

# Gender Pay Report 2020



# Foreword

At AstraZeneca, an inclusive and diverse workforce, including diversity of gender, underpins our long-term success. It is fundamental to our ability to innovate, and to identifying new ways in which we can meet patients' needs. It's also another way of ensuring that AstraZeneca is a great place to work and that we are able to understand and respond to opportunities and challenges around the world. This includes shaping our response as a company to the COVID-19 pandemic.

As chair of our Global Inclusion & Diversity Council, I oversee delivery of our Global Inclusion & Diversity Strategy which focuses on:

- > empowering inclusive leadership at all levels.
- > fostering a culture where people speak their minds and share different ideas and opinions.
- > building a strong and diverse leadership and talent pipeline.

In support of this strategy, in 2020, we undertook our first annual 'Power of Diversity Week' – a global event which celebrated and showcased how we are advancing our inclusive culture and making the most of our diversity, thereby enabling us to push the boundaries of science to deliver life-changing medicines to patients. The event included a series of global and local activities, ranging from inspirational keynote speakers and panels, to workshops and fireside chats. These events brought additional focus to the

importance of both inclusion and diversity, and helped each of us understand the role we play in delivering our strategy and how this, in turn, drives our company forward.

As part of our commitment to create an inclusive culture across AstraZeneca, we need to understand our workforce demographics better, particularly in the area of diversity. With this in mind, at the end of 2020, we invited employees from many countries across the world to voluntarily disclose their diversity information. Having access to this will enable us to invest and track our progress in key areas, as well as influence how we develop future Inclusion & Diversity policies and procedures that enable us to create an environment where all our employees can perform at their best.

I am particularly proud of the sustained progress we made in relation to gender diversity in 2020. Globally, the number of women we have in senior roles continues to increase and now represents 47% of our senior leaders. We intend to reach 50% by 2025.

Looking ahead, I am confident that our commitment to 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

# 47%

of our senior leaders, globally,  
today are women



“We continue to be committed to promoting and maintaining a culture of respect and equal opportunity.”





# Introduction

Over recent years, our continued focus on gender diversity has had a meaningful impact, and I'm proud of the progress we've made. In 2020 we employed 7,130 people in the UK, and our gender balance was 52% men vs 48% women. Our gender pay gap continues to improve and we are seeing an increasing number of women in senior roles. We have made progress with closing the gender pay gap for new hires and hired more women than men in 2020. We remain committed to equal pay which we review regularly across our workforce.

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 in science, technology, engineering and maths (STEM). We support initiatives to promote women in STEM 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 in Operations and R&D, paid internships and mentoring programmes.

AstraZeneca has a gender-neutral recruitment process and has introduced improvements such as augmented writing tools used for all job advertisements, advice and guidance on diversity for managers when interviewing, the use of diverse job boards and online networks, updating our careers website, and increasing our profile of women in science and senior roles on social media.


We are passionate about developing a diverse and inclusive workforce, and when it comes to gender diversity 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 female leaders; our 'Empowerment' programme, aimed at new or aspiring female leaders; and we have a Network for Women group established for women across our UK sites to build networks, act as mentors and mentees and nurture a pipeline of potential female leaders. The Women as Leaders programme has been running for seven years; statistics indicate that, on average, over three years, women attending the programme are twice as likely to be promoted as those not attending the programme.

The COVID-19 pandemic was a profound shock to business and societies, underlining society's reliance on women both at work and home. No AstraZeneca employees were furloughed, however we recognise the impact the pandemic has had upon families, particularly women. With this in mind, I'm so proud of the way our team came up with innovative solutions to provide childcare support to UK employees during this time. In May, we launched 'MyClassroom' with the aim of productively occupying children through educational support, and thereby providing parents dedicated time to work. We hired more than 60 qualified teachers who taught a programme designed to complement the national curriculum to children in Reception and Years 1 to 8 through secure, video-linked classrooms. In all, more than 1,000 online sessions were held each week reaching more than 1,300 children with an astounding

response from employees who were so appreciative of this support during a time of real need.

As an organisation with innovation at its heart, nurturing an inclusive environment where our employees can be the best version of themselves every day is pivotal in helping the delivery of life-changing medicines for our patients. We will constantly challenge ourselves to do more and invest appropriately to support diversity in our workplace.

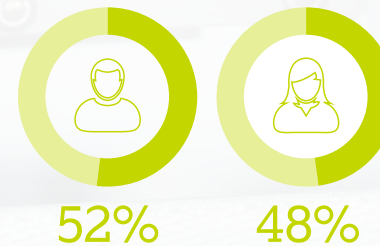
Rebekah Martin  
Senior Vice President Reward & Inclusion



“We aim to attract, retain and develop the best people, whatever their background.”

