



Gender Pay Gap
Report 2022

ALEXION PHARMA INTERNATIONAL
OPERATIONS LIMITED

Foreword

At Alexion, we want to foster an inclusive and diverse workplace where everyone feels valued and respected because of their individual ability and perspective – a place where every employee can be themselves. This is so that we can unleash the power of our collective potential, helping us to achieve our bold ambition.



Everyone has a responsibility for contributing to a culture that is as inclusive as it is diverse. Success at achieving this culture will be when we no longer ask if we are diverse enough, because it has become self-evident, not something remarkable. It is who we are.

For the first time in 2022, under new rules which will bring welcome transparency, Alexion, along with all other employers of more than 250 people in Ireland, is reporting on its gender pay gap. We see this exercise as bringing us a number of opportunities:

- To expand our diversity, equality and inclusion (DEI) conversation in relation to gender equality.
- To double down on DEI initiatives.
- To continue opening opportunities for women in our workforce.

Alexion, AstraZeneca Rare Disease, is pleased to join with other employers in Ireland in publishing our first-ever report on gender pay differences. We have witnessed the progress AstraZeneca has made while sharing similar reports in other countries and

look forward to working together with our partners in industry and government to address the gaps these reports help identify.

This has been a year of tremendous change and progress at Alexion: our first full year as Alexion, AstraZeneca Rare Disease; our thirtieth year anniversary as a rare disease company and the fifteenth year anniversary of our first approved therapy. Our sustained success during the past three decades was possible only because of the remarkable people who work here – a workforce that's as talented as it is diverse.

Overall, women make up 46% of our workforce and 45% of our senior leaders, including six members of my executive leadership team. We have continued investments in developing the next generation of female leaders with our own 'Women in Leadership' employee resource group, our participation in the United Nations' 'Day of the Girl Child' annual programme, and local science, technology, engineering and mathematics (STEM) initiatives around the world.

We continue to prioritise development programmes like this because as a long-time corporate citizen in Ireland with significant expansion plans, we want and need to attract skilled and diverse candidates to grow our business. This report is now a key part of these initiatives because pay equity is a critical element of our commitment to diversity, equality and inclusivity.

By producing this report, we now have a published metric by which we and others can measure our progress in the coming years. Our foundations are solid, but there's still much work to be done. We believe that transparency is a powerful tool in ensuring equitable pay across all industries and welcome the discussion that these reports may generate.

Alexion stands ready to work with other companies in Ireland to build a just, equitable workforce we can all be proud of.

With gratitude,

MARC DUNOYER
CEO, ALEXION AND CHIEF STRATEGY OFFICER,
ASTRAZENECA

Introduction

In this document we provide gender pay information for Alexion in Ireland and outline our plan to continue to improve the number of women in senior leadership roles. In June 2022, Alexion employed 843 people in Ireland, and our gender balance was 54% men versus 46% women.



The gender pay gap shows the difference in average pay between women and men across all levels of seniority in a company. It does not measure equal pay, which refers to how much a man or woman is paid for doing the same, or similar work. We are committed to equal pay which we review regularly across our workforce.

As a significant employer in the bio-pharma sector in Ireland, Alexion has an important role to play in encouraging women to join and excel in science, technology, engineering and maths (STEM). We support initiatives to promote women in STEM by engaging with our local schools and colleges to make sure that we are cultivating and inspiring talent for the future, whilst also engaging at a national level in multiple initiatives. We also encourage students to enter science and manufacturing through our paid apprenticeship and internship programmes and our graduate programme across many functions including manufacturing and engineering.

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

We are passionate about developing an inclusive and diverse workforce, and we are focused on increasing the number of women in leadership positions. Our ability to leverage AstraZeneca's progress in this space provides our workforce with access to several development programmes. This includes our 'Women as Leaders' programme, aimed at advancing the next generation of female leaders and our 'Empowerment' programme, aimed at new or aspiring female leaders. The data shows the difference these opportunities can make.

**ALEXION ASTRAZENECA
IRELAND**

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EMPLOYEES



54% MALE
46% FEMALE

For example, over three years, women attending the Women as Leaders programme are twice as likely to be promoted as those who have not attended. Our Network for Women employee resource group also enables women across our sites to build networks, act as mentors and mentees and build a pipeline of talent for the future.

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

REBEKAH MARTIN
HR SVP REWARD, INCLUSION
AND TALENT ACQUISITION

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 30 June 2022 and a reference period of 1 July 2021 to 30 June 2022. Applying the government's rules, there were 843 relevant employees, of whom seven were part-time and 134 were on temporary contracts. Our relevant employees included 453 men and 390 women.

THE REASONS WHY WE HAVE A GENDER PAY GAP

Alexion believes in and applies equal pay principles. The gender pay gap at Alexion does not, in our view, arise from any unequal treatment of men and women in particular roles. We nevertheless do not take lightly the gender pay gap at our Company and we want to see it narrow.

The underlying cause of our gender pay gap relates primarily to a seniority gap. Specifically, women have been under represented in some roles in our Company, and they have been under represented at leadership level.

This is changing, and timing played some role in our results. Many of the recent appointments of women to senior roles in Alexion in Ireland took place recently. At senior level, a significant proportion of compensation is deferred, so the effect of those appointments will take time to be fully represented in our gender pay gap numbers.

