

Gender Pay Report 2021



Foreword

A diverse team, empowered to challenge conventional thinking and inspired to deliver life-changing medicines to patients, lies at the heart of AstraZeneca's success. That has never been more true than during the course of the COVID-19 pandemic, where our team of more than 80,000 people worldwide has continued to drive innovation to advance science that promises to transform care and bring life-changing medicines, including our COVID-19 vaccine and long-acting antibody, to patients all over the world. I could not be prouder of their accomplishments.

As chair of our Global Inclusion & Diversity Council, I continue to oversee the delivery of our inclusion and diversity strategy and ensure we are setting stretching goals against which we can measure our progress. This includes the representation of women across the organisation and in senior roles.

During the year, two more women joined our Senior Executive Team. First, Aradhana Sarin was appointed our Chief Financial Officer and a Board Director, while Susan Galbraith was appointed Executive Vice President, Oncology Research & Development. With these changes, five of our 12 Senior Executive Team members are now women. Across the whole organisation, the number of women in senior roles continues to increase, representing 48% of our senior leaders.

I'm pleased that our progress has been acknowledged externally, including in the 2020 Hampton-Alexander Review of the UK FTSE 100 companies, published in 2021, where we were recognised for our strong

performance on gender diversity and ranked first in the Pharmaceuticals & Biotechnology sector.

We were proud to be recognised in the 2021 Bloomberg Gender-Equality Index, which distinguishes companies committed to transparency in gender reporting and advancing women's equality, as a leader in diversity by the Financial Times, and as one of the world's top female-friendly companies by Forbes.

A highlight of the year for me was when we joined the Plan International #GirlsBelongHere campaign for International Day of the Girl. This saw more than 50 girls across 20 countries stepping into senior leadership roles across AstraZeneca for the day, participating in meetings and workshops and visiting our labs and manufacturing sites. It was an experience that reinforced my views on driving change within and beyond our Company, and I hope it inspired all who participated.

Looking ahead, I am confident that our commitment to gender equality and ensuring AstraZeneca is truly inclusive and diverse will continue to drive the innovation required to make an even bigger difference to the lives of patients around the world.



Pascal Soriot
Chief Executive Officer

48%

of our senior leaders today,
globally, are women



“An inclusive and diverse team underpins our long-term success.”

Introduction

Over recent years, our continued focus on inclusion and diversity has had a meaningful impact, and I'm proud of the progress we've made. Our diversity, underpinned by our inclusive culture, is what makes AstraZeneca a Great Place to Work, and ensures that we are able to understand and respond to opportunities and challenges faced by diverse patient populations around the world.

We believe that our inclusive culture and diverse workforce are fundamental to the delivery of AstraZeneca's purpose, ambition and Growth Through Innovation strategy. By embedding inclusion into our culture, we perform at our best. We gain better insights into the patient population we serve and the communities we operate in to ensure that our medicines reach the diverse spectrum of patients; and delivers on our ambition to be a Great Place to Work.

In 2021, we employed 7,908 people in the UK, and our balance was 53% men vs 47% women. We are committed to reaching a 50% gender split across the organisation, including management levels, by 2025.

We remain committed to equal pay and ensuring that our pay practices are equitable and free of bias. We focus on key employee life-cycle events such as hiring, promotion and performance development, and train all employees to practise conscious inclusion – going beyond the mitigation of unconscious bias into positive steps that enhance equity across our organisation.

In 2021, we held our second 'Power of Diversity Week', a global event involving our entire workforce. The theme was 'Inclusion in Action', with events that built understanding and championed Inclusion & Diversity (I&D) stories and progress from across AstraZeneca. We celebrated our diversity together and explored ways to continue to build an inclusive culture so we deliver on our mission to improve the lives of patients, employees and make a difference to the communities we operate in.


