Sustainability Report 2019
This report
This is our fifth annual sustainability report, and it describes our progress and challenges from 1 January 2019 to 31 December 2019. The content of this report is based on those sustainability issues deemed material through comprehensive stakeholder engagement and analysis. All our business operations worldwide are in scope regardless of their function, unless otherwise stated.

Online resources
- AstraZeneca Sustainability webpages: cover additional topics of interest to our stakeholders.
- AstraZeneca Sustainability Data Summary: provides performance measures and targets with at least three years of data where available.
- Infographics: show our processes and practices.
- Policies and company standards: state our position and guidance on key subjects.
- 2019 Annual Report and Form 20-F: includes how sustainability is integrated across our business model and into risk management.
- Website: contains expanded discussions on emerging topics and material focus areas.

Assurance
We seek external review of our performance to validate that we use the same rigour and accuracy as we do with regulated reporting. Bureau Veritas has provided independent external assurance to a limited level for the sustainability key performance indicators shown in the Sustainability Data Summary as described in the sustainability letter of assurance. Assurance was also provided for select sustainability information in the 2019 Annual Report. Assurance is in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000), and ISAE 3410 Assurance Engagements on Greenhouse Gas Statements.

About this report
Antibody–Drug Conjugates (ADCs)
ADCs are among the most exciting technologies for the treatment of cancer. AstraZeneca is developing novel ADC targets that include therapy-resistant tumours and cancer stem cells. We are building a library of payloads, and using our antibody engineering expertise for site-specific conjugation and next-generation ADCs.

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Notices
At AstraZeneca, health is our business and our contribution to society. How we operate supports sustainable ecosystems for healthcare that benefit people and our planet through science-based innovation.

Our aspiration is for the future to be healthy and for us to be an active participant in a healthy society, planet and business. Our pioneering medicines touch the lives of millions of people, so it is a business imperative that we are partners and advocates for solutions to global health.

At the heart of our sustainability approach is access to healthcare and its connection to environmental protection and ethics and transparency.

**We lead with health**

**Sustainability approach**
- Work towards a future where all people have access to sustainable healthcare solutions for life changing treatment and prevention
- Removing barriers and creating solutions for healthcare are essential for global health
- Supporting a healthy environment helps prevent the onset and progression of certain diseases and improve health outcomes
- Fostering a culture of doing the right thing across our worldwide operations, including our supply chain, promotes health and wellbeing

**Access to healthcare**
- Health is at the heart of our business
- Create positive societal impact and promote ethical behaviour in all markets across our value chain

**Environmental protection**
- The health of the planet impacts all life
- United Nations Sustainable Development Goals (SDGs)
- Create positive societal impact and promote ethical behaviour in all markets across our value chain

**Ethics and transparency**
- Equality and prosperity for all, fosters healthy societies
- Our ambitions for 2025
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**Our ambitions for 2025**
- Ethical business culture
- Inclusion and diversity
- Talent and workforce evolution
- Workforce wellbeing and safety
- Responsible supply chain
- Human rights
- Product environmental stewardship
- Greenhouse gas reduction
- Pharmaceuticals in the environment
- Water stewardship
- Waste management

**Unsustainability at AstraZeneca**
- Connection to human health
- Access to healthcare
- Environmental protection
- Ethics and transparency
Sustainability at AstraZeneca is about using our capabilities to make the most meaningful impact where society needs it – health.

We work hard to develop medicines to save lives, foster inclusive workplaces and catalyse positive impact throughout our operations and supply chain. We believe there is a strong connection between the health of our patients, our business, our workforce, our communities and the planet, and each of these impact one another.

In our complex world, a siloed approach to sustainability is no longer an option. We see partnerships and transparency as enablers of a sustainable future. We seek to engage with stakeholders across the healthcare network and with problem solvers outside of healthcare. Our approach includes becoming more transparent in our material areas to support responsible, ethical management across the value chain, performance measurement, and knowledge sharing for our sector.

Our approach to sustainability has three interdependent and cooperative priorities:

Sustainability integration
Partnership, collaboration and transparency start with our own workforce. Within our business we have practices to integrate sustainable thinking into processes.

- Operating model
  Sustainability is a core part of our company strategy. Being a Great Place to Work is one of our three strategic priorities for the company. Its success includes delivering sustainability targets for our material focus areas. These targets are a part of the company’s global scorecard that sets the course for business and are the responsibility of every employee to achieve.

- Workforce training
  Newly hired employees take an orientation module that includes an introduction to our sustainability approach. We incorporate sustainability education into our leadership and management development programmes. Our leaders are also engaged with sustainability at key strategic events, like our annual Senior Leaders Meeting.

- Financial reporting
  We incorporate sustainability-related occurrences into publicly released quarterly results for investors. We have a dedicated Environmental, Social and Governance (ESG) investor relations representative and engaged in investor dialogue events throughout 2019.

- Risk management
  We recognise the connection between enterprise risk management and sustainability management. In 2018, enterprise risk management informed the sustainability materiality assessment and we used the results to better align our risk and sustainability classifications. The Global Sustainability function participates in quarterly company risk reviews.

- Code of Ethics
  Our Code of Ethics is based on our company Values. It provides clear guidance and direction to employees in carrying out their daily work. Annual training on the Code is mandatory for all employees. Sustainability is featured as one of four high-level Global Policies in the Code of Ethics.

For updates on our progress for metrics, see the Sustainability Data Summary.
## 2019 performance review

### Sustainability strategy

**Lead with health to support healthy people, a prospering planet and an ethical business culture**

- **9** members govern sustainability on our Sustainability Advisory Board – composed of external experts and internal Senior Executive Team members
- **1 of 3** Sustainability is a component of Great Place to Work, one of the three company strategic priorities
- **45+** performance metrics measured quarterly in the company scorecard

### Access to healthcare

Work towards a future where all people have access to sustainable healthcare solutions for life-changing treatment and prevention

- **81,000+** healthcare workers trained (cumulative)
- **19.8m+** people reached through our access programmes (cumulative)
- **9.7m+** million people reached through our Patient Assistance Programmes (cumulative)
- **UNGC** Patron sponsor of the United Nations Global Compact (UNGC) action platform: Business Ambition for Climate and Health

### Environmental protection

Demonstrate global leadership to proactively manage our environmental impact across all our activities and products

- **0** We commit to zero carbon emissions by 2025 and a carbon negative value chain by 2030
- **11%** reduction in Scope 1 and 60% reduction in Scope 2 greenhouse gas emissions since 2015
- **11%** increase in our waste since 2015
- **62%** of our total electricity use is sourced or generated from renewable sources
- **18%** reduction in our water use since 2015
- **97%** of active pharmaceutical ingredient discharges from direct suppliers demonstrated as safe

### Ethics and transparency

Create positive societal impact and promote ethical behaviour in all markets across our value chain

- **45.4%** women in senior middle management roles or higher
- **63.3** instances of non-compliance with the Code of Ethics per thousand employees in commercial regions
- **86%** of employee survey respondents feel that AstraZeneca is a Great Place to Work
- **96** countries disclosing data points on new online, interactive Sustainability Transparency Map of site operations, suppliers, Access to healthcare programmes, and demographics
- **89** manufacturing partners with 131 sites were evaluated for overall sustainability performance using our Supplier Sustainability Framework

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AstraZeneca Sustainability Data Summary has further reporting on our performance measures and targets.
About us

Our purpose:
We push the boundaries of science to deliver life-changing medicines.

We are a global, science-led biopharmaceutical company. We discover, develop and commercialise prescription medicines. We follow the science to transform how diseases are understood, interact and impact one another. Our medicines primarily treat diseases in three therapy areas:

Oncology
Our ambition is to eliminate cancer as a cause of death through scientific discovery and collaborations.

Cardiovascular, renal and metabolism (CVRM)
As science uncovers commonalities between cardiovascular, renal and metabolic diseases and their associated complications, we aim to transform how they are understood and treated.

Respiratory
Our objective is to transform the treatment of respiratory disease with our growing portfolio of medicines and scientific research targeting disease modification.

We are also active in other disease areas – autoimmunity, neuroscience and infection.

Our Values
We follow the science
We put patients first
We play to win
We do the right thing
We are entrepreneurial

Our 2019 strategic priorities
Deliver Growth and Therapy Area Leadership
Accelerate Innovative Science
Be a Great Place to Work

70,600 employees worldwide

Strategic R&D centres:
Cambridge, UK (HQ); Gaithersburg, Maryland, US; Gothenburg, Sweden

Global R&D centres:
California, US; Boston, MA, US; Macclesfield, UK; Shanghai, China; Osaka, Japan

$6.1bn R&D spend
$24.4bn total revenue

Our recognition
World and Europe
Global constituent
Dow Jones Sustainability Index
100 Most Sustainable Companies
Corporate Knights
A List
Climate Change and Water Security
CDP
“Outperformer” 8th of 159 Sustainalytics
Index series constituent
FTSE4Good
AA rating
MSCI
Leadership messages: an interview with Katarina Ageborg

Jayasri Prasad, Senior Director, Head of Global Sustainability, AZ India, speaks with Katarina Ageborg, on behalf of employee advocates who are leading a lake restoration programme to return water sources to Chennai, India.

JP: Indeed, in India our employees were very excited to hear about the Ambition Zero Carbon initiative, particularly our younger employees who have been asking how Chennai can contribute. On a more practical note, how does the company assess the risks of climate change, as we make our plans?

KA: Global Sustainability works regularly with Enterprise Risk Management to share and integrate insights and trends. We monitor environmental considerations as a risk element and in 2019, we began a climate risk assessment based on physical climate hazards. So, it is important and there are specific governance structures looking at environmental risks.

JP: In 2019, we learned about many sustainability initiatives under way across the company. What was your favourite achievement during the year?

KA: I think my favourite achievement was the work we are doing to increase public and employee awareness of the environment's impact on health. We support the UN's Sustainable Development Goals (SDG). SDG 3 is about Good Health and Wellbeing, and we have contributed directly to the work of the UN Global Compact on Healthy Planet, Healthy People which was published during the 2019 General Assembly. I think we are equipped to address the environmental impact on health, because of course it has to do with our three therapy areas of CVRM, respiratory and oncology. It’s also good that we engage with what’s happening with the climate, because it has a direct impact on health issues that we are trying to tackle.

JP: How do you engage employees in this effort and what role do they have to play?

KA: They play an enormously important role, because we rely on employees to not just be activists and advocates at their own sites and communities and in their functions, but also to identify topics that are relevant. I think that our employees feel empowered to identify problems and create solutions. For example, our recent announcement that we are going to plant 50 million trees between now and 2025, was very much inspired by our employee initiatives of tree-planting, also called AZ Forest. Our Healthy Heart Africa initiative also came from an employee crowd-sourcing event that we held for our Values.
Sustainability governance continued

Senior Executive Team
The Senior Executive Team (SET), composed of our company leaders, is accountable for specific sustainability initiatives and reviews the sustainability scorecard each quarter. Katarina Ageborg, Executive Vice-President, Sustainability and Chief Compliance Officer, President AstraZeneca AB, Sweden, is responsible for the overall sustainability strategy execution, including tracking our progress towards targets, and liaising with company leadership to ensure our strategy is aligned with business priorities.

Sustainability Advisory Board
Our Sustainability Advisory Board comprises SET members and external sustainability experts. It met in 2019 to approve strategic direction, recommend opportunities and provide insight.

Value created by external advisers
Each adviser has deep expertise in one or more sustainability fields, spanning climate change, accessible healthcare, operations, strategy integration, human rights and product environmental stewardship. This range of perspectives helps us to understand the diverse concerns of external stakeholder groups. The advisers offer insights from other sectors and industries that we may not have considered otherwise. Most importantly, they challenge our thinking and push us to see things differently.

AstraZeneca SET members
- EVP Sustainability, Chief Compliance Officer, President AstraZeneca AB
- EVP Operations & IT
- EVP & President Bio-Pharmaceuticals R&D
- EVP & President International
- EVP Human Resources

External sustainability experts:
- Pankaj Bhatia
  Deputy Director, Climate Program, World Resources Institute
- Dame Polly Courtice, DBE, LVO
  Director, Cambridge Institute for Sustainability Leadership, University of Cambridge
- Louise Nicholls
  Managing Director of Suseco and Vice Chair of IEMA (previously Corporate Head of Human Rights, Food sustainability and packaging at Marks and Spencer PLC)
- Rain Henderson
  Founder, Elementor Advisors

Stakeholders
Throughout the year, we engaged with our workforce and external stakeholders to hear their concerns and feedback related to our current sustainability initiatives and their expectations for the future. See more in the Stakeholder engagement section.
Global development contribution

The UN 2030 Agenda for Sustainable Development is a universal action plan for a fairer, safer and healthier world for all, including the world’s most disadvantaged and vulnerable. It represents the collective actions the world can take to address the biggest issues we face as a global community.

Success is measured using the 17 Sustainable Development Goals (SDGs). Businesses, governments, non-governmental organisations and communities are helping global society make progress towards these goals. As a global biopharmaceutical company investing in improving human health and advancing science, we are listening, and we recognise our responsibility to contribute to the delivery of these ambitious and valuable goals.

We measure our contribution to society by connecting our company targets to the SDG targets. In 2019, we continued our work on the SDGs. Our approach to focus on six SDGs enables us to have a greater positive impact. These six SDGs are the most related to our core business – health. Health is at the heart of what we do, and we provide holistic health solutions, ranging from medicines for patients to workforce wellbeing initiatives.

