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Life Unlimited, our new purpose

At the end of 2018, we introduced Life Unlimited – two words that express everything we do.

Life Unlimited is Smith & Nephew’s new brand purpose. It captures the essence of our business and is a simple statement of why we exist. At Smith & Nephew we believe that when we restore a body we restore the whole person. We remind them that anything is possible. We exist to help people be their individual best and to live their lives to the fullest. To enable this purpose, we have developed three culture pillars.

Delivering our 2020 sustainability targets is a demonstration of this culture, and essential to fulfilling our purpose. So our business strategy and sustainability strategy go hand-in-hand, and will continue evolving in 2019.

OUR PURPOSE

Life Unlimited
Smith & Nephew exists to restore people’s bodies, and their self-belief.

OUR CULTURE PILLARS

These guide our behaviours and build a winning spirit.

Care – A culture of empathy and understanding for each other, our customers and patients
Collaboration – A culture of teamwork based on mutual trust and respect
Courage – A culture of continuous learning, innovation and accountability

OUR STRATEGIC IMPERATIVES

Five new strategic imperatives form our value creation plan for the medium term.

1. Achieve the full potential of our portfolio
2. Transform the business through enabling technologies
3. Expand in high-growth segments
4. Strengthen talent and capabilities
5. Become the best owner
A message from our Chief Executive Officer

Since joining Smith & Nephew in May 2018, I have been impressed by the Company’s commitment to sustainability, across all locations and at every employee level. We were among the first in our industry to understand the impact of sustainability on our success and the importance specific sustainability targets and transparent progress reporting have to the sustainability journey. In fact we were the first in our industry to publish an annual sustainability report, of which this report is our eighteenth.

We are now halfway through the measurement period towards our 2020 targets, and we have made good progress on all of them. Key highlights have been on the environmental side, with savings in CO₂ emissions and water. With greater employee understanding about the importance of reporting safety incidents and risks, we are also moving in the right direction on safety.

The accomplishment I’m most proud of is the fact that we remained intensely focused on our goals in the Company in the past year. As well as my arrival as the new CEO, we have refocused the senior management team. Our new, highly-skilled team brings with them many years of experience in medical technologies, and a great deal of understanding about the importance of sustainability.

As well as revitalised leadership, we have a clear business strategy and a new shared purpose of Life Unlimited, underpinned by a winning culture of Care, Collaboration and Courage. Together, these will shape the direction of our sustainability efforts over the coming year and beyond.

Our innovations in computer/robotics-assisted surgery, as well as negative pressure wound therapy, are changing the market, improving access to healthcare solutions – particularly in the developing world – and improving quality of life for patients everywhere.

Our goal is to become the acknowledged market leader, bringing advanced technology to our customers, and become the benchmark in our industry for access to healthcare. By ensuring our sustainability strategy aligns perfectly with our business strategy, I know we can achieve this.

Namal Nawana
Chief Executive Officer

Our goal is to become the acknowledged market leader, bringing advanced technology to our customers, and become the benchmark in our industry for access to healthcare.”

Namal Nawana
Chief Executive Officer
Our global business

Smith & Nephew is a leading portfolio medical technology company

HIGHLIGHTS

REVENUE

$4,904m

EMPLOYEES

16,000+

YEARS

160+

COUNTRIES SUPPORTING HEALTHCARE PROFESSIONALS

100+

OUR NEW COMMERCIAL STRUCTURE

In 2018, we initiated substantial changes to our commercial organisation to move to a franchise-led model from January 2019. Under this, a president leads each of our three specialised global marketing franchises – Orthopaedics, Sports Medicine & ENT and Advanced Wound Management. Aligned with and supporting the franchises are presidents and regional commercial organisations for Europe, Middle East, and Africa (EMEA), and Asia Pacific (APAC). The franchise presidents also have commercial responsibility for the US.

OUR GLOBAL FRANCHISE AREAS

ORTHOPAEDICS

Orthopaedics includes an innovative range of Hip and Knee Implants used to replace diseased, damaged or worn joints and Trauma products used to stabilise severe fractures and correct bone deformities.

SPORTS MEDICINE & ENT

Our Sports Medicine and Ear, Nose and Throat (ENT) businesses offer advanced products and instruments used to repair or remove soft tissue. They operate in growing markets where unmet clinical needs provide opportunities for procedural and technological innovation.

ADVANCED WOUND MANAGEMENT

Our Advanced Wound Management portfolio provides a comprehensive set of products to meet broad and complex clinical needs, to help healthcare professionals get CLOSER TO ZERO human and economic consequences of wounds.

INNOVATION

Smith & Nephew delivers innovation that aims to improve quality of life. New products and business models enable healthcare professionals to offer patients improved outcomes. We develop technology through our global R&D programme, and additionally acquire exciting products where we can add value through technical or commercial acumen.

10% MORE INVESTED IN R&D IN 2018

$246m

MANUFACTURING & QUALITY

Smith & Nephew takes great pride in its expertise in manufacturing products to the highest quality and ensuring they reach our customers in a timely manner.
Our global business

Value creation is driven by our new brand purpose, culture pillars and strategic imperatives

<table>
<thead>
<tr>
<th>OUR RESOURCES</th>
<th>CREATING VALUE THROUGH</th>
<th>VALUE DELIVERED IN 2018</th>
<th>VALUE SHARED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose-driven culture</td>
<td>Strategic imperatives</td>
<td>REVENUE $4,904m</td>
<td>Shareholders</td>
</tr>
<tr>
<td>We believe in Life Unlimited, and have three culture pillars that guide our behaviours and build a winning team spirit: Care, Collaboration and Courage.</td>
<td>Our five new strategic imperatives reflect our ambition to maximise commercial advantage from our marketplace. They will form our value creation plan for the medium term.</td>
<td>OPERATING PROFIT $863m</td>
<td>Patients</td>
</tr>
<tr>
<td>Medical education</td>
<td>Customer centricity</td>
<td>TRADING PROFIT $1,123m</td>
<td>Customers</td>
</tr>
<tr>
<td>Serving our customers is at the heart of our model. We have a global franchise model led by management who are specialists in their markets. This keeps us close to our customers, ensuring we can anticipate and meet their needs.</td>
<td></td>
<td>DIVIDEND $321m</td>
<td>Employees</td>
</tr>
<tr>
<td>Manufacturing &amp; quality</td>
<td>Strong product portfolio</td>
<td>EFFICIENCY SAVINGS $60m</td>
<td>Communities</td>
</tr>
<tr>
<td>Operating global manufacturing efficiently, to the highest standards, to ensure quality and competitiveness.</td>
<td>We have market-leading technology across our broad range of products. We deploy our capital to drive continued innovation from our R&amp;D programmes and invest in product and technology acquisitions, which improve outcomes and widen access to life-changing care.</td>
<td>PUBLISHED CLINICAL EVIDENCE 200+</td>
<td></td>
</tr>
<tr>
<td>Sales &amp; marketing</td>
<td></td>
<td>PHILANTHROPIC DONATIONS $8m</td>
<td></td>
</tr>
<tr>
<td>Supporting customers through highly specialised sales teams with in-depth technical knowledge that surgeons and nurses greatly value.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethics &amp; compliance</td>
<td></td>
<td>¹ These non-IFRS financial measures are explained and reconciled to the most directly comparable financial measure prepared in accordance with IFRS.</td>
<td></td>
</tr>
<tr>
<td>Committed to doing business the right way, applying strict principles to the way we work.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We focus on three aspects of sustainability; economic prosperity, social responsibility and environmental stewardship.</td>
<td></td>
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¹ These non-IFRS financial measures are explained and reconciled to the most directly comparable financial measure prepared in accordance with IFRS.
A message from our Chair

Welcome to our 2018 Sustainability Report. Since our previous report, we have generated a great deal of positive momentum in the business. I am proud that Smith & Nephew, under new leadership and direction, is on track to achieve all 10 of our 2020 sustainability targets.

For me, some standout examples include our work on Putting People First, particularly our community involvement, philanthropic activities, team building and the uptake in employee volunteering and the ongoing employee charitable matched giving. In the area of reducing our environmental footprint, our PICO® and NAVIO® innovations not only improve patient outcomes, they also enable savings on greenhouse gas emissions and water use, so healthcare professionals can carry out procedures using less resources and increasing efficiency.

Smith & Nephew is making more sustainable solutions the practice standard. And our corporate structure enables us to integrate our innovations across our franchises, which will set a new baseline for the industry.

In the coming year, I’m very optimistic about the results we can achieve by continuing to align our sustainability strategy with our business strategy. We will be integrating all our sustainability programmes and initiatives so we can make an even bigger impact as we reach closer to our 2020 targets, improving access to healthcare and quality of life.

I look forward to updating you on our progress in next year’s report.

Roberto Quarta
Chair
Our Sustainability Strategy

Our aspirational goals and targets

In 2016, we launched our Group Sustainability Strategy, setting out our aspirational goals and targets.

The strategy is integrated with our Group Business Strategy. This ensures that the three main aspects of sustainability – economic prosperity, social responsibility and environmental stewardship – are tackled together.

Our 2020 sustainability targets define the first steps in our journey to achieving our sustainability goals. Delivery against these targets is key to long-term improvement and embedding a sustainability mindset across our business.

