

Diversity, Equity,  
and Inclusion  
Annual Report  
**2023**

# Contents

# Introduction



2023 was a year like none other for Foundation Medicine. We continued to raise the bar for belonging at our company through a renewed commitment and energy around our Diversity, Equity and Inclusion programs and initiatives.

We heightened our focus on our four strategic pillars: **Cultural Competence, Courageous Conversations, Inclusive Leadership/Behaviors, and Efficacy of Belonging.**

Our efforts in each of these areas were intentional, as we committed to moving closer to an equitable mindset and erasing implicit biases from our work. We believe these and our forward-looking efforts for 2024 and beyond will continue to strengthen our journey toward our North Star of full belonging for every Foundation Medicine employee.

The pages that follow detail the DE&I work that underscores our mission to transform cancer care for everyone, making patients our first and most central focus.

The North Star of our DE&I efforts at Foundation Medicine is to cultivate a strong sense of belonging among employees, ensuring each individual feels deeply connected to the company. Central to this endeavor are our Tenets of Belonging, which address how employees' personal attributes and beliefs should align with our mission to transform cancer care. These three tenets emphasize embracing authenticity, practicing active empathy, and demonstrating inclusivity. Supporting these principles are the foundational pillars of our DE&I work: Bold and Inclusive Leadership, Cultural Competence, Courageous Conversations, and Efficacy of Belonging.

Together this framework aims to create an environment where people can bring their whole selves to work, creating an environment where people want to be and are ultimately better positioned to transform cancer care for our patients.



# A Message From Our Chief People Officer



2023 marked another year of advancement in our pursuit to bolster a strong sense of belonging at Foundation Medicine. In our third year issuing a Diversity, Equity, and Inclusion (DE&I) report, we made significant progress in our efforts to make Foundation Medicine more diverse and inclusive. We also found new areas to improve and have developed a fresh perspective on how to foster equity and hold ourselves accountable to continued growth in our efforts.

We're proud of the work we did in 2023 to cultivate a culture of inclusion in talent acquisition. We began using real-time ethnic and gender diversity data to help assess the available candidate pool for searches. We used that data to determine if there were any potentially unnecessary requirements that were adversely impacting the diversity of the candidate pool. In all cases, the talent acquisition team worked to make sure that the candidates we were presenting represented the talent available for the role.

Additionally, our teams participated in inclusive hiring training to give them more education and tools to support inclusive hiring practices. We also began communicating our aspirational, level-specific thresholds of ethnicity and gender at Foundation Medicine with our employees.

We were excited to have the opportunity in 2023 to form a partnership with Bioversity, a program launched by MassBio focused on recruiting individuals from disadvantaged communities in the Boston area and introducing them to a career in life sciences. In addition to sponsoring the program, our talent acquisition and lab operations teams contributed to the curriculum and training sessions on how to interview for a role in life sciences. Our intention is to hire individuals coming out of the program to join the Foundation Medicine team.

Through the continuation of our employee engagement surveys, we receive confidential feedback from our employees about how they are feeling, particularly about their sense of belonging and psychological safety at Foundation Medicine. This process gives us anchored metrics to build on quarterly, and we see our scores in these areas continue to improve. In 2023, we saw our scores improve in these two critical areas.

In addition to our strong DE&I initiatives within our own walls, we want to increase our focus on reducing healthcare disparities and driving access to precision medicine in under-represented communities. We aim to continually drive DE&I efforts, not only because they are important to our own community, but also because of the impact of our research and outreach efforts can have on cancer patients.

I am proud of the work we have done over the past several years, but I also recognize that we still have a long way to go. We are very fortunate that our CEO Dan Malarek, who joined us in November 2023, is a proponent and supporter of our DE&I efforts. Together, we will continue the work you will read about in the following pages and of which we are so proud. This year's report shares more about Foundation Medicine's commitment and the relentless pursuit of our colleagues and leaders to embrace and improve upon our DE&I efforts.

**Andrew Suchoff**  
Chief People Officer

# 01. Cultural Competence

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Recognizing, appreciating and embracing diverse perspectives and intersectionality while still acknowledging specific cultural norms.





Recognizing, appreciating and embracing diverse perspectives and intersectionality while still acknowledging specific cultural norms.

The ability to embrace different cultures from your own is no easy task. But it remains one of the most important aspects of achieving cultural competence in our society. Not understanding and embracing difference from a cultural perspective can lead to increased levels of bias—both unconscious and conscious—and is therefore high on our list at Foundation Medicine when it comes to achieving an inclusive culture.

