

Edwards' Commitment to Employees and Fair and Equitable Pay

In order to achieve our strategic goals, we depend on the skills, hard work, and dedication of our employees. As such, we are committed to our employees, and we demonstrate this commitment, in part, by ensuring that our pay practices are fair and equitable, and by providing a work environment that recognizes each individual as an important member of a culturally diverse, worldwide Edwards team. It is our policy to employ, retain, promote, and otherwise treat all employees on the basis of merit, qualifications, and competence, and this policy is applied without regard to an employee's gender, race, or any other protected characteristic. This commitment fosters a culture that recognizes the value of employees, encouraging them to strive to pursue and achieve the highest standards of performance for themselves, their colleagues, our customers, our shareholders, and, ultimately, our patients.

To ensure equitable pay, we use a Global Career Framework that places all employees and jobs into career bands across the entire company based on duties and responsibilities. Each job is balanced against internal equity and external competitiveness. We do this by regularly conducting benchmarking of our global job grades and salary structures against similar positions in the market. The use of such a system ensures consistency, on a global level, in the development of employees' career path opportunities within the Global Career Framework. Employees can raise issues regarding pay equity with their manager, their human resources partner, or the office of the Chief Responsibility Officer through a confidential internal email address or the Edwards Integrity Helpline.

With the support and involvement of our Board, the executive team and external consultants, we also regularly review our pay practices and compensation structure for any potential pay disparities across gender and race. This review process analyzes where statistically significant pay disparities may exist and how such disparities can be addressed. We are confident that our processes and procedures for assessing our pay practices and determining our compensation structure help prevent any statistically significant pay gap issue. Fair and equitable pay is integral to our commitment to our employees, and this commitment is shared by our executive team and the Edwards Board.

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