



DIVERSITY, INCLUSION & BELONGING **IMPACT REPORT**

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DIVERSITY, INCLUSION AND BELONGING (DI&B) AT ALEXION is a journey fueled by the purpose-driven and patient-centric devotion of our people. When we recognize diversity, lead with inclusion and foster an environment where we can all belong, we power our unique culture and further our commitment to Corporate Social Responsibility (CSR). **DI&B enriches our mission to serve people living with rare diseases and devastating conditions, who are our inspiration and our Guiding Star.**

This Impact Report chronicles both the DI&B work we've done so far and our game-changing vision for the future. The primary purpose of this publication is to showcase our DI&B programs, initiatives and aspirations. While the report contains some data on Alexion employees, it should not be considered a comprehensive disclosure.

ALEXION'S CULTURE VALUES:



SERVE
PATIENTS



ACT WITH
INTEGRITY



EMPOWER
PEOPLE



INNOVATE FOR
SOLUTIONS



MESSAGE FROM OUR **CHIEF DIVERSITY OFFICER**

At Alexion, we embrace our role in unleashing an organization and fostering a world that's ripe with purpose, possibilities and passion for inclusion.

My appointment as Alexion's first Chief Diversity Officer was just the beginning of our Diversity, Inclusion and Belonging (DI&B) journey. It was our collective and resounding call to strengthen our relentless commitment to making our company diverse and inclusive, one where every great idea can be heard and democratized and most notably, one where everybody can unapologetically belong.

We understood that it would take a collaborative effort throughout Alexion to truly foster a culture of belonging, one where every single person can belong because of their

uniqueness, not despite it. Such a culture cannot start without listening. **One of my first actions as Alexion's Chief Diversity Officer was to launch a listening tour called "90 Days, 90 Perspectives."** I had an emotional and powerful experience speaking directly to 100 colleagues in one-on-one settings to hear about their unique journeys, challenges and hopes for the future. These interactions were eye-opening and revealed the intimate dichotomies that diversity animates in each of us – that diversity is a construct both deeply personal to each individual and yet inextricably social. These interactions emboldened my belief that every single person is diverse. Anchored in the powerful insights of our colleagues, our function was born. **Our vision is to ensure that every single person can feel safe, respected and inspired to embrace their uniqueness and join our movement – our belonging revolution.**

“Diversity is a construct both deeply personal to each individual and yet inextricably social.”

A year later, I am delighted to introduce Alexion's first Diversity, Inclusion and Belonging Impact Report. As I reflect on our accelerated path to belonging, I'm amazed at the progress our company has made to advance DI&B in such a short time. The quality and speed of this transformation was made possible because a substantial percentage of our global workforce raised their hands and passionately volunteered to create a meaningful employee-led DI&B experience. The result was a powerful enterprise function, booming with holistic listening and learning programs, Alexion Resource Groups, patient diversity programs and much more. **At Alexion, one thing is clear: DI&B is not only our passion but also a potential competitive advantage for our company, one that allows us to create a liberating environment for our diverse colleagues and harnesses their unique insights to spur innovation for our patients – our Guiding Star.**

At Alexion, we believe that diversity is a fact, inclusion is an act, and belonging is a pact. A pact, that requires everyone to unite in appreciating, accentuating and admiring one another's uniqueness. In 2020, we advanced our corporate ecosystem to raise awareness, set the right tone, upgrade our systems, processes, programs and policies and drive allyship. **With the foundation now laid, the possibilities are endless for every Alexion employee to fearlessly turn up the dial on who they are and be their authentic selves.**

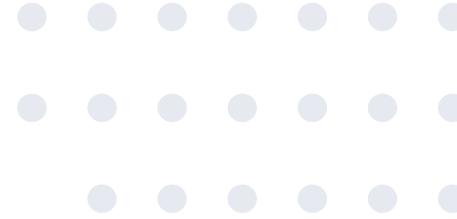
We know that we have a lot of work ahead of us. As we reflect on the progress we have made to advance our core DI&B strategic pillars — **Build** a diverse and inclusive organization of the future, **Advance** our culture of diversity, inclusion and belonging, **Ensure** a compelling brand reputation — we are filled with optimism that our sustained commitment to DI&B will continue to produce a lasting and differentiated change. Diversity can change by location; and ways of inclusion may vary from one culture to another. Yet, belonging remains timeless and unchanged, for everyone has a simple hope to feel that they belong. At Alexion, we all do and always will.



UZAIR QADEER



Our DI&B commitment starts at the top



EXECUTIVE COMMITTEE INSIGHTS



TANISHA CARINO, PH.D., *(she, her, hers)*
Executive Vice President,
Chief Corporate Affairs Officer

“Our DI&B journey has created a safe space where we all bring our lived experiences and our talents to improve the lives of people affected with rare and devastating disease.”



INDRANI FRANCHINI, J.D., *(she, her, hers)*
Executive Vice President,
Chief Compliance Officer

“Embracing Diversity, Inclusion and Belonging is the very essence of our core value of Integrity. Embodying each of these is truly about how we do what we do with the utmost integrity.”



ELLEN CHINIARA, *(she, her, hers)*
Executive Vice President,
Chief Legal Officer and
Corporate Secretary

“Diversity, Inclusion and Belonging is fundamental to our commitment to acting with integrity – treating all with dignity and respect and including everyone.”



BRIAN GOFF, *(he, him, his)*
Executive Vice President,
Chief Commercial and
Global Operations Officer

“We need the best minds openly challenging each other from very different perspectives to make sure we always get the best outcomes for the patients we serve.”



LUDWIG HANTSON, *(he, him, his)*
CEO

“Fostering belonging is a critical evolution of our focus on championing diversity and inclusion. We promote a high-integrity, speak up culture wherein employee voices are amplified, and each and every employee is valued for their unique background.”



ARADHANA SARIN, M.D., *(she, her, hers)*
Executive Vice President,
Chief Financial Officer

“We’re in the business of developing life-changing medicines driven by innovation. Innovation arises from diverse viewpoints coming together, and a culture that invites people to speak up.”



EXECUTIVE COMMITTEE INSIGHTS



BEC LILLIE, *(she, her, hers)*
Senior Vice President,
Chief Human Experience Officer

“When colleagues come to work at Alexion, I want them to feel comfortable being and showing exactly who they are. Colleagues should feel that they have a home here.”



JOHN ORLOFF, M.D., *(he, him, his)*
Executive Vice President,
Head of Research and Development

“The evolution of our DI&B culture will greatly impact the patients we serve. A major goal is to enroll patient populations that are fully representative of those who will benefit from our medicines.”



MORGAN SANFORD, *(she, her, hers)*
Chief of Staff to the Chief Executive Officer

“We believe that promoting diversity, inclusion and ultimately belonging at Alexion will enable us to have a greater positive impact on patients’ lives and our communities.”