SUSTAINABILITY VISION AND MISSION

We envision a world in which healthcare professionals and patients have access to the solutions they need to restore their health, engage in society, enhance the environment and improve their wellbeing.

Our sustainability strategy aims to achieve this vision. It outlines the steps we take with a view to leading our industry in the development and use of products and services that:

- Satisfy unmet health needs and promote greater access to treatment;
- Offer easier, better, faster and more effective treatment, enabling productive engagement in society;
- Prioritise materials that are re-used, re-manufactured, or recycled;
- Are manufactured using raw materials sourced from an environmentally and socially sound supply chain;
- Use natural resources efficiently;
- Are manufactured by processes that are not hazardous to people or the environment; and
- Implement the most sustainable product options.

NEW COMPANY PURPOSE

In 2018, we introduced a new company purpose, 'Life Unlimited'. This is centred around three culture pillars – Care, Collaboration and Courage. Care is about caring for customers, patients and each other internally. Collaboration is about the need to work together to achieve our targets. And courage is about decision making and risk taking, developing and implementing a robust portfolio of forward looking and technologically enabled solutions, that will help us improve access to healthcare.

Our new business purpose and business strategy will shape our sustainability direction going forward.

The new Company purpose and sustainability vision are the road map for all of us at Smith & Nephew to grow together effectively. Each imperative relates to sustainability, and our sustainability strategy will be refreshed to align with our renewed business strategy.

The full integration of sustainability into the Company business strategy helps to ensure the realisation of our purpose.”

Maurice Bechard
Vice President, Sustainability
Our progress

Our intense commitment to our sustainability goals kept us on track to achieve all 10 of our 2020 sustainability targets, which relate to the UN Sustainable Development Goals (‘SDGs’) that are most relevant to our business.

Smith & Nephew has been and remains committed to working in a sustainable, ethical and responsible manner everywhere we do business. We are proud of our achievements over many years, including our recurring inclusion in leading indices, such as FTSE4Good and the Dow Jones Sustainability Index.

<table>
<thead>
<tr>
<th>Our material issues</th>
<th>Our 10 long-term aspirational goals</th>
<th>Our 2020 targets</th>
<th>Progress since 2016 baseline</th>
<th>Status</th>
<th>Most relevant SDGs</th>
<th>Specific SDG target*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevent illness and injury</td>
<td>Zero work-related injuries and illnesses across the value chain</td>
<td>– 10% reduction in Total Injury Rate (TIR) from 2016 actual</td>
<td>– A reduction of 13% since 2016 (In 2016 the TIR = 0.52, in 2018 the TIR = 0.45).</td>
<td>ON TRACK</td>
<td>8.8</td>
<td></td>
</tr>
<tr>
<td>Operate ethically</td>
<td>Ethical Business Practices: All activities are conducted in compliance with applicable International Labor Organisation (ILO) conventions, involve no environmental degradation, and are free from corruption</td>
<td>– Labour practices throughout the supply chain associated with products accounting for 75% of revenue compliant with applicable ILO conventions</td>
<td>– Products accounting for 75% of revenue identified. Assessment to applicable ILO conventions completed for internal operations. Engagement with upstream suppliers and downstream distributors and agents ramping up.</td>
<td>ON TRACK</td>
<td>8.7, 8.8</td>
<td></td>
</tr>
<tr>
<td>Ensure product and service quality</td>
<td>Zero product-related and service-related patient injuries</td>
<td>– Robust system in place to detect, record, investigate and eliminate root cause of product-related and service-related patient injuries</td>
<td>– Systems are in place to detect, record and investigate patient injury incidents. Patterns in the data are being used to craft models which will allow identification of at-risk attributes. The root cause elimination protocols are being refreshed.</td>
<td>ON TRACK</td>
<td>3.8</td>
<td></td>
</tr>
<tr>
<td>Engage communities</td>
<td>Robust social responsibility programmes which contribute to the attraction and retention of top talent</td>
<td>– Social responsibility strategy which aligns philanthropy, employee volunteering and wellness to the business strategy in place</td>
<td>– Social responsibility strategy in place. Alignment of current initiatives to the new strategic imperatives under way.</td>
<td>ON TRACK</td>
<td>10.2</td>
<td></td>
</tr>
<tr>
<td>Enterprise risk management</td>
<td>Strategic risks and opportunities are understood and business activities are aligned to risk appetite</td>
<td>– Enterprise risk management arrangements are embedded in the routine business decision-making process</td>
<td>– Risk register reinvigorated. – Deep dive programme instituted with focus on both assurance that all relevant risks have been identified and effectiveness of mitigating actions is accurately assessed. – Actions to further embed into the business decision-making process were implemented in 2018 and continue into 2019.</td>
<td>ON TRACK</td>
<td>4.9</td>
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* See page 37
### DELIVERING PRODUCTS WITH A REDUCED FOOTPRINT

**Use water responsibly**  
Enhance availability of water for alternative uses, reduce conflict and reduce environmental impact

2 Water: Total water impacts of our products and solutions are balanced with local human and ecosystem needs

- Water footprint (1) available for products accounting for 75% of revenue and (2) considerations embedded in new product development process
- Total potable water consumption at S&N sites no higher than 2016 actual

- Products accounting for 75% of revenue identified.
- Water footprint tools identified.
- Life Cycle Assessment (LCA) for a representative product has begun and will be completed in early 2019. Results of the 2018 LCA will be applied to remainder of product lines.
- Water reduction of 21% since 2016.

**Reduce waste**  
Improve resource efficiency and reduce environmental impact

3 Waste: All materials are either shipped as part of product or returned for beneficial use

- Total material efficiency estimated for products accounting for 75% of revenue
- 80% or more of waste generated reused, recycled or recovered

- Products accounting for 75% of revenue identified.
- Material efficiency tools identified.
- LCA for a representative product has begun and will be completed in early 2019. Results of the 2018 LCA will be applied to remainder of product lines.
- We currently reuse, recycle or recover energy from 79% of our total waste, up from 74% in 2016.

**Reduce carbon emissions**  
Improve resource efficiency and reduce conflict, while enhancing biodiversity and mitigating climate change

4 Carbon: 80% absolute reduction in total life cycle greenhouse gas emissions by 2050

- Estimate total life cycle greenhouse gas emissions of products accounting for 75% of revenue
- Total Scope 1 & 2 greenhouse gas emissions reduced by 10% from 2016 actual

- Products accounting for 75% of revenue identified. Total life cycle greenhouse gas emissions tools identified.
- LCA for a representative product has begun and will be completed in early 2019. Results of the 2018 LCA will be applied to remainder of product lines.
- Greenhouse gas emissions reduction of 16% since 2016.

**Develop products with sustainable attributes**  
Increase access to care, improve our environmental impact and reduce costs

8 Products and services are aligned to market economic, social and environmental expectations and anticipate future market conditions: All products have identified and clearly-described sustainability attributes

- Sustainability attributes described for products accounting for 75% of revenue
- Robust emphasis on sustainability attributes of new products/services in place

- Products accounting for 75% of revenue identified. Product/service sustainability attributes agreed.
- New product development (NPD) sustainability focus planning continues in 2019.

**Consistent focus**  
Ensure that all aspects of the business remain aligned to the sustainability imperative and move us steadily towards the achievement of our targets

10 Environmental, social, and economic impacts of (1) potential acquisitions, (2) technologies to be extended to Emerging Markets, (3) innovative business models, (4) cost-of-quality reduction initiatives, and (5) manufacturing sitting, functional optimisation and site utilisation alternatives are fully understood and appropriately balanced

- Formal programmes in place to measure/assess the economic, social and environmental impacts of (1) potential acquisitions, (2) technologies to be extended to Emerging Markets, (3) innovative business models, (4) cost-of-quality reduction initiatives, and (5) manufacturing sitting, functional optimisation and site utilisation alternatives

- Conducted a number of ‘deep dives’ into several key risks. Tools and standards to address new technologies are being developed to support our NPD work above.
- LCA outputs will be used to inform this process in 2019 and 2020.

* See page 37
Key trends

A look at our world

With increasing longevity comes higher expectations for quality of life, people expect a full range of capabilities in their lifetime – Life Unlimited. Whilst there are many interconnected trends affecting the long-term sustainability of our business, three are particularly significant; shaping the future of the healthcare sector and medical device industry.

1. Affordability of healthcare

Governments, insurers and individuals need healthcare to be affordable to ensure people continue to have opportunities in life. Technology is expanding rapidly, but not everybody can be treated with all of these solutions given resource constraints. Healthcare companies need to take note and respond accordingly.

2. Rising concern about healthcare inequality

Non-governmental organisations (NGOs) and the media are increasingly reporting on healthcare solutions that are available in the developed world, but not in developing countries. We anticipate growing calls for multinationals to take action to level the playing field, improving access to healthcare for all.

3. The use of chemicals and materials within healthcare solutions

Some customers are expressing rising concern about certain chemicals and materials that are used in healthcare devices. No longer satisfied that something is safe simply because it is government approved, they are asking more and more questions about the processes used to manufacture and deploy healthcare solutions. Medical device companies are under pressure to find alternative materials and technologies that provide the same outcomes.