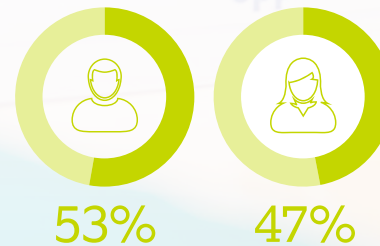
We are focused on increasing the presence of women across our leadership teams. Our progress is supported by several initiatives, including our 'Women as Leaders' programme, aimed at advancing the next generation of women leaders, helping participants uncover strategies and techniques to help them succeed in their career and fulfil their personal ambitions; and our 'Empowerment' programme, aimed at early-in-career women leaders to impact how empowered they feel to step up and take on more challenging roles, projects or assignments. Our UK pay gap continues to improve as more women are appointed to increasingly senior roles.

As a significant employer in science and manufacturing in the UK, I believe AstraZeneca has an important role to play in encouraging women to join and excel through careers in science. We support initiatives to promote women in STEM (Science, Technology, Engineering and Maths) by engaging with our local schools and colleges to make sure that we are cultivating and inspiring talent for the future. We also encourage students to enter science and manufacturing through our apprenticeships, graduate schemes, paid internships and mentoring programmes.

Rebekah Martin
SVP Reward & Inclusion

AstraZeneca demographic

UK employees – 7,908



“Our inclusive and diverse workforce is fundamental to the delivery of AstraZeneca’s purpose, ambition and strategy.”

Explaining gender pay

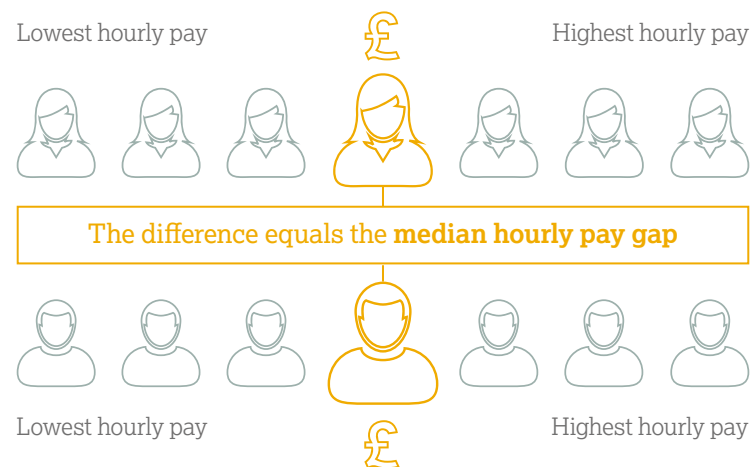
What is the difference between gender pay and equal pay?

Equal pay is a man and a woman being paid the same for doing the same job, or a job of equal value. The requirement for equal pay for equal work has been enshrined in UK law for nearly 50 years.

Companies are required to disclose their gender pay gap by comparing average pay by gender to show the overall balance of pay between men and women. The difference in average pay between men and women – the gender pay gap – can be influenced by many factors, such as the number of women and men at different salary levels within the Company, or the number of men and women choosing to work part-time.

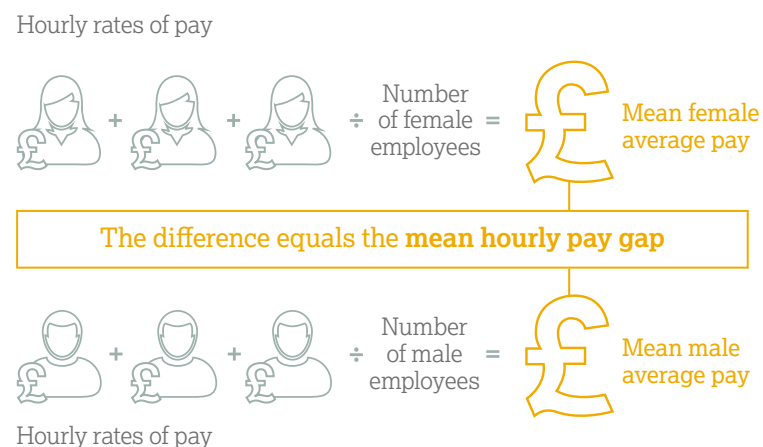
Explaining mean and median pay calculations

The UK Regulations require us to report our median (mid-point distribution) and mean (average) pay and bonus gaps, along with the ratio of men to women in each pay quartile.



