



HOLOGIC®

A Global Force for Good

2021 Sustainability Report

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CEO Letter



A Message from Our Chairman, President and CEO



Steve MacMillan unveils data from the Hologic Global Women's Health Index at the Concordia Summit, which promotes partnership between world governments, leading businesses and non-profits to address the world's most pressing needs.

Dear Hologic Stakeholders:

Thank you for reading our third sustainability report.

We are proud of the progress we have made on ESG priorities over the last several years, excited about the many opportunities still ahead, and eager to tell you more in this report. We believe we have a unique and compelling story to share.

But before we get into that, I wanted to discuss one of my pet peeves — false choices, also sometimes called false dilemmas or false dichotomies.

You know what I'm talking about. Someone presents only two choices, and claims that one must be true, and the other false. These logical fallacies — you're either for us, or you're against us — are problematic because they oversimplify choices by excluding many viable options.

These statements have become altogether too common in today's polarized political environment, especially when they're amplified by those who are unconcerned with civil debate: if you like candidate _____, you must be a _____.

So what does this have to do with Hologic's sustainability efforts, or ESG investing?

Unfortunately, false choices are creeping into business as well — many expect CEOs to choose between the short-term and the long-term. Or between purpose and profits. Or between people and profits.

But at Hologic, we don't believe we have to choose. In fact, our unique purpose compels us to manage the Company to grow in both the short term and the long term, for the collective benefit of customers, patients, employees and shareholders. To us, this is what sustainability is all about.

We crystallized this perspective back in 2019, when I wrote in our proxy letter that, "We have a fundamental obligation to create value for shareholders through profitable, long-term growth. But this cannot be the whole story. To focus solely on financial outcomes would be to ignore the multifaceted, instrumental role that corporations play in our world."

In that same letter, I quoted Russell Pearlman of the Korn Ferry Institute, who said, "purpose and profit not only peacefully co-exist, but purpose can drive profit."

Later that year, the Business Roundtable published its seminal "Statement on the Purpose of a Corporation." Importantly, the statement does not rank various constituencies or prioritize one versus another. Instead it says, "Each of our stakeholders is essential. We commit to deliver value to all of them, for the future success of our companies, our communities and our country."

More recently, Dick Patton and German Herrera expanded on this theme in discussing the Egon Zehnder report "It Starts with the CEO," which involved nearly 1,000 global CEOs. They wrote, "[CEOs] are being asked to expand their leadership role to embrace a far wider group of stakeholders, demanding more than just strong financial results. So leaders really need to break away from an either/or approach and boldly tackle the realities with a both/and approach."

These comments rang true as I reflected on Hologic's accomplishments in fiscal 2021. We achieved both tremendous financial results, and we used this success to make a unique difference in the world, in authentic ways that leveraged Hologic's specific business capabilities and culture.

The graphic on the facing page illustrates this very well, and I'd like to discuss each of the interconnected pieces.



Purpose, Passion, Promise

At the center, everything at Hologic starts with our purpose, passion and promise, which we first shared broadly in 2019. Our purpose is to enable healthier lives everywhere and every day. Our passion is to become global champions for women's health. And our promise is what we call The Science of Sure, a commitment to help healthcare providers minimize doubt and maximize the confidence they have in their decisions and diagnoses. Our purpose, passion and promise galvanize and guide our employees, and serve as a rock-solid foundation for our business strategies.

Grow Revenues and Profits

For example, when COVID-19 emerged as the greatest healthcare challenge of our lifetimes, we knew that we were in a unique position to make a difference. We immediately began developing two highly accurate molecular COVID assays for laboratories to run on our global fleet of automated Panther instruments. At the same time, we began making plans to dramatically increase manufacturing capacity for both assays and systems. As a result, through the end of December, we have provided more than 150 million COVID tests to our customers in more than 50 countries around the world, truly enabling healthier lives everywhere and every day.

In fiscal 2021, demand for COVID tests remained high, even as our base women's health businesses recovered from pandemic-related pressures. As a result, revenue and profits grew dramatically. We generated more than \$5.6 billion of revenue for the year, up nearly 50% versus the prior year in constant currency. This led to non-GAAP EPS of \$8.41, more than double our earnings in 2020.

What's more, the cash flow generated from sales of our COVID assays enabled us to buy six companies to accelerate the growth of our diagnostics, breast health and surgical businesses. Since the pandemic began, we have spent more than \$1.3 billion on these acquisitions, even while boosting capital investments and repurchasing more than \$500 million of our own stock.

So in fiscal 2021, our excellent financial performance helped us strengthen our business for the future. In addition, it enabled us to invest more aggressively in two initiatives to deepen our impact on the world.

Enables Things Like the Hologic Global Women's Health Index and Project Health Equality

First, we developed the Hologic Global Women's Health Index (see page 16) and released its inaugural findings. As leaders in diagnostics, we understand the importance of data and know that what we can measure, we can improve. We also know that women's health has been overlooked for centuries around the world. That's why we created the Index, the first to statistically represent the health of 2.5 billion women and girls globally. Developed in partnership with Gallup, the Index is an unprecedented, in-depth examination of critical markers for women's health by country and territory, and over time.

Based on responses from the 120,000 people surveyed, women's health needs are not being met globally. Notably, 40% of those surveyed – equating to about a billion women and girls – had not talked to a healthcare professional in the last year. In addition, 60% – equating to about 1.5 billion women and girls – had not been tested in the last year for four common diseases that affect women's health: cancer, diabetes, high blood pressure and sexually transmitted infections. This data clearly shows that providing good preventive care is a significant challenge around the world, and illustrates how much more we need to do to drive early disease detection in women.

While we have made a tremendous impact on women's health through our innovative and life-saving products, our Index may ultimately prove to be our most significant accomplishment for women's health.

Second, we formally launched Project Health Equality (see page 20), a \$20 million-plus initiative that accelerates and expands our efforts to increase screening and care across a spectrum of life-threatening conditions – breast cancer, cervical cancer and abnormal uterine bleeding – that disproportionately affect Black and Hispanic women. For example, compared to white women, Black women in the United States are 40% more likely to die from breast cancer, and Hispanic women are 22% more likely to be diagnosed with cervical cancer.

Project Health Equality is employing a holistic, three-pronged approach to address the structural and cultural barriers that continue to exacerbate inequality in women's healthcare:

- Supporting actionable research into cultural, social and economic disparities.
- Providing patient and provider awareness and education through health advocates, non-profit partners and celebrity spokespeople.
- Expanding access to state-of-the-art care for thousands of underserved women.

By focusing on these priorities in an integrated way, we can help Black and Hispanic women receive the high-quality healthcare they need and deserve.



Steve MacMillan talks with journalist Katie Couric, whose company Katie Couric Media has partnered with Hologic to improve women's health.

Increases Access, Policy and Diagnosis

It's important to emphasize that the Hologic Global Women's Health Index and Project Health Equality were made possible by our business success, and can help establish an environment in which our businesses prosper in the future. They are a great example of a point the Business Roundtable made in their 2019 statement, that "the free-market system is the best means of generating good jobs, a strong and sustainable economy, innovation, a healthy environment and economic opportunity for all."

More specifically, they can help increase access to state-of-the-art care, promote a more appropriate public policy environment, and ultimately lead to better, more timely diagnoses for women.

For example, as we share data from our Hologic Global Women's Health Index with international leaders, elected officials and health organizations, we are providing an actionable, science-backed, data roadmap for improving life expectancy and quality of life for women around the world.

And by teaming up with leading non-profit organizations focused on minority health such as RAD-AID and the Black Women's Health Imperative, we can drive culturally competent care that ultimately decreases the disparities that lead to disproportionate mortality rates for Black and Hispanic women.



A message from our Chairman, President and CEO.

Helps More Women

In short, these initiatives enable us to help more women, which in turn drives higher revenue and profit, kicking off another cycle of investment.

While helping more women is clearly the most important thing Hologic can do to advance a more sustainable world, we know we can contribute in other ways as well.

For example, while we've already made good progress in building a diverse, high-performing workforce by focusing on talent and engagement, we are pleased to share some additional metrics on page 62 of this report so you can track our future success.

In addition, based on the nature of our business and manufacturing processes, our environmental footprint is fairly light relative to many companies our size. We nonetheless recognize that we can do more in this area, which is why we're rolling out new goals and additional reporting on page 42.

Let me close by mentioning that we are honored to have received some recognition recently for our ESG efforts over the last year. The Drucker Institute ranked Hologic in the top 20 percent of most effectively managed companies, Investors Business Daily named us one of its top 100 ESG stocks, we were added to the Dow Jones Sustainability Index North America, and Newsweek named us one of America's 500 most responsible companies.

In terms of the Dow Jones index, it's gratifying to see that our performance on their exhaustive "Corporate Sustainability Assessment," which assesses ESG criteria, has improved every single year since we first completed the survey in 2016. At that time, we scored in the 16th percentile compared to peers. Rather than lament that rating, we did what we always do – we immediately got to work to get better. As a result, we recently scored in the 87th percentile of the index, placing us in the top 20% of the 600 largest companies in S&P's North American universe. So we've had a steady climb, one that accurately reflects the progress we have made on our ESG priorities.

We have lots more to do, to be sure. But we have a great foundation on which to build, a mission that everyone can rally around, and a highly engaged workforce to make it happen. I truly believe we are one of the most special companies in the world, making a profound difference on human health through our own success. We look forward to sharing our continued progress, and to your feedback.

Sincerely,

Steve

Purpose-Driven Company

Financial Highlights

Research and Development

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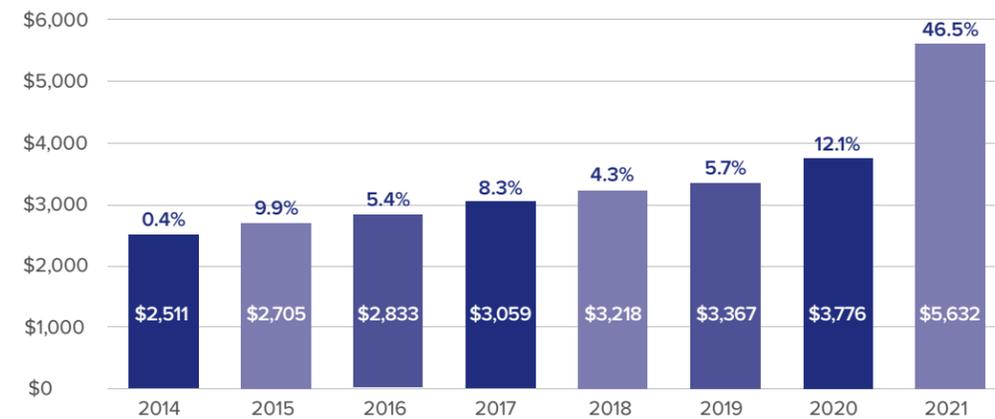
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Purpose-Driven Company



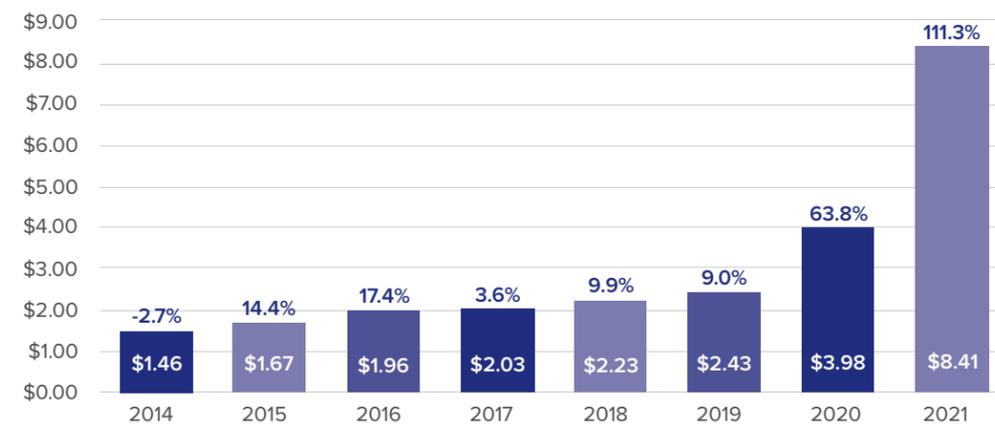
Financial Highlights

Track Record of Annual Revenue Growth



1. Total non-GAAP revenue growth in millions. Growth rates in constant currency. As reported except FY14, which excludes ~\$20 million one-time revenue from amending Roka license. Results include contributions from the Blood Screening business that was divested in 2017, the Medical Aesthetics business that was acquired in 2017 and divested in 2020, and other smaller acquisitions.

Non-GAAP EPS Growing Faster than Revenue



* Non-GAAP EPS as presented in our earnings releases except FY14, which excludes ~\$0.05 one-time contribution from amending Roka license. Results include contributions from the Blood Screening business that was divested in 2017, the Medical Aesthetics business that was acquired in 2017 and divested in 2020, and other smaller acquisitions.

GAAP to Non-GAAP Reconciliation

Earnings per share	Year Ended						
	9/25/21	9/26/20	9/28/19	9/29/18	9/30/17	9/24/16	9/26/15
GAAP earnings (loss) per share (EPS)	7.21	4.21	(0.76)	(0.40)	2.64	1.16	0.45
Non-GAAP adjustments	1.20	(0.23)	3.19 ¹	2.63 ²	(0.61)	0.80	1.22
Adjusted EPS	8.41	3.98	2.43	2.23	2.03	1.96	1.67
Adjusted EPS growth from prior year	111%	64%	9%	10%	3%	17%	11%
5-year average adjusted EPS growth	39%						

1 Assumes dilution of 1.9 million shares for the year ended September 28, 2019.
2 Assumes dilution of 2.8 million shares for the year ended September 29, 2018.



Who We Are

Hologic is an innovative medical technology company primarily focused on improving women's health and well-being through early detection and treatment.

What We Do

We deliver life-changing and life-saving detection, diagnostic and surgical innovations that are rooted in science. We are driven by technology and are inspired by a desire to improve the health of women and families around the world.

Why It Matters

Our exceptional, clinically proven products detect, diagnose and treat illnesses earlier and better. While we focus on women's health and well-being, we are committed to enabling healthier lives everywhere, every day.

Research and Development

The healthcare markets in which we participate are characterized by rapid technological change, frequent product introductions and evolving customer requirements. Investment in research and development (R&D) is critical to driving our future growth.

Hologic has demonstrated a longstanding commitment to R&D and has spent more than \$1.6 billion over the past seven years, including approximately \$259 million in 2021 — an 18% increase compared to the prior year. Hologic's R&D pipeline remains robust as evidenced by strong product launches such as:

- Panther®: As a fully automated instrument, with a broad menu of 19 assays, Panther® helps guide patient care and enable early detection in molecular diagnostics. In 2021 we significantly increased our Panther® installed base to meet customer demand.
- Aptima® BV/CV/TV Assays, which diagnose vaginitis, a very common and complex health issue affecting millions of women each year.
- Aptima® Mycoplasma Genitalium (Mgen) Assay, the first FDA-cleared test to detect this common sexually transmitted infection.

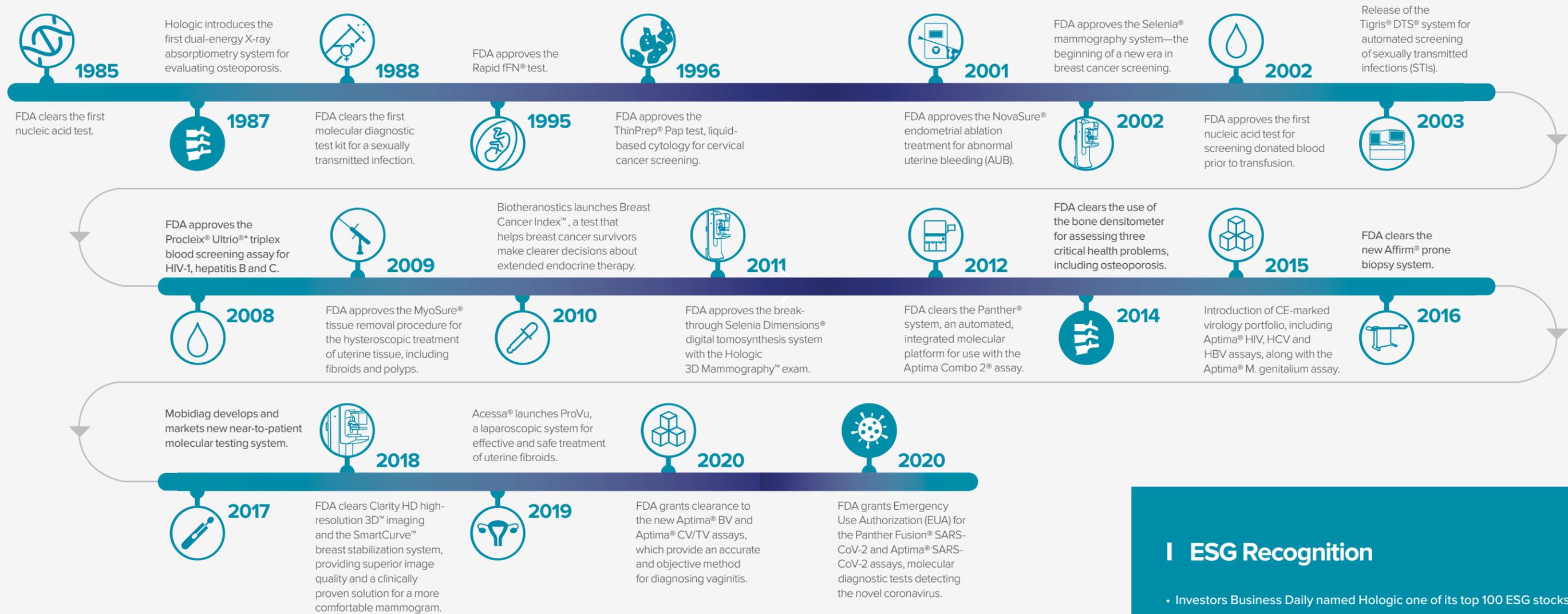
- Brevera® Breast Biopsy System, a breakthrough in biopsy efficiency, streamlining the entire breast biopsy process - with real-time imaging and post-biopsy specimen handling.
- Fluent® Fluid Management System, which transforms the fluid management experience for hysteroscopic procedures.