To expand access to healthcare, we seek to ensure that our solutions are more cost effective overall than alternatives. Through our franchise structure, we are able to quickly take advantage of technological advances that we have both developed and acquired, by bundling our technologies. For example, when a sports medicine procedure occurs it creates a wound. Our wound care technologies can be used post-operatively to enable better outcomes and more efficient use of resources.
Access to healthcare

For us, sustainability means that everyone has access to the healthcare solutions that are necessary to allow them to achieve their goals in life.

We want people to be able to benefit from the best, cost-effective solutions to meet their needs, no matter where they live in the world. Access to healthcare is a fundamental issue in both developed and developing countries, with rising concerns about accessibility and affordability.

In developed markets, Smith & Nephew is improving efficiency and effectiveness of the healthcare system, making it easier for surgeries to be performed in a less technically complex environment. This means that procedures can be carried out more quickly and accurately, so throughput and efficiency are higher. Our innovations also mean that patient outcomes are better, with less pain and less rehabilitation needed.

In developing markets, there are large populations who don’t have access to healthcare. We are bringing our innovations to patients who otherwise would have no access to technology, and who otherwise wouldn’t be able to afford surgery. For example, our collaboration with ‘Operation Walk’ has brought healthcare solutions to underserved populations in Latin America. The total cost of new technologies is often lower than the technology that they replace. We price our solutions competitively in the markets in which we sell, and run an active product donation programme. And to help in countries that face power shortages, we have added battery backup in some products.

Smith & Nephew is uniquely placed to be able to improve access to healthcare because of our end-to-end model, including involvement in both orthopaedic and wound care.
Transforming negative pressure wound therapy

Complications from surgical incisions are a significant burden. In the UK alone, they cost the National Health Service approximately £1 billion each year, not to mention the cost to human life. However, a recent consensus guideline from the World Union of Wound Healing Societies reports that up to 60% of surgical site infections (SSIs) are preventable. Our wound solutions are improving access to healthcare.

In 2018, for example in Europe, we launched our new PICO 7Y Single Use Negative Pressure Wound Therapy System (sNPWT) with AIRLOCK™ Technology. This is the first sNPWT system that enables two wounds to be addressed at the same time, potentially reducing costs. It includes a check dressing indicator, which is intended to reduce unnecessary dressing changes and wastage and is 23% quieter than the first generation PICO, making it less intrusive for patients.

PICO 7Y is the latest addition to the PICO family of sNPWT products, revolutionising the use of negative pressure wound therapy by making a treatment, previously predominantly used in a hospital inpatient setting, available to a wider range of outpatients in a cost-effective, portable solution.

PICO has been shown to significantly reduce wound complications. In a study with patients undergoing therapeutic mammoplasty, PICO reduced the incidence of post-surgical wound dehiscence (wound separation) by 75% compared with standard care, thereby reducing the potential for delay in the commencement of follow-up therapy.

A further study concludes that PICO significantly reduced SSIs compared with standard dressings in high-risk obese women undergoing caesarean section. Wound secretion was also significantly reduced with PICO sNPWT use.

Furthermore, the UK’s National Institute for Health and Care Excellence (NICE) issued a Medtech innovation briefing on the prophylactic use of PICO which highlighted its potential to be more effective at preventing surgical site infections than standard surgical dressings. This is the first and only such briefing published by NICE on an NPWT device for preventing such complications.

With PICO and its unique design we are transforming negative pressure wound therapy. Thanks to its growing body of evidence and adoption around the world, healthcare providers can now confidently access a therapy that may help them avoid costly complications, and more importantly, increase the number of their patients returning back to their lives as soon as possible.
Improving access to orthopaedic surgical solutions

Our products and services are also improving access to orthopaedic healthcare solutions. For example, NAVIO Robotics-Assisted Surgery is cutting-edge technology that is helping surgeons perform knee replacement surgery, using hand-held robotics to prepare the site for implantation.

The NAVIO robotics-assisted system is image-free and maps the patient’s anatomy intra-operatively to create a 3D model of the patient’s knee. This allows the surgeon to accurately plan the procedure specific to each patient. Then a robotics-assisted cutting burr is used to execute the surgeon’s approved plan and control bone removal for implant placement. The result is a system designed to aid surgeons in component positioning, ligament balancing and bone preparation – key factors that can drive implant survivorship.

The NAVIO system provides a surgically effective and cost-effective approach to surgery. The image-free technology eliminates the need to obtain a pre-operative CT scan, simplifying the surgical process, cutting overall costs and reducing the mean dose of associated radiation exposure. The system is portable, with an easily movable, small footprint cart, designed for use in the surgery centre or hospital, providing flexibility to surgeons and staff, so they can focus on patient care.

NAVIO has the potential to improve access to orthopaedic surgery by making state-of-the-art orthopaedic reconstruction possible in areas where few skilled surgeons are available. This technology is currently available in the US, Europe, Australia, India, South Africa, Hong Kong, Singapore and Turkey, with successful launches in Chile and Japan initiated during 2018.

CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT GOALS

We are proud of our work improving access to healthcare solutions, and playing a part in contributing to the United Nation’s Sustainable Development Goal #3, ensuring healthy lives and promoting wellbeing for all, at all ages. Going forward, we will continue to develop innovations so that we can improve access to healthcare, no matter where people live.

We are uniquely positioned to deliver a differentiated patient experience in the ambulatory surgery center setting through our NAVIO Robotics platform.”

Skip Kiil
President of Orthopaedics
Putting people first

People come first at Smith & Nephew – patients, employees, healthcare professionals, partners and shareholders who we support.

HOW WE PUT PEOPLE FIRST:

EMPOWERING OUR EMPLOYEES 15
INJURY-FREE WORKPLACE 17
SAFE USE OF OUR PRODUCTS 19
RESPONSIBLE GLOBAL CITIZEN 20
IMPROVING ACCESS TO HEALTHCARE 22
VOLUNTEERING IN LOCAL COMMUNITIES 23

WHY IS THIS IMPORTANT?

This principle is the essence of Life Unlimited, our new company purpose. This will help us achieve our vision of a world in which healthcare professionals and patients can access solutions to help restore health, wherever they may be, so that they can go on to contribute to society and improve their wellbeing.

While our employees, partners and contractors work to help others improve health and wellbeing, we take steps to protect theirs, by ensuring a healthy and safe working environment. We have also strengthened our wellness programmes for employees, with a focus on enabling healthy lifestyle choices.

We engage meaningfully with the communities where we operate through our site leadership teams and local camaraderie councils. We encourage our people to volunteer in local communities, offering paid volunteering time and matching employee charitable donations.

We believe that these purpose initiatives will be the foundation for our future business success, and ability to have an even greater impact on people’s lives.
Empowering our employees

**WHY IS THIS IMPORTANT?**

Smith & Nephew’s success comes from our employees. It is through their hard work and dedication that we are able to improve patients’ lives every day, across the world. We want to be an employer of choice, and to attract and retain talented employees. To achieve this, we are empowering our leaders and managers, building a sustainable talent pipeline, and operating more effectively and inclusively.

**HOW IT LINKS TO OUR GOALS**

Empowering our employees will help us achieve our Goal #7 of having ‘robust social responsibility programmes which contribute to the attraction and retention of top talent’.

**KEY AREAS OF FOCUS**

**Redefining our culture**

Throughout the year, in addition to gauging our progress against our existing framework of Great Place to Work, we engaged employees in a review of our current culture and future aspirations. Great Place to Work Pulse surveys were conducted in four of our major markets – US, China, UK and Australia/New Zealand – with an overall response rate of 75% and China again receiving country-level recognition. In addition, we conducted a voluntary feedback survey and subsequent focus groups with participation from more than 40% of the workforce to review our company culture. Together, this input formed the basis for a new purpose, Life Unlimited, and our culture pillars of Care, Collaboration and Courage. These pillars represent the best of Smith & Nephew today, as well as what we aspire to be in the future.

**Learning and development**

We continue to evolve our corporate training to accommodate individual learning styles. Our digital training resources and Continuous Leadership Journeys enable employees to tailor their training and learn at their own pace. This year, we have trained over 450 managers and employees across the business.

To develop our managers and leaders, we continue to invest in our two successful leadership programmes – Leadership Edge and Pioneer. These include a face-to-face workshop, online and digital activities to share good practices. Another new programme, Frontier, focuses specifically on supervisors who manage production teams at our manufacturing sites.

For our top talent, we run a bi-annual Managing Director development programme, and we are continuing to develop our CEO Forum, which provides the opportunity to work closely with our Executive team to resolve key challenges within the business.

> Our new purpose energises our commitment as an inclusive and collaborative workforce sharply focused on the achievement and delivery of our objectives.”

Elga Lohler
Chief Human Resources Officer

Some of our culture workshop participants in Japan.
Empowering our employees continued

Valuing difference

We are committed to employment practices based on equal opportunities, regardless of colour, creed, race, national origin, sex, age, marital status, sexual orientation, or physical or intellectual disability. We believe a person’s ability to perform essential functions of a job is the only relevant criteria.

In 2018, we conducted an evaluation of our progress to date. The outcomes showed that our business teams with greater diversity achieve better business results. The work also revealed that our people understand why valuing difference is important and our teams benefit from high levels of trust and respect.

