

Gender Pay Report 2022



Foreword from the CEO

As a global, science-led, biopharmaceutical company, we are dedicated to creating an inclusive culture where everyone has a sense of belonging and where the diversity of our employees accelerates the delivery of life-changing medicines to patients.

I am proud of the progress made toward our inclusion and diversity (I&D) commitments. With the acquisition of Alexion in 2021, we took the opportunity to reflect on our I&D roadmap and design a 'best of both' approach. As chair of our Global I&D Council, I was proud to launch our refreshed global I&D strategy in September 2022. It focuses on creating an inclusive and equitable environment and using our diversity as a competitive advantage.

Gender equality is a fundamental commitment and an area where we continue to make strong progress against stretching goals. Four of our 11 Senior Executive Team members are women and, across the organisation, the number of women in senior roles continues to increase, representing 49% of senior leaders. We are committed to reaching a 50% gender split across the organisation, including management levels, by 2025.

Our progress was supported by impactful initiatives, including wide-ranging 'Power of Diversity' events and our #GirlsBelongHere campaign for International Day of the Girl. This saw nearly 600 women across almost 50 countries step into senior leadership roles across AstraZeneca for the day, participating in meetings and workshops, as well as 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 those who participated.

I was also pleased to see our efforts continue to be acknowledged externally. For the second year running, we ranked first in the Pharmaceutical and Biotechnology sector in the FTSE Women Leaders Review (formerly the Hampton-Alexander Review) and we were proud to be recognised in the 2022 Bloomberg-Gender Equality Index which distinguishes companies committed to transparency in gender reporting and advancing women's equality. This external recognition demonstrates the importance we place on fostering an inclusive and equitable organisation and the representation of women in leadership.

Looking ahead, I am confident our commitment to gender equality, as part of our efforts to ensure AstraZeneca is truly inclusive and diverse, will continue to attract and retain top talent from varying backgrounds and with varying experience. This is the foundation of the innovation we need to make an even bigger difference to the lives of patients around the world.



Pascal Soriot
Chief Executive Officer

49%

of our senior leaders, globally,
today are women



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

Introduction

Over recent years, our focus on inclusion and diversity has had a significant impact, and I'm proud of the progress we've made. Our refreshed global I&D strategy allows us to prioritise and streamline our efforts in areas where we can drive lasting systemic change for both our organisation and for society. I&D sits at the heart of our commitment to being a great place to work for the benefit of our employees, our business and society. It 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. We intentionally put inclusion before diversity because we put a focus first on creating a culture of inclusion and belonging, which will enable us to attract and retain a rich and diverse workforce. By embedding inclusion into our culture, 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 deliver on our ambition to be a great place to work.

In 2022, we employed 8,652 people in the UK, and our balance was 53% men versus 47% women. We are committed to reaching a 50:50 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 2022, we celebrated the Power of Diversity Day globally. Rather than our previous week-long events, the day created more space for colleagues to participate in featured sessions and recognised our progress in hosting events throughout the year. The theme was 'Include, Impact, Inspire', an opportunity to celebrate all of our differences and the complexities that make us who we are, recognising that bringing together different thinking and the unique perspectives of our people is what gives AstraZeneca its competitive advantage. It's what drives innovation and allows us to push the boundaries of science to deliver life-changing medicines to patients.

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. Additionally, our 'Empowerment' programme, is 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.

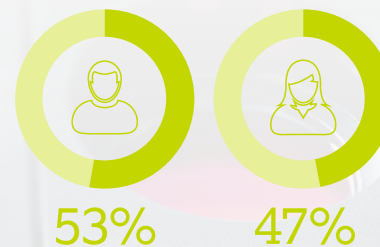
As a significant employer in science and manufacturing in the UK, I believe AstraZeneca has an important role to play in encouraging women to join and excel through careers in science. We support initiatives to promote women in STEM (science, technology, engineering and maths) by engaging with schools 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 – 8,652



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

Explaining gender pay

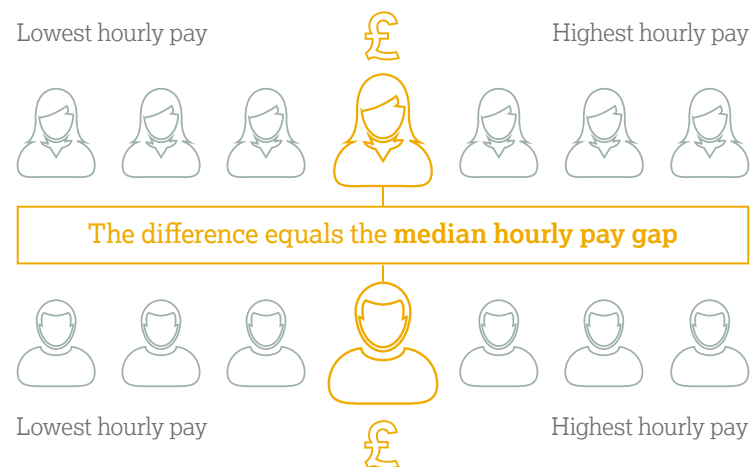
What is the difference between gender pay and equal pay?