## AstraZeneca gender balance

UK employees – 7,130



# Explaining gender pay

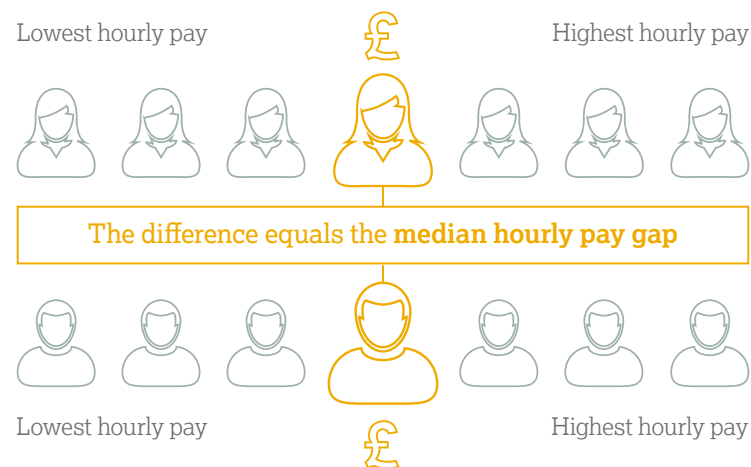
## What is the difference between gender pay and equal pay?

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.

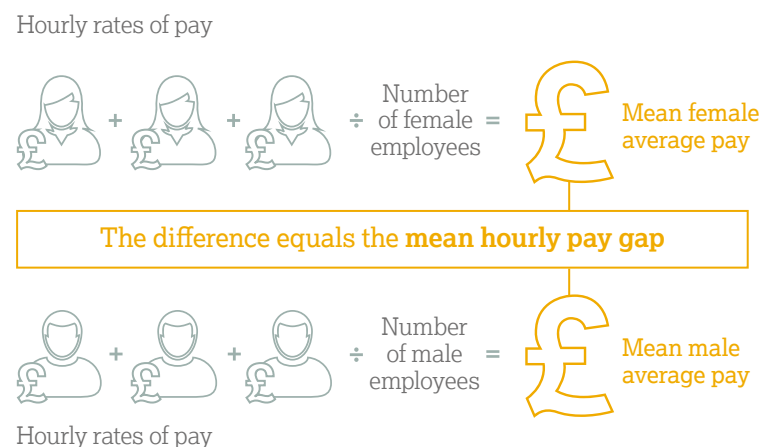
## Explaining mean and median pay calculations

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 12.3%, is below the UK average of 15.5%.

## 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. Although we still have more men in senior roles, we are seeing an increasing number of women in senior roles and 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 don't have to choose between the two. Part-time working is available to men as well as women, with 14% of women choosing these arrangements against 1% of men: this represents a small increase in the number of women working part-time compared with last year. 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 don't allow us to take this into account.

## Organisation changes

Our Medimmune Cambridge workforce decreased by 20% in 2019 to 2020, following a restructuring in R&D. As a result of the organisation changes, the number of top-earning females in this entity decreased in 2020, as the majority moved employment into AstraZeneca UK Limited. New employees are no longer being hired into this entity.

## How do these numbers differ from last year?

The AstraZeneca pay gap has improved this year and remains below the UK national average of 15.5%. There is increased representation of women in the upper quartiles of pay, as a result of the higher promotion rate for women. The balance of women to men in the UK increased slightly with 48% of women making up the workforce in 2020. The gap, however, is driven by the higher proportion of men than women in senior roles, a lower number of senior women in Medimmune Cambridge following the restructuring of our R&D organisation last year, and a higher proportion of women working part-time.

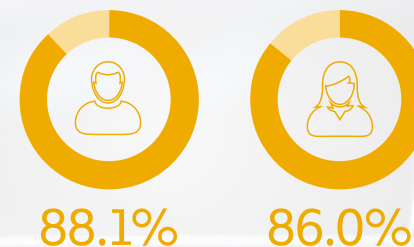
## Hourly pay gap

Median	Mean
<b>12.3%</b> Median pay gap: men were paid 12.3% more than women	<b>11.6%</b> Mean pay gap: men were paid 11.6% more than women

## Bonus pay gap

Median	Mean
<b>23.1%</b> Median bonus gap: men were paid 23.1% more than women	<b>34.9%</b> Mean bonus gap: men were paid 34.9% more than women

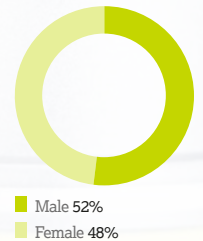
## Bonus recipients



## AstraZeneca in the UK

Number of employees

**7,130**



## Ratio of men to women in each pay quartile

Upper quartile



Upper-middle quartile



Lower-middle quartile



Lower quartile





# How are we promoting gender diversity in the UK?

To promote gender 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.

