

# Gender Pay Gap Report Ireland 2025



# Foreword



“Diversity within our teams fuels innovation and enables the delivery of life-changing medicines to patients.”

51.3%

of our senior leaders, globally, are women

I am pleased to present AstraZeneca Ireland’s 2025 Gender Pay Gap Report, reflecting our commitment to transparency, inclusion, and equitable pay practices. Diversity within our teams fuels innovation and enables the delivery of life-changing medicines to patients. Building on our ‘Power of Diversity’ initiative and continued investment in education, development and inclusive leadership, we are growing a balanced workforce in Ireland, now 1,500 colleagues strong.

We are making steady progress year on year, but we recognise there is more to do. We are focused on sustainable change through strategic partnerships, rigorous talent processes, and empowering leaders to attract top talent, retain people through purposeful work, and provide meaningful development opportunities.

This report holds us accountable as we work toward our 2030 Bold Ambition, ensuring diversity and inclusion remain at the core of how we innovate for patients and contribute to society.

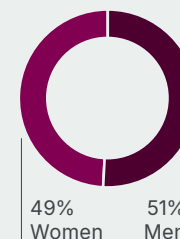
**Marc Dunoyer**  
Chief Executive Officer, Alexion and Chief Strategy Officer, AstraZeneca



“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.”

## AstraZeneca Ireland Demographic

Employees



This year marks the fourth cycle of mandatory gender pay gap reporting in Ireland and, for the first time, we include data from all three AstraZeneca entities in Ireland: Alexion Pharma International Operations, AstraZeneca Pharmaceuticals (Ireland) DAC, and AstraZeneca Ireland Limited, together representing a workforce of 1,500 employees.

Our Ireland gender pay gap continues to reduce and we have seen a decrease in the mean gap from 24.2% in 2022 to 16.4% in 2025 as the percentage of women in senior roles continues to increase. 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. In 2025, our merit-based approach resulted in 60% of our undergraduate industrial placement students hired in Ireland being women.

It has also been encouraging to see early-in-career women leaders benefit from the development programmes available across the Company, helping to improve impact and empowerment and supporting progression to more challenging roles, projects, and assignments.

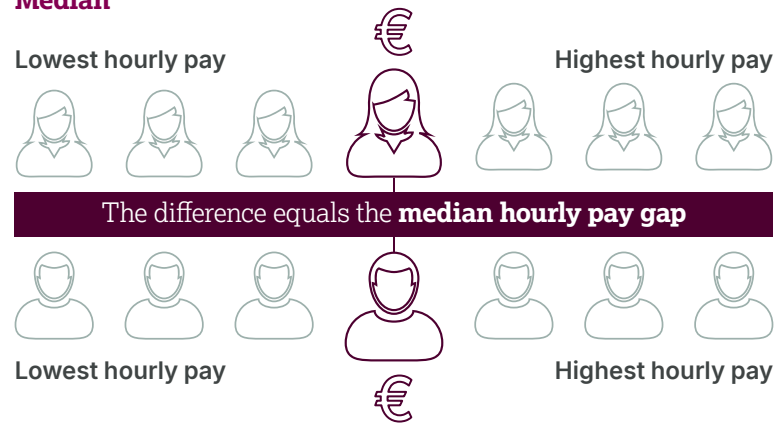
**Rebekah Martin**  
Senior Vice President, Human Resources, AstraZeneca

# Explaining the Gender Pay Gap

The gender pay gap across the AstraZeneca entities in Ireland is mostly driven by uneven representation of women in senior, technical, and STEM-related roles, which traditionally attract higher salaries; meanwhile, women are more concentrated in lower-paid positions. This gap does not indicate pay discrimination for equal work. Irish law requires equal pay for equal value, and AstraZeneca ensures its reward practices are equitably differentiated.