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 a company, or the number of men and women choosing to work part-time.

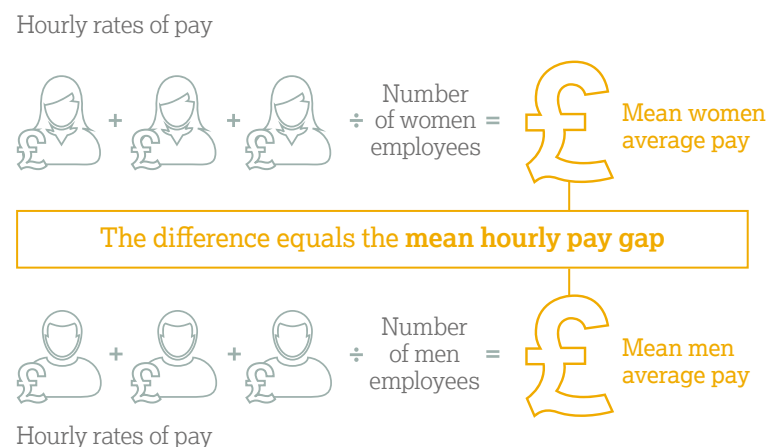
Explaining mean and median pay calculations

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 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 8.7%, is below the UK average of 14.9%.

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 actively encouraging women to progress to senior roles which, over time, we believe will reduce the gender pay gap.

Part-time working

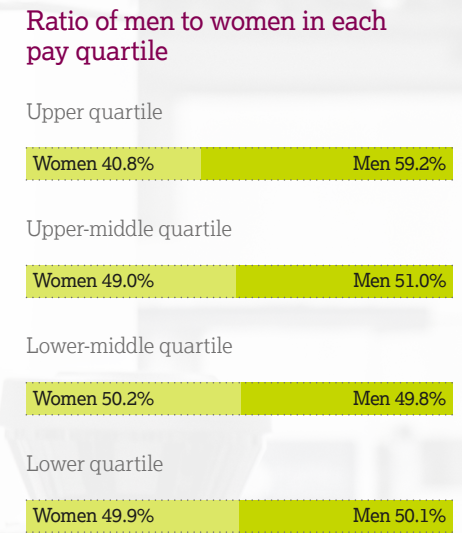
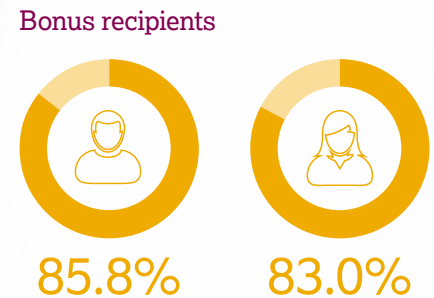
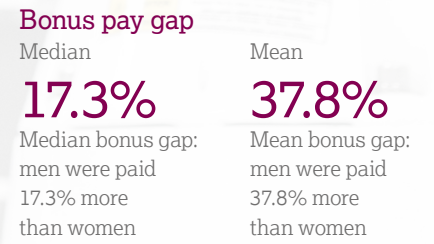
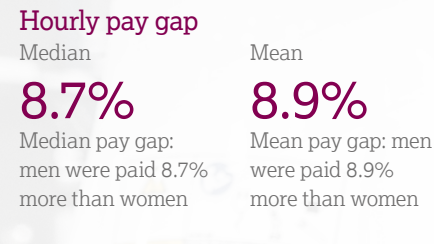
The flexible arrangements we offer mean that many employees find they can combine a rewarding career with having a family, and do not have to choose between the two. Part-time working is available to men as well as women, with 10.7% of women choosing these arrangements against 1% of men: there was a small decrease compared with the number of women working part-time 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 do not allow us to take this into account.

Organisation changes

Our Medimmune Cambridge workforce decreased by a further 18% in 2021 to 2022, with new employees being hired into AstraZeneca rather than into Medimmune Cambridge. The number of senior women in this entity decreased further in 2022, however, overall, there are more women than men employed by Medimmune Cambridge.

How do these numbers differ from last year?

