

Edwards Costa Rica

Programa Nacional de Excelencia CICR Compartiendo la Excelencia – Talento Humano

Julio 2022



Edwards

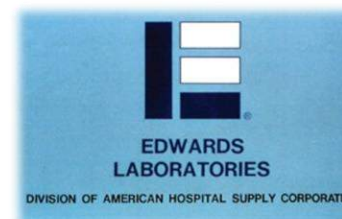
Edwards Lifesciences



Edwards

Our History

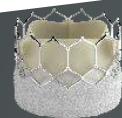
- Founded by Miles “Lowell” Edwards in 1958
 - Inventor and visionary, held 60+ patents
- Trusted partner with physicians to introduce innovative medical devices
 - Albert Starr, Jeremy Swan, William Ganz, Thomas Fogarty, Alain Carpentier, Delos Cosgrove, Alain Cribier
- Company evolution
 - 1958 Edwards Laboratories
 - 1968 American Hospital Supply
 - 1985 Baxter International
 - April 2000 Edwards Lifesciences (NYSE:EW)



Edwards

We have an unmatched pipeline of innovation to fuel our long-term growth

Transcatheter Heart Valve Therapy



SAPIEN 3 Ultra



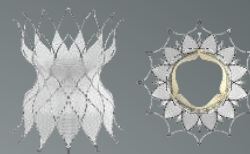
CENTERA



Alterra



THE PARTNER 3 TRIAL



SAPIEN Future



SAPIEN Revolutionary

Surgical Structural Heart



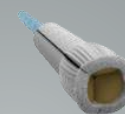
INSPIRIS



Harpoon EU



INTUITY Elite



KONNECT AVC



SUTRAFIX



Harpoon U.S.

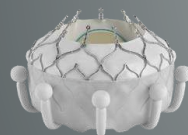


New Mitral*

Transcatheter Mitral and Tricuspid Therapies



Cardioband MR



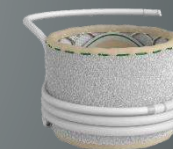
EVOQUE



Cardioband TR



PASCAL MR EU



SAPIEN M3



FORMA



PASCAL MR U.S.

Critical Care



HemoSphere All-in-One Platform



FloTrac Hypotension Prediction



ClearSight Assisted Fluid Management



Next Gen Capital Platform*



Edwards' Global Operations

The global leader in patient-focused innovations for structural heart disease and critical care monitoring.

Edwards partners with clinicians to develop **innovative technologies** in the areas of structural heart disease and critical care monitoring that enable them to **save and enhance lives**.



Driven by a Passion to Help Patients



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Edwards Costa Rica Operations



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Costa Rica emerges as the recommendation

Costa Rica is the top contender for Edwards' next valve manufacturing site

- Readily **available technical and operator** labor
- Most **attractive and collaborative government** environment
- **Sustainable environment** for long-term operations



Medical devices are the #1 export category for Costa Rica



Costa Rica **ranks in the top 25 globally** in both education quality and STEM availability



Proven med-tech manufacturing environment: Abbott, St. Jude, Medtronic, Boston Scientific



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La Lima Industrial Park - Top view



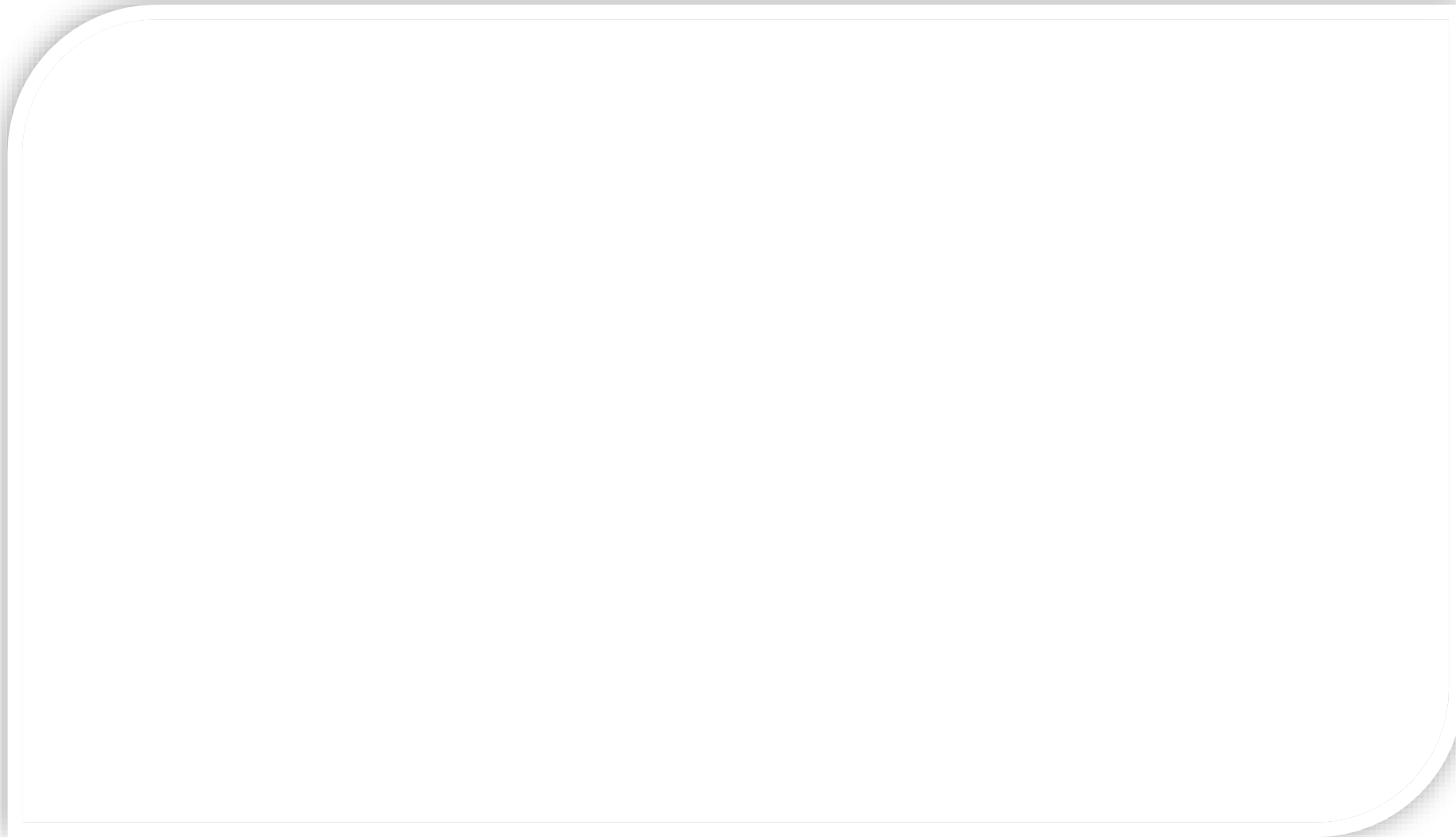
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Edwards
Wet Plant

Edwards
Dry Plant

Welcome to Edwards Costa Rica



Edwards

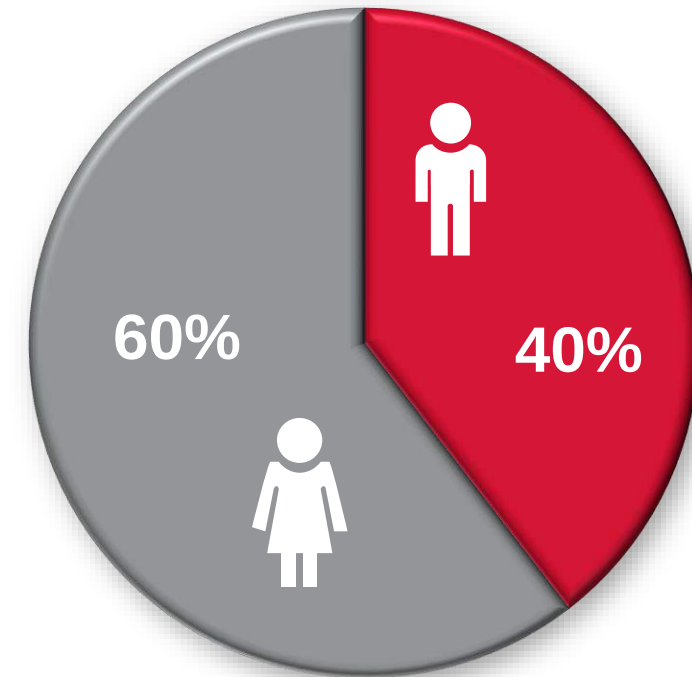
Edwards CR – Demographics



Average age: 28 years

Total plant: 1948

- Dry plant: HC 436
- Wet plant: HC 1512



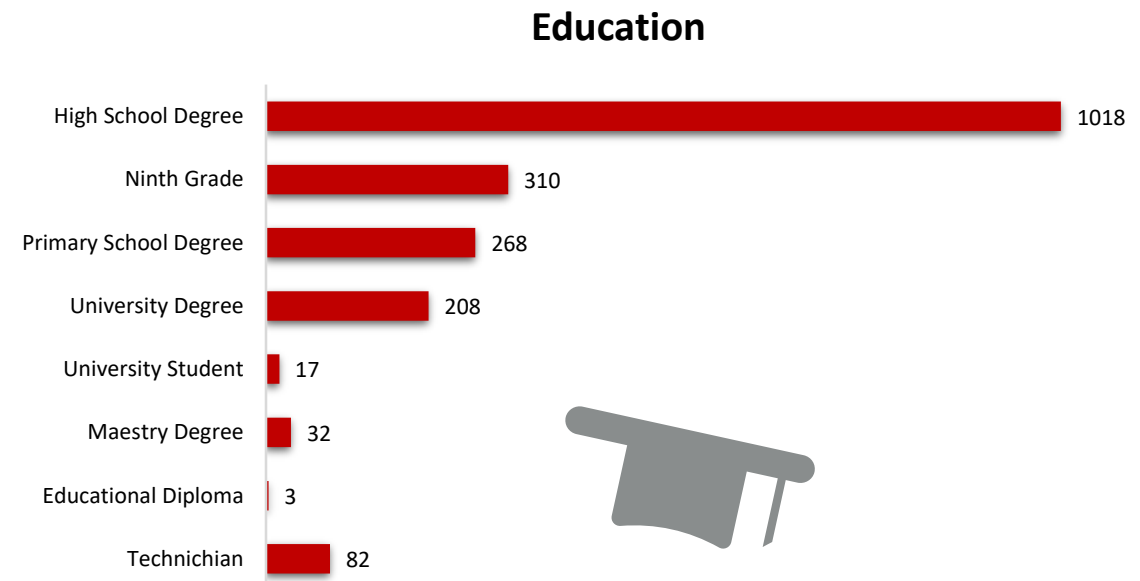
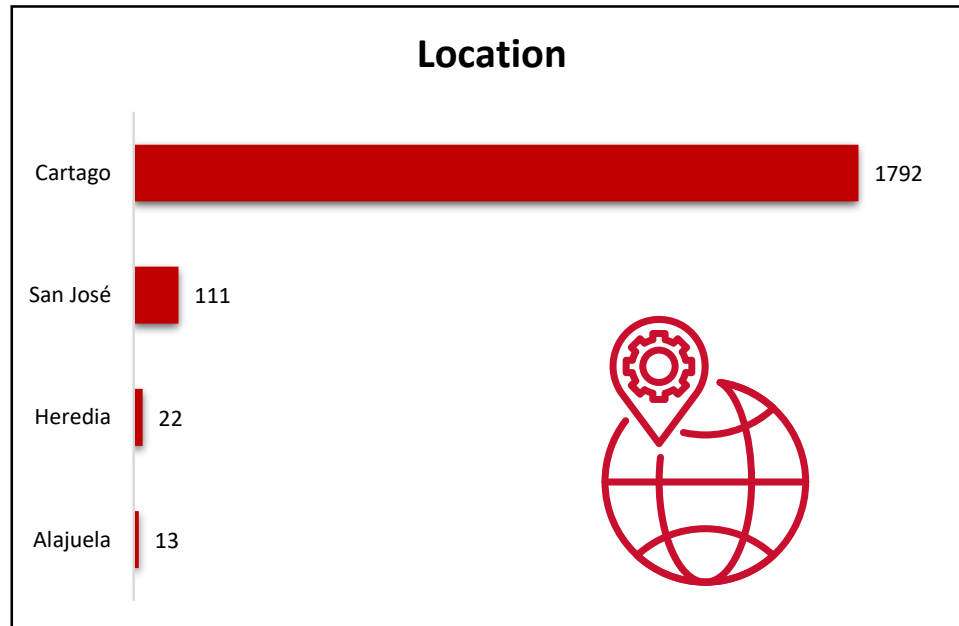
Female people leaders 38%

