

# AstraZeneca: Inclusion and Diversity Policy applicable to the Board of Directors of AstraZeneca PLC

## Objective

The objective of this Policy is to foster the best possible decision-making by Directors and help them develop and execute a strategy that promotes the success of AstraZeneca for the benefit of its shareholders as a whole, having regard also to the interests of other stakeholders.

This Policy is applicable to the Board of Directors of AstraZeneca PLC (the Board) only. AstraZeneca's wider commitment to inclusion and diversity is integrated across its Code of Ethics and Global Standard on Inclusion and Diversity. Wider practices, initiatives and gender balance across the Group are disclosed in the Annual Report.

## Key principles

The Board:

- Regards diversity as anything that sets one individual apart from another.
- Has a respectful and supportive culture that enables it to attract and retain a diverse group of Directors.
- Seeks to foster an inclusive environment where each Director feels valued and respected because of their individual ability and perspective.
- Believes that a group of Directors with diverse but relevant knowledge, experience, backgrounds, perspectives, approaches, voices and styles will encourage variety of thought and different ideas in its decision-making.
- Uses a variety of professional search firms, at least one of which will have signed up to the 'Voluntary Code of Conduct for Executive Search Firms', to help it recruit Directors from a broad, qualified group of candidates to increase diversity of thinking and perspective.
- Appoints candidates based on merit and assesses Directors against measurable, objective criteria while recognising that an effective Board with a broad strategic perspective requires diversity.
- Aims to maintain a Board composed of at least 33% female Directors and with at least one Director from an ethnic minority background, while continuing to appoint candidates based on merit and recognising that over time the proportion of female Directors and Directors from an ethnic minority background will fluctuate naturally as Board members retire and new ones are appointed.
- Reviews and evaluates the composition of the Board annually to ensure that it has an appropriate balance of skills, experience, independence and knowledge, and considers the benefits of all aspects of diversity as part of that review.
- Champions the identification of and support for high-potential and high-performing candidates of all diversities in senior management roles, to ensure that AstraZeneca builds a strong pipeline of diverse talent.
- Reports annually in AstraZeneca's Annual Report on the implementation of this Policy and the progress made in meeting any diversity targets set.

The Board will review this Policy annually and monitor its effectiveness.

February 2022