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54% MALE
46% FEMALE

BONUS RECIPIENTS

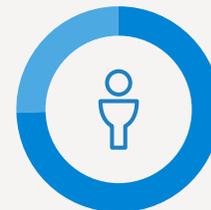


80.6%
MALE



77.2%
FEMALE

BENEFITS IN KIND



74.6%
MALE



73.1%
FEMALE

HOURLY PAY GAP FULL-TIME EMPLOYEES

17.9%
MEDIAN

24.2%
MEAN

PART-TIME EMPLOYEES

18.1%
MEDIAN

26.0%
MEAN

TEMPORARY CONTRACTS

9.6%
MEDIAN

-2.0%
MEAN

BONUS PAY GAP

23.3%
MEDIAN

48.1%
MEAN

RATIO OF MEN TO WOMEN IN EACH PAY QUARTILE UPPER QUARTILE

61.4% MALE | FEMALE 38.6%

UPPER-MIDDLE QUARTILE

58.3% MALE | FEMALE 41.7%

LOWER-MIDDLE QUARTILE

52.1% MALE | FEMALE 47.9%

LOWER QUARTILE

43.1% MALE | FEMALE 56.9%

A positive percentage means a gap in favour of men. A negative percentage means a gap in favour of women.

What we are doing to address the gender pay gap at Alexion

THE GENDER PAY GAP AND DIVERSITY

Given that our gender pay gap is a product of uneven representation of men and women at different levels of our organisation, we need to address it by improving gender diversity at those levels and roles where representation is uneven.

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

It remains the case that many of the most highly paid positions in our Company and in our broader industry require a background in STEM disciplines. The Irish government acknowledges as a problem the imbalance of men and women in STEM. Alexion is making its own contributions to the general societal effort to redress that imbalance.

Gender is front and centre of all talent-related decision making at Alexion, whether in our efforts to attract, retain or develop talent.



“Alexion remains committed to a diverse and inclusive workplace. We understand the importance of nurturing a workplace where you can bring your whole self to work and we will strive to continue to learn, grow and embrace all of our employees’ unique attributes.

We must all challenge our conscious and unconscious biases and endeavour to challenge one another to ensure that we are exploring all candidates when hiring, assessing all employees when looking at progression and new opportunities and always striving to make sure the best candidate is in the role.”

AOIFE BROSAN
PEOPLE & CULTURE PARTNER



How are we promoting gender diversity?

ATTRACT



NATALIA WYRODEK
OPERATIONS SUPPORT LEAD

I started as a Manufacturing Associate II in 2016 in the Fill Finish department and since then I have been promoted up to Operations Support Lead. Alexion helps me a lot with my development. Alexion provides multiple opportunities for everyone who wants to learn and develop. My current role is Operations Support Lead and I manage the team that supports the drug substance manufacturing operations at the Alexion Athlone facility. Alexion operates with the highest standards of ethics and integrity and at the same time employees care for and respect each other. The Speak-Up culture is something that I really appreciate in Alexion. I'm with Alexion almost seven years.

From day one, I met people who are willing to pass on their knowledge and are open to listening to my opinion. The respect and trust between employees in Alexion is something that has supported my development in the last seven years. I have learned a lot and I am still learning. The teamwork in Alexion Athlone is exceptional. I am very excited about the opportunities to come but mostly for the introduction of new products to the Athlone facility.

RETAIN



ÁINE FLEMING
API COMMERCIALISATION DIRECTOR

I joined Alexion as Project Director for the BDS facility before heading up the engineering department in College Park. Serving patients with rare diseases means they are not just numbers – we know them by name. The highlight of my time in Alexion has been having patients come to site and know that the facility I was involved in building and running is now making life-saving medicines for them. I have recently been seconded to AstraZeneca as Senior Project Director for the new API Commercial facility. As I still have responsibilities for the Alexion infrastructure projects on site, I am delighted to be able to encourage collaboration and bridge building between the two organisations.

Since joining Alexion I have moved from project roles to supporting day-to-day operations, and now back to projects and at all times Alexion has given me the flexibility to balance my work and family life. I am looking forward to the future expansions at College Park creating a buzz and providing further opportunities for everyone on site.

DEVELOP



JANE WYATT
EXECUTIVE DIRECTOR, QUALITY OPERATIONS

I have been with Alexion seven years transitioning in roles from Microbiology lead to Quality Control then within Manufacturing Quality. Throughout my time in Alexion, I have been fortunate to have had both male and female mentors supporting my development. The key learning for me is to ask for opportunity and move to roles outside of your comfort zone. Being a Microbiology SME, I had spent more than 15 years in roles within that area, but with development support I have moved to other roles.

I'm excited for the next opportunity, and what awaits me in the future in Alexion.

Appendix – 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 of women who receive any form of bonus. Bonuses for this purpose includes 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 gap, 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 gap, what percentage are men and what percentage are women. The same logic applies to the lower middle quartile and the upper middle quartile.

Benefits in kind sets out the percentage of our people 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 Alexion, 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.

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

It is important to note that the Irish legislative requirements are binary in regards to gender (specifying female compared to male). Whilst we are reporting our statistics in the manner set out by law, at Alexion, we recognise and support all gender identities.