

# Gender Pay Gap Report 2024

ALEXION PHARMA INTERNATIONAL  
OPERATIONS LIMITED

# Foreword

**Fostering an environment in which people feel they belong is fundamental to the success of our company – the innovative science we rely on requires breakthrough ideas that only come from a diverse workforce empowered to challenge conventional thinking.**



I'm very pleased to share the 2024 edition of our Gender Pay Gap Report. Alexion, AstraZeneca Rare Disease is publishing this report to promote transparency across our industry.

We are proud of our inclusive culture, where the diversity of our employees accelerates the delivery of life-changing medicines to patients. Fostering an environment in which people feel they belong is fundamental to the success of our company – the innovative science we rely on requires breakthrough ideas that only come from a diverse workforce empowered to challenge conventional thinking.

Our global 'Power of Diversity' initiative remains a key focus within our inclusion and diversity (I&D) commitments, engaging our global workforce in education and celebration. This year's quarterly themes focused on allyship, Employee Resource Groups, health equity, and cultural intelligence.

Our continued expansion means that we now have more than 1,100 employees based in Ireland. Our hiring has been balanced, leaving our ratio of men to women unchanged at 52.1% to 47.9%. As we continue to grow our

footprint, we remain committed to building a balanced talent pipeline. For the third year in a row, women make up almost 48% of our workforce and 40% of our senior leaders. They also make up six members of my executive leadership team. As this report reflects, our strategy to promote a diverse workforce remains unchanged: attract top talent, retain such people with purposeful work, and offer meaningful development opportunities to ensure their engagement and success.

One area of focus this year has been enhancing our leadership capability, with a focus on inclusive leadership and agility, through our Lead With Impact programmes. More than 135 leaders in Ireland have participated in addition to taking part in a suite of bespoke development programmes tailored for all career stages. This builds on the ongoing focus on inclusive development – enabling our leaders to focus on attracting and developing new candidates while helping current employees reach their full potential.

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, WorkJuggle and, new for 2024, with Platform 55, help position Alexion, AstraZeneca Rare Disease as a leader in diversity and inclusion in the communities we serve. We are also continuing to leverage AI technologies to ensure our processes 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 and we remain confident that our commitment to equitable people practices will enable us to continue to attract and retain top talent and achieve our 2030 Bold Ambition. People are the foundation that underpin the success we need to make an even bigger difference in the lives of more patients around the world.

With gratitude,

**MARC DUNOYER**  
CHIEF EXECUTIVE OFFICER  
ALEXION, ASTRAZENECA RARE DISEASE



# Introduction

**Our inclusive culture and diverse workforce are crucial to the important work we do and to achieving our 2030 Bold Ambition together.**



Our people power our innovation, and our commitment to I&D ensures that together we create an inspiring experience for our employees, while cultivating diverse perspectives to better serve diverse patient populations around the world.

I&D sits at the heart of our People strategy and is central to delivering great employee experiences for the benefit of our employees, our company and for society. We believe that an inclusive culture is fundamental to making Alexion, AstraZeneca Rare Disease a Great Place to Work.

In 2024, our workforce in Ireland was 1,160 people strong and our balance was 52.1% men vs 47.9% women. We remain committed to equal pay and ensuring that our pay practices and decision making are equitable and free of bias. Our Ireland pay gap continues to progress and we've seen a decrease from 24.6% in 2023 to 17.9% in 2024.

Practices that prioritise inclusion and diversity are ingrained into our key employee life-cycle events including hiring, promotion and performance development, and embedding conscious inclusion into our employee experience.

Our robust Employee Resource Groups (ERGs) across the enterprise, for example, continue to drive impact and foster an inclusive workplace. From global groups like our 'Network of Women' and 'TH!NK Neurodiversity ERG' to country-specific ERGs that reflect the diversity of our employees across the world, we are fostering an interconnected community to embrace differences, advance education, develop allies, and better understand our people and patients.

As a significant employer in the science and manufacturing sectors in Ireland, Alexion, AstraZeneca Rare Disease plays a vital role in encouraging

## ALEXION OPERATIONS DEMOGRAPHIC

# 1,160

EMPLOYEES



■ 52.1% MALE  
■ 47.9% FEMALE

women to pursue and excel in scientific careers. We support initiatives to promote women in STEM (science, technology, engineering, and maths) by engaging with schools and colleges to inspire future talent. Our early talent programme has helped us attract more women into STEM roles in recent years; in fact, 64% of our undergraduate industrial placement students hired in Ireland in 2024 are women.

Additionally, our 'Empowerment' development 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.