We share here some of our efforts to achieve cultural competence among our employees at all levels. We believe that in so doing, we will greatly advance our journey to our North Star of full belonging.



# Unconscious Bias Training

Foundation Medicine's North Star for Diversity, Equity, and Inclusion drives a sense of belonging for each and every employee.



Foundation Medicine's North Star for Diversity, Equity, and Inclusion is to achieve a sense of belonging for each and every employee. Our Tenets of Belonging—**Authenticity, Empathy and Inclusivity**—underscore our determination to provide equity of opportunity and an environment in which all employees feel a sense of psychological safety, pride in their contributions, and the confidence to be their authentic selves at work. Everyone at Foundation Medicine has a role in contributing to a culture of belonging and in ridding unconscious biases from our workplace. To achieve this goal, we provide annual training for all employees.

**93%** of employees completed the training in 2023.

We also expanded training for our people managers in 2023, educating them on ways to reduce unconscious bias during their compensation calibration activities.



# Employee Resource Networks

At Foundation Medicine, we define an Employee Resource Network (ERN) as an employee-led group that aims to create a diverse and inclusive community by providing a platform for education, celebration and awareness of unique and diverse cultures that support our overall diversity and inclusion goals.

Our ERN communities are active groups that partner with the business to achieve these goals through recognition and celebration of various awareness months and cultural celebrations including Juneteenth, Pride, Martin Luther King, Jr. Day, Veteran's Day and much more. Foundation Medicine has aligned its holiday schedule around many of these holidays to allow employees to celebrate within their own communities.

In 2023, we reorganized our ERN communities for optimal success by defining a governance and support structure to provide each group with tighter alignment to our mission of transforming cancer care. A dual sponsor model was put in place that appoints a single member of our executive team and two members of our senior leadership team to each ERN for ongoing support and guidance.



# We Believe That An Effective Community Of ERNs:

01

Creates deep cross company connections that provide pathways for engagement and connection.

02

Serves as a tangible extension of Foundation Medicine's values: patients, passion, collaboration and innovation.

03

Provides an opportunity to enhance our impact in the communities where we operate.

04

Helps to shape our employee experience and environment, strengthening our organizational health.

05

Enables diversity of thought and cultural dexterity to drive an innovative and balanced mindset.

06

Creates career development opportunities for its members.

07

Enriches our culture by sharing different aspects of members' unique cultures/ cultural experiences.