We have raised awareness of preventing unconscious biases through our management and Human Resources training globally, carrying out a Talent Acquisition Diversity and Inclusion Masterclass. We also conducted inclusion workshops at the 2018 Managing Directors’ Meeting and numerous regional Business Leadership and HR meetings.

Developing women

We have stepped-up our efforts to accelerate the development of women in our business. We have extended our Elevate women’s leadership development programme, including nearly 300 participants in 2018. We also attended the 2018 Conference of the Society of Women Engineers, to generate further awareness and recruit female talent in the science and engineering fields. In addition, in 2018, we increased the percentage of female leaders on our executive team from 25 to 29%.

We are building a community of female role models to inspire current and prospective talent to join us. As part of this, we launched an inspiring video on International Women’s Day 2018, and leverage storytelling to inspire women throughout the business.

Graduate talent development

We visited over 25 schools and attended several forums and conferences to attract diverse graduate talent, hiring 103 graduates in 2018. To continue supporting our recent graduates, we introduced our first Continuous Learning Journey. 112 Smith & Nephew Young Professionals (SNYP) participated at our major locations around the world.

FUTURE FOCUS

In 2019, we will expand our Frontier, Pioneer and Leadership Edge programmes further. Our Talent Acquisition partners will post our jobs through diverse job channels, driving diversity in our candidate pipelines. We will continue to accelerate our efforts and to strengthen our culture.
Injury-free workplace

WHY IS THIS IMPORTANT?
Every day, we must ensure that the safety of our employees and those who work with us is given the highest priority, not only when we perform our daily activities in our offices around the world, but also when we visit customers, and at our manufacturing sites. A healthy and safe working environment is fundamental to the way we work at Smith & Nephew.

HOW IT LINKS TO OUR GOALS
Our injury-free workplace activities will help us achieve our Goal #1 of having ‘zero work-related injuries and illnesses across the value chain’.

SMITH & NEPHEW’S APPROACH
We have achieved improvements in workplace safety by continually applying our holistic and integrated sustainability management system, our active health and safety programme, a number of behaviour-based safety campaigns, and through robust incident reporting and investigation systems across the Group.

KEY AREAS OF FOCUS
We continue to focus our safety efforts on our manufacturing operations, reducing risk from the use of machinery and through lean initiatives. Our field sales operations have seen increased focus globally, ensuring measures are in place to protect employees who are working in country offices and warehouses, travelling on company business, as well as those who need to work in the operating theatre during live surgery. We are working diligently to address these risks through the implementation of policies and education.

In 2018, we also aimed to broaden and deepen the culture of shared responsibility for employee health and safety. We did this by extending behaviour-based safety programmes, improving the reach of safety training, and by identifying and investigating all incidents and their associated root causes. As a result of this improvement, we have seen an increase in the number of injuries reported by people working for us.

OUR PERFORMANCE
We are pleased that since 2016 – our current baseline year – our incident frequency rate (TIR) has fallen by 13% (0.52 to 0.45) and the lost time incident frequency rate (LTIFR) has fallen by 17% (0.23 to 0.19). There was an annual increase since 2017, mainly as a result of an increase in reporting from employees as a direct result of our awareness raising efforts.

In 2018, our employee TIR increased to 0.45, from 0.35 in 2017. We have also seen an increase in injury severity (as measured by LTIFR) to 0.19, from 0.11 in 2017.

In 2018, we were saddened to report the tragic death of one of our employees as a result of a motor vehicle accident. There were no contractor fatalities during the reporting period. Overall, we have maintained our position in the top quartile of safety performance in our sector. While we are reassured by successes, we will not become complacent. Additional work is planned with our sales operations teams to further embed safety as a priority in all the work we do.

### PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>LOST TIME INCIDENT FREQUENCY RATE (LTIFR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018: 0.19</td>
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<tr>
<td>2017: 0.11</td>
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<td>2016: 0.23</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL RECORDABLE INCIDENT RATE (TIR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018: 0.45</td>
</tr>
<tr>
<td>2017: 0.35</td>
</tr>
<tr>
<td>2016: 0.52</td>
</tr>
</tbody>
</table>
Injury-free workplace continued

Safety and occupational health

Our headline safety performance includes all employees and supervised contractors, and excludes unsupervised contractors. We adopt the industry standard US Occupational Safety and Health Administration (OSHA) system to record incidents of occupational injury and ill-health.

Lost time incidents are defined as those which result in a person not being able to report for work on the day or shift following the incident. Performance is expressed as a rate of the number of incidents per 200,000 hours worked.

2 MILLION HOURS WITHOUT A RECORDABLE INJURY

Our team in Baar, Switzerland, achieved over 2 million hours without a recordable injury (dating back to February 2012). Because safety is a priority, Mark Gladwell, our President of Global Operations, and Elga Lohler, our Chief Human Resources Officer, presented the Smith & Nephew Diamond Safety Excellence Award to Axel Girod (Senior Director, Supply Chain) and his colleagues.

Presentation of the Safety Award in Baar, Switzerland

WINNERS OF THE EHS DAILY ADVISOR SAFETY STANDOUT AWARD

The Safety Team at our site in Memphis, US won the ‘EHS Daily Advisor’ Safety Standout Award for Exceptional Progress. The team submitted details of their safety progress over the past three years and were presented with their award at the ‘BLR Safety Culture’ event in Atlanta, US.

The team’s efforts include ‘I Caught You Being Safe’, an employee engagement effort that recognised employees performing safe work behaviours, in a fun and engaging way. The campaign ran for 12 weeks and over 3,000 safe behaviours were recognised by managers and supervisors across the campuses in Memphis.

Memphis Safety Standout Award

FUTURE FOCUS

We now better understand risks and are mitigating against new risks, which hadn’t previously been identified. Going forward, we will continue to identify and mitigate against further risks. We are also extending the Sustainability Management System standards and procedures and the established Health, Safety and Environment (HSE) audit programme to a larger number of commercial sites.
Safe use of our products

WHY IS THIS IMPORTANT?
Safe products are at the heart of our business. We are committed to helping healthcare providers improve the lives of their patients, delivering quality products and services and ensuring that our products are used safely and effectively.

HOW IT LINKS TO OUR GOALS
Our activities to ensure safe use of our products will help us achieve Goal #6 of having ‘zero product-related and service-related patient injuries’.

SMITH & NEPHEW’S APPROACH
We build safety and efficacy into each of our products and services. We actively encourage reporting of any observation indicating where we may have fallen short of this goal. Any communication we receive that suggests a potential problem relating to one of our products, or patient injury, is promptly recorded and evaluated by our complaint handling and post-market surveillance processes. We listen to feedback – from customers, patients, sales representatives, employees and regulatory authorities. In addition, sources of communication are monitored regularly, including literature, social media and direct reports.

KEY AREAS OF FOCUS
To minimise the potential for patient injury, we focus on providing quality products and services as well as ongoing skills training. Complaints relating to our products are subject to a controlled global process to detect, record, investigate, and execute necessary required corrective or preventive actions. This addresses root causes of product or service-related injury, and can be triggered through a single complaint or through our post-market surveillance trending reviews. Our senior leadership have visibility of these processes to ensure appropriate actions are taken.

OUR PERFORMANCE
We continue to improve the metrics and oversight of our global complaint handling process. We have added resources to our complaint investigation teams, and also implemented technology improvements for Medical Device Reports (MDRs) as required submissions to the US FDA.

FUTURE FOCUS
In 2019, we will be focused on improving our performance for on-time US MDRs and EU Medical Device Vigilance (MDV) reports. We will also introduce general process and technology enhancements to support compliant complaint management processes, as well as improving the efficiency of our operation.

We are committed to helping healthcare providers improve the lives of their patients by delivering quality products and services.”

Melissa Guerdan
Chief Quality and Regulatory Affairs Officer
Responsible global citizen

WHY IS THIS IMPORTANT?

Today's world faces so many challenges and everyone needs to play their part to help tackle them. More and more people want to work for companies that do something meaningful and act in a responsible way. At Smith & Nephew, we are proud that our products and services enable our people to make a difference to improve health and quality of life around the world.

HOW IT LINKS TO OUR GOALS

Our Responsible Global Citizen activities will help us achieve our Goal #7 of having ‘robust social responsibility programmes which contribute to the attraction and retention of top talent’.

SMITH & NEPHEW’S APPROACH

Our wider social responsibility strategy engages employees around our philanthropic activities. These include:

– **Product donations**: We provide grants and donations to charitable or not-for-profit organisations, medical institutions, accredited educational programme vendors, medical foundations or professional societies as governed by our Global Policy and Procedure on Grants and Donations.

– **Matching gifts**: Our programme is designed to encourage charitable contributions, we match our employees’ eligible donations up to $500 per employee on an annual basis.

– **Employee volunteering**: We encourage our people to volunteer as a way to build teamwork and develop them further, as well as to give back to our local communities. Our programme allows every employee up to eight hours of paid volunteer time per year.

– **Wellness activities**: Our wellness programme is designed to empower our employees to actively participate in their overall health, and promote healthy behaviours in the communities in which we live and work.

We believe that selecting charitable and not-for-profit organisations and activities is best accomplished at the local level, guided by our social responsibility strategy.

Each location’s Site Leadership Council and/or Camaraderie Council designs, constructs, and operates a local programme that best engages their employees and meets local needs. We let people know about our progress, reinforcing that Smith & Nephew is a great place to work.