### SDG 3
**Good health and wellbeing**

<table>
<thead>
<tr>
<th>Why it matters</th>
<th>Disease prevention and treatment, Responsible R&amp;D, Investments in health systems, Environment’s impact on health, Affordability.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Material issues</strong></td>
<td>Non-communicable diseases (NCDs) kill more than 41 million people each year, equivalent to 70% of all deaths globally. It is estimated this will cost the global economy $47 trillion by 2030.¹</td>
</tr>
</tbody>
</table>

#### SDG targets and our contribution

<table>
<thead>
<tr>
<th>3.4 Reduce premature mortality from NCDs</th>
<th>AstraZeneca has become a Patron sponsor of the United Nations Global Compact (UNGC) action platform: Business Ambition for Climate and Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 19 million people reached through our select Access to healthcare programmes (Healthy Heart Africa, Young Health Programme, Healthy Lung and Phakamisa)</td>
<td>167 projects in our pipeline as of 31 December 2019</td>
</tr>
<tr>
<td>Over 31% decrease in the vehicle collision rate of our workforce since 2015, we aim for -55% by 2025</td>
<td>3.6 Halve the number of global deaths and injuries from road traffic accidents</td>
</tr>
<tr>
<td>3.8 Achieve universal health coverage</td>
<td>Over 2,600 health facilities activated or partnered (cumulative)</td>
</tr>
<tr>
<td>3.9 Increase the health workforce in developing countries</td>
<td>Over 81,000 healthcare workers trained (cumulative)</td>
</tr>
</tbody>
</table>

### SDG 5
**Gender equality**

<table>
<thead>
<tr>
<th>Why it matters</th>
<th>Empowering women is essential to expand economic growth, promote social development and enhance business performance. Women’s equality in the workplace could add as much as $28 trillion to global annual gross domestic product by 2025.² It would take 217 years to achieve gender equality in the workplace if all things remained equal.³</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Material issues</strong></td>
<td>Inclusion and diversity, Ethical business culture, Talent and workforce evolution, Human rights, Responsible supply chain.</td>
</tr>
</tbody>
</table>

#### SDG targets and our contribution

<table>
<thead>
<tr>
<th>5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</th>
<th>Committed to the United Nations Women’s Empowerment Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>45.4% of senior middle management roles and above held by women</td>
<td>50.0% of all AstraZeneca employees are women</td>
</tr>
<tr>
<td>33.3% of our Board of Directors are women</td>
<td>³³</td>
</tr>
</tbody>
</table>
Global development contribution continued

SDG 8
Decent work and economic growth

Why it matters
Inequality is rising globally and there are not enough jobs to keep up with a growing labour force. Substandard working conditions are often related to poverty, inequality and discrimination. In many contexts, vulnerable groups – such as workers with disabilities, women and migrants, among others – face significant obstacles in accessing decent work and may be particularly at risk of abuses.

Material issues
Workforce wellbeing and safety, Talent and workforce evolution, Ethical business culture, Human rights, Responsible supply chain.

SDG targets and our contribution
8.5 Achieve full and productive employment and decent work for all women and men, and equal pay for work of equal value
100% of countries where we operate were evaluated for local living wage performance (as of 2018)
83% of respondents to our employee survey said they have opportunity for development and growth
8.8 Protect labour rights and promote safe and secure working environments for all workers
Increased supplier assessment – 89% spend through our third-party risk management programme
41% reduction in reportable injury rate from 2015 baseline

SDG 12
Responsible consumption and production

Why it matters
Currently, 40% of the world’s population lives in water-stressed river basins. Each year, nations generate 1.3 billion tonnes of waste, a number that is expected to double by 2025. Waste includes chemicals that can accumulate in water sources and impact wildlife and human health.

Material issues
Product environmental stewardship, Greenhouse Gas emission reduction, Pharmaceuticals in the environment, Water stewardship, Waste management.

SDG targets and our contribution
12.2 Achieve the sustainable management and efficient use of natural resources
18% reduction in our water use since 2015
50% of active pharmaceutical ingredient (API) syntheses met resource efficiency targets since 2015
12.4 Achieve the environmentally sound management of chemicals and all wastes, and reduce their release to air, water and soil
100% of API discharges from AstraZeneca sites assessed as safe
97% of API discharges from suppliers demonstrated as safe
12.5 Reduce waste generation through prevention, reduction, recycling and reuse
11% increase in our waste since 2015
44% of total waste is recycled
26% decrease in Process Mass intensity for development portfolio in 2019
12.6 Encourage companies to adopt sustainable practices and to integrate sustainability information into their reporting cycle
89 manufacturing partners with 131 sites were evaluated for overall sustainability performance using our Supplier Sustainability Framework
12.7 Promote public procurement practices that are sustainable
Partnered with peers to launch the first Pharmaceutical Industry Supplier Diversity Forum in the UK and Europe
Why it matters
Nearly two billion people have no access to basic medicines. Public–private partnerships have proved to be one of the most visible manifestations of the power of collaboration to improve access to holistic healthcare.

Material issues
All

SDG 17
Partnership for the goals

Why it matters
Nearly two billion people have no access to basic medicines. Public–private partnerships have proved to be one of the most visible manifestations of the power of collaboration to improve access to holistic healthcare.

Material issues
All

SDG targets and our contribution
17.17 Encourage and promote effective public, public-private and civil society partnerships
Strategic partner with the World Economic Forum to collaborate across sectors and industries to help build a better, sustainable future

With University of Cambridge Institute for Sustainability Leadership – we are one of the founding members of The Prince of Wales Global Sustainability Fellowship Programme to attract academics to identify breakthrough SDG solutions

Signatories of the United Nations Global Compact (UNGC) since 2010 and joined as Participants in 2018

Joined the UNGC’s Our Only Future and set science-based climate targets across our operations and value chains

Members of the Climate Group’s RE100, EV100, and EP100 consortiums for energy efficiency
Stakeholder engagement

We value insights from stakeholders inside and outside our business. They help us shape, advance and implement our sustainability strategy.

We actively seek stakeholders’ input, so we can refine our approach to providing solutions that improve the health of communities, the planet and our business culture. To build strong connections with our stakeholders, we emphasise transparency and open dialogue, which help us understand diverse perspectives and work together to improve the lives of patients. Read more about our in-depth materiality assessment in our 2018 Sustainability Report.

We use a wide range of communication channels with our stakeholders, including digital engagements, face-to-face conversations and group settings. Our Code of Ethics guides our approach. You can read more about how stakeholders can raise concerns in the Ethics and transparency section of this report.

Engaging to shape our priorities – materiality assessment

As a responsible business, we continually refine our strategy by examining emerging topics, significant trends and engaging internal and external stakeholders. A materiality assessment helps define the social, environmental and governance issues that matter most to AstraZeneca, and that give our business the opportunity to achieve the biggest positive impact.

In 2018, we worked with an independent consultancy to conduct our sustainability materiality assessment, which helped us identify 16 priority material issues that maximise our opportunity for impact. This narrowed our priorities by about half. Our process was rigorous and comprehensive, given its geographic breadth, depth of input from stakeholders and alignment with enterprise risks.

Materiality assessment results

<table>
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<tr>
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<td>Waste management</td>
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<tr>
<td></td>
<td></td>
<td>Human rights</td>
</tr>
</tbody>
</table>

AstraZeneca’s ability to influence

Low | High
Featured engagements

**Patients**
More than 22 patient advocacy group leaders from across the globe joined AstraZeneca for the first Global Precision Medicine Advocacy Exchange in Gaithersburg, MD, US. The three-day meeting focused on listening to patients for insights into key priorities within the ovarian, breast, pancreatic and prostate patient communities and generating actions to address them.

In the Gulf region, employees created initiatives that seek to understand the world from a patient’s perspective including interviews, testimonials, and advisory boards. Several successful projects were initiated as a result of these interactions with patients, including severe asthma and cancer patients support programmes, asthma patients advocacy groups and the first Middle East and Africa region patients website.

**Healthcare professionals (HCPs)**
Our digital innovation aims to improve dialogue with HCPs and pursue health solutions for engagement with this group. We launched three new unbranded disease awareness campaigns, which help HCPs by improving opportunities for dialogue.

**Communities**
We provided over $870 million in community investment sponsorships, partnerships and charitable donations worldwide, including our product donation programmes and Patient Assistance Programmes, which make our medicines available free of charge or at reduced prices.

An example of our involvement in communities is the AstraZeneca Healthcare Foundation in the US. We support Connections for Cardiovascular HealthSM, a programme for heart health launched in 2010. In 2019, it provided $775,000 in grants to 11 non-profit organisations in the US to prevent cardiovascular disease. Learn more on the Foundation website.

**Suppliers**
AstraZeneca Brazil became our first market to qualify toward our goal to implement supplier diversity programmes in 10 new markets outside of the US by 2025.

We hosted the first AstraZeneca Supplier Diversity Summit in Brazil, where we met with suppliers and industry partners to discuss the importance of inclusion and how we can make positive change in the community together.

**Investors/analysts**
In addition to information incorporated throughout the Annual Report, we share sustainability-related updates with investors, analysts, ratings agencies and other stakeholders by including content in a dedicated section within our full year and quarterly results announcement and presentation. We actively engage on sustainability-related topics via one-to-one meetings, regular roadshows, site visits, conferences and events.

**Employees**
Colleagues from around the world shared ideas and success stories during our 2019 Sustainability Matters Week. Together, we explored our refreshed sustainability strategy and discussed how to further our efforts to continue to make changes for the better.

Through local activities and global virtual events, we discussed topics from finding patient-centric ways to improve access to our medicines, to reducing meat consumption in our cafes to support the environment and human health.

In our semi-annual Pulse survey, 86% of respondents stated they understand how to contribute to AstraZeneca’s sustainability priorities.

CEO Pascal Soriot, spoke with the US Senate Finance Committee on drug pricing, noting, “we recognize that the current state of drug pricing in the US healthcare system is not sustainable and that patients are facing increasingly high out-of-pocket costs. We believe that these issues must be addressed urgently, and we hope to be a constructive partner in finding solutions.”
Access to healthcare

Connection to health: Creating innovative healthcare solutions and partnerships is essential for global health

Why: Health is at the heart of our business

We have a bold ambition: Work towards a future where all people have access to sustainable healthcare solutions for life-changing treatment and prevention

Our material focus areas
- Disease prevention and treatment
- Responsible R&D
- Investments in health systems
- Environment's impact on health
- Affordability

Impact

Supporting the UN Sustainable Development Goals universal action plan for a fairer, safer and healthier world

19.8m+ people reached through Healthy Heart Africa, YHP, Healthy Lung and Phakamisa (cumulative)

$801m of medicines donated through Patient Assistance Programmes

81,000+ healthcare workers trained (cumulative)

9.7m+ reached through Patient Assistance Programmes (cumulative)
Access to healthcare overview

Access to healthcare at AstraZeneca goes beyond our medicines. We provide healthcare solutions along a journey to improve health – from prevention and awareness, diagnosis, treatment, to post-treatment.

We are working towards a future where all people have access to sustainable healthcare solutions for life-changing treatment and prevention.

How will we do this?

Access to healthcare approach

- We help to ensure that our medicines get to people who need them by investing in health systems around the world.
- We are making changes to address affordability to help ensure our medicines are accessible.
- We seek to expand disease prevention and treatment whenever possible, through screenings, awareness programmes and training healthcare professionals.

The big picture

Health is key to a thriving society. Healthcare is our core business and at the heart of all we do. The mission of our company is to “push the boundaries of science to deliver life-changing medicines.” How do we do this? We work holistically at health - from prevention and awareness, diagnosis, treatment, to post-treatment. We identify unmet medical needs in the world, find synergies between these needs and our scientific knowledge and partner to remove barriers to access for people facing a range of social and economic conditions.

Innovating
Partnering
Transforming

To deliver life-changing medicine
To improve access and affordability
For the future of healthcare

Material focus areas

Our strategy addresses five health areas, as identified by our materiality assessment:

- Disease prevention and treatment
- Responsible R&D
- Environment’s impact on health
- Investments in health systems
- Affordability

Key accomplishments

- Pam Cheng, EVP of Operations, spoke at the United Nations during Climate Week NYC on the connection between the health of people and the planet.
- Access programmes expanded to 6 new countries.

Our Healthy Heart Africa programme has been supporting patients for five years.
Why it matters

Non-communicable diseases (NCDs) are the number one cause of death and disability globally. They claim the lives of more than 41 million people each year, place a significant burden on health systems and disproportionately impact low- and middle-income populations.¹

NCDs, such as cancer, diabetes, respiratory and heart disease are chronic and progressive conditions that are the result of many different factors – from social, to environmental, to genetic and behavioural. These are no longer diseases of older people. They are appearing in younger populations, with more than 15 million NCD deaths considered premature.¹

Description

Company activities aimed at preventing the onset and progression of diseases (including NCDs).

Business connection

It is estimated NCDs will cost the global economy $47 trillion by 2030 in lost productivity.² This has the potential to bankrupt health systems, which make prevention and treatment necessary tools to ensure healthcare is accessible in the future. We are in a strategic position to leverage our scientific expertise to develop and scale treatment and prevention solutions for NCDs. We are a global company and our broad geographic reach gives us this responsibility and opportunity.

Our work contributes to these Sustainable Development Goals:

Approach

Disease prevention and treatment occur along a journey to improve health. Many of our tactics include elements of both. We put our commitment to health into action through internal prevention and treatment initiatives with our workforce, as well as external programmes with our patients and partners. We are energised by the promising outlook of alternative ways of providing healthcare, such as integrating digital solutions into the patient experience through wearables. See more in Investments in health systems and Workforce wellbeing and safety.

Prevention

With health at the heart of our business, we seek to prevent disease and support people on their path to better health. We do this through:

1. Health promotion
2. Advocacy
3. Research

Treatment

For those who have been diagnosed with a condition, we strive to ensure access to effective treatment. We are hard at work, with 167 projects in the pipeline as of 31 December 2019. Our work focuses on:

- Concentrating our portfolio on our three main therapy areas – oncology; cardiovascular, renal and metabolic diseases; and respiratory diseases.
- Breaking down cultural barriers to improve treatment adherence.
- Collaborating with experts at leading organisations to better understand diseases and accelerate drug development.
Disease prevention and treatment continued

A step on our journey to eliminate cancer

Lung cancer is the leading cause of cancer-related death. It claims a life every 18 seconds, and only one in five people are alive five years after initial diagnosis.

We have a bold ambition to eliminate lung cancer as a cause of death.

We know that we cannot do this alone, so we have partnered with experts to find the best possible solutions for patients by joining The Lung Ambition Alliance, a collaboration with the International Association for the Study of Lung Cancer (IASLC), Guardant Health, and the Global Lung Cancer Coalition (GLCC). The objective is to double the five-year survival rate for lung cancer patients.

The Alliance illustrates our patient-centric mindset, meaning we focus on the experience of the patient and understanding what is most important on their path to wellness. This begins with prevention and awareness and The Lung Ambition Alliance is focused on raising awareness of the strong evidence for screening, addressing barriers to early detection and increasing diagnostic accuracy.

