

Gender Pay Gap Report 2023

ALEXION PHARMA INTERNATIONAL
OPERATIONS LIMITED

Foreword

At Alexion, we are committed to enabling an inclusive and diverse workplace where everyone feels valued and respected because of their individual talent, drive and perspective – a place where every employee can be themselves. This is core to us fostering the power of our people and their collective potential to achieve our bold ambition.



I'm very pleased to share the 2023 edition of our Gender Pay Gap Report. Like last year's inaugural narrative, Alexion, AstraZeneca Rare Disease is publishing this report to promote transparency across our industry and encourage all companies to take proactive steps to address any disparities.

Our continued expansion means that we now have more than 1,000 employees based in Ireland. Our hiring has been balanced, leaving our ratio of men to women unchanged at 54% to 46%. As we continue to grow our footprint in Ireland, we remain committed to building a balanced talent pipeline.

For the second year in a row women make up 46% of our workforce and 40% of our senior leaders. They also make up six members of my executive leadership team. As you'll read later in this report, our strategy to promote a diverse workforce remains unchanged: attract top talent, retain them with purposeful work, and offer meaningful development opportunities to ensure their engagement and success.

One area of focus this year has been Conscious Inclusion training. More than 200 leaders in Ireland have engaged with this programme, focusing on recognizing potential biases, mitigating against them, and focusing on attracting and developing new candidates while helping current employees reach their full potential. This programme aligns with our thinking that every employee, regardless of title or role, can play a pivotal role in enabling our inclusive culture.

Finally, we continue to leverage opportunities with external partners to amplify our efforts. Our partnerships with and support of the Healthcare Businesswomen's Association, Plan International's #GirlsBelongHere campaign, the 30% Club Ireland Chapter, and WorkJuggle help position Alexion, AstraZeneca Rare Disease as a leader in diversity and inclusion in the communities we serve. We are also leveraging AI technologies to help us design role descriptions that are inclusive, accessible and reflect our values and commitment to an inclusive culture.

This report is a public document that others can and should use to hold us accountable to our commitments. As far as we've come, there's still much work to be done. We welcome the discussion this, and other reports like it, may generate and look forward to continuing our own initiatives toward fostering a more equitable, inclusive society.

With gratitude,

MARC DUNOYER
CHIEF EXECUTIVE OFFICER
ALEXION, ASTRAZENECA RARE DISEASE

Introduction

Our inclusive culture and diverse workforce is fundamental to the delivery of AstraZeneca's purpose, Bold Ambition and Growth Through Innovation strategy.



Over recent years, our focus on Inclusion & Diversity (I&D) has had a significant impact, and I'm proud of the progress we've made. We believe that our inclusive culture and diverse workforce are fundamental to the delivery of our Bold Ambition and Growth Through Innovation strategy. Our people power our innovation, and our commitment to I&D ensures we together create an inspiring experience for our employees by attracting and retaining people who know the difference they can make to our work together and value the differences of other colleagues.

I&D sits at the heart of our People & Sustainability strategic priority and reflects our commitment to our workforce as we strive to ensure the diversity of our company reflects the diversity of patients we serve and communities we operate in.

In 2023, we employed 1,100 people in Ireland, and our balance was 54% men vs 46% women. We are committed to reaching a 50% gender split across the organisation, including management levels, by 2025.

We remain committed to equal pay and ensuring that our pay practices and decision making 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 taking positive steps that enhance equity across our organisation.

We have strong internal Employee Resource Groups (ERGs) across the enterprise, including our 'Network of Women', focussed on building communities to foster learning and give employees a voice. As part of our Wellbeing programme, we are committed to supporting colleagues at all stages of their lives, including for women as they go through the menopause. In Ireland, we support with workshops, expert guidance and personalised one-to-one consultations with menopause practitioners to enable employees to navigate their menopause journey.

We continue to focus on increasing the presence of women across our leadership teams. Our progress is supported by several initiatives,

ALEXION OPERATIONS DEMOGRAPHIC

1,100
EMPLOYEES



■ 54% MALE
■ 46% FEMALE

including our 'Diversity by Design Female Senior Leadership' programme, which enables us to advance 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.

As a significant employer in science and manufacturing in Ireland, I believe Alexion AstraZeneca Ireland 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
SENIOR VICE PRESIDENT,
REWARD, INCLUSION & TAQ

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 2023 and a reference period of 2 June 2022 to 1 June 2023. Applying the government's rules, there were 1,011 relevant employees, of whom seven were part-time and 207 were on temporary contracts. Our relevant employees included 541 men and 470 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 equal representation across all levels. Specifically, women have been under-represented in some roles in our Company, and they have been under-represented at leadership level.

This is changing. We are focused on achieving gender balance in our appointments across all levels. As a significant proportion of compensation in senior roles is deferred, the effect of equal representation will take time to be fully represented in our gender pay gap numbers.