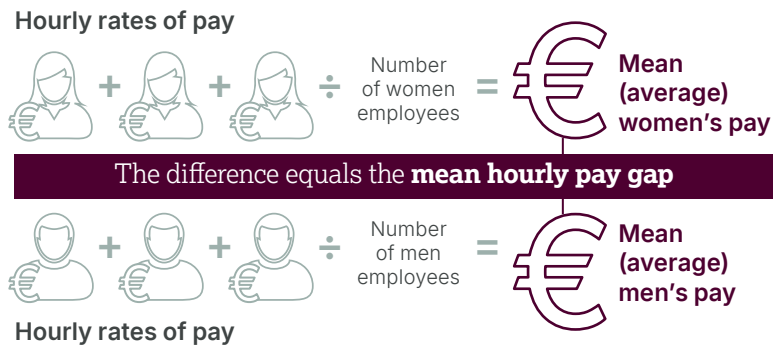
Gender pay gap reporting in Ireland is designed to highlight overall differences in representation and average pay between men and women across the organisation, not differences within the same roles. The existence of a gap reflects these workforce patterns rather than unequal pay for performing the same job. While our recent results show improvement, further progress relies on increasing female representation at all levels, especially in higher-paying roles.

## 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 base 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 base pay gap and the mean bonus gap.



# What is our Gender Pay Gap?

## Our gender pay gap figures and their meaning

Our gender pay gap figures were calculated using a snapshot date of 1 June 2025 and a reference period of 2 June 2024 to 1 June 2025. Applying the government's rules, there were 1500 relevant employees, of whom 17 were part-time and 239 were on temporary contracts. Our relevant employees included 760 men and 740 women.

## The reasons why we have a gender pay gap

AstraZeneca Ireland is committed to equal pay principles, ensuring that men and women receive equitable compensation for comparable roles. We are confident that we have no unjustified differences in pay across our workforce. Nevertheless, we take the existence of a gender pay gap seriously and maintain a strong focus on our approaches to talent attraction, development, and reward. Our leadership teams are supported to make informed decisions that are free from bias.

The primary driver of our gender pay gap is uneven representation across organisational levels, particularly in senior roles, where a higher proportion of men hold positions with higher base pay and performance targets. This gap is further influenced by the vesting of long-term incentive awards for senior executives. Women have been historically underrepresented in certain roles and at the leadership level, but we are making steady progress each year, with a consistent focus on achieving gender balance in appointments throughout the Company. Reflecting this, the mean hourly pay gap in AstraZeneca Ireland has reduced from 24.2% in 2022 to 16.4% in 2025. We are actively encouraging and supporting women to progress to senior roles, which we believe will reduce the gender pay gap over time.

### Hourly pay gap Full-time employees

Median	Mean
13.2%	16.4%

### Part-time employees

Median	Mean
33.3%	27.4%

### Temporary contracts

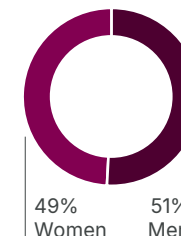
Median	Mean
36.7%	7.6%

### Bonus pay gap

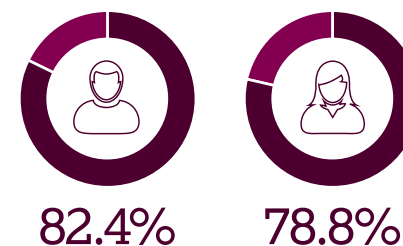
Median	Mean
14.2%	27%

### AstraZeneca in Ireland

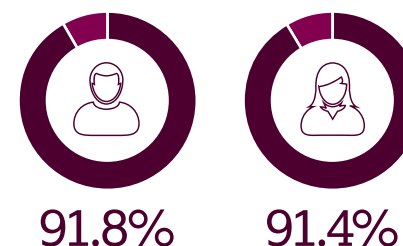
Number of employees	Employees
1,500	



### Bonus recipients



### Benefit in kind recipients



### Ratio of men to women in each pay quartile

#### Upper quartile



#### Upper-middle quartile



#### Lower-middle quartile



#### Lower quartile



# What we are doing to address the gender pay gap at AstraZeneca Ireland

Our gender pay gap reflects the uneven representation of men and women at different organisational levels. Each year, we have been making progress in balancing gender diversity, particularly within roles where there is more pronounced imbalance. We remain committed to fostering an inclusive workplace, recognising the value and insight that a diverse team brings and its relevance to the communities we serve.

Our strategic roadmap centres around three pillars: attracting, retaining, and developing diverse talent. We are embedding inclusion best practice into our Lead, Manage and Contribute with Impact development programmes in Ireland alongside other enterprise-wide offerings. Mentoring is championed through our talent strategy and amplified by the work of Employee Resource Groups, notably our Network of Women ERG. Universal adoption of augmented talent tools and processes is part of our ongoing commitment, and employee-driven development conversations empower colleagues to shape their careers, with robust support from the organisation.

