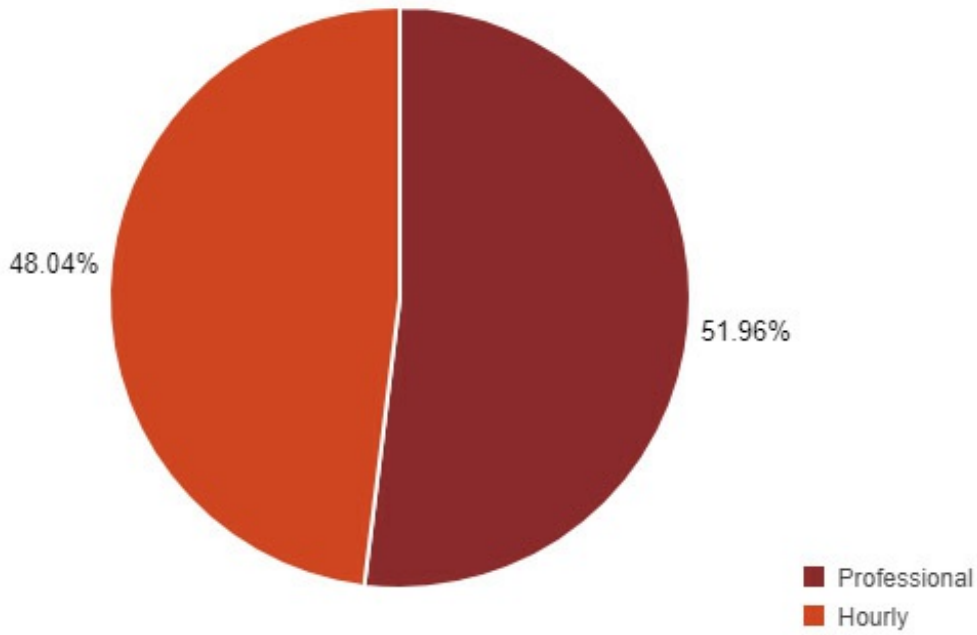
Our Diversity Profile

Edwards' executive leaders emphasize that diversity isn't about numbers or statistics. It's a way of conducting ourselves and our business that must be integrated into our behaviors and practices. Edwards' vision is to foster a culture that actively and consistently values diversity.

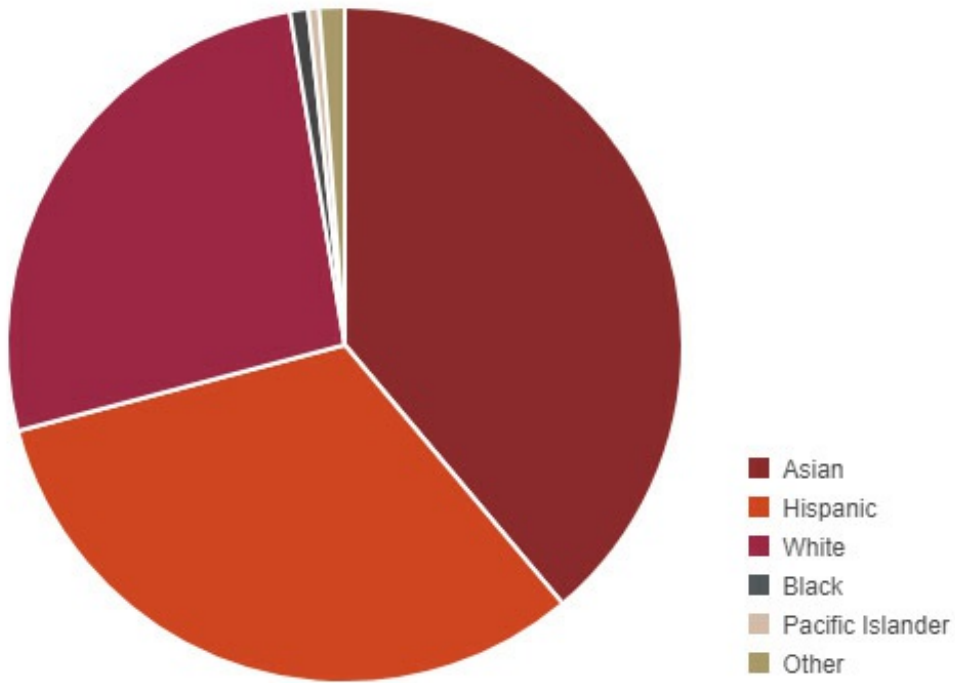
Global Employees by Gender in 2016



Global Employees by Type in 2016



Global Employees by Ethnicity in 2016



Women's Ranks in Leadership 2016

Executives in C-Suite	21%
People Leaders (includes VPs, Directors and Managers)	33%
Non-people Leaders (entry-level)	66%

VOLUNTEERISM & GIVING

G4-DMA 

Edwards Lifesciences' work to encourage Volunteerism and Giving supports our **Aspiration** to Strengthen Our Communities.

DEFINITION

Dedicating time, talent and resources to communities where Edwards' employees live and work, and supporting community health and well-being.

Management Approach

Edwards Lifesciences believes our work can inspire greater hope and possibilities for our patients, employees and communities. Volunteerism and giving is a strong part of our corporate culture. Many of our employees feel personally connected to our philanthropy and identify this commitment as a key reason why they are proud to work at Edwards.

Philanthropy at Edwards Lifesciences

Edwards strategically aligns our **Global Corporate Giving** program with our mission to enhance care for cardiovascular and critically ill patients and strengthen our global communities. These initiatives include grants from the Edwards Lifesciences Foundation, employee volunteerism, a scholarship program, corporate donations and employee gift matching from our Foundation. We provide a full list of our philanthropic goals on our **website**, which include:

- Support research and education to increase expertise and innovation in treating heart valve and critically ill patients
- Strengthening the communities where our employees live and work
- Expand awareness of cardiovascular disease, its prevention and treatment with an emphasis on heart valve and critically ill patients
- Provide opportunities for employees to volunteer
- Enhance support and access to care for underserved heart valve and critically ill patients

Edwards has a strong community presence at our corporate headquarters in Irvine, California. We open our campus as a meeting place and provide externships for local organizations such as Girls Inc. of Orange County. We also engage with communities at our global facilities. For example, in Singapore, Edwards employees have developed a Wellness Outreach Committee that focuses on improving opportunities to serve the community. Additionally, our Switzerland office participates in local events for the Special Olympics.

Employee Volunteerism & Giving

Edwards' employees are caring individuals with a shared mission to improve lives. We encourage employee participation in charitable activities every year with an aspiration of 100 percent participation. The **Strengthen Our Community** volunteer program offers opportunities for employees to engage hands-on in this effort. Past **activities** range from participation in fundraising walks, providing free heart screenings for underserved patients and donating blood. Additionally, we align our foundation giving with employee engagement through our foundation's employee matching gift **program** that matches donations to non-profit organizations up to \$5,000 per employee each year.

The Edwards Lifesciences Foundation

We established the **Edwards Lifesciences Foundation** to strengthen and support our passion for helping people around the world.

Goals of our Global Corporate Giving include:

- Execute our Every Heartbeat Matters initiative with a goal that, by 2020, our philanthropy will support the education, screening and treatment of one million underserved people
- Expand awareness of cardiovascular disease, its prevention and treatment with an emphasis on heart valve and critically ill patients
- Enhance support and access to care for underserved heart valve and critically ill patients
- Support research and education to increase expertise and innovation in treating heart valve and critically ill patients
- Strengthen the communities in which our employees live and work
- Provide opportunities for employees to volunteer
- Establish trusted partnerships to further leverage impact

Product Donations

Edwards' belief in humanity and compassion form the foundation of our global philanthropic efforts. We donate our life-saving products and expertise to medical missions and training programs worldwide. These technologies help provide cardiac services in some of the most impoverished parts of the world that lack basic medical care. In 2000, we established a partnership with **AmeriCares**, an international non-profit relief and humanitarian aid organization. Since then, we have provided millions of dollars of in-kind donations that support mission trips to countries all around the world.