The AstraZeneca pay gap has improved this year and remains below the UK national average of 14.9%. 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 2022 which remains the same as 2021. The gap, however, is driven by the higher proportion of men than women in senior roles, a decreasing number of senior women in MedImmune Cambridge, and a higher proportion of women working part-time than men.



How are we promoting gender diversity in the UK

“Creating a culture of inclusion and belonging enables us to attract and retain a rich and diverse workforce.”

Our talent strategy is based around three areas:

Attract

How we recruit people



Steph Young

When I completed my A-levels, I found it difficult to decide whether to go straight into employment or study for a degree at university. AstraZeneca gave me the opportunity to do both and so I joined as an apprentice in September 2018 within IT. I worked four days a week with one day at university studying towards a degree in data analytics. My rotations within the programme complemented my studies and I was able to apply real working scenarios to assignments. The programme gave me the opportunity to explore pioneering technology in the production of medicines. I was fortunate to secure a new role at the end of my apprenticeship within the IT Service Analytics & Insights team as an IT reporting analyst. I look forward to all of the future learning opportunities that AstraZeneca offers.

Retain

How we keep talented people within the Company



Emma Keddy

I have been with AstraZeneca for 35 years and am currently the Global Head of Delivery IT, managing a global team responsible for the strategy and delivery of technology, infrastructure and enterprise technology services across the organisation. My work is often project based which gives me the opportunity to collaborate with diverse teams across AstraZeneca and I enjoy building relationships with my colleagues. Leaders and managers have advocated for me throughout my career and I have the opportunity to do the same for junior colleagues through coaching and mentoring. My work is always varied and interesting. It can be challenging, however my passion for my chosen field and the opportunities for progression within AstraZeneca have motivated me over the years to perform at my very best.

Develop

How we help everyone achieve their full potential



Kathryn Malcolm

I am on the UK engineering graduate programme and currently work as part of the Site Operations team supporting operational readiness of the new Discovery Centre in Cambridge. I have had the opportunity to complete rotations across a number of our UK sites which greatly widened my network. I am passionate about improving the gender balance within STEM. With the support of my network, I was successful in my application to the WISE (Women into Science & Engineering) Young Professionals Board. This has been a stretching opportunity and given me board experience which will prove invaluable in my future career. I am currently completing my final placement and hope to secure a permanent role within AstraZeneca at the end of the programme.

We are committed to creating a culture of inclusion 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.

Appendix – statutory disclosures

In April 2022, we employed 8,652 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 8,051 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 276 people who work mainly on research and development.
- > MedImmune UK Limited employed 325 people who work on supply and quality operations, as well as some working in biopharmaceutical development activities.

AstraZeneca UK Limited		
	Women %	Men %
8,051 employees	48	52
	Median %	Mean %
Hourly pay gap		
Gap between men and women hourly pay	9.1	9
Bonus pay gap		
Gap between men and women bonuses	18.2	37.7
	Women %	Men %
Percentage of men and women receiving a bonus		
Proportion receiving a bonus	82.4	85.2
	Women %	Men %
Gender split by hourly pay quartile		
Upper quartile	41.2	58.8
Upper-middle quartile	48.0	52.0
Lower-middle quartile	50.9	49.1
Lower quartile	50.1	49.9

MedImmune Limited		
	Women %	Men %
276 employees	51	49
	Median %	Mean %
Hourly pay gap		
Gap between men and women hourly pay	20.5	22.1
Bonus pay gap		
Gap between men and women bonuses	40.5	59.9
	Women %	Men %
Percentage of men and women receiving a bonus		
Proportion receiving a bonus	99.3	97.8
	Women %	Men %
Gender split by hourly pay quartile		
Upper quartile	31.9	68.1
Upper-middle quartile	48.0	52.0
Lower-middle quartile	58.0	42.0
Lower quartile	65.2	34.8

MedImmune UK Limited		
	Women %	Men %
325 employees	40	60
	Median %	Mean %
Hourly pay gap		
Gap between men and women hourly pay	3.4	3.0
Bonus pay gap		
Gap between men and women bonuses	2.2	9.5
	Women %	Men %
Percentage of men and women receiving a bonus		
Proportion receiving a bonus	82.7	89.8
	Women %	Men %
Gender split by hourly pay quartile		
Upper quartile	37.0	63.0
Upper-middle quartile	38.0	62.0
Lower-middle quartile	45.1	54.9
Lower quartile	39.5	60.5

Basis of analysis

The figures show the median and mean pay gap based on data as at 5 April 2022 and for bonuses paid in the year ended 5 April 2022. 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.