# Sponsors & Leads

**BAHA**

Black, African, and  
Hispanic Alliance

**ET SPONSOR**

Mike Kling, *CTO*

**SLT (CO-)SPONSORS**

Jami DeBrango-Palumbo & Jen Mills

**PROUD**

Promoting Representation Openness  
and Understanding of Diversity

**ET SPONSOR**

Annie Murphy, *CCO*

**SLT (CO-)SPONSORS**

Hal Schneider & Jessica Eves

sustain n

Sustainability Community at FMI

**ET SPONSOR**

Konstantin Fiedler, *COO*

**SLT (CO-)SPONSORS**

Benjamin Shore & Jeff Mackay

**FMIVETS**

Veteran's Service ERN

**ET SPONSOR**

Andrew Suchoff, *CPO*

**SLT (CO-)SPONSORS**

Ian Ide & Miguel Ilzarbe

**IND S**

INclusivity, Diversity, & Unity of South  
Asian Communities

**ET SPONSOR**

Lucas Dennis, *SVP, Head of Research  
& Development*

**SLT (CO-)SPONSORS**

Tejinder Grewal & Amit Bhatia

**UPLIFT**

Unleashing the Potential, Leadership  
and Impact of Female Talent

**ET SPONSOR**

Winnie Swan, *SVP*

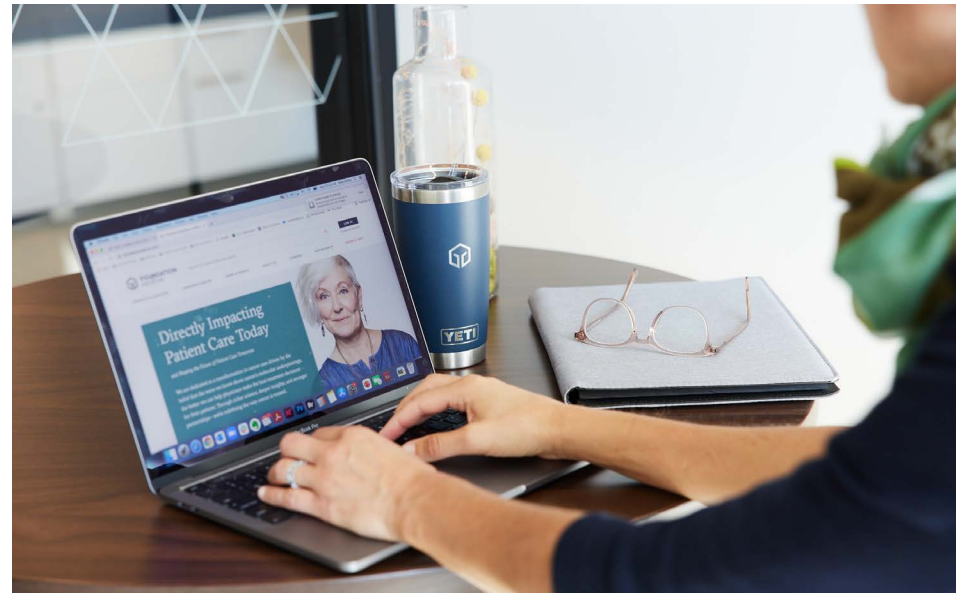
**SLT (CO-)SPONSORS**

Kierstin Smolinski & Dionne Wells



# Diverse Recruitment Efforts

At Foundation Medicine, we recognize the pivotal role of recruitment in shaping our workforce culture, which is why applying the Diversity, Equity and Inclusion perspective is an integral part of our recruiting process.



Central to our approach is the strategic implementation of Mogul, a database designed to support diversified candidate search. The database is built through outreach to diverse communities, and it allows candidates to self-identify if they so choose. This helps us identify candidates from underrepresented groups and ensures that our recruiting efforts are encompassing a diverse range of prospects. What distinguishes our recruiting process is not just the access to diverse candidates but also the use of the database's information to understand the diversity of the candidate pool for the search. A data-driven approach supports our commitment to making tangible strides in creating a diverse and inclusive culture that encourages every employee to bring their authentic selves to work.

# Advancing Health Equity

We believe all patients living with advanced cancer should have access to genomic profiling and are committed to working across the oncology community to close existing disparities in care.

Our work also focuses on increasing awareness within our employee population and external communities. We have two working groups dedicated to improving internal and external education about health disparities:



01

Our **genomic ancestry group** works to partner with researchers across the globe to conduct retrospective studies leveraging our unique cancer dataset to understand if there are biological differences by ancestry that can help to design more personalized approaches to care in the future. Our large and diverse datasets help guide patients and physicians to more accurate diagnostics and targeted clinical trials across all genomic ancestral populations.

02

Our **awareness, access and education working group** explores opportunities to increase education on the impact of disparities on cancer care. This working group has partnered with our Black, African and Hispanic Alliance (BAHA) employee resource network to educate employees on how this work can impact our communities, and lastly to share this knowledge within our external communities.

# Our Efforts to Broaden Inclusive Access to Diagnostics:

01

Foundation Medicine is committed to helping patients access our testing services. Through our FoundationAccess™ support program, we complete a benefits investigation for each test ordered and reach out to any patients we expect may have out of pocket costs. Depending on the specific test, patients may already have coverage through Medicare or private insurance. We also offer a need based financial assistance program for eligible patients.

02

Medicaid coverage of our tests continues to grow, making it easier for patients with limited resources to benefit from the latest advances in precision medicine.

03

We issued the Foundation Medicine call-for-grants project, which sought initiatives aimed at increasing biomarker testing education, awareness, and access among under served populations in the U.S. LUNgevity Foundation and Moffitt Cancer Center were selected to receive the grant and are using the funds to develop patient-friendly educational materials that provide accurate and balanced information about personalized healthcare and genomic testing. They shared more about the project during an educational LinkedIn Live event with Foundation Medicine.

04

We conducted focus groups, landscape analysis and a mini-podcast series for Association of Community Cancer Centers (ACCC) Biomarker Medicaid Project to identify comprehensive genomic profiling access issues.





**Candace Reid**

Accessioning Lead

“Three years ago, during my interview at Foundation Medicine, I was pleasantly surprised to find that my entire interview panel was comprised of women who resembled myself! This initial encounter affirmed my belief that Foundation Medicine was the ideal professional environment for me. The sense of belonging and inclusivity extended to me even before I formally joined the organization was greatly convincing. Over the years, I have consistently experienced a culture of inclusivity, support, and encouragement at Foundation Medicine. The company places a significant emphasis on nurturing individual career development while providing the necessary support to foster success. Here at Foundation Medicine, success is not only encouraged, but also achievable!”