It also supports our oncology strategy to become a global leader in lung cancer, building on our successful portfolio and pipeline of innovative medicines to treat the most lethal form of cancer.

Empowering asthma HCPs and patients with knowledge

Nearly 70% of adults with asthma may have too many cells called eosinophils. Having too many eosinophils can lead to more asthma attacks and worse outcomes for patients. Unfortunately, many patients and physicians are not aware of the role that eosinophils have on asthma control and therefore do not test for them. To help bridge this gap and empower patients to have a different dialogue with their physician, the team launched a free blood test for patients to check their eosinophil number. Patients take this information to their physician which can improve the dialogue and get them on the right track to better asthma control.

YHP in Brazil ©Marco Butti for YHP

Targets

2020 target
Maintain YHP in current active markets and expand into two new markets

Status: On plan

2019 update
YHP has reached 18 markets. We added four new markets

2020 target
Reach 3.5 million young people through YHP (cumulative)

Status: Achieved

2019 update
We surpassed our 2020 target early and have set a new one to reach 5 million young people by 2025. We renewed our commitment to YHP with a pledge of $35m to continue the programme through 2025 and with the addition of a new partner, UNICEF

Many ways to impact disease outcomes

Many of our Access to healthcare programmes include a dimension of disease prevention. For example, our Healthy Lung programme raises the profile of respiratory disease and Healthy Heart Africa educates on hypertension risks. See more in Investments in health systems.
**Challenges**

Many of the factors that impact NCDs, such as smoking, drinking, sedentary lifestyles and poor diet, can result from lifestyle choices or other social and environmental determinants of health. This means that we must look at the entire system involved in NCDs, understand the interconnections and engage a wide range of stakeholders. Taking a systemic approach requires time, especially to cultivate impactful relationships. The health benefits of prevention and treatment can often take many years to materialise, meaning the outcomes are not immediate. We need to find a way to continue to integrate prevention into our business model in order to address this issue comprehensively.

**Highlights**

**Act on diabetes – closing the gap between guidelines and clinical practice**

In October 2019, 70 clinicians, policy-makers, government and patient advocacy group representatives from 15 European countries attended the European Diabetes Policy Summit in The Hague, organised by AstraZeneca in partnership with Primary Care Diabetes Europe. The aim of the meeting was to discuss evidence-based better practices in policy-making to prevent cardiovascular disease and its complications in people with diabetes and to effectively implement existing clinical guidelines. Supported by AstraZeneca, the European Expert Declaration Closing the gap between clinical guidelines and real-life practice was launched at the meeting.

**Investing in research for policy**

We commissioned the Economist Intelligence Unit to evaluate national policies for NCD prevention in youth. The result – the NCD Policy Scorecard – found that social determinants of health are a key contributor to growing NCD rates.

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"Addressing risk factors in adolescents will require governments to look at the entire environment young people are living in, including the food they eat, the areas they live in and the air they breathe."

Addressing non-communicable diseases in adolescence report, The Economist, Intelligence Unit
Responsible research and development

Why it matters

Continuous innovation and a long-term perspective are critical to address evolving current and future public health needs.

Non-communicable diseases (NCDs) are the greatest cause of death worldwide. We know that even as we strive to use the most effective means to reach as many people as possible, we have a long way to go. Today, we have a mature portfolio designed for unmet medical needs, and we drive pipeline focus on creating innovative medicines including in low- and middle-income countries, and appropriate for use in local contexts.

Description

Company stewardship in the development of a responsible product portfolio strategy to drive global health outcomes, e.g. addressing unmet medical needs, investing in neglected diseases, and embedding environmental predictors of disease state, especially to improve the access and efficacy of medicines for vulnerable populations.

Business connection

Responsible R&D is good business because it drives us to innovate, establish new and expand existing partnerships, venture into new markets and develop new medicines.

Our work contributes to these Sustainable Development Goals:

1. Affordable medicines and health care for all
2. Responsible product portfolio strategy to drive global health outcomes
3. Access to healthcare
4. Ethical business culture including bioethics
5. Healthcare for all through innovative medicines
6. Product environmental stewardship
7. Cross-functional pipeline governance teams
8. Patient experience
9. Responsible R&D is good business because it drives us to innovate, establish new and expand existing partnerships, venture into new markets and develop new medicines.

Approach

Cross-functional pipeline governance teams meet regularly to continue development of an innovative product portfolio approach to drive global health outcomes by:

1. Addressing unmet medical needs and barriers to patient experience.
2. Increasing the speed and breadth of patient access.
3. Driving excellence in product life-cycle management.
4. Striving to understand long-term impacts of scientific advances.

AstraZeneca has a variety of medicines available in the pipeline and we recognise the positive societal benefits these medicines can have for patients. In 2019, we have worked to advance our approach and identify innovations. We engage in activities aimed to:

- Increase the number of people we reach with our medicines by addressing unmet medical needs.
- Consider diverse geographical selection for clinical trial development, including low- and middle-income countries.
- Provide early access and continued post-trial access for clinical trial participants.
- Collaborate to advance scientific understanding and build local capacity for R&D.
- Consider how our products will affect the populations they intend to treat within the R&D phases, through our work on product safety and product environmental stewardship.
- Integrate access considerations into project pipeline governance.
- Invest in science and technology, such as digitalisation and precision medicine, which can help reduce infrastructure costs and ensure patients receive the treatment they need most effectively.
- Consider the range of ethical patient access issues that arise from biological and medical science.

These activities help us reach more patients by taking a comprehensive view of the R&D process.

Sustainability in action

Accelerating access to infants

We prioritise public health by introducing new treatments and preventive options to vulnerable populations with unmet medical needs. We show our commitment to this through our participation in the European Medicine Agency’s (EMA) PROny Medicines (PRIME) scheme. PRIME offers early support to developers of promising medicines to accelerate evaluation and expedite patient access. In 2019, the EMA granted us our first eligibility for PRIME for an immunisation to prevent an infection caused by respiratory syncytial virus (RSV). To be eligible for PRIME, medicines must target an unmet medical need and show potential benefit for patients based on early clinical data.

What is the significance of the unmet medical need we are addressing? RSV is the most common cause of LRTI in infants worldwide, and 90% of babies are infected with RSV in the first two years of life. This medicine is being developed for use in all infants, whereas the current standard of care is for high-risk infants. Additionally, it is being developed as a single dose administration during the RSV season compared to monthly injections with the current standard of care, which can improve the patient experience as well as decrease waste. We are demonstrating SDG 17 Partnerships for the Goal – by collaborating with Sanofi Pasteur to bring this medicine to patients.

The PRIME team discussing geographic spread of the project.
AstraZeneca scientists challenge sex bias in research

AstraZeneca scientists are raising awareness of an imbalance in preclinical research: animal studies predominantly favour one gender – males. Their paper is a call to action to include female animals and cell lines throughout the preclinical study design. It has long been recognised that gender-specific differences can affect disease progression and treatment; however, sexual bias in the preclinical study design continues. Sex bias has been highlighted as one potential contributing factor for the poor replicability and translation to human studies. This bias even persists in preclinical research for female prevalent diseases. The paper discusses the cultural dynamics that create significant barriers to change, and leadership must be the catalyst to drive a culture which encourages disruptive thinking.
Responsible research and development continued

**Sustainability in action**

**Precision medicine and diagnostics**

Precision medicine aims to transform patients’ lives through personalising treatment. We use individual characteristics to match treatments to patients most likely to benefit. Our precision medicine approach uses a broad range of technologies, such as tumour tissue diagnostics, molecular tests and point of care diagnostics. Since 2014, we have launched five precision medicine therapies linked to 35 diagnostic tests.

- We have invested over $230M in diagnostic partnerships and have made investments in precision medicine across all therapeutic areas and phases of clinical development although most progress so far has been in treatment for cancer.

- We partnered with Myriad Genetics to gain FDA approval for a test to identify patients with metastatic pancreatic cancer who might benefit from targeted treatment. This is the first companion diagnostic test approved in this aggressive disease where there are few new treatment options available to patients.

- We are working with liquid biopsy specialists at Guardant Health to develop blood-based companion diagnostics for our cancer treatments, including tests to measure tumour mutational burden.

- We are enthusiastic about developing technologies that can detect disease at an early stage. For example, we are exploring certain tests based on circulating tumour DNA to measure minimal residual disease in colorectal cancer, which could lead to patients being matched to novel treatments earlier than normal, when they are more likely to respond.

**Progress**

- **35 diagnostic tests**
  Since 2014, we have launched five precision medicine therapies linked to 35 diagnostic tests.

- **1 PRIME project**
  The EMA’s PRIority MEdicines scheme offers early support to developers of promising medicines to accelerate evaluation and expedite patient access.

- **7**
  Health Innovation Hubs in emerging markets bring AstraZeneca employees from Digital, R&D and Commercial together to reimagine how we can improve patient outcomes.

**Challenges**

While we have made promising developments in biologics, these present challenges related to oral administration and cold chain storage when it comes to providing access to care. To address these issues, we are continuing to push the boundaries of science by exploring novel formulations and delivery technologies in our development processes. This process is highly complex and introducing any major changes takes time to embed and gain buy-in.

**Highlights**

**Embedding access into our pipeline process**

Access to healthcare has been formally integrated into the project pipeline governance process. In 2019, revisions to the Target Product Profile (TPP) went into effect, requiring all projects preparing for Phase 2/3 investment decisions to include Access to healthcare considerations into the project governance review. A TPP is a document that is used to facilitate the drug development process and streamline approval from regulatory agencies. It includes drug labelling concepts and goals and is developed with the commercial goals in mind. The TPP optimises therapeutic benefit, clinical study design, and commercial marketing strategy.
Environment’s impact on health

Why it matters

The connection between the health of the planet and people is clear. Environmental factors – the air we breathe, the water we drink, the soil we depend upon, the climate we live in – impact the health of humans.

The World Health Organization estimates that nearly 13 million people die each year from environmentally related health risks, including 7 million people from air pollution alone. Air pollution can cause respiratory diseases; in fact, air pollution has been recognised as the second leading cause of non-communicable disease (NCD) deaths worldwide, behind tobacco smoke.

The climate crisis poses risks to public health, with rising global temperatures now contributing to increased effects from respiratory and cardiovascular disease, impacts from extreme weather, food insecurity, changes in water-borne and vector-borne illnesses, increasing allergens, as well as mental health effects. People in low- and middle-income countries are disproportionately impacted, which exacerbates pre-existing inequalities of disadvantaged groups.

The good news is that the benefits from reducing our environmental footprint can be realised – positive impacts to human health can take effect within a few years of reducing emissions and modifying environments. This can in turn prevent certain diseases, such as COPD, lung cancers, stroke and heart disease.

Approach

Our strategy on this issue is Healthy Planet, Healthier People. This recognises that the health of our planet and the health of people do not exist in isolation; they are connected. Our approach follows that by contributing to a healthy planet, we can improve the health of people. In 2019, this strategy was launched to address our environmental impacts from the beginning of our research process to cross-sector collaborations for improved planetary health.

Description

Company efforts to prevent disease and improve health outcomes by addressing environmental determinants of health. These determinants include climate change, air and water quality, the built environment, the environmental dimension of antimicrobial resistance (AMR), among others.

Business connection

With health at the heart of our business, we have a responsibility to raise awareness of the connection between the health of the planet and human health. By supporting healthy environments, prevention and mitigation efforts contribute to a healthier workforce and can also benefit the healthcare systems our business relies upon by slowing the incidence of disease on a global scale.

Our work contributes to these Sustainable Development Goals:

- Health is Everyone’s Business
- A cross-industry initiative, the United Nations (UN) led group ‘Health is Everyone’s Business’, drives progress on Sustainable Development Goal 3 – Good Health and Wellbeing – as part of the UN Global Compact. A result of this collaboration is the Business Leadership Brief for Healthy Planet, Healthier People which outlines concrete actions for companies to embed health and empowerment in their operations. This brief includes case studies from AstraZeneca that highlight our work on the connection between a healthy planet and healthier people.

“Our collective response to climate change over the next 10 years will define health and wellness globally for generations to come. We do not have the next 50 years to make a difference, the time is now.”

Pam Cheng, EVP Operations and IT
Sustainability in action

Turning waste into clean energy – social and environmental impacts

Indoor and outdoor personal exposure to air pollution combined are the greatest environmental risk factors for mortality, responsible for 6.4 million deaths in 2015 (11% of global deaths). In Africa, air pollution causes about 780,000 premature deaths per year.

To address this reality, we launched a pilot project at Lake Victoria’s Dunga Beach in Kenya to transform waste into clean energy. In collaboration with the Cambridge Institute for Sustainability Leadership (CISL), the goal is to protect exposure to air pollutants by offering a substitute to wood-burning cookstoves. The project introduced an innovative biogas technology, in partnership with the local firm Biogas International Ltd. The installation of 50 domestic scale digesters provides the daily energy needs for some of the poorer households and two community scale biodigesters produce gas on the lake shore for commercial use by fish fryers and fish processors.

There are health, environmental and social benefits to this initiative. Substituting the use of wood as solid fuel protects local forests from overexploitation.

In the 38 households surveyed before and after their biodigesters were installed, two-thirds of families reported that their health had improved with less eye pain, fatigue, flu and asthma, and fewer coughs, headaches and back problems (from carrying wood). Indoor air quality in 12 households in the community (eight with biogas and four without) demonstrated that carbon monoxide emissions were reduced. Households saved around $19 (1,980 KSh) per month from not buying conventional fuels. This represents as much as 10–20% of average income in the community.