Working to assure gender equality



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Edwards CR – Demographics



Edwards

Our Journey



Installed Capacity

- State of the art 250 k sqft facility (time, \$)
- >380 Validations , 52 production lines (old products)
- Top GSC initiatives implemented

Talent Attraction

- 44,363 candidates interviewed
- 960 Hrs. to certify an operator
- 95% Professionals with Med Device experience

Our Journey



Community Impact

- Edwards Foundation donations +\$1.2MM
- 2 consecutive years with 97% participation community outreach
- Support to 8 institutions

Business

- Approval for USA and European markets
- +76,000 patients served

- ## Recognitions
- Great Place to Work (2020 – 2021 top 11 in Central America)
 - Blue Flag & Preventico Award



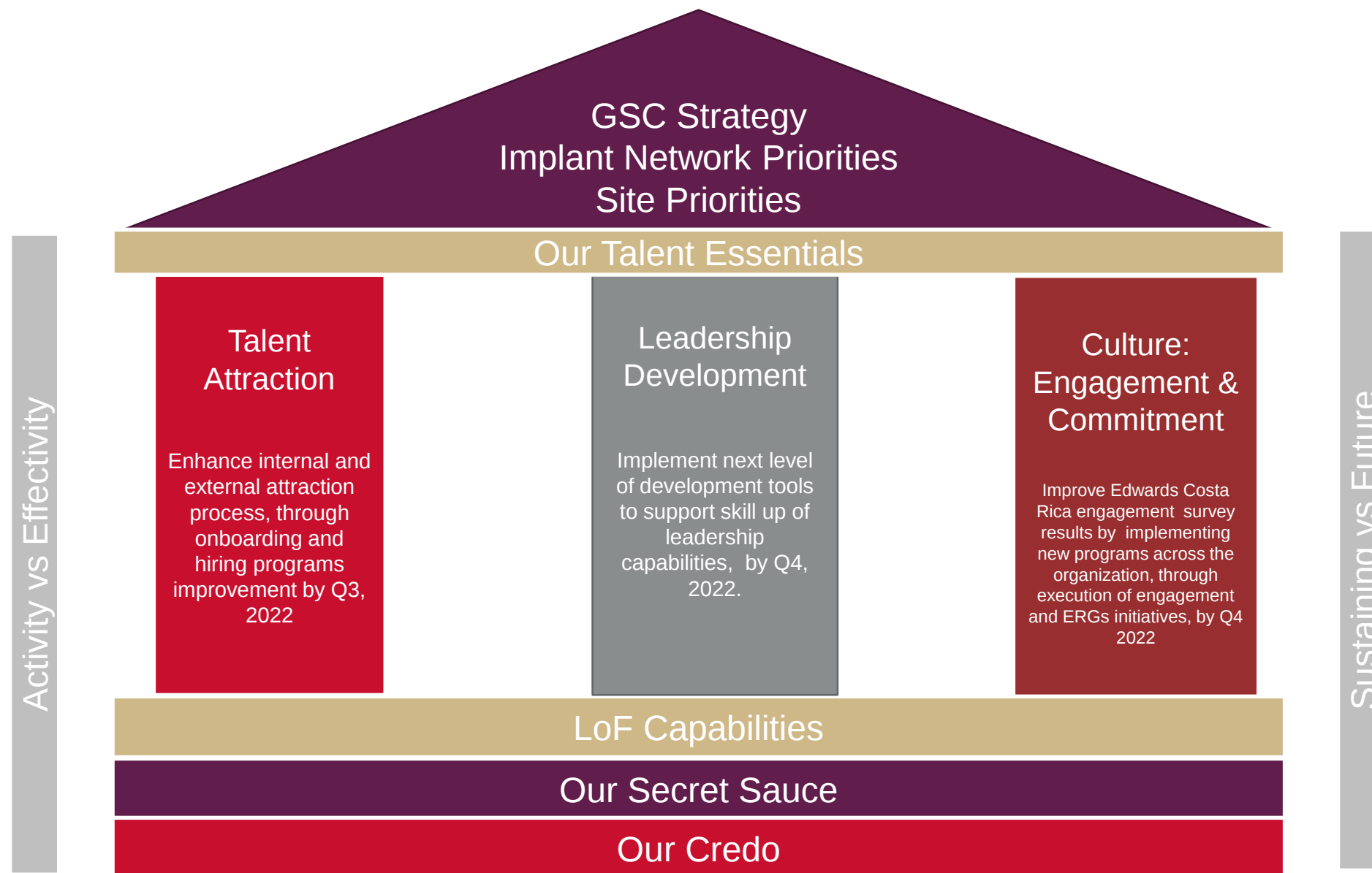
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HR Strategy Foundation 2022

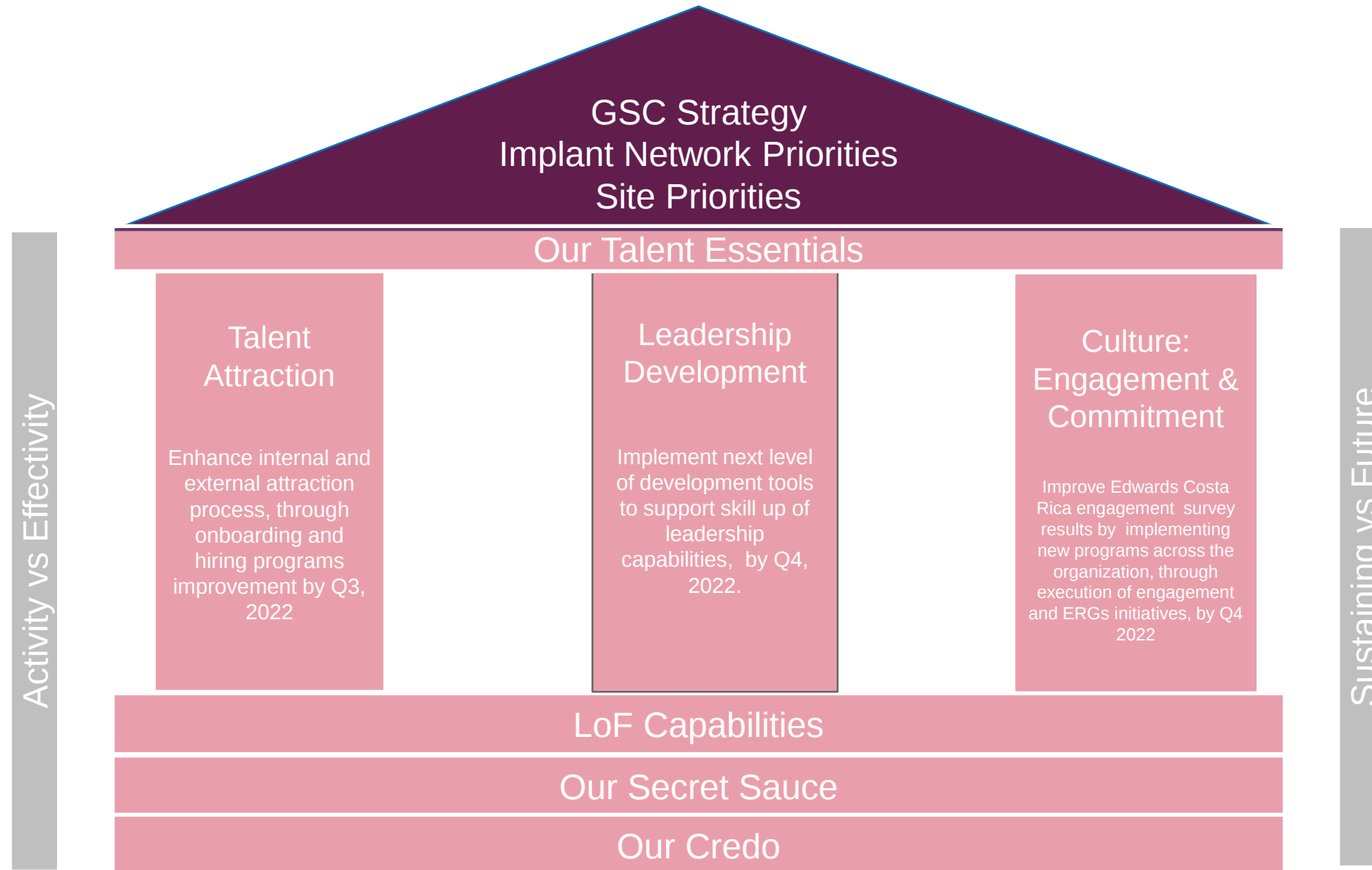


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HR Strategy Foundations 2022



HR Strategy Foundations 2022



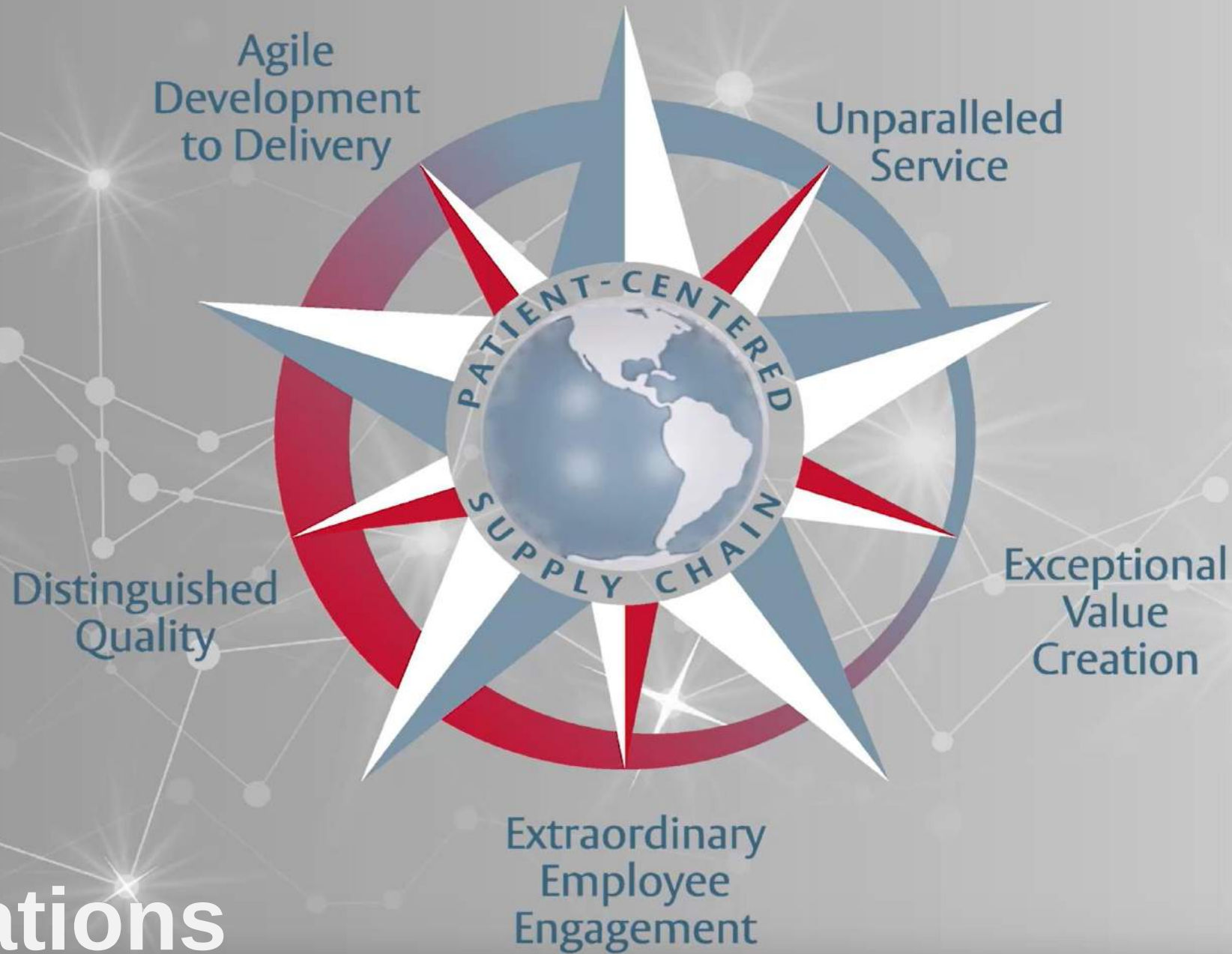
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GSC & Quality NorthStar Aspirations