“Foundation Medicine has made a strong statement by incorporating a strategic DE&I goal into our Environmental Social Governance annual corporate performance metrics. One of the main objectives of our DE&I work is to diversify our talent pool so that people of all backgrounds are considered in our hiring process. We also track representation of diverse backgrounds at different levels, which is important to me as a minority and as an employee thinking about career development.”



**Neeru Bhardwaj**

Director, BioPharma Solutions



**Rasheedah Malik**

Senior Lab Manager, Assay

“No matter who you are, you can bring your whole self to work at Foundation Medicine knowing you will be supported and respected. My career here began in accessioning in 2018. After earning my bachelor’s degree, I went on to become a technologist in the molecular lab in 2020. A year after that, I accepted an opportunity at a different company but

found my way back to Foundation Medicine less than a year later—a decision that was driven by a long list of things that brought me back to this special company. For me, Foundation Medicine is more than just a workplace. It’s a diverse community where everyone’s unique strengths are embraced, voices are heard and perspectives are appreciated. I’ve been at companies where I was the only woman or person of color on my team. Those experiences stand in stark contrast to my time here. This is an inclusive space where I feel comfortable bringing my whole self to work, knowing I’ll be respected and accepted. No matter who you are, you’ll be able to find your place and grow in this incredible community we’ve created. I’m proud of the work we do here—it’s personal. Having lost loved ones to cancer, I approach every sample with a sense of urgency and compassion, treating each one as if it belongs to my own family or friend. I would encourage anyone to consider pursuing a career at Foundation Medicine because I can personally attest to the positive experience they will have and the impact that they can make. I feel very strongly about our company; inclusivity, passion and respect amongst my colleagues are things I don’t take for granted.”

# 02. Courageous Conversations

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Ability to hold respectful conversations and agree to disagree on difficult or sensitive topics.





At Foundation Medicine, the ability to hold courageous conversations has always been a pillar of our DE&I strategy.

One of the more difficult activities that we, as humans, must undertake is the act of holding difficult conversations. While it is innately understood that all conversations cannot be easy, we often hesitate to hold difficult or courageous conversations. Yet, with practice, these conversations can become easier by implementing inclusive behaviors and focusing on equity—meeting people where they are and building upon that premise.

Our ability to understand and embrace cultural differences becomes even more important in holding these courageous conversations so that differences in culture do not cause clashes — including conversations between managers and their direct reports. It becomes imperative that all employees feel a sense of psychological safety when courageous conversations take place, which is vital to team effectiveness.

In 2023, Foundation Medicine continued its efforts to support courageous conversations by providing employees with tools and education to enhance their communications with and understanding of one another. Below, we have detailed some of the initiatives we have put forward to best ensure that courageous, respectful conversations are taking place at Foundation Medicine.

# Tenets of Belonging

As part of our continued focus on creating a culture of belonging at Foundation Medicine, we launched our three Tenets of Belonging within our internal recognition platform, allowing employees to reward and recognize their colleagues for displaying those behaviors that we believe embody belonging.

The Tenets of Belonging are designed to answer the evolving question regarding the types of individual attributes and beliefs employees should display as they embrace the organization's drive to transform cancer care, all while fostering a culture of belonging and inclusivity. Employees have embraced this addition to our recognition platform and have demonstrated this through their eagerness to recognize their colleagues.



Embrace authenticity by helping to build a safe environment where others feel comfortable bringing their whole selves to work.



Practice active empathy by leading others to feel welcomed, appreciated and encouraged to contribute fully as their whole selves.



Demonstrate inclusive behaviors by creating moments every day that value backgrounds, opinions and ideas that may be different than our own.



# Listening Sessions

In July of 2023, the Office of Diversity, Equity & Inclusion and the organizational development team launched Listening Sessions for all Foundation Medicine employees. These Listening Sessions were established to create a safe, therapeutic space for employees to share their experiences, stresses, opinions, challenges, stories and beliefs to help us positively shape the future of our employee experience. Following these sessions, feedback was anonymized and aggregated to allow the Office of DE&I and organizational development team to identify patterns, themes and connections that we can learn from and build into our employee programs and initiatives moving forward.

These sessions have been well received by our employees as evidenced by the following quote from a participating employee:

***“I really appreciated having the listening session. I’m rarely around other women of color in meetings, so I’m glad that I was with a diverse group of women. I think it made a difference in how comfortable I felt and how open I felt I could be. Everyone was able to talk, but I think we were on the cusp of real discussion. It was a supportive experience.”***

These sessions will continue to be offered on a quarterly basis throughout 2024.