RANA STRELLIS, *(she, her, hers)*
Senior Vice President,
Global Culture and Corporate Social Responsibility

“Our culture is an enabler of our business strategy and success. It is what makes us who we are as an organization, where team members feel valued and respected for their individuality.”

OUR DI&B JOURNEY

Inspired by the voice of our employees and a bold vision, we launched DI&B and made an immediate impact internally and externally.

AUGUST
2020



Details on these elements of our journey can be found throughout the report.

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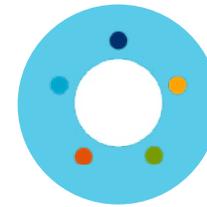
FOUNDATIONS FOR **INNOVATION**

At Alexion, we strive to shine a light on what living with rare diseases and devastating conditions means for patients and their families. Exploring what is unique and rare is a concept woven deep into our organizational fabric, including valuing the uniqueness and diversity of our employees. **We recognize nurturing the diverse perspectives and strengths of our people translates into innovative breakthroughs for patients.**

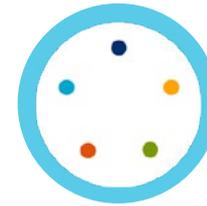
In our quest to redefine diversity programs, it was crucial to divide Diversity, Inclusion and Belonging from one another. **Diversity** is a fact, **Inclusion** is an act, and **Belonging** is a pact. Belonging is the goal, and it happens when conditions exist for diverse people to thrive equally. Creating this environment mandates forward thinking to deliver transformative results.

We customize our DI&B efforts for geographic regions and business units to build a culture that draws in diverse perspectives and bold thinking. **One size does not fit all.** Our goal is to democratize and amplify all voices and honor each person's authentic self. The result is new ways of thinking and listening to drive innovation in all areas of our business.

We strive to help to create an environment of belonging, one in which employees feel unapologetically liberated *because* of their uniqueness, not *despite* it.



DIVERSITY
is having a seat at the table



INCLUSION
is having a voice



BELONGING
is having that voice be heard



ALEXION'S DI&B MISSION:

Ignite an inclusive environment where people belong because of their uniqueness, unleashing diversity as a competitive advantage to spur innovative breakthroughs for patients.

DIALING INTO DIVERSITY

We think about diversity as not just traditional dimensions but as multiple dials, including but not limited to: race, ethnicity, gender, sexual orientation, age, disability, belief system, national origin, socioeconomic status, veteran status and style. Framing diversity like this allowed us to work with each market and business unit to craft

diversity plans custom to their needs, build upfront alignment, maximize impact by pushing the right programs into the right pockets of our business, and most notably, ensuring that every employee in our organization understands that we are all diverse and that our diversity program is for everyone. This magnetized people to join our efforts and champion our DI&B efforts worldwide.

Dials of Diversity

As a global company, we recognize that diversity holds different meanings in various settings around the world. That's why we have identified **specific dimensions of diversity that can be dialed up or down based on the contexts of each of our local offices and markets served and Alexion's business objectives.** These dimensions help to create a universal definition of diversity, driving common understanding across our organization.



AGE OR GENERATION



RACE



ETHNICITY



NATIONAL ORIGIN



GENDER



BELIEF SYSTEM



SEXUAL ORIENTATION



DISABILITY/ ABILITY



SOCIOECONOMIC STATUS



VETERAN STATUS



STYLE

Source: Framework developed by Uzair Qadeer



PAVING THE ROAD TO A **ROBUST DI&B PROGRAM**

When we launched our DI&B function in 2020, we understood that diversity is not just a corporate capability but has the potential to be a competitive advantage, and that diversity playbooks of the past did not always deliver the needed breakthroughs. So we created a DI&B road map in a unique way.

We leveraged the power of qualitative and quantitative analytics from both internal and external sources to study data delineated by Diversity, Inclusion and Belonging separately. This robust approach included examining three years of historical diversity data, conducting a psychometric assessment-like survey to measure inclusion through six specific indicators, reviewing industry benchmarks and practices, interviewing a diverse group of global senior leaders, and studying over 3,200 unique interactions and comments from colleagues to understand their sense of belonging tied to our annual culture survey. Combined with a comprehensive maturity assessment of Alexion's current state of DI&B capabilities, the rich data gathered helped inform our ambitions and aspirations (see [Page 13](#) for details).

Delineating the data by these segments allowed us to study what each looked like in our organization and how they influenced each other. **We were able to better understand the strategic areas we must focus on to guide how Diversity, Inclusion and Belonging are embedded within the entire ecosystem in which Alexion exists** – from our employees to people affected by rare diseases and devastating conditions to local communities and beyond.

Only after this analysis did we thoughtfully craft aspirations and a road map that spans a three-year time horizon. Lastly, we developed prioritized initiatives that overlay our Strategic Focus Areas bucketed by key themes per year that will **ensure we deliver our aspirations.**

Diversity is not just a corporate capability, but is instead, a potential competitive advantage.



STRATEGIC FOCUS AREAS

BUILD A DIVERSE AND INCLUSIVE ORGANIZATION OF THE FUTURE

ADVANCE OUR CULTURE OF DIVERSITY, INCLUSION AND BELONGING

ENSURE A COMPELLING DI&B CORPORATE BRAND REPUTATION

DI&B ASPIRATIONS

BY 2025:

GENDER PARITY:

50%

Increase female representation globally at Director level and above from 45% to 50%

MINORITY REPRESENTATION:

36%

Increase representation of minority employees in the U.S. from 29% to 36%

+

MIRROR

representation of VP and above positions to reflect overall U.S. minority populations

LGBTQ+ REPRESENTATION:

5%

Increase representation of LGBTQ+ employees in the U.S. from 2%¹ to 5%

BY 2023:

CLINICAL TRIAL DIVERSITY:

100%

Reach 100% of Phase II/III clinical studies committed to tracking diversity

+

REFLECT

real-world representation in our clinical programs

SUPPLIER DIVERSITY:

14%

Increase diverse supplier spend from 10.5% to 14%



¹Based on partial data from self-identified survey

ENGAGING ALL COLLEAGUES TO ADVANCE DI&B

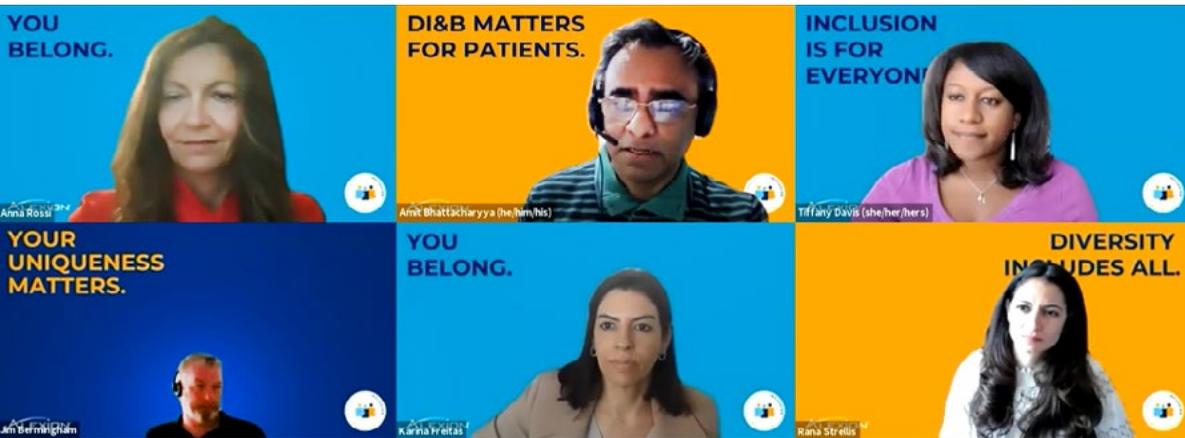
Our compelling DI&B governance and accountability structure actively engages a diverse cross-section of hundreds of Alexion colleagues. We welcomed and magnetized people into our efforts, listened to and democratized their voices and worked with them to create a strategy that was backed by data. As a result, we created a peoples' function to drive diversity as a competitive advantage for our organization.

From this cross-cutting engagement comes a novel way to turbocharge our DI&B journey and create accountability.



BEIWEN ZHU, *(she, her, hers)*
Diversity, Inclusion and Belonging Lead and Chief of Staff to the Chief Diversity Officer

“What attracted me to Alexion and my role is the unique position and structure of DI&B at Alexion. DI&B is an independent function reporting directly into the CEO, which means we truly have a seat at the table where decisions of the highest importance are made.”



Our DI&B Governance Structure

Our pursuit of a culture of belonging begins with our Office of DI&B, our main DI&B body, led by our Chief Diversity Officer who reports directly into the CEO. The Office of DI&B is responsible for defining and driving a clear and progressive DI&B strategy and advises the Board of Directors, Executive Committee and all employees on DI&B issues. We have dedicated resources for 'internal' and 'external' DI&B, respectively, an intentional design that ensures we are driving impact for all stakeholders.

What really makes our approach so unique and inspiring is that **25% of Alexion's global workforce is actively engaged in DI&B planning and governance.** The Office of DI&B works in tandem with an interconnected set of DI&B-focused governing bodies to collectively activate DI&B and infuse it into everything we do at Alexion. These include:

- **ALEXION'S DI&B ADVISORY BOARD**, a diverse advisory body co-chaired by Executive Committee members and comprising cross-functional and cross-geographical employees of all levels, is responsible for providing guidance and championing DI&B solutions across the organization.
- **ALEXION'S DI&B NETWORK**, a group of 250-plus employees globally comprise our DI&B Innovation Factory. This alliance pilots and amplifies new and novel DI&B solutions at an accelerated pace.
- **ALEXION'S DI&B "INNOVATION PODS,"** targeted working groups that tackle DI&B topics of the highest priority, combining the collective power of internal experts, external advisors and passionate employees. They include:
 - **Talent:** Advance strategies and tactics in talent acquisition and talent development to magnetize and incubate diverse talent.
 - **Education:** Reimagine diversity learning programs for Alexion's global workforce.
 - **Benefits:** Assess and develop more inclusive benefit programs.
 - **Analytics:** Identify process to expand DI&B data collection, governance and reporting.
 - **Clinical Trials Diversity:** Examine current state and develop and execute a three-year road map to embed diversity into clinical trials.
 - **Supplier Diversity:** Relaunch and communicate a robust Supplier Diversity Program.
- **ALEXION RESOURCE GROUPS**, voluntary and primarily self-governed groups that create inclusive communities, raise cultural awareness, advance our DI&B agenda regarding specific diversity cohorts, represent Alexion at external events and drive intersectionality through collaboration with other groups. (More on [Page 19.](#))
- **ALEXION'S DI&B LISTENING AND LEARNING PROGRAMS**, open and accessible global programs designed to elevate awareness of DI&B, bring employee voices to the forefront and enrich our digital and on-demand learning offering with intimate and interactive learning possibilities. (More on [Page 22.](#))

NEW MODERN FAMILY BENEFITS



The Total Rewards team partnered with the DI&B Benefits Innovation Pod to introduce and/or expand transformative employee benefits in the U.S. to further belonging at Alexion:

- Expanded parental leave for all new parents
- Increased reimbursement for adoption fees
- Introduced phased return to work following parental leave
- Introduced doula reimbursement
- Extended caregiver leave
- Introduced surrogacy reimbursement
- Accelerated eligibility for family leave programs to date of hire

250+ EMPLOYEES GLOBALLY COMPRISE OUR DI&B NETWORK

Our DI&B governance structure creates a dynamic ecosystem where all voices are free to provide input to and receive feedback from each other. It underscores our deep-held belief that activating DI&B is a shared responsibility. As a result, we have both organizational and individual accountability mechanisms in place to ensure we all have stake in our DI&B mission. These include:

- 1. Embedding DI&B into Corporate Objectives:** We've added DI&B into our annual Corporate Objectives, along with other business priorities, so that DI&B becomes integral to our corporate success. Our Corporate Objectives are communicated from our CEO and cascaded throughout the organization, ensuring that DI&B is prioritized.
- 2. Tying DI&B with Employee Annual Incentives:** Key DI&B components are tied with company bonus funding, as outlined in our DI&B Corporate Objectives. Each component is broken down by measurable milestones.
- 3. Incorporating DI&B into Individual Performance Development:** Every employee has a pre-populated DI&B goal in their performance development system with clear guidance on the many ways to meet the goal. All employees must meet the DI&B goal in order to meet their overall performance expectations.

DI&B GOVERNANCE STRUCTURE OVERVIEW

~25%

of Alexion colleagues actively engaged

7 REGIONS

represented, including U.S., Canada, EMEA, Ireland, Japan, Latin America and Australia

ALL 8

corporate functions at Alexion are represented



EMPLOYEE PROFILE

BEC LILLIE *(she, her, hers)*
Senior Vice President, Chief Human Experience Officer

Patients sit at the center of Alexion's core mission — they are our Guiding Star. Bec Lillie, an experienced human capital strategist, understands that to become a truly patient-centric organization, we need to develop world-class leadership and innovation capabilities. These capabilities are fueled by a company culture and DI&B strategy that create an environment where we can unlock authenticity, foster trust and ignite innovation for the patients and communities that rely on us.

“Alexion places tremendous emphasis on building our culture, deepening our DI&B impact and creating a great employee and patient experience,” she said. “The fact that Rana Strellis, Uzair Qadeer and I all have a ‘seat at the table’ of our Executive Committee allows us to drive significant and lasting change.”

For Bec, it was the spring of 2020 when the work of advancing belonging became much more personal. The global reckoning over racial justice transformed her. Alexion's efforts, as well as conversations with her adult children, helped her see the world differently. These intentional dialogues also spurred a new understanding about her role as a woman leader in the pharmaceutical industry.