Increasing Access to Cardiovascular Care

We title our signature philanthropic initiative **Every Heartbeat Matters**, reflecting our belief that all people deserve access to cardiovascular care. We pledge our support to impact the global burden of heart valve disease by supporting the education, screening and treatment of one million underserved people by 2020. More information about this initiative can be found on our [Access to Healthcare](#) page.

Annual Performance

Edwards is energized by our work to support those in need and seeks to embed this spirit throughout our culture, encouraging our employees to give back. In 2015, 74 percent of our global employees reported that they participated in at least one charitable activity in the past 12 months. Every year, we seek to inspire more charitable activity with an aspiration of reaching 100 percent, including our Executive and Senior Leadership Teams. In 2016, our Executive Leadership Team reached 100 percent participation and our Senior Leadership Team reached 97 percent.

Community activities at our global facilities included:

- Our employees in Haina, Dominican Republic, have served on each of the quarterly pediatric cardiac surgery missions of International Children's Heart Foundation, providing language translation between the English speaking medical staff and the Spanish speaking families of children undergoing open heart surgery.
- A group of employees in Cartago, Costa Rica, participated in a local sports community center revitalization project.
- Edwards' Korea team volunteered to help the homeless in Seoul by preparing and serving lunch for approximately 1,000 underserved people.
- A group of employees from China assembled cost-effective wheelchairs and distributed them to impoverished disabled people.

Our Philanthropic Contributions

The Edwards Lifesciences Foundation publishes an annual [list of grantees](#) on our website. In 2016, we contributed \$6.4 million from our Foundation to non-profit organizations across the globe. Additionally, we publish the partners in our Every Heartbeat Matters initiative on our website. Since the launch of this initiative, we have supported the education, screening and/or treatment of more than 400,000 underserved people. We're proud of this progress and are on track to meet our 2020 goal to serve one million underserved people in our pursuit of impacting the global burden of heart valve disease.



Edwards



SUSTAINABILITY REPORT ENVIRONMENT

Edwards Lifesciences conducts business with care and respect for our environment. The Environment section of our 2016 Sustainability Report contains our management approach and annual performance for the following material topics:

- Energy & Emissions
- Waste
- Water
- Environmental Compliance

SUSTAINABILITY REPORT

ENERGY & EMISSIONS

G4-EN3, G4-EN5, G4-EN6, G4-EN16, G4-EN17, G4-EN18, G4-EN19, G4-EN20, G4-EN21 ✓

Edwards Lifesciences' work to manage Energy and Emissions supports our **Aspiration** to Strengthen Our Communities.

DEFINITION

Reducing energy usage and greenhouse gas emissions generated throughout Edwards' value chain, reducing the release of fine particulate matter into the air and toxic air emissions, improving energy efficiency and sourcing renewable energy.

Management Approach

Edwards Lifesciences is committed to reducing our environmental footprint. Although we are a relatively low-energy manufacturer, we continually strive to decrease our consumption of energy and fossil fuels. We promote conservation practices that help build a future where all patients can live healthier and more productive lives.

Our Energy & Emissions Footprint

Edwards' primary source of greenhouse gas emissions is our indirect and direct energy consumption. Approximately 75 percent comes from purchased electricity, with the majority produced by our corporate headquarters in Irvine, California. We attribute the remaining 25 percent of our energy use to natural gas, diesel fuel, propane and gasoline in manufacturing processes. Our Anasco and Irvine facilities consume over 70 percent of this total, primarily for backup energy generators, and space and water heating.

Fuel Mixture of Electricity Usage at Global Manufacturing Sites*

	Anasco	Draper	Haina	Horw	Irvine	Singapore
Oil/Coal	99%	64%	0%	1%	8%	4%
Natural Gas	0%	14%	100%	0%	44%	92%
Wind	0%	8%	0%	1%	9%	0%
Hydro	1%	6%	0%	59%	9%	0%
Solar	0%	0%	0%	0%	2%	0%
Other	0%	9%	0%	38%	28%	4%

*Edwards estimates emissions for our non-manufacturing locations based on industry averages for electricity and natural gas usage.

Conserving Energy

Edwards focuses most of our energy reduction efforts on electricity conservation. By making efficiency improvements at manufacturing operations, we have a low rate of energy increases when compared to company growth. Examples of conservation initiatives at our facilities include:

- A 556 KW Photovoltaic Solar Energy Power System on our parking structure in Irvine, CA
- Motion sensors for lighting at our Singapore operations
- Installation of LED lighting to replace fluorescent lights in Horw, Switzerland
- Installation of occupancy sensors, energy meters and a high-efficiency chiller system at our facility in the Dominican Republic
- Replacement of fluorescent light fixtures with LED lamps in Draper, UT

Edwards identifies efficiency initiatives to save time, energy and money as we expand. For instance, at our Anasco, Puerto Rico, location, we will implement 30 projects by the end of 2017. These include improving building management systems, eliminating lighting transformers and installing more efficient chilling systems. In other instances, Edwards reduces our direct energy consumption by purchasing electric-powered vehicles for maintenance personnel. We also plan to complete a cost-benefit assessment for alternate and renewable energy opportunities by 2020.

At our Irvine, California, campus we generate approximately 85,000 kwh per month from a rooftop solar energy generation system. In 2017, we will complete the installation of an additional 1,800 square meters of solar panels, doubling our generation capacity. All solar energy is provided directly back to the public utility grid. For simplicity in reporting, we do not offset our total usage by the solar energy generated in Irvine.

Employee Commuting Initiatives

Edwards' greatest opportunity to reduce our indirect greenhouse gas emissions is through travel. Our corporate team frequently travels via airline and our sales team operates a fleet of vehicles. Further, we have approximately 11,000 employees commuting to and from work daily.

At our headquarters, Edwards provides secure bicycle parking along with showers and locker rooms to encourage bike riding. We offer 90 preferred parking spaces for employees driving Clean Air Vehicles (such as hybrids or full electric vehicles) or who carpool with two or more employees per vehicle. Additionally, our parking structure provides 20 high-capacity electric vehicle charging stations, 18 at our Irvine campus and two at a satellite campus, at no cost to employees.

Annual Performance

Part of Edwards Lifesciences' vision for advancing patient care includes taking responsibility for our impacts along the way. Though demand for our therapies has rapidly expanded, we have reduced energy consumption relative to our growth.

Our Energy & Emissions Footprint

From 2010 to 2016, Edwards grew revenue by 105 percent and doubled the size of our Singapore operations. Over this period, our absolute energy consumption increased 26 percent. However, we measured a 31 percent reduction when normalized for revenue. In addition to minimizing our environmental impacts, this progress has resulted in \$5.9 million of savings (normalized to growth) when compared to 2010. Our 2020 goal is to maintain a zero percent change in relative energy consumption.

This year, we recalculated our energy consumption and emissions to include total manufacturing and non-manufacturing emissions. We applied this methodology retroactively and restated previous years' data.

2011	2012	2013	2014	2015	2016
Relative Energy Consumption (Mwh/Millions of Sales)					
47.75	44.19	46.15	39.35	37.81	36.51



Absolute Energy Consumption (Mwh)					
80,181	83,953	94,420	91,415	94,306	108,206



Direct Scope 1 and 2 emissions include greenhouse gases (GHGs) for manufacturing and non-manufacturing operations. These calculations account for operations powered by natural gas, propane, gasoline and diesel fuel as well as on-site combustion. To calculate Mt CO₂e for manufacturing, we referenced DEFRA 2014 guidelines. For non-manufacturing direct emissions, we used the EPA guidelines on modelling natural gas emissions based on cubic feet of space.

