

Great place to work

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Talent management

Human rights

Safety, health and wellbeing

Community investment

Great place to work

Medicine is a fast-moving industry, with frequently changing priorities and challenges. To keep pace with those challenges, AstraZeneca works hard to attract and retain the most skilled and talented individuals all over the world to help us develop new treatments and medicines faster, and create breakthrough drugs that can transform lives.

We have a global workforce of around 61,500 people in more than 100 countries. We are dedicated to building an inclusive, open and trusting organisation that embraces the skills, knowledge and unique abilities of our employees. Being a great place to work is one of our strategic priorities.

To achieve it, we continuously invest in our workforce, and in the recruitment and retention of excellent individuals. We do this by providing development opportunities to enhance their careers and knowledge; and by working to be a responsible business that our employees can be proud to work for.

2015 highlights



46%

reduction in illness and injury rates across AstraZeneca and a 55% reduction in collisions



79%

of employees feel that the availability of opportunities for development and growth has improved at AstraZeneca



42%

of our senior leaders are women

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As a major global employer and a world leader in the pharmaceutical industry, we have the opportunity to improve the working lives of tens of thousands of people, while transforming the lives and health of everyone. We are investing in our people leaders to ensure we get the most out of every individual employee. We prioritise diversity and human rights, and ensure everyone who works for us has the opportunity to work in a healthy and safe environment. Our employees are proud to support and invest in the communities in which we operate.

We are focused on developing a talented, science-led and patient-focused workforce that is committed to the pursuit of our purpose and values, and that is agile and high-performing.

Our vision of a great place to work is one in which all our employees are engaged and inspired by a clear shared purpose and a compelling strategy; where they are encouraged to perform and develop to their full potential; and where they are supported by the right organisation design, culture, technology and processes.

Our commitment to embedding international human rights in our operations and our sphere of influence is reinforced in our global Code of Conduct, which employees individually commit to annually. We support the principles set out in the UN Universal Declaration of Human Rights (UDHR) and the International Labour Organization's (ILO) standards, and we are signatories to the UN Global Compact Principles on Human Rights.



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Our aims	Goals	Progress highlights	Target progress
Build an inclusive, open and trusting organisation that embraces the skills, knowledge and unique ability of our employees	Increase female representation at Global Career Level F and above from 38% (2010) to 41% by 2015	Increased the number of senior managers who are women to 42%	
	Increase female representation in the global talent pool from 33% (2010) to 38% by 2015	We changed our focus from a global talent pool to a succession pool approach Representation is currently at 39%	
Promote a safe and healthy work environment and embed international human rights in our operations and our sphere of influence	More than 80% of sites offering six essential health programmes or services by 2015	60% of sites offer six programmes, 84% offer five or more	
	Accidents and illness – 25% reduction in lost time injury/illness rate per million hours worked from 2010 baseline by 2015	46% reduction achieved	
	Driver safety – 40% reduction in collisions per million kilometres driven from 2008 baseline by 2015	55% reduction achieved	
Make AstraZeneca a great place to work	Achieve target 83% employee survey score for AstraZeneca as a great place to work by 2015	Q4 Pulse survey found 83% of employees identified AstraZeneca as a great place to work	
	Improve employee perception of the opportunities for personal development and growth in AstraZeneca to 73% by 2015	Q4 Pulse survey found 79% of employees saw opportunities for growth	
	Deliver further organisational simplification (target: relevant Pulse survey score to be over 60%) by 2015	Q4 Pulse survey found 67% of employees recognised that the organisation has been simplified	
Provide employees with opportunities to develop their skills and careers to create a professional, motivated workforce	All employees have a development plan in place by end Q3 (2015 target was over 95%)	Q3 Pulse survey score showed 87% of employees have had a development discussion	
	All employees to have had at least one quality development discussion with their line manager by the end of Q3 (2015 target was over 70%)	82% of colleagues reported in the Q3 Pulse survey, rising to 87% by the end of the year, that they had had at least one quality development discussion with their line manager	

Key

Target exceeded



Full target achieved



Ongoing progress



Target not achieved, some progress



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Talent management

In order to continue to be a high-performing organisation, we need to attract the best people in our industry and, once they are here, we need to make AstraZeneca a company that talented people want to keep working for. To achieve this, we invest in our workforce through the identification of individuals with the required capabilities to achieve our bold ambitions and work collectively in purposely accelerating their development.