Furthermore, 2021 was a year highlighted by several important R&D milestones:

- ThinPrep® Pap test: 25 years ago, the FDA approved the innovative ThinPrep® Pap test for cervical cancer screening. Since that first market entry in the United States, more than 1 billion ThinPrep® test have been sold worldwide. That means millions of women have gained a greater chance against cervical cancer because of our detection technology
- 3D Mammography: 2021 marked the 10-year anniversary of Hologic's pioneering invention of 3D mammography, a technology that still sets the worldwide standard for digital breast tomosynthesis today.

Our R&D efforts are focused on improving existing products and developing new ones to solve customer challenges and meet the world's future healthcare needs. We remain committed to fueling sustainable growth by enhancing new product pipelines in each of our businesses.

I Our History of Innovation



I ESG Recognition

- Investors Business Daily named Hologic one of its top 100 ESG stocks
- Drucker Institute ranked Hologic among top 20 percent of most effectively managed companies
- Hologic added to the Dow Jones Sustainability Index North America
- Hologic added to the S&P 500 ESG Index
- Hologic added to Newsweek's list of America's Most Responsible Companies

Materiality and Stakeholders

A critical component of developing our 2021 Sustainability Report was to evaluate our materiality assessment to confirm the key environmental, social and governance (ESG) issues that are most important to our stakeholders, including investors, employees and customers. We consider a wide range of stakeholders to influence our environmental, social and governance strategy.

Stakeholder Groups

- Customers
- Employees
- Investors
- Suppliers
- Healthcare organizations
- Distributors
- Regulatory agencies and governments
- Industry leaders
- The local communities where we operate

Our ESG disclosures are managed by a cross-functional internal steering committee consisting of senior leaders from Operations, Finance, Legal, Human Resources, Communications and Investor Relations. The ongoing goal of this committee is to identify material sustainability topics and establish a corresponding sustainability reporting framework.

The committee relies on shareholders' feedback, sustainability frameworks and guidelines such as those published by the Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and Task Force on Climate Related Financial Disclosures (TCFD), and the U.N. Global Compact and Sustainable Development Goals. In addition, we use peer external benchmarking and ESG data providers' scoring methodologies to identify new areas of focus and opportunities. These insights, along with our management team's contributions, inform our materiality framework and help us identify relevant topics for disclosure.

We are committed to incorporating these material issues into our business operations, to focusing on the topics that matter most to our business and stakeholders, and to continually evaluating our sustainability issues for the future.

Material ESG Issues

PURPOSE-DRIVEN COMPANY, CHAMPION FOR WOMEN, GLOBAL CITIZENSHIP	UNIQUE CULTURE	STRONG GOVERNANCE
<ul style="list-style-type: none"> • Access to Healthcare • Product Innovation • The Environment • Philanthropic Impact 	<ul style="list-style-type: none"> • Talent • Engagement • Diversity 	<ul style="list-style-type: none"> • Board Role and Structure • Compensation • Risk Management • Policies and Ethics • Sustainable Supply Chain • Product Quality and Compliance

Hologic's Commitment to U.N. Sustainable Development Goals



The Sustainable Development Goals (SDGs) were adopted by all United Nations Member States in 2015 with a goal to end poverty, protect the environment and ensure that all people enjoy peace and prosperity. When performing our materiality assessment, we considered Hologic's unique opportunity to make a positive impact on the world, and we identified the following areas most relevant to Hologic: Good Health and Well Being (3); Quality Education (4); Gender Equality (5); Decent Work and Economic Growth (8); Industry, Innovation, and Infrastructure (9); Reduced Inequalities (10); and Responsible Consumption and Production (12).



Hologic Costa Rica aims to achieve "zero waste" status, as designated by the Zero Waste International Alliance, in fiscal year 2025.



A Champion for Women

Hologic Global Women's Health Index

Project Health Equality

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A Champion for Women

I The Hologic Global Women’s Health Index – Pathways to a Healthy Future for Women



“As a science-based company, Hologic knows that having quality data on women’s health is important to making good decisions. The challenge is that in most of the world, these data are at best lacking, or at worst, nonexistent.”

— Steve MacMillan, Hologic Chairman, President and CEO

I The Why

As a leader in women’s health for more than three decades, Hologic has an extensive track record of providing best-in-class products that improve women’s lives through prevention, screening and treatment for health conditions including breast cancer, cervical cancer and abnormal uterine bleeding. In 2019, leaders within Hologic began to discuss how to drive, lead and own the conversation around women’s health globally, especially as it relates to creating cooperation between the public and private sectors.

These conversations led to the concept of an index that provides a single, worldwide view of key indicators—unlike anything that currently exists—through which Hologic could engage with world leaders to help them better understand and address one of the most fundamental issues in society – women’s health.

Key Findings

The world has room to improve on women’s health: On a scale of 1 to 100, the average Hologic Global Women’s Health Index score is 54.



There is extreme inequity in women’s health. Women in high-income economies — which make up just 17% of women surveyed — score a 61 on the Index, as compared to 49 in low-income economies.



Sixty-one percent — or more than 1.5 billion women — did not get tested for any of the most damaging diseases for women in the past 12 months.



Most women (88%) believe checkups help improve people’s health, but many (40%) haven’t seen a healthcare professional in the past 12 months.



Hologic Global Women’s Health Index scores correlate more closely with average life expectancy than any other survey today.

The Index represents more than 92 percent of women age 15 and older globally.

I The How

Starting in 2019, in consultation with international public health and medical experts and the Gallup World Poll research team, Hologic developed a set of questions designed to consistently measure women’s experiences with health issues and changes over time. Throughout 2020, Gallup asked 120,000 women and men in 116 countries and territories these Hologic questions, along with questions that the World Poll has been asking for almost two decades about general health, opinions of available quality healthcare, safety, food and shelter, and emotional health. Responses to both sets of questions were compiled to produce the Hologic Global Women’s Health Index, with each country rated from 1 to 100. Gallup calculated Individual Index scores, followed by a weighted average of scores across five dimensions: Opinions of Health and Safety, Basic Needs, Preventive Care, Individual Health, and Emotional Health.

Some of the findings were not unexpected. For example, income and education levels correlated closely with health disparities, both within and between countries. This plays out in nearly all regions of the world, where women in the richest 20% of a population’s income distribution are substantially more likely to score higher on the Index than those in the poorest 20%.



Surprisingly, however, although wealthy countries averaged higher scores than low-income countries, none was particularly impressive. Taiwan, Austria and Finland were the highest scoring at 69, 67 and 65, respectively. The United States received a score of 61, which is on par with the average among higher-income countries.

Five Dimensions Key to Women’s Health Explain 80% of Female Life Expectancy

Opinions of Health and Safety

Gauges women’s satisfaction with access to quality healthcare care in general, whether they think pregnant women receive high-quality care, and whether they feel safe walking alone at night. Higher scores on the Opinions of Health and Safety dimension mean more women feel safe and satisfied with the quality and availability of healthcare where they live.

Basic Needs

Gauges women’s ability to meet their basic needs in the last 12 months in terms of being able to buy the food their family needed and provide adequate shelter. Higher scores on the Basic Needs dimension mean fewer women are struggling to afford the food and shelter they need.

Preventive Care

Gauges whether women in the past year have been tested or screened for four common, fast-growing and damaging diseases: high blood pressure, cancer, diabetes and sexually transmitted diseases. Higher scores on the Preventive Care dimension mean more women are getting tested for these health factors.

Individual Health

Gauges whether women experienced pain in the last day or if they have health problems that prevent them from doing things people their age would normally do. Higher scores on the Individual Health dimension mean fewer women are experiencing health problems and pain on a given day.

Emotional Health

Gauges women’s daily experiences of negative feelings with worry, sadness, stress and anger. Higher scores on the Emotional Health dimension mean fewer women are experiencing negative feelings on a given day.



The Findings

Higher scores on the overall Index mean more women are having positive healthcare experiences. But with a global average of 54 out of 100, the world has room to improve.

“In fact, all countries and territories do,” said Jan Verstreken, Hologic’s Group President, International. “No one country or territory scored higher than 69, and they ranged downward to a low of 36.”

Countries and territories with the highest scores on the Index have healthcare systems with strong infrastructure for testing and preventive care. All those with the highest overall scores on the Index are high-income economies with either universal government-funded or public insurance systems. Women in these countries almost universally have their basic needs met, with scores in the Basic Needs dimension in the 90s in most countries.

The countries and territories with the lowest scores on the Index all share high income inequality and weak or destabilized infrastructure for healthcare.

Social protection programs like those in Australia/New Zealand are typically associated with better health, including lower mortality rates among the disadvantaged and most vulnerable populations. These programs and policies may help explain why the gap between the richest and poorest in the region is narrower in Australia/New Zealand than any other region of the world. Australia/New Zealand had the highest regional ranking, and in these countries, level of education and age at first pregnancy did not impact women’s scores.

Countries and territories that spend more per capita on healthcare tend to earn higher scores on the overall Index – except for the United States, which spends the most and scores a 61. Most of the countries that lead on the Index also lead in how much of their wealth they funnel back into their health system – including places such as Austria (67), Norway (65), and Switzerland (64). And the inverse is true for the countries and territories that spend the least on healthcare – such as the lowest-ranking country, Peru (36).

Globally, no country or territory tested more than 37% of women for any type of cancer – and in a host of countries, the percentage is less than 10%. Worldwide, just 12% of women said they had been tested for any type of cancer in the past 12 months. But numbers were in the single digits in nearly 40 countries and territories, including the less than 1% of women who said they were tested in Pakistan, where breast cancer rates are thought to be the highest in Asia.

Sexually transmitted infections (STIs) can have serious long-term consequences, including fertility problems and an increased risk of cervical cancer for women. However, worldwide, only about one in nine women (11%) said they had been tested for an STD/STI in the past 12 months. In fact, in 56 countries and territories, fewer

The Questions that Comprise the Hologic Global Women’s Health Index

- Do you think most pregnant women in the city or area where you live receive high-quality healthcare during their pregnancies, or not?
- Do you think going to a healthcare professional, such as a medical doctor or a nurse, at least once every 12 months for a check-up can help people improve their health, or not?
- In the past 12 months, have you talked to a healthcare professional, such as a medical doctor or nurse, about your own health?
- To the best of your knowledge, were you tested for any of the following in the past 12 months? [High Blood Pressure, Cancer, Diabetes, STDs/STIs]?
- How many children do you, personally, have?
- How old were you the first time you were pregnant?
- In your opinion, is domestic violence a widespread problem in [country name], or not?



than one in 10 women said they had. Even in the relatively high income country of Japan, the figure was only 2%.

“Preventive measures are a crucial first step to combatting diseases and infections affecting life expectancy and fertility in women,” said Susan Harvey, MD, Hologic’s Vice President of Global Medical Affairs. “Failing to ensure women get routine testing for cancers, sexually transmitted diseases and infections, and cardiometabolic diseases can lead to larger complications that would otherwise be preventable if monitored or treated early.”

What Comes Next

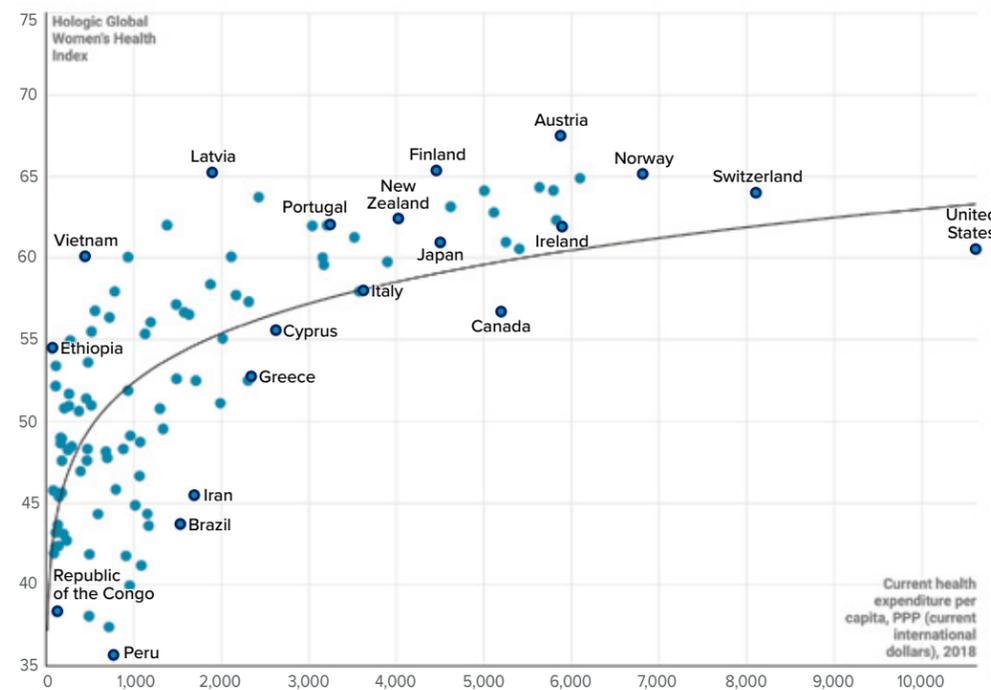
Hologic has presented its Index findings to world leaders at significant forums, beginning with the 11th Annual Concordia Summit in New York City, a September meeting of corporate executives, politicians, non-profit leaders and entrepreneurs focused on sustainability.

Later in 2021, Hologic shared the results of its Global Women’s Health Index with leading organizations including The World Bank, World Health Organization and UNICEF.

“Since founding the Susan G. Komen Foundation almost 40 years ago, and the Promise Fund, I have never seen a public outreach that will have as large a positive impact on women’s health globally as the work that Hologic and Gallup are doing together on the Hologic Global Women’s Health Index.”

– Nancy Brinker, founder, Susan G. Komen Foundation

Health Expenditure Per Capita and the Hologic Global Women’s Health Index



“For all the products we’ve made over our Company’s lifetime - 3D mammography, the PAP test and HPV test – the data we get from the Hologic Global Women’s Health Index may turn out to have the biggest impact on human health of anything we have ever done. Having been at the forefront of so many innovations in women’s health, we thought who better to organize and conduct a global effort to obtain answers in our space of healthcare.”

— Steve MacMillan, Hologic Chairman, President and CEO

I Project Health Equality – Expanding Access to Quality Healthcare for Underserved Women



Hologic has been a champion of women’s health for more than three decades, with contributions including the first 3D mammography instrument, which offers more sensitive breast cancer detection, to the first liquid-based Pap test, which has helped to improve cervical disease detection and drive down rates of cervical cancer.

Stemming from a desire to share these healthcare advances with more women, Hologic established Project Health Equality, a community health initiative that strives to address the structural, cultural and systemic barriers that prevent Black and Hispanic women in the U.S. from receiving the same quality healthcare and treatment as white women. Launched in late 2019, the project leverages crucial partners within these communities to make meaningful, sustainable healthcare improvements.

“Project Health Equality is a multifaceted, multiyear investment of more than \$20 million to drive research, education and access to ensure women of color receive the care they want, need and deserve,” said Karleen Oberton, Chief Financial Officer at Hologic. “It’s an ambitious goal, but we are aiming to decrease the current disparities that lead to disproportionate mortality for Black and Hispanic women.”