Progress

AMR

Industry Alliance publishes safe discharge limits for antibiotic production based on an approach published by AstraZeneca

100%
of our Young Health Programme new country programmes in partnership with Plan International will include air pollution as a topic of focus

Case studies

Access to healthcare case studies published in a United Nations Global Compact Leadership Brief

UNGC

Patron sponsor of the United Nations Global Compact (UNGC) action platform: Business Ambition for Climate and Health

2/3of the Dunga Beach households surveyed before and after biodigester installation reported health improvements

Ecoright

Member of Dunga Beach community using wood-burning cookstove that could be replaced with clean energy

Incorporating environmental data to help patients with asthma

Three hundred million people live with asthma worldwide, yet 5–10% of patients with asthma cannot achieve symptom control with existing therapies. In one study, patients with severe uncontrolled asthma used sensor and connected devices to better understand their personal disease experience and triggers, with a goal of creating a predictive algorithm that would enable patients to self-manage their condition and modify risk factors for an improved quality of life. In addition to other biomarkers, the measured triggers include environmental data such as air quality index, pollen level and allergens, and weather data.
Environment’s impact on health continued

Sustainability in action

Research on antibiotics in the environment

Pharmaceuticals can enter waterways via patients and our own operations, so we must understand the limits to ensure we are protecting the health of the planet and people by not overburdening waterways. AstraZeneca and other industry scientists published a paper that sets discharge limits for drug production that protects both human and environmental health. See our approach to Pharmaceuticals in the environment for more information.

The discharge limits set by the AMR Industry Alliance follows the recommendations of two AstraZeneca papers. These papers show that the environmental organisms responsible for 70% of the planet’s primary productivity (carbon dioxide fixation from the atmosphere) are particularly sensitive to antibiotics and need greater protection. The AstraZeneca approach offers greater protection to those organisms that are helping to mitigate the climate crisis.

Challenges

As we look to the future health of the planet and people, it is vital that we strategically plan actions and accurately measure the associated impact. Identifying measurements that systematically represent the relationship between the planet and people is a task that requires scientific focus in and across sectors.

Highlights

Partnering to understand connection between environment and health of patients

In 2019, we collaborated with the Sustainable Healthcare Coalition on a research project to explore the environmental impacts of treating asthma patients using more sustainable medicines. The Sustainable Healthcare Coalition is a partnership of healthcare companies and other health agencies that have come together to address some of the most pressing sustainability issues in global healthcare. The project assessed the total inputs of treating patients (i.e. medicine, greenhouse gas emissions, energy and water) as well as outputs (waste, water and emissions). The findings show that the use of innovations in our medicines will not only benefit patients but also creates wider benefit to the environment.

Investing in people and planet-healthy buildings

Designing workplaces that promote health for people and the environment is important to us. In addition to applying the Company Minimum Sustainability Requirements, AstraZeneca adopts appropriate external environmental assessment tools such as LEED and BREEAM in order to optimise environmental design for future buildings.

Preventing impacts from air pollution in youth

In recognising the impact air pollution has on NCD development, our Young Health Programme (YHP) has set a target for 100% of new country programmes in partnership with Plan International to include air pollution as a topic of focus. We recognise that the quality of the local environment can have a profound effect on the health and welfare of adolescents and this new target advances our YHP prevention work in this area. The YHP programme in China has specifically focused on the environment’s impact on health with a stated objective to help migrant children protect themselves from air and water pollution, and enhance their wider safety, through school-based training. Learn more about YHP in the Disease prevention and treatment section.

We have walking paths on some of our campuses which can recharge the workforce physically and mentally.
Investments in health systems

Why it matters

Healthcare is provided within systems that influence who can receive care and its quality.

The systems comprise patients, families, hospitals, clinics, pharmacies, insurance companies, pharmaceutical companies, governments and more. These systems are complex and need collaboration across and between sectors to create the system-wide changes necessary to ensure that everyone receives equitable, quality healthcare.

Description

Company contributions to strengthening healthcare capabilities and infrastructure – particularly in developing and emerging markets – to facilitate access to healthcare and improved quality of healthcare and outcomes.

Business connection

Our investments support patients on their journey to wellness. They also are necessary for us to cultivate relationships and gain a more intimate understanding of global, regional and local health challenges so that we can address gaps by developing targeted medicines and treatments.

Our work contributes to these Sustainable Development Goals:

3: Good health and well-being
17: Partnerships for the goals

Approach

The nature of diseases and their risk factors call for multi-sector involvement in prevention and control measures. We work with stakeholders to align on our shared objectives and develop interventions that are optimised to address local challenges on a sustainable basis, while leveraging our experience in health programming. This not only enhances local ownership, but it also enables sustainability of programme activities.

We aim to understand how we can strengthen healthcare systems while remaining culturally relevant. We recognise the complexity of healthcare systems and endeavour to collaborate using our global footprint and scale to partner with diverse organisations to make this possible. Through our partnerships, we establish mechanisms for collaboration, for example through joint coordination, planning, follow up and agreement of a set of core indicators for monitoring and evaluation, and most importantly we build the capacity of healthcare systems to better respond to patient needs.

An Access to healthcare working group convenes quarterly and is chaired by the Global Sustainability department to enable data monitoring and best practice sharing with assurance provided annually by Bureau Veritas.

Sustainability in action

Investments aligned with our business model

We have three core therapy areas – oncology; cardiovascular, renal and metabolism; and respiratory. Our investments in health systems are aligned to these therapy areas, to ensure connection to our overall company strategy and business model.

Cardiovascular

Nearly 30% of African adults were estimated to have high blood pressure in 2014, the highest prevalence in any region.¹ The Healthy Heart Africa (HHA) programme is designed to contribute to the prevention and control of hypertension and decreasing the burden of cardiovascular disease (CVD) across Africa. Currently in its 5th year of implementation and present in Kenya, Ethiopia, Tanzania and Ghana, the programme supports sustainable models by working with local health systems. In 2019, HHA expanded into India.

Each model works independently with partners in the country of implementation to address different health challenges and health environments, with the aim of providing a sustainable means of fighting hypertension in Africa. HHA, works together with local and global partners to 1) increase awareness and educate around lifestyle choice and CVD risk factors; 2) train providers and drive care to lower levels of the healthcare system and 3) facilitate access to low cost, high quality branded anti-hypertensives, where appropriate.

13.5m+

blood pressure screenings conducted (cumulative)

7,200+

healthcare workers trained, including doctors, nurses, community health volunteers and pharmacists (cumulative)

750+

healthcare facilities activated, with the establishment of secure supply chains for low cost, high quality branded antihypertensive medicines, where applicable (cumulative)

2.4m+

elevated blood pressure readings identified (cumulative)
Investments in health systems continued

Oncology

- AstraZeneca India launched Ganga Godavari Cancer Screening Programme, an early cancer screening programme for women in partnership with the Indian Cancer Society and Charities Aid Foundation India (CAF India). It conducts specialised screenings for oral, breast and cervical cancer for women who reside in slums and resettlement areas as well as workers in certain industries. The objectives are to increase awareness of cancer risk factors and symptoms, reduce the stigma associated with cancer and create positive health-seeking behaviour for prevention.

- AstraZeneca Singapore launched Cancer Can Give. The goal of this initiative is to empower cancer survivors to make a difference in society. We signed a Memorandum of Understanding with the Singapore Cancer Society to demonstrate their commitment to join our efforts to improve the outcomes and lives of people impacted by cancer, by supporting our patients across the entire patient experience.

- AstraZeneca joined The Lung Ambition Alliance, a partnership with the International Association for the Study of Lung Cancer (IASLC), Guardant Health, and the Global Lung Cancer Coalition (GLCC). The objective is to double the five-year survival rate for lung cancer patients. Read more about this story in the Disease prevention and treatment section.

Respiratory

This year the Healthy Lung programme expanded to the Philippines and Mexico, bringing the number of markets we are active in to 13. The Healthy Lung programme is designed to build local health systems to support the diagnosis and treatment of respiratory diseases. This includes capacity building of healthcare professionals, medical infrastructure and policy advocacy.

In Mexico, we are a part of a multi-stakeholder strategic partnership to improve the capabilities of healthcare professionals in diagnosing and treating respiratory disease at the Primary Care level and generating local evidence to drive better outcomes for asthma and COPD patients in the healthcare system.
Affordability

Why it matters

Healthcare can be expensive – often so expensive that it is out of reach for many people.

Reasons for this include gaps in health systems, global inequalities and ageing population as a driver of healthcare costs. By 2050, healthcare costs are projected to be 37% of the GDP in the US and 29% in Germany. To create more sustainability in the healthcare system, stakeholders need to work together. Partnerships will become increasingly important. Industry, policy makers and payers need to work together to develop solutions, such as Innovative Value Strategies (IVS) which includes paying for performance and outcomes.

Description

The company’s position, policy and performance on the pricing of medicines, including tiered pricing, differential pricing, capped pricing, early access programmes, Patient Assistance Programmes, royalty-free licensing, pricing transparency, reimbursement strategy, and commercialisation, strategy, availability and registration.

Business connection

Our medicines help address unmet medical need, improve health and create economic benefits. Treatments that are targeted and effective as well as innovative and personalised, can lower healthcare costs by reducing the need for more expensive care, preventing more serious and costly diseases and increasing productivity. To ensure that in the long-term there are resources and an infrastructure available to purchase and distribute our medicines appropriately, we must work on affordability today.

Our work contributes to these Sustainable Development Goals:

3 Quality healthcare for all

17 Partnerships for the goals

Approach

With health at the heart of our business, we are making changes to address affordability to help ensure our medicines are accessible. The price of our medicines is therefore designed to ensure the financial sustainability of healthcare systems and our research-led business model. Our methodology helps us understand the cost of treatment and level of affordability including when patients have to pay for their own medicines. We make our medicines more affordable through:

1 Patient Assistance Programmes tailored to each market that can make our medicines available through donation.

2 Patient access programmes that coordinate with health systems to deliver medicines at lower out-of-pocket costs for the patient (see Investments in health systems section).

3 Our tiered pricing strategy, which considers ability to pay based on GDP.

In 2018, we published our Pricing Statement to provide more transparency into our business model and the determinants of pricing. We are committed to a pricing policy for our medicines based on the following principles:

- The agreement on price involves many national, regional and local stakeholders, reflecting factors such as clinical benefit, cost-effectiveness, improvement to life expectancy and quality of life.
- We believe we share a collective responsibility with healthcare providers and other stakeholders to work together to enable an efficient healthcare system for patients today and support a pipeline of new medicines for patients tomorrow.
- We seek to ensure appropriate patient access to our medicines. For example, we have a leading role in the European IMI ADAPT-SMART programme for exploring adaptive licensing.
- We pursue a flexible pricing approach that reflects the wide variation in global healthcare systems. We have developed patient access programmes that are aligned with a patient’s ability to pay and healthcare system’s ability to respond. We are committed to the appropriate use of managed entry schemes and the development of real-world evidence and we are investigating innovative approaches to the pricing of medicines, such as payment for outcomes received by the patient and healthcare system.

Sustainability in action

Supporting patient access through innovative value strategies

We want to ensure the prices paid for our medicines reflect the actual health benefits patients are receiving. A medicine may or may not be effective for every patient and through Innovative Value Strategies, we are building new models to make ourselves accountable and ensure patients are truly benefiting from our products.

What is an Innovative Value Strategy?

Any agreement that reduces uncertainty of payers (economic or clinical) where access, reimbursement or price is linked to real world clinical benefit or other agreed terms. This includes Value Based Agreements (VBA), Innovative Financial Agreements (IFA) and Indication Based Pricing (IBP).

We stand behind the value of our medicines, taking on financial risk and reimbursing those who pay for our medicines if the medicine does not perform as expected. We are investing in IVS by, for example, working with partners to collect the data for our medicines that allow us to measure and demonstrate their real-world value. We are working with key stakeholders to shape policies that promote the implementation of these sorts of agreements, both for our own medicines and those of others.

We have entered into 61 IVS agreements across our three main therapy areas.
Affordability continued

Sustainability in action

Patient assistance and access
At AstraZeneca, we have offered affordability programmes to patients for more than 35 years. These programmes are available to patients who meet the eligibility requirements and are designed to remove barriers to access and reduce or eliminate out-of-pocket costs. These programmes can offer free and/or discounted product.

Our largest Patient Assistance Programme is AZ&Me in the US, which provides eligible patients with AstraZeneca medicines at no cost. AstraZeneca has provided prescription savings to four million patients across the US and Puerto Rico over the past 10 years.

We have a variety of patient access programmes in Emerging Markets, each tailored to meet the needs of the local community. These include Terapia Plus in Ukraine, Karta Zdorovia in Russia and FazBern in Brazil, which offer products at a discounted cost.

We are also aiming to enable our Emerging Markets to deliver better and broader patient access through innovative and targeted equitable pricing strategies and practices. By way of example of our approach, we apply Tiered Pricing Principles globally. This defines price levels commensurate with affordability based on a country’s ability to pay. We believe that this approach to pricing is sustainable and fair, and that it will increase access and improve patient outcomes in Emerging Markets.

Health Economic Analysis in Italy and Ireland

Italy
AstraZeneca demonstrates the added benefit that a new drug offers patients through health economics (HE) analysis. All HE analyses are conducted in partnership with universities and scientific societies. An example from Italy is showing the cost-effectiveness of a preventive testing strategy in relatives of patients with BRCA mutated ovarian cancer versus a no testing strategy. The evaluation showed how it is cost-effective to include BRCA tests for patients and family of those with a family history of breast/ovarian cancer.

Ireland
AstraZeneca participates fully in the industry association agreement on the supply and pricing of medicines, committing to:

- No price increases.
- Upon patent expiry, reduction to 50% of the original ex-factory price.
- A 5.5% rebate on all public reimbursement schemes among other initiatives.

These commitments have led to savings of millions annually, making a considerable contribution to the affordability of medicines in Ireland and freeing up funding to treat more patients. The current agreement is forecast to deliver substantial savings across member companies within the lifetime of the agreement. In addition, AstraZeneca is currently delivering material net pricing discounts to support the affordability of new high cost medicines in key therapy areas.

Highlights

Leadership conversations on pricing
Our CEO, Pascal Soriot, spoke at a US congressional hearing this year about pricing. We seek opportunities for dialogue on this topic and take feedback from politicians very seriously, as they represent our patients. Read Pascal’s public statement to the US Congress here.

Challenges
We remain committed to working with payers to explore novel and flexible ways to assess and pay for medicines toward our shared goal of delivering the outcomes that matter for patients through innovative and personalised treatments. We are collaborating with payers to conclude outcomes- and value-based reimbursement that improves patient outcomes.