To calculate indirect Scope 1 and 2 emissions, we used utility invoices for manufacturing locations (approximately 90 percent of our emissions) and EPA calculation guidelines for non-manufacturing locations (approximately 10 percent) to calculate Mt CO₂e.

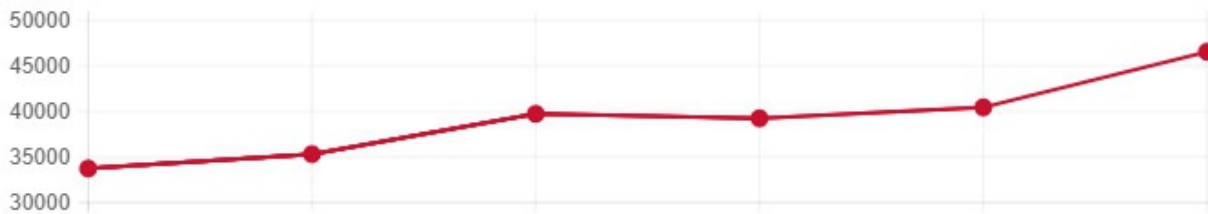
2011	2012	2013	2014	2015	2016
Relative Scope 1 & 2 Greenhouse Gas Emissions (Tonnes/Millions of Sales)					

2011	2012	2013	2014	2015	2016
20.09	18.58	19.42	16.90	16.22	15.71



Absolute Scope 1 & 2 Greenhouse Gas Emissions (Tonnes)

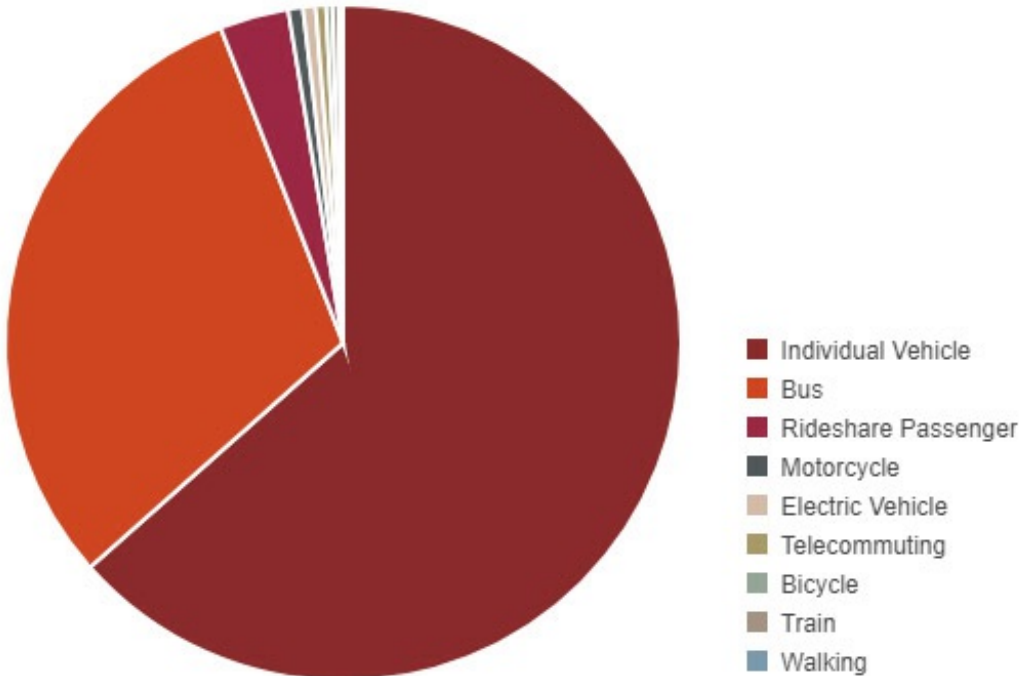
33,738	35,311	39,739	39,252	40,454	46,556
--------	--------	--------	--------	--------	--------



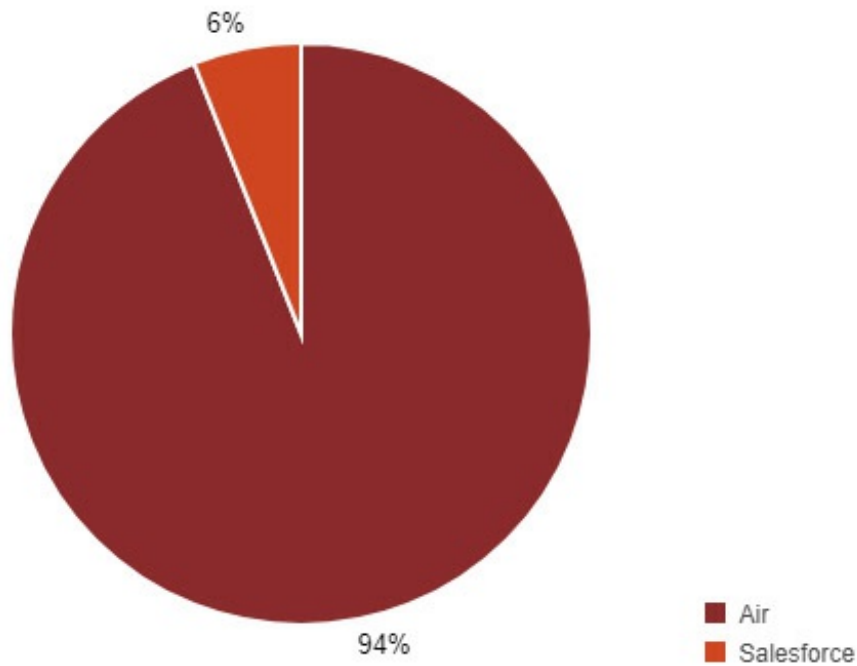
Employee Commuting

In 2016, 40 percent of our workforce took advantage of our alternative transportation options. These included carpool and public transportation incentives, electric vehicle charging stations and employee bus services.

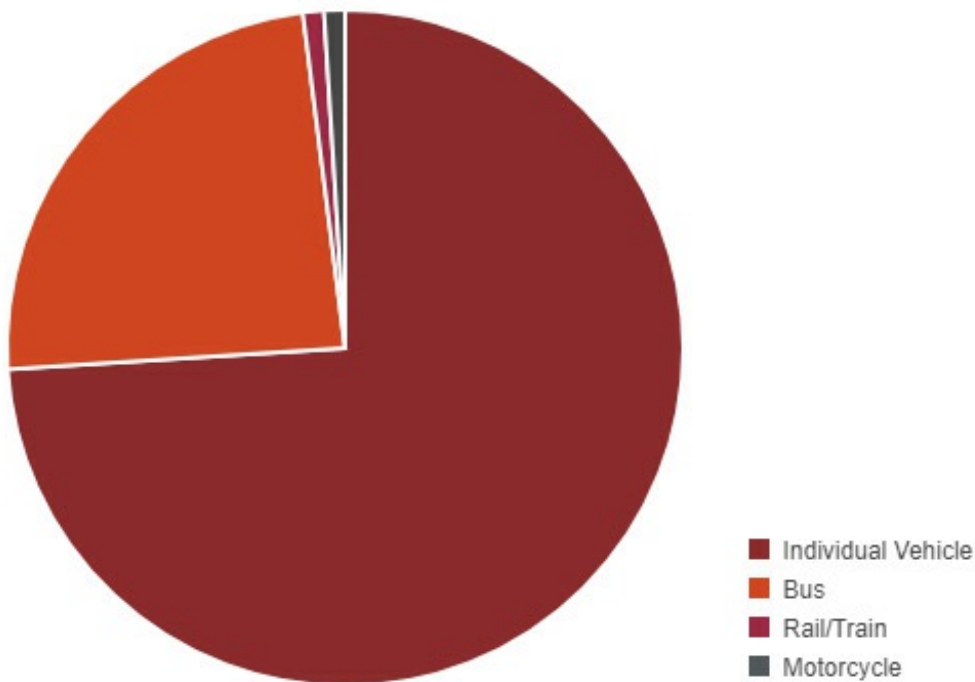
2016 Worldwide Employee Daily Commuting Profile



GHG Emissions from Employee Business Commuting



GHG Emissions from Employee Personal Commuting to/from Work



Reducing Our Footprint

Edwards takes a balanced approach to managing energy and emissions. We are committed to decreasing absolute impacts as soon as possible considering our continued growth. For example, as Edwards expanded our Singapore facility, we limited impacts by meeting our new efficiency requirements for all construction projects. Also in Singapore, Edwards provides coach service to and from work for 1,990 employees or 95 percent of its local workforce. By 2020, our goal is to maintain a zero percent normalized

change in energy and greenhouse gas emissions.