We measure employee engagement through regular staff surveys to identify areas in which we need to do more.

Good leadership plays a critical role in stimulating high levels of performance and engagement. In the past, we have used a number of tools globally to identify and develop talent, and as a way of rewarding and recognising the efforts of our employees. In 2016, we will roll out our new Hi-Potential Strategy. It recognises the unique contributions of individuals with particular skills and capabilities against newly defined business critical roles to help us achieve both our short and our long-term aims. The new programme puts the primary emphasis on identifying credible successors, from 'Ready Now' to as far as 'Early' (5+ years' horizon), for our roles that are currently deemed most critical to achieving our bold ambitions.

Over the last two years, we have provided tailored leadership programmes with Harvard Business School and the Massachusetts Institute of Technology to approximately 700 people across the organisation to support the development of their leadership skills, help them enable others to live our values and behaviours, and foster an environment of openness, inclusivity and innovation.



Employee engagement

In 2015, we held three brief Pulse surveys across a sample of the organisation, together with a final survey in January 2016, which we used to measure our overall 2015 performance. We found that 83% would recommend AstraZeneca as a great place to work, an increase of 1% on 2014. The Pulse surveys generated just over 39,000 responses during the 2015 cycle.

We are using 2012 results as a baseline and are making steady progress against those results. In our last full FOCUS survey in 2014, we found that scores in the 'understanding and belief in our direction and priorities' category had risen from 68% in our 2012 baseline survey to 86%. This question was not included in our 2015 Pulse survey.

Based on the FOCUS 2014 results, we identified two specific areas for improvement. One relates to further simplifying the business and eliminating obstacles to efficiency. The second relates to developing our people, where the survey results showed that employee belief in the existence of opportunities for career development and personal growth is two percentage points below the high-performing benchmark.

Results from the last Pulse survey show that we made good progress against these goals. The survey item related to eliminating obstacles to efficiency improved from a score of 59% to 67%, the result of organisation-wide initiatives to simplify the business. The survey item related to opportunities for development and growth improved from 72% to 79%. Again the result of a range of initiatives to encourage and support greater personal development across the business.

Staff survey results

	2012 baseline (FOCUS)	2014 (FOCUS)	2015 (Pulse)
Would recommend AstraZeneca as a great place to work	77%	82%	83%
I believe strongly in AstraZeneca's future direction and key priorities	68%	86%	(not asked)



AstraZeneca was ranked second in Bloomberg's inaugural 'Best Place to Work in Corporate Britain' survey in 2015.

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Relocation

In 2013, we announced plans to invest in three strategic research and development centres, which affected employees in the US and the UK. The most significant part of the plan will be the relocation of our UK-based global research and development centre and corporate headquarters to a new, purpose-built facility at the Cambridge Biomedical Campus.

Case study: Cambridge Biomedical Campus

The new 2,000-person site at the Cambridge Biomedical Campus will be our new UK corporate headquarters and our global research and development centre. It will be ready at the end of 2016 and will host the majority of the staff currently located in three existing UK sites in Cheshire, London and Cambridge.

We now have 1,600 employees working in Cambridge. We encouraged and supported employees to relocate, and now have 500 people at Cambridge who have relocated from other AstraZeneca UK sites. We recruited 410 new employees to Cambridge and aim to hire a further 600 over the coming two years.

For employees who do not accept offers to relocate to Cambridge, we provide career and outplacement support. Similar relocation initiatives are under way elsewhere in our organisation, including in the US, where almost 300 employees have accepted offers to relocate to Gaithersburg, Maryland.



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Diversity

We believe in having a diverse workforce that accurately represents the communities in which we work. We try hard to ensure our Board and leadership teams are diverse in terms of gender, ethnicity and culture.

To ensure our senior leadership reflects our diverse geographic footprint, we track the country of origin of senior leaders and reflect this in our diversity targets. In 2015, 15.6% of leadership roles that report to our senior leadership team have a country of origin that is an emerging market or Japan (an increase from 5% in 2012), which exceeded our Scorecard target of 13% for this measure.