“I've been told in the past, ‘you're too nice’ and asked if I had ‘what it takes to make tough decisions.’ And I used to think about changing my style,” she said. “But at Alexion, we celebrate our uniqueness. My style is mine, and it's authentic. You can be nice and be effective and make the hard calls. Our DI&B programs really reinforced this for me. It has changed my mindset on what it means to be a leader, and I want to carry that message forward to younger generations.”

2

CREATING A CULTURE OF **BELONGING**

To transform the lives of people affected by rare diseases and devastating conditions, Alexion relies on the best and most diverse minds to awaken the next groundbreaking innovation. Creating a culture of belonging is a business imperative that allows for personal liberation and professional excellence.

Every person at Alexion brings their own unique perspective and lived experience to their role. When we each draw from our unique strengths and work collaboratively to share ideas, we create the ideal environment to spark life-changing advances.

“I was drawn to this role because it presented an opportunity to create something powerful and impactful for an organization that needed and appreciated it. And by the drive to create a better world for my young son.”

TIFFANY DAVIS, (she, her, hers)
Head of Internal Diversity,
Inclusion and Belonging



ALEXION RESOURCE GROUPS (ARGS): DEEPENING CONNECTIONS

Alexion Resource Groups (ARGS) are voluntary, employee-led groups that aim to cultivate and sustain belonging at Alexion. They are organized around shared experiences but activated along shared challenges. This approach has sparked new coalitions of action as colleagues began living our powerful construct of intersectionality. Silos started collapsing and coalitions supporting DI&B work started to spread like wildfire. These global groups are centrally managed by the Office of DI&B and have multiple subchapters. Each group is supported by an Alexion Executive Committee Champion and a member of our Enterprise Leadership Team. ARGS are open to all global colleagues to embrace differences, advance education and foster alliance – any individual can join any ARG.

THROUGH OUR ARGS, ALEXION TAKES A DIFFERENT APPROACH TO TRADITIONAL EMPLOYEE RESOURCE GROUPS:

- 1 They are **INTERCONNECTED** rather than operating in silos, aiming to expand diverse coalitions.
- 2 **ALLYSHIP** is a core focus area, built into their governance structure.
- 3 They **PROVIDE A PLATFORM FOR NETWORKING** and simultaneously create positive impacts on the business.
- 4 They have **LEADERSHIP SUPPORT** from both an executive management team member and a senior leader sponsor.

The Intersectionality Imperative



Alexion Resource Groups (ARGs) are led by dedicated and passionate employees who understand the power of connecting colleagues with each other. Here, the chairs of each ARG share their thoughts for how their intersectional groups build bonds and advance belonging.

WHY ARE ALEXION RESOURCE GROUPS IMPORTANT?

DAN COMERFORD, *Be You (he, him, his)*: For me, it's about feeling comfortable in my workplace and my colleagues feeling like they belong, regardless of what they look like. Whatever sexuality, gender, age, location, we all need to feel welcome and feel a part of the Alexion community.

ANUJA DASS, *Alexion Asians and Allies (she, her, hers)*: It's a phenomenal feeling to have a place to belong — that is what being part of an ARG provides for me. To have an outlet that initiates and supports the tough conversations, to be acknowledged and know that my colleagues empathize with my experience. Having that safe space at Alexion is critically important.

NATASCHA MARLOWE, *Veterans & Allies in Service Council (she, her, hers)*: We all come from different places, we all have different backgrounds, so it's important that everybody is included, and everybody's experiences are shared. For making decisions, big or small, it's important that everybody's voice is heard. That's a big reason I got involved in this ARG.



WOMEN IN LEADERSHIP is a community that provides networking and innovative learning opportunities for all women and allies at Alexion, enabling pursuit of their professional goals and, in doing so, furthers our ability to better serve patients and our customers.



BE YOU is Alexion's LGBTQ+ resource group focused on celebrating and championing our employees' sense of belonging, to drive and enhance workplace openness and shared understanding of LGBTQ+ colleagues, allies, friends and families.



BLACK PROFESSIONALS NETWORK strives to engage, educate, develop and positively influence Alexion's Black colleagues to create a community for employees, generate innovation for the patients and drive impact for the communities that we serve.



ALEXION ASIANS AND ALLIES aims to strengthen understanding and awareness of the diversity of Asian cultures, promote professional development and provide insight into the needs of the Asian community to drive inclusion and influence growth and innovation at Alexion.



VOCES UNIDAS aims to advance the inclusion of Hispanic/Latin American colleagues in Alexion, to embrace differences by connecting and sharing the diversity of our culture, and to be a driving force of belonging.



VETERANS & ALLIES IN SERVICE COUNCIL (VASC) leverages our shared experience to serve Alexion's mission and lead by example to create a workplace of choice for veterans.



NO LIMITS NO LABELS aims to challenge the perception of people living with disabilities and create a culture that supports and celebrates diverse abilities.

The *Intersectionality Imperative*

DESCRIBE HOW YOU'VE SEEN DI&B AND THE EVOLUTION OF ARGS IMPACT THE ORGANIZATION SINCE YOU STARTED AT THE COMPANY.

HECTOR BAEZA, *Voces Unidas (he, him, his)*: We're having conversations that would have never entered our workplace in the past, and now they are expected. It doesn't feel odd anymore when we have these difficult exchanges. The fabric of our organization is changing because we focused on it. Not only do we feel better as employees because we are more connected, but we are able to make better decisions. We debate things a little bit differently when different views of the world are brought to the table. The more inclusive of an organization we can create, the better we are at facing yet-to-be-identified challenges.

AUSTEN EADIE-FRIEDMANN, *No Limits No Labels (he, him, his)*: I really have been astounded at the progress we've made over the last year. Our ability to take a DI&B strategy and build it out on turbo drive in the course of a year – I've never seen anything like that before. I truly am very proud of the progress we've made as a company.

LEE JOHNSON, *Black Professionals Network (he, him, his)*: We are in the rare disease environment and we challenge the status quo. We challenge the smartest people in the world to think outside of the box. But until recently, we hadn't done that from a DI&B perspective. We were not as great as we would be because of that. Now, DI&B is becoming a key value proposition. It's becoming a responsibility of organizations to create a voice and a space.

ANJU PARTHAN, *Women in Leadership (she, her, hers)*: I feel like we have come a very long way since I joined Alexion in mid-2019, as we've focused our attention on DI&B. We now have a culturally different way of looking at things, even in our day-to-day meetings and conversations with colleagues. We have a long way to go, and it's a journey. I think it's a very inspiring journey, one in which our ARGs have an important role to play.

HOW HAS BEING PART OF AN ARG IMPACTED YOU PERSONALLY?