External partnerships further strengthen our approach. We collaborate with the Irish Management Institute, 30% Club, and Platform 55 to continuously evolve and practically support families at work. It is important to note that the highest-earning roles often require STEM backgrounds, and there is industry-wide recognition, including from the Irish government, of the ongoing gender imbalance in STEM fields. AstraZeneca Ireland contributes to addressing this imbalance locally and nationally through partnership, awareness, and education initiatives. Equal gender representation at every level underpins all talent-related decisions, reflecting our enduring commitment to inclusion and diversity at AstraZeneca Ireland.



# Reporting tables for all three entities in AstraZeneca Ireland

In June 2025, we employed 1,500 people across three entities in Ireland – Alexion Pharma International Operations, AstraZeneca Pharmaceuticals Ireland (DAC) and AstraZeneca Ireland Limited.

## Alexion Pharma International Operations

	Women %	Men %
1,322 employees	49	51

	Median %	Mean %
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### Hourly pay gap

Gap between men and women hourly pay	15.7	17.7
Part-time employees	26	26.5
Temporary contracts	40.6	11.5

### Bonus pay gap

Gap between men and women bonuses	12.5	26.7
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	Women %	Men %
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### Proportion of women and men receiving a bonus

Proportion receiving a bonus	79.4	84.9
Benefit in kind	90.6	93.3

	Women %	Men %
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### Gender split by hourly pay quartile

Upper quartile	42.1	57.9
Upper-middle quartile	42.6	57.4
Lower-middle quartile	51.2	48.8
Lower quartile	61.3	38.7

## AstraZeneca Pharmaceuticals (Ireland) DAC

	Women %	Men %
114 employees	63	37

	Median %	Mean %
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### Hourly pay gap

Gap between men and women hourly pay	5.8	28.1
Part-time employees	-	-
Temporary contracts	51.9	-0.2

### Bonus pay gap

Gap between men and women bonuses	31.4	67.1
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	Women %	Men %
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### Proportion of women and men receiving a bonus

Proportion receiving a bonus	79.2	81
Benefit in kind	100	95.2

	Women %	Men %
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### Gender split by hourly pay quartile

Upper quartile	50	50
Upper-middle quartile	72.4	27.6
Lower-middle quartile	75	25
Lower quartile	55.2	44.8

## AstraZeneca Ireland Limited

	Women %	Men %
64 employees	25	75

	Median %	Mean %
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### Hourly pay gap

Gap between men and women hourly pay	-9.2	-66.7
Part-time employees	-	-
Temporary contracts	-73.6	-96.2

### Bonus pay gap

Gap between men and women bonuses	26.4	-305.3
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	Women %	Men %
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### Proportion of women and men receiving a bonus

Proportion receiving a bonus	50	47.9
Benefit in kind	81.3	68.8

	Women %	Men %
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### Gender split by hourly pay quartile

Upper quartile	31.3	68.7
Upper-middle quartile	31.3	68.7
Lower-middle quartile	18.8	81.2
Lower quartile	18.8	81.2

# Glossary

## Understanding the definitions

**Hourly pay gap** refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis. The regulations require us to calculate and compare the gender difference in hourly pay across all relevant employees – not just those who are formally hourly paid.

**Bonus recipients** sets out the proportion of men and women who receive any form of bonus. Bonuses for this purpose include vouchers and share awards as well as regular performance bonuses.

**Bonus pay gap** refers to the gap between men and women of the value of all bonus items taken together.

The **lower quartile** sets out, in respect of the lowest paid quarter of our people by hourly pay, what percentage are men and what percentage are women.

The **upper quartile** sets out, in respect of the highest paid quarter of our people by hourly pay, what percentage are men and what percentage are women. The same logic applies to the lower-middle quartile and the upper-middle quartile.

**Benefit in kind recipients** sets out the percentage of our employees who are in receipt of non-cash benefits of monetary value – most importantly, health insurance. The basis of benefit entitlement is the same for everyone at AstraZeneca Ireland regardless of gender.

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.

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