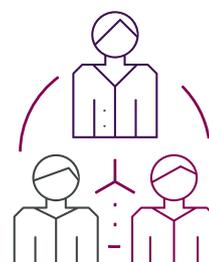
Women comprise 49.8% of our global workforce, 33.0% of our Board, 42.0% of our senior managers and 29.0% of our most senior leaders.

Our efforts on gender diversity received external recognition in 2015, when the National Association for Female Executives ranked us as one of its 50 leading companies for the seventh year running. We also featured among *Working Mother* magazine's 100 Best Companies.

Female representation in the Senior Executive Team (SET) succession pool is at 39%. Our target is to increase that to mirror the same level as the number of female senior managers, i.e. currently 42%, by the end of 2020.

Gender diversity at AstraZeneca

	Number (2014)	Number (2015)	Male 2014	Male 2015	Female 2014	Female 2015
Board of Directors of the company	13	12	69%	67%	31%	33%
SET	13	13	77%	69%	23%	31%
Directors of the company's subsidiaries	332	360	74%	72%	27%	28%
AstraZeneca employees	57,473	61,500	50%	50%	50%	50%



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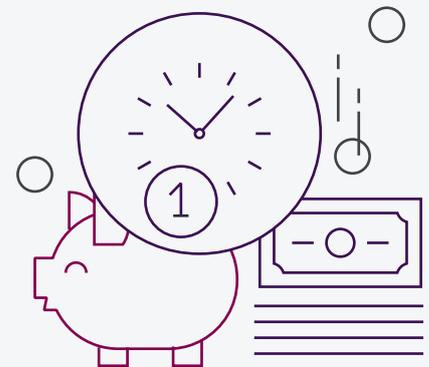
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Human rights

In 2015, we concluded our second human rights employment matters review in all countries where we have a presence. The review focused on ILO core themes, including freedom of association and collective bargaining, child labour, discrimination, working hours and wages. In this second survey we added questions on the Living Wage, data management and recruitment, and the results have remained very positive.

Case study: Paying the Living Wage

We have assessed Living Wage progress internally and globally, and are satisfied that we meet/beat any of the local recognised bodies' definition of a Living Wage. In addition, we conducted an independent external review so that we could assess developments in this area to inform our approach better from a global perspective. As a first step we are in the process of seeking accreditation from the Living Wage Foundation in the UK and will treat this as an experience to be evaluated alongside all other associated evidence in respect of seeking a global solution, for example monitoring the impact on our cost base.



Safety, health and wellbeing

The welfare of all our employees is of critical importance. It is our responsibility as an employer to ensure every person who comes to work can do so in a safe environment, where the risk of accidents is carefully managed, and health and wellbeing are prioritised. Our long-term ambition is to eliminate workplace accidents and illnesses.

There are safety and health risks inherent in pharmaceutical research, manufacturing and sales activities, and we have stringent policies and procedures in place to protect our employees.

In addition to managing workplace safety and health by, for example, improving ergonomics and controlling occupational exposure, we have worked hard to increase employee access to activities and resources that improve their wellbeing, including fitness opportunities and stress management training.

Our global Safety, Health and Environment (SHE) Policy outlines the principles for each employee to contribute to our commitment to maintaining a safe and healthy workplace for all our people, and operating in an environmentally responsible and sustainable manner. Detailed global standards and procedures establish specific minimum requirements in key risk areas.

Our SHE performance is regularly monitored and managed through a range of comprehensive assurance programmes. We use a global SHE reporting system to record accidents, incidents, occupational illness and environmental data, and to report progress against our global performance metrics.

As part of our SHE Strategy, our current targets were set in 2010 for the years up to and including 2015. During 2015, we have established new targets that will take us up to 2025.

We achieved our 2015 lost time injury/illness rate target two years early and achieved further reductions in 2014 and 2015. The lost time injury/illness rate reduced by 17% from 2014, which equates to a 46% overall reduction from the 2010 baseline.