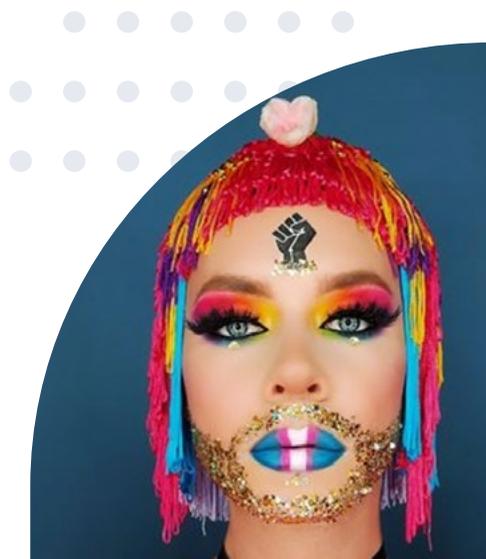
ANUJA DASS (*she, her, hers*): If you can be yourself culturally, emotionally, mentally and feel that you have a community in which to share issues and concerns, it's really a beautiful thing. Being in an ARG helped me catalog my life; how many things that I've not discussed with my colleagues that I wish I would have spoken up about. Hopefully through the ARGs, conversations and the programs we have, we create that safe space to speak up on all concerns.

AUSTEN EADIE-FRIEDMANN (*he, him, his*): I did not anticipate that being diagnosed with ALS would happen to me or realize how disabled I would become. My goal is to challenge the stigma. I think it's so important for everybody to understand what people with both seen and unseen disabilities are capable of and how much value we can add to society as a whole. I personally hope that I've made an impact on my colleagues. I hope that I'm demonstrating that there's strength, commitment and passion in everything that I do, both in my job and in being a part of this ARG.

LEE JOHNSON (*he, him, his*): I know the impact this has had on my family. We spend more time at work than we do at home. I was two different people. I was carrying someone inauthentic into my home life. Now, because I'm encouraged to be my authentic self at work, it has significantly and positively impacted my family and my kids. I think I'm a better father, spouse, corporate citizen and human. For Alexion, I'm a better employee.

ANJU PARTHAN (*she, her, hers*): I feel that what we do here has a long-lasting impact on our colleagues, and they bring that home to their family. To have gender parity, it needs to start from home. So I feel like what we do here empowers and provides our colleagues with the ability to inspire change for future generations.

HECTOR BAEZA (*he, him, his*): Whenever we turn on the news we are reminded why we need societal change. If we continue the conversations inside our walls, we can impact society beyond them. We are asking people to think about the world a little bit differently, and this shift in thinking shows up when they are at social events with friends on the weekends. The work we are doing is going to extend to the community.



BE YOU, ALEXION'S ARG FOR LGBTQ+ COLLEAGUES AND ALLIES CHAIRED BY DAN COMERFORD, LAUNCHED A PHOTO CONTEST FOR PRIDE MONTH 2020 TO SHOWCASE EMPLOYEES' CREATIVITY, ADVOCACY AND INDIVIDUALITY.

STEPHEN QUINN, (*he, him, his*)

**QC Senior Specialist -
Quality Business Partner
for Global Operations**

DI&B Experiential Learning Ecosystem

To help meet employees where they are along their DI&B journey, we offer experiential and interactive diversity learning and engagement through a three-tiered learning ecosystem. This approach elevates both collective understanding and individual empathy, and it allows our colleagues to solve diversity challenges while gaining new professional skills. Employees can choose a meaningful way to engage based on their existing knowledge and comfort level:

■ TIER 1: DIGITAL AND ON-DEMAND LEARNING –

On-demand, mobile-accessible and bite-sized learning modules that can be accessed by any employee at any time. Employees are encouraged to attend a debrief session to continue the conversation and apply their learnings.

■ TIER 2: INTERACTIVE AND REAL-TIME LEARNING –

The Office of DI&B facilitates workshops as requested by different internal business functions to further raise awareness of DI&B at Alexion and discuss tangible actions that everyone can take to cultivate a culture of belonging. The Office also offers a portfolio of diversity-focused listening and learning programs designed to amplify diverse voices and experiences. These include:

- **MOSAIC:** A global learning program designed to celebrate unique voices and elevate our understanding of diversity as a powerful and immersive reflection of who we are and can be.
- **Intersectionality Roundtables:** A global forum for focusing on commonalities, not differences, to encourage dynamic conversations about the experiences among people with different overlapping identities.

- **Inclusion Workshops:** Live/facilitated small group sessions that dive into foundational elements of DI&B and highlight the role each employee plays in Alexion's DI&B journey through group discussions.

- **Crucial Exchanges:** A global forum for open, authentic and courageous conversations to ignite positive change and build a culture of equity, inclusion and opportunity.

- **Belonging Connection:** An intimate setting that allows colleagues to discuss in smaller groups of 12-15 and engage in raw, action-oriented conversations about DI&B, often in the context of a pressing current event.

- **TIER 3: EXPERIENTIAL IMMERSION –** Our global colleagues also have an opportunity to join the DI&B Network, our Innovation Factory, and sign up for our DI&B Innovation Pods. Each Innovation Pod is designed to bring together passionate colleagues, internal experts and external advisors to research solutions and activate complex DI&B related challenges.

INCLUSION WORKSHOP

In May 2021 we partnered with colleagues from the **Human Experience Function in our operations in Japan**, to modify our Inclusion Workshop content and translate it into Japanese language to allow for better understanding of inclusion for our colleagues in Japan.





CELEBRATING MARTIN LUTHER KING JR. DAY FROM MULTIPLE PERSPECTIVES

Members from our Women in Leadership, Be You (LGBTQ+) and Black Professionals Network ARGs joined together to recognize what Martin Luther King Jr. Day meant to them. They shared their reflection on our intranet site about how Dr. King's message laid the foundation for positive change well beyond the Black community. The raw emotion and connection expressed through these employee reflections on Martin Luther King Jr. Day underscored the power of intersectionality at Alexion.



CELEBRATING DIWALI

During November 2020, we hosted a Mosaic Celebration on Diwali, one of the biggest holidays in India. Five Alexion colleagues from Boston, New Haven, Ontario, and Tokyo shared their cultural backgrounds and traditions, highlighting the many ways this 'festival of lights' is celebrated. On this global call, colleagues gained an understanding of the origin of Diwali and the Indian music and sweet treats indicative of this holiday.

