



# Diversity, Equity & Inclusion at Foundation Medicine

2022 ANNUAL REPORT



FOUNDATION  
MEDICINE

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Senior Director and Head of  
Diversity, Equity, and Inclusion
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Brian Alexander, MD, MPH



I am pleased to present this 2022 Annual Report outlining our continued strides in Diversity, Equity and Inclusion for 2022.

**BELONGING** continues to be our North Star and our journey toward that effort means a focus on ensuring that all Foundation Medicine employees feel a connection to our company that gives them pride in their jobs, promotes psychological safety, and ensures support from colleagues across the company.

In 2022, we aligned our efforts with every dimension of the ANDEngage way of working at Foundation Medicine; how we best Attract, Nurture, Develop, and Engage our people to do the most rewarding work of their lives. This way of working allows us to help our employees lead enriching personal and professional journeys focused on growth and further foster **BELONGING** at Foundation Medicine.

In 2022, we continued to build our Employee Resource Networks (ERNs) as a mechanism for developing greater appreciation and understanding of cultural differences across our enterprise by enhancing our efforts around cultural celebrations including Black History Month, Martin Luther King Day, PRIDE Month, Women's History month, and others. We have also encouraged employees who are interested in starting additional resource groups to form "interest groups" to better assess the need for additional ERNs in the future.


Our programming efforts in 2022 continued to focus on the four DE&I pillars we defined last year: Bold and Inclusive Leadership & Behaviors; Cultural Competence; Courageous Conversations; and Efficacy of Belonging. Our "Leaders Live" program continued with quarterly episodes that featured the likes of Jennifer Brown on Building Inclusive Leadership, noted author and speaker Mike Robbins on Authenticity and Bringing One's Whole Self to Work and our partner research firm, Catalyst, on Empathy.

We are fortunate to be an independent affiliate of the Roche company and were able to partner with them to bring enhanced programming by connecting our women's groups during Women's History Month. In partnership with Genentech, a wholly owned subsidiary of Roche, we agreed to a Leadership Development pilot for high performing, senior level African American and Hispanic employees. We also piloted a new tool with our People Team to help us understand each other's perceptions of cultural differences, the Intercultural Development Inventory.

In the face of changing social norms, we remain steadfast in insuring that each of our employees has a path for reaching their own personal career aspirations and increasing the spirit of **BELONGING** for each of them.

We invite you to continue to review this report to learn more about our DE&I journey and to contact the Office of Diversity, Equity, and Inclusion if you would like more information.

Inclusively,



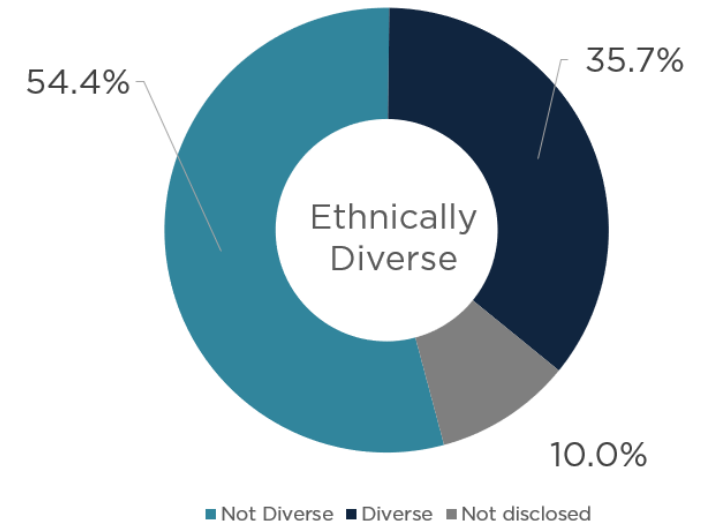
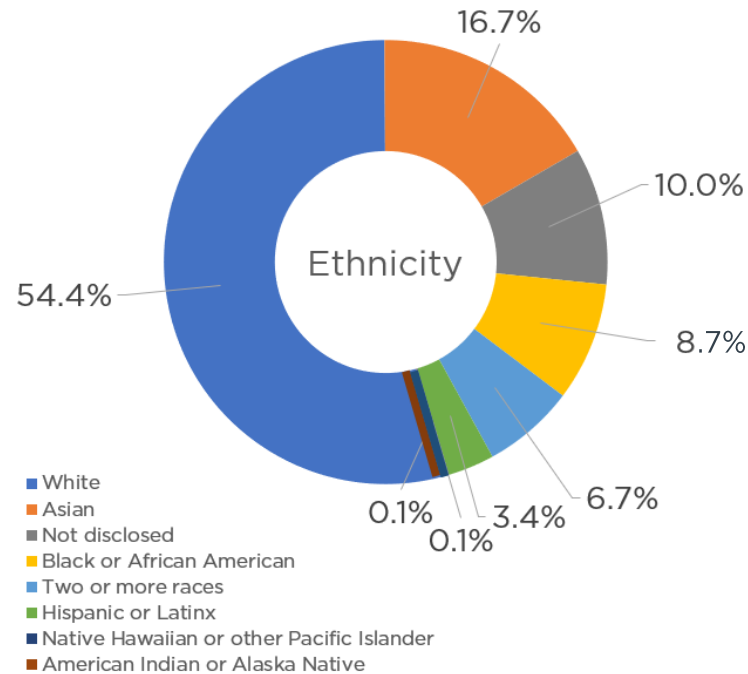
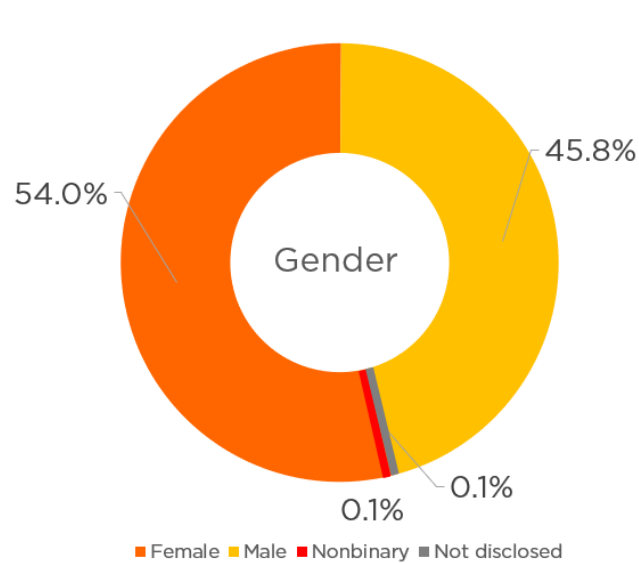
**Edwina Mays**  
Senior Director and Head of DE&I  
Foundation Medicine



