

Edwards Lifesciences is the global leader of patient-focused innovations for structural heart disease and critical care monitoring. We are driven by a passion for patients, dedicated to improving and enhancing lives through partnerships with clinicians and stakeholders across the

We thrive on discovery and expand the boundaries of medical device technology. We are passionate about providing innovative solutions for people fighting cardiovascular disease. It's our Credo. It takes integrity, collaboration, innovation, and focus. For more than 60 years, Edwards has established a remarkable track record of industry-leading work that enables clinicians around the world to enhance and save lives. We're made even stronger today by our people. By investing in them, valuing their diversity, and committing to inclusive collaboration, we've become a company that better reflects the needs of the patients we serve worldwide.

Our dedication and commitment to diversity and inclusion starts at the top and is visible throughout our company. We consider diversity critical to our mission of transforming patient care through medical breakthrough. As we build upon this foundation, we understand that there is true value in diversity of thought – diverse perspectives lead to innovation, better decisions, and make our company more adaptable to the evolving business environment. As such, we have established employee programs and initiatives designed to attract, develop, and retain our diverse talent.

Edwards Board of Directors and the Executive Leadership Team make diversity and inclusion a priority and regularly review internal processes and programs to ensure that they foster a culture that actively and consistently values diversity.

# The Difference between Gender Pay Gap and Pay Equity

The gender pay gap is the difference on average across a population between men's and women's pay. The gender pay gap is usually represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average gross hourly earnings. A gender pay gap which is positive indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is negative, this indicates the reverse - that, on average, men are in a less favourable position than women.

The gender pay gap is not only about equal pay for equal work or work of equal value, which is required under the Employment Equality Acts, but about gender representation. Even if an employer has an effective equal pay policy, it could still have a gender pay gap if, for example, most women are employed in lower-paid jobs. Many factors can contribute to the existence of gender pay gaps. These include differences between men and women in educational attainment and qualifications, occupations, career progression, prevalence of fulltime and part-time working, and responsibility for caring roles.



This report provides the following details:

- (a) the difference between the mean hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean hourly remuneration of employees of the male gender.
- (b) the difference between the median hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median hourly remuneration of employees of the male gender.
- (c) the difference between the mean bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean bonus remuneration of employees of the male gender.
- (d) the difference between the median bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median bonus remuneration of employees of the male gender.
- (e) the difference between the mean hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the mean hourly remuneration of part-time employees of the male gender.
- (f) the difference between the median hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the median hourly remuneration of part-time employees of the male gender.
- (g) the percentage of all employees of the male gender who were paid bonus remuneration and the percentage of all employees of the female gender who were paid such remuneration.
- (h) the percentage of all employees of the male gender who received benefits in kind and the percentage of all employees of the female gender who received such benefits.
- (i) The difference between the mean hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the mean hourly remuneration of employees of the male gender.
- (j) The difference between the median hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the median hourly remuneration of employees of the male gender.
- (k) the respective percentages of all employees who fall within each of
  - (i) the lower remuneration quartile pay band,
  - (ii) the lower middle remuneration quartile pay band,
  - (iii) the upper middle remuneration quartile pay band, or
  - (iv) the upper remuneration quartile pay band,who are of the male gender and who are of the female gender.

# Our Gender Pay Gap results.

Whilst our Gender Pay Gap is low at 7.65%, we do so areas for improvement.

Edwards are committed to supporting women in the workplace, to progress and maximise their career within our Organisation.

## Diversity and Inclusion at Edwards

Edwards aspires to be a global leader dedicated to fostering an inclusive culture where all employees grow and thrive. Edwards' Employee Resources Groups help bring employees with common interests together where they have an opportunity to share and connect. All are welcome at any ERG gathering or group and may join in support of initiatives of particular interest. Each of our ERGs is a group of employees who have received the approval to come together to serve as a resource to the company. Each has a structure and framework, through the ERG Steering Committee, for building cross-cultural and cross-functional work teams.