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Our Aspirations



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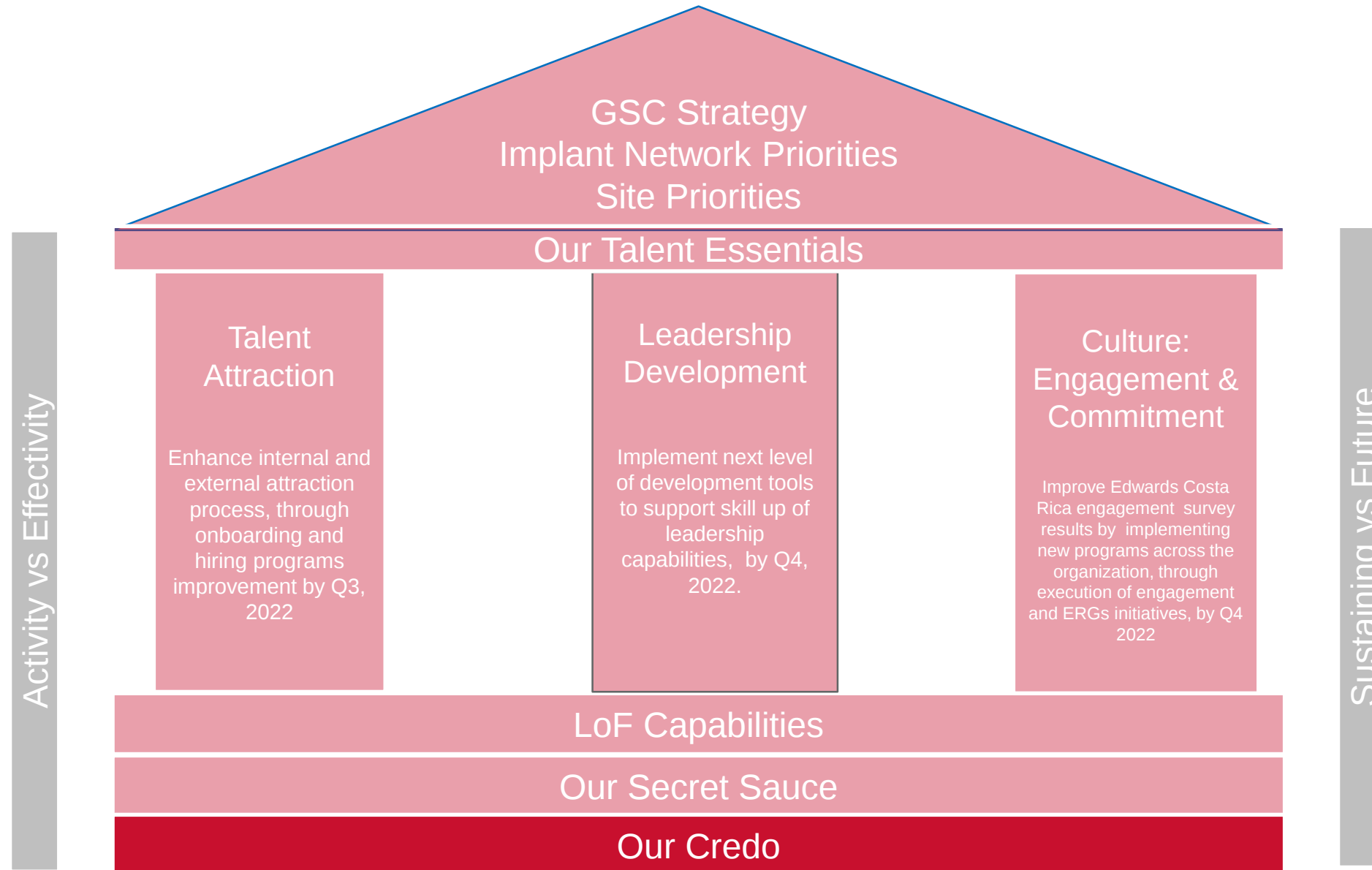
Our Aspirations



*Edwards is a
global leader
dedicated
to...*

- **Agile Development to Delivery**; focus on rapidly bringing innovative, reliable products to our patients
- **Distinguished Quality**; pursuit of perfection: 0 Defects as Seen by the Patient.
- **Extraordinary Employee Engagement**; highly engaged talent on high performing teams
- **Exceptional Value Creation**; drive significant value through increased productivity
- **Unparalleled Service**; every patient and customer touchpoint exceeds expectations

HR Strategy Foundations 2022



Our Credo



At Edwards Lifesciences, we are dedicated to providing innovative solutions for people fighting cardiovascular disease.

Through our actions, we will become trusted partners with customers, colleagues, and patients – creating a community unified in its mission to improve the quality of life around the world. Our results will benefit customers, patients, employees and shareholders.

We will celebrate our successes, thrive on discovery, and continually expand our boundaries. We will act boldly, decisively, and with determination on behalf of people fighting cardiovascular disease.

Helping Patients is Our Life's Work, and

life is now



Edwards

Living our Credo

2020 - 2021



Edwards



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life is now

Living our Credo



2020 - 2021



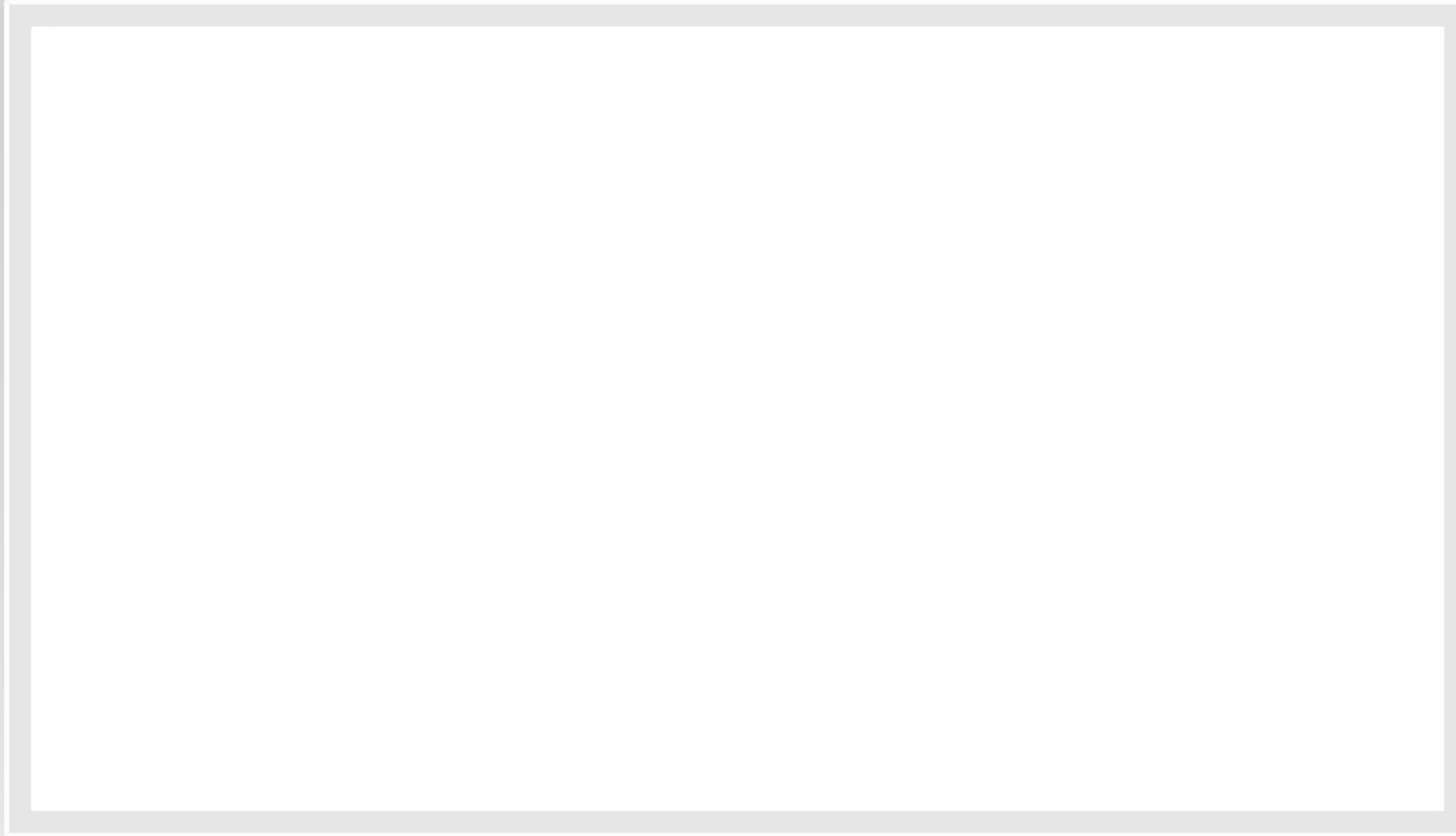
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Patients

- 4 Virtual patient's visit during 2020 – 2021
- First implanted patient experience with CRC made component (stent)
- Heart to Heart Emotional connection booster



Our Patients



Helping Patients is Our Life's Work, and *life is now*

Living our Credo

2020 - 2021



Employees

- Virtual coffee breaks for new hires.
- Virtual wellness center.
- Safe environment forums (VOE)
- Compensation & benefits
- Be well = “give to receive “



Living our Credo

2020 - 2021



Community

- Community outreach 97%
- Campaign “Dame una Mano”
- Awareness short conferences on health improvement



Month	Short Conference	Employee Participation	HeadCount	Participation Percentage
February	Cardiovascular Diseases	374	1126	33%
April	Mindfulness	825	1174	70%
July	Brain in action	455	1221	37%
Average				47%

Living our Credo

2020 - 2021



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Government & Chambers

- Active participation in key strategic initiatives: R&D , Talent, Biomaterials working teams
- CICR “Task Force”
- BOD (AMCHAM, AZOFRAS)
- Continues involvement and participation consultation groups

Living our Credo

2020 - 2021

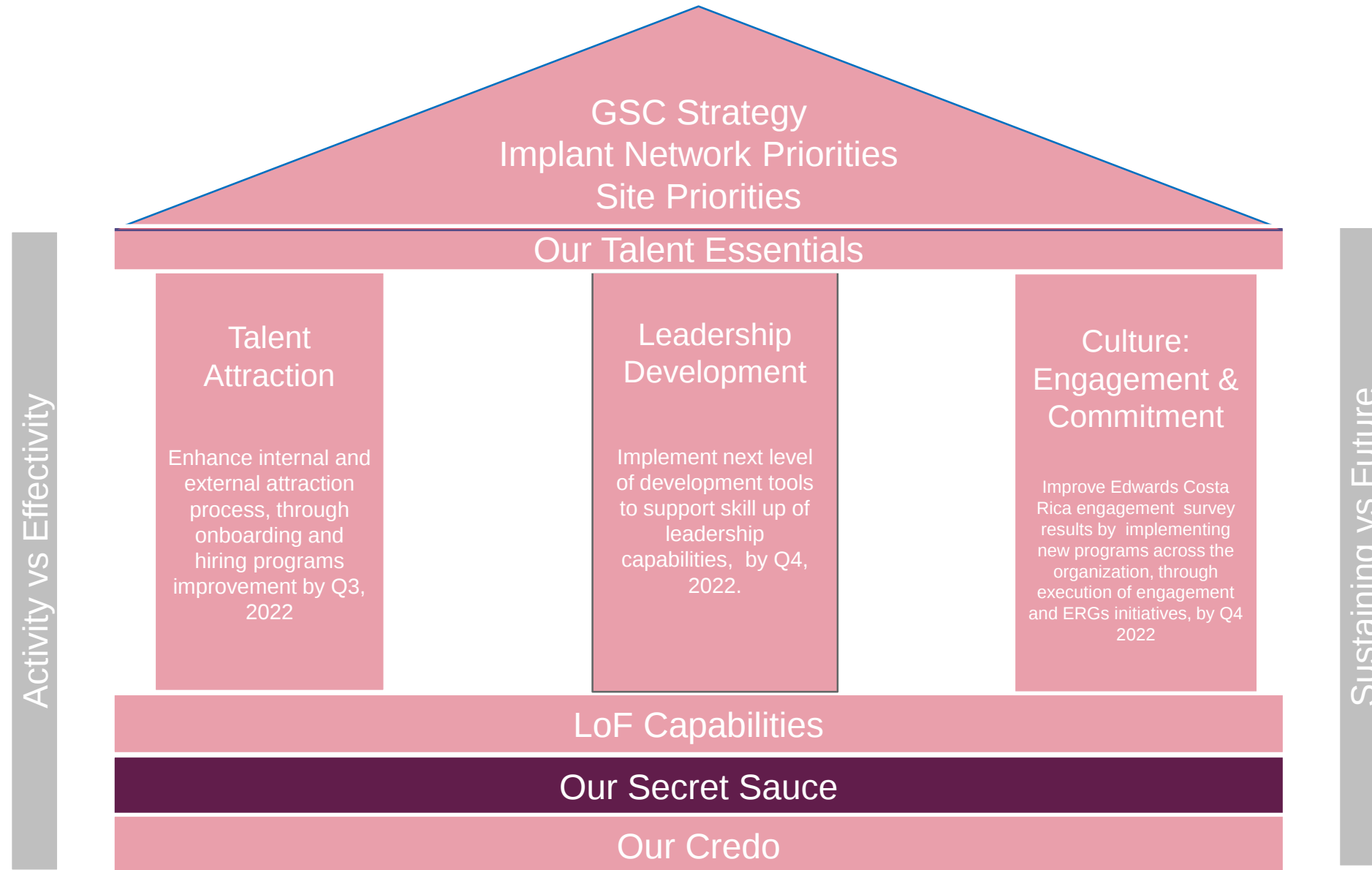


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Business

- Service Level (P vs A)
- Solid 2021 performance and financial predictability
- Technical Training + Line Activation
- Second Shift

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Our Secret Sauce is
fuel for
our
patient-focused
innovation



SECRET SAUCE INGREDIENTS

- Patients first
- Dream BIG
- Welcome surprises
- Own your failures, learn
- Seek diverse perspectives
- Simplify, simplify, simplify
- Challenge the system
- Life is now... don't wait
- Your ingredient? _____

- Your ingredient? _____
- Life is now... don't wait
- Challenge the system
- Simplify, simplify, simplify



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Edwards

Patients first

Dream **BIG**

Welcome
surprises

Own your
failures, learn

Mission

We improve our patients' lives
by manufacturing
quality products on time ...
With heart for the heart

Seek diverse
perspectives

Simplify, simplify,
simplify

Challenge the
system

**Life is
now...don't
wait**

Vision

Global Supply Chain will be reliable,
agile, innovative and patient-focused
in providing the highest quality,
industry-leading products and
solutions

Developing a Culture of Compliance & Accountability



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The pace of our thriving and growing business is

Exciting Challenging

Our Credo



Our Credo

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We will celebrate our successes, thrive on discovery, and continually expand our boundaries. We will act boldly, decisively, and with determination on behalf of people fighting cardiovascular disease.