SUSTAINABILITY REPORT

WASTE

G4-EN23, G4-EN24, G4-EN25 

Edwards Lifesciences' work to manage Waste serves our **Aspiration** to Strengthen Our Communities.

DEFINITION

Reducing the amount of waste generated by Edwards to landfill, by recycling and responsible waste disposal and managing discharge of toxic and hazardous waste.

Management Approach

Edwards Lifesciences produces solid and hazardous waste through our product manufacturing processes. As we continue to innovate new and transformational technologies, we push ourselves to minimize our waste footprint—building a foundation for more responsible manufacturing.

Managing Regulations & Compliance

We are committed to complying with all waste disposal regulations in our global markets. Established in 1994, the European Union Packaging Directive requires member states to implement measures to reduce waste generated throughout a product's lifecycle. In Germany, for example, we must file a monthly report on the amount of product shipped and associated waste. Portions of the EU's new Circular Economy strategy strengthen the emphasis on producer responsibility for waste.

Solid Waste Management

Edwards' aims to reduce solid waste 20 percent by 2020 from our 2015 baseline. Each of our facilities are responsible for implementing waste reduction practices to achieve this target.

- At our Horw, Switzerland, location we incinerate 100 percent of solid waste through the local municipality as waste-to-energy fuel.
- Our Anasco, Puerto Rico, location focuses on waste minimization and has increased recycling efforts since our initial evaluation in 2010.
- While redesigning and constructing new buildings at our Irvine headquarters, we have recycled 96 percent of all construction demolition materials and waste.
- In Haina, Dominican Republic, we track an 80 percent recycling rate due to waste diversion and reuse initiatives.

Several of our customers have expressed a desire for more environmentally friendly packaging. More information about our work to reduce packaging is available on our **Product Lifecycle, Design and Innovation** page.

Hazardous Waste Disposal

Edwards' hazardous waste footprint includes both chemical and medical biohazardous substances. Approximately 75 percent of our impact stems from waste streams generated at our Irvine, Singapore and Horw manufacturing facilities. We reuse 33 percent of total waste as fuel for cement kilns and energy plants or for use in water treatment facilities. We incinerate another 64 percent through waste treatment processing that renders it nonhazardous. The remaining three percent is managed pursuant to risks, best practices and local regulatory requirements. Some of our locations realize financial benefits from their efforts. At Horw, for example, we receive an annual rebate for energy generated through hazardous waste combustion.

Edwards limits pollution by recycling, incinerating or treating hazardous waste wherever technologically feasible. Our methods and costs of disposal vary based on country regulations, and include waste-to-energy, incineration, treatment, solidification and landfill. Waste-to-energy is common in the contiguous United States, while we mainly use incineration and treatment in our Caribbean and Singapore locations. Edwards does not export hazardous waste outside of our host countries' borders.

Annual Performance

Due to growth in manufacturing production, our total solid waste consumption and disposal costs increased from 2010 to 2016. However, we tracked a 33 percent reduction when normalized by our revenue growth. We can attribute some of this success from our initiative to recycle product and packaging materials as "waste-to-energy" fuels. By 2020, our goal is to reduce solid and hazardous waste 20 percent from our 2015 baseline, normalized by revenue.

Our Solid Waste Performance

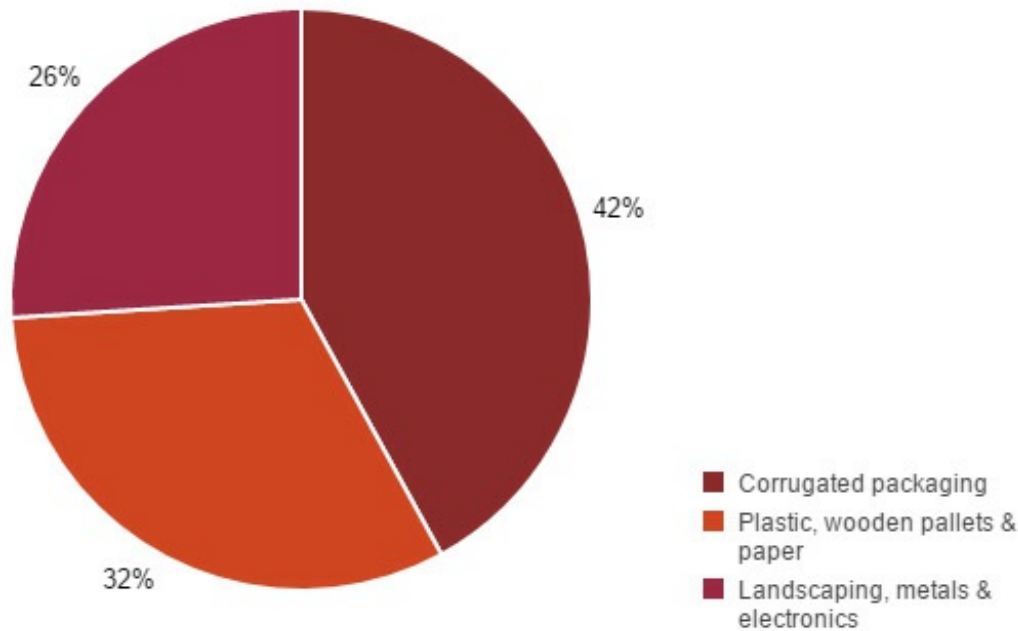
2011	2012	2013	2014	2015	2016
Relative Solid Waste Disposal (Tonnes/Millions of Sales)					
0.73	0.58	0.52	0.53	0.51	0.51



Absolute Solid Waste Disposal Over Time (Tonnes)					
1,224	1,099	1,074	1,219	1,269	1,499



Materials Recycled in 2016 by Type



Hazardous Waste Performance

As of 2016, considering our growth, Edwards has limited our normalized increase of hazardous waste to two percent since 2010. Since this baseline, our hazardous waste disposal costs only increased 31 percent while volumes grew by 108 percent. We made advances in our chemical handling processes, equipment upgrades and waste contractor improvements. By 2020, we aim to recycle 60 percent of all hazardous waste. As of 2016, 33 percent is recycled.

2011	2012	2013	2014	2015	2016
Relative Hazardous Waste Disposal (Tonnes/Millions of Sales)					
0.356	0.346	0.345	0.331	0.316	0.306



Absolute Hazardous Waste Disposal (Tonnes)

598

658

707

769

788

906



SUSTAINABILITY REPORT

WATER

G4-DMA, G4-EN8, G4-EN9, G4-EN10, G4-EN22, G4-EN26 

Edwards Lifesciences' work to manage Water supports our **Aspiration** to Strengthen Our Communities.

DEFINITION

Reducing total water withdrawn through Edwards' operations and being responsible about impact on water sources.

Management Approach

Most of Edwards' water usage is for our manufacturing processes. We are conscious of the need to monitor our consumption as climate changes cause water availability to shift. This means collaborating with our facilities across the globe to reduce water usage in our manufacturing and daily work.

