



Diversity, Equity & Inclusion at Foundation Medicine

2021 ANNUAL REPORT



FOUNDATION
MEDICINE

CONTENTS

- 2** Opening Letter from Edwina Mays, Senior Director and Head of Diversity, Equity, and Inclusion
- 3** Introduction
- 4** Our DE&I Strategy
- 5** The Journey to Belonging
- 6** Timeline
- 7** Diversity Numbers
- 8** Our Executive Leadership Team
- 9** DE&I Council
- 10** Employee Resource Networks (ERNs)
- 11** Diversity Recruiting
- 12** Our DE&I Partners
- 13** The Journey Ahead
- 14** Closing Letter from CEO Brian Alexander, MD, MPH

It is my pleasure to present this inaugural report outlining Foundation Medicine's journey in Diversity, Equity, and Inclusion (DE&I). From our Employee Resource Networks (ERNs) to our annual engagement survey, Foundation Medicine has a firm and evolving commitment to DE&I.

Our primary aim through this work is to create an innate sense of **Belonging** for each of our employees. This means that every day, we try to ensure each Foundation Medicine employee feels a sense of connection, psychological safety, and support at work. **Belonging** is core to our DE&I work, and essential for an enduring environment which provides equity of opportunity, unwavering inclusion, and the best place for employees to realize their own aspirations.

In 2021, we grew our ERNs from four to seven, we formed a diversified DE&I Committee—which played a significant role in the development and approval of our Enterprise Diversity strategy—and we continued to build out the many processes and initiatives that will help ensure DE&I is part of our everyday culture and fundamental to the decision-making framework we use as a company.

As we pause to consider and appreciate the work we have done in 2021, we seek to build on this momentum, and continue to fully integrate DE&I into our business in 2022 and beyond.

Join us for a glimpse of our journey.



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



WHAT BELONGING MEANS TO US

The **Foundation Medicine 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. **Belonging** at Foundation Medicine means that all of us...

+ Practice active empathy

+ Demonstrate inclusive leadership

+ Embrace each other for our true authentic selves

+ Encourage broad diversity of thought

+ Welcome one another into the room to share our voices

At Foundation Medicine, we believe that transforming cancer care requires having a company culture where the work of DE&I is prioritized.

This culture supports our commitment to deeply understanding and respecting the unique differences in each patient's cancer, medical needs, and personal experience with the healthcare system.

Each day, we bring our collective identities, perspectives, experiences, and knowledge to work at Foundation Medicine. We make space for one another. We listen and we learn. We agree and we debate. We try and we try again. Together, we move forward.

In this inaugural DE&I report, you will read about our work to evolve forward-looking and integrated DE&I strategy initiatives, with a focus on our efforts in 2021. You will learn more about our commitment to social justice and to eliminating healthcare disparities. You will see our workforce diversity numbers, and hear the voices of our employees and executives. From research to our collaborations, from the lab to our advocacy efforts, our internal commitment to DE&I is as important as our external commitment to our partners, physicians, and patients.

Our Passion is Personal.



NAIMA GIBSON, DIRECTOR, DATA STRATEGY MARKETING

Early in her life, **Naima Gibson** knew she enjoyed both science and communications. After graduating from college with a degree in biology, she got a job in marketing and realized she could blend both of her passions by working in marketing for life sciences companies. "I didn't know there were other career paths beyond being a physician or working in a lab," she says. "No one talked about that with me."

That's part of the reason why, at Foundation Medicine, Naima participated in a diversity recruitment fair for students. "I wanted to speak to the benefits of being a person of color at the company and to share my career journey and how I ended up where I am," she says.

Naima started at Foundation Medicine about a year into the pandemic. "I joined remotely and have ended up working with all parts of the organization and its mission. I could tell what kind of organization this was because of the people and their passion. It's been a very positive experience."



Our DE&I Strategy

Foundation Medicine began formalizing its DE&I strategy in 2021 with the hiring of Edwina Mays, the organization’s first Head of Diversity, Equity, and Inclusion. In the time since, we have developed a robust and actionable strategy that helps transform cancer care.

In 2021, our objectives have centered around increasing employees’ sense of belonging in the organization, resulting in a higher degree of productivity and employee engagement. ***This is our DE&I North Star: for every single employee to feel that they intimately belong with the company.***

Keeping our North Star front and center, we sought to increase transparency around DE&I, to increase equity especially in underrepresented groups, and to communicate more robustly around DE&I organization-wide. While this focused work started in 2021, it will continue in the years ahead.