Helping patients is our life's work, and

life is now

Our Aspirations



Secret Sauce





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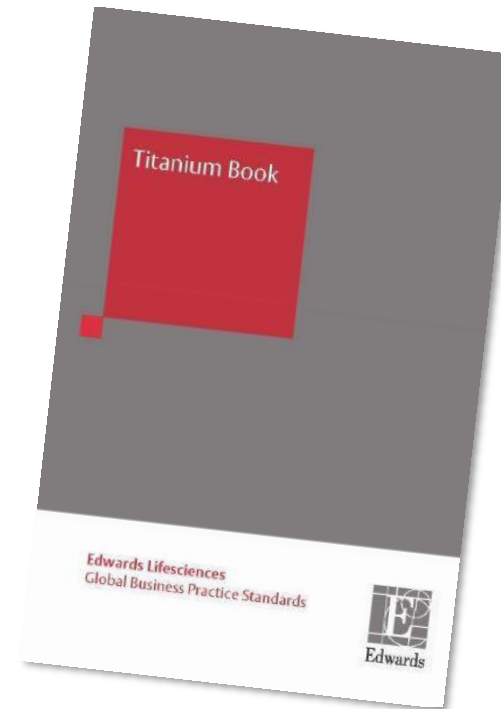
Fostering an inclusive culture and strong engagement

- **Diverse perspectives** fuel our patient-focused innovation
 - Provide open environment and multiple resource groups
- **MyVoice Survey:**
 - Overall very favorable scores
 - Over 5,000 comments
 - Committed to improve and continue short pulse surveys



Aspire to excel as a trusted partner and strong corporate citizen

- Consistently operate with **integrity**
 - Respect ourselves and others
- **Accountable** for environmental, social and governance (ESG) performance
 - Contributes to reputation as a leader
- **Speak up** if something doesn't seem right



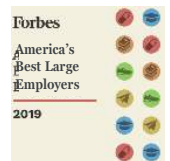
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MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM



FTSE4Good



2019 Constituent
MSCI ESG
Leaders Indexes

Culture is the foundation of our strategy

EXECUTION

Goals and Commitments

Operating Plan, KODs, TDR, PMOs, Tactics

STRATEGY

Today's Roadmap to Tomorrow

Defines Priorities in an Ever-Changing Environment

Our Planned Destination

Our Credo

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Helping patients is our life's work, and

life is now



VALUES, VISION and SPIRIT



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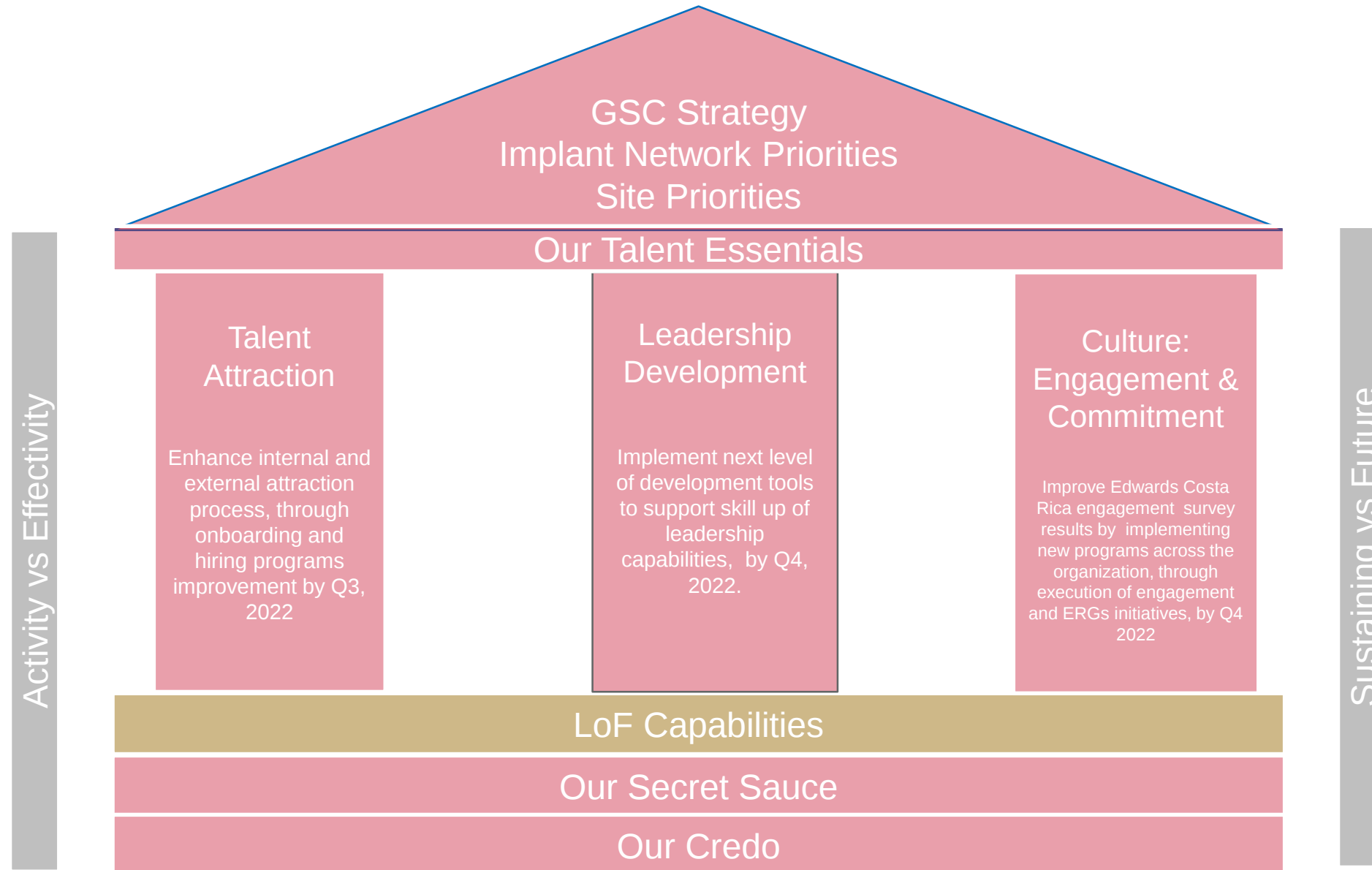
Success Factors

- Culture
- Effective community outreach and wellness program
- Government and Public Affairs strategy



- Continuous Improvement Mindset & Management Systems & Strategy Deployment
- Initial investment in **branding strategy** (Internal & External)

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GSC & Quality Leader of the Future

Anticipate, Discover, Activate, Partner, and Transform...

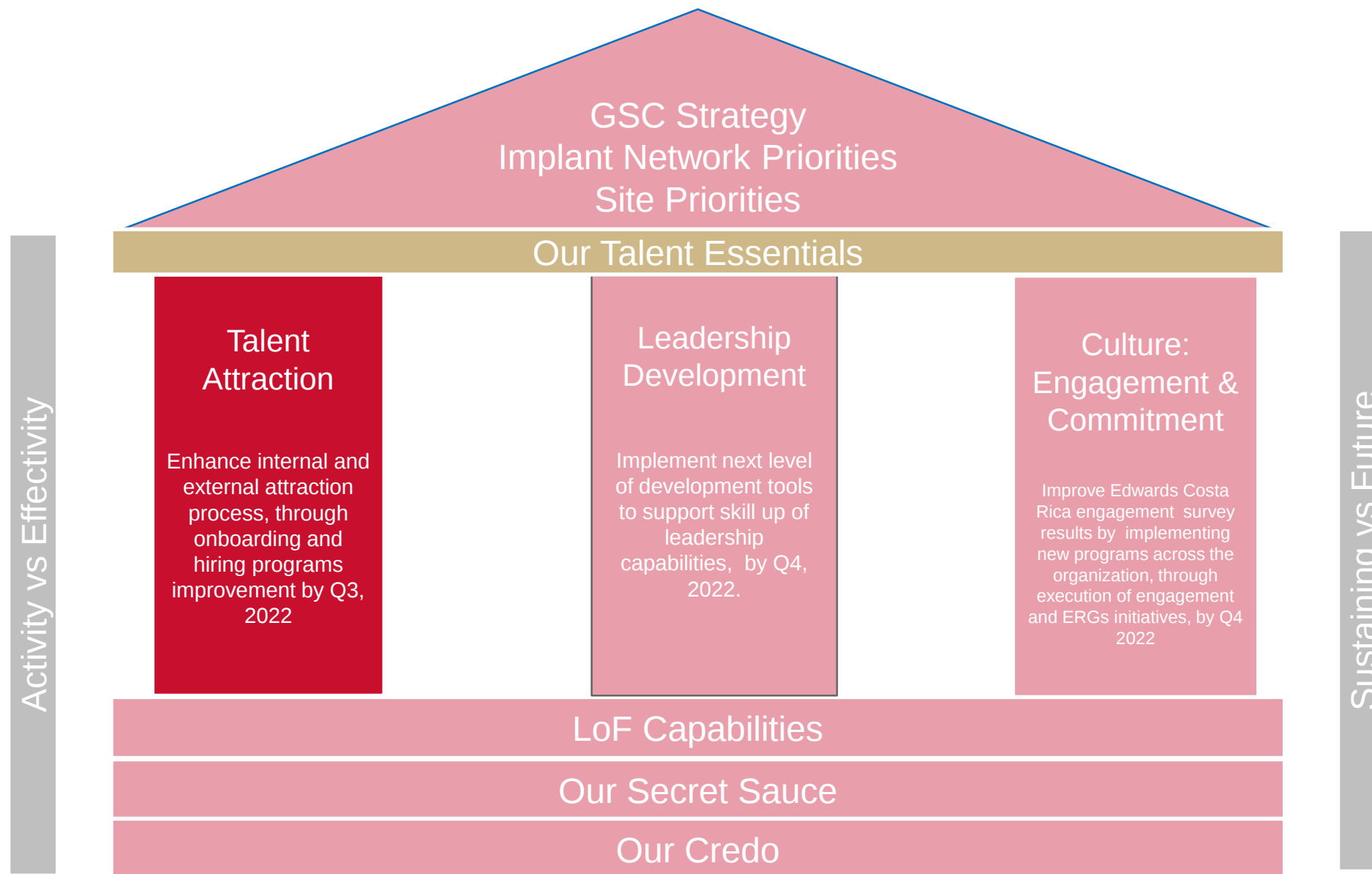
These are the leadership attributes of the **Edwards Global Leadership framework**.

For GSC and Quality, highlighting **key capabilities** within this framework that are critical to our ability to achieve our strategic objectives and aspirations.