Project Health Equality initiated with the donation of breast cancer screening equipment, as well as a portable mammography van, to Washington, DC-based Breast Care for Washington. Specifically, the donation included access to the Genius 3D Mammography Exam™, which offers better detection of breast cancer, especially in women with dense breast tissue. In the U.S., Black women are 40% more likely to die from breast cancer than white women, a disparity with multiple causes including lack of access to regular screenings.

Project Health Equality was launched in partnership with three critical organizations –the Black Women’s Health Imperative (BWHI), National Alliance for Hispanic Health, and RAD-AID (see sidebar for more information).

“Through this partnership, we’re bringing screening, mammography, diagnostic follow-up and treatment to women who don’t have health insurance or money, so we can make sure that all women have access to early detection and treatment if they need it, the way that all women should,” said Linda Goler Blount, CEO of the Black Women’s Health Imperative.



During the summer and fall of 2021, Hologic and our partners successfully launched three additional care sites in Seattle, Denver and Chicago. Together, these sites have been screening women for breast and cervical cancer as well as providing guidance and follow-up treatments. Most of the women had not scheduled a visit in recent years. They were contacted and encouraged to make appointments or attend a scheduled care day. Other women learned about the opportunity for treatment through local media stories, which Hologic helped drive through Breast Cancer Awareness Month outreach. Project Health Equality provided funding that allowed some care sites to hire patient navigators, which physicians find helpful to providing good care.

“I think it is very important in any healthcare setting to have a navigator to appropriately schedule the patients for the services they need,” said Dr. Nisha Dharamdasani, a family physician at Jackson Park Hospital in Chicago. “The navigator can be a bridge between the patient and physicians or staff.”

Partners Critical for Success



Black Women’s Health Imperative (BWHI) is the only national organization devoted solely to advancing the health and wellness of America’s 22 million Black women and girls and has been a partner to Hologic since 1998. BWHI is a crucial partner in addressing racial and systemic barriers to care for Black women and reaching them in a way that is relevant and impactful. In October 2020, BWHI and Hologic launched the P.O.W.E.R of Sure campaign – a multiyear commitment to decreasing breast cancer screening disparities for Black women. The campaign features Mary J. Blige and provides a wealth of resources for Black women about mammography.



National Alliance for Hispanic Health and its supporting organization, the Health America Foundation (HAF), constitute a non-profit and non-partisan advocacy organization dedicated to improving the health and well-being of Hispanics. It has been a trusted partner of Hologic since 2014 and is providing critical insights into Hispanic women/Latinas so Project Health Equality programs can effectively address barriers to health care that Hispanics regularly experience. HAF launched Mi Hermana— Latina Health Champions to provide training and support so women can better manage and advocate for their own health.



RAD-AID is an international non-profit organization working to increase and improve radiology in low-resource and medically underserved regions of the world. RAD-AID has been a partner with Hologic in a variety of efforts going back to 2017. With support from Project Health Equality, RAD-AID identifies needy communities and implements strategies for screening and diagnostic services to ensure effective pathways for medically disenfranchised women to receive treatment. The Company’s grants to RAD-AID will support innovative care, radiology, public education, nursing and patient navigation at sites selected by RAD-AID to provide critical screening, diagnostic breast imaging and treatment for women who may otherwise go without.

High-Profile Advocates

Patient and provider awareness and education also play a key role in Project Health Equality. Hologic engaged celebrity spokespeople to lead awareness campaigns in specific areas of care — musician Mary J. Blige for breast health and singer Ciara for cervical health.

For the P.O.W.E.R. of Sure campaign, Mary J. Blige emphasized the importance of annual mammograms and led a flurry of media activity resulting in appearances and coverage in outlets including CBS This Morning, as well as many local outlets. Blige also joined Hologic employees to ring the Nasdaq opening bell to kick off Breast Cancer Awareness Month, and afterward served as a panelist at the Hologic-sponsored “Screening the System: A Dialogue on Bias and Breast Health” media event.

Ciara led the Cervix Confidence campaign for cervical health, kicking off with an appearance on CBS This Morning, where she served facts about the importance of women seeking control of their own health, asking their doctors about screening for cervical cancer, and encouraging one another to stand up for their own health. In September, Ciara appeared on The Today Show, and also hosted a virtual summit along with well-known gynecologist Dr. Jessica Shepherd.

“As we spoke to physicians and patients at the various treatment sites, the theme of access arose repeatedly,” said Oberton. “Issues of transportation, childcare, time off – these are all huge factors for all women but especially those with fewer resources. That is why we are fully committed to expanding Project Health Equality so that we can bring as many of these women as possible the highest standard of preventive care.”



Uterine Fibroids – Getting Loud

The virtual roundtable “Unmuting Fibroids: Getting Loud for Equal Care” brought together healthcare practitioners, patient advocates, policy experts and figures from the entertainment and media community to discuss uterine fibroids—a topic long overlooked and a health issue that disproportionately affects Black women. Black women experience uterine fibroids up to three times more frequently than other groups. These fibroids can cause excessive bleeding, which is not only an inconvenience and embarrassment, but can also have serious health effects including anemia, fertility issues and childbirth complications.

During the event, which was moderated by Tiffany Cross, host of MSNBC’s The Cross Connection, panelists shared personal stories of their experiences with fibroids, medical information pertaining to the condition and racial disparities in care, and potential legislation pending in Congress.

Critical actions identified by the roundtable participants include:

- **Designating periods as a vital health sign.** The medical community must highlight what a healthy menstrual cycle is, and why it is important to discuss a patient’s period to identify other health conditions such as uterine fibroids.
- **Educating healthcare providers about fibroids and the Black woman’s experience to increase culturally competent care.** Panelists agreed that better education on uterine fibroids and how they manifest in Black women needs to be prioritized in medical school and made a part of continuing medical education.
- **Supporting legislation to enable funding for research, education and awareness.** The Stephanie Tubbs Jones Uterine Fibroid Research and Education Act of 2021 (S. 2444 / H.R. 2007), which was introduced to both the House and Senate, would provide greater visibility and financial support for uterine fibroid research and awareness.

Project Health Equality aims to address health disparities across the entire spectrum, from basic research on medical conditions to patient and physician awareness and, significantly, to increasing access to quality healthcare.

Unique Culture

World-Class Engagement

Hologic Costa Rica: Putting Employees First

Spotlight on Leadership and Information Security

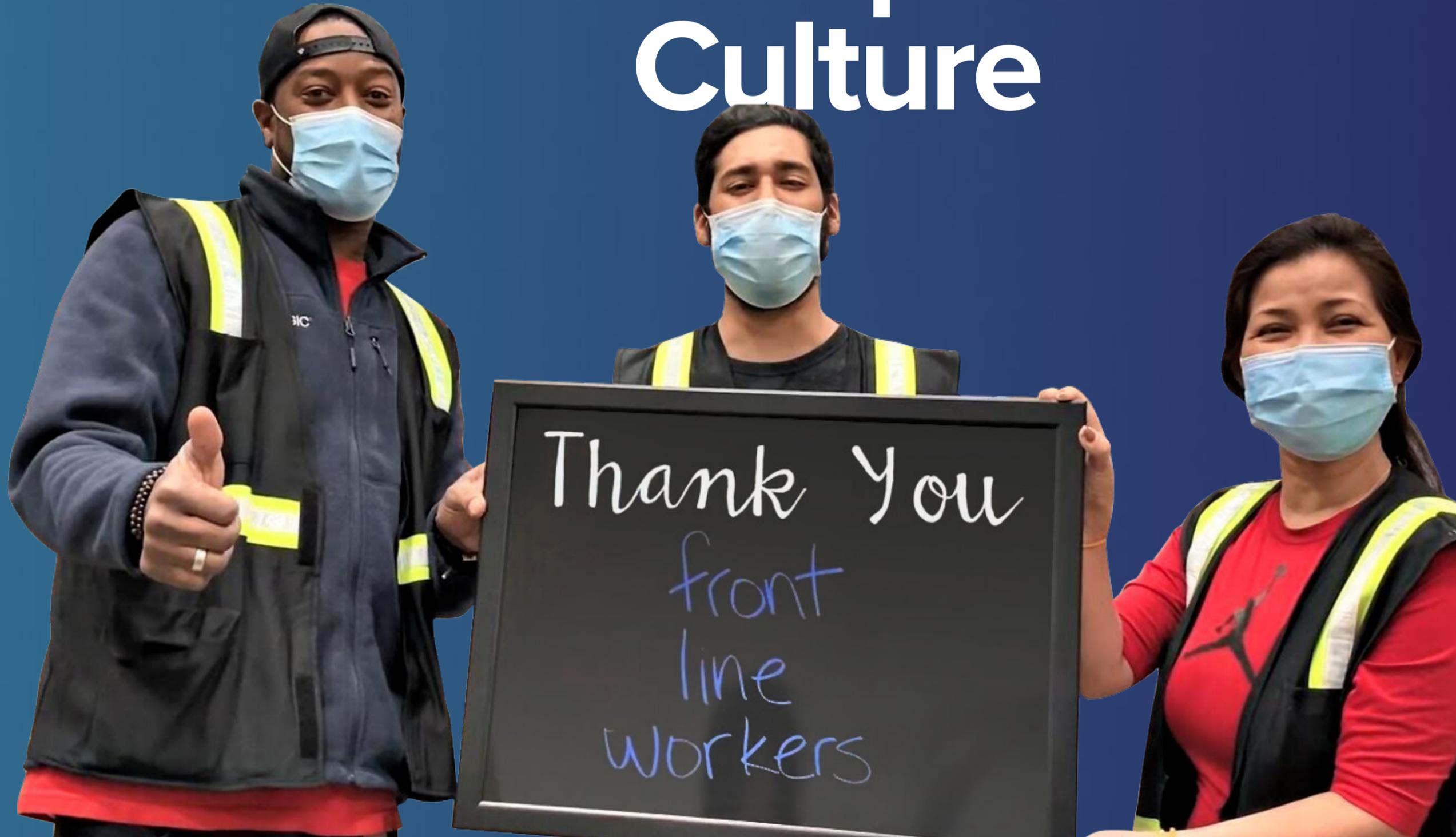
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Unique Culture



I World-Class Engagement

Around the world, the diversity of Hologic brings to life:

OUR PURPOSE

We enable healthier lives everywhere, every day.

OUR PASSION

Become global champions for women's health.

OUR PROMISE

The Science of Sure®.



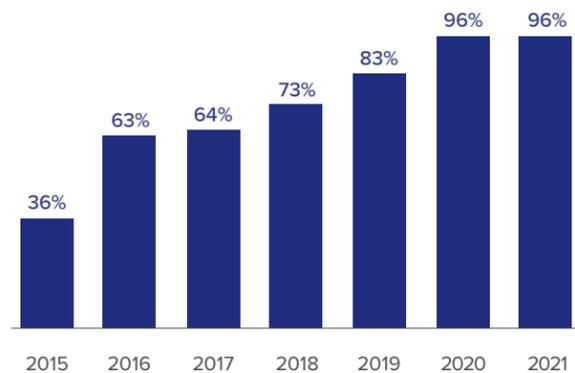
A culture of exceptional engagement propels our diverse, uniquely talented workforce to bring Hologic's purpose, passion and promise to life. Below are some key benchmarks from our 2021 Employee Engagement Survey, conducted by Gallup with its more than six decades of research-backed insights gathered from thousands of companies worldwide.

Hologic's teams have stayed resolute despite the pressures of the COVID-19 pandemic, as reflected in our continued standing in the top 5 percent of companies that use Gallup's Q12 survey.

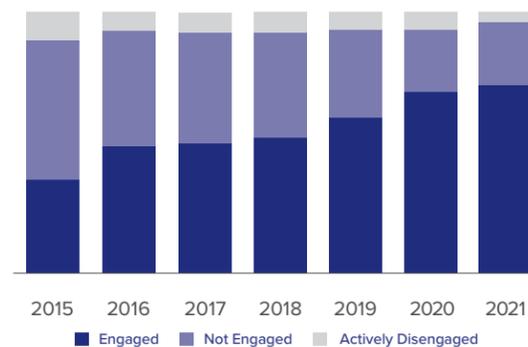
They have remained committed to top performance amid distinct challenges brought about by the pandemic.

To address these challenges, Hologic has expanded our already comprehensive employee support resources to focus on two critical aspects of well-being: mental health and caregiving. For example, our U.S. employees now have access to Lyra, a free mental health program that features therapists, life coaches and a digital library of related resources. We also provide these team members with complimentary premium membership to Care.com, which offers care-giving services for children, seniors and pets.

Employee Engagement: Hologic Rises to Top 5 Percent



Proportion of Engaged Employees



Marissa Villafane (center) and Kristin Stanton (right) are part of Hologic's Global Services team of field engineers, technical support specialists and service operations experts.

We make our life-saving impact possible by:



Promoting diversity of talent and thought — these fundamentals drive our culture of innovation and growth.



Unleashing the unique talents of each employee — we emphasize amplifying strengths rather than mitigating weaknesses.



Underscoring the importance of a great manager for every employee — a strong coach is essential for world-class performance.



Steve MacMillan meets with some of Hologic's interns in San Diego, California during a presentation in summer 2021.

Creating an environment that fosters diversity of backgrounds and hones unique talents begins with the recruitment process and continues through ongoing development. Here are two examples of how Hologic helps our employees grow by maximizing their talents:

College Relations Program

The objectives are:

- To recruit innovative minds and find the future leaders of Hologic.
- To share Hologic's purpose, passion and promise with upcoming generations of professionals.
- To drive higher performance for Hologic overall by introducing aspiring talents who bring with them fresh perspectives and skills that can enrich our workforce.

Our college relations program began in 2016 with a summer intern class of 37 students. Today the program brings in nearly 200 students each year, chosen from more than 10,000 applicants, to fill summer, year-round or co-op positions across the United States and in Costa Rica.

Hologic offers these students meaningful professional development in the form of skills training, product education, leadership presentations and, most importantly, the chance to work on projects that have lasting business impact. Participants in the college relations program have, among other accomplishments, developed business dashboards, patented new technologies, and designed marketing assets that continue to be used at Hologic. Hologic has hired many of our interns into full-time roles.

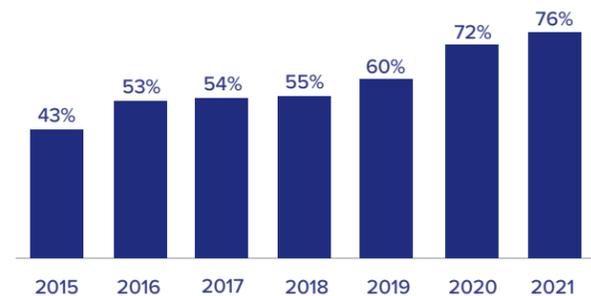
Finance Rotation Program

The objective is to identify and develop future top talent in finance.

Hologic's finance rotation program, launched in 2019, is a two-year commitment for recent college graduates with rotations in our Corporate Finance department, typically across our FP&A, Accounting and Treasury teams. At the end of the two years, we offer outstanding associates a full-time position. In addition to on-the-job learning, these associates also receive targeted skills training and one-to-one mentorship with designated Hologic leaders.

At Hologic, we know that higher engagement leads to better performance. Our employees told Gallup that they connected with Hologic's purpose more in 2021 than in any previous year that we've participated in the survey.

Connection to Company Purpose



This record-high staff engagement has fueled the Hologic team's response to two pandemics since early 2020: the COVID-19 pandemic and the growing caseload of illness and mortality caused by increased rates of cancer, infections, delayed surgeries, and other missed treatments as people postpone preventive care because of COVID concerns.

Since March 2020, Hologic has shipped more than 150 million SARS-CoV-2 virus tests worldwide, making us a leader in helping communities and countries better manage the impact of the virus. We have also committed to multi-year, multi-million-dollar initiatives to elevate the status of women's health and work to reduce disparities in breast, cervical and gynecologic healthcare.

We want all Hologic employees to receive maximum support from their managers. This begins with who we place into management positions and continues with how we support their growth as coaches. Our managers are guided to have ongoing performance and development conversations with their team members. They use data from the Q12 Employee Engagement Survey to lead action planning sessions and identify goals for improving their team's engagement.

Hologic also believes the better our employees understand and use their unique talents, the greater their impact. We offer our entire global staff the opportunity to learn more about their talents through the Clifton Strengths assessment, strengths discovery courses, and an online library of resources. At the individual, team, departmental and divisional levels, our employees are supported in developing goals that leverage and sharpen their talents.

Employee Engagement in Costa Rica



“Our culture is reflected in our results. It’s an inherent part of the way we work, one that our employees and leaders adhere to because they believe in it,” said Nilo Caravaca, Vice President of Operations for Hologic Costa Rica and Latin America.

What does it take to establish a high-caliber team that achieves milestone after milestone? Hologic Costa Rica has built such a team through daring ambition, a long-term roadmap for transformation and, most of all, an unwavering dedication to employees.