Smith & Nephew applies strict criteria to ensure that only charities and other non-profit organisations adhering to appropriate ethical standards are supported.

KEY AREAS OF FOCUS

**Health & human services**

As a leading medical device company, we give preference to health and human services-related programmes. Our contributions are used to increase access globally to healthcare and human services, in places where they will benefit those in greatest need.

**Education**

Education is essential for economic and social development, increasing people’s ability to access high quality healthcare solutions. We fully support educational programmes, particularly those focused on science, technology, engineering, and mathematics (STEM).

**Environmental stewardship**

We encourage participation in programmes that protect and provide wider access to local natural resources and those that promote sustainable initiatives.
Responsible global citizen continued

OUR PERFORMANCE

During 2018, our philanthropic activities totalled $8.07m. This consisted of $7.98m in cash and product donations (81% increase over the $4.41m from 2017) and $86,500 arising from the matching of employee gifts to qualified charities. These results reflect the initial impacts of our social responsibility strategy, which builds employee enthusiasm for charitable giving and works by making more obvious the connection between these charitable endeavours and our success as a company. In addition, globally we provided $12.46m in educational grants and sponsorships in 2018 (equalling the value from 2017), aimed at supporting and improving the skills of surgeons in the application of our products and technologies, thereby expanding access to world-class healthcare solutions.

FUTURE FOCUS

In 2019, we will review our Social Responsibility Strategy to ensure alignment with our new Purpose and adjust our programmes as appropriate.

DISASTER RELIEF EFFORTS

Once again in 2018, natural disasters affected many parts of the world – from devastating earthquakes in Japan to severe hurricanes in parts of the US. Smith & Nephew employees around the world devoted their time and made donations of money and supplies to provide assistance.

Gas explosion in Massachusetts

On 13 September 2018, Andover in Massachusetts, US and the surrounding towns suffered a tragic accident when utility workers accidentally over pressurised a gas line causing multiple explosions across the Merrimack Valley. Over 30,000 people were forced to leave their homes and as many as 40 homes were damaged or destroyed.

How did we respond?

Fortunately, our Andover employees were not directly impacted by the explosions, but many were indirectly impacted by losing all gas utilities and having to evacuate their homes. A small group of HR employees telephoned every potentially impacted employee to make sure they were safe. The team also worked with the events team to identify local hotels where affected employees could stay, funded by the Company and resources that employees could use.

In the aftermath of the event, more than 8,600 households in the community were left without gas utilities. This impacted four major areas of daily life, access to home heating, hot water, laundry and cooking fuel.

Community Outreach

In addition to serving employees, the Smith & Nephew site donated more than 275 electric slow cookers to the Essex County Community Foundation to be distributed to those in need. We also orchestrated a winter clothing drive collecting hats, blankets, gloves, and scarves to be donated to underserved neighbourhoods.

Caring for employees and our community neighbours in time of need may be an option for some organisations, but for Smith & Nephew it’s a requirement.
Improving access to healthcare

### HELPING PATIENTS ON LOW INCOMES AND IN RURAL AREAS

In South Africa, patients can access life-changing knee and hip implant procedures. However, these are usually carried out in big cities, and can involve large expenses. For the past nine years, we have been supporting the Arthroplasty Academy, improving access for patients on low incomes and in rural areas, and providing essential training to surgeons. Andy Zoepke, Professional Education Manager, South Africa, explains: “Every year, the programme moves to a new, usually rural location, to help patients who don’t have the ability or money to travel to bigger cities where these procedures normally take place.

We donate everything required for the procedures – from the implants to the surgical gowns. It’s our biggest corporate social investment in South Africa, worth 1.7 million rand.”

We also send in a Smith & Nephew professional education team who help the surgeons, hospital management and other hospital staff with the smooth running of the procedures. In 2018, 18 patients benefited from 20 knee and hip implant procedures. Our support also helped newly qualified orthopaedic surgeons to develop their arthroplasty skills.

“All patients are very happy with the results,” says Dr Emmanuel Metasa, an orthopaedic consultant at the Rob Ferreira Provincial Hospital, which benefited from the project. “The Arthroplasty Academy group was extremely knowledgeable and competent.”

### FIRST EUROPEAN COMMERCIAL SURGICAL TRAINING FACILITY ACCREDITED BY RCS

Our Expert Connect Centre (ECC), based in Croxley Park, Watford, UK has become the first commercial surgical training facility in Europe to be accredited by the Royal College of Surgeons (RCS). This is widely regarded as the gold standard for accreditation.

The RCS endorsement follows an in-depth assessment of our ECC facilities, resources and portfolio. It enables people attending Smith & Nephew training to receive Continuing Professional Development (CPD) points, demonstrating their commitment to developing their surgical skills.

“Smith & Nephew’s Expert Connect Centre offers facilities of the highest quality; its education portfolio is extensive and there was a clear demonstration and a broad confidence in each of the components assessed,” says Professor Paul O’Flynn, Quality Assurance and Accreditation, Royal College of Surgeons. “We’re pleased to offer the ECC this accreditation and look forward to continue seeing the centre enable surgeons to achieve the highest standards of care.”

“This endorsement from the Royal College of Surgeons is a huge honour and recognition of the quality of our medical training and education,” says Max Colella, Smith & Nephew, President EMEA. “We’re very proud to be regarded as a benchmark professional development facility and look forward to welcoming more healthcare professionals to the Expert Connect Centre as we continue to support them in their vital work, improving patients’ lives.”

The ECC in Croxley Park is our premier learning facility in Europe. Here, customers from across multiple disciplines have the opportunity to learn from, and with, their peers in an advanced, supportive setting. Surgeons and clinicians – from the UK, Europe and other places where Smith & Nephew operates – can share their experiences and expertise, discuss clinical data, science, technique and technology.

The facility covers pre-clinical, surgical and post-surgery activities and all aspects of advanced wound care. It may be used by all businesses, appealing to existing clinical experts as well as those aspiring to become experts in their field.
Volunteering in local communities

SUPPORTING SOUTH AFRICAN CHILDREN IN NEED

No water, no electricity and a broken fence – this was the reality facing the Pinetown Highway Child & Family Welfare Society children’s safe house in KwaDabeka. The safe house offers temporary housing to children awaiting placement with foster carers. However, repeated break-ins and vandalism had left the house uninhabitable and put the children in danger. This resulted in the house closing and the children being housed elsewhere.

“The house should be a safe haven for children so getting it back up and running was really important,” says Evanne Ruttu, Marketing Communications Specialist – Corporate, Africa Region. “Taryn Theunissen, Senior Product Manager, saw the Society’s plea for help. It’s on our doorstep, and we put a plan together that would ensure this safe haven was up and running again.”

“The safety and shelter of the children comes first, so we needed to complete the restoration as quickly as possible,” says Tim Bourne, Managing Director, South Africa. “A group of colleagues volunteered their time to paint the house, clear the garden, put up a new barbed wire fence and organise a contractor to fix the plumbing and electrical issues.”

Following work on the hot water supply, the house opened at the end of September.

‘LEBENSHILFE’ IN GERMANY

In October, our team in Tuttingen, Germany joined forces with a local organisation called ‘Lebenshilfe’. This is a non-profit organisation that supports people with intellectual and physical disabilities.

During a full-day event, more than 20 employees toured the facility to learn about how Lebenshilfe provides young adults with support and training, so they are better equipped to excel in their daily life. Following the tour, our volunteers met and worked with 80 people who currently benefit from Lebenshilfe’s services.

Feedback was really positive and the team enjoyed spending time, sharing stories and telling jokes with the young people at Lebenshilfe.

Rainer Friedrich, head of our Works Council in Tuttingen commented “Going forward, we will definitely continue partnering with the organisation.”
Products with a reduced footprint

WHY IS THIS IMPORTANT?
Our stakeholders are increasingly interested in the environmental footprint of our products and services. We have focused on improving our internal environmental footprint for a number of years, improving our performance in the areas of waste, water and emissions.

Our revised strategy extends upstream to our suppliers and downstream to our customers. This means that we want to work with partners who are making efforts to reduce their environmental impact. We are also working to deliver products and services with improved overall environmental impact.

We are taking steps to better understand the extended footprints of our top products. This is an important step to ensure that we focus our resources where they will produce the most positive impact.

We are mindful that impacts can be complex and interrelated. So throughout our business, we take a holistic approach to sustainable decision-making, ensuring that all impacts are taken into account.
Minimising waste

**WHY IS THIS IMPORTANT**
We are seeing more and more customers demanding medical devices that are produced – and perform – in an environmentally-friendly way. Waste is an opportunity to improve resource efficiency and costs.