# Leader Live Events



Leader Live is a platform that was created by the Office of DE&I in 2021 to amplify important topics relevant to DE&I and to provide education and awareness around topics taking place both inside and outside the office. This series is hosted by a leader within Foundation Medicine and invites national and local thought leaders to participate in an informal conversation.

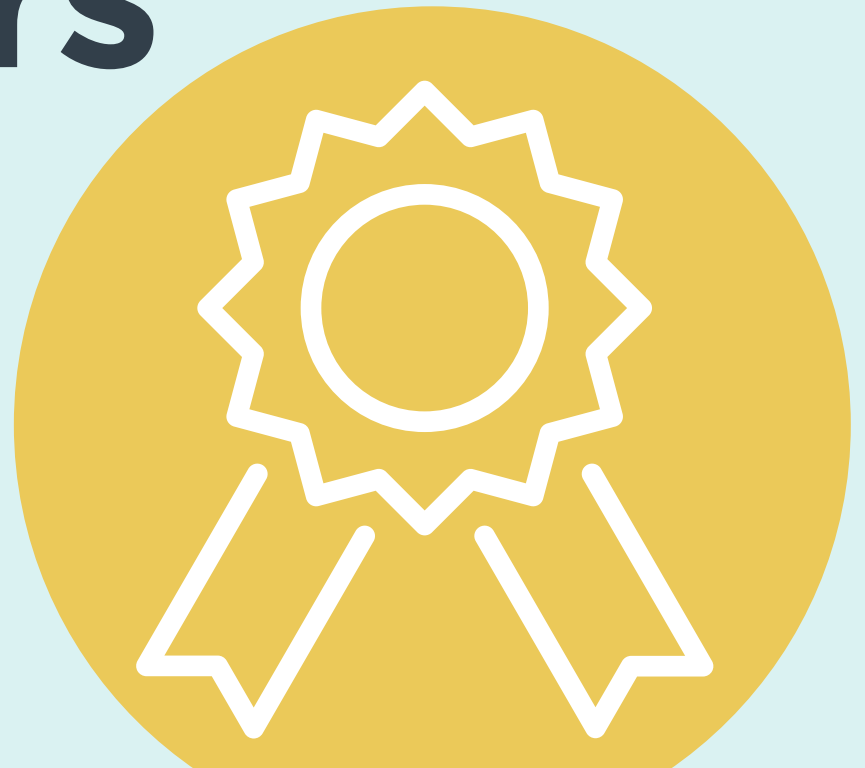
In 2023, the Leader Live events delved into our Tenants of Belonging—Authenticity, Empathy, and Inclusive Behaviors. We paired Foundation Medicine’s Chief People Officer, Andrew Suchoff, with noted expert and author Mike Robbins to discuss authenticity. And we paired our Vice President of Medical Affairs, Jen Mills, with a member of the research team from Catalyst on empathy. Also, noted author and speaker, Jennifer Brown joined us to explore inclusive behaviors, which are central to our goal of achieving full belonging for each employee. All of these efforts were resoundingly well received; the Leader Live series will continue in 2024 with a strong focus on health equity.



# 03. Inclusive Leadership & Behaviors

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All-encompassing pillar representing our overarching desire to drive a sense of belonging.





Our North Star is for every Foundation Medicine employee to feel a deep sense of belonging to our company.

We believe that maintaining an environment where inclusive behaviors and inclusive leadership are the absolute norms will help us to reach this goal.

Practicing inclusive behaviors drives increased levels of productivity and employee engagement across the board. This core practice helps us to bring an unbiased lens to equity, especially in underrepresented groups, and underscores our mission to transform cancer care for everyone.

Inclusive leadership and behaviors also mean that we bring increased transparency to our efforts to raise the bar for inclusivity at Foundation Medicine. Below, we share some of our efforts and initiatives to make inclusive leadership and inclusive behaviors the standard at Foundation Medicine.

# People Manager Threshold Goals

45% of our People Managers represented by women.

26% of our leaders are ethnically diverse.

Representation continues to be an important barometer of success for organizations who want to be seen as leaders in their drive for inclusivity and equity. At Foundation Medicine, we believe people managers should reflect the diversity of our employee population. In 2023, we measured representation of gender and ethnicity among our leaders to understand whether their demographics reflect our entire workforce and the available talent in the external market. In many cases, we learned our leaders' demographics were already reflective of the population they managed and the external available talent—particularly with respect to gender, with 45% of our people managers represented by women. We aim to reach this level of achievement at all levels. We strive to increase ethnically diverse representation among people managers from our current 26% to a target of 30%.