Outcomes

9.7 million people reached by Patient Assistance Programmes

$801 million in product donations through Patient Assistance Programmes

61 value based agreements in the US and 11 in the EU
We have a bold ambition: Demonstrate global leadership to proactively manage our environmental impact across all our activities and products.

- $15.5m invested by our Natural Resources Reduction Governance Group in environmental efficiency projects
- 25% of our vehicle fleet in Europe, North America and Japan is hybrid or electric, up from 7% in 2018
- 100% of API discharges from AstraZeneca sites and 97% from external suppliers assessed as safe\textsuperscript{1,2}
- 62% of our total electricity use is sourced or generated from renewable sources
- 6 research sites applied the AstraZeneca Green Labs initiative to help reduce the environmental impact of lab practices

Connection to health: Supporting a healthy environment helps prevent the onset of certain diseases and improve health outcomes.

Why: The health of the planet impacts all life.

Supporting the UN Sustainable Development Goals universal action plan for a fairer, safer and healthier world.

Impact:

- Greenhouse gas reduction
- Water stewardship
- Waste management
- Pharmaceuticals in the environment
- Product environmental stewardship

Our material focus areas:

- Environmental protection
- Ethics and transparency
- Notices

Sustainability approach

AstraZeneca Sustainability Report 2019

Access to healthcare

Pharmaceuticals in the environment

Waste management

Water stewardship

Greenhouse gas reduction

Impact

Supporting the UN Sustainable Development Goals universal action plan for a fairer, safer and healthier world.
Global society is depleting some of the Earth’s natural capital and 1.7 planets\(^1\) are needed to fulfil humanity’s demand on its ecosystems. The planet’s life-supporting systems and the condition for life are under threat. The time to act is now.

We are taking action now because we recognise the strong connection between a healthy planet and healthy people. With health at the heart of our business, we work to foster environments in which all life can thrive – seeking opportunities for environmental stewardship and mitigating climate impacts by managing natural resources and ensuring environmental safety of our products across our operations and value chain. We envision a future where we help restore our planet to health by achieving zero carbon emissions.

The big picture
Climate change is now a climate crisis. It is impacting human health and the biosphere in increasingly severe ways. The time to act is now. The United Nations cites addressing climate change as the century’s greatest global health opportunity.\(^2\)

We are serious about taking transformative actions to protect the climate and our planet’s natural resources. As a company that follows the science, we appreciate that evidence-based links between health and environmental factors are growing.

Governance
Environmental matters are managed by Katarina Ageborg, Executive Vice-President, Sustainability and Chief Compliance Officer, President AstraZeneca AB, Sweden. The guide for our environmental management system (EMS) – our global safety, health and environment (SHE) management principles – is embedded in our Code of Ethics. Our approach is set globally and implemented locally at our sites in partnership across functions. We manage performance through assurance programmes, including performance reporting and internal auditing.

Our environmental management is based on frameworks provided by the International Organization for Standardization (ISO). Our environmental approach is compatible with ISO 14001, which is a global standard for an EMS. Some of our internal SHE auditors are trained in ISO 14001. Several operations, R&D and commercial sites are ISO 14001 certified: Shanghai, China; Milan, Italy; Macclesfield, UK; and Gothenburg and Södertälje, Sweden. Two of our largest energy and water consuming sites, Gaithersburg, US and Macclesfield, UK, are ISO 50001 certified. This means they have comprehensive energy and water management systems in place to continuously identify new efficiency opportunities.

To drive our climate action initiatives and meet our environmental targets, we have a Natural Resources Reduction Governance Group (NRRGG) fund. This fund has invested more than $86 million in environmental efficiency innovations since 2015, including $15.5 million for 56 new projects in 2019. We use site water stress assessments and natural resource audits to identify opportunities for management and investment.

Material focus areas
Our approach addresses five environmental areas, as identified by our materiality assessment:
- Product environmental stewardship
- Greenhouse gas reduction
- Pharmaceuticals in the environment (PIE)
- Water stewardship
- Waste management

See the Environment’s impact on health section for more ways we are contributing to a healthy planet and healthier people.

Key accomplishments
- Committed to have zero carbon emissions from our operations by 2025 and a carbon negative value chain by 2030.
- One of three companies worldwide to achieve double A Listing for Climate Change and Water Security from CDP for four consecutive years.
- 90th percentile for the Environmental Dimension indicators of the Dow Jones Sustainability Index, with scores of 100 for Environmental Reporting and 99 for Climate Strategy.
- 100% in the climate change category of the FTSE4Good Index assessment.
- Joined the Climate Group’s EV100 and EP100 and committed to having 100% electric vehicle fleet and double site energy productivity by 2025.

See Sustainability Data Summary 2019 for more metrics and our progress.
Our environmental protection journey

**Ambition Zero Carbon**
- **2030**: Zero carbon emissions across our value chain
- **2025**: Launch near-zero Global Warming Potential inhaler propellants
- **2020 and beyond**: 50 million trees planted

**Setting 2015–2025 targets**
- Commitments to double environmental efficiency with new energy, water and waste targets
- Carbon targets approved by the Science Based Targets initiative (SBTi)
- Commitments for Product environmental stewardship and PIE management
- RE100 goal to source 100% renewable electricity by 2025

**Supporting suppliers to implement more robust environmental practice**
- First company to have an active pharmaceutical ingredient (API) discharge programme for suppliers

**Confirming our climate action targets are on track**
- Science Based Targets Initiative (SBTi) confirms that our carbon targets meet Paris Agreement's 1.5 degree scenario guidance

**Seeking external perspectives**
- Creation of Environmental Advisory Board with external experts (in 2015 evolved into our Sustainability Advisory Board)

**Greater transparency**
- First public reporting of environmental data and first companywide environmental target set
- Launched a tool for integrating SHE matters into medicine development

**Greener chemistry in our processes**
- Founding member of American Chemical Society Green Chemistry Institute Pharmaceutical Roundtable

**Reducing our contribution to ozone layer depletion**
- Elimination of ozone damaging chlorofluorocarbons (CFCs) from our inhalers

**Considering the environment alongside drug discovery**
- Environmental Risk Management Plans are introduced to accompany new medicines along the path to launch, providing early warning of medicines that could pose a potential risk to the environment

**2001**
- Support for suppliers to implement more robust environmental practice

**2005**
- 42% reduction in emission of ozone depleting substances since 2002

**2008**
- 32% reduction in waste relative to sales since 2002

**2010**
- 40% reduction in total waste relative to sales since 2006

**2014**
- 18% reduction in total waste generated since 2010
- 14% reduction in water use since 2010

**2016**
- 36% reduction in scope 1 and 2 GHG emissions since 2015
- 62% total electricity from renewables in 2019
- 11% increase in waste since 2015

**2019**
- 9% reduction in GHG emissions since 2006
- 21% reduction in operational GHG emissions (excluding inhaler usage) since 2010
- 62% reduction in water use since 2015

**2020**
- 18% reduction in total waste relative to sales since 2010
- 21% reduction in operational GHG emissions (excluding inhaler usage) since 2010

**2025**
- 9% reduction in GHG emissions since 2006
- 42% reduction in emission of ozone depleting substances since 2002
- 32% reduction in waste relative to sales since 2002

**2030**
- 36% reduction in scope 1 and 2 GHG emissions since 2015
- 62% total electricity from renewables in 2019
- 11% increase in waste since 2015

Environmental protection

An AstraZeneca Sustainability Report 2019
Product environmental stewardship

Why it matters
AstraZeneca is responsible for its choices in raw materials sourcing, manufacture and formulation of active pharmaceutical ingredients (APIs), and device and packaging selection. Patients and society deserve products that have the smallest possible environmental impact, while not sacrificing medical efficacy or safety. As technologies and healthcare systems evolve, so too should solutions to reduce energy and material use, and waste generated from delivering life-changing medicines to patients.

Business connection
As we improve our processes, we reduce the cost of goods. This allows us to reinvest in life-changing medicines and improve patient access to healthcare solutions.

Our work contributes to these Sustainable Development Goals:

Approach
We evaluate all materials and all processes used to make our products. By emphasising the environmental stewardship of our products, we address other material focus areas including responsible R&D, responsible supply chain, greenhouse gases, pharmaceuticals in the environment, water and waste. So, we strive to design out negative environmental impacts, including resource depletion, waste, and emissions to air, water and land.

We use a metric called process mass intensity (PMI) to measure our efficiency in materials use. PMI is measured as kilograms of raw materials used to produce a kilogram of the final API. A lower PMI means we are using materials more efficiently.

We set a PMI target for all small molecules drug projects to achieve at launch, based on projected peak year sales. We are working to set an equivalent target for our biologics products.

We are committed to ensuring responsible environmental management of our products, from discovery in the lab all the way through to the end of a product’s life. We look for opportunities to close the production loop and ensure our products are contributing to the circular economy. We follow a life-cycle approach that covers all stages of our products:

- API production and formulation
- Device production
- Disposal (end-of-life or reuse)
- Packaging
- Patient use
- Distribution

We follow a life-cycle approach that covers all stages of our products:

Once we have identified the impacts of our products, we look for solutions to:

1. Prevent
2. Minimise
3. Render harmless any residual impacts

Sustainable innovation in development
Many of our employees have great ideas about how to embed sustainability into our products. To bring these ideas to life, we launched an initiative in our pharmaceutical technology and development department focused on product innovation. This initiative empowered employees by offering seed funding to develop ideas that create new opportunities to deliver sustainable innovations that align to our sustainability strategy and push the boundaries of science. Five winners were selected with projects aligned to our Environmental protection priorities to reduce natural resource use and ensure the environmental safety of our products. One proposed eco-friendly plastic materials in devices and primary packaging.

Description
Company efforts to identify and address the environmental impact of products from discovery in early R&D through to launch of a new product and during its commercial lifetime to end-of-use.
Product environmental stewardship continued

**Sustainability in action**

**Life-cycle assessment (LCA) identifies smart chemical process**

LCA is a tool used by chemical development scientists to improve environmental sustainability in chemical processing. LCA performance can be significantly improved during drug development through selection of preferred manufacturing technologies, chemicals and control of processing steps – an activity known as Process Design. Consideration of innovative pharmaceutical manufacturing technologies, such as continuous processing, can broaden the scope of accessible chemistry, improve process safety and reduce energy consumption and cycle times.

For one of our new CVRM medicines during clinical trials, Process Design reviewed a traditional batch process for a common synthetic intermediate and an alternative continuous process. A LCA of both options established that the continuous process offered far superior environmental performance when compared to the batch process across the main criteria. Scientifically robust data is valuable for our scientists to be able to make timely decisions with confidence. It also justifies a potential disruption to the development of manufacturing processes. LCA results encourage the adoption of innovative, cleaner technologies that could impact several medicines.

**Green chemistry in the laboratory – Recycled CO₂ replaces toxic substances**

Scientists at our Gothenburg site in Sweden have reduced the environmental footprint of a purification process used in preclinical and early clinical phase manufacture. This significantly decreased Process Mass Intensity (PMI) for most projects and decreased by 80% overall solvent consumption and waste from the laboratory.

Purification is a critical step in manufacturing drug substance of the correct quality. The traditional purification process uses expensive and toxic solvents such as heptane. The lower PMI, solvent, and waste results were achieved by implementing Supercritical Fluid Chromatography for all large-scale purifications. This replaces toxic solvents with recycled CO₂ captured from the waste streams of other industries.

**LCA shows improvements of flow process vs. batch**

For a common intermediate during a medicine’s development:

- **82%** less CO₂ (kg/kg)
- **92%** less water (kg/kg)
- **88%** less energy (MJ/kg)

**Targets**

<table>
<thead>
<tr>
<th><strong>2019 target</strong></th>
<th>Develop and pilot a product environmental sustainability index</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2019 update</strong></td>
<td>We created a scoring methodology for the index, which helps us rate the environmental performance of our medicines and piloted it for several products</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>2019 target</strong></th>
<th>Develop resource efficiency targets for biologic products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2020 target</strong></td>
<td>Develop resource efficiency targets for biologic products</td>
</tr>
<tr>
<td><strong>2020 update</strong></td>
<td>Following an organisational change, we re-established our internal cross-functional green biopharma network to develop targets</td>
</tr>
</tbody>
</table>

| **2022 target** | 95% of paper-based product packaging materials used will be from sustainable sources |
| **2022 target** | 95% of paper-based product packaging materials used will be from sustainable sources |
| **2022 update** | We set this new target and planning is initiated to engage suppliers and report progress |

| **2025 target** | Ensure 90% of API syntheses meet resource efficiency targets at launch |
| **2025 target** | Ensure 90% of API syntheses meet resource efficiency targets at launch |
| **2025 update** | There were no in-scope product launches in 2019. Since 2015, one of two projects have met resource efficiency targets at launch. We reduced PMI by 26% across the late stage portfolio |

**Challenges**

Our product value chains have been linear in nature and use raw materials derived from fossil fuels. We have work to do to understand how we could transition to a circular model and more sustainable sources.

**Highlights**

**Next-generation inhalers**

Our pressurised metered-dose inhalers (pMDIs) account for a significant portion of our greenhouse gas emissions. In response to this, we have committed to launching our next-generation inhaler to treat asthma and COPD with near-zero Global Warming Potential propellant by 2025. We will invest to transition our pMDI medicines to a next-generation pMDI inhaler. We expect the new propellant to have a carbon footprint that is 90–99% lower than propellants in older pMDIs by offering both next-generation pMDIs and dry powder inhaled (DPI) medicines. We recognise that pMDIs are an important therapeutic option for patients, particularly where familiarity with the device, limited lung function, young or advanced age or reduced dexterity or cognition, are considerations.

**Product carbon footprint minimised by renewable power purchase**

In line with our RE100 commitment, our internal manufacturing site for one of our recently launched CVRM medicines will switch to source 100% renewable power in 2020. A LCA has shown that this will reduce the annual carbon footprint for a daily dose by 43%.
Why it matters

Greenhouse gases (GHGs) from human activity are the major cause of climate change over the prior half century. Climate change has the potential to reverse the remarkable global health gains achieved in the past 50 years. The good news is that solutions to climate change have direct and indirect health benefits – from reducing air pollution to improving diet – representing great opportunities to improve global health. The time to act on climate change is now.