Driver safety

In 2015, we ran a successful safety campaign focusing on The Road Safety Top 10, a collection of simple tips on road safety that could save lives. A light-hearted video animation was used to launch the campaign, along with a variety of leaflets, posters, checklists and team discussion guides. A competition inviting teams to make their own video based on The Road Safety Top 10 was won by the Malaysian team. Their winning entry was entertaining, while portraying the key messages of the campaign, as well as supporting the company value of 'We do the right thing'.

Driving is our highest-risk area for serious injury and fatality. This is why improving driver safety is our highest priority, particularly among our sales forces, which form the largest group of employees driving

Case study: Asia area awarded a coveted SHE Excellence Award for their campaign

Utilising the Global SHE Road Safety Top 10 Campaign for International Markets in June, the Asia Area Road Safety team did a superb job organising, promoting and engaging leaders from across the business to deliver an outstanding awareness campaign to the nearly 3,000 employees in the Asia area. This reinforces road safety awareness to our employees.

on AstraZeneca business. Our focus is on promoting driver safety through awareness and training programmes among our sales force.

We monitor performance centrally to assess progress and identify areas for attention. In 2015, we exceeded our five-year target for reducing collisions per million kilometres driven, achieving a 55% reduction from our 2010 baseline. We regret, however, that in 2015 an employee was killed in a traffic accident while driving on AstraZeneca business. We carried out a detailed investigation into this accident and developed an action plan to address the findings. Learning from the incident has been shared widely across the business. The main contributory factors were found to be speed, fatigue and distracted driving.

Training workshops for all employees who drive for work in the international function area are being rolled out early in 2016. Our global procedure on the use of electronic devices while driving has been reviewed and a supporting communication campaign will be rolled out this year.



Health and wellbeing

Our Essential Health Activities framework consists of six global programmes and services that are being promoted and tailored to suit local cultures and risk profiles. These are physical fitness, healthy business travel, workplace pressure management, tobacco use cessation, healthy eating and general health promotion. We developed standards and guidelines to support the implementation of programmes in these six areas and set an ambitious target for more than 80% of sites or marketing companies to have all six in place by 2015.

While we did not achieve this target, we now have 60% of sites offering six Essential Health Activities and 84% offering at least five activities, compared to only 28% in 2011. Going forward, we will focus on more active promotion in four key areas: physical fitness, healthy eating and drinking, workplace pressure management and tobacco cessation. In this way, we aim to reduce the health risks associated with chronic diseases, such as diabetes, heart disease and cancer, and to enhance the psychological wellbeing of our employees.

Safety, health and wellbeing targets

	2010 baseline	2015 target	2015 actual
Fatalities – zero tolerance	5	0	1
Lost time injury/illness rate per million hours worked – 25% reduction from the 2010 baseline	2.55	1.91	1.37 (-46% from baseline)
Vehicle collisions per million kilometres driven – 40% reduction from 2008 baseline	9.22	5.60	4.15 (-55% from baseline)
Sites and marketing companies offer six Essential Health Activities	70% offer at least 1 activity	>80% offer 6 activities	60% offer 6 activities (84% offer 5 or more)

In 2015, we finalised our new Safety, Health and Environment (SHE) Strategy. It will drive our continued improvement and commitment up to 2025. You can read more about our SHE Strategy in [Sustainability at AstraZeneca](#).

During 2015, we continued our rolling risk-based programme of internal SHE compliance audits. Coordinated by Internal Audit Services (IAS), and conducted by auditors from within the company and external organisations, the schedule reflects the individual risk profile of particular facilities and functions, management changes, timing and other considerations. Twenty-two audits were conducted in 2015 (18 in 2014) and 154 findings were identified.

Our audit results confirmed that our local operations are effectively managing SHE and maintaining compliance with internal and external requirements. They also highlighted areas for attention and continued improvement, including the management of change and SHE training.

Community investment

Wherever AstraZeneca is located worldwide, we aim to make a positive contribution to local communities through sponsorships, partnerships, charitable donations and other activities that improve health and promote science education.

As well as benefiting the local communities in which we work, our community investment activities give employees another reason to feel proud to work for AstraZeneca and offer further career development opportunities.

Our approach

We target our global community investment towards promoting healthcare in the community and supporting science-based education and careers.