# Foundation Medicine By the Numbers

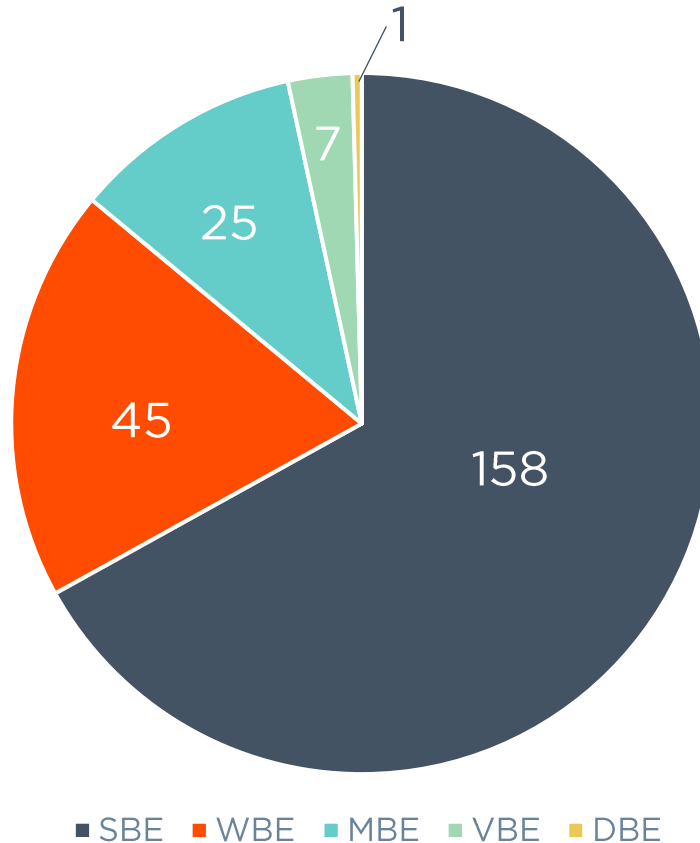
Foundation Medicine continues to strive toward the goal of ensuring Equity for every employee across the enterprise.

- 35% of all Foundation Medicine employees are racially / ethnically diverse and we are above the industry averages in our major geographic hubs: Boston, MA, Research Triangle Park, NC and San Diego, CA. Our percentage of ethnically diverse employees rose 2.4% from December 2021 to December 2022.
- 54% of all Foundation Medicine employees are women, with women making up 47% of all people managers and 48% of all Director and above roles.
- 71% of our Senior Vice Presidents are women and 60% of our Executive Team are women.
- Over the past 12 months, 56% of all promotions were awarded to women.