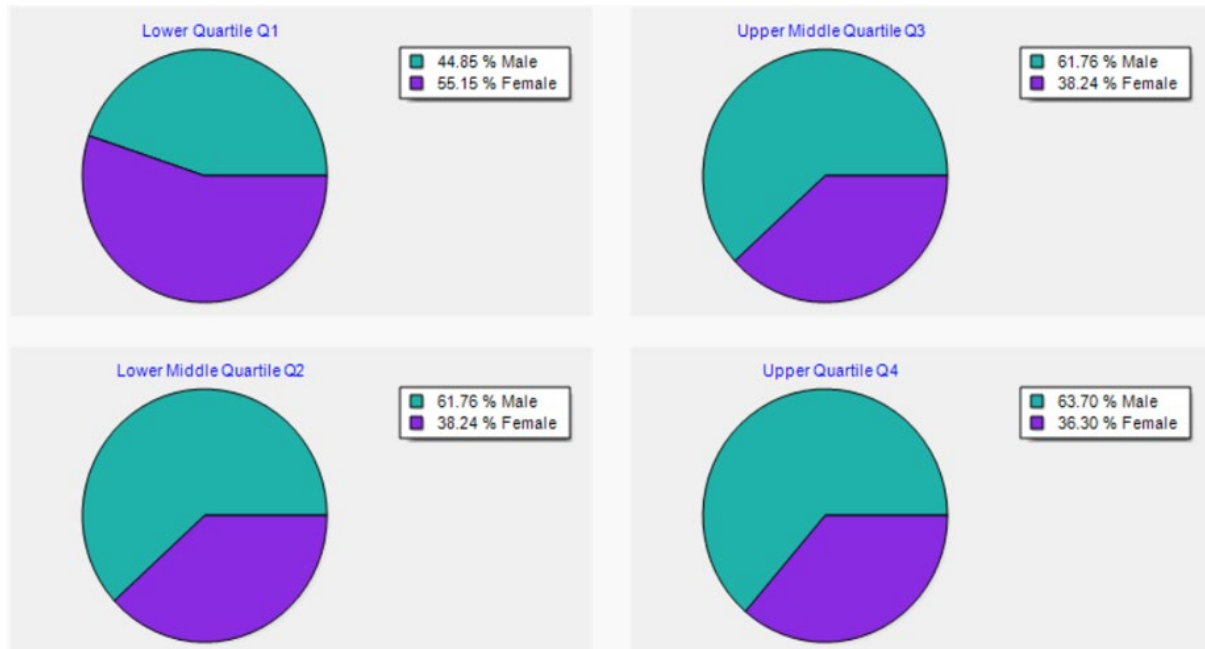
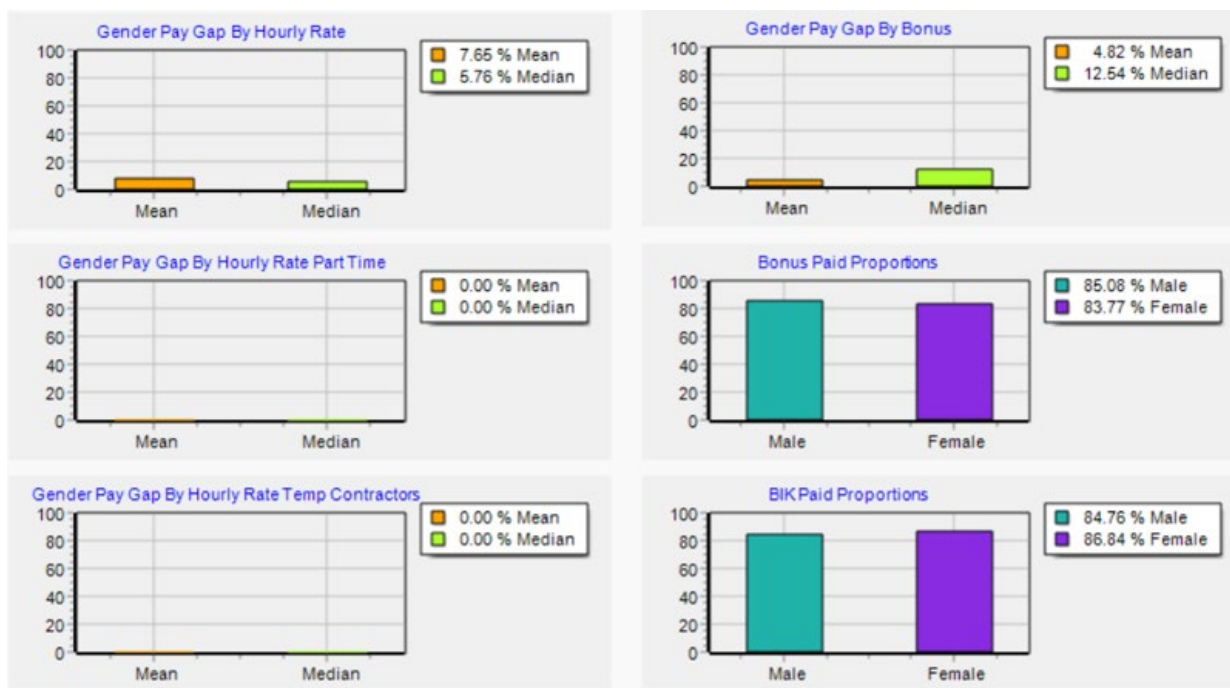
ERGs enable Edwards to recruit and retain diverse talent and benefit from the wide range of thoughts, perspectives, cultures, and experiences each brings to the workplace. This rich diversity is especially important in today's global economy as it allows companies to extend their reach and understanding of the world marketplace. ENOW is one such ERG.