The strategy has produced a string of significant accomplishments including:

- Staff engagement scores, as measured in the annual Gallup Q12 survey, that consistently place in Hologic’s top tier.
- A workforce that has expanded to 1,000 employees as it increasingly earns opportunities to manufacture more products and handle financial services for Hologic in the Western Hemisphere.
- A growing list of sustainability projects that help the environment and reduce energy costs.

These successes have garnered recognition from key organizations.

Over the years, Hologic Costa Rica has received accolades for solar-panel installations, water-saving projects and energy-reducing initiatives from the National Manufacturing Association, the world’s premier leadership group for the manufacturing industry.

In 2019, Hologic Costa Rica became the world’s first gynecologic business to gain certification from the FDA Medical Device Discovery Appraisal Pilot Program. This status boosts efficiency – and thus saves money – for the team because the FDA grants faster approvals for various product and operational changes.

That same year, the Shingo Institute bestowed its Silver Medallion to Hologic Costa Rica. Few companies around the globe attain this distinction from the institute, whose renowned Shingo Model supports major businesses in maximizing performance and staff morale.

Then in 2021, Hologic Costa Rica won the “Leading Manufacturer of the Year” award for small to mid-sized companies from the National Manufacturing Association.



About 1,000 employees contribute to Hologic Costa Rica’s growing success.



Members of the Hologic Costa Rica leadership team.

“We have a strategic plan with realistic goals that has allowed us to build a culture that works from the understanding and conviction of our people,” Caravaca said. “With our people’s innovation, discipline, engagement and passion, we will achieve our vision.”

Over the years, Hologic Costa Rica’s leaders would roll out a new technology, tool or process-improvement system, only to become flummoxed by low participation rates due to workers’ skepticism, perception of these programs as top-down directives, or confusion regarding what appeared to be short-lived campaigns.

Learning from these experiences, leadership has emphasized long-term commitment to an employee-centered culture that empowers team members of all ranks. The results of this commitment include:

- A padrino (godfather) and padrina (godmother) mentoring program that welcomes and supports new team members from day one. Mentors specially selected for their high engagement and company knowledge connect with incoming employees, providing assistance for 30 to 90 days. These mentors introduce new colleagues to other coworkers, guide them to appropriate resources, and answer questions big and small.
- A development program that enables Hologic Costa Rica to fill more than 75 percent of its positions internally. For example, more than 90 percent of the team’s dozens of interns each year are hired permanently, and in the average year, almost 20 percent of team members receive tuition reimbursement to pursue further education.
- Daily touch-base meetings where managers encourage their team members to share ideas on how to boost operations.

- Employees make suggestions and at least two suggestions per employee are implemented each year. Many of those concepts have helped Hologic Costa Rica reduce its expenses.
- A well-being program that features onsite appointments with a doctor, psychologist, physiotherapist and nutritionist. Three health fairs each year offer, among other benefits, free or low-cost vision and cancer screenings.
- A free meal or snack each day at work for most employees, along with an onsite grocery store that offers food staples at subsidized prices and a free bag of groceries for each employee’s family during the year-end holiday season.
- An onsite nursery for parents who need emergency childcare services.
- Annual distribution of free backpacks and other school supplies for more than 850 students who are children of Hologic Costa Rica workers.
- A STEM education program for employees’ children that has trained more than 300 students in the past five years.

Caravaca and his team aim to keep raising staff engagement – and thereby staff performance.

A Spotlight on Leadership and Information Security



Marvin Larry, Vice President, Chief Information Security Officer

Although Marvin Larry, Hologic's Chief Information Security Officer (CISO), spends his days continuously assessing risk to systems, software and data, he believes everything starts with people.

“Hologic’s people are our greatest asset,” said Larry. “It is our employees who not only deliver incredible results for our customers, but they are also exceptionally vigilant about making sure our products and internal operations are protected.”

Larry has spent his career leading security teams, and to him, leadership starts with those at the top who embody a service mindset. “It is critical for leaders to adopt a selfless orientation and realize that it is not about me, but we,” he said. “By trusting the mission and people around you, a leader should act as a compass, showing people the way and helping them play to their strengths.”

Hologic’s culture attracted Larry to the company in October of 2020. “Who can’t get behind Hologic’s mission?” he said. “Everyone has women in their lives who need accurate diagnoses, and everyone at Hologic is part of that mission: To enable healthier lives, as a champion for women’s health, with the very best technology.”

For Hologic to execute on its mission, information security is essential. Highlighting the importance of cybersecurity, the Audit and Finance Committee of the Board regularly assesses this risk as part of their oversight responsibilities. As the world has become more connected and digital, this creates greater risk for all organizations. Larry and his team understand this and play a vital role in safeguarding Hologic’s assets; allowing the business to deliver on its commitments to customers and patients.

“By designing our products and systems to be resilient, we can ensure seamless business continuity,” said Larry. Furthermore, as COVID-19 has shown, security needs to continue to evolve as the threat landscape changes. To that end, Larry and his team have rolled out multiple improvements during the pandemic, such as enhanced monitoring, strengthening response capabilities, and continuously reminding employees to remain vigilant against opportunistic threat actors. All of this has been critical to ensure the security of every component of Hologic’s vast technology infrastructure.

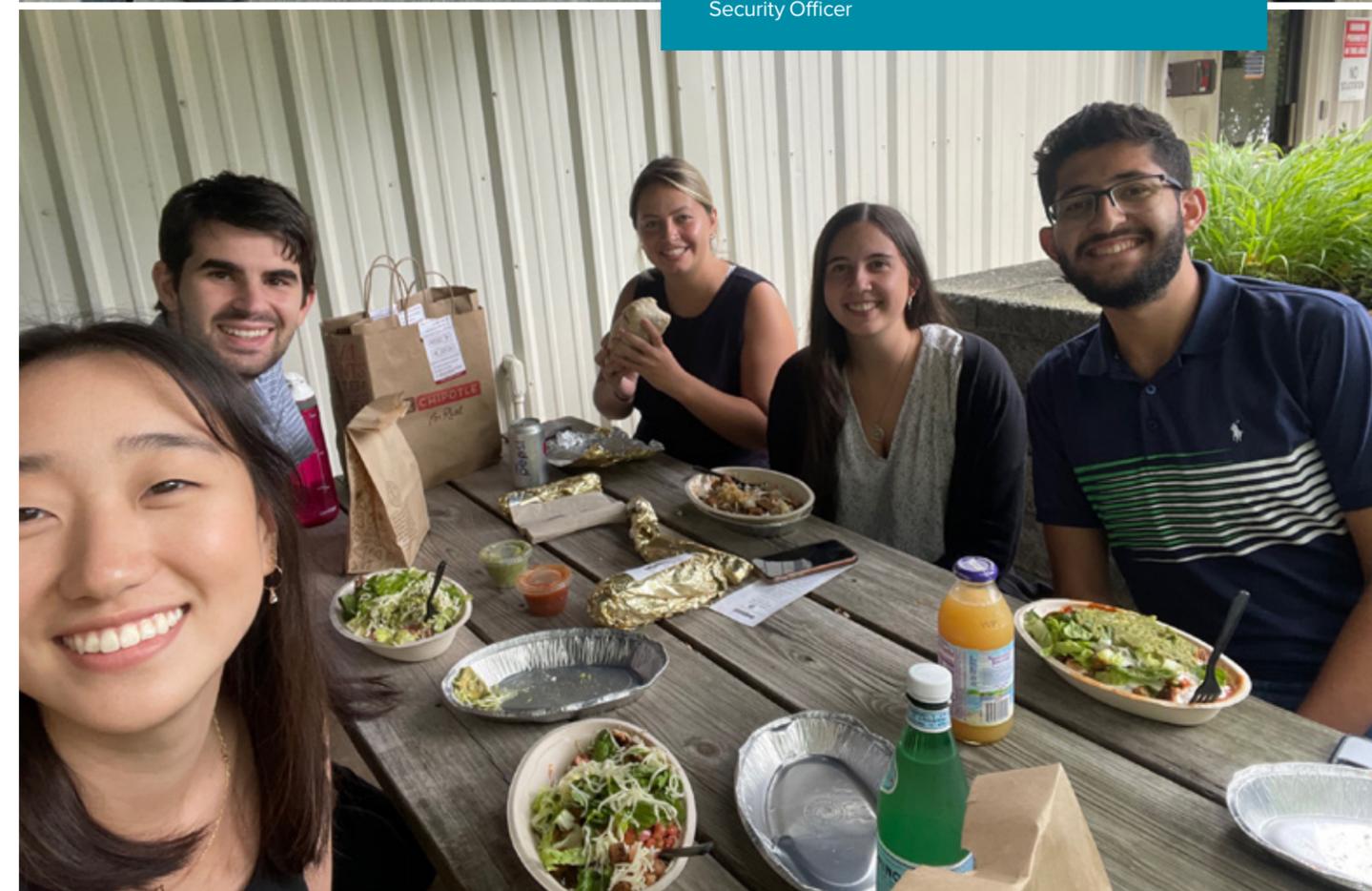
Larry sees his team’s role as galvanizing people to protect Hologic’s purpose, passion and promise. “We strive to provide the very best protection to our employees, customers and patients,” he said. “Security is about helping our people keep Hologic safe, so our teams can always deliver market-leading products globally to improve women’s health.”

Top right: Marvin Larry and some members of Hologic’s Information Security team. Bottom right: Some of Hologic’s summer 2021 interns discuss their progress during a lunch in Marlborough, Massachusetts.



“Everyone has women in their lives who need accurate diagnoses, and everyone at Hologic is part of that mission: To enable healthier lives, as a champion for women’s health, with the very best technology.”

— Marvin Larry, Vice President, Chief Information Security Officer



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Global Citizenship



I Making an Impact

“I know that each and every day, I contribute to saving women’s lives! Not only does my work help reduce mortality, but it also affects the quality of life for the women whom I care about and their families. What better mission in life could one have?”
— Kathleen Lott, Women’s Health Specialist, United States

“My main source of motivation is people, and the impact we all have on each other’s lives. Within Hologic, I have the privilege to help, support or empower fantastic colleagues, to stand for life-changing products, but also to have enough time to care for my (young and noisy) family. I definitely feel privileged to work at Hologic!”
— Pauline Seguy, Director of Commercial Development and Insights, France

“When I realize that more and more patients can get better treatment and benefit from advanced technology, faster recovery and less pain, which is what our NovaSure and MyoSure products can provide, I am proud of my company and find my job very meaningful.”
— Bencong Shi, Surgical Key Account Manager, China

“Since my first day at Hologic, I know that I’m a part of this mission: enabling healthier lives everywhere, every day. I know that I’m responsible for making a difference for women in our Latin American region.”
— Renata Daglio, Marketing Specialist, Brazil

“Being part of an organization that has solutions and innovative technology to save lives globally is very rewarding. It gives meaning to my purpose of saving lives, and every day I feel proud to be changing the trajectory of diagnostics and women’s health — powered by the purpose, passion and promise of the One Hologic team in Africa.”
— Dikeledi Khoza, Applications Support Lead, South Africa

I Hologic’s Continued Leadership Against COVID-19

Since March 2020, Hologic has shipped more than 150 million SARS-CoV-2 tests worldwide, underscoring the leading role that the organization has played in combatting COVID-19. By the end of the 2021 fiscal year, the Aptima® and Panther Fusion® COVID-19 assays had been utilized in more than 50 countries.

“Bringing urgently needed COVID-19 tests to 50 markets in such a short time required mass mobilization of cross-functional teams and support systems across the globe,” said Andrew Pieprzyk, Vice President of Diagnostics Strategic Development, International. “I was very impressed with the dedication the Regulatory Affairs teams showed in working with our R&D, Operations, Logistics, Marketing and Scientific teams across the globe. The teams’ dedication enabled Hologic to be a key partner in the world’s pandemic response and allowed our tests to reach millions of patients who needed fast and reliable test results to make informed healthcare decisions.”

Additional COVID-19 accomplishments in 2021 included:

-  **November** – Hologic announced that all three of its COVID-19 tests detect the Omicron variant.
-  **October** – Hologic launched the Aptima® SARS-CoV-2/Flu assay for simultaneous detection of COVID, influenza A and influenza B.
-  **July** – Hologic obtained CE-mark for the Aptima® SARS-CoV-2 assay for use with saliva samples.

We estimate that our products benefited approximately 347 million people across the globe in our fiscal 2021.

Hologic’s global presence

Hologic increasingly fulfills our purpose: to enable healthier lives everywhere, every day. We now provide our innovative medical technologies in more than 100 countries and territories – including those listed to the right – and look forward to further expansion of our impact worldwide.

Algeria	Chile	Guadeloupe	Madagascar	Puerto Rico	Taiwan
Andorra	China	Guatemala	Malaysia	Qatar	Tanzania
Argentina	Colombia	Guyana	Malta	Romania	Thailand
Aruba	Corsica	Hong Kong	Martinique	Russia	Turkey
Australia	Costa Rica	Hungary	Mexico	Rwanda	Uganda
Austria	Croatia	Iceland	Monaco	Saint Lucia	Ukraine
Azores	Curacao	India	Morocco	San Marino	United Arab Emirates
Bahrain	Cyprus	Indonesia	Mozambique	Senegal	United Kingdom
Bangladesh	Czech Republic	Ireland	Namibia	Serbia	United States
Barbados	Denmark	Israel	Netherlands	Singapore	U.S. Virgin Islands
Belgium	Dominican Republic	Italy	New Zealand	Slovakia	Venezuela
Bermuda	Ecuador	Japan	Nigeria	Slovenia	Vietnam
Bolivia	Egypt	Jordan	Norway	South Africa	Zambia
Botswana	Estland	Kenya	Oman	South Korea	Zimbabwe
Brazil	Falkland Islands	Kuwait	Panama	Spain	
Bulgaria	Finland	La Reunion	Peru	Swaziland	
Canada	France	Lebanon	Philippines	Sweden	
Canary Islands	Germany	Lesotho	Poland	Switzerland	
Cayman Islands	Greece	Luxembourg	Portugal	Tahiti	

Global Access Initiative: Expanding Access to Best-in-Class Diagnostic Tests in Emerging Markets



In its third year, the Hologic Global Access Initiative (GAI) demonstrated continued impact in expanding access to critical diagnostic testing and strengthening integration of healthcare services in emerging markets, despite the challenges of the COVID-19 pandemic.

Training lab staff on HPV testing in partnership with the Ministry of Health Zambia.

The GAI launched at the 2018 International AIDS Conference with a breakthrough all-inclusive pricing structure with no upfront cost or capital expenditure. Qualified products include molecular assays for HIV, hepatitis B and C, and human papillomavirus (HPV), as well as the ThinPrep® Pap test for cervical cancer screening.

The value of the GAI model was soon recognized by global donors and the initiative sparked a paradigm shift in the market, leading to widespread adoption of all-inclusive pricing among key donors such as the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) and The Global Fund. The market realized a price reduction in viral load testing, generating savings that could be reinvested into additional testing and related programs.

As the GAI marks its third year, Hologic continues to grow its footprint of Panther® molecular diagnostic testing systems, laying the groundwork for scalable solutions and introduction of the Panther® Plus in Africa. The Panther® Plus is an in-lab upgrade adding further capacity, walkaway time, and throughput without replacing existing equipment or infrastructure. Three Panther® Plus systems have been installed through the GAI, allowing countries to quickly meet the growing demands of SARS-CoV-2 testing while ensuring continuity of testing for people affected by other viral infections.

Hologic extended its reach to populations living in remote areas with approval of dried blood spot (DBS) samples using the Aptima® HIV-1 Quant Dx assay. The assay was awarded CE mark and World Health Organization (WHO) prequalification for testing DBS samples, which are more stable and easily transportable compared to liquid whole blood or plasma samples. In 2021, the U.S. Centers for Disease Control and Prevention (CDC) recommended DBS sampling for viral load monitoring and provided specific guidance to support lab adoption, facilitating expanded use of the Aptima® HIV-1 Quant Dx assay in African countries where DBS is the primary sample type.

WHO also has adopted a global strategy for cervical cancer elimination. One of the key pillars in reaching the ambitious 90-70-90 targets* is screening women with a high-performance test. As a global champion of women's health, Hologic recently supported the Ministry of Health in Zambia to launch trainings to scale up cervical cancer screening. One hundred and forty clinical healthcare providers and laboratory staff representing nine provinces participated and will be on the frontlines in expanding availability of vital screening for women. All nine Panther® systems in these provinces are expected to run the Aptima® HPV assay as the country expands its cervical cancer prevention program.



Above: A training group in Kabwe, Zambia — one of multiple courses that took place in September 2021 and included approximately 140 healthcare workers and lab technologists. Below: CIDRZ clinical laboratory supports COVID-19 testing in Zambia using the Panther system.