Our 2021 DE&I strategy had many components. As we began to build out programs to bolster a sense of belonging at Foundation Medicine, we also sought to implement initiatives throughout every aspect of the organization—from interviewing to mentorship, ERNs to supplier diversity, and communications to research. You will see many of these initiatives highlighted throughout this report.

Foundation Medicine’s mission is to *transform cancer care by providing patients, physicians, and researchers with a deep understanding of the genomic mutations that drive cancer.* And our values—**Patients, Passion, Collaboration,** and **Innovation**—serve as guiding principles in everything we do.

OUR DE&I MISSION



We feel a deep sense of engagement, involvement, and belonging.



We have the resources, support, and confidence to engage in difficult conversations with candor, empathy, respect and trust.



We act together, at all levels of the organization, to recognize racism and bias and mitigate its negative impact on our colleagues anywhere it appears.



We leverage DE&I as an accelerator for achieving the company’s business aspirations.

DE&I PILLARS



Bold & Inclusive Leadership

All-encompassing pillar representing Foundation Medicine’s overarching desire to drive a sense of belonging.



Cultural Competence

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



Courageous Conversations

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



Efficacy of Belonging

Enhance difference as an accelerator rather than a hindrance.

Our Journey to Belonging

Foundation Medicine's culture begins with its exceptional people. Ensuring each person feels a sense of safety and belonging is critical to our mission of transforming cancer care.

In 2020, in the midst of a worldwide pandemic and a long overdue racial reckoning, we were at a critical point in our DE&I work. Prior to this time period, Foundation Medicine had several disparate DE&I activities, but the initiatives lacked a cohesive approach. In early 2021, we put together a DE&I working team to start to better define what DE&I means for the organization.

To start, we held **open listening sessions** during which employees could give feedback, we started the early work of **establishing some and continuing other ERNs**, and we signed the **MassBio CEO pledge**, a multi-year commitment to create a more equitable and inclusive life sciences industry. The feedback we heard during our listening sessions prompted us to develop a **Words Matter** guide in order to help individuals communicate more confidently when

working across differences. We also compiled an array of **LinkedIn Learning** tools to help employees learn about DE&I topics at their own pace.

Our custom **"Getting Conscious About Unconscious Bias"** training program also grew out of the feedback we received in the listening sessions. It was the largest training program Foundation Medicine had ever undertaken, offering a seat to every single one of our 1,800 employees at the time. While it was not mandatory, 80% of employees opted in to the live facilitated training sessions. Following the sessions, we asked participants, "As a result of this program, are you likely to make better decisions?" and 98% reported "agree or strongly agree." As a capstone to the experience, world-renowned expert on unconscious bias **Howard Ross** presented a facilitated conversation with Foundation Medicine's CEO Brian Alexander around the topics covered in the training.

We began a focused **DE&I Dashboard**, which helps us look at employee representation across many different aspects of identity, including but not limited to gender, race, ethnicity, sexual orientation, age, veteran status, and disability. We can then see at what rate people are being promoted, how they're being trained, what opportunities are available to them, and at what rate they leave the organization. Data matters, and it helps us make better and more equitable decisions with and for everyone across the organization.