### About E.NOW

The Edwards Network of Women (E.NOW) is committed to informing, involving, and inspiring ALL employees on gender diversity and inclusion within Edwards. Women have always played an important role at Edwards. E.NOW connects women from across the company and world through shared interests and initiatives, including leadership and mentorship programs, that benefit us all. For those who celebrate diversity and inclusion, E.NOW supports Edwards employees of all levels, interests, and imaginations to connect, grow and thrive.

**"Leadership finds a big benefit of having a diverse workforce, diverse leaders, diversity at all levels and all angles can be key to protecting and fostering our innovation culture."**

**Christine McCauley**  
**CVP Human Resources**



230 Female

314 Male

# Unconscious Bias Awareness

Unconscious bias refers to the underlying beliefs, perceptions, and assumptions we develop based on our past experiences and can frame the way we look at the world. As Edwards advances our culture of inclusion, it is important we educate employees around the identification and adjustment of unconscious biases in the workplace.

Achieving Edwards' patient-focused innovation strategy requires an inclusive culture where our employees can bring their best ideas to solve challenges and achieve business goals. The role of our leaders is to understand the power of leveraging diversity of thought within teams to encourage innovation to emerge at every level of the company.

Our Cultivate Curiosity: Unconscious Bias e-learning module and Unconscious Bias Training for hourly employees, Better Decisions Everyday: Unconscious Bias at Work gives employees an understanding of what unconscious bias is, how it impacts individuals and organisations and how to overcome it. The objectives of the course include:

- Identify Bias: Understand the neuroscience behind bias, build awareness and recognize the impact of bias on behaviour and decision-making.
- Recognize what unconscious bias is.
- Identify different types of unconscious bias.
- Realize everyone has biases [preferences]
- Commit to taking action to lessen the influence of unconscious bias.
- Choose Courage: Increase cultural competency skills to work effectively across similarities and differences.

## Taking Action

As we are growing our headcount, we continue to monitor and track our employee data to ensure we can proactively take steps to manage our gender pay gap. Such steps include:

### Talent Acquisition

- Balanced gender candidate slates in addition to a balanced interview panel.
- Interview skills training to ensure we are selecting the best candidate for every role.
- Actively driving diversity through our apprentice, intern, and graduate programs.

## Talent Development

Edwards Life Sciences is committed to ensuring that we actively encourage and enable development opportunities to all our employees.

In 2024 5 of our female employees took part in our Leading at Edwards Leadership program. This is a nominated program for high performing individual contributors to learn what it means and takes to be a successful leader. Participants could gain further insight of what leadership at Edwards looks like and heighten their self-awareness to identify the skills and competencies required to be successful as a people leader and self-leader at Edwards.

14 female employees are availing of our educational assistance programme in academic years '24 & '25 and 11 employees are availing of educational assistance in academic year '25 & '26.

8 females took part in Edwards Exploring Leadership Programme.

In addition to the above, as part of Edwards early career development programme, in 2025 we hired 3 female graduates for our 2-year graduate programme and 5 female co-ops for their 8-month co-op placement.

## Data & Analytics

Data & Analytics.

Gender analysis is reviewed as part of annual processes to ensure fairness and equity. These processes include:

- Talent Development Review: Identify Top Talent and future Leaders & Succession Planning for key People Leader positions.
- Performance Calibration: annual performance review calibrations.
- Annual Pay review: Distribution of annual pay increases and bonus payouts.
- Career Progression: Annual promotions across all levels.
- Educational Assistance: funding provided by the Company to support employees.

Leadership Focus:

The Global Supply Chain Leadership team have identified the following as a network Goal & Objective:

Culture of Diversity, Inclusion and Belonging:

- Educating and bringing it to life
- Building Leaders to be the custodians of EW Culture, Employee Experience, Well-being and Engagement
- Increase diversity representation at the senior level positions (female)