Our Water Footprint

Edwards' facilities are relatively "dry" and do not require substantial amounts of water for manufacturing. We track and report consumption from our main manufacturing plants. With approximately 3,000 employees on-site, our Irvine campus has the largest impact. Approximately 70 percent of this consumption comes from operating equipment and cleanroom processes. We use 30 percent for personal hygiene and consumption. We report impacts from an additional 2,000 regional employees at leased facilities by averaging typical water usage per person each year.

Overall, our water intensity has experienced no change from 2010 to 2016 despite significant growth and expansion of manufacturing activities and square footage.

Water Conservation Initiatives

Edwards is committed to limiting water usage for manufacturing needs and maintaining employee facilities. Each of our facilities implements unique conservation strategies based on regional differences in water availability. These initiatives include:

- Two 30,000 gallon underground stormwater run-off collection tanks used for landscape irrigation
 - Hands-free sinks and low-flush toilets
 - Draught tolerant natural plants in landscape design initiatives
-

Annual Performance

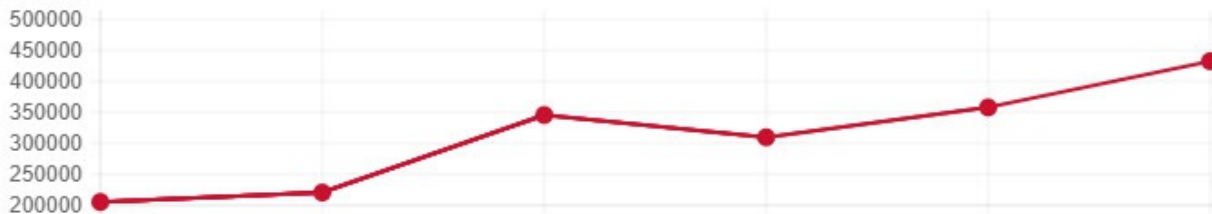
Edwards minimizes our environmental impacts as we experience rapid growth. While our normalized water consumption has increased by 19 percent since 2011, we still aim to reduce our usage by 15 percent by 2020 from our 2015 baseline.

Our Water Performance

2011	2012	2013	2014	2015	2016
Relative Water Consumption for Global Manufacturing Sites (1,000 Liters/Millions of Sales)					
122.3	116.0	167.8	143.1	143.4	145.9



Absolute Water Consumption for Global Manufacturing Sites (1,000 Liters)					
205,259	220,446	345,642	309,620	357,888	432,549



Water Consumption at Global Manufacturing Sites

Location	2011	2012	2013	2014	2015	2016
----------	------	------	------	------	------	------

Water Consumption at Global Manufacturing Sites (Liters)

Anasco	30,985,778	34,241,452	47,656,843	52,012,000	52,826,000	45,338,000
Haina	26,835,489	22,643,510	31,753,809	37,917,000	52,438,000	53,145,641
Horw	4,687,000	4,816,000	4,912,000	4,940,000	4,498,000	4,491,000
Singapore	27,838,100	29,974,477	66,687,610	69,164,300	85,452,200	94,885,000
Draper	9,673,020	13,407,922	34,800,410	34,307,080	34,709,578	37,843,809
Irvine	105,239,545	115,362,847	159,831,628	111,279,557	127,964,213	196,844,993

Our largest water impacts occur at our Irvine and Singapore manufacturing operations. In 2016, 40 percent of water consumed by our Singapore facility came from reclaimed wastewater. We also incorporated water requirements into all facility expansion and construction projects. In recognition of these efforts, Edwards received a Water Conservation award from the Singapore Public Utilities Board.

ENVIRONMENTAL COMPLIANCE

G4-DMA 

Edwards Lifesciences' work to meet Environmental Compliance serves our **Aspiration** to Strengthen Our Communities.

DEFINITION

Acting in accordance with environmental laws and regulations.

Management Approach

Edwards Lifesciences' business practices are committed to compliance with regulatory standards in each of our global markets. For environmental responsibility, this means adhering to all environmental requirements, including limiting impacts to air, land and water through our daily business operations.

Environmental Compliance at Edwards

Edwards is dedicated to meeting all regulatory requirements enforced by the countries, cantons and cities in which we operate. These include regulations for:

- Air emissions from fuel combustion and chemical operations
- Wastewater discharge from solutions processes
- Hazardous waste and nonhazardous waste disposal from manufacturing and support operations
- Recycling opportunities for all environmentally impactful substances

To sell our products in the European Union, we must adhere to the EU Packaging Directive and the REACH and RoHS standards for safe chemical usage. Detailed information about these directives is available in the **Waste** and **Chemical & Materials Stewardship** sections of this report. Edwards conducts both internal and third-party auditing of its manufacturing operations to assess compliance requirements.

Monitoring Environmental, Health & Safety Risks

Our Environmental, Health and Safety (EHS) department manages our compliance with environmental standards and mitigation of related risks. Each Edwards location participates in corporate EHS audits on an annual basis and third-party audits every three years, or based on regulatory risks presented by the operations. On a continual basis, we have a process to conduct due diligence on possible EHS risks and requirements for business acquisitions, divestitures and property expenditures. It is Edwards' internal policy to address all regulatory findings within 60 days and non-regulatory findings within 90 days.

Achieving Voluntary Certifications

Edwards receives customer inquiries regarding the certification of our facilities to ISO standards for environmental performance. We value all stakeholder input and do our best to incorporate this feedback into

our processes. Currently, four of six of our major global manufacturing operations have achieved ISO 14001:2015 accreditation, and we plan to obtain accreditation for our remaining plants by 2018.

Annual Performance

Edwards is dedicated to compliance with environmental standards. We are proud to report that in 2016, Edwards had zero significant EHS-related violations or fines. There were no stakeholder grievances, hazardous spills or serious due diligence concerns regarding our environmental, health and safety performance.

Looking toward 2020, Edwards supports individual plant initiatives to achieve ISO 14001:2015 certification. This includes our headquarters in Irvine, California. The status of our facilities in 2016 includes:

- **Anasco:** Maintained ISO 14001:2015 certification
- **Draper:** Maintained ISO 14001:2015 certification
- **Haina:** Achieved ISO 14001:2015 certification
- **Singapore:** Achieved ISO 14001:2015 certification



Edwards





SUSTAINABILITY REPORT

GRI CONTENT INDEX



General Standard Disclosures

GRI Indicator	Description	Location
Ethics and Integrity ▼		
G4-56	Organization's values, principles, standards and norms of behavior	Ethics & Compliance
Governance ▼		
G4-34	Governance structure	Our Approach
Identified Material Aspects and Boundaries ▼		
G4-17	Entities included in the organization reports	Materiality & Stakeholder Engagement
G4-18	Reporting principles for defining report content	Materiality & Stakeholder Engagement
G4-19	Material aspects identified in defining report content	Materiality & Stakeholder Engagement

G4-20	Material aspects within the organization	Value Chain
G4-21	Material aspects outside the organization	Value Chain
G4-22	Restatements of information provided in earlier reports	We have no restatements to report.
G4-23	Significant changes from previous reporting periods in scope and aspect boundaries	We have no significant changes.
Organizational Profile 		
G4-3	Name of the organization	Organizational Profile
G4-4	Primary brands, products, and services	Organizational Profile
G4-5	Location of the organization's headquarters	Organizational Profile
G4-6	Countries where the organization operates	Organizational Profile
G4-7	Nature of ownership and legal form	Organizational Profile
G4-8	Markets served	Organizational Profile
G4-9	Scale of the organization	Organizational Profile
G4-10	Total number of employees by employment contract and gender	Organizational Profile
G4-11	Percentage of total employees covered by collective bargaining agreements	Organizational Profile
G4-12	Organization's supply chain	Organizational Profile
G4-13	Changes in organization's size, structure, ownership or its supply chain	Organizational Profile
G4-14	Precautionary approach to risk management	No, the precautionary approach or principle is not addressed at this time.
G4-15	Externally developed charters, principles or initiatives to which the organization subscribes	Our Approach
G4-16	Membership in associations or organizations	Organizational Profile
Report Profile 		
G4-28	Reporting period	Calendar year
G4-29	Date of the last report	2014; 2015 interim update