We continue to use these metrics to inform strategies to improve overall candidate pipeline diversity, internal development, and promotional practices and to measure how we stack up against the rest of the life sciences industry, always ensuring that we tap into the best talent across the board to achieve our ultimate mission of transforming cancer care for everyone.

# People Manager Development Program

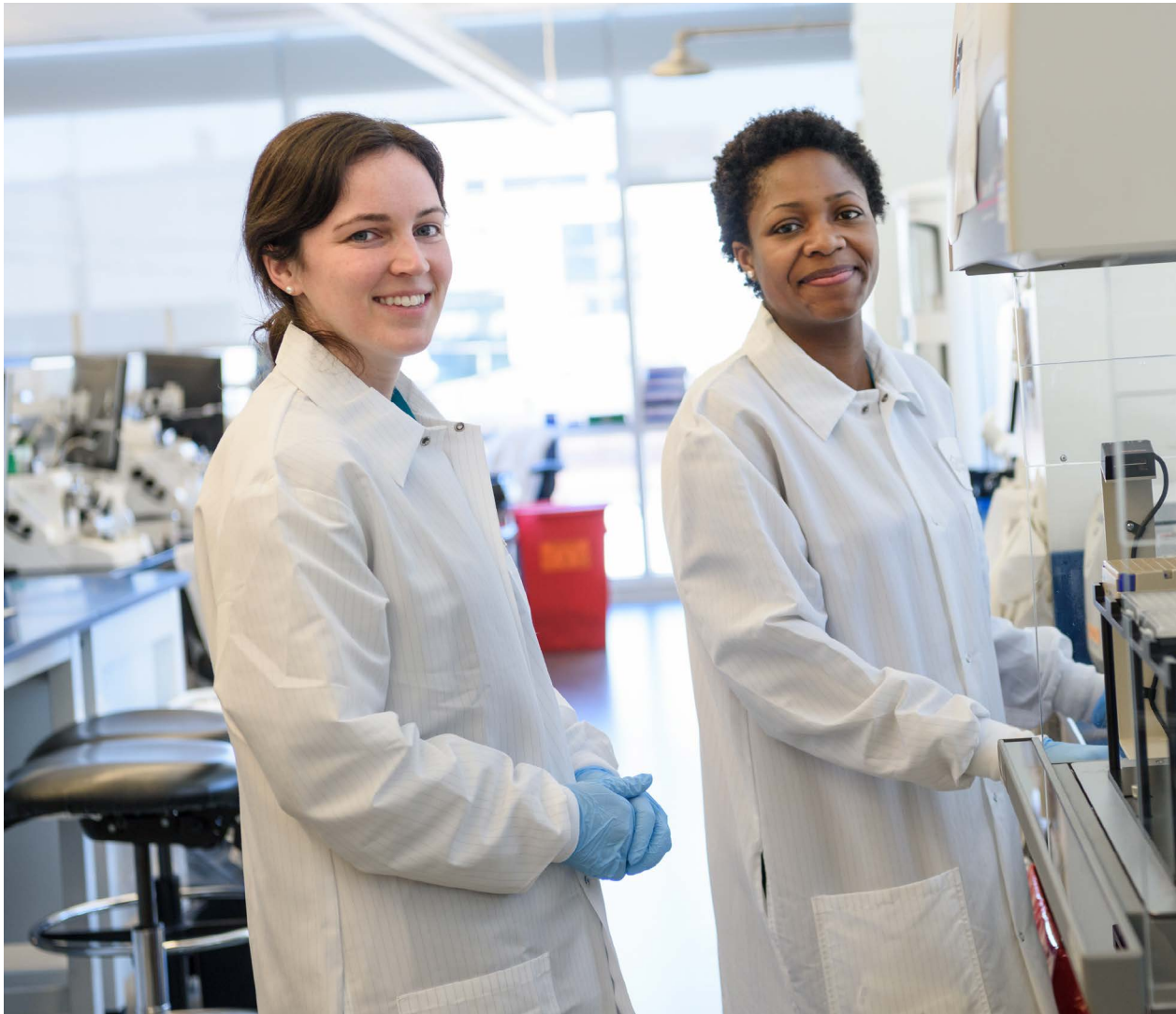


At Foundation Medicine, we aspire to be the Life Sciences company with the best people managers in the industry. As an enabler of our inclusive leadership goals, the People Manager Development Program (PMDP) helps develop all FMI people managers in seven core competencies, including Valuing Differences. Through self-assessments, custom learning paths, and embedding diversity, equity, and inclusion into various training programs, we equip people managers with knowledge and skill to create the conditions within their teams that foster a deep sense of belonging.