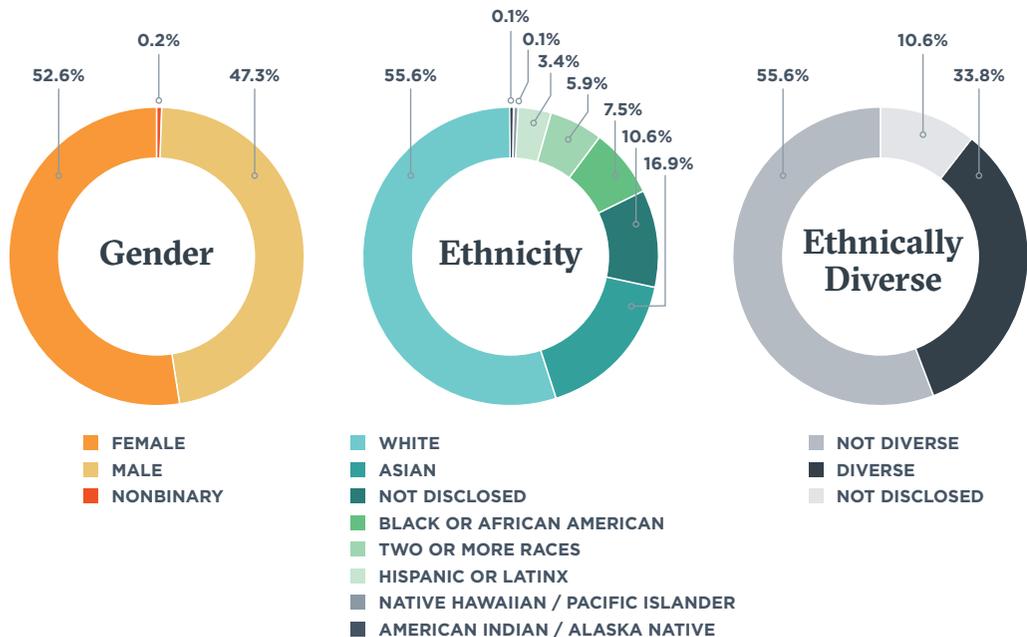
DE&I TIMELINE



Foundation Medicine By the Numbers

This year, we are releasing numbers detailing the workforce composition of the organization. Transparency is crucial to DE&I work, and the accountability that comes from making these metrics public is an important piece along our journey to creating a truly diverse, equitable, and inclusive organization. Reporting our metrics also allows us to look closely at the tangible outcomes of our talent acquisition, development, and promotion activities.

Our employment data was extracted in March 2022. It includes the entirety of our full- and part-time workforce and excludes contractors.



In an effort to create programs that address employee differences, we launched a campaign in 2021 to encourage employees to self-identify in a variety of categories including disability status, LGBTQ+ identity, veteran status, and more. Moving forward, we will continue to help employees self-identify to ensure we hear and represent diverse voices and viewpoints.



Our Executive Leadership Team

We are proud that Foundation Medicine has a talented, effective, and diverse executive team. Women make up more than 60% of the team, with considerable racial, ethnic, cultural, veteran, and age diversity also represented.

The makeup of our executive team exists because of our commitment to having a diverse and inclusive leadership team and workforce, but also to hiring the very best individual for every job. Our executive team believes in Foundation Medicine's strategic roadmap to addressing DE&I in the years to come, and serves as a model for the type of culture we aim to foster.



KATIE NOYES, CREATIVE DIRECTOR

If you have ever wondered what a biotechnology company with a thriving and vibrant creative team looks like, look no further than the work of Creative Director **Katie Noyes**. In addition to maintaining the integrity of the Foundation Medicine brand and overseeing the countless number of marketing pieces, videos, social media posts and other collateral her team of 11 produces, Katie runs a bi-monthly artist lecture series that has featured notable artists including Lavaughan Jenkins and Cierra Peters to celebrate Black History Month, and artist Paul Soulellis to celebrate Pride. Katie feels that this helps spark innovation and passion in employees, and she is committed to including a diverse lineup of artists, to ensure broad representation.

Katie believes firmly in her responsibility to represent a broad range of models and patients in the imagery her team creates. "We always put an emphasis on hiring black, AAPI, LatinX and LGBTQ+ models, and we also ensure that our illustrations feature under-represented groups of medical professionals," she states.

In her role as co-chair of the PROUD ERN, Katie has been instrumental in growing the group's slate of events, and ensuring it is a welcoming and connected place for LGBTQ+ colleagues.

"With PROUD, we aim to provide a safe space for employees who are coming out or transitioning," she says. "We also work to provide resources for the many allies who have asked us how they can better support their LGBTQ+ colleagues. It's also just a great space to meet other LGBTQ+ employees and create a connection via social events or advocacy."



Foundation Medicine's DE&I Committee and Employee Resource Networks (ERNs) are an integral piece of our overall DE&I strategy. Not only do these groups deepen a sense of community and organizational engagement for the employees involved, the members also act as ambassadors for DE&I throughout the organization, as part of our parent company, Roche, and beyond.

DE&I Committee

In 2020, the DE&I Committee was formalized and expanded to 25 employees representing all business units and levels across the organization. At that time, the Council met monthly and helped shape the DE&I work for the organization. Over the next year, the Council focused on developing both short- and long-term business strategies. That included forming a number of subgroups including impact groups, a talent committee, a strategy committee, and different site-based communities both for our locations in the U.S. and in Germany. The talent committee held a tech career summit for Historically Black Colleges and Universities (HBCUs), with a spotlight on health equity and inclusion. In addition, the work done by the Council as ambassadors inside their business units was a substantial piece of the DE&I strategy at Foundation Medicine.