Key Capabilities



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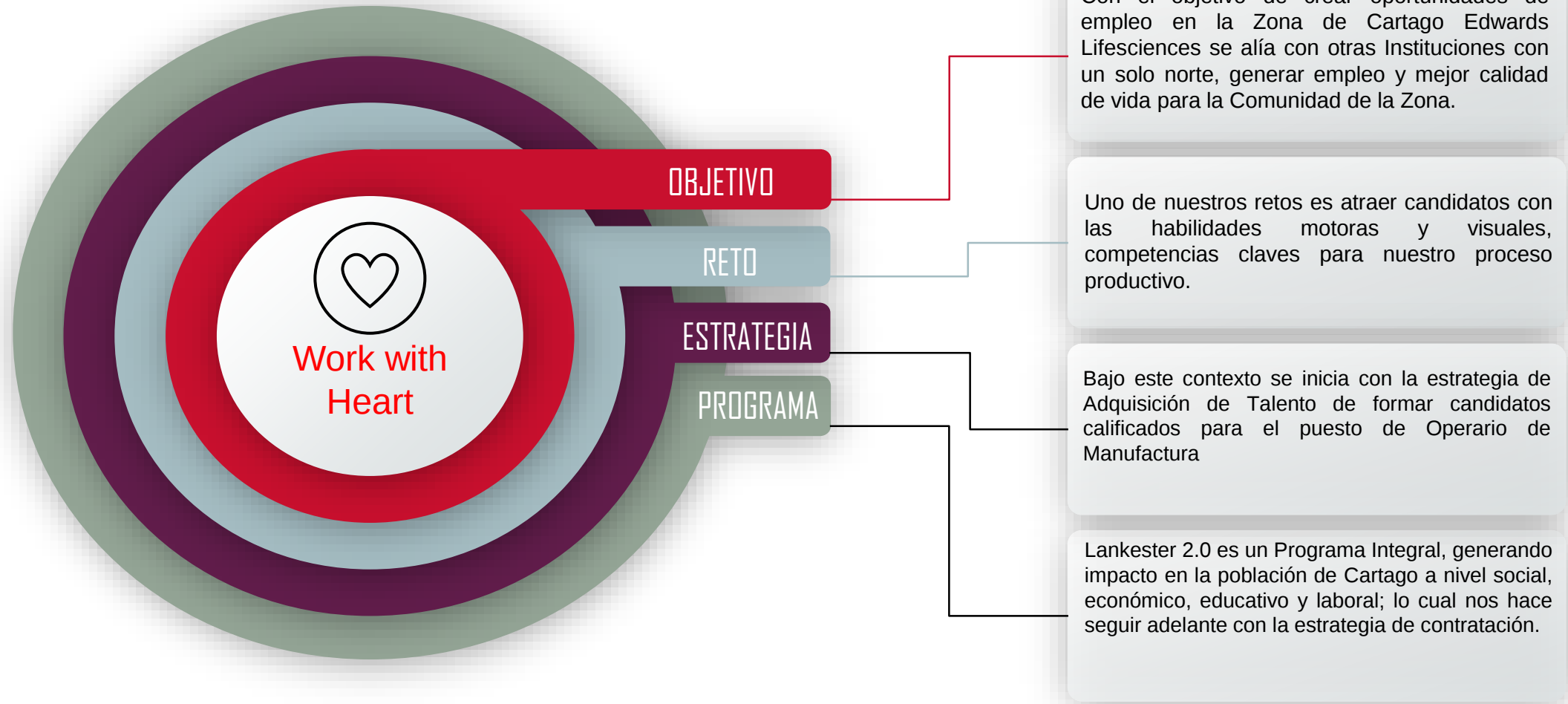


Edwards Lifesciences Programa Lankester



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Introducción



Estrategia Recursos Humanos



El **INA** y el **CUC** son **socios estratégicos** que complementan nuestros pilares de **Adquisición de Talento** de manera efectiva, para **atraer el talento** necesario para el negocio.

Impacto en la población

- Teniendo una población de **3635** personas con las características necesarias para nuestro perfil, estamos seguros que aún podemos **impactar positivamente** en Cartago y sus alrededores, el esfuerzo con las Instituciones es llegar a la población de **alto riesgo socio-económico**.



3635
Candidatos
Potenciales

Lankester 2.0



Que es?

Alianza estratégica con instituciones gubernamentales que ayudan a desarrollar operarios de manufactura con habilidades claves para nuestro negocio



Como?

A través de cursos impartidos por profesores del INA y el CUC

En conjunto con estas instituciones se crea el plan de estudio del curso a impartir



Resultado

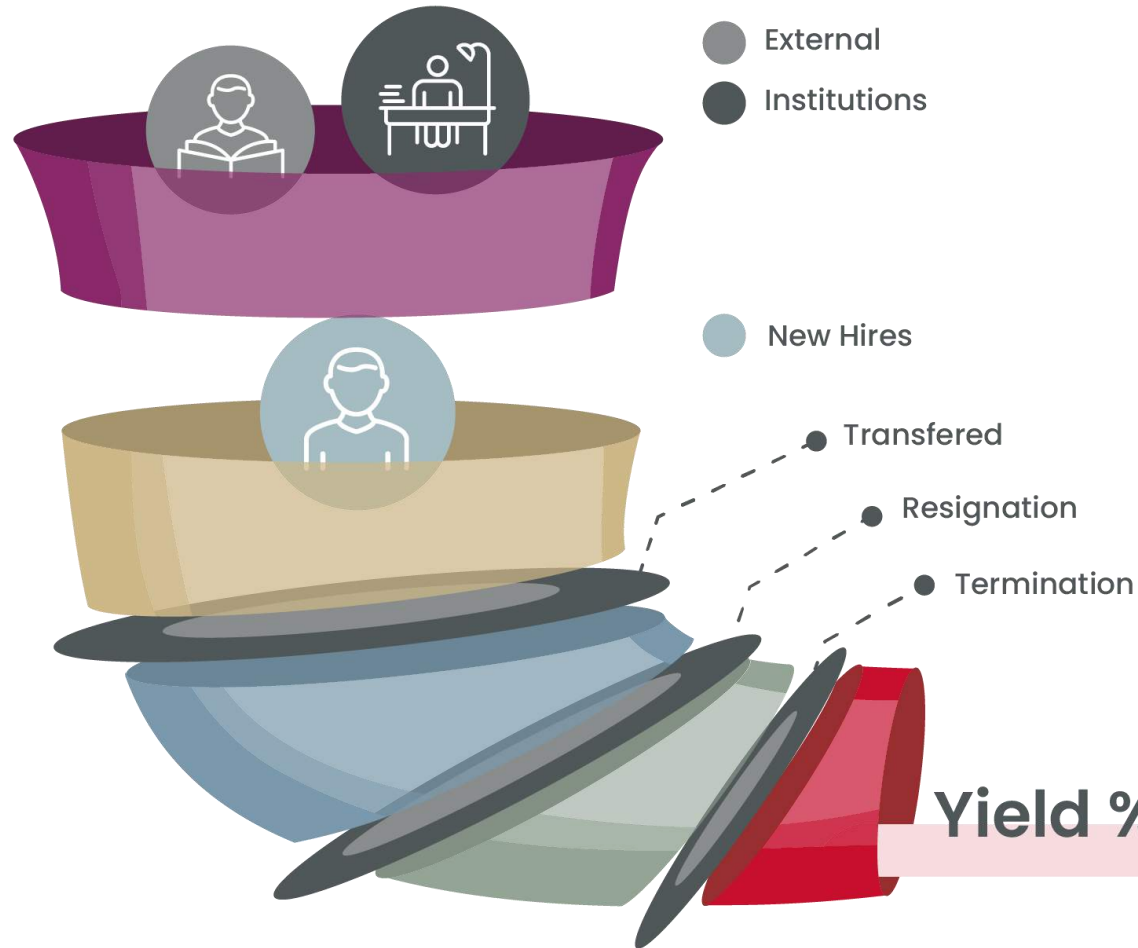
Candidatos con habilidades de costura que ayudan al proceso final de entrenamiento y producción



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Hiring Funnel

LANKESTER PROGRAM



		TA	TT	End to End	
2022		31%	70%	18%	150 of 1300
2021		15%	65%	10%	
2020		7%	50%	4%	
2019		11%	47%	3%	70 from 2500

HIRING FUNNEL YIELD

Cursos impartidos



Instituto Nacional de Aprendizaje

- Alianza con la Institución
- Entrenamiento en sitio y en sede
- Operarios de Manufactura



- Cursos de 6 días en sede
- Cursos de 10 días en sitio (instalaciones Edwards)
- Capacidad por curso: 15
- Cursos por año 2022: 78



Colegio Universitario de Cartago

- Alianza con la Institución
- Entrenamiento en sede
- Operarios de Manufactura



- Cursos de 1 mes
- Se imparten en la sede
- Alianza con MTSS
- Cursos por año: se define según demanda

■ Módulo 1

- Habilidades blandas y conocimiento de normas básicas

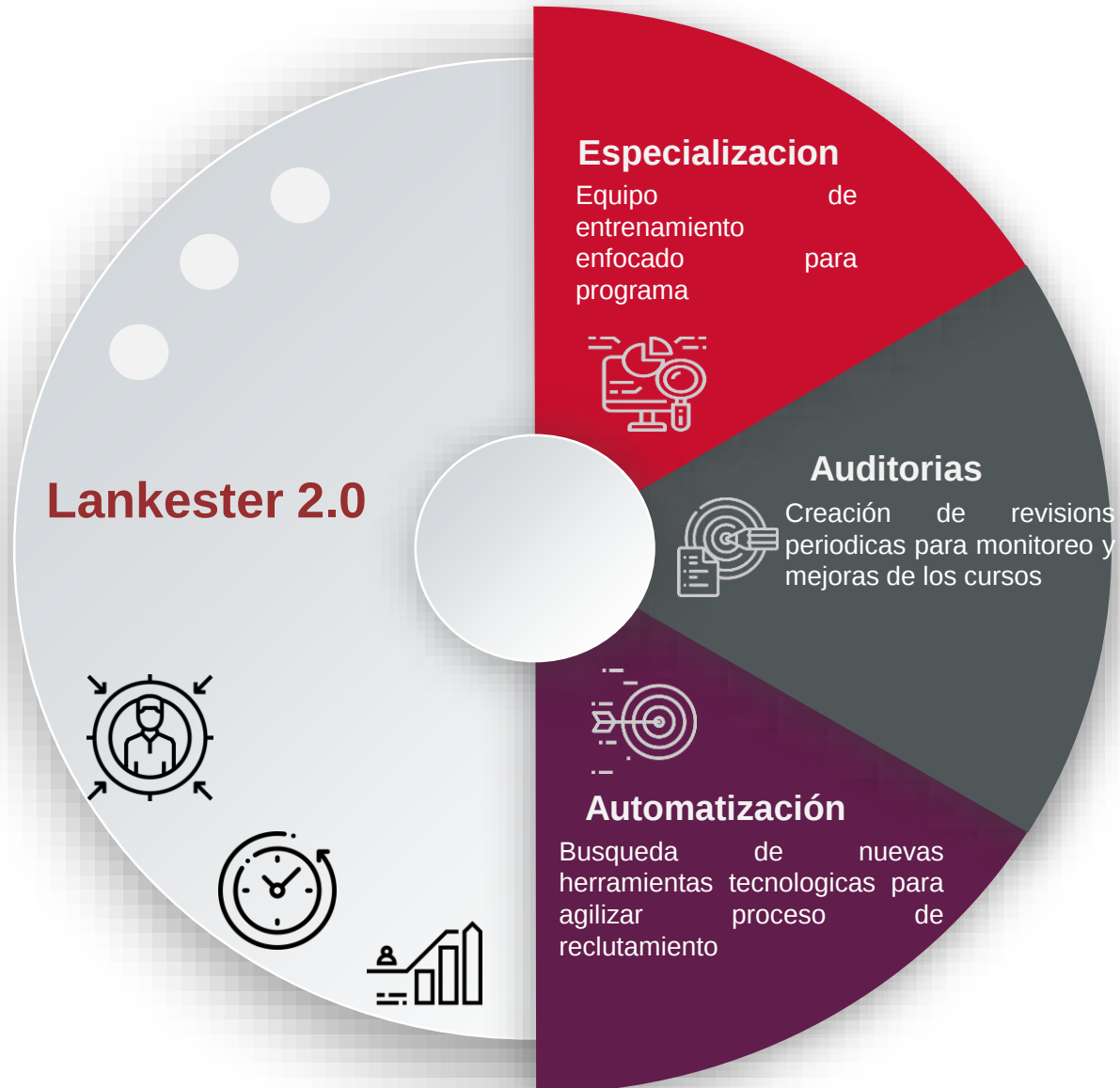
■ Módulo 2

- Habilidades técnicas (herramientas)