The GAI has delivered four million life-saving tests to men, women and children across 13 countries since the initiative began, and Hologic has also made an additional 700,000 tests available for COVID. Hologic continues to explore opportunities to expand to other countries in Africa, Asia, Latin America and the Caribbean to further our commitment to improving people's lives everywhere.

“At Hologic, we recognize that improved access to diagnostics requires more than just a product and as such, we strive to serve beyond our role as a supplier, but rather as a collaborative partner with a shared responsibility in contributing to equitable and sustainable health systems,” said Jesse Wambugu, Hologic’s Director for the Global Access Initiative, Africa. “The success of the GAI reflects the collective efforts of many partners who have dedicated their skills and expertise to saving and improving lives.”



* 90% of girls fully vaccinated with HPV vaccine by age 15; 70% of women screened with a high-performance test by 35 years of age and again by 45; 90% of women identified with cervical disease receive treatment (90% of women with precancer treated, and 90% of women with invasive cancer managed).

Philanthropy



Members of Hologic’s Human Resources team gather in Marlborough, Massachusetts to, among other topics, identify ways to further employee involvement in their communities.

At Hologic, supporting the communities where our employees live and work is central to our mission. We are proud of the impact our philanthropy is making to enable healthier lives everywhere, every day. To maximize our impact in ways that align with our business, we concentrate our giving efforts locally, and in three areas:

- Women’s health, and other healthcare fields in which we operate.
- Science, technology, engineering and math education (STEM), especially for underprivileged students.
- Social and racial equality, especially in healthcare.

Hologic’s resilient response to the COVID-19 pandemic has showcased how our products benefit the world. At the same time, the incredible business and financial success derived from developing and manufacturing molecular tests for COVID-19 has enabled us to significantly expand our philanthropic activities over the last two years.

For example, in 2021 we contributed \$20 million to our corporate charitable fund, the largest donations we have ever made to our fund. Over the next several years, we intend to use this money to support causes and issues that are close to Hologic’s mission, and near to many of our employees’ hearts. This is in addition to

our funding of Project Health Equality, most of which occurred in 2020 and more information about which can be found on page 20 of this report.

Grants, Charities and Donations in Millions

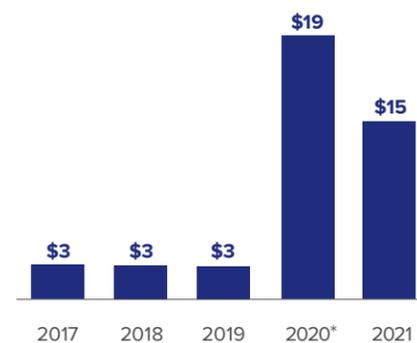


Chart above represents estimated funds disbursed to charitable third-party organizations, not contributions to our corporate charitable fund.

*Fiscal 2020 grants include the initial contribution for Project Health Equality.

Hologic Expands Philanthropic Activities

On Giving Tuesday (November 30), Hologic announced an expansion of our philanthropic activities, pledging to donate \$5 million from our charitable fund over the next year. These donations will be distributed as follows:

- \$1 million around Marlborough, Massachusetts, where Hologic is headquartered.
- \$1 million around San Diego, California, our largest facility.
- \$1 million near our other major U.S. sites.
- \$1 million near our international sites.
- \$1 million to support our internal “Partners in Giving” program.

This \$5 million commitment comes on top of Hologic’s other philanthropic efforts. Our corporate philanthropy committee, which includes employees from various divisions and sites, has provided hundreds of grants over the last several years. These grants generally range from \$2,500 to \$50,000 each and are given to non-profit organizations near our business locations that support women’s health, STEM education, and social and racial equality.

Starting in calendar 2022, we plan to further expand our support for these local non-profit groups, as well as many others of our employees’ choosing, by providing our U.S. colleagues an additional paid day off to engage in community service.

We also have continued to strengthen our scholarship funds. The Hologic Scholarship Fund awards scholarships of \$2,500 to \$5,000 for employees’ children and grandchildren. We also support minority students near our largest U.S. facilities by providing scholarship funding to three non-profit organizations that help students from underserved communities become the first in their family to attend college. Our actions highlight our belief that education is the key to both economic advancement and social equality.

Finally, in response to employee requests, in 2020 we established “Partners in Giving,” a limited “matching program” to supplement the donations – and the volunteer time – that many of our employees give to non-profit organizations of their choice. In 2021 we expanded this program by opening a second donation period, and by increasing the amount that Hologic adds to each employee donation. To date this program has donated \$366,832 to causes that are near and dear to our employees.

Partners in Giving



All these efforts support important, long-term business goals:

- Helping build a scientifically literate workforce for the future. Ensuring that minorities and financially underprivileged women have access to the best technology for the early detection of disease.
- Helping students with financial need chart a new path for their lives.
- Magnifying the impact that our employees’ personal donations have in their communities.

Product Donations

Hologic further supports women’s health by donating our breast and skeletal health equipment to hospitals and organizations in need. In fiscal 2021, we donated 188 pieces of equipment related to mammography screening, bone density, breast surgery and ultrasound. This was roughly triple the number of units that we donated in fiscal 2020. Some examples included:

- Donating Clarius HD ultrasound units with Viera software to the Grenada General Hospital Women’s Health Care Initiative to help improve diagnosis in a country where breast cancer is the leading cause of cancer-related deaths in women.
- Supporting investigator-initiated trials to compare treatment options or investigate new clinical uses.
- Our long-standing support for Radiologists Without Borders, an organization whose mission is to bring life-saving diagnostic solutions to medically underserved populations worldwide.

Minority-Owned Banking

Another example of Hologic supporting the communities in which we operate is the relationship we have built with OneUnited Bank, a Massachusetts-based institution that provides financial services to support economic development in urban communities. Hologic has deposited \$2 million with OneUnited to support low- to moderate- income communities. OneUnited is a leader in providing innovative products and services that increase access to critically needed financial services for underserved communities. In the past two years, the bank has financed over \$100 million in loans, and more than 70% of OneUnited’s loans go toward low- to moderate-income and minority communities.

The Environment

Hologic aims to make business decisions that have a positive impact on the environment and we manage our environmental health and safety (EH&S) concerns as an integral part of our business. Given that philosophy, we are pleased to announce several new long-term environmental targets:

Environmental Goals (for Operational Sites)

- Achieve 15% reduction in non-hazardous/non-recyclable waste by 2025*
- Convert to 50% renewable electricity by 2030, 75% renewable electricity by 2035
- Achieve 40% reliance on self-generated renewable energy on owned sites by 2030
- Achieve a 30% reduction of Scope 1 & 2 emissions by 2030*

Above goals are as a percentage of revenue.

To achieve our new environmental goals, we will focus on promoting energy-efficient practices, adapting new technology to be as environmentally friendly as possible, minimizing the amount of hazardous waste generated, and ensuring that regulated waste is disposed of in a safe and lawful manner.

*Reduction compared to 2020.

**As a percentage of revenue.

1. Solid waste is defined as the quantity of waste disposed as landfill, recycled, composted, and other (ex. reclaimed for energy).

2. Regulated waste is defined as the quantity of waste disposed as hazardous waste, biohazardous or medical waste, universal waste, or radioactive waste.

Furthermore, although we achieved our previous environmental target – set in 2016, to reduce greenhouse gas emissions** by 10% by 2021, early in 2019 – we are pleased to report yet another year of improvement against this metric, as highlighted by our emissions summary chart.

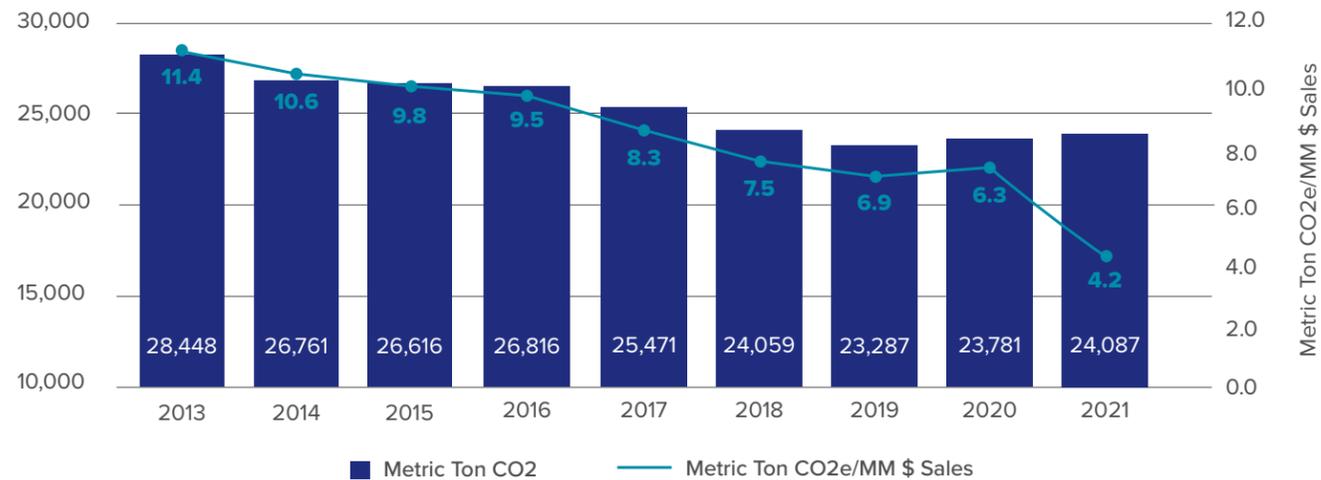
In addition, for the first time, we are disclosing data pertaining to electricity, waste, and water consumption. The below table is based on data available and quantifiable at this time.

Environmental Indicators

	2019	2020	2021
Electricity (MwH)	55,126	53,592	51,284
Solid Waste ¹ (MT)	1,723	1,357	2,065
Regulated Waste ² (MT)	245	248	261
Water (Cubic Meters)	140,623	137,410	157,632

Above table uses estimates where necessary.

Hologic's Emissions Summary 2013-2021



Our Goals in Action

Hologic Costa Rica Wins Ecologic Blue Flag Award

Costa Rica's Ecologic Blue Flag Program (Bandera Azul Ecológica) is an initiative developed by the Costa Rican Government to help protect the environment by recognizing achievements in sustainability. The program began in 1996 as an incentive for coastal communities to keep their beaches clean and has grown to encompass a wide variety of destinations and categories. In the climate change category, Hologic Costa Rica scored a perfect 100 points in most assessment criteria, including waste management and reduction of water usage.

Controlling Peak Energy Usage in Costa Rica

The industrial sector in Costa Rica operates on an electric fare model, in which there are three different recurring time periods each day. These time periods – night, valley, and peak – have a different cost for using electricity.

In order to minimize our reliance on the country's electricity grid, Hologic's Costa Rica team has implemented the following strategies to control our peak usage:

- Avoid using high consumption equipment during peak periods.
- Utilize automatic equipment, which starts according to a specific sequence. This avoids all equipment starting up at the same time after a power outage.
- Employ a photovoltaic system to inject power during each day's first peak period.

New, World-Class Breast and Skeletal Health Facility in Delaware

Hologic will invest more than \$20 million to create a world-class breast and skeletal health center in Newark, DE. This investment will repurpose and renovate over 100,000 square feet of the facility and create 225 jobs.

In addition, the facility will be designed with a green approach to design, construction and operations. Specifically, the design approach of the facility will include:

- Renewable energy, geothermal and/or solar
- Natural passive ventilation
- Recycled materials and finishes
- Digital and automated smart controls
- Electric vehicle considerations
- More usable exterior space for occupants
- Expanded waste conservation and management
- Expanded recycling program and incentives



Hologic Newark employees gather for a team engagement event.

Strong Governance

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Governance and Shareholder Engagement

Our Board believes that good governance not only requires an effective set of specific practices, but also a culture of responsibility and accountability throughout the organization.

Governance at Hologic is intended to achieve both. Good governance ultimately depends on the quality of an organization’s leadership, and our Board is committed to recruiting and retaining directors and officers with proven leadership ability and personal integrity.

The Board is engaged with management, with each other, and with the Company’s shareholders. Beginning in 2015, we implemented a year-round approach to shareholder engagement. In addition to discussions just before our Annual Meeting, we initiate discussions during a quieter period several months later, reaching out to a number of our largest investors to discuss business highlights, compensation and governance matters— or whatever else is on their minds. Directors participate in these discussions as requested, and are updated on calls in which they do not participate.

Our Board takes feedback from investors seriously. Feedback from investors has helped shape our compensation programs, as well as our governance structures. In fact, discussions with several of our largest investors helped shape our approach to sustainability reporting, including the development of this report.



Board Transformation and Structure

Our Board, which consists of a uniquely strong group of proven leaders in diverse healthcare companies, has been transformed through purposeful refreshment over the past six years.

2015 Board had 11 members—including two representatives of the Icahn Group

2021 Eight members—no activist investor representatives

- Four of the directors on the Board in 2015 remain.
- Four new independent directors were elected to the Board since 2015.

These new directors bring experience and expertise in areas important to the Company and the Board, including:

- Worldwide operations.
- Leadership of global, innovative organizations.
- Financial expertise.
- Healthcare industry experience.

The mix of experience, diversity and fresh perspectives on the Board serves to strengthen management and the Company.

Given its smaller size, each member of the Board is highly engaged, contributing and having his or her voice heard, while supporting and appropriately challenging management.

Our Board has an ongoing commitment to Board refreshment and to having highly qualified, independent voices in the boardroom— which has resulted in an exceptionally well-balanced group.

Key Skills

- Healthcare Industry Experience
- Business Development/M&A
- Executive Leadership
- Global Experience
- Operational
- Financial Expertise
- Human Capital Management
- Technology

Jay Stein co-founded Hologic in 1985 and served as the Company’s Chairman and Chief Technology Officer over the years. On page 45 and above, our Board and Global Leadership Team paid tribute to his innovation legacy during a celebration of his career and retirement in late 2021.



Women’s Forum of New York

Hologic is proud to be among the Women’s Forum of New York’s 2021 Corporate Champion honorees. This recognition highlights S&P 500 and Fortune 1000 companies that meet, or exceed, 35% representation of board seats held by women.

Women on Hologic’s Board

For each of the past 11 years, women have comprised over 30% of our Board.



Left: Sally Crawford, Hologic’s Independent Lead Director

Board Composition

The Board is composed of a majority of independent directors, and each of the three Board committees (Audit and Finance, Compensation, and Nominating and Corporate Governance) is composed entirely of independent directors. The current membership of our Board and each committee is listed below.

Director and Principal Occupation	Age	Since	Independent	Current Committee Membership
Stephen P. MacMillan Chairman, President and Chief Executive Officer, Hologic, Inc.	58	2013		• N/A
Sally W. Crawford Former Chief Operating Officer, Healthsource, Inc.	68	2007	✓	• Lead Independent Director • Compensation • Nominating and Corporate Governance (CHAIR)
Charles J. Dockendorff Former Chief Financial Officer and Executive Vice President, Covidien plc	67	2017	✓	• Audit and Finance (CHAIR)
Scott T. Garrett Senior Operating Partner, Water Street Healthcare, Partners	71	2013	✓	• Compensation (CHAIR) • Nominating and Corporate Governance
Ludwig N. Hantson Former Chief Executive Officer Alexion Pharmaceuticals, Inc.	59	2018	✓	• Compensation • Nominating and Corporate Governance
Namal Nawana Executive Chairman, Sapphiros	51	2018	✓	• Compensation • Nominating and Corporate Governance
Christiana Stamoulis Executive Vice President and Chief Financial Officer, Incyte Corporation	51	2011	✓	• Audit and Finance
Amy M. Wendell Former Senior Vice President, Strategy & BD&L, Covidien plc	61	2016	✓	• Audit and Finance

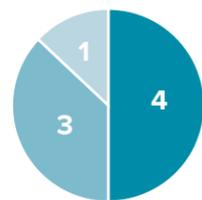
Board Tenure Diversity



7 years average tenure

- Newer (<5 yrs.)
- Medium-tenured (6-10 yrs.)
- Experienced (>10 yrs.)

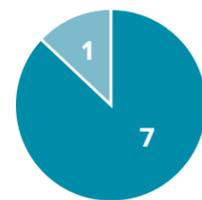
Board Age Diversity



Median age is 60

- 50s
- 60s
- 70s

Board Independence



Over 87% of our Board is Independent

- Independent
- Not Independent

Board Diversity



Gender, geographic and demographic background diversity

- Female
- Born outside of U.S.
- Underrepresented minority



Roles of the Board

Taking an active role in the Company's strategic direction, the Board continually educates itself on the Company's products, markets, customers, competition and culture. The Board assesses risk, evaluates management's performance, plans for successors and provides overall guidance and direction to the Company.

Risk Oversight

Our Board is responsible for risk oversight. A fundamental part of risk oversight is understanding the risks that we face, the steps management is taking to manage those risks, and assessing our appetite for risk. Risk management systems, including our internal auditing procedures, internal control over financial reporting, and corporate compliance programs, are designed in part to inform management about our material risks.