We aim to create an inclusive workplace and a diverse workforce that reflects the communities we operate in, delivering diversity of thought, incorporating cultural understanding and ultimately stimulating an atmosphere where our employees feel respected and empowered. We do this by attracting, retaining and developing diverse talent.

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

Our talent strategy is based around three areas:

## Attract

How we recruit people



**Dilek Houghton**

Having previously worked in administrative roles followed by a career break after my second child was born, I developed an interest in IT, and have been on the AstraZeneca IT apprenticeship programme for two years. At the end of the programme I will gain a Digital and Technology Solutions degree, and four years of work experience. We do four to eight month rotations across different IT areas, ending with a full year in an area of our choice. This provides exposure across a number of different IT disciplines and will help me choose my future career. AstraZeneca has been very supportive, giving me the flexibility to balance my family and work life. This is a dream opportunity to kick start my career and the science side of AstraZeneca gives much more meaning to my role knowing that my work goes towards helping our patients.

## Retain

How we keep talented people within the company



**Caireen Hargreaves\***

I have been with AstraZeneca for over 20 years and have worked in a number of roles in different locations, in the UK and Sweden, with colleagues from around the world in different business areas. Throughout my career AstraZeneca's values have been very important: following the science, doing the right thing and putting our patients first, supported by leadership and engagement from AstraZeneca managers. My colleagues are inspirational professionals with a drive to deliver great medicines in a sustainable way. AstraZeneca has given me the flexibility to focus on my family, to support both the younger and older generations. Working at AstraZeneca has offered me limitless opportunities, no matter where I have been in my career.

\* Caireen was recently recognised as one of the 2020 Top 50 Women in Engineering – Sustainability.

## Develop

How we help everyone achieve their full potential



**Charlotte Alton**

I am on the AstraZeneca Graduate Programme and my current role is linked to the COVID-19 pandemic. I have been on the programme for just over two years and have grown personally and professionally. Throughout the programme my mentor has encouraged me to learn and supported me with choosing my placements. My greatest opportunities have been my current role which has given me a much broader perspective of AstraZeneca, and a move to Sweden in 2019 where I worked with an all-Swedish team and learnt to understand people better as their second language was English. My next role will be a trainee line management role, and I have had some great role models to learn from. I am constantly learning and my experiences have helped me grow as an individual.

# Appendix – statutory disclosures

In April 2020, we employed 7,130 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 6,421 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 420 people who work mainly on research and development.
- > MedImmune UK Limited employed 289 people who work on supply and quality operations, as well as some working in biopharmaceutical development activities.

## AstraZeneca UK Limited

	Female %	Male %
6,421 employees	47	53
	Median %	Mean %
<b>Hourly pay gap</b>		
Gap between male and female hourly pay	12.3	11.2
<b>Bonus pay gap</b>		
Gap between male and female bonuses	24.0	33.9
	Female %	Male %
<b>Proportion of males and females receiving a bonus</b>		
Proportion receiving a bonus	84.8	86.9
	Female %	Male %
<b>Gender split by hourly pay quartile</b>		
Upper quartile	39.3	60.7
Upper-middle quartile	48.0	52.0
Lower-middle quartile	52.6	47.4
Lower quartile	50.4	49.6

## MedImmune Limited

	Female %	Male %
420 employees	54	46
	Median %	Mean %
<b>Hourly pay gap</b>		
Gap between male and female hourly pay	16.0	25.0
<b>Bonus pay gap</b>		
Gap between male and female bonuses	39.4	57.5
	Female %	Male %
<b>Proportion of males and females receiving a bonus</b>		
Proportion receiving a bonus	97.4	99.0
	Female %	Male %
<b>Gender split by hourly pay quartile</b>		
Upper quartile	34.3	65.7
Upper-middle quartile	50.0	50.0
Lower-middle quartile	63.8	36.2
Lower quartile	67.6	32.4

## MedImmune UK Limited

	Female %	Male %
289 employees	40	60
	Median %	Mean %
<b>Hourly pay gap</b>		
Gap between male and female hourly pay	3.4	4.7
<b>Bonus pay gap</b>		
Gap between male and female bonuses	4.4	19.3
	Female %	Male %
<b>Proportion of males and females receiving a bonus</b>		
Proportion receiving a bonus	95.0	98.9
	Female %	Male %
<b>Gender split by hourly pay quartile</b>		
Upper quartile	37.5	62.5
Upper-middle quartile	33.3	66.7
Lower-middle quartile	47.9	52.1
Lower quartile	40.3	59.7

### Basis of analysis

The figures show the median and mean pay gap based on data as at 5 April 2020 and for bonuses paid in the year ended 5 April 2020. 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.