G4-30	Reporting cycle	Annual
G4-31	Contact point for questions regarding the report	Diane Biagianti
G4-32	GRI Content Index	Core; We did not get external assurance this year.
G4-33	External assurance	We did not get external assurance this year.
Stakeholder Engagement 		
G4-24	Stakeholder groups engaged by the organization	Materiality & Stakeholder Engagement
G4-25	Identification and selection of stakeholders to engage	Materiality & Stakeholder Engagement
G4-26	Organization's approach to stakeholder engagement	Materiality & Stakeholder Engagement
G4-27	Key topics and concerns raised during stakeholder engagements	Materiality & Stakeholder Engagement
Strategy and Analysis 		
G4-1	Statement from the most senior decision-maker of the organization	Edwards 2016 Sustainability Report

Specific Standard Disclosures

GRI Indicator	GRI Aspect	Description	Location
Economic 			
G4-DMA	Economic Performance	Management approach	Organizational Profile
G4-EC1	Economic Performance	Direct economic value generated and distributed	Organizational Profile
G4-DMA	Indirect Economic Impacts	Management approach	Access to Healthcare Healthcare Process Innovation
G4-EC8	Indirect Economic Impacts	Significant indirect economic impacts, including the extent of impacts	Access to Healthcare Healthcare Process Innovation
Environmental 			
G4-DMA	Energy	Management approach	Energy & Emissions
G4-EN3	Energy	Energy Use	Energy & Emissions

G4-EN5	Energy	Energy Intensity	Energy & Emissions
G4-EN6	Energy	Reduction of energy consumption	Energy & Emissions
G4-DMA	Water	Management approach	Water
G4-EN8	Water	Water withdrawal	Water
G4-EN9	Water	Water sources significantly affected	Water
G4-EN10	Water	Water recycled and reused	Water
G4-DMA	Emissions	Management approach	Energy & Emissions
G4-EN16	Emissions	Scope 2 GHG emissions	Energy & Emissions
G4-EN17	Emissions	Scope 3 GHG emissions	Energy & Emissions
G4-EN18	Emissions	GHG emissions intensity	Energy & Emissions
G4-EN19	Emissions	Reduction of GHG emissions	Energy & Emissions
G4-EN20	Emissions	Emissions of ozone-depleting substances (ODS)	Energy & Emissions
G4-EN21	Emissions	NOx, SOx, and other significant air emissions	Energy & Emissions
G4-DMA	Effluents and Waste	Management approach	Waste
G4-EN22	Effluents and Waste	Water discharge	Water
G4-EN23	Effluents and Waste	Waste	Waste
G4-EN24	Effluents and Waste	Spills	Waste
G4-EN25	Effluents and Waste	Hazardous waste	Waste
G4-EN26	Effluents and Waste	Water bodies significantly affected	Water

Social



LABOR PRACTICES AND DECENT WORK

G4-DMA	Employment	Management approach	Employee Recruitment, Engagement & Retention
--------	------------	---------------------	--

G4-LA1	Employment	Employee turnover	Employee Recruitment, Engagement & Retention
G4-LA2	Employment	Benefits	Employee Recruitment, Engagement & Retention
G4-LA3	Employment	Retention rates after parental leave	Employee Recruitment, Engagement & Retention
G4-DMA	Occupational Health and Safety	Management approach	Workplace Health & Safety
G4-LA6	Occupational Health and Safety	Injury and work-related fatalities	Workplace Health & Safety
G4-DMA	Training and Education	Management approach	Employee Recruitment, Engagement & Retention
G4-LA9	Training and Education	Employee training hours	Employee Recruitment, Engagement & Retention
G4-LA10	Training and Education	Programs for skills management	Employee Recruitment, Engagement & Retention
G4-LA11	Training and Education	Employees receiving regular performance reviews	Employee Recruitment, Engagement & Retention
G4-DMA	Diversity and Equal Opportunity	Management approach	Diversity & Inclusion
G4-LA12	Diversity and Equal Opportunity	Board and employee composition	Diversity & Inclusion
G4-DMA	Supplier Assessment for Labor Practices	Management approach	Supply Chain Management
G4-LA14	Supplier Assessment for Labor Practices	New suppliers screening for labor practices	Unavailable until 2017
HUMAN RIGHTS			
G4-DMA	Non-Discrimination	Management approach	Diversity & Inclusion
G4-HR3	Non-Discrimination	Incidents of discrimination	Diversity & Inclusion
G4-DMA	Supplier Human Rights Assessment	Management approach	Supply Chain Management
G4-HR10	Supplier Human Rights Assessment	New suppliers screening for human rights	Unavailable until 2017
SOCIETY			
G4-DMA	Local Communities	Management approach	Patient Experience & Voice
G4-SO2	Local Communities	Operations with significant impacts on local communities	Patient Experience & Voice

G4-DMA	Anti-Corruption	Management approach	Corruption & Bribery
G4-SO3	Anti-Corruption	Operations assessed for corruption risks	Corruption & Bribery
G4-DMA	Public Policy	Management approach	Access to Healthcare
G4-SO6	Public Policy	Political contributions	Access to Healthcare
PRODUCT RESPONSIBILITY			
G4-DMA	Customer Health and Safety	Management approach	Product Safety & Quality
G4-PR1	Customer Health and Safety	Product health and safety impacts assessed	Product Safety & Quality
G4-PR2	Customer Health and Safety	Incidents of non-compliance with regulations and voluntary codes	Product Safety & Quality

Edwards Lifesciences

Our Sustainability Metrics At a Glance

Topic	Metric	2016	2015
Social			
Products	Number of regulatory approvals for new devices	3	2
	Number of global patient safety-related class 1 product removals	0	0
Ethics	Applicable employees certified to ethics code of conduct (%)	97	98
	See Corporate Responsibility site and Sustainability Report .		
Access to Healthcare	Number of underserved patients impacted through our philanthropic partners who provide education, screening and treatment	400,000	200,000
	Community Spending (Foundation, Corporate Grants and Product Donations)	\$6.6 million	\$8.2 million
	<i>Every Heartbeat Matters</i> Grants Awarded (USD)	\$4.4 million	\$3.9 million
	Facilities engaged in local charitable activity (%)	100%	100%
	See Political Disclosure and Accountability .		
Employee Health and Safety	Lost Time Incident Rate (Total incidents per 200,000 hours worked or 100 FTE)	0.34	0.36
	Total Recordable Incident Rate (Total recordable incidents per 200,000 hours worked or 100 FTE)	1.22	1.16
	Fatalities – Contractors	0	0
	Fatalities – Employees	0	0
	Health and Safety Policy (y/n)	Yes	Yes
	Health and safety policy is group-wide (y/n)	Yes	Yes
	Target to improve H&S performance (y/n)	Yes	Yes
	See Environmental Health & Safety report for more information.		

Topic	Metric	2016	2015
Social			
Employment	Number of Employees	11,537	9,800
	Total Base Salaries for Executives Named in Proxy Statement (USD)	\$3,129,171	\$3,097,027
	Equal Opportunity Policy (y/n)	Yes	Yes
Supply Chain	Social Supply Chain Management (y/n)	Yes	Yes
	Sustainable Supplier Guidelines Encompassing ESG Areas that are Publicly Disclosed (y/n)	Yes	Yes
	Policy Against Child Labor (y/n)	Yes	Yes
	Human Rights Policy (y/n)	Yes	Yes
	See Supply Chain site, Conflict Minerals Report and Sustainability Report for more.		
Governance			
Governance	Number of Female Executives	3	3
	Female Executives (%)	21%	21%
	Number of independent members on Audit Committee	4	3
	Number of independent members on Compensation and Governance Committee	4	3
	Special stockholders meetings can be called by stockholders owning at least 15% of our outstanding shares	Yes	Yes
	Majority vote standard in uncontested elections, with director resignation policy	Yes	Yes
	Board-level oversight for sustainability	Yes	No
	See Governance site for more information		

Edwards, Edwards Lifesciences, and the stylized E logo are trademarks or service marks of Edwards Lifesciences Corporation.