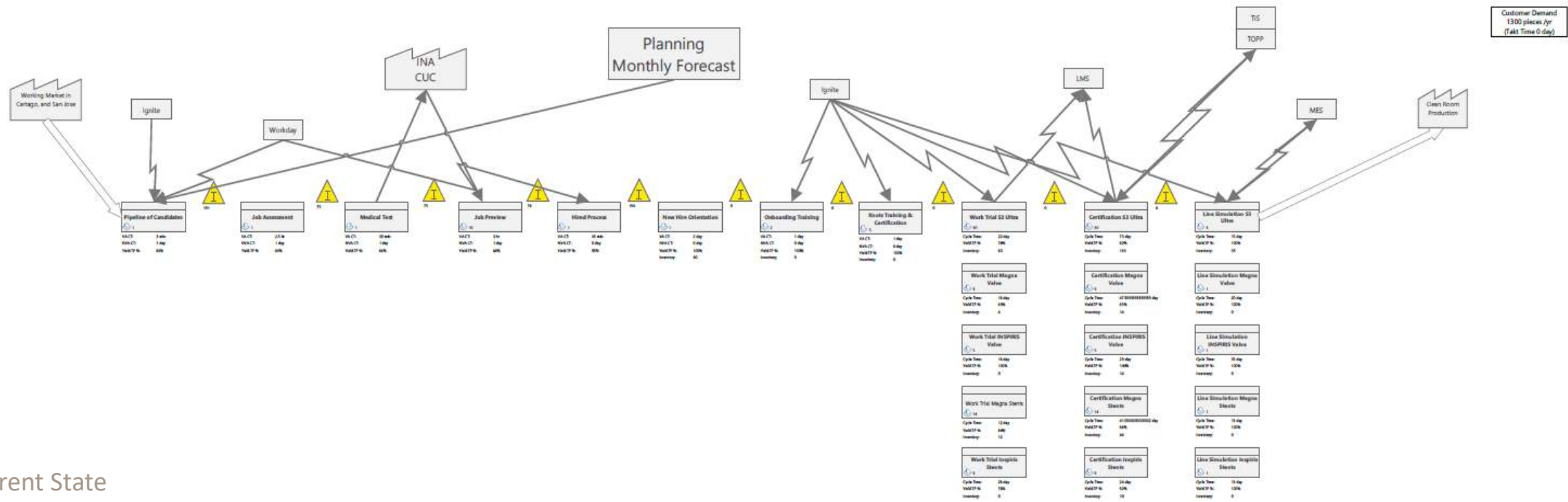
■ Módulo 3

- Habilidades técnicas (cosido)

En busca de la mejora continua-2022



VSM Talent Acquisition & Technical Training



Current State

Days	1.0	37	1.33	14.5	1.05	14.53	1.37	14.73	0.09	37.60	1	1	1	26	73	35	Total 143 days
																	Total VA CT 139 days
																	Total NVA CT 4 days
																	Lead Time 251 days

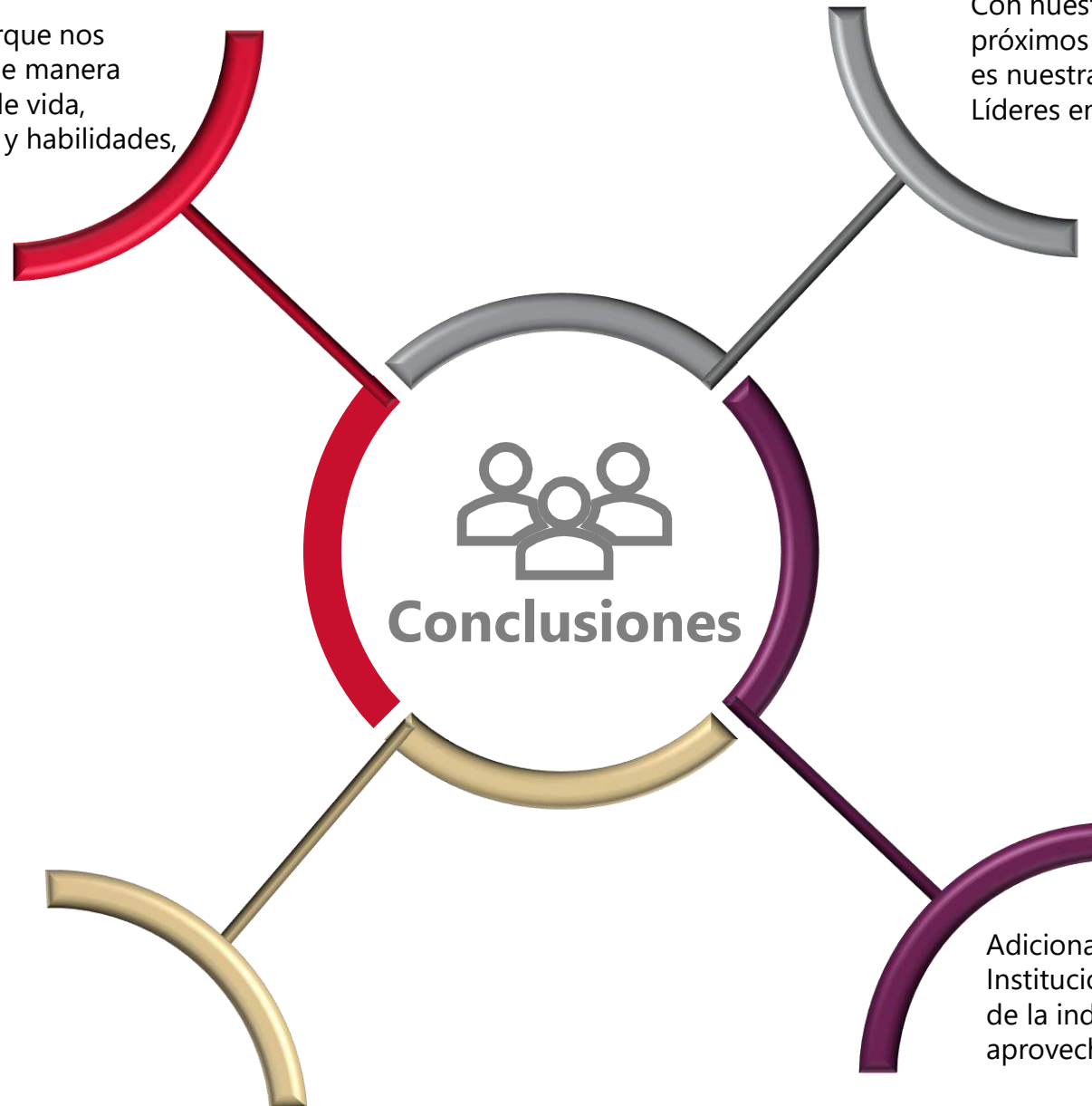
Future State

Days	4.84	0.09	2	1	1	26	73	4.84	35	Total 138 days
										Total VA CT 138 days
										Total NVA CT 0 days
										Lead Time 148 days



El Programa Lankester es fundamental porque nos permite impactar la vida de las personas de manera positiva, brindándoles una mejor calidad de vida, estabilidad laboral, nuevos conocimientos y habilidades, más la posibilidad de salvar vidas.

Con nuestras proyecciones de contratación para los próximos años, estamos seguros que este Programa es nuestra solución inmediata para seguir siendo Líderes en la producción de Válvulas Cardíacas.

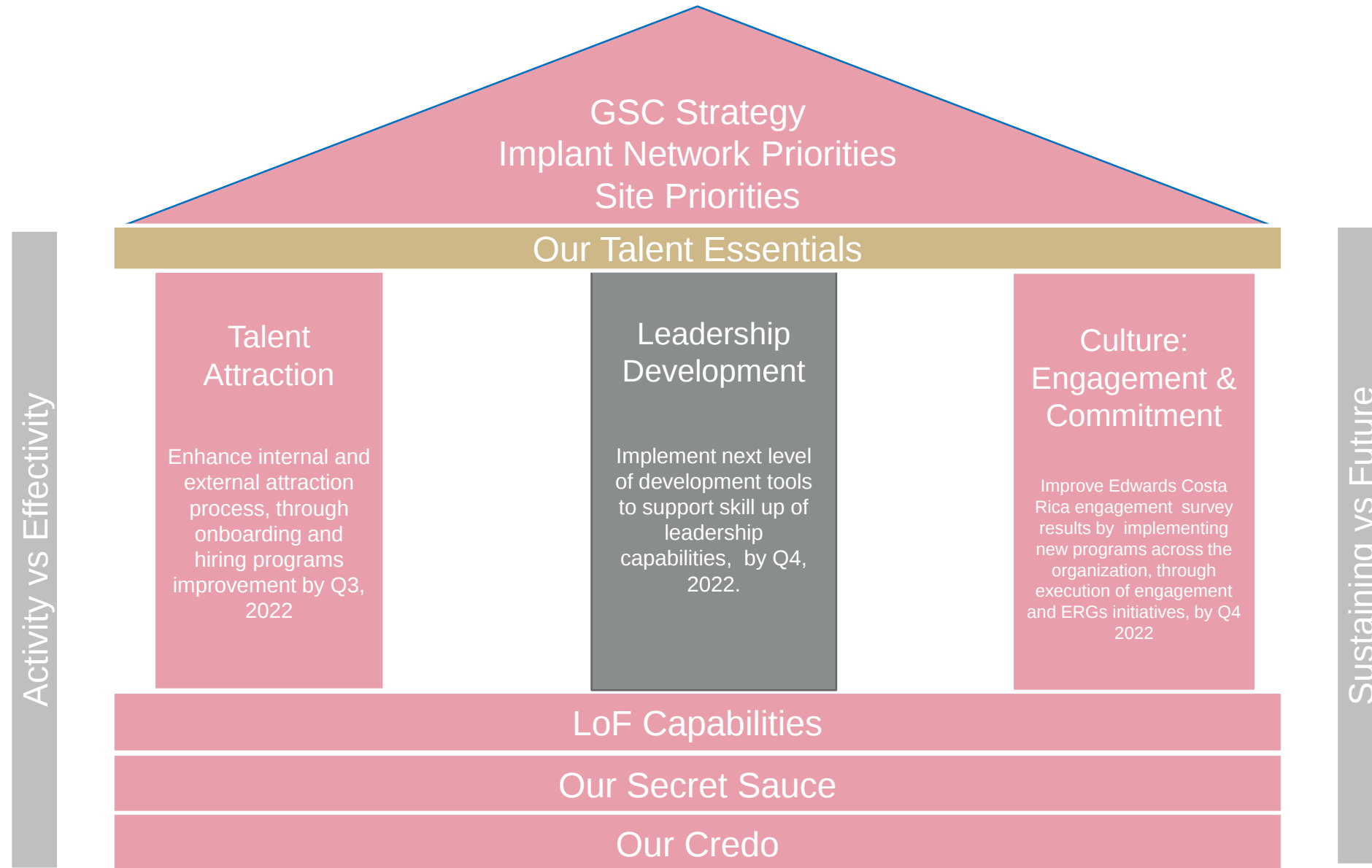


Adicionalmente influimos de manera indirecta a las Instituciones como INA, CUC, MTSS y otras empresas de la industria médica o similares que pueden aprovechar de diferentes formas nuestro Programa.



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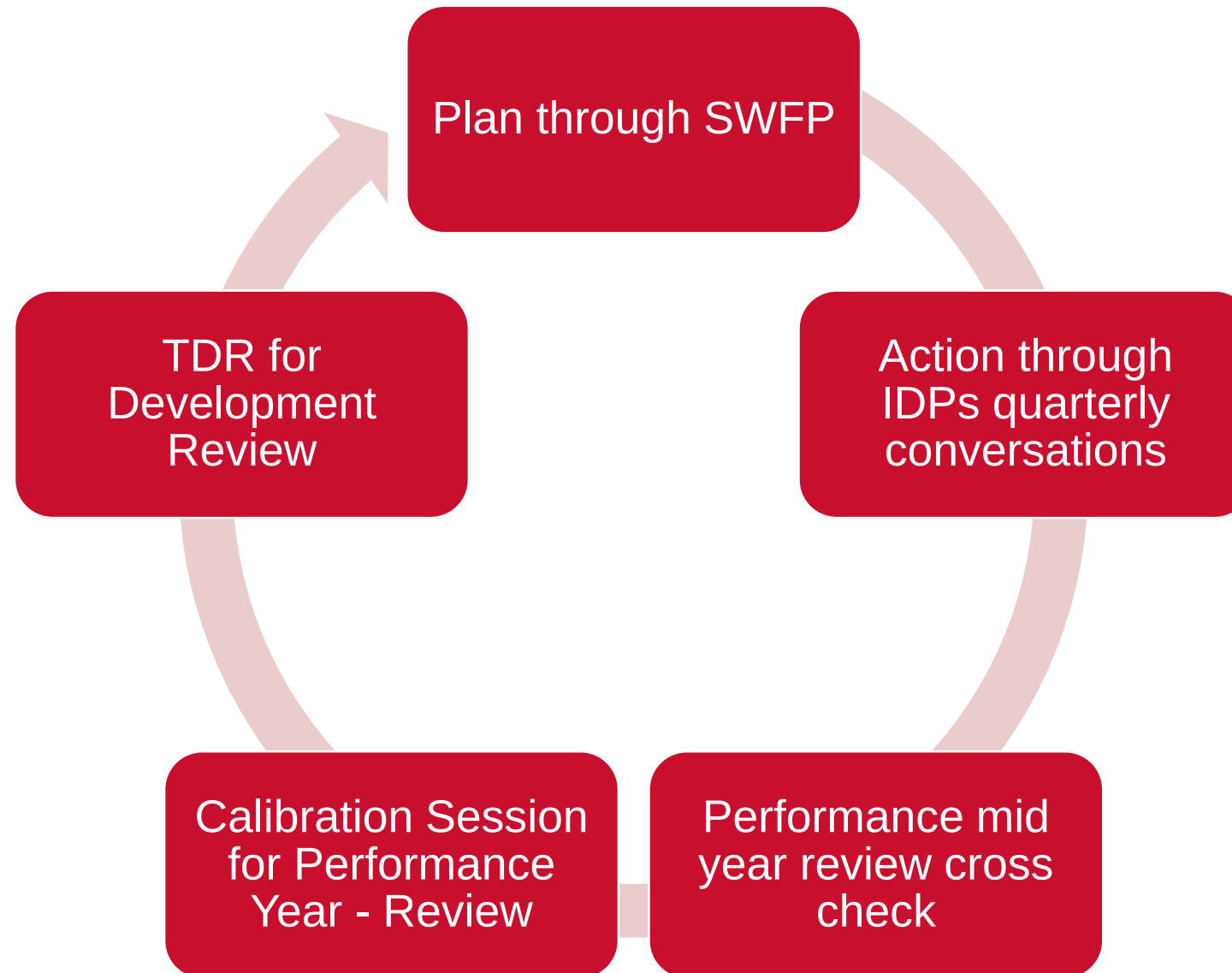


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Talent Integration





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What is Strategic Workforce Planning?