Our global approach includes flagship community investment programmes, such as our Young Health Programme, patient assistance programmes and support for global disaster relief. We allow our markets to address relevant local issues aligned to our Global Focus Areas through their own community investment programmes, encouraging employee-led programmes and engagement.

To ensure a consistent, transparent and ethical approach to community investment and charitable contributions, we provide guidance via our Community Investment Contributions Standard. This Standard represents the minimum requirements for contributions to third-party projects in all markets. It also provides guidance on how to define which contributions may be classified as community investment to ensure they are aligned with our core business strategy.

In 2015, we spent a total of approximately \$680 million (2014: approximately \$880 million) on community investment sponsorships, partnerships and charitable donations worldwide, including our product donation and patient assistance programmes, which make our medicines available free of charge or at reduced prices.

Case study: Young Health Programme

The Young Health Programme is our global community investment initiative. It has a unique focus on young people and primary prevention of the most common non-communicable diseases (NCDs), such as type 2 diabetes, cancer, and heart and respiratory disease. Significant global health issues that have human, social and economic consequences, NCDs have become the leading cause of death and disability worldwide and are responsible for an estimated 38 million deaths each year.

We work with over 30 expert organisations, combining on-the-ground programmes, research and advocacy to target the four most prevalent risk factors for NCDs: tobacco use, alcohol abuse, lack of exercise and unhealthy eating.

When we launched the programme in 2010, we committed to reach one million young people through the Young Health Programme by the end of 2015. We have now reached over 1.4 million young people in more than 20 countries. Kenya was the latest addition in 2015.

Over 14,000 young people have now been trained to share health information with their peers and the community, and more than 12,000 frontline health providers have been trained in adolescent health.

You can find stories of the young people helped by the programme at www.yhpvoices.com and further information at www.younghealthprogrammeyhp.com.



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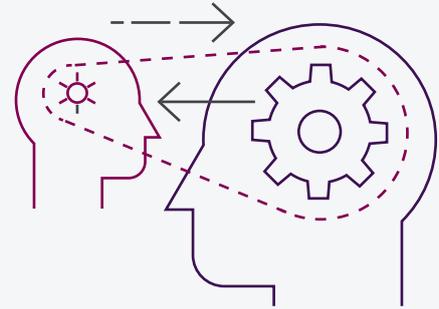
Our company is built on the scientific talent and expertise of its people. That is why we support science, technology, engineering and maths (STEM) education.

In 2014, we signed a new three-year agreement with Career Ready, a UK youth employment charity, to encourage more young people in the UK to study STEM subjects and to pursue STEM-related careers. Our support is helping to establish new STEM hubs in areas with strong employer support and where students are under-represented in STEM careers. We also provide internships and employee mentoring.

Key highlights include:

- 47 STEM Career Ready centres in place, 30% of the total
- A record 12 STEM small and medium enterprise internship bursaries provided for students in 2015
- Continued growth in STEM activities in Scotland
- Seven paid internships provided at Alderley Park and Macclesfield in 2015
- New AstraZeneca STEM Student of the Year Awards, a major success in 2015
- AstraZeneca Cambridge Career Ready STEM Pathfinder project launched, with 50 students participating.