Median

The median is calculated by lining up everyone of each gender in order of how much they are paid. The median is the amount paid to the person in the middle of each line. The median gap is the difference between these two numbers, expressed as a percentage. This calculation is done for pay and for bonuses.



Mean

The mean is the average hourly pay across each gender. This is worked out by adding together all the hourly rates of pay for each gender and then dividing the total by the total number of people of that gender. The mean gap is the difference between the two numbers, expressed as a percentage. We report both the mean pay gap and the mean bonus gap.

What is our Gender Pay Gap?

Our hourly median pay gap, at 10.1%, is below the UK median of 15.4%.

Why the gap?

This year's hourly median pay and bonus gaps were driven by three factors:

1. Seniority gap
2. Part-time working
3. Organisation changes

Seniority gap

The bonus gap is driven by having more men in senior roles where base pay and targets are higher, impacted further by the timings of bonus and other payments to senior executives. We are actively encouraging women to progress to senior roles which, over time, we believe will reduce the gender pay gap.

Part-time working

The flexible arrangements we offer mean that many employees find they can combine a rewarding career with having a family, and do not have to choose between the two. Part-time working is available to men as well as women, with 12% of women choosing these arrangements against 1% of men. Part-time working affects the bonus numbers because these employees received pro-rated bonuses based on the number of hours worked, and the statutory calculations do not allow us to take this into account.

Organisation changes

Our MedImmune Ltd workforce decreased by a further 20% in the period 2020 to 2021, with new employees being hired into AstraZeneca rather than into MedImmune Ltd. The number of senior females in this entity decreased further in 2021.

How do these numbers differ from last year?

The pay gap has improved this year and remains below the UK median of 15.4%. There is a small increase in women in the upper quartile of pay, as a result of the higher promotion rate for women, along with a decrease in the lower quartile. The balance of women to men in the UK is 47% of women making up the workforce in 2021 which is a small decrease on 2020. The gap, however, is driven by the higher proportion of men than women in senior roles, a decreasing number of senior women in MedImmune Ltd, and a higher proportion of women working part-time than men.



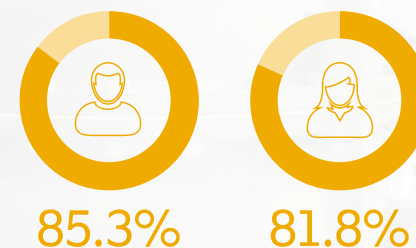
Hourly pay gap

Median	Mean
10.1%	10.3%

Bonus pay gap

Median	Mean
20.5%	44.0%

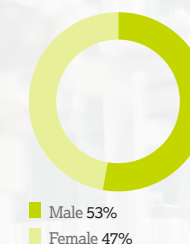
Bonus recipients



AstraZeneca in the UK

Number of employees

7,908



Ratio of men to women in each pay quartile

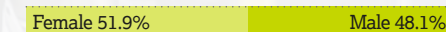
Upper quartile



Upper-middle quartile



Lower-middle quartile



Lower quartile



How are we increasing the representation of women in our UK workforce?

To promote diversity across the Company, we need to think about it at every level in the Company and at every stage in an employee's career.

Our talent strategy is based around three areas:

Attract

How we recruit people



Alison McGurk

On completing the graduate scheme with Unilever, I worked as an enterprise architect, followed by a move into retail, where I had senior architect roles, but missed the people side. I was looking for a role with people management and leadership opportunities, while also being an architect, and was attracted to my role in Operations IT as it was an opportunity to lead an architecture team. AstraZeneca's reputation and the global nature of the role helped me to make the decision to move. My role has enabled me to develop my architecture leadership, to become a manager of managers, and to operate as part of an IT leadership team. With a diverse team, spread over the AstraZeneca world, I enjoy working with different countries and cultures. It can be hard work, but has been rewarding and interesting.