ALEXION EMPLOYEES

1,011



54% MALE
46% FEMALE

HOURLY PAY GAP FULL-TIME EMPLOYEES

14.7% 24.6%
MEDIAN MEAN

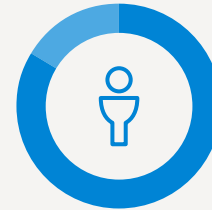
PART-TIME EMPLOYEES

24.5% 24.0%
MEDIAN MEAN

TEMPORARY CONTRACTS

14.0% 13.1%
MEDIAN MEAN

BONUS RECIPIENTS



83.7%
MALE

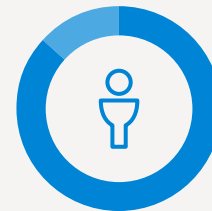


78.9%
FEMALE

BONUS PAY GAP

7.9% 42.7%
MEDIAN MEAN

BENEFITS IN KIND



86.9%
MALE



84.9%
FEMALE

RATIO OF MEN TO WOMEN IN EACH PAY QUARTILE



UPPER-MIDDLE QUARTILE



LOWER-MIDDLE QUARTILE



LOWER QUARTILE



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 will continue to address it by improving gender diversity at those levels and roles where representation is uneven.

We are focused on enhancing our inclusive workplace and a diverse and talented team 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.

Our roadmap to enable this focuses on three pillars: attracting, retaining and developing diverse talent.

Key initiatives in this road-map include:

- Executive development, our Diversity by Design Female Senior Leadership programme is enhancing the skills of participants and also informing our approach.
- Conscious Inclusion training for all leaders has created energy and ownership around how we engage and engage all our colleagues to

develop to their potential for the opportunities we have throughout our organisation.

- The universal use of augmented writing tools in role design and recruitment processes.
- A focus on regular development conversations and development planning is embedding in our organisation.
- Partnering with our external network including Workjuggle, IMI and 30% Club to enhance our initiatives.

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 challenge the imbalance of men and women in STEM.

Alexion is making its own contributions to the general societal effort to redress that imbalance, in our local communities and nationally through partnership, awareness and education.

Equal gender representation at all levels of our organisation is a core tenet of our talent management strategy and all talent-related decision making at Alexion.



“Alexion values our diverse and inclusive workplace. A core pillar of our success is the focus on enabling a culture where everyone can be themselves, every day, and bring unique value and broad perspectives to our team.

We continue to work together and focus on how we can learn and be agile in how we embrace all our employees' unique attributes as we deliver our bold ambition.

We all have a responsibility to continuously challenge our conscious and unconscious biases and be accountable for enhancing our open and progressive culture so all our talented colleagues reach their ambition and potential, whilst also being the employer of choice for talented candidates. I am privileged to work with colleagues who share this focus and ambition to enable our team to deliver for our patients.”

ROSLYN O'SHAUGHNESSY
PEOPLE & CULTURE PARTNER



How are we promoting gender diversity?

ATTRACT



JENNIFER RALPH-JAMES
ASSOCIATE DIRECTOR, MEDICAL AFFAIRS
RESEARCH OPERATIONS

I was attracted to joining Alexion as I saw it as an ideal home for my skills and experience. My career has been varied and I felt that my unique skillset was valued. With an exciting pipeline and having joined the AstraZeneca group, we are at a point of inflection as an organisation with great opportunities as a result. Alexion has a progressive approach to Medical Affairs and to secure a global role in this field, at home, in Ireland, is amazing!

Since joining, I can see that gender isn't a barrier to leaning into leadership potential. There is sincere enthusiasm for culture and inclusion initiatives, some of which I'm excited to be part of.

I'm a big believer in owning my own career and driving opportunities for myself; I see a pathway for that at Alexion and I know I have the support to continue to build my leadership career here. It is really important for me to add value beyond my role, and I am passionate about well-being and culture and how they enable high performance. I'm delighted that my interest for this area is welcomed. Having made such an important move to Alexion this year, I look forward to what's next!

RETAIN



ANTOINETTE KELLY
DIRECTOR, SITE QUALITY ATHLONE

I joined Alexion in Spring 2019 as a Senior Manager within the Drug Product QA Team in our Athlone Facility. I had previously held roles in Quality Control and Quality Assurance and I am a Qualified Person.

I have been appointed into different roles, taking up secondments and seeking challenges across our processes. I was promoted to the role of Director of Site Quality, Athlone in December 2022.

I thoroughly enjoy my role and what motivates me is the variety of the work that we do for our patients, working right across the organisation with superb colleagues.

One of the most enjoyable areas of my role is mentoring colleagues as they develop experience and confidence to take on new roles and grow in their chosen fields.

Reflecting over my career, if I was to offer advice it would be to "take every opportunity that comes along even if the pathway to the next role isn't completely clear". I have moved into new roles laterally and via promotion and each one of them has given great learning and has added to my skillset and confidence.

DEVELOP



MAUREEN LARKIN
EXECUTIVE DIRECTOR, SITE LEAD,
COLLEGE PARK DUBLIN

I joined Alexion over seven years ago as Director of Quality Assurance - Operations. Prior to that, my career developed through Quality Assurance, Validation, Operations and Technical Service roles. I was and am motivated by understanding how partnering through our collective expertise enables us to deliver in a patient-centric manner. I have always put myself forward for new opportunities, even when I wasn't sure if the timing was right! I thrive on the opportunity to grow professionally as part of a strong team.

I have held several interesting roles to date in Alexion and I am proud to have recently been appointed Site Leader - Operations for our College Park, Dublin Facility.

I am motivated and get great energy from enabling our team to develop and grow so that we deliver to the highest standards. My focus is to support each individual member of our team to grow in their ambition and capabilities to meet their potential and be ready for opportunities at Alexion AZ RDU.

I am committed to enabling a progressive culture of high performance and have high expectations that we as leaders, empower all our talented colleagues to thrive.

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 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 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 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.