Description

Company operations, such as manufacturing and transportation, emit GHGs including carbon dioxide (CO₂), methane (CH₄) and hydrofluorocarbons (HFCs), contributing to climate change. Emissions from product use are largely discussed in the Product environmental stewardship section, and we account for this emissions source in our value chain GHG footprint.

Approach

We are decarbonising business now by taking actions to eliminate GHG emissions from our sites and fleet by 2025 without carbon credits and by becoming carbon negative across our entire value chain by 2030. We also seek ways to build climate resiliency.

As a company that follows the science, we use it to inform our climate strategy. We set science-based GHG emissions reduction targets in 2015, and in 2016 we were one of the first companies in the FTSE 350 to have them approved by the Science Based Targets initiative (SBTi), which means that our targets are in line with the level of decarbonisation required to keep global temperature increase below 2 degrees Celsius. In May 2019, we received confirmation from SBTi that our GHG Scope 1 and 2 targets are consistent with reductions required to keep warming to 1.5 degrees Celsius, the most ambitious goal of the Paris Agreement. Our Scope 3 targets are aligned with current best practice. With the launch of our Ambition Zero Carbon strategy in January 2020 we have accelerated all of our decarbonisation plans.

We use the WRI/WBCSD Greenhouse Gas Protocol guidance to group our sources of emissions into Scope 1, Scope 2, and Scope 3, and we use the Institute of Environmental Management and Assessment GHG hierarchy approach to guide priority activity (see graphic to the right). Our greatest source of emissions is Scope 3, which are emissions from our supply chain and product use. It is also our greatest opportunity to address our climate-related impacts. We use our influence to mobilise our extensive global supply chain to reduce GHGs.

Avoid

Increase the use of virtual meeting technology to avoid some journeys

Reduce

Lower the emissions intensity per km driven by using electric vehicles

Substitute

Change the electricity or fuel source to a lower carbon alternative such as biogas or hydrogen fuel

Compensate

Invest in carbon removal programmes in near-term for our supplier footprint until better solutions are available
Greenhouse gas reduction continued

Reducing emissions across our value chain

Our operations (Scopes 1 and 2) are where we have the most control, and through avoiding, reducing and substituting we will ensure zero emissions from our sites and ground fleet by 2025. Across our value chain (Scope 3) is where we can have the biggest impact, but it’s also where we have the least control. Ambition Carbon Zero outlines how we will build on our current progress to become carbon negative across our entire value chain by 2030.

<table>
<thead>
<tr>
<th>Where our emissions occur</th>
<th>Fuel consumption in our fleet and at our sites, imported energy, process emissions</th>
<th>Patient use of pMDI inhalers releases HFC propellants that have high climate impact</th>
<th>Key sources of emissions: Waste incineration, key API and formulations and packaging suppliers, freight and logistics, business air travel</th>
<th>All remaining emissions sources as defined by the GHG Protocol, areas over which we have least influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of total carbon emissions in 2019</td>
<td>6%</td>
<td>13%</td>
<td>7%</td>
<td>74%</td>
</tr>
<tr>
<td>Reduction from 2015 baseline</td>
<td>-36%</td>
<td>+45%</td>
<td>+11%</td>
<td>-2%</td>
</tr>
</tbody>
</table>

**We work to avoid, reduce, substitute, and compensate (in our value chain)**

- Design modifications for processes and buildings
- EV100
- EP100
- RE100
- Near zero climate impact inhaler R&D by 2025
- Zero carbon manufacturing by 2025
- Waste reduction targets and circular economy ambitions
- Supplier framework for Science-based Targets initiative and RE100
- AIR2SEA programme for freight
- Virtual meeting technology use and GHG dashboard for senior leaders
- Engagement to set Science-based Targets and reduce at source; LCA for identification of key hotspots for greater engagement

**Sustainability in action**

**Our Ambition Zero Carbon**

Our Ambition Zero Carbon strategy is to take climate action now for healthy people and a healthy planet, by becoming carbon negative across our entire value chain by 2030.

- Zero carbon emissions from our global operations (sites and fleet) by 2025 without offsets
- Double energy productivity by 2025
- 100% electric vehicle fleet by 2025
- Use 100% renewable energy for power and heat by 2025
- Carbon negative value chain by 2030
  - Launch next-generation respiratory inhaler to treat asthma and COPD with near zero climate impact propellants by 2025
  - Advocate for policy and cross-industry solutions
  - Plant 50 million trees to absorb CO₂ from the atmosphere

**Sustainability approach**

<table>
<thead>
<tr>
<th>Access to healthcare</th>
<th>Environmental protection</th>
<th>Ethics and transparency</th>
<th>Notices</th>
<th>AstraZeneca Sustainability Report 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>6% Scope 1 &amp; 2</td>
<td>94% Scope 3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sustainability in action

The road to a healthy planet and healthier people through our fleet

We joined The Climate Group’s EV100 electric transport initiative and EP100, its energy productivity initiative. We also belong to The Climate Group’s RE100 initiative where our goal is to source and use 100% renewable electricity globally by 2025; we are currently at 62%. We are the 50th company to join EV100 and the first pharmaceutical company to join all three of the groups. By 2025 we expect to have 16,000 electric vehicles, with the switch saving the planet over 80,000 metric tonnes of CO₂ every year.

This new commitment builds on our existing Green Fleet initiative, where we committed to achieve a 100% hybrid or EV fleet in Europe, North America and Japan by 2025. As of the end of 2019, we are at 25%. We are installing the necessary charging infrastructure with charging points in Sweden (280), US (104), UK (30) and 9 rapid-chargers at our Netherlands offices.

“Recognising the link between a healthy environment and human health, we believe that by investing in electric vehicles and emissions-reduction initiatives, we can help reduce the burden of respiratory diseases and other air pollution-related conditions.”

Katarina Ageborg, EVP, Sustainability

Our Only Future

We’re one of 87 companies that has responded to a call-to-action on climate by the United Nations Global Compact (UNGC). As part of this group, we have committed to set climate targets across our operations and value chains aligned with limiting global temperature rise to 1.5°C above pre-industrial levels and reaching net-zero emissions by no later than 2050. The Our Only Future campaign is a natural step on our carbon strategy, as our targets were previously below the 2°C level.

A full description of our GHG emissions methodology is in our Sustainability Data Summary.

Challenges

We are committed to following a pathway to negative emissions across our value chain by 2030, and sooner where possible for specific emissions sources. This will only be achievable by engaging suppliers to reduce their direct emissions and working to implement carbon removal options that will lead to more CO₂ being removed from the atmosphere than added to it. The scale of engagement necessary to make urgent progress on the decarbonisation pathway across our value chain is unprecedented.

Highlights

CDP Climate Change ‘A’ List
We earned an ‘A’ List rating for the 4th consecutive year from CDP for climate change performance and transparency.

What is your food footprint?
The food we consume contributes to climate change, but the actual carbon footprint is usually invisible. We make your carbon food footprint visible in our Gothenburg cafeteria. All dishes are labelled based on their carbon footprint. This gives our workforce the knowledge to choose dishes with lower impact. The initiative is led by Sodexo in cooperation with Klimato.

See Sustainability Data Summary for full metrics and methodology.
Pharmaceuticals in the environment

Why it matters

Trace amounts of pharmaceuticals have been detected in the environment for more than 20 years. In most cases this does not cause a problem; however, the presence of some pharmaceutical residues in the environment have been implicated in impacts on wildlife.

Pharmaceuticals enter the environment mainly when medicines are excreted by patients and end up in our waterways and in sewage sludge applied to land as a fertiliser. Waste from manufacture and formulation of active pharmaceutical ingredients (APIs) and the improper disposal of unused medicines also add to the trace levels of pharmaceuticals in rivers, lakes, soils and, in some instances, drinking water. This topic is gaining increased attention on the international stage. The United Nations has identified pharmaceutical pollution as an emerging global priority under its Strategic Approach to International Chemicals Management.

Description

Patient excretion, improper disposal of unused medicines and discharges from drug production result in the release of APIs into the environment. Potential impacts include effects on wildlife and human health from low-level and long-term exposure.

Business connection

We must determine the risks associated with pharmaceuticals in the environment (PIE) to ensure the safety of our products throughout their life-cycle, from drug discovery and drug manufacture, to regulatory approval, patient use and disposal. If we do not manage these risks, and one of our medicines were to pollute and adversely impact the environment, this could incur reputational damage and financial losses that could take resources away from producing our life-changing medicines. Environmental hazards and risks also have the potential to restrict patient access to medicines.

Approach

We are committed to the health and safety of the planet and people. We must understand and manage PIE to ensure that our medicines cause no negative impacts on the environment.

We lead our industry in the management of PIE-related concerns. We are the only company with published targets describing safe discharge limits for drug production and formulation facilities that are externally verified. We were the first company to publish environmental risk assessment (ERA) data on our website. We are the only company with a published approach to ecopharmacovigilance (EPV). EPV ensures that we follow the science and review emerging information that might change the way we assess and manage the environmental risks of our medicines. Learn more in our EPV Video.

In many cases, our APIs are not detected in the environment. When our APIs have been detected, we concluded, by using established scientific approaches, that in almost all cases these APIs currently pose low or insignificant environmental risk. However, there can be some location-specific environmental risks for particular pharmaceuticals, especially in regions where there may be inadequate sewage treatment and high populations of people discharging waste into rivers with low dilution conditions. Our ongoing EPV will monitor whether increases in the global population, urbanisation or changes in disease epidemiology and demographics will change these risks in the future.

We know we do not have all the answers so we look externally to stimulate conversations and research to encourage responsible and collective action.

For more information see our PIE Position Statement or the Product environmental stewardship section.

Targets

2025 target

Lead the industry to manage pharmaceuticals in the environment

Status: On plan

2019 update

- EPV programme to monitor product risks post-launch ran through 2019 with no significant risks identified
- Co-authored 12 peer-reviewed publications on PIE
- 100% of API discharges from AstraZeneca sites demonstrated as safe
- 97% of API discharges from globally managed direct suppliers demonstrated as safe
Pharmaceuticals in the environment continued

Sustainability in action

Stakeholder engagement in Kenya
In partnership with the University of Cambridge Institute for Sustainability Leadership, we convened stakeholders in Nairobi, Kenya to discuss PIE in the context of developing economies. Participants included government and inter-governmental agencies, non-governmental organisations, academia and industry with responsibilities for the management of healthcare and environmental resources. These discussions focused on actions needed to manage the environmental risks posed from the increased use of pharmaceuticals in low- and middle-income countries, especially considering that access to healthcare is increasing.

In many cases, adequate environmental infrastructure and regulation is not in place to manage some of the environmental risks that patient access poses. The aim of the workshop was to create a common vision, shared goals and an action plan to help ensure that access to medicines is managed in an environmentally sustainable manner. Access to healthcare, together with environmental protection and ensuring the environmental safety of our products, are interconnected components of our sustainability strategy and they cannot be considered in isolation.

Innovative Medicines Initiative (IMI) on PIE
The IMI is a public-private partnership between the European Commission and the innovation-based pharmaceutical industry (Efpia). In June 2019, the five-year IMI Intelligent Assessment of PIE (iPIESUM) project concluded. Notable achievements that AstraZeneca contributed towards include:

- A high quality database on APIs (PIESUM), including mainly industry sponsored studies for environmental fate, effects and behaviour of APIs, which had not been publicly accessible previously.
- A review of the consumption-based environmental risks for more than 120 APIs across Europe highlighting that, even with worst-case exposure assessments, less than 5% of drugs posed an environmental risk. The review highlighted significant data gaps for some modes of action.
- A review of prioritisation approaches used to assess the hazard and risk of pharmaceuticals.
- A database, which reflects the presence of pharmacological targets of APIs across environmental taxa with published genomes.

Challenges
The continued presence of drug residues in the environment is causing concern for the industry. As limits of detection in environmental chemistry improve over time, more drugs and other chemicals are likely to be detected in a wider range of drinking, surface and ground waters as well as soils and sediments. This will require a wider societal discussion on the environmental and human health risks that this poses.

There are increasing regulatory pressures including proposals from the European Parliament and the OECD to include environmental hazard and risk within the approval of new medicinal products. This poses some challenges to the current regulatory and industry approach as ERAs are inherently conservative, i.e. they over-estimate environmental exposure and risk in up to 95% of cases; and ERAs are conducted late in drug development after significant investment and once patient efficacy and safety have been established. There are also calls to backfill ERA data for drugs approved before 2006 when the current EMA ERA guidelines came into force. Many drugs approved before 2006 lack long-term environmental toxicology data and it is estimated that there is a $1 billion environmental data gap. The IMI PREMIER project that will start in 2020, aims to address these challenges by developing tools and models that could be integrated earlier within drug development or help prioritise legacy drugs for environmental testing.

Highlights

Reducing fish testing
Data published by an AstraZeneca partnership contributed to the revised EMA ERA guidelines that remove the need for fish testing for antibiotics.

Ecopharmacovigilance visualisation
Prototype EPV data visualisation tool developed with Simonics using an Innovate UK grant.

Scientific papers published to advance PIE management:
- The largest compilation of ERA data for human medicinal products covers environmental toxicology data and associated consumption-based environmental risks for over 120 APIs in Europe.
- Description of the environmental risks of metformin and its transformation product guanylurea.
- Applying machine learning to predict bioconcentration in aquatic invertebrates.
- Two papers focus on emerging markets.
  - Predictive modelling to estimate the environmental risks resulting from patient use in China.
  - Monitoring pharmaceutical residues in the River Nairobi catchment in Kenya to determine the risks that patient use poses in a region with a low level of sewage and wastewater treatment.

Visit our website to learn more about the risks associated with PIE and what we are doing to manage them.

Multi-stakeholder meeting on PIE in Nairobi, Kenya
Why it matters

Water is fundamental to life. Not only does water regulate our bodily functions, making it essential to human health, it also maintains the ecosystems that provide the food and other essential goods and services from which we benefit.1

Unfortunately, the world is facing a water crisis. According to the World Health Organization, approximately 30% of people lack access to clean, reliable drinking water.2

Description

Company operations can have adverse impacts on water. In water-stressed regions, water quality and availability risks may be more pronounced for local stakeholders and company operations. This also includes responsible wastewater discharge of active pharmaceutical ingredients. We address water impacts from the use of our products in the Pharmaceuticals in the environment section.