Retain

How we keep talented people within the Company



Jackie Rajendran

I have been with AstraZeneca for 15 years and am working as the Global HR Business Partner for the IT organisation, partnering with the Chief Digital Officer & CIO, and her leadership team, to drive the people agenda for the function. My career has been varied and challenging in a discipline and function that I love, spanning much of the AstraZeneca organisation, including Operations, R&D and the Enabling functions. The people I have worked with value the insights I bring, and I also have great colleagues in the HR function. AstraZeneca has given me the flexibility to balance my home and work life, enabling me to take on demanding roles whilst bringing up two children. My work is always interesting, and there are plenty of opportunities for learning through experience, exposure and education.

Develop

How we help everyone achieve their full potential



Annie Savage

I am on the Global Operations Graduate Programme and currently work in Supply Chain for the flu vaccine. My responsibilities include shipping, planning for the upcoming flu season and process improvements. My first rotation was in UK Operations and Macclesfield communications which opened up varied opportunities that I thoroughly enjoyed. We are encouraged to have side interests alongside our placements and as part of this I co-lead UK Power of Diversity Week. This was a stretching role and I learnt a huge amount from the experience. I was able to do this with the support of the team and my wider network. My next rotation will be in Supplier Quality and will be my first global role, hopefully followed by my first line management experience in production.

“Inclusion and Diversity foster a culture of innovation and creativity, bringing us competitive advantage for all our patients.”

Appendix – statutory disclosures

In April 2021, we employed 7,908 people across three UK companies – AstraZeneca UK Limited, MedImmune Limited and MedImmune UK Limited. These companies reflect acquisitions made in previous years.

- > AstraZeneca UK Limited employed 7,276 people, who are involved across the full range of our activities: research, development, production and commercialisation of our medicines, as well as those working in support and global functions.
- > MedImmune Limited employed 335 people who work mainly on research and development.
- > MedImmune UK Limited employed 297 people who work on supply and quality operations, as well as some working in biopharmaceutical development activities.

AstraZeneca UK Limited		
	Female %	Male %
7,276 employees	47	53
	Median %	Mean %
Hourly pay gap		
Gap between male and female hourly pay	10.1	10.5
Bonus pay gap		
Gap between male and female bonuses	21.5	44.0
	Female %	Male %
Proportion of males and females receiving a bonus		
Proportion receiving a bonus	82.0	85.4
	Female %	Male %
Gender split by hourly pay quartile		
Upper quartile	40.2	59.8
Upper-middle quartile	47.0	53.0
Lower-middle quartile	51.7	48.3
Lower quartile	49.6	50.4

MedImmune Limited		
	Female %	Male %
335 employees	51	49
	Median %	Mean %
Hourly pay gap		
Gap between male and female hourly pay	19.1	23.0
Bonus pay gap		
Gap between male and female bonuses	35.6	66.0
	Female %	Male %
Proportion of males and females receiving a bonus		
Proportion receiving a bonus	76.4	81.2
	Female %	Male %
Gender split by hourly pay quartile		
Upper quartile	27.5	72.5
Upper-middle quartile	38.0	62.0
Lower-middle quartile	56.0	44.0
Lower quartile	64.6	35.4

MedImmune UK Limited		
	Female %	Male %
297 employees	38	62
	Median %	Mean %
Hourly pay gap		
Gap between male and female hourly pay	2.0	0.6
Bonus pay gap		
Gap between male and female bonuses	27.6	36.4
	Female %	Male %
Proportion of males and females receiving a bonus		
Proportion receiving a bonus	86.2	87.3
	Female %	Male %
Gender split by hourly pay quartile		
Upper quartile	33.3	66.7
Upper-middle quartile	35.0	65.0
Lower-middle quartile	39.7	60.3
Lower quartile	37.9	62.1

Basis of analysis

The figures show the median and mean pay gap based on data as at 5 April 2021 and for bonuses paid in the year ended 5 April 2021. We have complied with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 in calculating our gender pay results. In line with the Regulations, we have excluded those people where data required to calculate the gender pay gap is not readily available. We have also excluded contractors who are engaged through third parties.