# Inclusivity Initiative



In 2023, we launched an Inclusivity Initiative designed to complement our Tenets of Belonging and continue to drive a culture in which all employees can be their authentic selves at work.

The primary elements of this initiative included updating various platforms to include name pronunciation functionality and a preferred pronoun field. We also launched a campaign to encourage employees to disclose their identity, including their race/ethnicity, gender, sexual orientation, veteran status or disability status, which allows us to better represent, include, count, and support all individuals equally. Additional components of the Inclusivity Initiative were the inclusion of our **Tenets of Belonging** into our recognition platform and a refresh of our **Words Matter Guide**, which provides our employees with guidelines on using inclusive language in the workplace.

# 04. Efficacy of Belonging

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Enhance difference as an accelerator rather than a hindrance in our effort to establish Belonging for all employees.







In today's society, every level of difference can be positioned as polarizing and divisive.

At Foundation Medicine, we take a different view and look at differences as a means to embrace belonging in order to achieve our organizational and societal goals to transform cancer care.

This focus on the Efficacy of Belonging extends our work beyond that of organizational goals and makes it paramount to achieving our mission to address health care disparities wherever they might be present. It wraps together our three Tenets of Belonging, our corporate mission to transform cancer care, and our desire to be viewed as one of the most equitable businesses in the life sciences industry into one central goal that raises the bar for our work in DE&I.

The following content shares more about what we have done to achieve this goal.

# Supplier Diversity

Foundation Medicine recognizes the importance of supplier diversity and is committed to ensuring it is an integral component of our strategic sourcing and procurement approach.



We have implemented a detailed, measurable supplier diversity process into our purchasing operations to track our goals and ensure our meaningful contribution to this initiative. We have set a goal to consistently increase our investment with diverse suppliers annually, a milestone we successfully reached again in 2023.

We strive to support a wide range of small-business enterprises: minority-owned, woman-owned, LGBTQ+-owned, veteran-owned, and proprietors with disabilities. Enabling diverse suppliers is a fundamental aspect of ensuring shared prosperity and contributing to the betterment of communities where we work and live.

An example of acting upon this strategy in 2023 included the furniture vendor selection for our new headquarters building in Boston. We were able to both select a supplier that truly impressed us with their exceptional bid and presentation and support a woman-owned business. This vendor selection showcases our commitment to diversifying our vendor portfolio while still awarding our business based on merit and excellence.

In 2023, we thoughtfully selected a food supplier for our U.S. locations that values the importance of empowering local businesses, specifically those owned by women, BIPOC (Black, Indigenous, People of Color) and LGBTQ+ members of the community. Our food supplier's unique operating model involves partnering with a variety of restaurants to staff various stations in our cafeteria, delivering a vibrant and inclusive culinary experience for our employees. A monthly rotation of food stations directly contributes to job creation and economic support within our local neighborhoods, making a positive impact on a wide range of communities.





# Employee Rotation Program

In our drive toward acquiring a reputation as one of the most equitable companies in the life sciences industry, we increased our efforts to formalize our Employee Rotation Program.

Through this program, employees are provided an opportunity to gain exposure to and experience in new areas of the company without fully moving to another team. The program provides Foundation Medicine with the opportunity to both retain and grow our talent, as well as foster the talent pipeline we will need in the future.

This past year, we implemented guidelines around how the rotations would be awarded, funded, and structured to better formalize Foundation Medicine's Employee Rotation Program. Formalizing the program helps ensure instances of bias are mitigated. Additionally, we increased the program's visibility to increase its success and offer career enriching opportunities to our employees.

The response from across our company has been positive and strong, exceeding our expectation in terms of the demand for involvement in the program.

**FROM  
OUR  
TEAM**



**Megan Uozumi**  
Automation Engineer

“I interned with Foundation Medicine remotely for the Cambridge and Research Triangle Park, N.C., offices in 2020 and 2021 respectively, before joining the San Diego office full time in 2022. Throughout my time at Foundation Medicine, I’ve observed the organization’s ethos of fostering individual growth while contributing to the collective success of diverse, collaborative teams. Experiencing a profound sense of belonging at Foundation Medicine has been transformative, driving my desire to pursue a full-time role.”