© 2016 Edwards Lifesciences Corporation. All rights reserved.

Edwards Lifesciences • One Edwards Way, Irvine, CA 92614 USA • edwards.com



Edwards

Topic	Metric	2016	2015
Environmental			
ISO 14001:2015	Manufacturing operations maintaining ISO 14001:2015 certification	67%	67%
Air Emissions	Scope 1 Emissions (Th Tonnes)	7.41	6.81
	Scope 2 Emissions (Th Tonnes)	39.02	33.77
	Scope 3 Emissions (Th Tonnes)	41.38	tdb
	Emissions Reduction Initiatives (y/n)	Yes	Yes
	Workforce participating in alternate transportation (%)	40%	40%
	Volatile Organic Compounds ROG/VOC emissions (kgs)	799	-
	Nitrogen Oxide Emissions (kgs)	3,001	-
	Sulfur Oxide Emissions (kgs)	86	-
Climate	Climate Change Opportunities Discussed (y/n)	Yes	Yes
	Risks of Climate Change Discussed (y/n)	Yes	Yes
	Climate Change Policy (y/n)	Yes	Yes
	CDP Carbon Disclosure (y/n)	Yes	Yes
	See CDP Response for more information.		
Energy	Total Energy Consumption (MWh)	108,206	94,306
	Energy Efficiency Policy (y/n)	Yes	Yes
Water	Water Consumption in Manufacturing (Thousands of cubic meters)	432.46	357.88
	See CDP Response for more information.		
Waste	Hazardous Waste (Th Tonnes)	.906	.799
	Total Waste Discarded (Th Tonnes)	1.499	1.268
	Total Waste Recycled (Th Tonnes)	.925	.874
	Waste Reduction Policy (y/n)	Yes	Yes

See [Environmental Health & Safety](#) report for more information.

See more in our [Sustainability Report](#).

Edwards, Edwards Lifesciences, and the stylized E logo are trademarks or service marks of Edwards Lifesciences Corporation.

© 2016 Edwards Lifesciences Corporation. All rights reserved.

Edwards Lifesciences • One Edwards Way, Irvine, CA 92614 USA • [edwards.com](#)



Edwards

SUSTAINABILITY REPORT

HIGHLIGHT STORIES

Edwards Among World's 100 Most Sustainable Companies



Recognized in January 2017 at the World Economic Forum in Switzerland, Corporate Knights named Edwards one of the **Top 100 Most Sustainable Corporations** in the world.

Since 2005, the Toronto-based research firm has annually compiled the Global 100, using publicly available data. Corporate Knights rates approximately 4,000 companies with market values of at least \$2 billion on 14 key measures, evaluating their management of resources, finances and employees. Edwards Lifesciences ranked number 81, based on 2016 research and evaluation.

Edwards Lifesciences Hosts 2016 Patient Day



Edwards Lifesciences hosted more than 60 patients and care partners at our corporate headquarters to connect patients with each other and to share more about the people behind the Edwards technologies that were used in their care. And, Edwards gains important insight into the patient journey, from symptoms and diagnosis through recovery, including patient-defined concerns. These learnings help Edwards identify opportunities to address these gaps to improve patient access, experience and outcomes. Attendees also had the opportunity to meet the

sewers of their valve and learned about the support services and networks dedicated to the heart community.

Leading Innovation in Heart Valve Therapy: FDA Approves Three New Devices



In 2016, Edwards Lifesciences received approval from The Food and Drug Administration (FDA) for three new devices, including: The advanced EDWARDS INTUITY Elite valve system, a rapid deployment device for surgical aortic valve replacement; CE Mark for our INSPIRIS RESILIA aortic valve, the first in a new class of resilient heart valves; and, CE Mark for our Acumen Hypotension Probability Indicator (HPI), a breakthrough technology that alerts clinicians to potential hypotension, or abnormally low blood pressure, in their surgical and critical care patients before it occurs.

Since 1958, Edwards has led the medical technology industry in patient-focused innovation for therapies that treat structural heart disease. We've pioneered developments in surgical, transcatheter and critical care products that enhance and save patient lives. Innovation not only drives our bottom line, but also enables us to continually improve our impacts on society and the environment.

Volunteer Employees Improve Sports Center in Cartago, Costa Rica



Edwards started operations in Cartago, Costa Rica in September 2016. As is Edwards' custom, we wanted to make an impact on the community where our employees live and work. We had the opportunity to improve the community's Sports Center where many of our local employees practice sports to stay healthy. With \$50,000 worth of donated supplies, volunteer employees painted parts of the Polideportivo in support of this important community initiative.

Dominican Republic Employees Hold Reforestation Project to Benefit Environment



In 2016, employees from our Haina, Dominican Republic, manufacturing location held our first local reforestation project, “Jornada de Reforestacion.” In addition to its immediate carbon and biodiversity benefits, this project contributes to Haina’s sustainable livelihoods, improves the conservation of protected areas and enhances water provision services.

Edwards Recognized as One of World’s Most Ethical Companies



In March 2017, Ethisphere Institute honored Edwards as one of the **World’s Most Ethical Companies**—and the only medical technology company recognized this year. Since 2007, Ethisphere has honored those companies that recognize their role in society to influence and drive positive change in the business community and societies around the world. The companies on the Most Ethical Companies list also consider the impact of their actions on their employees, investors, customers and other key stakeholders. Most importantly, they leverage values and a culture of integrity as the underpinnings to the decisions they make each day.

Driving a Culture of Ethics with Compliance Day



In 2016, Edwards held our 4th annual Compliance Day in over 20 sites worldwide, featuring the theme “We ALL Own Compliance.” Compliance Day reinforces the ethical and business practice principles in our Global Business Practice Standards booklet—“our Titanium Book”—and our obligation to report misconduct. Throughout the day, we held activities related to ethics and compliance and provided employees with food, games, puzzles and giveaways. Employees from around the world also submitted origami hearts they created with ethical messages. Feedback for our 2016 Compliance Day was positive and enthusiastic.

First Materiality Assessment Leads to Long-Term Sustainability Goals



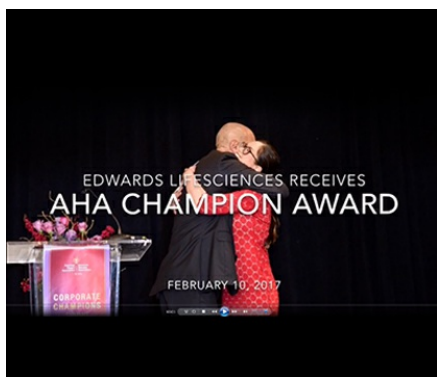
In 2016, our Sustainability Council conducted our first materiality assessment. This exercise allowed us to prioritize our management of environmental, social and governance (ESG) topics. In the development of our GRI Core-level Sustainability report, the Council solicited and incorporated feedback from more than 100 internal and external stakeholders. We also engaged internal subject matter experts and executive leaders to draft and approve new, company-wide sustainability goals for 2016 through 2020. In addition, we published Edwards’ first Sustainability Metrics-at-a-Glance to provide a snapshot view of our ESG data. This is just the beginning; our team continues to assess and report progress against our targets and goals on an annual basis.

Edwards in Top-Five Rankings for Political Disclosure and Accountability



Edwards was named one of seven companies tied for first place in the 2016 CPA-Zicklin Index (among 35, top-five ranked S&P 500 companies) for political disclosure and accountability. This ranking designates Edwards as a “CPA-Zicklin Trendsetter.” [The CPA-Zicklin Index](#) benchmarks the political disclosure and accountability policies and practices of leading U.S. public companies. The Index is produced annually by the Center for Political Accountability in conjunction with the Zicklin Center for Business Ethics Research at The Wharton School at the University of Pennsylvania.