Strategic Workforce Planning is taking the **steps today** to ensure we:

- Have the right people
- In the right place
- With the right skills
- At the right time

INPUTS

- Strat Plan
- Capacity Plan
- ADP / TDR
- Stakeholder interviews

Business Strategy & Scenario Modeling

- Internal/ext. drivers
- Business scenario modeling
- Business plan linked to workforce plan

01

Demand & Supply Forecasting

- Current supply analysis
- Drivers of demand
- 2-3 years supply / demand analysis

02

Organizational & Talent Gap Analysis

- Gap analysis for critical roles
- Org. assessment and priorities for design

03

Talent Development Strategy

- Workforce plan for critical roles
- HR action plan to close gaps

04

Business

Talent



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How to close the gap? Talent Session

Define SWFP (inputs, stages & critical positions)

Talent Gap Analysis & Dev. Plan

Execute
WFP

Connection:
strat plan,
volume
strategy &
critical
positions

SWOT
Analysis

Projects Vs
SWFP

HR Inputs
(Talent
attraction,
market,
company
policies)

Hiring Non
Negotiables
vs Building
Capabilities
for Critical
Positions

Identify
Internal
Candidates

Gap Analysis

Action Plan –
Tracking

Full exercise:
2017
2020
2022

Exercise Follow up
2019
2021
2023



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TMR Cadence Proposal



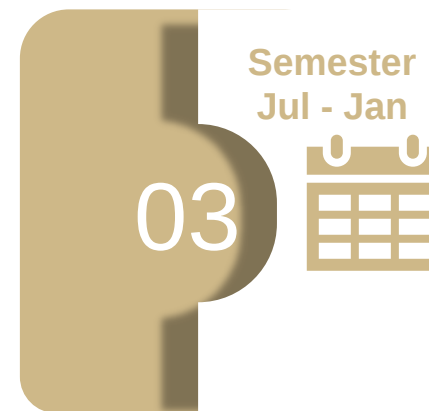
- **WFP**
- **Lankester 2.0 Metrics**

45 min



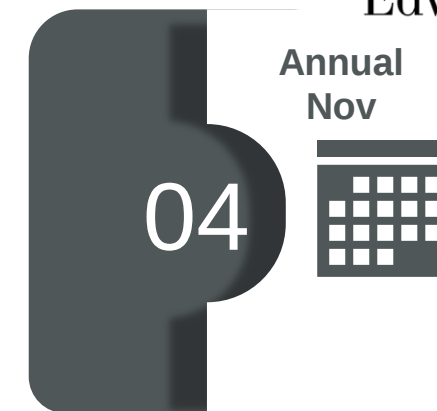
- **Talent Development**
 - SWFP – CP
 - Talent Development Dashboard (TDR, IDP)
 - Talent Development Metrics
 - SME Program
- **Lankester 2.0**
 - VSM Update

90 min



- **External Digital Branding Campaign**
- **Engagement Survey**
Action Plans
- **Communication**
Action Plans
- **DI&B**