Our Board receives regular reports from management on matters relating to strategic and operational initiatives, financial performance and legal developments, including the related enterprise-risk exposures. The involvement of the Board in the oversight of our strategic planning process is a key part of its assessment of the risks inherent in our corporate strategy.

Each year, the Board also reviews an enterprise risk management report compiled by business leaders who have assessed risks throughout the business over a three-year horizon, focusing on financial risk, legal/compliance risk and operational/strategic risk. The report details the Company's top 10 risks, as well as mitigating actions and plans relating to those risks. **Underscoring the Board's and management's focus on enterprise risk are the individual performance objectives of the executive leadership team, which**

are again aligned with the Company's top enterprise risks, as identified in the enterprise risk management report.

While the Board has overall responsibility for risk oversight, each of the three standing committees of the Board regularly assesses risk in connection with executing their responsibilities.

- The Audit and Finance Committee focuses on cybersecurity risk, as well as financial risk, including internal controls (see related story on page 32). The Committee receives regular reports on cybersecurity, as well as an annual risk assessment report from the Company's internal auditors.
- The Compensation Committee oversees risk relating to compensation. Its independent compensation consultant conducts a risk assessment of our executive compensation programs, and members of our internal legal, human resources and sales operations departments evaluate our other compensation programs to assess risk. These results are presented to the Compensation Committee annually.
- The Nominating and Governance Committee oversees all of our governance processes and attendant risks.

ESG Oversight

The Board recognizes the connection between ESG topics and risk mitigation, financial performance and shareholder return.

The Board's Nominating and Corporate Governance Committee oversees the Company's reporting on ESG. Furthermore, a steering committee of senior members of management has been tasked with monitoring and reporting on key ESG topics, and drafting an annual sustainability report.

Compensation Philosophy and Structure

Our Compensation Philosophy

Our ability to compete effectively depends to a large extent on our success in identifying, recruiting, developing and retaining management talent. To this end, the design of our executive compensation program and the decisions made by the Compensation Committee of the Board are guided by the following principles:

PAY FOR PERFORMANCE

We believe that our compensation programs should motivate high performance among our Named Executive Officers (NEOs) within an entrepreneurial, incentive-driven culture and that compensation levels should reflect the achievement of short- and long-term performance objectives.

COMPETITIVE PAY

We aim to establish overall target compensation (compensation received when achieving expected results) that is competitive with that being offered to individuals holding comparable positions at other public companies with which we compete for business and talent.

FOCUS ON TOTAL DIRECT COMPENSATION

We seek to offer a total executive compensation package that best supports our leadership talent and business strategies. We use a mix of fixed and variable pay to support these objectives, and provide benefits and perquisites, where appropriate.

Hologic is focused on growth, efficient use of capital, and shareholder value. Consequently, the Company uses measures of adjusted revenue, adjusted EPS, ROIC (return on invested capital), free cash flow, and relative TSR (total shareholder return) for incentive compensation plans. We believe this compensation structure drives performance, while also ensuring management efforts are aligned with the interests of our shareholders.

ROIC

The Compensation Committee introduced ROIC as a performance metric in fiscal 2014 to hold management accountable for generating greater returns on capital allocated. This metric:

- Creates an effective balance of growth and returns.
- Holds management accountable for the efficient use of capital.
- Links executive compensation to value creation.

ADJUSTED FREE CASH FLOW

In fiscal 2020, the Compensation Committee added the measure of free cash flow, which is an important metric as the Company seeks to continue to deploy capital efficiently with continued business development activity and share repurchases.

RELATIVE TSR

In addition to being well-received and supported by our stockholders, use of relative TSR:

- Provides an external performance measure, which complements the internal ROIC measure.
- Links executive compensation directly to stockholder value creation.

Incentivized to Drive Stockholder Value

Our Board believes that our directors and officers should hold a meaningful financial stake in the Company to further align their interests with those of our stockholders. Each non-employee director is expected to achieve equity ownership in the Company with a value of five times annual base cash retainer within five years of his or her election to the Board. Our CEO is expected to achieve equity ownership in the Company with a value of five times his then current base salary and each of our other executive officers is expected to achieve equity ownership in the Company with a value of two times his or her then current base salary, within five years of becoming subject to the guidelines. All our non-employee directors and all of our executive officers who have been subject to the guidelines for five years have achieved ownership in excess of them.

Mr. MacMillan owns equity in the Company with a value of over 161 times* his fiscal 2021 base salary, making him one of our 20 largest stockholders. Mr. MacMillan purchased approximately 11% of these shares in the open market. As evidenced by his substantial ownership of Hologic shares, Mr. MacMillan's interests are well-aligned with those of our stockholders.

* Only shares of stock issued and outstanding (or vested and deferred under our deferred equity plan) are credited toward the ownership goals. No unvested RSUs or PSUs or outstanding stock options (regardless of whether or not vested) are credited toward the ownership goals.

Governance Policies and Procedures

Employee Code of Conduct

Our Code of Conduct, which is publicly available, outlines Hologic's commitments to integrity and ethical conduct. It is a resource for all employees to identify the principles and values that Hologic is founded upon and to understand what is expected of them. All employees must read and understand the Code of Conduct, as well as our policies and procedures, and strive to uphold the principles of integrity and ethics in these written standards.

Some of the basic values that form the underpinnings of our Code include:



Honesty. Being truthful and upfront with co-workers, customers, communities, suppliers, distributors and shareholders.



Trust. Building team spirit and confidence by communicating openly and honestly.



Integrity. Delivering what Hologic promises and standing up for what is right.



Citizenship. Obeying the laws of all the jurisdictions where the Company does business.



Respect. Treating each other with fairness and dignity and appreciating the unique abilities and strengths of each individual, as well as the advantages of diversity.



Responsibility. Taking the initiative to speak up and report concerns regarding ethical conduct and seeking reliable guidance in cases of doubt.

Diversity Policy

Our approach to diversity is covered in our employee Code of Conduct, and is supported internally through our global Anti-Discrimination and Anti-Harassment Policy. Hologic is fundamentally committed to the principle that those we interact with, whether employee, vendor, partner, or customer, will be treated with respect, dignity and professionalism. We are an equal opportunity employer. It is Hologic's policy to administer all human resource actions and policies without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, ancestry, age, mental and/or physical disability, genetic information, veteran status, any military service or application for military service, marital status, creed, citizenship status or membership in any other category protected under state, federal or local law. All employment decisions and personnel actions, including hiring, promotion, compensation, benefits and termination, are and will continue to be administered in accordance with, and to further the principle of, equal employment opportunity. Performance of supervisors and employees alike will be evaluated on the basis of work-related criteria. Our global Anti-Discrimination and Anti-Harassment Policy explicitly prohibits any form of discrimination, harassment, sexual harassment or retaliation. It also clearly outlines the complaint procedure process. All employees are required to undertake biannual anti-harassment and anti-discrimination training and to acknowledge and adhere to our Anti-Discrimination and Anti-Harassment Policy.

Human Rights and Fair Working Conditions

Human rights and fair working conditions are covered in our employee Code of Conduct. Hologic supports fundamental human rights globally and is committed to a work environment that is free from human trafficking and slavery. We do not allow child or forced labor by our Company, nor do we knowingly work with business partners that employ children or forced labor. We also follow all applicable wage and hour laws.

For more information, please review Hologic's International Modern Slavery Policy [here](#).

Ethics in Sales and Marketing

Hologic is dedicated to the improvement of patient care by providing innovative, high quality, cost-effective healthcare technology. We recognize that adherence to ethical standards and compliance with applicable laws and regulations is critical to achieving these objectives. As a developer, manufacturer and supplier of diagnostics and medical devices, Hologic is subject to laws and regulations designed to protect patients and consumers, improve the quality of healthcare services, and help eliminate fraud and improper influence on medical judgment. Our products are closely regulated by government agencies, health ministries and regulatory authorities worldwide. We prioritize integrity as a fundamental aspect of our sales and marketing practices. Hologic is committed to conducting its business ethically and in compliance with all applicable laws and regulations, including the U.S. Foreign Corrupt Practices Act (FCPA) and other laws that prohibit improper payments to obtain a business advantage. In addition, as a medical products manufacturer, Hologic has the added responsibility of ensuring that representations regarding our products are consistent with the approved label. Our policies ensure employees communicate clearly and accurately so that customers understand the features and benefits, but also limitations, of our products. Customers and patients, as well as our business partners and suppliers worldwide, rely on Hologic for honest and accurate communication. Our commitment to ethics is part of everything we do, and we take the following steps to ensure our employees understand how to achieve business objectives with transparency, honesty and integrity.

- We maintain and promote our Code of Conduct, which sets forth our philosophies regarding ethical business practices and contains guidance specific to anti-corruption, anti-bribery, ethical promotion, and marketing practices, among many other topics.
- We provide our Code of Conduct in eight languages, so that substantially all our employees can read it in their first language.
- Upon hire and biannually thereafter, employees are required to take a Code of Conduct training course, which provides examples and hypotheticals on how the concepts can be applied to daily business practices. This course is also offered in eight languages.
- We require all employees to certify to our Code of Conduct on an annual basis to ensure their continued understanding of its contents.
- We maintain various additional policies that provide further detail on the topics covered in our Code of Conduct. Several of these are also supported by online training modules that employees take when they join the Company and on a regular basis thereafter.
- We maintain a process by which all marketing and promotional materials are reviewed by subject-matter experts to ensure that claims are accurate, supported by reliable data, and consistent with the approved product labeling.
- We provide a compliance hotline that is available internally and externally to employees and third parties whereby they may report compliance concerns to us. Reporting can be done anonymously at the discretion of the employee.

Management Oversight

We employ a compliance team who has responsibility for monitoring and following up on compliance matters, maintaining and updating compliance policies and procedures, and reporting their activity to senior management, as well as to the Board of Directors, to ensure visibility to compliance matters at all levels of the Company. The Hologic Corporate Quality Manual covers management responsibility, which includes our commitment to ensure the suitability, adequacy and effectiveness of the Quality Management System through intervals defined in the management review procedure. These processes ensure compliance of all marketing materials and product claims.

Risk Assessments

We perform risk assessments of all processes covered under the Hologic Quality Management System (QMS), and these assessments are governed by our risk management procedure. Hologic uses a risk-based approach as per ISO14971 for product risk management. This risk-based approach applies control of the processes related to the oversight of marketing materials and product claims. Our procedures enhance product safety, product design and design change effectiveness through the identification, estimation, control, verification and tracking of safety risks and associated safety requirements. Risk management is a continuous, iterative process throughout the entire life cycle of a device, requiring regular systematic updating.

Compliance Monitoring and External Audits

Hologic conducts internal audits using a risk-based approach at planned intervals to determine whether the QMS, which covers ethical marketing materials, is functioning as required. This includes conformance to the planned and documented arrangements, including audit criteria based on the regulations, directives, standards and internal requirements. Additionally, announced and unannounced external audits are conducted by third parties, such as the FDA and Notified Body, in accordance with their individual regulatory requirements.

Reporting of Violations and Incident Investigations/Corrective Actions

Our Hologic corporate field action procedure governs the process for managing field actions that applies to all products manufactured by or for Hologic and is applicable when a Hologic product, including software, has entered commercial distribution and is suspected of posing a risk to health or violating applicable regulations. This includes ensuring correct and compliant marketing materials and product claims. When nonconformance to any process is detected, appropriate action is taken, and records of actions taken are maintained. Hologic has documented procedures for issuing advisory notices in accordance with applicable regulatory requirements.

Hologic's Corrective and Preventive Action (CAPA) Procedure

The procedure provides the minimum requirements for initiating, investigating and completing corrective and preventive actions. This includes compliance associated with ethical marketing materials. Hologic takes action to eliminate the cause of nonconformities to prevent recurrence. Corrective actions are proportionate to the risks and effects of the nonconformities encountered. The corrective and preventive action system is intended to identify actions needed to correct and prevent recurrence of nonconforming product or other quality problems. In addition, the corporate procedure for complaint handling provides oversight for the process for Hologic marketed products, ensuring we handle customer complaints in accordance with regulations.

AdvaMed Code of Ethics

Hologic is committed to conducting itself in compliance with all rules and regulations applicable to the areas in which we operate. As part of this commitment, Hologic is a proud supporter of the ideals and values articulated by AdvaMed and a signatory to the 2020 AdvaMed Code of Conduct. For more information regarding AdvaMed, please go to: <https://www.advamed.org/about-advamed>. A link to the 2020 Code of Ethics may be found [here](#).

Ethical Interactions with Healthcare Professionals

Hologic recognizes that healthcare professionals are critical partners in our ability to fulfill the Company's mission. For Hologic to understand the needs of the healthcare community and provide the highest quality products, we must regularly work and interact with healthcare professionals. Strict regulations govern our interactions with healthcare professionals, which include physicians, nurses, and hospital or medical office administrators, and we ensure our employees are aware of the potential compliance risks inherent in these interactions. Our policies and robust employee training programs ensure that any interaction Hologic employees have with a healthcare professional serves an appropriate and ethical business purpose, does not interfere with the healthcare professional's independent medical judgment, and does not violate local law or regulation. The Company maintains systems, policies and training to ensure that any exchanges of value between the Company and healthcare professionals are tracked, monitored and reported in accordance with applicable payment disclosure laws. We disclose payments and transfers of value made to physicians and other healthcare entities in every state and country where disclosure is required by law. In the United States, this information is published on the Centers for Medicare and Medicaid Services Open Payments site. Like our Code of Conduct and other compliance policies, our programs to ensure ethical interactions with healthcare professionals include written policies and online and ad hoc training depending on an employee's function (for example, compliance training to sales professionals during their annual sales meeting). In addition, we use procedures and systems to help ensure we are meeting our requirements. These include online expense reporting platforms that include embedded features like required data fields and compliance certifications prior to submission. Finally, we employ individuals who have responsibility for monitoring compliance, enhancing our programs as needed, and reporting to senior management and the Board. Our internal policies include the following:

- Medical Education and Healthcare Professional Interaction Policy
- State Healthcare Professional Interactions (SHIP) Policy
- Gifts and Other Incentives Policy
- Healthcare Anti-Inducement and Anti-Kickback (HAK) Policy
- Foreign Corrupt Practices Act and Other International Bribery Laws Policy
- Sunshine Act Policy

Conflict Minerals

Our policy is publicly available [here](#). Hologic supports the goal of ending human rights violations, violence and harmful environmental impacts in the covered countries and around the globe. We are committed to complying with all requirements applicable to the Company under the conflict minerals rule.

Antitrust and Competition Laws Compliance

Antitrust and competition laws compliance are covered in our employee Code of Conduct. Antitrust laws are generally designed to foster and preserve fair and honest competition within the free enterprise system. Hologic requires all employees to comply with all applicable antitrust laws, and we are committed to prohibiting any actions that result in unfair methods of competition or restraint of trade.

Formal Grievance Escalation Process

Hologic is an organization with strong values of responsibility and integrity. We are committed to fostering an environment in which open, honest communications are the expectation, not the exception. We encourage employees to feel comfortable approaching their supervisor or management in instances where they believe violations of policies or standards have occurred. However, in situations where employees prefer to place an anonymous report in confidence, they are encouraged to use our hotline provider, which is hosted by a third party. Employees can submit reports relating to violations stated in our Code of Conduct, as well as ask for guidance related to policies and procedures. The information provided is sent to Hologic on a confidential and anonymous basis at the discretion of the employee.

Information Security Governance

The Company recognizes that proper governance, oversight and compliance with guidelines related to information security are critical to the sustainability of our businesses and ensure that critical intellectual property and data privacy are protected. The Hologic Information Technology (IT) Department is responsible for developing, maintaining and revising policies, procedures and standards that pertain to the security and protection of Hologic's information assets and services. The governance structure of the IT organization is designed to ensure that Hologic's technology investments are aligned with strategic and cross-functional business objectives. Governance activities are targeted at understanding the business priorities, enabling the enterprise to grow its operations, and implementing the strategies and solutions required to support the future needs of Hologic. The two main components of governance are:

The creation of decision-making mechanisms, whether committees, review boards or written policies.

The assignment of decision-making authority and accountability.

The decision-making structure for Hologic's information security governance includes the following individuals and entities:

- Chief Information Officer
- Chief Information Security Officer
- IT senior leadership team
- IT risk management committee
- Project Management Office (PMO) prioritization leadership committee
- IT investment council

Our IT department has established the Hologic Information Technology Risk Management framework to identify the risks associated with Hologic information resources and IS processes and operations, and to mitigate those risks. Risk identification and prioritization help assure that resources expended on information security controls are applied where most needed to protect Hologic's information assets.