“Authenticity is one of the most critical components of DE&I. It is intrinsic and it empowers people to be themselves, and to have a true sense of belonging. While many companies do it for optics (i.e., to merely satisfy the status quo, Foundation Medicine’s DE&I initiatives are palpable with our Listening Sessions and our various ERN groups that are offered to employees. During my tenure with the organization, I have felt heard and seen. My career goals and aspirations are understood, my challenges and concerns are addressed, and my diverse talents and involvement in the Afro-American/ BIPOC community to address health, wealth, and educational disparities are recognized. Moreover, and most importantly, at Foundation Medicine I feel secure in bringing my authentic self to the workplace every day to do my part in transforming cancer care.”



**Michael Bethel**  
Account Executive  
Oncology

“I first learned about Foundation Medicine when I was attending the 2019 Boston Pride Parade and was handed a rainbow Foundation Medicine branded gator that I indeed used as a mask solution in early Covid-19 days. This outward display of commitment to inclusion that initially attracted me to Foundation Medicine continues to nurture and support me each and every day. I am so grateful to be involved in our LGBTQ+ Employee Resource Network, PROUD, that enables me to connect and continue learning alongside members of the community and allies. As I prepare for upcoming parental leave in less than a month, I feel grateful that I can proudly talk about my growing family, sharing stories about my wife’s pregnancy without shame. This is a privilege I do not take lightly and one that motivates me to continue building a community of belonging for all of our employees. Foundation Medicine’s dedication to inclusivity empowers me to bring my whole self to work and therefore, do my very best work in transforming cancer care.”



**Maddy Carmen-Hay**  
Sr. Manager, Agile  
Practice & Operations

# Foundation Medicine by the Numbers

51%

of all Foundation Medicine employees are women.

35%

of all Foundation Medicine employees are racially and ethnically diverse, putting us above the industry averages in our Boston and RTP, N.C. hubs.

46%

of all people managers are women + **46%** of all director and above roles are women.

57%

of our senior vice presidents + **45%** of our executive team are women.

54%

of all promotions in 2023 were awarded to women.





# A Note From Our Head of DE&I

This journey to establishing a sense of full belonging for all employees at Foundation Medicine is a continuous one. As we live our mission of transforming cancer care for everyone, it is required that every day each of us reaffirms our commitment to authenticity, to empathy and to inclusivity. We know that we cannot achieve full belonging until we embrace it for others.

Our commitment to transform cancer care crosses all boundaries including those of race, gender, religion, sexual preference and ethnicity and mandates that we not only accept but embrace and push forward the mantle of inclusivity.

The programs and initiatives that we provide under the umbrella of Diversity, Equity and Inclusion give us a starting point and a platform to espouse our beliefs and promote inclusivity as a core component of who we are and what our corporate mission aims to achieve.

We are proud of the strides we have made as a company to bolster our brand in our effort to be the best company in our industry for achieving equity for each of our employees. While we take pride in our achievements, we acknowledge and embrace the fact that we still have a long way to go to reach our North Star of full belonging for each of our employees.

We will continue to build programs and initiatives that enable us to Attract, Nurture, Develop and Engage both our current and future employees through our ANDEngage approach. We promise to hold dear our commitment to maintaining an open and equitable workplace for everyone.

We will continue to nurture our current partners in this work—MassBio, The Partnership, Catalyst,

Mogul, to name just a few and to seek additional like minded partners who will help us to further our mission, while offering some of the best career opportunities to be found in life sciences.

It has been my honor to lead this work for Foundation Medicine for the last three years; I am confident that what lies ahead will be even more fertile ground of which we will take full advantage.

Let's go!

**Edwina H. Mays**  
Senior Director, Head of DE&I

**ANDEngage:** Acronym intended to define how we best Attract, Nurture, Develop, and Engage our employees to do the most rewarding work of their lives.

**MassBio:** Founded in 1985, MassBio works to advance policy and promote education, while providing member programs, events, industry information, and services for the #1 life sciences cluster in the world.

**Catalyst:** Founded in 1962, Catalyst drives change with preeminent thought leadership, actionable solutions and a galvanized community of multinational corporations to accelerate and advance women into leadership.

**The Partnership:** Formed in 1987, The Partnership is an organization focused on attracting, retaining, and developing professionals of color at all levels of leadership. They offer leadership development programs for professionals of color and provide services for companies so professionals and executives of color can thrive in today's global workforce.

**Mogul:** Founded in 2014, Mogul is a global diversity recruitment company that supports diverse individuals and organizations to achieve their goals and cultivate meaningful success through their pioneering technology solutions.





**FOUNDATION**  
MEDICINE®