Edwards Received AHA Champion Award



In February 2017, Edwards Chairman and CEO Mike Mussallem accepted the American Heart Association's (AHA's) National Champion Award at its Corporate Champions Summit & Awards Celebration in New York City. The award recognizes our Foundation's partnership with the AHA and the significant impact we have on U.S. patients.

Jen Hyde, an Edwards heart valve recipient and an AHA Heart Valve Ambassador, presented the award. Jen exemplifies the power of this initiative. She participated in Edwards' first-ever Patient Day in 2015, connecting patients with our *Every Heartbeat Matters* non-profit partners. Jen is now empowered by the AHA to share her story to help other patients like her.

Edwards Foundation Supports Heart to Heart Global Cardiac Care Peru Mission



Through the support of Edwards Lifesciences Foundation, Heart To Heart is working to bring advanced heart care to the underserved people of Peru, where heart disease is the number one killer and treatment is often unavailable. Click below to watch a video that highlights the initial mission trip to Lima in January 2016.

Committed to Environmental Accreditation at our Manufacturing Facilities



Edwards' Corporate Aspiration to excel as a Trusted Partner with our stakeholders and communities includes a commitment to achieve ISO 14001:2015 accreditation at all of our manufacturing locations by the end of 2018. For 2016, we have continued our vision of obtaining ISO 14001:2015 Environmental Management Systems accreditation at all our manufacturing locations as 66% of our sites maintained their certifications.

HPI Software has First Use in Patients in Spain



In November 2016, Edwards Critical Care Acumen Hypotension Probability Indicator (HPI) software, unlocked by the FloTrac IQ Sensor, was first used in patients by clinicians at Hospital de Jerez in Jerez, Spain, in both Operating Room and Intensive Care Unit settings.

Acumen HPI software's breakthrough technology, using big data and predictive analytics, alerts clinicians to potential hypotension (abnormally low blood pressure) events, in their surgical and critical care patients before they occur.

HPI is part of the Edwards' Acumen decision-support software suite. It is unlocked by the minimally invasive FloTrac IQ sensor, the first commercially available technology within the IQ family of hemodynamic solutions. HPI and FloTrac IQ both received CE Mark in the second half of 2016.

INSPIRIS RESILIA Aortic Valve Received CE Mark in 2016



Built on our proven PERIMOUNT Magna Ease valve platform, a key innovation of the INSPIRIS valve is RESILIA tissue, a new class of resilient bovine pericardial tissue that has been in development for more than a decade and builds on Edwards' 40 years of leadership in tissue technology.

RESILIA tissue utilizes Edwards' integrity preservation technology, which preserves the tissue and provides improved anti-calcification properties and sustained hemodynamic performance.

Receiving CE Mark in 2016, the INSPIRIS RESILIA valve, also utilizes our proprietary VFit technology, which is designed for potential future valve-in-valve procedures, and is stored dry and ready to use.

National Society of Black Engineers Provides Recruits for Summer Internship Program



Edwards University Recruiting Team partners with the National Society of Black Engineers (NSBE) offering paid summer internships to its membership of professionals and college students. Opportunities include project-based training and experience in the areas of quality, manufacturing and research and development. We conduct interviews and recruit at NSBE's regional meetings and annual convention. In 2016, we interviewed 52 candidates and hired eight interns for our programs in Irvine, CA, and Draper, UT, campuses. In November 2016, one of those interns was hired full-time in our Technical Development Program.

Heather Haworth Awarded for Heart-Healthy Triumphs



"I lost 40 pounds in four months and hit my goal of 80 pounds lost in less than a year." Heather Haworth, VP, Associate General Counsel, took Total Wellness at Edwards to heart, quite literally. Heather knew she needed to make a change; she had heart palpitations, high blood pressure and high cholesterol. The seminal day occurred a year ago at a 5K run with her family—she couldn't keep up. Edwards' culture of wellness allowed her to prioritize: after "knowing her numbers," Heather began adding one healthy change a month. "Once I forgave myself and committed to a positive mindset, I was motivated to stick to my goals for a lasting change." She recently and proudly completed a 10K Spartan

Run. In March 2017, Heather was recognized for her heart-healthy accomplishments with the 2017 Lifestyle Change Award at the Orange County AHA Go Red for Women luncheon.

African Heritage Forum Fosters Connection, Empowerment and Development



Edwards' Employee Resource Group, the African Heritage Forum (AHF), has a mission that focuses on fostering "a community that attracts and enables Edwards' employees of African Heritage to be connected, empowered and reach their full potential contributing to Edwards' success." AHF hosts a variety of networking activities and group events designed to create a sense of community as well as provide members with career development opportunities.

Building Community in Costa Rica Through Edwards Employees



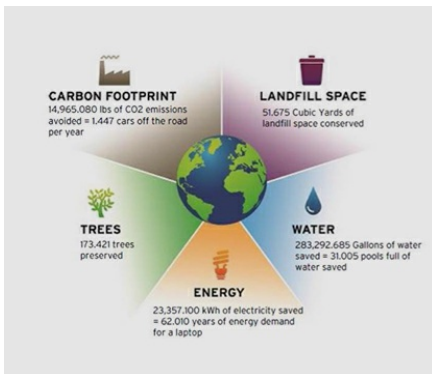
As Edwards develops our presence in Cartago, Costa Rica, we are instilling our strong culture of giving alongside our innovation. Our employees helped identify institutions for Edwards to support through donations and volunteerism—most notably those greatly benefitting the Cartago community. Among the organizations Edwards supports is the *Asociación Pro Comedor Infantil de Cartago* where the soup kitchen or lunchroom makes sure the children of the community have fresh food every day. It also provides them a place to study where they are safe and happy. [Click here](#) for video highlights of our first community-building initiative launched in December 2016.

Edwards' New Life Is Now Center Receives LEED Gold Certified Rating



In spring 2016, Edwards held a ribbon cutting ceremony for our new Leadership in Energy and Environmental Design (LEED) Gold Certified state-of-the-art headquarters, the Life is Now Center (LINC). LEED is a rating system devised by the United States Green Building Council to evaluate the environmental performance of a building and encourage market transformation towards sustainable design. LEED buildings provide numerous benefits, including but not limited to, emissions reduction, water conservation, storm water management, waste reduction, improved indoor air quality, and a healthier work environment.

One-Stop Shop Paper Shredding and Recycling Goes Global



Launched in 2016 in the U.S. and expanding globally, Edwards has partnered with its document management and shredding services supplier to provide a single source, one-stop shop for paper shredding and recycling. Rather than segregating paper for recycling, employees are encouraged to dispose all paper into confidential bins, which is then shredded for security purposes and recycled as waste paper.

Through this program, Edwards recycled approximately 60 metric tons of mixed paper in 2016, including envelopes, office packaging and related paper materials. This helped reduce our carbon footprint and save

landfill space, trees, water and energy.

Edwards Aids in Conservation Efforts with Storm Water Harvesting Tanks



To protect potentially contaminated storm water run-off and help conserve water, Edwards installed two, 30,000-gallon underground water harvesting tanks on our campus' Central Park in Irvine, California. The tanks collect approximately 32,000 gallons per inch of rainfall. In 2016, we collected about 1,500,000 liters of water, based on 12.48" of rainfall that year. The water is then reused for our own landscaping.

Irvine Facility Uses Natural Bioswales for Storm Water Filtration



At Edwards' Irvine, California, facility, storm water management remains a very high concern to regulatory authorities and the local community. For this reason, we have taken special precautions to ensure storm water runoff from this facility is managed to the highest extent feasible. Two examples of storm water controls implemented on campus include natural bioswales for filtration and filter systems inside the storm drains.
