

# Professional equality between women and men

Illumina’s mission, to improve human health by unlocking the power of the genome, is at the centre of everything we do. Our culture is rooted in openness, collaborating deeply and seeking alternative views and perspectives to propel innovation in genomics. We cultivate an inclusive environment in which everyone fully contributes to our mission.

This demands outstanding and diverse talent. To support this, our people programs are carefully designed to demonstrate how much we value our employees and provide employment experiences that are uniquely differentiated.

We strive to offer meaningful development opportunities and reward for impact, performance and potential. Our pay policies and practices are designed to compensate employees based on factors such as job performance, expertise, and experience relevant to individual geography. We believe no one should be paid differently due to their gender, race, age, ethnicity, sexual orientation, or national origin. For this reason, we monitor pay equity and market competitiveness on an annual basis to ensure we offer equal and fair pay.

We continue our journey towards cultivating an environment in which diversity, inclusion and fairness is embedded in all that we do.

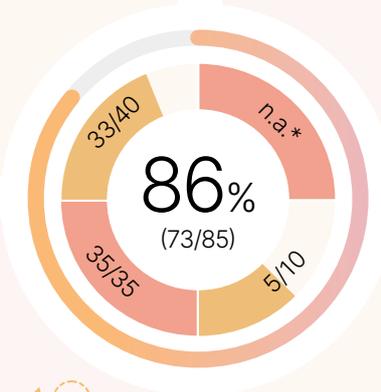
## Our results in figures

6.3% PAY GAP IN FAVOUR OF WOMEN UNDER THE LEGISLATIVE RULES FOR CALCULATION

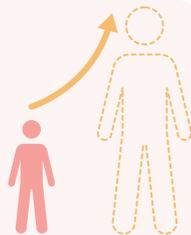


ANNUAL PAY INCREASES ARE AWARDED TO ALL ELIGIBLE EMPLOYEES INCLUDING THOSE ON, OR RETURNING FROM, MATERNITY LEAVE

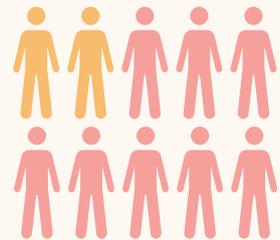
\*We did not have any employees on maternity leave during the current reference period, therefore, we were unable to calculate results for this criterion. In our 2020 report we obtained 15/15 points.



INDIVIDUAL PAY INCREASES ARE AWARDED ON MERIT AND BASED ON JOB PERFORMANCE, EXPERTISE AND EXPERIENCE AGAINST THE ROLE EXPECTATIONS



2 WOMEN AMONG THE 10 HIGHEST SALARIES



Key: XY Male XX Female

Our employee population remains relatively low in France, which means that results can be impacted by small changes. This effect is compounded when we place individuals in the legislative categories. We regularly monitor pay equity and are confident that we offer equal pay when comparing like-for-like roles.

# Key Highlights

At Illumina we believe in continually improving our policies and practices to minimise bias and enable progress towards cultivating an inclusive environment in which everyone fully contributes to our mission. The following highlights show our progress and commitment to advancing diversity, equity and inclusion.



During 2021 we launched a Diversity Ambassador program for members of the HR team. This provided an opportunity for individuals to obtain an understanding of their own behaviour, guidance around how to lead more inclusively, and a deeper learning about the complexity of inclusion. The Ambassadors play an important role in identifying ways for the organization to move forward in DE&I; discussing, exploring, and testing ways in which Illumina can be more inclusive.



For the second year running, we were able to split our short-term incentive plan into two measurement periods. This enabled us to temper market uncertainty during the pandemic and pay out bonuses twice a year during difficult times.



We remain committed to exploring potential opportunities to increase part-time and flexible working offerings to enhance gender equality and provide flexibility for individuals entering or re-entering the market after time away from their career.

## Our Ongoing Initiatives

As we progress on our journey, we are confident that the following initiatives will make a positive impact.

### Prioritise and promote our inclusive and diverse culture: embracing our culture of care



Global shared parental leave policies to make being a working parent gender neutral.



Supporting our diverse population through progressive personalised benefits.



Providing flexible time off, paid time off without accrued limits.



A Leadership Model that expects all people managers to role model positive and inclusive behaviour.

### Investing in and developing our people



Advance our performance enablement programmes to encourage more meaningful conversations between leaders and team members.



Provide any-time access to digital learning and developmental resources for all.



Sponsor Employee Resource Groups to create a more inclusive and respectful workplace that provides a collective voice around shared issues and promotes diversity initiatives and strong community both internally and externally.



Offer training, tools and resources to build cultural awareness, competence and engage more authentically with each other.



Actively work to ensure there is a robust, diverse pipeline for future talent.

Screen job descriptions and adverts for gender and ethnicity bias.



Connect with future talent through our intern and apprenticeship programmes.



We continue to build on our initiatives on diversity, equity and inclusion; with educational programmes to raise awareness, targeted recruitment campaigns for underrepresented groups, and creating safe spaces for employees.



Increase local STEM activities to educate future generations of the power of genomics, igniting curiosity in students and ensuring equitable access to STEM education for all.

We are honoured and humbled to be recognised for the fourth consecutive year by the Bloomberg Gender Equality Index, which acknowledges companies that are advancing women in the workplace globally.

Please see our [Corporate Social Responsibility](#) website for our global effort to embed diversity, inclusion, and fairness in all that we do.