In Ireland and across the world, we believe that our inclusive culture and diverse workforce are crucial to the important work we do and to achieving our 2030 Bold Ambition together.

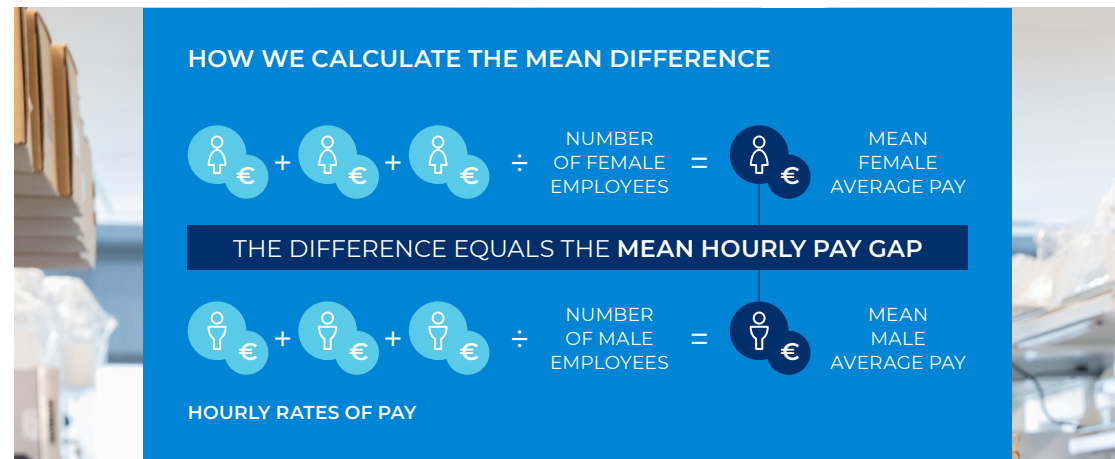
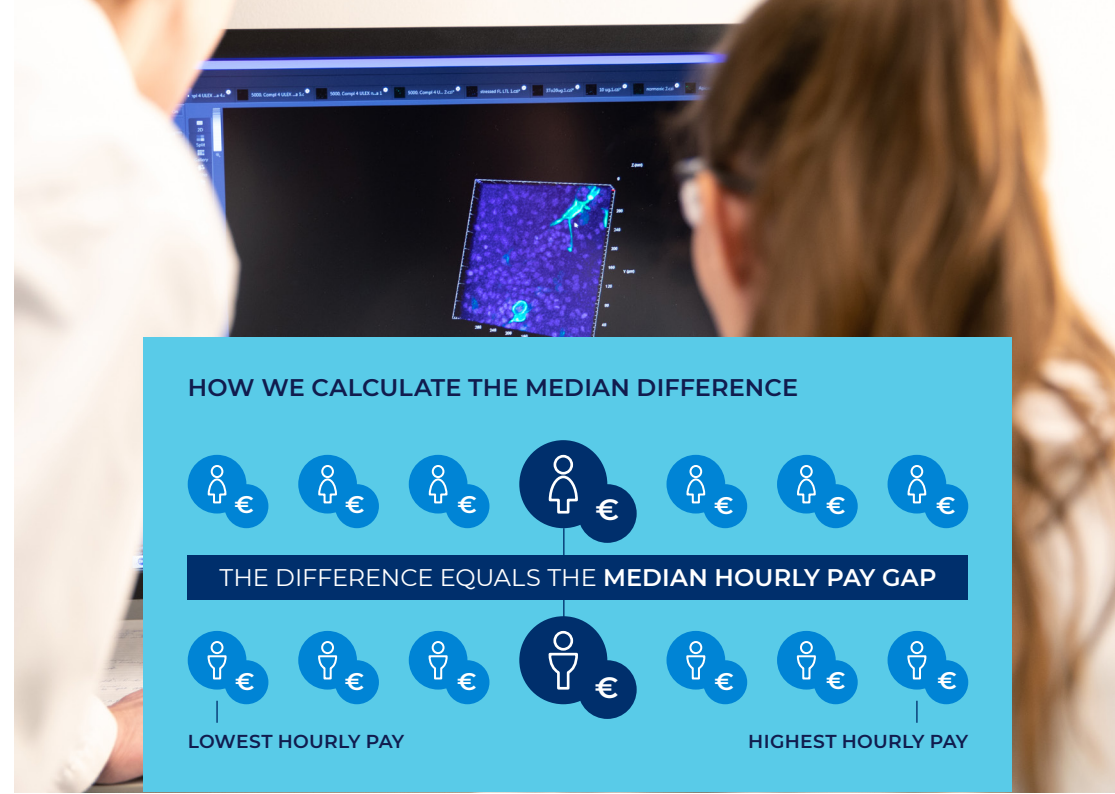
**REBEKAH MARTIN**  
SENIOR VICE PRESIDENT,  
REWARD, INCLUSION AND DIVERSITY,  
TALENT ACQUISITION & HRVP BBU AND JAPAN

# Explaining the gender pay gap

Ireland is now entering the fourth year of mandatory gender pay gap reporting, the aim of which is to address gender gaps in the workplace and barriers to the full socio-economic equality of women and girls.