May 2020 – MOSAIC: Asian American and Pacific Islander Heritage Month

June 2020 – MOSAIC: LGBTQ+ Pride Month with special guest Kevin Jennings, CEO of Lambda Legal, entitled "Queeroes: The People who Made LGBTQ History"

June 2020 – Crucial Exchange: Courageous Conversations about Systemic Racism and Reactions to the Death of George Floyd

June 2020 – Juneteenth: A reflection with print and television journalist Jamil Smith

GLOBAL LISTENING AND LEARNING EVENTS

GLOBAL LISTENING AND LEARNING EVENTS

July 2020 – MOSAIC: Celebration of the African and Caribbean Cultures and Traditions

July 2020 – Crucial Exchange: Creating Pathways for Diverse Talent

August 2020 – MOSAIC: The Caregiver Perspective

August 2020 – MOSAIC: Women in Leadership (WIL) & WIL Ally Group

September 2020 – MOSAIC: A Celebration of Latin American Cultures and Traditions

November 2020 – MOSAIC: A Celebration of Diwali

February 2021 – MOSAIC: Celebration of Black Music

February 2021 – Crucial Exchange: COVID 19: The Impact on Black America

March 2021 – Crucial Exchange: Our Role in Combating Racial Violence, Discrimination and Prejudice

March 2021 – WIL Event: Hidden Gem Colleague Recognition Panel

March 2021 – Belonging Connection: #StopAsianHate

April 2021 – Belonging Connection: Reacting to the Chauvin Trial

April 2021 – WIL Event: Alexion's 2021 HBA Luminary and Rising Star Honoree Panel

April 2021 – WIL Event: Empowering All to Reflect on Unconscious Bias

May 2021 – Crucial Exchange: Shared Humanity in Troubled Times – Impact of COVID-19 Pandemic

May 2021 – Crucial Exchange: Brain Health Empowerment During Times of Racial Injustice

In March 2021, we held a **Crucial Exchange** focused on **Our Role in Combating Racial Violence, Discrimination and Prejudice.**

The panel discussed the escalating violence and hate targeting Asian, Asian American and Pacific Islander communities since the COVID-19 pandemic began and the role each one of us must play to **#StopAsianHate.**



“Being part of the change that I want to see both in the workplace and within society is critically important to me.”

TRAVIS STEPHENS, *(he, him, his)*
Director, Thought Leader Liaisons,
U.S. Complement BU, Central

DI&B Flex Day

One of the many magnetic ideas that arose from our DI&B Innovation Pods was Alexion's DI&B Flex Day, a floating holiday our colleagues can use to celebrate diversity in ways that are personally meaningful to them. **Employees have used the option to enjoy cultural traditions with family, take a mental health day, volunteer to make a societal difference and more.** DI&B Flex Day is elevating awareness and shining a light on various cultures and traditions as employees opt to share how they spent their Flex Day on our internal employee webpage.

“I spent my DI&B Flex Day being a small part of helping over 1,500 people get vaccinated, many of them elderly. I was on the verge of tears hearing how grateful and excited they were to get their second vaccine so they could visit family and friends they hadn't seen in a year. It was an absolute honor to serve.”

NELLIE SICHER, *(she, her, hers)*
Thought Leader Liaison



DI&B: WOVEN INTO THE FABRIC OF OUR CULTURE

Our DI&B commitment dovetails intimately with our patient-centric culture. When we recruit talent, we assemble a team that reflects the diversity of the patients we serve. We consistently engage in honest and sometimes difficult conversations about issues facing people from different backgrounds. **This helps build empathy across our organization.** As a result, we can speak to patients and their families more authentically and better anticipate their concerns and needs.



At Alexion, we know that to best serve rare disease patients and make a meaningful difference, we need to put ourselves in *their* shoes. To transform the lives of more patients, we need to cultivate a culture of inclusion and empathy that seeks to understand their experiences and gain insights from all those we serve.

LEAP (Learn, Evolve, Activate and deliver for Patients) is Alexion's series of experiential learning sessions designed to immerse team members in the patient journey from diverse stakeholder perspectives within the rare disease ecosystem. LEAP brings in patients and other stakeholders along the journey to provide insights on the “moments that matter” and identify solutions that will create the most value. Colleagues consistently highlight LEAP as an industry-leading model for

fostering a patient-centric mindset, deepening the understanding of the patient journey and an opportunity to gather insights that cultivate innovation. To date, more than **3,500 employees and 75 external stakeholders in 45 countries have participated in at least one LEAP session.**

In 2020, we re-imagined our LEAP experiences to be virtual and on-demand, incorporating our innovation process and a “choose your own adventure” experience to put team members in the shoes of patients and stakeholders to heighten awareness around the emotional and challenging decisions our stakeholders are faced with every day. We introduced two new disease-state simulations, created in alignment with our DI&B priorities. These new modules feature stakeholders that reflect the diverse communities we serve. We also added pronouns to our stakeholder ecosystem, further advancing our commitment to creating an inclusive environment, and we sourced diverse voice talent to authentically match the characters in the simulations. We also listened to feedback from our LEAP alumni and launched two new





capability-enhancing modules: Active and Empathetic Listening and Storytelling, to help participants have more meaningful and impactful conversations across a range of stakeholders. **At Alexion, patients are our Guiding Star, and LEAP is one way we can ensure their voices are an integral part of our everyday work.**

SPEAK UP – Alexion has long fostered an environment where diversity of thought is celebrated, psychological safety is prioritized and every voice is heard and valued. Our Speak Up culture empowers employees to openly ask questions and bring their ideas to the table without fear of negative consequences, as outlined in our Code of Ethics.

To reinforce our Speak Up culture, we developed an online employee portal specifically devoted to psychological safety and Speak Up resources. Options range from quick two-minute reads and one-pagers with tips on in-depth exercises to embed psychological safety. So no matter your schedule, you can find learning material that's right for you. All handouts and modules housed on the site are intentionally populated with scenarios involving diverse groups and brought to life with images, best practices and real-life examples.



Re-imagining the Meeting Experience



Though unanticipated, the shift to virtual collaboration during the pandemic helped spur the inclusion of more employees from different locations across our global network to come together and innovate. In 2021, we resolved to make the best parts of virtual meetings permanent. This led to the launch of It Starts with ME, **a multipronged learning program that educates team members on how to be more intentional when setting meetings – whether virtual, in-person or hybrid – including a focus on meeting equity.** This collective effort is helping ensure diverse perspectives are brought into each meeting, and that everyone is participating, no matter the format. Focusing on this aspect of meeting experience ensures everyone feels equally empowered to speak up and share their ideas.



INSPIRING IMPACT IN OUR COMMUNITIES

3

We are making a deliberate effort to go beyond the four walls of our company and expand DI&B to the entire Alexion ecosystem, including candidates, patients, communities and other external stakeholders. We are as diverse as the markets we serve, each contributing unique backgrounds, talents, perspectives and ideas. That is our strength. When we leverage the power of DI&B internally, we know it will have a ripple effect of larger societal impact.

ADVANCING SUPPLIER DIVERSITY

The events of 2020 dramatically exposed many of the challenges small, minority-owned businesses face compared to larger, more established companies. At Alexion, we feel compelled to make a difference and be part of the solution for a more equitable future.

Our supplier diversity commitment is one of the most direct ways Alexion is creating a ripple effect that uplifts diverse business owners in the community.

We have partnered with diverse suppliers for years, but our collaborations and spending accelerated in 2020 with the development of our **cross-functional DI&B Innovation Pod focused on managing, expanding and communicating about our Supplier Diversity Program.** With a team of experts tapped from across the organization, the Innovation Pod gives Alexion a centralized pool of knowledge to speed the creation of inventive supplier diversity solutions and creates a widespread network to quickly spread supplier diversity initiatives. **Some of the progress we made in 2020 included:**

- Creating a new supplier diversity charter and mission statement.
- Kicking off a supplier diversity world tour, introducing Alexion departments across the organization to our new supplier diversity goals and resources for achieving them.