Business connection

We need water to develop and manufacture our products, so it makes business sense for us to manage this resource responsibly. Some of our sites are situated in water stressed areas, making the need for responsible management even more of a business imperative. The World Health Organization estimates that for every dollar invested in water and sanitation, there is a $4.3 return in the form of reduced healthcare costs for individuals and society around the world.3

Our work contributes to these Sustainable Development Goals:

1. Water audits at our major sites to identify water-saving opportunities.
2. Produce water conservation plans for all our major sites and those in water-stressed areas. These plans highlight water risks and mitigation measures.
3. Set a target to maintain absolute water use at the 2015 level through 2025. We prioritise water efficiencies in water-stressed areas.

Approach

As a company that puts health first, we strive to use water efficiently and responsibly. Our approach is informed by the World Resources Institute (WRI) Aqueduct tool. This tool identifies and evaluates water risks around the world. Based on this information, and water use data across our facilities, we:

- Conduct water audits at our major sites to identify water-saving opportunities.
- Produce water conservation plans for all our major sites and those in water-stressed areas. These plans highlight water risks and mitigation measures.
- Set a target to maintain absolute water use at the 2015 level through 2025. We prioritise water efficiencies in water-stressed areas.

Since setting the target, we’ve implemented:

- Water audits at 11 sites, including Yelahanka, Bangalore; Shanghai, China; and Canóvanas, Puerto Rico.
- Rainwater harvesting at five sites: Wuxi, China; Cambridge, UK; Macclesfield, UK; Canóvanas, Puerto Rico and Frederick, MD, US.

Our on-site and off-site wastewater treatment methods are designed to protect the local environment. We do this by removing most of the residual chemical oxygen demand (COD), which is the amount of oxygen required to oxidise organic matter in wastewater. This is important because high COD loads can reduce the oxygen in water bodies, which could damage aquatic life. We measure the COD of wastewater as it leaves our sites.

This year our COD was 405 tonnes, a decrease of 26% from 2018. This reduction was primarily due to the divestment of one of our biological manufacturing sites.
Sustainability in action

Employees fight droughts and floods in Chennai, India

The city of Chennai, India and our colleagues who live and work there are experiencing intensifying water shortages in the dry season followed by deadly flooding in the rainy season. This water crisis has dried up reservoirs and they have been converted to rubbish dumps. The seasonal monsoon waters have nowhere to go, and therefore flood the city. Employees in Chennai felt these impacts and they enacted our value of ‘doing the right thing’ by reaching out to the Environmentalist Foundation of India (EFI), a wildlife conservation and habitat restoration group. Together, EFI and AstraZeneca Chennai are restoring lakes in Chennai to be used as sources for clean water. EFI engages the community that will benefit from lake restoration and involves members in clean up, planting and biodiversity restoration projects. EFI, AstraZeneca and its community co-created the solutions, and all take ownership to ensure the longevity of these lake restoration projects.

In 2019, we restored two lakes that cover approximately 2 acres of land – in a lake in Velachery (shown at right) and a lake in Sholinganallur that is three times the size.

- Employee volunteers helped plant protective trees
- Cleaned up more than 40 tons of rubbish
- Removed eight tons of hyacinth, an invasive species that can be harmful

Water level has increased 1.5 times (150%) since the beginning of the project

Lake in Velachery
This former dumping site has been transformed to a full refurbished water body

Water stewardship continued

2025 target
Maintain absolute water use at 2015 baseline levels

<table>
<thead>
<tr>
<th>Year</th>
<th>Absolute water use (million m³)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>4.32</td>
</tr>
<tr>
<td>2016</td>
<td>4.02</td>
</tr>
<tr>
<td>2017</td>
<td>3.89</td>
</tr>
<tr>
<td>2018</td>
<td>4.01</td>
</tr>
<tr>
<td>2019</td>
<td>3.55</td>
</tr>
</tbody>
</table>

Status: On plan

2019 Update
Water footprint was 3.55 million m³, an 18% reduction from 2015

Highlights

Science-based water targets
In partnership with World Wide Fund for Nature (WWF) and WRI, we are developing contextual-based targets for water stewardship to ensure targets drive the intended impact.

CDP Water Security ‘A’ List
We earned an ‘A’ List rating for the 4th consecutive year from CDP for water security performance and transparency.

Smart meters
Water submeters have been installed in Gaithersburg, MD, US. These will give real-time water use data in the most water-intensive parts of the site – the pilot manufacturing plant and laboratories. Using this data, we expect to identify efficiency opportunities and initiate projects to unlock future water savings.

Challenges
Water stress presents direct risk to our operations – our business requires continuous access to reliable water sources to produce life-changing medicines. 11 of our operations sites are in high water stress areas (see map), a situation that might escalate at some locations due to climate change and economic growth. Water scarcity has the potential to cause temporary site shut-downs in our site network or supply chain. Additionally, as a significant water consumer in some catchment areas, our licence to operate could be damaged during periods of water scarcity.
Eco-efficient water taps and shower heads. This project will install more efficient models for water taps and shower heads. These modifications will divert 8,600m³ from being used each year and reduce the site’s water consumption by 6.5%.

Wuxi, China
A clean steam generator uses purified water to generate steam for cleaning. The project involved installing a closed loop system to cool the clean steam generator, replacing the previous once-through cooling system. It will divert 6,400m³ of water a year from the drain and reduce the site’s water consumption by 25%.

Speke, UK
A clean steam generator uses purified water to generate steam for cleaning. The project involved installing a closed loop system to cool the clean steam generator, replacing the previous once-through cooling system. It will divert 6,400m³ of water a year from the drain and reduce the site’s water consumption by 25%.

Frederick, Maryland, USA
Modifications to Clean-In-Place (CIP) equipment and process automation. CIP is a method of cleaning the inside of pipes, vessels, and filters without having to take the equipment apart. Improvements are focused on reducing rinse timers and recycling rinse water. As the water used in CIP is highly purified, the reduction in water consumption will also result in significant energy savings, equivalent to 1,600MWh – enough to power 130 homes in the US for a year.

Site water stress assessment
We have developed a standard methodology to assess water risk at every site. Based on the WRI Aqueduct tool, it has enabled us to broaden our understanding of our water-related risks and identify priorities for investment. We prioritise implementing water-efficiency projects, identified through audits, in water-stressed areas.

Sites*
- Buenos Aires, Argentina
- Cambridge, United Kingdom
- Canóvanas, Puerto Rico
- Colorado, United States
- Dunkirk, France
- North Ryde, Australia
- Luton, United Kingdom
- Shanghai Zhangjiang, China
- Yelahanka Bangalore, India
- Boston, United States
- Frederick, United States
- Gaithersburg, United States
- Macclesfield, United Kingdom
- Malhara, Japan
- Newark, United States
- Philadelphia, United States
- Speke, United Kingdom
- Wilmington, United States
- Wuxi, China
- 6th of October City, Egypt
- Alderley Park, United Kingdom
- Cotia-São Paulo, Brazil
- Gothenburg, Sweden
- Mount Vernon, United States
- Nijmegen, Netherlands
- Södertälje, Sweden
- Taizhou, China
- Vorsino, Russia
- West Chester, United States

AstraZeneca water stress rating
- High
- Medium
- Low

* Sites evaluated for water stress use over 10,000m³ of water per year
Waste management

Why it matters

Waste is accumulating across the world at an increasing rate. Waste is the result of a linear use of resources and has the potential to pollute, both of which can lead to negative impacts on the planet and people.

Improperly disposed waste can cause respiratory diseases and other adverse health effects, as contaminants are absorbed from lungs into other parts of the body.1 Waste can also contaminate surface water and marine environments, leading to negative impacts for humans and ecosystems. Packaging plays a vital role in ensuring our products reach patients safely, and we recognise that there is growing concern from stakeholders – including employees – to minimise plastic and packaging.

See Product environmental stewardship for more.

Business connection

Reduction of waste makes business sense because it increases efficiency, saves us money and reduces human and environmental risks.

We realise that if we want to be a company that is around in 20 years, we must embrace movements like the circular economy to balance the use of natural resources to what the Earth can sustainably reproduce and regenerate.

Approach

We look at waste not only in its end state, but also evaluate how it was produced. We work to the waste hierarchy, focussing on waste prevention and reduction, then prioritising the reuse, recycling and safe disposal of the waste materials we produce in distinct ways:

1. **Production:** Product design (see PMI) and process innovations to decrease waste by-products created during manufacturing; solvent recovery systems recycle reducing the need for raw materials.

2. **On-site with employees:** Employees identify waste elimination projects and implement process changes or apply for funding from the Natural Resources Reduction Governance Group.

3. **Disposal:** We work to the waste hierarchy, maximising opportunities to reuse and recycle where possible.

We are exploring circular business models to maximise resource efficiency to a rate at which the Earth can regenerate. Avoiding, Reducing, Reusing and Recycling are our strategies to increase material efficiency and reduce waste.

Description

Company operations generate waste, including biological waste and hazardous waste, and we work with specialist third parties to manage its disposal. Waste can have adverse impacts on the environment and human health through pollution.

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Waste (tonnes)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>11,478</td>
</tr>
<tr>
<td>2018</td>
<td>10,156</td>
</tr>
<tr>
<td>2017</td>
<td>10,592</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Hazardous waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>22,715</td>
</tr>
<tr>
<td>2018</td>
<td>20,925</td>
</tr>
<tr>
<td>2017</td>
<td>20,607</td>
</tr>
</tbody>
</table>

Recycling the value: An example of waste segregation in our campuses

Sustainability in action

Creating a culture of sustainability in the labs

At AstraZeneca, we want to innovate new medicines for patients in sustainable ways, and how we work in the lab makes a difference. From washing glassware to disposing of gloves, everything we do in our labs contributes to our environmental footprint. This year, we started a global Green Labs initiative across six of our research sites, in partnership with the not-for-profit organisation, My Green Lab.

Through the programme and My Green Lab certification process, scientists learn about and assess our lab practices with respect to waste, energy, water and chemicals, so we can continuously improve our environmental footprint. Over 800 scientists around the world have been engaged in this certification programme so far. Each of our research facilities is actively pursuing ways to reduce and better manage waste.

At the Gaithersburg, MD, US site, 97% of biowaste is recycled, resulting in more than 135,000kg of waste recycled. In Cambridge, various programmes have targeted recycling of specific plastics: falcon tubes – potentially saving 21,000 tubes from incineration per year, bulk pack stripette recycling – saving approximately 19,000 single use plastics per year, and Winchester lid recycling – recycling over 10,000 per year. We have seen how this programme allows us to share best practices and helps scientists see environmental impacts that were perhaps invisible before, as well as make their own sustainability ideas reality. And in turn, this will lead to behavioural changes in and around the lab with measurable results.
Waste management continued

Sustainability in action

From single-use to reusable thermal packaging

Each year, we send 60,000 products to hospitals and clinics for clinical trial distribution. It involves a huge amount of packaging. The original process used a box the size of a small table, each containing 15kg of packaging that had to be thrown away after delivery and recipients were responsible for its disposal. Our distribution partner told us that reusable thermal packaging was available, but other companies had tried it unsuccessfully – only 50% of sites sent the box back, and the remaining were charged to the sponsor as lost boxes. We decided to work with our distribution partner to develop a new approach involving a returns process. We collaborated with sites and shipping companies to ensure the returns process would work. Some simple ideas included asking our distribution contact to ensure the returns process would work. Some simple ideas included asking our distribution contact to use the brightest coloured paper for returns instructions – a pink envelope would get more attention than just a white sheet of paper. We started with a pilot, followed by roll-out across 35 countries.

The results:

- 98% returns rate (target of 80%)
- $3.9 million cost savings
- Saved packaging waste equivalent to the weight of 747-jumbo jet

“We’ve now done about 40,000 shipments (two jumbo jets worth), and it’s proved that the process is scalable without anyone having to hold its hand. That, to me, is what makes it truly sustainable.”

Chris Jones, Clinical Distribution Lead

Transition away from single-use plastics

We tackle waste generation by collaborating inside and outside our organisation. At our sites, we are coordinating to quantify and remove avoidable single-use plastics (SUPs) in food service, cleaning and office areas. In 2019, initiatives across our sites removed over two million pieces of plastic cutlery with compostable or reusable alternatives, and an initiative at Macclesfield reduced over one million small milk containers by moving to larger bottles and integrating milk into drinks machines.

Our Gaithersburg site, MD, US has removed virtually all SUPs from food service areas. For 2020, we have signed on to the UK National Health Service (NHS) Plastics Pledge across all our R&D and operations sites.

We pledge to end purchase of SUP stirrers and straws by April 2020; end purchase of SUP cutlery and plates, and certain cups by April 2021; and reduce SUP food containers and other plastic cups and lids by April 2021.

We participate in external partnerships to gain insights and share our learnings:

- We are part of the UK Research and Innovation Circular Economy Approaches to Eliminate Plastic Waste team, awarded $1.25 million from the Plastics Research Innovation Fund.
- We are a key collaborator in the RE3 Rethinking Resources and Recycling project led by Manchester University to innovate new ways of making, using and recycling plastics.

Challenges

Growing production levels have generated increased waste volumes of both hazardous and non-hazardous waste. As production levels are projected to continue to grow, achieving our total 10% reduction target will be a challenge.

We continue to seek ways to decouple business growth from waste generation through less material-intensive APIs, and device and process design, as well as building material loops by recycling for future sustainable sourcing.

Highlights

Circularity collaboration

In Gothenburg, Sweden, we are part of a circular solution for paper hand towels in washrooms. Previously, towel bins were mixed with other waste materials and the contents inside the plastic bin bag were incinerated. Partnering with our towel supplier and the local municipality, we now send our towels back to the manufacturer where they are pulped and recycled into new paper products. Our colleagues changed behaviours to eliminate contamination from towel bins. As the bins now contain exclusively paper towels, we can eliminate approximately 130,000 plastic bags from the site each year. This circular model has also reduced the carbon footprint of hand towels by more than 40%.