**KEY AREAS OF FOCUS**
We focus on a number of areas to minimise our waste. Here are just some examples:
- We drive recycling at all of our manufacturing, distribution and office locations – this includes paper, cardboard, plastic, glass bottles, metals, chemicals and much more;
- At our warehouses, where possible we minimise unnecessary packaging for shipping;
- We collect, sort and recycle over 8,000 tonnes of materials each year, including some waste sent for energy recovery – now representing over 79% of all our waste produced;
- We work with our waste contractors to identify and introduce more recycling opportunities – this helps us recycle where it was previously impractical to do so, supporting our long-term ambition to send no waste to landfill;
- Some sites are nearing zero waste to landfill – a fantastic achievement;
- Some of our waste streams, including some expired materials and liquid hazardous waste for secondary fuels, that cannot easily be recycled are incinerated at waste facilities – these facilities reuse the heat generated to supply energy to other users in place of burning fossil fuels such as oil and gas; and
- We are constantly talking to our suppliers and manufacturers about ways to reduce waste by redesigning transit packaging – and we continue to encourage them to increase their recycling efforts using some of the lessons we have learnt.

**SMITH & NEPHEW’S APPROACH**
Our aim is to minimise all of our waste streams at all our sites around the world, especially at our manufacturing locations, achieving best practices in waste management. We place specific emphasis on the waste we generate in-house and downstream, throughout the life cycle of our products – from the raw materials we purchase, the waste generated in our manufacturing facilities, and ultimately the final destination of those materials.

All of our employees are helping to spread the message about waste reduction and encouraging waste elimination and recycling wherever possible.

**OUR PERFORMANCE**
While the Group experienced growth, both through the existing business and acquisitions, the effect did not have a material impact on our environmental footprint. Our total waste generated was slightly more than in the previous year. We continue to identify and implement source reduction, reuse and recycling opportunities and ways to divert waste away from landfill. In 2018, we recycled 79% of our total waste, including waste diverted to energy recovery, and are well placed to achieve our target of 80% by 2020.
Minimising waste continued

**FUTURE FOCUS**

A key challenge to waste reduction is that the majority of our products and services’ environmental footprint is locked in during the design phase. This makes it difficult to make significant headway during the product’s life. We are addressing this by applying agreed product sustainability attributes to both our products and their packaging through our New Product Development and Operations processes and remains a key area of focus going forward.

**CURAÇAO ACHIEVES SUSTAINABILITY STANDARDS AWARD**

After just one year, our sustainability team in the Caribbean island of Curaçao achieved their first milestone – attaining Curaçao’s Minimum Sustainability Standards Level 1 Award. This followed a site audit by the Curaçao Business Council for Sustainable Development.

A central element of this award was waste segregation (regular waste, plastic, aluminium and cardboard), recycling and waste reduction. In total, an impressive 25% of waste is recycled in Curaçao.

The award is a result of our employees caring for people and the planet, while making a profit. Their enthusiasm for creating a sustainable environment is inspiring, not only for Smith & Nephew employees across the globe, but also for the local community, as we are only the second company on the island to have received this award.

**PROJECT TURTLE REDUCES SINGLE USE PLASTIC**

At our site in Hull, UK we are raising awareness of the need to cut out single-use plastic from our daily lives. Our initiatives have removed over 140,000 single-use cups for hot drinks, 416,000 water cups and 6,500 plastic milk containers. This project has received the full support of our Site Restaurant and Hospitality Services teams, and in 2018 saved over £24,000.
Reducing water use

WHY IS THIS IMPORTANT?
People and businesses are using up our planet’s fresh water faster than it can be replenished. The availability of fresh water in the areas where we operate varies. In some, water is abundant, while other areas suffer from water scarcity. At Smith & Nephew, we challenge ourselves to save water at all of our locations.

HOW IT LINKS TO OUR GOALS
Our activities to reduce and conserve water will help us achieve our Goal #2, that ‘total water impacts of our products and solutions are balanced with local human and ecosystem needs’.

SMITH & NEPHEW’S APPROACH
We take a holistic approach to water consumption, aiming to cut the amount of water used when we manufacture and distribute our products. We strive to optimise water use during upstream manufacture and distribution of raw materials and components. We also aim to ensure that our new and modified products minimise our customers’ water consumption when they use our products.

FOCUS ON WATER
Our main focus is to apply the following criteria:
– quantify the water use at each location, prioritising sites by quantity used;
– question whether the water use was necessary, eliminating unnecessary use;
– optimise remaining water use; and
– balance waste with incoming clean water (cradle to cradle approach).

In 2018, through application of the above criteria, we identified significant additional potential for water use reduction in Memphis, US and concentrated our efforts there.

Reducing water usage in Memphis
Memphis is a city located along the Mississippi River in southwestern Shelby County, Tennessee, in the US. Despite this large water resource, it’s still important for local businesses and residents to save water wherever possible.

OUR PERFORMANCE
In 2018, we made further progress to reduce our use of water. At our Memphis manufacturing site in the US, for example, we converted a main chiller unit in one manufacturing building to an air-cooled system and eliminated a cooling tower. This now means that a second chiller only needs to run on peak days, cutting its use by 80%. These projects and investments have reduced water consumption at that facility, and contributed to our 21% decrease in water use since 2016.

FUTURE FOCUS
Learnings from our successes to date have been compiled and opportunities for water use reduction are being evaluated at several locations.
Reducing emissions

WHY IS THIS IMPORTANT?
Every day, we read about the devastating effects of climate change around the world. From droughts to floods and other unusual weather events, climate change is already impacting people’s lives – and no country is immune. To tackle this global challenge, everyone, including businesses, needs to take action to use energy responsibly.

HOW IT LINKS TO OUR GOALS
Our activities to reduce emissions will help us achieve our Goal #4, to achieve an ‘80% absolute reduction in total life cycle greenhouse gas emissions by 2050’.

SMITH & NEPHEW’S APPROACH
We understand the urgent need for a low-carbon economy, and are constantly open to learning new ideas and bringing about change. Our approach to cutting emissions is twofold – tackling energy efficiency and sourcing lower-carbon energy. To achieve both of these, we invest in technological solutions, like low energy LED lighting systems and solar power. These can help us use energy resources more efficiently.

KEY AREAS OF FOCUS
We have been measuring greenhouse gas emissions up and down our value chain to ensure that we apply resources most effectively, reducing our total CO₂e emissions footprint. We have also implemented, or benefited from, numerous energy efficiency and low-carbon energy measures.

These include:
- LED lighting installations;
- Solar panels in India and China;
- Combined Heat and Power (CHP) (natural gas fired) units in Germany;
- Variable frequency drives on motors, e.g. climate control, heating and lighting automation system occupancy settings;
- Temperature/humidity modifications and air exchange for clean rooms;
- Improved insulation for steam pipes;
- Conducting compressed air leak assessments and remediating leaks;
- Coal-fired electricity generators being converted to natural gas-fired at a Memphis, US utility company;
- Thermographic surveys of pipes and buildings for heat loss;
- Building energy management systems (BEMS), control of equipment for maximum efficiency and the use of time zones and setbacks;
- Analysis of usage data to identify anomalies and opportunities; and
- Replacing old inefficient equipment with highly efficient equipment (capital), such as compressors, chillers, pumps and motors.

OUR PERFORMANCE
In 2018, the location-based carbon footprint of business operations was 77,842 metric tonnes of CO₂e, a 16% reduction since 2016. Some of this reduction was achieved as a result of lower grid factors being published for some countries or regions. This is already ahead of our 2020 goal of a 10% reduction.
Reducing emissions continued

**CO₂e REPORTING METHODOLOGY, MATERIALITY AND SCOPE**

We report the carbon footprint of our Scope 1 and 2 greenhouse gas (GHG) emissions in tonnes of CO₂ equivalent from our business operations for the calendar year ended 31 December 2018. Our focus is on the areas of largest environmental impact including manufacturing sites, warehouses, R&D sites and offices. Smaller locations representing less than 2% of our overall emissions are not included. Acquisitions completed before 2018 are included in the data, with more recent ones being excluded and this is in line with our established policy for integration of acquired assets.

Our GHG emissions reporting represents our core business operations and facilities which fall within the scope of our consolidated financial statements. Primary data from energy suppliers has been used wherever possible.

We report our emissions in two ‘scopes’.

Scope 1 figures include: Direct sources of emissions mainly comprise the fuels we use on-site, such as gas and heating oil and fugitive emissions arising mainly from the losses of refrigerant gases.

Scope 2 figures include: Indirect sources of emissions such as purchased electricity and steam we use at our sites.

Location-based emissions are calculated in compliance with the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) GHG Protocol Corporate Accounting and Reporting Standard and have been calculated using carbon conversion factors published by the Department for Business, Energy and Industrial Strategy (BEIS) and the Department for Environment, Food and Rural Affairs (DEFRA) for 2018. We have applied the emission factors most relevant to the source data, including DEFRA 2018 (for UK locations), International Energy Agency (IEA) 2016 (for overseas locations) and for the US we have used the US Environmental Protection Agency (US EPA) ‘Emissions and Generation Resource Integrated Database’ (eGRID) for the regions in which we operate. All other emission factors for gas, oil, steam and fugitive emissions are taken from DEFRA 2018.

**MARKET-BASED CARBON EMISSIONS**

Where available, we have applied the market-based emission factors available for some manufacturing locations. These are in accordance with the ‘GHG Protocol Scope 2 Guidance, an amendment to the Corporate Standard’.

Where market-based factors were not obtained, we have used ‘Residual Mix’ data for the EU locations from RE-DISS Phase 2 (Reliable Disclosures System for Europe) and IEA data for all other countries, except the remaining US locations where the eGRID factors were applied.