Employee Resource Networks

Our ERNs are employee-led groups of individuals who come together around aspects of identity or areas of interest. ERNs help foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. Each ERN has a sponsor who is also a member of the Executive Team. We believe that an effective community of ERNs will:

- Create deep cross-company connections
- Serve as a tangible extension of our Foundation Medicine Values
- Provide an opportunity to enhance our impact in the communities where we operate
- Help to shape our employee experience and environment, strengthening our organizational health
- Enable diversity of thought to drive an innovative and balanced mindset
- Create career development opportunities for its members



In 2021, Foundation Medicine supported four ERNs:

PROUD

PROUD, (Promoting Representation, Openness and Understanding of Diversity), officially launched in March 2020 supporting Foundation Medicine's LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning and more) employees and their allies. PROUD develops educational content, brings in organizations for topical training sessions, facilitates patient speaker events, and collaborates with other ERNs on intersectional programming. In 2021, members of PROUD, in conjunction with the Creative Team, created a [Telly Award-winning video](#) for Transgender Day of Visibility.

UPLIFT

UPLIFT, which stands for Unleashing the Potential, Leadership and Impact of Female Talent, was the first ERN started at Foundation Medicine, launching in December 2019. The group's focus is on helping women find support, connect with others, and access resources to build their leadership capacities and capabilities.

In 2021, UPLIFT focused on amplifying the voices of our colleagues and partners through multiple joint programs with IMPACT, PROUD, Roche and CIRCLE (a collaboration with other companies in the healthcare industry that supports and advocates for women). By centering around historically marginalized groups and facilitating thoughtful panels, UPLIFT aims to build connections across our remote workforce and inspire employees to find confidence, purpose, and balance as we navigate our “new normal.”

IMPACT

IMPACT, which stands for Improving Multicultural Presence & Advocating for Community Transformation, is Foundation Medicine’s first ERN geared towards celebrating and advocating for communities of color. The group was launched in August 2020 in the aftermath of the murder of George Floyd. In 2021, IMPACT focused on education, sharing personal stories, and looking at how cancer affects Black and brown communities. IMPACT also joined together with UPLIFT and PROUD to present rich, educational, intersectional, and experiential Black History Month events and content.

SUSTAIN

In November 2020, Foundation Medicine launched its fourth ERN, Sustain. Sustain is a community of employees from across the organization who are rooted in the idea that sustainability is more than just creating healthy physical environments; it’s also ensuring that we support our employees’ wellbeing, innovate to last, and are active and engaged community members.

Sustain focused its first year as an ERN on building conversation and community around sustainability issues at Foundation Medicine. Company-wide events included a Black History Month Miniseries collaboration with IMPACT discussing intersectional environmentalism, an Earth Day Lunch & Learn, and a plant seed kit giveaway. Sustain also held board and all-hands meetings where interest and feedback was gathered on sustainable areas for opportunity and growth that determined this year’s initiatives.

In 2022 and beyond, our ERNs will shift to more closely connect and support our everyday business operations. The groups themselves will also expand to explicitly support more identities, backgrounds, and experiences.



PAUL BOUSQUET, SR. MANAGER,
CORPORATE ACCOUNTS - MANHATTAN

There isn’t a corner of DE&I at Foundation Medicine that **Paul Bousquet** hasn’t participated in at some level. From his involvement on the DE&I Committee and co-leadership of the IMPACT ERN, to his selection to serve as a featured speaker at a two-day Roche ERN event, Paul is deeply engaged in and passionate about DE&I work at the company.

“So many times in corporate America, there is a check box for DE&I work,” he says. “Our executive team is unique because they are making sure it’s a priority, weaving it into their calendars and their lives. That work starts at the top. I feel extremely comfortable that here, I can relay my personal experiences and I’m listened to. I’m heard. Foundation Medicine is the best company I’ve ever worked for.”

Supplier Diversity

Foundation Medicine's Supplier Diversity effort is an important piece of our overall DE&I strategy, as it seeks to make our financial impact in our communities more equitable. It allows companies owned by traditionally excluded or underrepresented groups—including minority-, women-, and veteran-owned businesses—to gain a more equal share of our annual vendor spend.

While it has always been part of our mission to give contracts to smaller businesses, Foundation Medicine's official diversity supplier program began in late 2020 when we launched a mentor-protégé program coaching small businesses on how to approach large organizations and bid on significant pieces of business.

“Every year, we want to increase our investment with diverse suppliers. In 2022, we look to increase that commitment by 3%. Educating people internally is critical. We need everyone to remember to consider diverse suppliers.”