- Enhancing our request-for-proposal process to include diverse suppliers in every Alexion sourcing event.
- Establishing our Supplier Diversity Quarterly Dashboard to measure our progress toward supplier diversity goals.
- Introducing our strategic sourcing help desk where users can submit tickets to receive information on potential diverse suppliers and how to start partnering with them.
- Launching our first virtual supplier diversity matchmaking event with 17 diverse business prospects.
- Appointed a dedicated resource to analyze and manage the Supplier Diversity Program, including our spend.

Our partnerships with diverse suppliers foster impact both internally and for the communities we serve. **In many cases, our small and diverse business partners can provide greater engagement and flexibility than some of our larger ones.** Our diverse suppliers also benefit from adding a large pharmaceutical client to their portfolio. Witnessing diverse businesses grow through their engagements with Alexion has truly galvanized enthusiasm within our organization to support more diverse suppliers.



“Supplier diversity isn’t just my day job that I forget about when I come home. It has changed the way I see the entire world. When we’re invested in each other’s success, it creates a cascade of positive change that can truly transform a community.”

TY BADILLO, (*she, her, hers*)
Sourcing Operations Senior Specialist

ALIGNING FOR IMPACT

- **Women’s Business Enterprise National Council**, the largest certifier of women-owned businesses in the U.S. and an advocate for women business owners and entrepreneurs.

In 2020, Alexion joined two new diverse supplier alliances:

- **Diversity Alliance for Science**, an organization that promotes diversity and inclusion in the life science and healthcare industries by fostering relationships between small and diverse businesses, corporations and academic and governmental agencies.



DIVERSITY IN **CLINICAL TRIALS**

According to Global Genes, a leading rare disease advocacy organization with global reach to the worldwide rare community of patients, caregivers, advocates and clinical partners, rare diseases affect more than 400 million people worldwide, making the rare disease community inherently diverse. With the vast majority of rare diseases genetic in origin, we tend to understand more about the biological factors influencing disease populations than we do about how health equity and diversity and inclusion issues specifically relate to rare disease communities.

Compounding this challenge is that patient populations impacted by rare diseases and devastating conditions are often scattered in relatively small pockets around the world, making it difficult for communities of patients to find one another, or be found by researchers, medical specialists and study teams working in their disease area.

In order to best serve rare patient populations and generate evidence that is representative of the diversity in our target indications, we have prioritized strengthening diversity and inclusion in our clinical trials. We are being deliberate to intentionally raise awareness and conviction around the importance of inclusive research not just because it's the right thing to do for underrepresented patients, but because it's simply good science.

Our unique DI&B governance fostered the space for employees to come together from different areas of the business to innovate for solutions. **We fired up a dedicated DI&B Clinical Trials Diversity Innovation Pod, in partnership with R&D leadership, to embed a diverse and equitable mindset into trial design and recruitment to better address health inequities within our global patient communities.** We've begun by assessing the current state of diversity in our studies by performing an analysis of baseline demographic characteristics in the clinical study data. We are committed to fully understanding the epidemiology, which will inform the distribution of demographics within a patient population. Simultaneously, we are activating our three-year road map of priority initiatives. We are working to embed diversity and inclusive practices into our internal processes such as broadening eligibility criteria, trial and site feasibility and deploying tactics to diversify patient enrollment. We are building infrastructure to measure progress and also driving external relationships to help us build trust within diverse patient groups and augment the way we educate and recruit for clinical trials within underserved communities.

“Witnessing the first moment a colleague feels their voice is being heard, and they are truly being celebrated for what makes them unique, fuels my passion. My goal is to extend those moments of belonging to all stakeholders that interact with Alexion — to the candidates, the patients and communities we serve.”



NICOLE PLATZER,
(she, her, hers)
**Head of
External Diversity,
Inclusion and
Belonging**



Aira, living with HPP



Victor, living with PNH

IN 2020, THE PANDEMIC ACCELERATED OUR EFFORTS TO INCREASE VIRTUAL PATIENT MONITORING AND DATA COLLECTION OPTIONS. We are committed to building on the learnings from our initiatives to unlock our full potential, make our clinical trials more accessible and reach a broader, more diverse pool of potential patients. We are also exploring ways to reduce the amount of travel and in-person appointments required to participate.



WE’VE PUBLICLY DECLARED OUR INTENT

In 2020, Alexion’s CEO, Ludwig Hantson, joined 160-plus companies in signing MassBIO’s [CEO Pledge for a More Equitable and Inclusive Life Sciences Industry](#). Together, the signers of this letter recognize that racial inequity exists in the life sciences industry and are taking responsibility to fix that injustice through comprehensive equity, diversity and inclusion initiatives that are broad in scope, specific in action and measurable in results.



“I was told that the first thing I would notice on day one at Alexion is the culture. The culture of wanting to work together and for one another. This is part of why DI&B is so successful at Alexion. We all believe in everyone’s right to be respected and successful.”

JACK QUINN, *(he, him, his)*
Head of State Government Affairs

Since joining Alexion in April 2020 – in the midst of a global pandemic – Jack Quinn III may not have met many of his colleagues in person, but he has witnessed Alexion’s commitment to DI&B.

As Head of State Government Affairs at Alexion, Jack proactively engages with legislators and officials on the importance of supporting policies that enable access to medicines for people with rare and devastating diseases. Alexion’s Government Affairs and DI&B teams have collaborated on external materials that reaffirm the company’s commitment to Diversity, Inclusion and Belonging. This effort has bolstered Jack and his team’s vital ongoing work.

Beyond Alexion, we’re actively listening to our stakeholders and advocating for change. In 2021, Alexion hosted a panel during [Rare Disease Week](#) on the topic of health equity and how we can work together to change the systems around us. In addition, Alexion sponsored The Hill’s [“Race and Justice Imperative.”](#) a series of conversations with government, civil rights and social justice leaders aimed at understanding race and racism, the conditions that perpetuate inequality and why this moment could serve as a catalyst to help us unite and build a better nation.

We envision a better world, where people affected by rare diseases and devastating conditions have a platform to let their uniqueness shine every single day. We see diversity not as a barrier to inclusion but an asset for feeling embraced and supported along every step of the patient experience. By directly linking employee diversity to patient diversity efforts, we are able to harness the insights of our colleagues and spur innovation for patients. As advocates for the rare disease community, it is incumbent upon each of us to engage with, listen to and give voice to those who rely on us.



Partnerships and Recruitment



In pursuit of our goal to be a magnet for diverse talent, we have established partnerships and representation at key conferences and career fairs organized by diversity organizations. This has strengthened our recruiting efforts by amplifying our corporate brand as an employer of choice for diversity. Our efforts have resulted in paving new pathways to Alexion for diverse talent and our most diverse internship class ever in 2021.