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and all working women, not just those in the same jobs, with the same working patterns or the same competencies, qualifications or experience. It does not indicate discrimination or bias, or even an absence of equal pay for equal value work, but it does report a gender representation gap and will capture whether women are equally represented across the organisation – so, for example, if women hold more of the lower paid jobs in the organisation than men, the gender pay gap is usually bigger.

The requirement for equal pay for equal work is enshrined in Irish law. It is important to note that the existence of a gender pay gap under the Irish rules does not in itself mean that men and women are being paid differently for the same work. At Alexion, we take care to minimise the chances and degrees of differential pay within roles, allowing for legitimate factors such as experience and performance.



# 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 2024 and a reference period of 2 June 2023 to 1 June 2024. Applying the government's rules, there were 1,160 relevant employees, of whom fourteen were part-time and 194 were on temporary contracts. Our relevant employees included 604 men and 556 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 maintain focus on our talent attraction, development and reward methodologies. We develop all leaders to make informed, inclusive decisions and our employees' experience is core to our culture. We will continue to work to see the gap narrow.

The underlying cause of our gender pay gap relates primarily to equal representation across all levels. Specifically, women have been underrepresented in some roles in our Company, and they have been underrepresented at leadership level.

We are making strong progress year on year. We are focused on achieving gender balance in our appointments across all levels. The mean hourly pay gap has reduced from 24.2% in 2022 to 17.9% in 2024. 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.

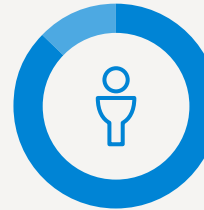
### ALEXION EMPLOYEES

1,160



52.1% MALE  
47.9% FEMALE

### BONUS RECIPIENTS

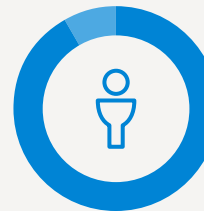


87.4%  
MALE



83.1%  
FEMALE

### BENEFITS IN KIND



91.9%  
MALE



89.7%  
FEMALE

### HOURLY PAY GAP FULL-TIME EMPLOYEES

16.2%  
MEDIAN

17.9%  
MEAN

### PART-TIME EMPLOYEES

42.1%  
MEDIAN

54.3%  
MEAN

### TEMPORARY CONTRACTS

30.5%  
MEDIAN

-1.3%  
MEAN

### BONUS PAY GAP

12.6%  
MEDIAN

26.9%  
MEAN

### RATIO OF MEN TO WOMEN IN EACH PAY QUARTILE UPPER 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

Our gender pay gap is a product of uneven representation of men and women at different levels of our organisation. Year on year, we are improving gender diversity at those levels and roles where representation is uneven.

We are committed to our inclusive workplace and recognise the power of diversity our talented team brings and how that reflects the communities we serve.

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

Key initiatives in this roadmap include:

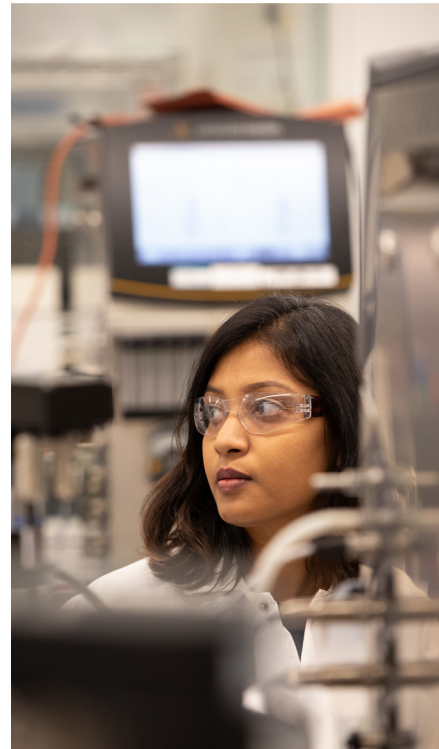
- Coding inclusion best practice into our Leading, Manager and Contribute with Impact development programmes.
- Sponsoring executive development, such as our Diversity by Design Female Senior Leadership programme and a suite of executive enterprise-wide development programmes.
- Championing mentoring through our talent strategy and building on synergies that our various Employee Resource Groups enable.