Regular Employee Training on Cybersecurity Issues

All Hologic employees, contractors and consultants are required to undergo annual cybersecurity training and education. Employees are adequately trained to protect Hologic information, systems and resources, and to perform information security-related duties and responsibilities. Security training, education and awareness are provided for all personnel, including but not limited to managers, senior executives, contract employees and third-party contractors. These activities are essential tools to help personnel identify potential threats and vulnerabilities of hardware, software and social engineering techniques and to ensure employee work practices are using effective countermeasures to reduce cybersecurity risks. Hologic's security awareness program is communicated in an engaging manner and in the following instances:

- Initial training for new employees, contractors and consultants.
- When required by information system changes.
- On an annual basis thereafter.

All personnel are trained on many cybersecurity concepts, including the following:

- Enabling and utilizing secure authentication.
- Identifying and reporting different forms of social engineering attacks, such as phishing, phone scams and impersonation calls.
- Recognizing and reporting potential indicators of insider threats.
- Identifying and properly storing, transferring, archiving and destroying protected information based on the Information Protection Policy.
- Awareness of causes for unintentional data exposures, such as losing mobile devices or e-mailing the wrong person due to autocomplete in email.
- Ability to identify the most common indicators of an incident and being able to report such an incident.

Intellectual Property and Data Privacy Protection

Data privacy protection is covered in our employee Code of Conduct. Information and information systems are fundamental to daily operations and to the future success of Hologic, so our Board of Directors and management team are committed to preserving and protecting data and information systems. We have several internal policies and associated training courses that govern employee behavior and educate employees on how to effectively manage risks. The objective of our policies is to safeguard the confidentiality, integrity and availability of our information and systems. Our policies include:

- Information Protection Policy
- Information Security Policy
- Information Security Management Policy
- Social Media Policy
- Acceptable Use Policy for Technology
- Cybersecurity Training, Education, and Awareness Policy
- IS Risk Management Policy

Hologic's Internal Audit Department periodically audits our cybersecurity program. In addition, the information security risk and compliance teams periodically have external experts evaluate and provide recommendations for Hologic's cyber and risk programs. Hologic's internal vulnerability program evaluates assets weekly. To prioritize remediations, risks are assessed on business criticality and likelihood. Hologic has vulnerability assessments and penetration tests performed on an annual basis by a third-party testing organization. In addition, individual assets are tested as required throughout the year.

Information Management System Aligned to Standards

Hologic is not currently certified to ISO 27001 standards, but our cybersecurity program is aligned with the National Institute of Technology (NIST) Cybersecurity Framework (CSF). The NIST CSF offers a simple, yet effective, construct whose core represents a set of cybersecurity practices and outcomes, as well as technical, operational and managerial security controls that support the five risk management functions: identify, protect, detect, respond and recover.

Clinical Trial Governance

Overview and Clinical Trial Standards

The Company recognizes that proper governance, oversight and compliance with guidelines and regulations related to clinical trials is critical to the sustainability of our businesses and new product development. Further, it ensures that our products improve the quality of patient care and clinical outcomes, while meeting our high-quality standards. Hologic is committed to preserving the health and dignity of individuals with whom we interact, including, but not limited to, conducting our clinical trials in compliance with the highest ethical, scientific clinical and regulatory standards. Our management of clinical trials includes a commitment to adhere to the national and international best practice guidelines and regulatory agency guidance applicable to each region such as Good Clinical Practices (GCP), the International Standards Organization (ISO), the U.S. Food and Drug Administration (FDA) and the U.S. Department of Health and Human Services (HHS) guidance documents; as well as the regulations set forth by the European Medicines Agency (EMA) and the European Union's (EU) Medical Device Regulation (MDR) and In Vitro Diagnostic Regulation (IVDR). We have established managerial responsibility for ethical conduct in clinical trials across all our divisions, and our governance procedures apply to all U.S. and international trials for both insourced and outsourced trials. We have implemented and comply to clinical monitoring procedures, which require the conduct of studies to be observed by qualified clinical monitors with oversight by our internal clinical affairs management teams and clinical trial leads. We also ensure that we conduct training and awareness programs for all Hologic employees involved in clinical trials. GCP and human subjects protection training is required for all Hologic employees involved in the conduct of clinical trials, and this training is regularly reviewed and updated. In addition, our clinical trial protocols are provided to an Independent Institutional Review Board (IRB) or Ethics Committees (EC) for review as appropriate for each region. The IRBs and ECs have the authority to approve, modify or stop clinical trials. We are committed to conducting clinical trials in the regions where investigational products will be used and we adhere to applicable local regulatory guidelines and requirements, which require various clinical trial sites that represent various geographical regions. All clinical trials comply with the U.S. and International Codes of Regulations, Standards and Guidelines for Human Subjects Protection, and Ethical Review of Clinical Trials policy, including ensuring we obtain participants' free and prior informed consent before they participate in any clinical trial.

Grievance Mechanisms for Clinical Trial Participants

Hologic has established processes and procedures associated with clinical trial participant grievances. A principal investigator at clinical sites is responsible for participant care, and Hologic has a technical support department that can be contacted by clinical sites. Our procedures define the Clinical Affairs department as the first-line contact for our investigational clinical sites.

Reporting on Violations in Clinical Trials, and Corrective Actions

We have had no violations to report to date. Many of our clinical trials are subject to clinical trial site and sponsor audits under FDA's Biomedical Research Program (BIMO). To date, BIMO audits conducted by the FDA on our clinical trials have resulted in no major findings at either the clinical site or site sponsor.

Risk Management Prior to and During Ongoing Clinical Trials

Our clinical trials are managed by Hologic Clinical Affairs departments. These teams ensure compliance with product development procedures. These procedures include governance processes, phase exit reviews and a clinical trial readiness review prior to the initiation of the trial. In addition, our core teams have internal department-level documents including a clinical strategy plan that contains risk mitigation processes.

Clinical Trial Data Transparency

Registration of Clinical Trials in Publicly Available Databases

When required, we register clinical trial data and results, including terminated clinical trials, on public websites such as ClinicalTrials.gov, within a reasonable timeframe following conclusion of the trial. This transparency helps our customers make informed decisions about the safety and efficacy of our products. Public disclosure is not currently required for some of our clinical trials, such as IVD diagnostic

clinical trials, as these are considered observational versus interventional. However, our product package inserts contain a summary of the clinical performance studies, including results of our IVD diagnostic trials, and these are available without restriction. If applicable under executed confidential disclosure agreements, we make raw clinical data available to third parties. For example, site-specific and patient de-identified data can be transferred for publication purposes per executed clinical trial agreements. In addition, most of our clinical trials are ultimately published in peer-reviewed journals.

Animal Research Policy

Animal research is key to many great modern medical advances, and while ending animal research may be possible in the future, it is not possible today. As it relates to developing new products at Hologic, animal studies are sometimes required by regulatory agencies around the world to better understand treatment outcomes and to ensure surgical procedures or medical devices are safe and effective. Hologic conducts mandatory animal testing for the development of products primarily related to breast health, skeletal health and gynecological surgery. FDA approval is required prior to marketing such products, which must be supported by data including preclinical animal studies to demonstrate safety and effectiveness of the products and their designs. Hologic is committed to complying with currently applicable scientific, legal, regulatory and ethical requirements, guidelines and policies to ensure animal welfare. Studies are carried out by individuals who are both trained and qualified in science and in the proper care, handling and use of animals, and experienced with the species being studied.

Quality Management Systems

The purpose of Hologic's Quality Management System (QMS) is to consistently meet customer requirements and enhance customer satisfaction. The performance of the QMS is documented and maintained to ensure its effectiveness in accordance with applicable standards and regulatory requirements. It is aligned with Hologic's mission and values, and constitutes a framework that ensures continuous improvement.

The Hologic QMS includes multiple regulatory certifications, such as the current ISO 13485:2016 certifications, which are held at each of our sites along with EU MDR and IVDR certifications. In addition, each Hologic site is responsible for maintaining an adequate organizational structure to ensure that products manufactured there are designed and produced in compliance with the requirements of the QMS. Individuals responsible for performing and verifying work affecting quality are defined. These individuals have the independence and authority to assure product quality and conformance to specifications and quality objectives. Each site has an organizational chart that clearly delineates roles and functional responsibility.

The Hologic QMS takes into account requirements unique to our business and the regulatory requirements of the healthcare industry. Hologic has documented procedures for providing complaint notification to the appropriate regulatory authorities. These meet specified reporting criteria for adverse events and issuance of advisory notices. These records are maintained in accordance with Hologic's record retention program.

Field Action Procedure

Our field action procedure defines the requirements and conditions under which a recall (field correction or removal), customer notification, safety alert, market withdrawal, and/or field safety corrective action take place. This procedure applies to all facilities and organizations within Hologic. It applies to all products manufactured by or for us and is applicable when a Hologic product, including software, has entered commercial distribution and is suspected of posing a risk to patient health or violating applicable regulations. All Hologic entities follow the minimum requirements defined in our Corporate Standard Operating Procedures. If additional local laws, regulations and/or standards are required, Hologic sites are responsible for developing a local procedure to ensure full compliance with applicable requirements.

Recall Metrics	FY'18	FY'19	FY'20	FY'21
Class I	0	0	0	0
Class II	2	3	2	1

Complaint Handling Procedure

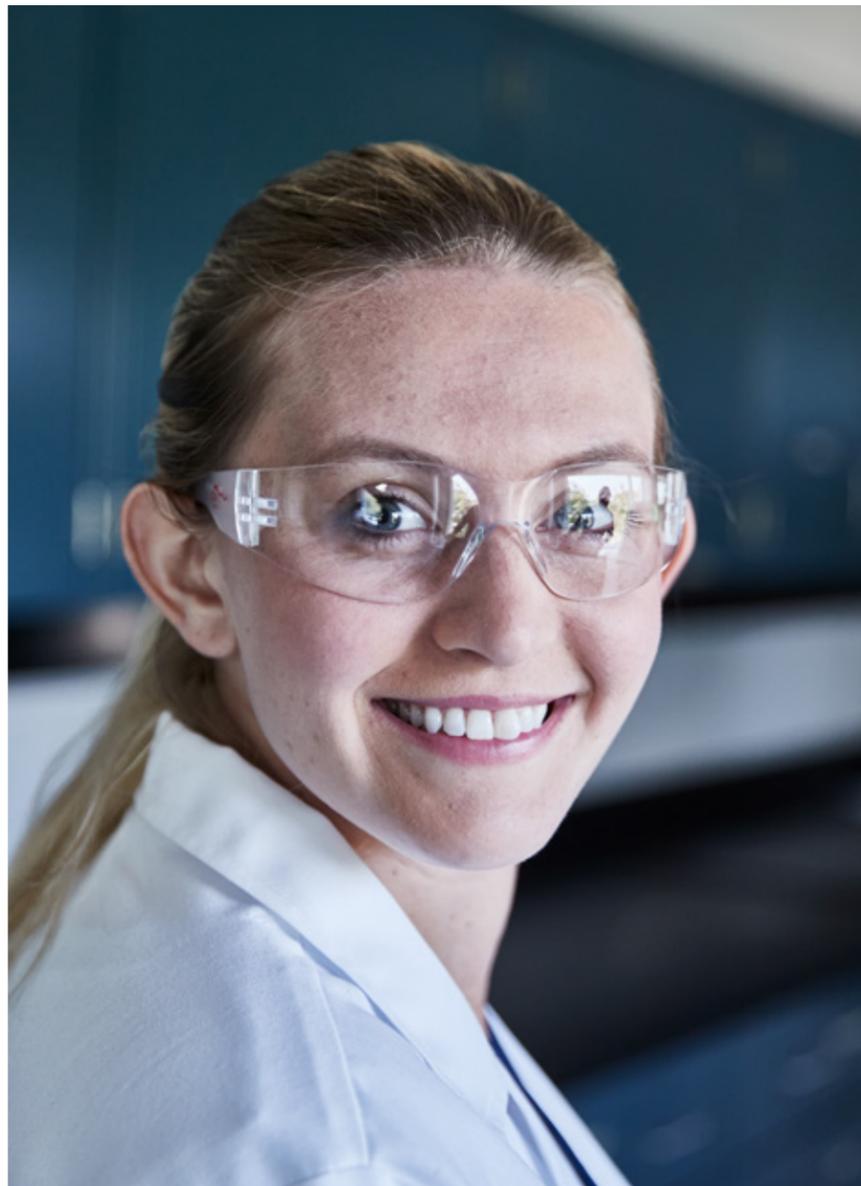
Customer satisfaction is a key priority. Our procedures establish requirements for complaint handling for marketed products in accordance with established regulations across all sites that are governed by our corporate quality system. They also allow flexibility, where appropriate, based on the nature of the products and processes at the individual sites. The requirements of these procedures apply to all finished products manufactured or distributed by Hologic.

Quality Audit Procedure

Our quality audit procedure provides parameters for our internal audit program. Internal audits are conducted to determine whether our Quality Management System at all global sites and regions complies with applicable internal and external requirements, ensuring that these are effectively implemented and maintained. All Hologic employees are required to complete training in Quality System requirements and to acknowledge and adhere to our Hologic Quality Policy.

Chemical Compliance

Hologic requires a process and system to show compliance to chemical regulations where Hologic product are marketed and sold. In order to comply with applicable chemical regulations, Hologic has implemented a process and system to ensure all substances controlled by chemical regulations within Hologic product are identified, monitored and reported as applicable.



Miranda Luce, Diagnostic Product Manager

Workplace Health and Safety

Every day, Hologic employees strive for zero health and safety incidents in their workplaces. We collaborate to improve safety, increase productivity and reduce waste.

We comply in letter and in spirit with all applicable laws and regulations and implement programs, policies and procedures to ensure compliance throughout the Company. Where these are not adequate to ensure protection of human safety, health and the environment, we establish our own EH&S standards.

We employ management systems and procedures specifically designed to prevent activities and/or conditions that pose a threat to human safety, health or the environment. We minimize risk and protect our employees and communities by employing safe technologies and operating procedures, and by maintaining a robust business continuity program to stay prepared for emergencies.

Three of our manufacturing sites are ISO 14001/ISO 45001-certified, and all other sites are audited annually against the concepts of the ISO 14001/ISO 45001 standards. Implementation of our EH&S Management System ensures that we are committed to manufacturing our products in a safe and environmentally friendly manner, while continuously improving our processes.

Hologic maintains health and safety programs conforming to best practices in the industry. Safety rules and procedures have been developed that address behaviors and work practices that can lead to accidents and injuries. Safety performance is assessed throughout the year by management and during annual performance reviews.

Hologic rewards positive safety performance and encourages employees to:

- **Refuse.** Employees are directed to stop work when an unsafe condition or incident occurs, and are empowered to inform and/or correct the unsafe condition.
- **Report.** Employees must report unsafe acts and conditions, safety incidents and injuries to their management and EH&S immediately.
- **Remind.** Employees are encouraged to remind each other to work safely.

Recorded Safety Incidents Compared to Industry Averages

Year	Hologic TRIR	Industry Avg. TRIR
2016	1.6	3.3
2017	1.2	3.2
2018	1.0	3.2
2019	0.8	3.0
2020	0.9	2.9
2021	0.7	2.9

TRIR = Total Recordable Incident Rate

Industry Average provide by BLS (<https://www.bls.gov/iif/oshsum.htm>)

2021 compared to 2020 BLS data for private industry >1000 employees

2020 compared to 2019 BLS data for private industry >1000 employees

2019 compared to 2018 BLS data for private industry >1000 employees

2017 & 2018 compared to 2017 BLS Data for private industry >1000 employees

2016 compared to 2016 BLS Data for private industry >1000 employees

Supply Chain Management

Introduction

The Company recognizes that proper governance, oversight and compliance with regulations related to procurement is critical to the sustainability of our businesses and to meeting customer expectations. Hologic's Procurement and Supplier Quality Guidebook is shared with our suppliers, with the stated purpose of clearly communicating Hologic's quality requirements and commercial expectations for suppliers of raw material, components, sub-assemblies, original equipment manufacturers, contract manufacturers and service providers. Our Supplier Quality Guidebook contains our Supplier Code of Conduct, and enables us to:

- Build solid partnerships with strategic suppliers.
- Ensure our partners comply with all regulations.
- Support suppliers in manufacturing best-in-class products.
- Ensure partners sustain an ongoing commitment to quality.
- Help partners execute customer-focused objectives.

Supplier Compliance

As a global company, Hologic is required to comply with numerous standards, regulations, directives and laws as part of maintaining a Quality Management System (QMS). Our suppliers are required to follow these same regulations.