National Black MBA Association (NBMBA)

(NBMBA): In 2020, Alexion’s talent acquisition team connected with more than 600 participants and conducted more than 300 virtual candidate discussions during NBMBA’s virtual career fair.

Reaching Out MBA (ROMBA): At the 2020 LGBTQ MBA and Graduate Virtual Conference, Alexion spoke with dozens of dynamic candidates at the world’s largest gathering of LGBTQ+ business students and alumni.

Prospanica (The Association of Hispanic MBAs & Business Professionals)

(Prospanica): Our presence at Prospanica’s Conference and Career Expo resulted in high interest, connecting Alexion with more than 400 professionals and high-potential candidates and resulting in more than 1,300 candidate resume submissions.

Biomedical Science Careers Program (BSCP)

(BSCP): At the 2021 New England Science Symposium, Alexion connected with 200-plus students from across the globe at the career fair sessions, and four leaders from within the R&D function judged and advised on the research of talented young scientists.

Historically Black Colleges and Universities (HBCUs)

(HBCUs): Alexion has conducted outreach to three HBCUs to help build a pipeline for internship and entry-level positions within our organization.



TERIN TYSON
(she, her, hers)
Intern, Talent Acquisition

FOR MANY YOUNG ADULTS, AN INTERNSHIP IS A STEPPING STONE ALONG A CAREER PATH THEY’VE ALREADY IDENTIFIED. FOR ALEXION INTERN TERIN TYSON, IT WAS ANYTHING BUT.

“Alexion was not something I had envisioned. My career goals were to go back to school for my law degree and become a corporate attorney,” Terin noted. “But my internship at Alexion was such a phenomenal experience that I realized my career path can be much broader than I originally planned.”

As a senior at Claflin University majoring in Business Management, Terin joined Alexion’s Talent Acquisition department and was given the opportunity to lead our Historically Black Colleges and Universities (HBCU) internship initiative. In her role, Terin connected with hiring managers to recruit diverse talent and lead informational sessions to give students at HBCUs an idea of what Alexion does.

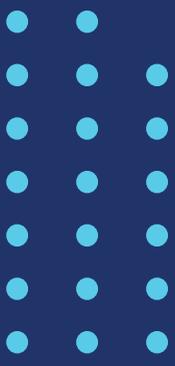
“It’s not every day that an intern is able to lead something this important, but it shows the importance Alexion places on DI&B,” Terin emphasized. “Bringing diverse perspectives to the table is so valuable, and I truly felt like I was included and heard at Alexion – even when sitting around a table with people who have significantly more corporate experience.”

As of June 2021, Terin joined Alexion full-time, and she looks forward to continuing to assist on DI&B initiatives.

“Things are different than when my parents started their careers. My generation expects companies to make the world a better place for diverse populations. And I see that absolutely taking shape at Alexion. It’s exciting and inspiring.”

ADVANCING DI&B THROUGH SERVING OUR COMMUNITIES

Our commitment to DI&B continues to come to life through Alexion's Global Week of Service, philanthropic corporate giving and [The Alexion Charitable Foundation \(ACF\)](#). We're actively working to build a better, more equitable world for future generations.



ANNUAL GLOBAL WEEK OF SERVICE

The passion to help others is an integral part of Alexion's culture. Even during the COVID-19 crisis, we saw the generous spirit of our colleagues around the world. Global Week of Service is Alexion's annual companywide volunteer campaign. In 2020, we expanded our traditional Global Day of Service to a full week and made it 100% virtual to enable employees to safely give back in the face of a global pandemic.

SOME 2020 GLOBAL WEEK OF SERVICE HIGHLIGHTS FROM AROUND THE GLOBE INCLUDE:

■ **Barcelona, Spain:**

Volunteers spent time virtually volunteering with Fundación FDI, a nonprofit that focuses on personal development for people living with disabilities through education and sports.

■ **Boston, Massachusetts, U.S.:**

Volunteers collaborated with SuitUp to participate in a virtual "hackathon" to brainstorm solutions to address challenges students continue to face with remote learning.

■ **Athlone, Ireland:**

Volunteers led virtual bingo and quiz games for persons with physical disabilities on behalf of the Irish Wheelchair Association.

Corporate Giving

Alexion's Corporate Giving mission is to positively impact our local communities — with a particular focus on people who are disadvantaged or disenfranchised — through initiatives that advance emotional well-being, provide educational opportunities and promote Diversity, Inclusion and Belonging in society and critical institutions.

In 2020, **Alexion Pharmaceuticals responded to calls against racial inequality and injustice by donating \$100,000 of corporate funds to the National Association for the Advancement of Colored People (NAACP) Empowerment Programs** to aid its mission of securing political, educational, social and economic equality.

Alexion also sponsored the Special Olympics Connecticut 2020 Summer Games, helping special needs athletes and their families inspire inclusion and respect for people with disabilities.

ALEXION'S MATCHING GIFTS PROGRAM (U.S. ONLY)

In the United States, Alexion is proud to support employees' personal philanthropic investments through the Alexion Matching Gifts program. Through this program, Alexion matches dollar-for-dollar, up to \$1,500 per eligible U.S. employee per calendar year. This enables our employees to increase the impact of their donation(s) to benefiting the organization(s) that matter most to them, including those that promote Diversity, Inclusion and Belonging.

VOLUNTEERING WITH IMPACT

During Alexion's 2020 Global Week of Service:

1.4K+

ALEXION
EMPLOYEES
contributed ▶▶

3.4K+

HOURS OF
SERVICE in
support of ▶▶

85

PROJECTS
throughout
▶▶

20+

COUNTRIES
WORLDWIDE,
all done virtually.

THE ALEXION CHARITABLE FOUNDATION

The mission of Alexion Charitable Foundation (ACF) is to offer promise and cultivate a sense of belonging, particularly for people affected by a rare disease. Diversity and inclusion serves as one of three critical lenses through which the Foundation evaluates grantmaking opportunities to support transformative change in communities around the world.

■ URU The Right to Be, Inc. –

ACF supported URU's Our Humanity program, born out of the coronavirus health crisis, to deliver evidence-based pandemic guidance for Black, Brown and Indigenous communities disproportionately impacted by COVID-19.

■ The Trevor Project –

ACF provided funding to help sustain this organization's national 24-hour, toll-free confidential suicide hotline for LGBTQ youth.

■ Year Up –

ACF supported this nonprofit's Greater Boston Learning and Development Program, which helps close the opportunity divide and ensure that young adults gain the skills, experiences and support that will empower them to reach their potential through careers and higher education.

■ YWCA Boston –

ACF helped fund the organization's [F.Y.R.E Initiative \(Fierce Youth Reigniting Excellence\)](#) for middle school girls in the Greater Boston area. The program's curriculum incorporates social justice education, positive identity development and civic engagement.

ALEXION®



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