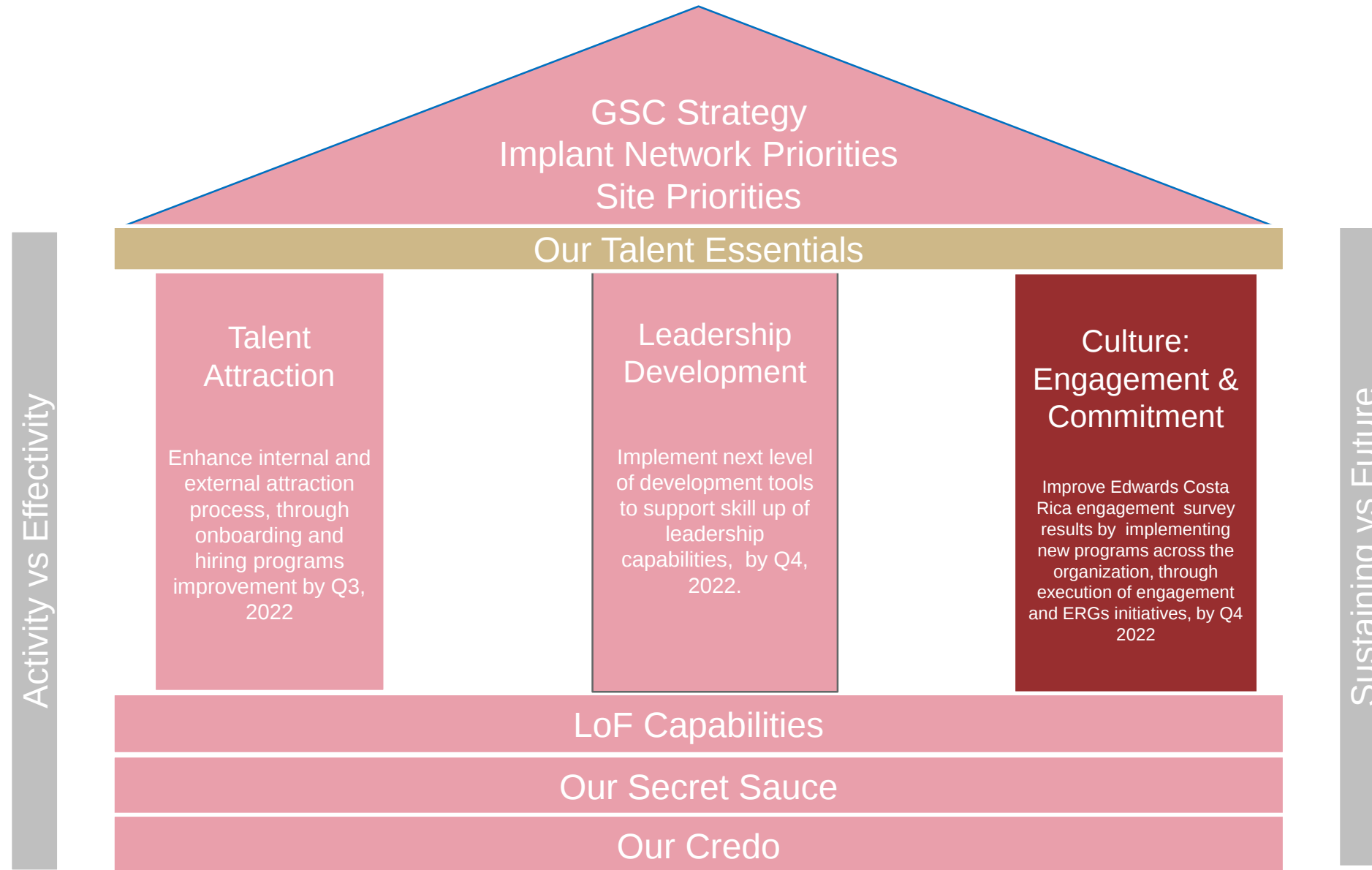
90 min



- **HC / Lankester Final Metrics**

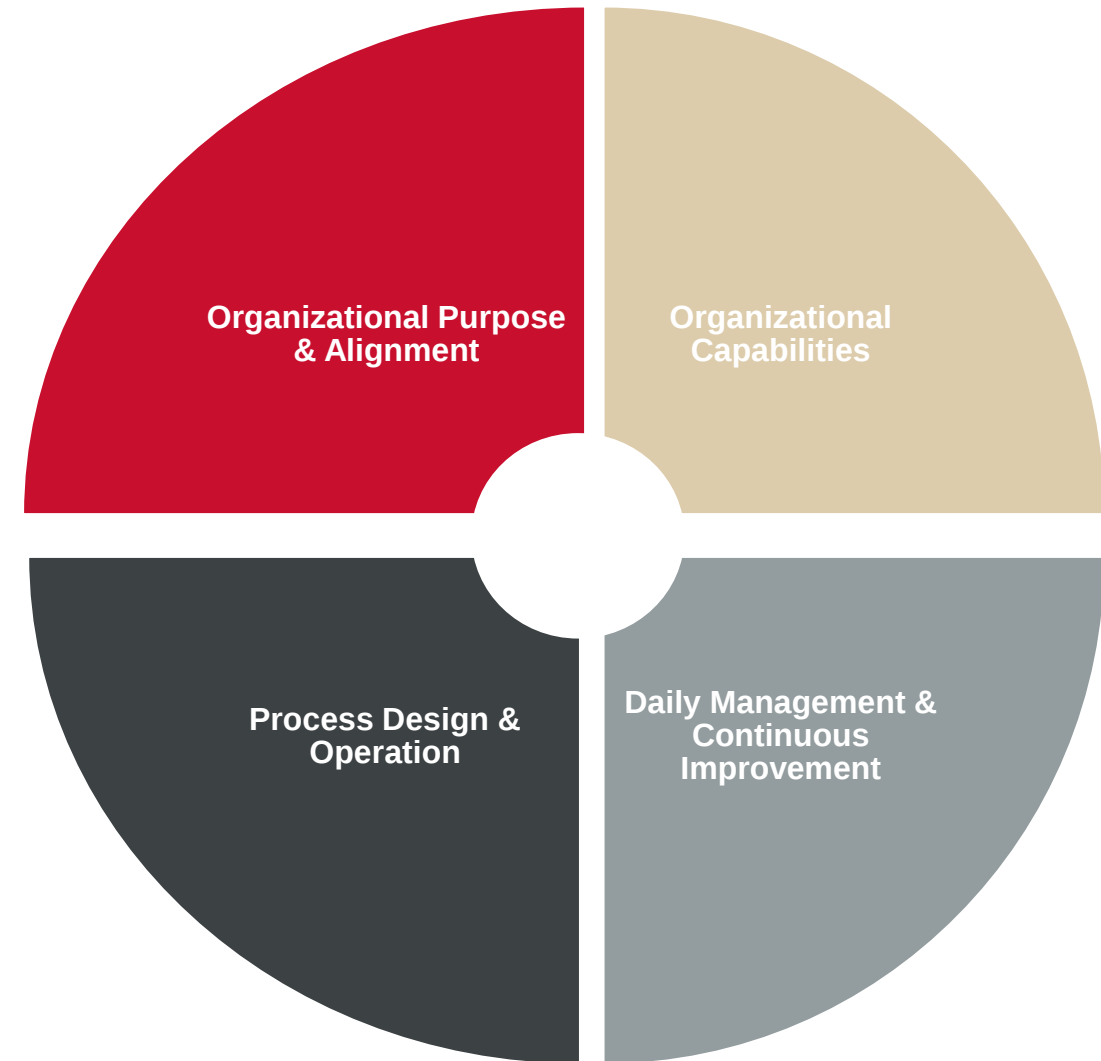
90 min

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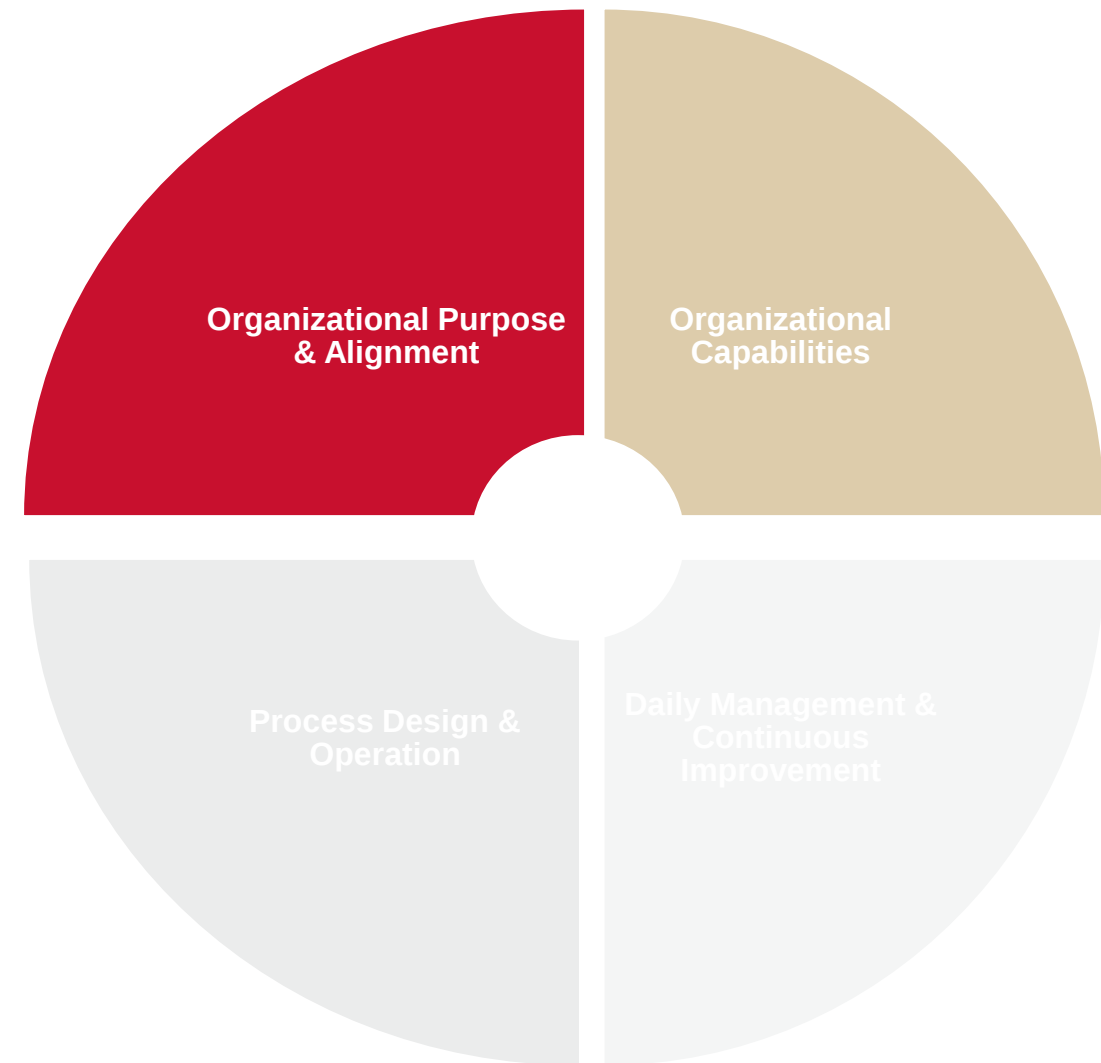
Dimensions of the Edwards Production System



All things we do everyday...the way we run the business!



Dimensions of the Edwards Production System



All things we do everyday...the way we run the business!

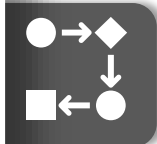
Dimension: Organizational Purpose & Alignment

Principles

- We always put our patients first and prioritize the delivery of new innovative therapies
- We live the Edwards Credo and Secret Sauce
- We are aligned to our GSC Aspirations and NorthStar Strategy



- 4 Virtual patient's visit during 2020 – 2021
- First implanted patient experience with CRC made component (stent)
- Heart to Heart Emotional connection booster



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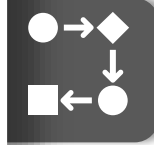
Dimension: Organizational Capabilities

Principles

- We believe our employees are our number one asset
- We promote the health and safety of our employees and the protection of the environment
- We foster accountability and agility



- GPTW ranked 11th in Central America and one of the best companies to work for women
- Launch of Childcare Pilot Program
- Bandera Azul
- ERG's activates linked to strategic initiatives



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Edwards Lifesciences ERGs



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Edwards Costa Rica ERGs

ERG's son grupos organizados de colaboradores de Edwards que trabajan en iniciativas para asegurar la inclusion y pertenencia de todos los empleados desde diferentes perspectivas reconociendo y valorando la diversidad.



Edwards Costa Rica ERGs – eNOW



Programa de Mentoría apoyo a metas personales educativas

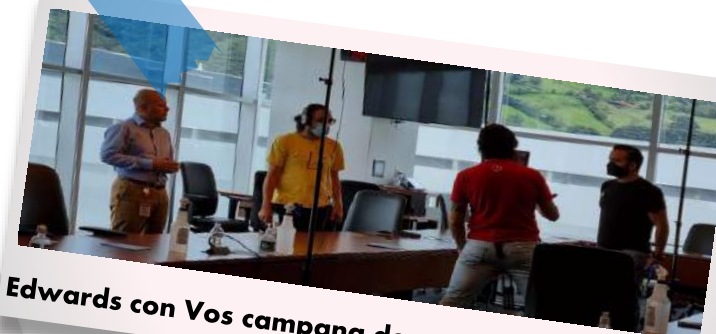


Promoción de educación STEAM para niños y niñas de la familia Edwards



Donaciones a jefas de hogar afectadas por inundaciones en Turrialba

Edwards Network of Women es una iniciativa global que se materializa en capítulos locales, con el enfoque en diversidad de género



Edwards con Vos campana de pensamiento positivo



Programa de cuido para los hijos de los colaboradores

Charlas con especialistas en educación / Testimoniales de inspiración



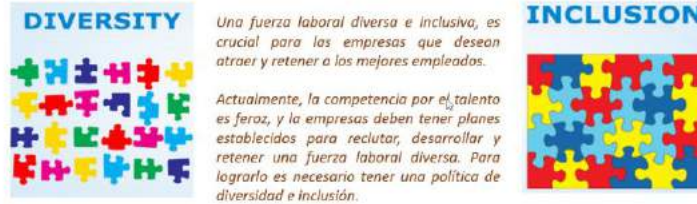
El capítulo Costa Rica se inició en el 2017. En la actualidad cuenta con un "Core team" con representación de diferentes departamentos y lidera iniciativas para toda la población de colaboradores



Edwards

Edwards Costa Rica ERGs – Rainbow Alliance

¿Sabe usted cuál es la diferencia entre diversidad e inclusión?



Una compañía debe centrarse no solo en contratar empleados de diferentes orígenes, sino también en tomarse el tiempo para aprovechar el valor que aportan, como diferentes ideas y experiencias.



Mejores prácticas de diversidad e inclusión



Estrategias de diversidad e inclusión



We focus on letting our collaborators know that diversity unites us and that we are proud of our different ways of thinking, feeling and loving.

We focus on correctly educating our collaborators on concepts and differences in order to have a better work environment.



Rainbow Alliance



Edwards Lifesciences Programa Red de Cuido



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Programa de Cuido, Edwards

- Programa de Responsabilidad Social en coordinación con Fundación DEHVI, para potenciar el desarrollo infantil temprano.
- A través de este programa piloto 2022-2023 de co-pago, se brinda acceso a servicios de cuidado y educación para niños y niñas menores de 6 años a cargo de trabajadores de Edwards, identificados como prioritarios por su situación socioeconómica y de cuidado .



Programa Red de Cuido



Edwards Lifesciences Programa Mis Ideas



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My Ideas Program



Identify an opportunity for improvement

All collaborators can identify a problem or an opportunity for improvement in our processes, our facility or in safety and submit as.



Review Forum Meetings

We have several forums according to the type of idea that we are analyzing like Core Team meeting, interdisciplinary meeting and synergy meeting.



Circle Back Communication

We have Champions in all of our areas, that help us communicate to the collaborator, the status of the idea.



Implementation of Ideas

We involved the collaborator who proposed the idea as part of the implementation process.



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NUESTRA CULTURA *Bex*

Mis
Ideas



Edwards

NUESTRA CULTURA *Bex*

Mis
Ideas



Daily Recognition



Go and See



Quarterly Recognition



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NUESTRA CULTURA *Bex*

Go and See



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¿What is?

Regular forum to review and celebrate continuous improvement ideas, initiatives and projects of at Edwards Costa Rica

¿Why?

To create a direct communication channel between front line employees and the leadership team that allows us to strengthen our commitment to continuous improvement

¿When?

Twice a month

¿How?

Presentation, discussion and acknowledgment of Kaizen projects or initiatives, problem solving A3s, Yellow Belt A3s, or implemented ideas for improvement

¿Who participate?

- Managers or directors of front line employees who will share their ideas, initiatives and projects
- Value Stream Managers or directors
- Managers or directors of Engineering and Quality
- Managers or directors of other support areas
- VP Plant General Manager and VP of Quality

¿Where?

At the GEMBA! In production and support areas on a rotating basis



Go and See



- Excess thread waste



- Change by the correct amount in BOM

[illegible]

- High changeover of the beginning of the shift



- Eliminate tools storage at the end of the shift.



- Lack of involvement in the implementation of an idea



- Creates recognition for the people who give and also implement their idea



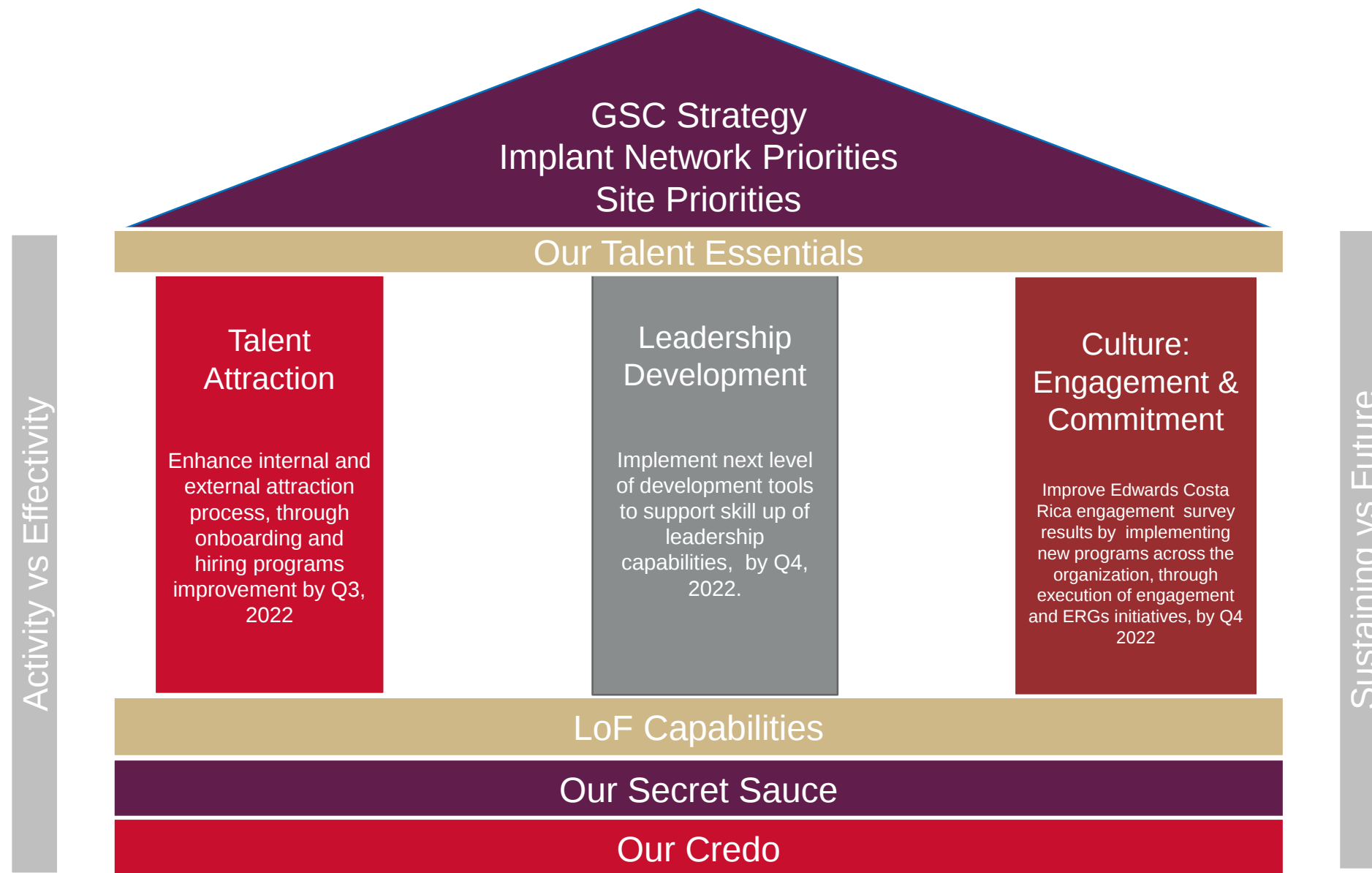
- Entering duplicate information in different forms



- Reduce to one form and automate it with the DBTH



HR Strategy Foundations 2022





Edwards

Helping Patients is Our Life's Work, and

life is now