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<thead>
<tr>
<th>Year</th>
<th>Scope 2 Emissions CO₂e (t)</th>
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<tr>
<td></td>
<td>LOCATION-BASED</td>
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<tr>
<td>2016</td>
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<td>2017</td>
<td>76,107</td>
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<td>2018</td>
<td>67,886</td>
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</table>

**FUTURE FOCUS**

Our employees are increasingly mindful of greenhouse gas impacts when carrying out projects and are taking more and more ownership of reducing GHG. We don’t have a centralised programme from the top down. Instead, enlightened employees at the middle levels of our business are taking personal responsibility for factoring in GHG. This is really a key development and we need to energise it going forward.
Reducing emissions continued

LED LIGHTING... FROM HULL TO BEIJING

We want better lighting with less energy use in our operations.

The solution? LED lighting.

In Hull, UK for example, we aimed for an ambitious 95% LED lighting to be in place across the site by the end of 2018. And we came very close to meeting this target, reaching 89% LED coverage by the end of the year. This involved changing 4,200 fittings, providing savings of 1.4 million kWh savings with an investment of $850,000.

Our site in Beijing, China completed its project to replace all lights in its production and office areas to LEDs. This will reduce energy consumption from lighting by 30-50% and improve brightness by 30-60%.

The pictures to the right illustrate the remarkable difference between the two.

Before and after LED refit.

TELESOPING BOXES REDUCE SHIPPING COSTS AND EMISSIONS

International shipments are costly enough without having to pay for empty space within the shipment containers. As part of our Supply Chain Optimisation and Process Excellence (SCOPE) programme, our freight team in Memphis wanted to find a way to reduce dimensions in international shipping to optimise shipping rates, reduce freight costs and minimise environmental impact.

The team realised that packaging could be reduced if the box was flexible enough to support different packing configurations. We needed a box that could be tightly packed with minimal empty space, to develop a short-term solution that could be implemented quickly with low capital costs, and which could deliver immediate savings.

First, we changed the size of the boxes we use internally. We then worked with our vendor to transform the box top into a telescoping lid that scales to the height of the filled box, reducing the gap between the contents and the top.

To date, this solution has resulted in nearly $250,000 savings in international Orthopaedic shipment costs. We are now looking to expand this solution to our Sports Medicine and other manufacturing sites. “I saw a problem and believed that if we worked together, we could develop a simple solution for it,” says James Bulloch, Memphis Logistics Manager. “It worked out even better than I imagined. I encourage everyone – don’t be afraid to suggest a creative idea to fix a problem – it may lead to a great solution!”

Before and after telescoping box.
The true value of an organisation cannot be reflected simply in its financial reports. True value to society rests in the organisation's long-term impact on quality of life.

Sustainability is embedded in the fabric of Smith & Nephew. As an organisation committed to realising our full potential we must optimise the economic, social and environmental impacts of our activities. Robust overall governance is required to maintain direction and pace to achieve such a long-term goal. This is particularly necessary in three areas: general management, risk management and integrity. There must be clear lines of authority and accountability regarding target setting and achievement.

There must be a rational, informed, and empowered process by which organisational leadership identifies, evaluates and addresses sustainability risks and opportunities. And there must be strong arrangements to assure the universal application of fair and open business practices.

Consistent progress toward the goal of sustainable operation can only be made when all three are present.
## Corporate governance framework

The Board is responsible to shareholders for approving the strategy of the Group, for overseeing the performance of the Group and evaluating and monitoring the management of risk. Each member of the Board has access, collectively and individually, to the Company Secretary and is also entitled to obtain independent professional advice at the Company’s expense, should they decide it is necessary in order to fulfil their responsibilities as Directors. The Board delegates certain matters, as follows, to Board Committees, consisting of members of the Board:

<table>
<thead>
<tr>
<th>BOARD COMMITTEE</th>
<th>ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AUDIT COMMITTEE</strong></td>
<td>Provides independent assessment of the financial affairs of the Company, reviews financial statements and controls oversight of the risk management process and key risks, such as cyber security. Manages use of internal and external auditors.</td>
</tr>
<tr>
<td><strong>RENUMERATION COMMITTEE</strong></td>
<td>Determines Remuneration Policy and packages for Executive Directors and Executive Officers, having regard to pay across the Group.</td>
</tr>
<tr>
<td><strong>NOMINATION &amp; GOVERNANCE COMMITTEE</strong></td>
<td>Reviews size and composition of the Board, succession planning, diversity and governance matters.</td>
</tr>
<tr>
<td><strong>COMPLIANCE &amp; CULTURE COMMITTEE</strong></td>
<td>Reviews and monitors ethics and compliance, quality and regulatory matters across the Group. Role to be expanded in 2019 to include oversight of culture, sustainability and stakeholder relationships.</td>
</tr>
<tr>
<td><strong>AD HOC COMMITTEES</strong></td>
<td>Ad hoc committees may be established to review and approve specific matters or projects.</td>
</tr>
</tbody>
</table>

The Board delegates the day-to-day running of the business to Namal Nawana, Chief Executive Officer, who is assisted in his role by the Executive Committee comprising the Executive team. The governance framework below outlines the Executive Committee arrangements as follows:

<table>
<thead>
<tr>
<th>EXECUTIVE COMMITTEE</th>
<th>ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MONTHLY OPERATING REVIEW</strong></td>
<td>Wider group of senior commercial and financial leaders reviews monthly commercial and marketing and operating results against budget, identifying gaps and agreeing remedial actions.</td>
</tr>
<tr>
<td><strong>FRANCHISE, FUNCTIONAL AND REGIONAL LEADERSHIP MEETINGS</strong></td>
<td>Senior management meetings to drive performance across each franchise, function and region.</td>
</tr>
<tr>
<td><strong>PORTFOLIO INNOVATION BOARD</strong></td>
<td>Defines portfolio allocation principles, reviewing and challenging current shape of portfolio, identifying gaps and opportunities and re-prioritising segments and geographies.</td>
</tr>
<tr>
<td><strong>GROUP ETHICS &amp; COMPLIANCE COMMITTEE</strong></td>
<td>Reviews compliance matters and country business unit or function compliance reports.</td>
</tr>
<tr>
<td><strong>FINANCE &amp; BANKING COMMITTEE</strong></td>
<td>Approves banking and treasury matters, guarantees, Group structure changes relating to mergers, acquisitions and disposals.</td>
</tr>
<tr>
<td><strong>DISCLOSURES COMMITTEE</strong></td>
<td>Approves release of communications to investors and Stock Exchanges.</td>
</tr>
<tr>
<td><strong>MERGERS &amp; ACQUISITIONS INVESTMENT COMMITTEE</strong></td>
<td>Oversees Corporate Development Strategy, monitors status of transactions and approves various stages in merger, acquisition and disposal process.</td>
</tr>
<tr>
<td><strong>IT GOVERNANCE BOARD</strong></td>
<td>Oversees IT and cyber security.</td>
</tr>
<tr>
<td><strong>DIVERSITY &amp; INCLUSION COUNCIL</strong></td>
<td>Implements strategies to promote diversity and inclusion.</td>
</tr>
<tr>
<td><strong>GLOBAL BENEFITS COMMITTEE</strong></td>
<td>Oversees all policies and processes relating to pensions and employee benefit plans.</td>
</tr>
<tr>
<td><strong>HEALTH, SAFETY &amp; ENVIRONMENT COMMITTEE</strong></td>
<td>Oversees health, safety and environmental matters.</td>
</tr>
</tbody>
</table>
Our approach to risk management

Like all businesses, we face risks and uncertainties. Our Risk Management Policy and Enterprise Risk Management Manual ensure that our Risk Community can identify, review and report risks at every level of our business.

At the very top of our structure is our Board, which determines our risk appetite and monitors the application of our risk framework. It does this through strategy, and practically through the outputs of regular risk reviews and ‘deep dives’ by the business and Group Risk Team.

The Board communicates our risk appetite through our Executive Committee, Risk Owner Community and our Group management. Our ‘bottom up’ approach ensures that risks are escalated back through the process to our Board and Principal Risks as appropriate.

Our Executive Committee and Group Risk Team provide rigour and independence across this process. Our Internal Audit Function acts as a third line of defence. Each year, they assess the effectiveness of our Risk Management Process to our Executive Committee – chaired by our Chief Executive Officer – and subsequently to the Board and its committees.

This process has led us to identify the Principal Risks in the table to the right. Each Principal Risk is linked into our Strategic Priorities, and their management is overseen by our Board or one of its committees. This work includes defining the level of tolerance for each risk and reviewing management reports and ‘deep dives’ into the risk. Deep dives examine underlying risks and the effectiveness of our mitigating actions to address those risks.