- Ensuring the universal use of augmented talent tools and processes are embedded.
- The focus on of employee led development conversations is a key element of our talent strategy and empowers colleagues to drive their own careers fully supported.
- External partnerships allow us to continually improve. We partner with WorkJuggle, IMI, 30% Club and are delighted to build a new partnership in 2024 with Platform 55 – “Practically supporting families at work”.

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 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 premise of all talent-related decision making at Alexion.



“Our diverse and inclusive workplace is a core pillar of our success. It enables our agile, highly skilled teams deliver to the highest standards, in an environment where everyone brings unique value and broad perspectives, so we can deliver Our Bold Ambition.

We foster a culture of lifelong learning and innovation, to align all our employees' unique skills, talents and experiences. We are accountable and continuously challenge our biases, iterating our progressive ways of working to allow each colleague to reach their potential and our mission to deliver innovative medicines for the patients we serve.

We thread progressive, inclusive practices into all aspects of our talent and leadership development methodologies, so colleagues are ready for the opportunities innovation brings.

I am proud to be part of a committed, focused team.”

**ROSLYN O'SHAUGHNESSY**  
LEAD RDU HR BUSINESS PARTNER



# How are we promoting gender diversity?

## ATTRACT



**JAMILLE FIGUEIREDO**  
MANUFACTURING ENGINEER,  
ENGINEERING

I qualified as a mechanical engineer in Brazil undertaking internships in different manufacturing industries such as steel and petrochemicals, where I was often one of the few female interns.

The experience significantly contributed to my professional growth. Despite the challenges, I persevered and found allies who recognised my potential. Pursuing a career in a multinational organisation required proficiency in English, bringing me to Ireland.

Initially working in hospitality, I later secured a position in a meat manufacturing plant, followed by a technical sales role. My qualifications were recognised, but the next hurdle was building fluency with technical language.

I cultivated confidence, capability and resilience. Ambitious, I pursued opportunities in pharma, with roles in reliability and manufacturing engineering.

My current position involves close collaboration with multidisciplinary teams. I love the complex, time-sensitive environment. A lifelong learner, I actively engage in professional development to enhance my skills.

I advise others to follow their ambition, lead their careers, and seek guidance from mentors along the way.

## RETAIN



**SUZANNE DONALDSON**  
DIRECTOR, ACCOUNTING

With a background as a qualified accountant trained at a Big Four firm, I transitioned into the pharmaceutical sector, where I have held various finance and accounting roles. Nearly a decade ago, I joined Alexion as a senior manager in the Global Accounting team, drawn by the opportunity to enhance my expertise, foster professional growth and contribute to a purpose-driven organisation.

During my journey at Alexion, I have progressed to associate director and subsequently, director of accounting, with each role expanding in scope and responsibility over time. The company's culture of growth and adaptability has made my experience incredibly fulfilling, as I've had the privilege of encouraging cross-functional collaboration and leading a high-performing team amidst significant organisational evolution.

As the Dublin site and the broader business continue to flourish, I find pride in my role in enabling and navigating this growth. My advice to fellow professionals is simple: remain inquisitive, embrace opportunities, and cherish every learning experience. As I look ahead, I eagerly anticipate the next challenge and the chance to contribute to the ongoing expansion and complexity of our operations.

## DEVELOP



**MARCELA FERNANDES**  
HEAD OF PRODUCT MANAGEMENT

I joined Alexion in March 2022 as head of product management in Global Supply Chain & Strategy. Prior to that, my career developed through Operations (manufacturing of oral solids tablets and chemical intermediates) and supply chain roles (supply chain lead, API supply manager and strategic product lead in biologics). I held seven different roles in four different countries.

I'm a firm believer in driving my own career and I was delighted to have the opportunity to relocate to Ireland and join Alexion at a pivotal time in the company's growth and reach to the patients we serve. It has been a superb opportunity to be able to combine my diverse experience and background along with the highly experienced professionals in Alexion to build product management for Alexion Operations.

One of the most enjoyable areas of my role is to develop cross-functional collaboration and be able to shape the future of our organisation by working with colleagues in building robust and scalable processes to improve our ways of working.

I am looking forward to the opportunities to come mostly driven by the launches of new products – which will enable us to reach many more people suffering from rare diseases.

## 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.