# Supplier Diversity

We continued to build our Supplier Diversity program in 2022 and our spend in 2022 with diverse suppliers was \$25.41m. We also added a mentoring program for new diverse small businesses joining our network of suppliers. Our goal is to increase our spend with Small Minority Businesses (SMB) suppliers each year.



## Category Definitions

### SBE- Small Business Enterprise

A Business Enterprise that meets specific economic criteria and is owned, operated, and controlled by one or more persons

### WBE- Women-Owned Business Enterprise

At least 51% of the business is owned and operated by women.

### MBE- Minority-Owned Business

At least 51% of the business is owned and operated by one or more members of a disadvantaged minority group. These groups include African American, Asian Pacific American, Hispanic American, Native American, or Subcontinent Asian American

### VBE- Veteran-Owned Business

At least 51% of the business is owned and operated by one or more veterans. A veteran is a person who has worked in active military service.

### Disabled Business Enterprise

For-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and, also control management and daily business operations

# Our Belonging Journey

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Our commitment to ensuring that each of our employees feels an innate sense of Belonging at Foundation Medicine is real. We will continue this journey so that it is no longer a question but a value that is both practiced and felt by each of our colleagues. Here are samples of what some of our employees are saying about their journey to Belonging at Foundation Medicine...



**HAL SCHNEIDER**, SENIOR DIRECTOR, CHIEF OF STAFF

When I walk in the door of our buildings or log on for the day, I can bring my whole self to work without the distraction or insecurity of hiding any pieces of who I am. I do not believe I am alone in that feeling and know that as a company, we are constantly striving to ensure everyone who walks in our doors has that same experience, so that we all as a community can give our full attention to transforming cancer care.



**JESSE HERNANDEZ,**  
MANAGER, HISTOLOGY

Foundation Medicine has created a sense of belonging for me, as the level of acceptance and support has been amazing. I have been in the military and have worked in other jobs where I did not feel safe to be myself. To be my authentic self. I have also been able to find others who are able to speak up and be a part of our great culture. For me, the sense of belonging has added to my desire to come to work every day.

In my five years at Foundation Medicine, belonging has meant various things to me. I've always wanted to be a part of an organization of inclusion. Foundation Medicine has helped me to find the resources and community support via our employee resource programs. UPLIFT is an Employee Resource Network (ERN) that has allowed me to blossom into the leader I am today. In this ERN, our focus is to Unleash the Potential, Leadership and Impact of Female Talent (UPLIFT). This mission has allowed me to meet great team members from all over the organization who have taught me how to see the potential in myself and advocate for my own success. During challenging times, one's belonging could be questioned, but when you have sound allies to help you along the way success is always achievable.

**BIANCA JUSTAFORT,**  
SUPERVISOR, ACCESSIONING



It has been another year of significant progress in our efforts to foster a strong sense of **BELONGING** at Foundation Medicine. We believe that when employees can bring their whole selves to work, we create an environment where people want to be and are ultimately better positioned to transform cancer care for patients. Since our inaugural Diversity, Equity and Inclusion (DE&I) report last year, we've put in place more strategies and plans to help us achieve our DE&I goals and did a lot of listening and learning to glean areas where we can continue to improve. This report reflects our commitment to transparently communicate our progress in making our company a more diverse and inclusive one.

This past year, we undertook an effort to benchmark against industry the diversification of our most highly populated jobs. While we acknowledge that we still have work to do, we are also very proud to say that the gaps in our benchmark study are not severe. For example, we are seeing a higher number of female applicants—44% vs. industry benchmark of 36%. We will continue to monitor our progress and strive to meet or move ahead of market benchmarks.

With **BELONGING** as our north star, we continue engaging in difficult conversations with openness and empathy to better understand each other and do more impactful work. New Leaders Live sessions, the launch of new Employee Resource Networks and other DE&I-focused programming encourage a deeper understanding of different perspectives and foster a more inclusive workplace environment.

We've also doubled down on our commitment to working across the oncology community to close existing disparities in care. We are proud to share that 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. Additionally, we issued a Call for Grants aimed at increasing biomarker testing education, awareness, and access among underserved populations in the United States. LUNgevity Foundation and Moffitt Cancer Center were selected to receive the grant and will be using the funds to gauge precision medicine awareness, identify clinical trial barriers, and develop education materials that can most effectively engage Black patients.

Our commitment to reporting our results annually is a way to keep ourselves accountable to make meaningful progress. DE&I is not separate from how we are transforming cancer care for patients. It is integrated into everything we are doing now. Thank you for taking the time to read our report and I'd also like to thank my colleagues Hal, Bianca and Jesse for sharing their stories of belonging here at Foundation Medicine. We are excited to make even more progress in the months and years to come.



  
**Brian Alexander, MD, MPH**  
CEO, Foundation Medicine





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