<table>
<thead>
<tr>
<th>PRINCIPAL RISK</th>
<th>OVERSIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEGAL AND COMPLIANCE</td>
<td>Ethics &amp; Compliance Committee</td>
</tr>
<tr>
<td>NEW PRODUCT INNOVATION, DESIGN AND DEVELOPMENT, INCLUDING INTELLECTUAL PROPERTY</td>
<td>Board</td>
</tr>
<tr>
<td>QUALITY AND REGULATORY</td>
<td>Ethics &amp; Compliance Committee</td>
</tr>
<tr>
<td>PRICING AND REIMBURSEMENT</td>
<td>Board</td>
</tr>
<tr>
<td>BUSINESS CONTINUITY AND BUSINESS CHANGE</td>
<td>Board</td>
</tr>
<tr>
<td>MERGERS AND ACQUISITIONS</td>
<td>Board</td>
</tr>
<tr>
<td>TALENT MANAGEMENT</td>
<td>Board</td>
</tr>
<tr>
<td>CYBER RISK</td>
<td>Audit Committee</td>
</tr>
<tr>
<td>COMMERCIAL EXECUTION</td>
<td>Board</td>
</tr>
<tr>
<td>POLITICAL AND ECONOMIC</td>
<td>Board</td>
</tr>
</tbody>
</table>
Building trust

We believe that trust is the most important driver for long-term business success. Today, when it comes to healthcare, more and more people want to know how products are made, and how the company that makes them acts as a business. We earn people's trust by working in an ethical way, and complying with strict standards.

Our Code of Conduct and Business Principles (Code) define our values as a Company. This is supported by global policies that specifically define behaviours, to ensure that our actions strengthen our reputation and that we follow relevant anti-bribery and anti-corruption laws.

ETHICS OVERSIGHT
To ensure our managers, employees, and business partners act with integrity at all times, we have multiple levels of ethics oversight. These include Board oversight through our Board Ethics and Compliance Committee and leadership through our Group Ethics and Compliance Committee, comprising our Chief Executive Officer and business and corporate function heads. We have built what we believe to be a world-class compliance programme led by a Chief Compliance Officer, and supported by a global Office of Ethics and Compliance.

To ensure compliance, accountability is crucial. Every year, our top leaders certify to our CEO that required policies in their businesses have been implemented. Managers and employees also complete an annual compliance certification. In addition, we support compliance through communication tools, such as compliance articles on our Group intranet, in our regular communications, and during face-to-face training.

REVIEWING COMPLIANCE
We understand that people can sometimes make mistakes. That is why we have multiple ways to verify that they are adhering to our rules and principles. And when failures occur, we take appropriate action.

Over the years, we have enhanced our reviews to assess compliance with anti-bribery and corruption (ABAC) and US healthcare laws. In 2018, we grouped these under our Compliance Verification Programme (CVP), which includes compliance validation assignments of our internal business units and functions, centralised and local monitoring, reviews of higher risk third parties, and data analytics to identify compliance risks.

In 2018, we completed 18 compliance validation assignments of our business units and third parties. Through our regional compliance teams, we also completed 50 on-site assessments of third parties, both distributors and higher risk vendors. We also provided training for our regional compliance officers on preventative actions, and on analysing root causes of repeated failures.

100+
COMPLIANCE AMBASSADORS IN OVER 25 COUNTRIES

Compliance Ambassadors in Russia
Building trust continued

**COMPLIANCE AMBASSADOR PROGRAMME**
Our Compliance Ambassador Programme further helps embed ethical values and compliance standards in the business. Respected sales staff are nominated to become Compliance Ambassadors and act as mentors to their peers and teams. In 2018, we also created a global Compliance Ambassador focus group, which develops global resources for Compliance Ambassadors and sharing best practices.

**EDUCATION AND AWARENESS**
Every year, all employees receive training on our Code of Conduct and Business Principles and complete Code compliance certification. We provide role-based, compliance training to key roles, such as financial professionals. For managers, we provided training on Global Competition Law and Ethical Leadership. For manufacturing staff, we integrate compliance content into their annual Quality training.

**ENCOURAGING EMPLOYEES TO SPEAK UP**
We want all our employees to feel comfortable speaking up if they see any examples of non-compliance, without fear for their jobs. That is why we include a non-retaliation policy in our Code, and our investigation procedures follow a fair and consistent approach. We also highlight our reporting avenues on our global intranet, in our work locations, and in face-to-face meetings. These resources and practices are essential in creating a strong compliance culture.

**PLANS FOR 2019**
We will continue to focus on our Compliance Ambassador programme, training and education resources, and applying data analytics in compliance verification, as well as enhancements to our healthcare professional and third party compliance processes. We will also implement testing for employees following a compliance policy violation, to ensure they understand the relevant policies and processes.

**COMPLIANCE WITH GLOBAL PRIVACY LAWS**
In 2018, we continued to ensure readiness for the General Data Protection Regulation (GDPR), which came into effect in May 2018. We completed Privacy Impact Assessments on over 20 systems that contain personal information or employ new technology.

We created guidance on handling patient and employee data. We also completed an inter-company data transfer agreement to cover movement of Personal Information between affiliates. And we appointed Local Data Privacy Liaisons in the European Union (EU).

"Compliance is embedded in our culture and at the heart of everything we do - we know that the privilege of serving patients, healthcare providers and our communities comes with great responsibility."

Catheryn O'Rourke
Chief Legal and Compliance Officer
## Working with responsible third parties

We want to work only with safe contractors. Partnering with responsible third parties helps to safeguard our supply chain and corporate reputation.

Before we engage with any partner, we carry out a strong vetting process. For distributors and agents who we accept, we impose certain obligations to comply with applicable laws, our Code of Conduct and our Policies. And we follow this up, ensuring compliance through monitoring and audits. For vendors, suppliers and service providers, we assess risks and determine next steps, such as due diligence, training, or including compliance standards in the contract.

### PROVIDING COMPLIANCE SUPPORT TO OUR PARTNERS

We provide support to our partners to help them comply with relevant laws, as well as our Code and policies. For example, we issue communications to our partners, highlighting common mistakes to help them address any compliance issues in their businesses. We post compliance resources for partners on our external website. And our Regional Compliance Officers are available to assist third parties with compliance with our anti-bribery and corruption rules.

If we see any cases of non-compliance with our partners, we develop an action plan together with them to address areas of concern noted during the review.

### HELPING SUPPLIERS REDUCE THEIR ENVIRONMENTAL IMPACTS

A significant portion of the social and environmental impacts of our products and services occurs either upstream in the supply chain or downstream as they are being used. We take a life cycle approach to optimising these impacts, and in order to do this we need to understand and quantify what these are.

To help, we engage with our upstream vendors, and use a comprehensive supplier information management tool. This helps to address major areas of social and environmental impact by giving us a more complete picture of the vendor’s impacts and compliance programmes. We are currently rolling this out through our supply chain.

### SOURCING MINERALS RESPONSIBLY

We are committed to sourcing minerals only from responsible suppliers. For example, in May 2018, we reported our status on conflict minerals in accordance with the 2010 US Dodd Frank Act and US Securities and Exchange Commission rules. We are one of few in our industry group to confirm our conflict-free status. We will continue to monitor developments and be prepared to respond appropriately. Full details are available at www.smith-nephew.com/sustainability/policies

### AGAINST MODERN SLAVERY

We will only work with suppliers who share our opposition to modern slavery. In compliance with the UK Modern Slavery Act 2015, we have published our statement on this issue online. This is available at www.smith-nephew.com/sustainability/policies
Data and references

Absolute data for environmental performance

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-hazardous waste (tonnes)</td>
<td>2,281</td>
<td>2,196</td>
<td>1,940</td>
</tr>
<tr>
<td>Hazardous waste (tonnes)</td>
<td>327</td>
<td>259</td>
<td>335</td>
</tr>
<tr>
<td>Waste recycled for energy recovery (tonnes)</td>
<td>2,152</td>
<td>2,406</td>
<td>2,481</td>
</tr>
<tr>
<td>Waste recycled (tonnes)</td>
<td>5,362</td>
<td>5,635</td>
<td>6,278</td>
</tr>
<tr>
<td>Total waste (tonnes)</td>
<td>10,122</td>
<td>10,496</td>
<td>11,034</td>
</tr>
<tr>
<td>Energy, Emission and Water</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total energy (GWh)</td>
<td>207</td>
<td>209</td>
<td>209</td>
</tr>
<tr>
<td>Emissions to air (tonnes CO₂e)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Combustion of fuel and operation of facilities (process and fugitive)</td>
<td>9,822</td>
<td>9,451</td>
<td>9,956</td>
</tr>
<tr>
<td>Purchased electricity (location-based) and steam</td>
<td>82,415</td>
<td>76,107</td>
<td>67,886</td>
</tr>
<tr>
<td>Total (location-based)</td>
<td>92,237</td>
<td>85,558</td>
<td>77,842</td>
</tr>
<tr>
<td>Purchased electricity (market-based) and steam</td>
<td>–</td>
<td>67,685</td>
<td>66,475</td>
</tr>
<tr>
<td>Water usage (1,000m³)</td>
<td>683</td>
<td>614</td>
<td>538</td>
</tr>
</tbody>
</table>

All emissions have been calculated using the most up-to-date emission factors available for each location according to the GHG Protocol Guidance.

You can find out more about our sustainability practices online: www.smith-nephew.com/sustainability

PRODUCT NAMES
The product names referred to in this document are identified by use of capital letters and the “ symbol (on the first occurrence) and are trademarks owned by or licensed to members of the Group.

FOOTNOTES AND REFERENCES

Page 9 and 10
Specific SDG targets

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

4.6 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of fresh water to address water scarcity and substantially reduce the number of people suffering from water scarcity.

8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2023 end child labour in all its forms.

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

CONTACT US
We would welcome your feedback on this Sustainability Report.

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