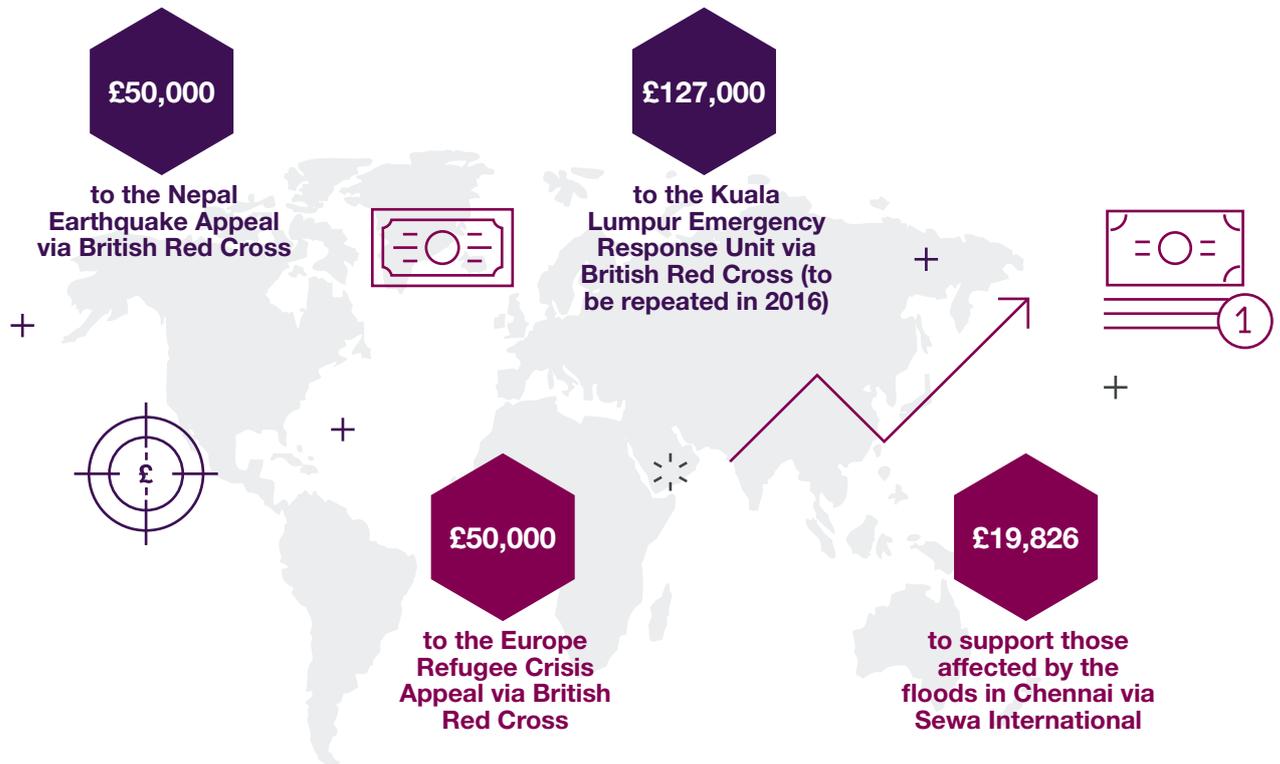
By supporting STEM education we are investing in a healthy pipeline of future talent and helping to ensure the ongoing successes of research at AstraZeneca.



Supporting disaster relief worldwide

We partner with the British Red Cross to support global disaster relief and help vulnerable people in the UK and abroad prepare for emergencies in their own communities.

In 2015, we donated:



In addition to financial contributions to disaster relief, AstraZeneca also donates medicines where they are most needed. In 2015, we donated medicines in 70 countries and across all AstraZeneca therapy areas: cardiovascular disease and diabetes, oncology, infection, respiratory and inflammation, neuroscience and gastrointestinal medicines.

Employee-supported volunteering programmes

Our employee-led programmes are an opportunity for our people to support their local community, while developing their skills and experience. Examples of employee-led programmes in 2015 include the following.

In the US in October 2015, MedImmune employees and senior leaders assembled and delivered care packages to nearly 250 children receiving treatment at Children's National Medical Center in Washington DC.

In the UK, AstraZeneca and MedImmune employees teamed up with artists to lead a summer outreach programme for over 400 students in Cambridge. Students aged 7 to 17 took part in workshops designed to provide insight into the science behind new medicines. Following the workshops, they created pictures to capture what science means to them, which are now displayed on hoardings around the construction site of the new research and development centre and corporate headquarters in Cambridge.

In Russia, employees led a marathon of health as part of the Young Health Programme. 142 young people took part in sports workshops, attended doctors' lectures and entered 'Say "No" to bad habits' creative contests. The best six participants were selected for a three-day visit to Moscow as part of International Children's Day, including a visit to our Moscow office, and another 16 participants won a stay at a sports camp in the Altaisk region.

In China, 1,032 employees have helped to inspire 4,652 young people through our Young Health Programme since November 2013. In 2015, they established a social media account to provide details of events to promote a monthly star volunteer. The employee volunteer network in China now covers over 25 sales teams and two operational sites.