—DAVID WATLEY, Procurement Specialist/Supplier Diversity Coordinator



TIM MURPHY, DIRECTOR, PEOPLE STRATEGY LEADER

Tim Murphy has been a Foundation Medicine employee since 2016 and in that time, he's seen quite a lot of change and growth in the organization. He helped launch four ERNs in one year to help connect people across the organization, and in 2021, he helped link the work of the ERNs to the DE&I strategy. Tim's hopes for 2022 and beyond center around the continued growth of the ERN community and focus on education.

When asked more about the educational aspect of our ERNs, Tim said, “I would love to see the continued impact of our educational opportunities. Education is about people learning, but also about them feeling they have a platform and a voice. Sometimes progress can take time and we have to meet people where they are. But, our efforts to enable employees to have open and honest dialogue have worked.”

“Foundation Medicine is a big family,” Tim continues. “I found it was the easiest organization for me to slide into. We have done a lot of great work, and we use that work to feed the future.”

Our Partners

Collaborative relationships with our partners is a crucial piece of advancing our DE&I work. Foundation Medicine proudly works with these organizations to help support and advance our employees across a range of identities and experiences. In the future, we look forward to expanding our roster of DE&I partners.



THE PARTNERSHIP, INC.

WHERE DIFFERENCES DRIVE SUCCESS®

THE PARTNERSHIP

A leadership development program for employees of color, The Partnership, has helped propel thousands of careers. In 2021, Foundation Medicine sponsored two employees—currently leaders in their departments—in the Next Generation Executive program with The Partnership, and we have plans to sponsor many more in 2022 and beyond. It is important to us to not only grow the next generation of leaders at Foundation Medicine, but also to help bolster our existing leaders.



ERG LEADERSHIP ALLIANCE

The ERG (Employee Resource Group) Leadership Alliance is a community of people who are involved in ERGs and ERNs in companies across the world. As we continue to grow and adjust our ERNs, having a connection to thousands of DE&I professionals, group leaders, executive sponsors, and allies who have done this work at their organizations is invaluable.



CATALYST

Our new partnership with Catalyst allows us to access resources and support to build better workplaces for women, and to help launch women into senior positions.

The Road Ahead

2021 was a productive year with regard to our DE&I strategy and work. Going forward, we will remain dedicated to integrating the work of DE&I across the organization.

In 2022, we will align our work across every dimension of the overarching People Team strategy of **ANDEngage** (Attract, Nurture, Develop, and Engage) to further foster **Belonging** amongst the people of Foundation Medicine.

In 2022, we will stand up the **DE&I Center of Engagement**. The Center will ensure the work of DE&I is connected to those events and/or processes that impact employees, best ensuring equity across all processes.

In 2022, our **talent acquisition efforts** will continue to progress across all aspects of recruitment, interviewing, hiring, and onboarding. We strive to look at diversity from all angles, including race, ethnicity, gender, sexual orientation, age, disability, veteran status, and more. We are looking closely at job descriptions, building DE&I scorecards, and developing partnerships with external organizations, as well as colleges and universities. We are building a more robust and equitable internship program that will allow us to encourage more interns to join us as full-time employees. This is a significant undertaking as we continue to rapidly grow our workforce.

And finally, as a subsidiary of Roche, we will continue to foster our partnerships within the **One Roche** family, sharing best practices and areas of growth with our sister organizations.



On behalf of Foundation Medicine's Executive Team, I would like to thank you for taking the time to read our inaugural DE&I report. Foundation Medicine's diversity efforts play an instrumental role in our journey to transform cancer care and our ambition to make our molecular profiling indispensable to clinical care and research. As evidenced in this report, we have made meaningful and notable progress since establishing Foundation Medicine's Office of DE&I in late 2020.

As an employer, we want employees to feel a deep sense of engagement, involvement, and belonging. Looking ahead, we will drive for a greater sense of equity so that no one believes that their differences create barriers to opportunities and achievement. We will continue to foster a culture where employees have the resources, support, and confidence to engage in difficult conversations with candor, empathy, respect, and trust.

Our commitment to diversity reaches far beyond how we show up as an employer and a business partner. We continue to engage with collaborators in the oncology ecosystem on a vision of health equity across diverse communities of people. And we want to see diversity as a key consideration in evidence generation so that our insights apply to more patients who are trying to make some of the most critical decisions of their lives.

We have raised the bar and set higher expectations for ourselves over the last 18 months. To continue to advance our diversity efforts we must maintain our pace and focus. The work has just begun, and our commitment is unwavering.



A handwritten signature in black ink, appearing to read 'BA', with a long, sweeping underline.

Brian Alexander, MD, MPH
CEO, Foundation Medicine



FOUNDATION
MEDICINE