• Supplier Code of Conduct

- **General Principle:** Hologic suppliers' plants operate in compliance with the laws of their respective countries and with all other applicable laws, rules and regulations.
- **Environment:** Hologic suppliers' plants comply with all applicable environmental laws and regulations.
- **Child Labor:** Hologic suppliers employ only workers meeting the applicable minimum legal age requirements. Suppliers must comply with all other applicable child labor laws.
- **Wages and Hours:** Hologic suppliers set working hours, wages and any overtime pay in compliance with applicable laws.
- **Supplier Discrimination Policy:** Hologic suppliers hire, train, compensate, discipline and terminate workers solely on the basis of their ability to do the job assigned, not based on their race, color, gender, ethnic or national origin; sexual orientation; religion; age; maternity or marital status; or any other trait not pertinent to their professional performance.
- **Supplier Gift Policy:** Hologic suppliers and employees do not accept gifts from entities that deal with Hologic that could imply a conflict of interest or that have more than modest value.

• **Supplier Non-Disclosure and Confidentiality.** All Hologic suppliers are required to sign and adhere to non-disclosure agreements. In addition, we expect suppliers to instruct their employees not to discuss any information relating to Hologic business that falls outside of their defined responsibilities. This includes, but is not limited to, any information concerning current or planned products, designs or volumes.

• **Supplier Use of Intellectual Property.** Designs, drawings, CAD data, test results, process sheets, validation protocols and data, and incoming inspection information that is provided to suppliers and/or developed by a supplier and paid for by Hologic are considered the property of Hologic. This information must be safeguarded and transferred upon request. In addition, any use of Hologic assets or intellectual property for any purpose not related to Hologic products and/or operations requires prior written permission from Hologic. Suppliers may not display or use the Hologic logo or any products or branding without written permission from Hologic.

• **Supplier Notification.** Suppliers must notify Hologic in a timely manner of any event that could impact the supply or quality of product. We consider our suppliers an extension of our manufacturing processes and a critical part of our success, and therefore, we provide necessary support, whenever possible, to address any disruption of supply.

• **Business Continuity and Risk Management.** To prevent potential disruptions of supply, which can have a direct impact on our customers and their patients, we ensure that our suppliers (and their suppliers) have well-defined, documented plans to identify and mitigate supply chain risks. These plans identify risks and mitigation plans related to single, sole sources of supply, impacts to the supplier's physical plant or infrastructure, and/or the availability of raw material. The plans should be reviewed and updated regularly and made available to Hologic for review.

Supplier Diversity Program

A diverse supplier base provides focus on the highest standards of quality, strengthens our ability to meet customers' needs, and connects us with our customers, their patients, and our shared communities. Hologic continuously pursues supplier diversity, both voluntarily and through a range of federal, state, and local requirements that require that we develop and track efforts to use suppliers that are Minority-Owned, Veteran-Owned and Woman-Owned.

Risk Management Governance

Hologic recognizes the importance of managing, monitoring and measuring our suppliers' performance closely. We have a defined Supplier Quality Management (SQM) process that includes the following:

- A consistent and integrated process to classify, evaluate and approve suppliers.
- Processes to execute supplier performance monitoring to ensure specified requirements are met, including an approach to review suppliers' performance and scoring.
- Processes to manage supplier-and Hologic-initiated changes to products, processes and/or services, and to ensure compliance with specified requirements for products, processes and/or services provided to Hologic by suppliers.

Supplier Tiers and Classification

Our suppliers are classified based on their potential risk level, and the impact the supplied product or service could have on the form, fit or function of the Hologic finished product or quality system. These classifications influence how we interact with our suppliers and how critical suppliers are identified. Our supplier segmentation procedure also establishes additional guidelines for how we interact with our suppliers. The process for categorizing Hologic's suppliers promotes greater partnership with key suppliers to foster R&D collaboration, improve quality, reduce risk, improve on-time delivery performance, and reduce cost. We track the annual spend with our most critical suppliers. Annually, or as needed, our supply chain teams review our current supplier segmentation to determine if any changes are warranted. Supplier classifications are defined as follows:

- **Strategic Suppliers:** Have the ability to meet and/or exceed the requirements of preferred suppliers, plus are willing to make investments at risk to provide access to cutting-edge technology or services that provide Hologic a marketplace advantage.
- **Preferred Suppliers:** Have the ability to meet and/or exceed our quality, delivery and service requirements. In addition, these suppliers provide best-in-class pricing, prototyping, technical support and innovation. Preferred suppliers shall be allowed to work with R&D and sustain engineering on new projects and changes.
- **Core Suppliers:** Suppliers deemed acceptable for business that do not meet the preferred or strategic classification. They meet an acceptable level of quality, delivery, service and cost. New suppliers start at this level.
- **Restricted Suppliers:** Are not meeting the business needs of Hologic or are a potential new supplier to be used in a limited capacity. Restricted suppliers require authorization from management before any new business is awarded or their products are incorporated into new or revised product designs.
- **Unapproved Suppliers:** Continue not to meet Hologic's quality and business expectations. These suppliers have been removed from our approved supplier list and should not be used.

Supplier Performance Monitoring

Supplier performance is monitored per Hologic's performance monitoring process. This includes product quality and service metrics, as well as on-time delivery. Our process enables us to monitor and assess our suppliers' ability to consistently meet requirements and is tracked via supplier performance monitoring scorecards.

Supplier Risk Management

We have a formal process to identify potential risks in the supply chain. We perform supplier continuity risk assessments, conduct supplier monitoring as described above, and manage risks based on our supplier segmentation guidelines. Our supplier risk assessments are performed from three vantage points: quality risk, supply continuity risk, and information services data risk. The approaches and scope vary for each type of assessment, and the breadth of evaluation will always vary, as the risks differ and are inherent to the nature of business relationships with each supplier. We maintain tracking metrics on the percentage of the supply chain covered by risk assessments.



Employee Workforce Composition

2021 General Employee Data	Global	U.S.
Full-time Employees	6637	3912
Part-time Employees	68	8
Total Full- and Part-Time Employees	6705	3920
New Hires	1328	799
Total Employee Turnover	1026	682

2021 Global Employees	Women	Men
Individual Contributor	43%	57%
Manager	42%	58%
Director and VPs	35%	65%
Global Leadership Team	29%	71%
Total Company	43%	57%

2021 Age Diversity	Global	U.S.
Gen Y/Millennials (1977-1995)	45%	40%
Gen X (1965-1976)	37%	39%
Baby Boomers (1946-1964)	12%	17%
Other	6%	5%

2021 U.S. Workforce Composition* Management Level	Women	Men	
Individual Contributor (3144 Employees)	White	27%	38%
	Minority race and ethnicity	13%	21%
	Gender Total	41%	59%
Managers (445 Employees)	White	36%	40%
	Minority race and ethnicity	10%	14%
	Gender Total	46%	54%
Director and VPs (310 Employees)	White	30%	53%
	Minority race and ethnicity	6%	11%
	Gender Total	36%	64%
GLT* (14 Employees)	White	21%	57%
	Minority race and ethnicity	7%	14%
	Gender Total	29%	71%
Total U.S. (3912 Full-time Employees)	White	29%	40%
	Minority race and ethnicity	12%	19%
	Gender Total	41%	59%

*Global Leadership Team includes Non-U.S. Senior Leadership. Note: 10% of the U.S. population are missing ethnicity.

2021 Population Percentages - U.S.

	Total Population	White	Black	Hispanic	Asian	Nat. Am.	NHOPI*	Two or More
Female	41%	29%	2%	3%	7%	0%	0%	1%
Male	59%	40%	3%	5%	9%	0%	1%	1%
All		69%	5%	8%	16%	0%	1%	2%

*Native Hawaiian and Other Pacific Islander. Note: 10% of the U.S. population are missing ethnicity.

2021 Hired Population Percentages U.S. (Incumbents by Sub-Group)

	Total Population	White	Black	Hispanic	Asian	Nat. Am.	NHOPI*	Two or More
Female	45%	28%	2%	5%	9%	0%	0%	1%
Male	55%	33%	4%	5%	11%	1%	0%	1%
All		61%	6%	10%	20%	1%	0%	2%

*Native Hawaiian and Other Pacific Islander. Note: 26% of U.S. hires are missing ethnicity.

2021 Promoted Population Percentages - U.S. (Incumbents by Sub-Group)

	Total Population	White	Black	Hispanic	Asian	Nat. Am.	NHOPI*	Two or More
Female	41%	29%	2%	4%	6%	0%	1%	1%
Male	59%	40%	3%	6%	9%	0%	1%	1%
All		69%	5%	10%	15%	0%	2%	2%

*Native Hawaiian and Other Pacific Islander. Note: 8% of the U.S. population promoted are missing ethnicity.

2021 Terminated Population Percentages - U.S. (Incumbents by Sub-Group)

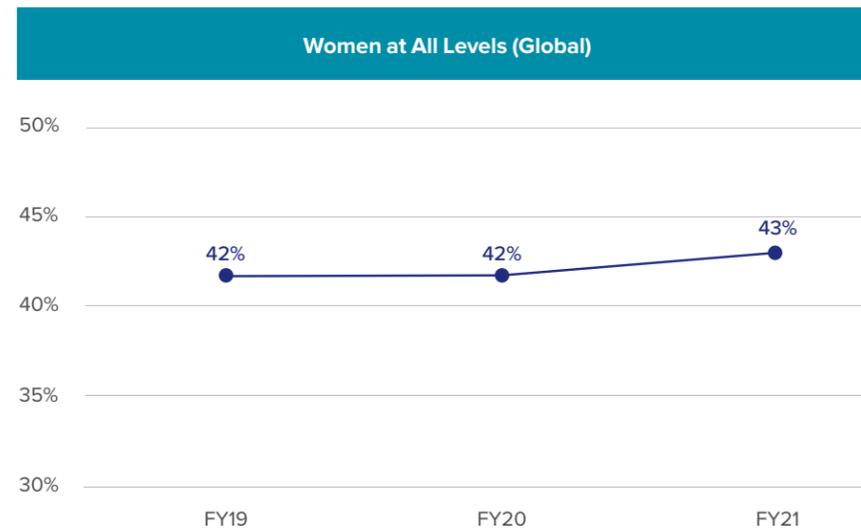
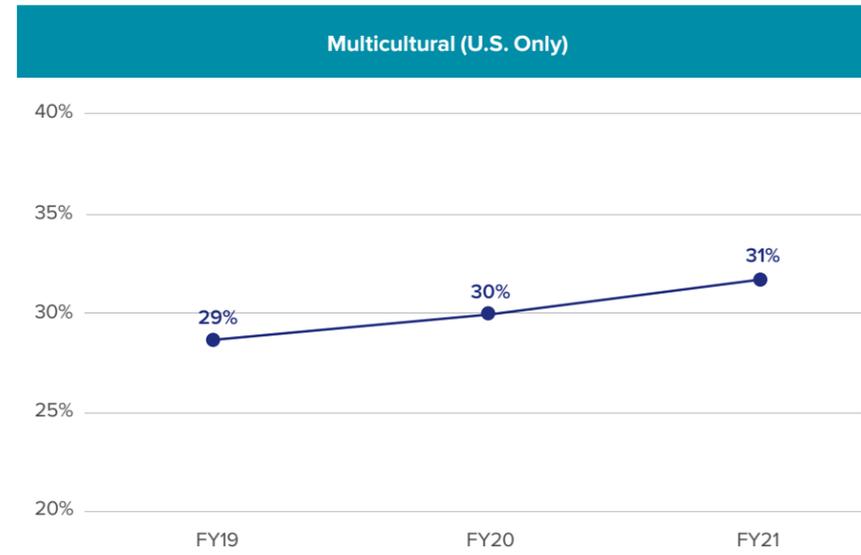
	Total Population	White	Black	Hispanic	Asian	Nat. Am.	NHOPI*	Two or More
Involuntary and Voluntary (All)	94%	64%	5%	10%	12%	0%	1%	1%
Female	40%	28%	2%	5%	5%	0%	0%	0%
Male	60%	41%	4%	6%	8%	0%	0%	1%
Retirement/Death	6%	5%	0%	1%	1%	0%	0%	0%
Female	50%	31%	0%	11%	8%	0%	0%	0%
Male	50%	47%	0%	0%	3%	0%	0%	0%

* Native Hawaiian and Other Pacific Islander. Note: 17% of U.S. employees terminated are missing ethnicity.

2021 Management Level Workforce Representations by Sub-Group - U.S.

	Total Population	White	Black	Hispanic	Asian	Nat. Am.	NHOPI*	Two or More
Individual Contributor	80%	66%	5%	9%	17%	0%	1%	1%
Female	41%	27%	2%	3%	8%	0%	0%	1%
Male	59%	38%	3%	6%	10%	0%	0%	1%
Managers	11%	76%	2%	6%	14%	0%	1%	1%
Female	46%	36%	1%	2%	6%	0%	0%	1%
Male	54%	40%	1%	4%	8%	0%	1%	1%
Director and VPs	8%	83%	2%	3%	10%	1%	0%	1%
Female	36%	30%	0%	1%	4%	1%	0%	0%
Male	64%	53%	2%	2%	6%	1%	0%	1%
GLT	1%	79%	7%	7%	0%	0%	0%	7%
Female	29%	21%	0%	7%	0%	0%	0%	0%
Male	71%	57%	7%	0%	0%	0%	0%	7%

*Native Hawaiian and Other Pacific Islander. Note: 10% of U.S. population missing ethnicity.



Sustainability Accounting Standards – Medical Equipment and Supplies Response

Topic	SASB Code	SASB Metrics	Response	Page
Affordability & Pricing	HC-MS-240a.1	Ratio of weighted average rate of net price increases to the annual increase in the U.S. Consumer price index.	Hologic operates primarily in mature markets, with stable pricing. This disclosure is not relevant to our business and therefore we do not consider this information to be material to our investors or external stakeholders.	N/A
	HC-MS-240a.2	Description of how price information for each product is disclosed to customers	Hologic competes vigorously, but fairly and ethically. This includes providing transparent and accurate pricing to our customers, and not discussing the agreed upon terms or pricing with any external party, including other customers.	52
Product Safety	HC-MS-250a.1	Number of recalls issues, total units recalled	Metric is summarized in the “Quality Management Systems” overview section. There was one (1) recall involving Hologic products reported in FDA’s Medical Device Recalls database for FY21. • Panther Fusion Tube Tray [ID-Z-1369-2021, 1355 Kits]”	57
	HC-MS-250a.2	List of product listed in FDA’s MedWatch Safety Alerts for Human Medical Products Database	There are zero (0) Hologic products listed in FDA’s MedWatch Safety Alerts database for FY21. Also reported in the “Quality Management System” overview section.	57
	HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	Metric is disclosed in the “Quality Management System” overview section. We reported no fatalities for the fiscal year related to Hologic products.	57
	HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Hologic has not been a subject of any enforcement actions (e.g., untitled letters, warning letters, seizures, injunctions, or criminal prosecution) in 2021 for any of the divisions. This information is also disclosed in the “Quality Management System” overview section.	57
Ethical Marketing	HC-MS-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	There have been no monetary losses as a result of legal proceedings associated with false marketing claims. This is also reported in the ethical marketing summary within our Governance, Policies and Procedures section.	52
	HC-MS-270a.2	Description of code of ethics governing of off-label use of products	Reported in the ethical marketing summary within our Governance, Policies and Procedures section.	52
Product Design & Lifecycle Management	HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Partially reported in Strong Governance section > Workplace Health and Safety. Chemical compliance process is in place following corporate procedures for REACH CORP-00147 and corporate procedures for RoHS Compliance CORP-00146, EUMDR regulations. There is also a corporate procedure on hazardous substances (CMR/EDs) CORP-00425. We work today with a third party responsible for the collection of EU REACH, EU RoHS, EU MDR/IVDR Hazardous Substances and California Proposition 65 information on Hologic products. We also report to the EU WFD (SCIP) SVHCs above threshold. We continue a process improvement project, with the goals of expanding oversight on the identification of hazardous substances and to ensure our compliance with California Prop 65 and global environmental regulations.	59
	HC-MS-410a.2	Total amount of products accepted for take-back and reused, recycled, or donated	Partially reported in Strong Governance section > Workplace Health and Safety. Quantified below: Breast & Skeletal Health: remanufactured/refurbished (4,332), returns (398). Molecular Diagnostics: remanufactured/refurbished (114), returns (197). GYN Surgical: remanufactured/refurbished (1,286), returns (981).	59
Supply Chain Management	HC-MS-430a.1	Percentage of entity’s facilities and Tier 1 supplier’s facilities participating in third-party audit programs for manufacturing and product quality	Partially reported in Supply Chain Management section.	60
	HC-MS-430a.2	Description of efforts to maintain traceability within the supply chain	Partially reported in Supply Chain Management section.	60
	HC-MS-430a.3	Description of the management of risks associated with use of critical materials	Partially reported in Supply Chain Management section.	60
Business Ethics	HC-MS-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	There have been no monetary losses as a result of legal proceedings associated with bribery or corruption. Also reported within Strong Governance section > Ethical Interactions with Healthcare Professionals.	53
	HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Reported within Strong Governance section > Ethical Interactions with Healthcare Professionals. Also covered within our Hologic Code of Conduct.	53



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