Turning medical waste into products

We produce waste in our labs and its disposal can have huge environmental impacts. To turn waste from a problem to a resource, we joined the Red2Green recycling program in Gaithersburg. This takes our regulated medical waste and turns it into plastic lumber material which is manufactured into speed bumps, farm tools, park benches, and more.
Ethics and transparency

Why:
Equality and prosperity for all fosters healthy societies

We have a bold ambition:
Create positive societal impact and promote ethical behaviour in all markets across our value chain

Our material focus areas
- Ethical business culture
- Inclusion and diversity
- Talent and workforce evolution
- Workforce wellbeing and safety
- Responsible supply chain
- Human rights

Supporting the UN Sustainable Development Goals universal action plan for a fairer, safer and healthier world

Impact
- 89% of supplier spend was assessed through our third-party risk management process
- 80% of employee survey respondents feel that AstraZeneca has a ‘Speak Up’ culture
- 45.4% of senior middle management roles and above are held by women

Connection to health:
Fostering a culture of doing the right thing across our worldwide operations, including our supply chain, promotes health and wellbeing

89% of supplier spend was assessed through our third-party risk management process
We want to be valued for not only our medicines, but also for the way we work. We believe integrity, respect and transparency comprise the foundation of a healthy business culture. We build trust by demonstrating ethical business practices and fair treatment in everything we do within our company, across our value chain and in society.

The big picture

Our core company Values, including putting patients first and doing the right thing, guide our decision-making and foster a unified AstraZeneca culture. These Values underpin all our activities and serve as a compass for our interactions.

Our approach goes beyond rules and policies: we want to empower our workforce to use their judgement to do the right thing. We embrace ethics and transparency, from the way we treat our employees and patients, to our emphasis on human rights and equity, to our partnerships with our suppliers.

In addition to our core company Values, we have established policies that guide employees on how to apply ethics in their day-to-day work – from scientific research in the laboratory to interactions with colleagues, healthcare professionals, patients and supply chain partners. See Ethical business culture for more.

Material focus areas

Our approach prioritises six ethics areas identified by our materiality assessment:

- Ethical business culture
- Inclusion and diversity
- Talent and workforce evolution
- Workforce wellbeing and safety
- Responsible supply chain
- Human rights

Key accomplishments

- Launched an online interactive map showing information on site operations, suppliers, Access to healthcare programmes, and demographics—a first for the pharmaceutical industry.
- Recognised as a Top Science Employer (#15 globally) for our strengths in employee treatment, work culture, values and social responsibility.
- Launched our first Global Inclusion and Diversity Council, led by CEO Pascal Soriot.
- Hosted a virtual and on-site Speak Up campaign to encourage employee dialogue and advocacy.
- Hosted mental wellbeing events to reduce stigma and raise awareness.
Ethical business culture

Why it matters

There is a lack of public trust in big corporations. Scepticism is even greater towards companies in the pharmaceutical industry. This trust deficit impacts the ability to build a healthy, productive workforce and the partnerships necessary for innovation and bringing healthcare solutions to more people. Stakeholders deserve ethical business practices from companies that are embedded in their countries and responsible for life-changing medicines.

Description

Company Values and norms, practices, standards and principles that guide the actions and behaviour of employees, including the Code of Ethics, and acting in an ethical manner that goes beyond compliance with policies and regulation. This applies across our company’s operations and our entire value chain. This issue includes bioethics (including animal welfare), anti-bribery and anti-corruption, data transparency, ethical investing, intellectual property, responsible lobbying, responsible sales and marketing and responsible use of technology.

Business connection

Our ability to attract talent and have access to markets is dependent upon upholding ethical business practices and being increasingly transparent about how we operate. The reputational, legal and long-term sustainability risks make an ethical business culture imperative.

Approach

We strive to model an ethical business culture by going above and beyond legal and regulatory requirements. This means fostering an environment where our employees can speak up if they see behaviour that is not aligned with our Values or encounter wrongdoing. We ask our leaders to demonstrate desired behaviours, and we provide employees with tools to act ethically.

Recognising that our workforce is composed of individuals empowered to make their own decisions, we know that setting rules is not enough – which is why we emphasise a culture based on our Values, key commitments and principles. We foster this culture by encouraging all employees to adopt a sustainability mindset that embraces our core values including: ‘doing the right thing’ for all our partners and ‘putting patients first.’

In today’s increasingly information-seeking society, our actions add more value by being visible. Transparency supports the learning process for our employees, suppliers, and anyone on a sustainability journey. We look to balance what we share about how we work and our results with the need for data privacy and competitive innovation.

Governance

We integrate ethics into the Compliance arm of our Global Sustainability function. Our Chief Compliance and Sustainability Officer, who reports directly to the CEO, is accountable for compliance, sustainability strategy, and safety, health and environment matters.

In 2017, we relaunched our Code of Ethics to strengthen employee understanding and adherence by outlining our commitments in simple terms and focusing on why these commitments matter. It comprises our company Values, expected behaviours and Global Policies. Additional requirements at the global, local and business-unit level complement our Code, providing guidance for employees.

Bribery and corruption is a concern for our industry and society more broadly. Our Audit Committee annually reviews our systems and controls to prevent bribery and corruption.

Our Chief Compliance Officer is accountable for the Compliance function’s reporting to the Audit Committee on bribery and corruption risk, safeguards and breaches. Where a breach has been substantiated, we take corrective action, including termination of employment or third-party engagement. We also take steps to prevent recurrence, including enhancements to our controls.

In 2019, we launched a new anti-bribery course, tailored to our Commercial colleagues, with scenarios relevant to their daily work.

See our Global Standard on Anti-Bribery and Anti-Corruption.
Ethical business culture continued

Sustainability in action

Speak Up campaign
Speak Up is about fostering a culture where all employees feel empowered to raise ideas and respectfully challenge behaviours not aligned with our Values. It means employees must feel safe and feel that their voices are heard. It requires managers to promote diversity of thought and to handle challenges with respect. In 2019, we emphasised the value of speaking up through a week-long Speak Up campaign. It gave employees a platform to share their thoughts and stories around Speak Up. It also featured a series of demonstration scenarios tackling situations from everyday to complex. See an example of how we engaged here. The campaign brought attention to refreshed guidance resources including materials for managers to use with their teams and our channels to raise concerns.

Share & Care Europe volunteering programme
As AstraZeneca employees, we are committed to sharing our time to have a positive impact on the environment, patients and community. In our Europe and Canadian locations, this year we established a combined volunteering programme to make our positive mark on the planet and society. This common framework we use is called Share & Care. Employees have supported causes such as planting trees, facility improvement for visually impaired children, care item collection for hospice patients, building homes for bees, and a charity run for cancer patients.

Living out our Value of putting patients first
We held our first Patient Week this year. Through this global enterprise-wide approach, we engaged and reflected on how we can achieve our vision of delivering the healthcare experiences and outcomes that people care about most so they can enjoy fulfilling lives. Patient Week provided employees and teams across the company with the experience to walk in patients’ and caregivers’ shoes, listen to their experiences and act on their insights to activate patient-centric solutions and deliver meaningful advances along the entire patient experience. In support of our patient-centric business models, we launched a new Global Standard on Patient Interactions. Training on this new Standard has been assigned to all employees. We also deployed materials through a new online resource hub, including a toolkit guide.

Challenges
When it comes to preventing bribery, we are not just concerned about our employees’ behaviours; we are accountable for the actions of third parties working on our behalf. We rely on the expertise and services of third parties in all aspects of our business, which exposes us to risk as we have less visibility of day-to-day conduct. All patients deserve access to our medicines, so we operate in many markets, even where the risk of bribery and corruption is present. While the prevalence of bribery may be higher in some markets, we have a robust compliance programme with controls in place, designed to prevent such misconduct. Our training and policies also emphasise that bribery could happen anywhere, and we must all be vigilant.

Highlights
Leveraging technology for ethics
An automated FAQ chatbot helps answer employees’ compliance questions. In AstraZeneca China 94% of users said they would use the chatbot again.

Ethics compliance ambassadors
The successful ethical compliance ambassador programme in AstraZeneca Egypt was shared across the Middle East and Africa region to help spread best practices.

Board reviews ethics metrics
The Board of Directors began reviewing a new company culture dashboard that measures integrity, engagement, performance and development.

Employees trained on anti-bullying and anti-sexual harassment
Learn about the training in the Human Rights section.

Targets

2020 target
Ensure AstraZeneca has a ‘Speak Up’ culture

2019 update
• 80% of employee survey respondents feel we have a ‘Speak Up’ culture

Status: On plan

2025 target
Maintain 100% of active employees trained on the Code of Ethics

2019 update
100% of active employees trained in 2019

Status: On plan
Ethical business culture – bioethics

**Why it matters**

Bioethics is a rapidly evolving field and so too are stakeholder expectations. There are a range of ethical issues that stem from biological and medical science, including the use of human biological samples (HBS), the use of animals in research, and the conduct and transparency of clinical trials.

**Governance**

Our Bioethics Advisory Group (BAG) brings together subject matter experts to oversee bioethical issues. The BAG carries out horizon-scanning to anticipate bioethical trends and issues, provides subject-matter expert advice in response to stakeholder enquiries, and oversees the Global Bioethics Standard and its supporting global standards. This Standard was updated by the BAG in 2019, which demonstrates transparency in topics such as animals in science, HBS, and clinical trials. These governance activities communicate the importance of human and animal concerns across the business. Our Chief Medical Officer serves as the owner of the Global Standard: Bioethics and sponsor of the BAG.

**Human biological samples**

Our HBS Governance Team oversees our collection, storage, use and disposal of HBS in R&D, including human foetal tissue (hFT) and human embryonic stem cells (hESC). This team also approves or rejects proposals for experiments using hFT and hESC. Additionally, the HBS Governance Team is accountable for oversight of risk management for major incidents involving the use of HBS in R&D.

**Animals in research**

We embrace a Culture of Care, in which we work to high standards of animal welfare and constantly look for ways to improve how we use animals in research. Our Chief Veterinary Officer leads the Council for Science and Animal Welfare (C-SAW), which is the expert decision-making group for animal welfare and compliance. C-SAW focuses on promoting the 3Rs (replacement, reduction and refinement of animals in research), encouraging openness about our use of animals and fostering initiatives to promote a Culture of Care. C-SAW ensures that our governance and oversight mechanisms are robust, and that we are continually working to improve laboratory animal science and welfare. We share lessons and innovations within the company and with our external partners, working in a spirit of openness and transparency around responsible animal use.

For more on our approach and governance, see the Ethical business culture section.

Learn more about how our work with animals aligns with the 3Rs framework.

---

**Human biological samples**

- **~144,000 animals**
  - 84% mice
  - 3.6% fish
  - 8.8% rats
  - 1.4% chickens
  - 2.2% others*

*Guinea pigs, dogs, ferrets, primates, rabbits, cotton rat, pigg, sheep*  

**~144,000 animals**

(109,000 in our own facilities, and a further 35,000 at third parties acting on our behalf)

- 84% mice
- 3.6% fish
- 8.8% rats
- 1.4% chickens
- 2.2% others* (Guinea pigs, dogs, ferrets, primates, rabbits, cotton rat, pigg, sheep)

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For more on our approach and governance, see the Ethical business culture section.

Learn more about how our work with animals aligns with the 3Rs framework.

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**Business connection**

As a science led company, we are dependent upon biological and medical science. We must consider the ethical issues that arise in the short and long term. This careful assessment of our science and the impact on our stakeholders and the environment is essential to be able to deliver our life-changing medicines now and in the future.
Ethical business culture – bioethics continued

Sustainability in action

Biodiversity management

AstraZeneca supports the principles of the Nagoya Protocol to protect and value biodiversity. Some of our medicines impact biodiversity on our planet because they are sourced from biological materials. In 2019, for example, our medicine that has the most impact on genetic resources was assessed against the EU Nagoya Protocol regulations. The assessment was conducted using a due diligence tool developed specifically for governing and recording our utilisation of genetic resources in accordance with regional and national access and benefit sharing legislation. The assessment identified an in-scope material and we formally notified the Swiss Government of our use of the material prior to product launch. This is the first time we have had a genetic resource in scope of Nagoya legislation. Our bioethics governance ensured no delay to our medicine manufacture and supply.

C-SAW Award winners summary

We recognise and celebrate our scientists and animal care staff for exceptional commitment to the 3Rs – replacement, reduction and refinement of animals in research. Our C-SAW Global 3Rs Awards is a competitive and highly visible awards programme that recognises excellence in 3Rs science and encourages continuing improvements in animal welfare across our company and with our external partners. Alongside the 3Rs Awards, we also call for nominations for exceptional individuals and teams in the categories of Culture of Care and Openness about animal research. Highlights from 2019 include:

- A novel molecular biology approach that would reduce the numbers of animals needed to screen lipid nano-particles by tagging the molecules of interest.
- A refinement to anaesthetic methods in rats, allowing the use of less invasive nose cones instead of intubation during procedures.
- A comprehensive programme of work and publications that ultimately provided the science for regulators in Europe to replace some animal studies previously using fish with non-animal alternatives.
- A cross-site collaborative project to encourage the uptake of refined methods of handling laboratory rodents.
- An innovative approach to giving our employees an insight into the world of animal research, by developing a 360 virtual tour of one of our facilities.

Exploring technological alternatives to human biological samples

The use of human biological samples, such as solid tissue, biofluids and their derivatives, plays a vital role in developing a deeper understanding of human diseases and their underlying mechanisms, which helps us create effective, new and personalised medicines. In rare circumstances, we may use human fetal tissue (hFT) or human embryonic stem cells (hESC). In these cases, an internal review of the scientific validity of the research proposal will be conducted and permission to use the tissue will be granted only when no other scientifically reasonable alternative is available.

We are committed to minimising the use of fetal tissue by exploring technological alternatives. In 2019, no additional new research proposals that include use of cells derived from hFT have been approved; three projects using hFT have progressed as at 31 December. An additional project using hESC has been approved in 2019, resulting in 10 projects using 21 different hESC lines or derived cells having been approved as at 31 December; and four projects are ongoing.

Challenges

Scientific and technological developments continue to gather pace, meaning that regulations and governance need constant focus in order to ensure they remain relevant and effective. Our company Values guide us that anticipating and preparing for these advances while following the science, is key to doing the right thing.

Highlights

Employee bioethics awards successful

40+ entries received from employees for our most successful ever Global C-SAW Awards.

Increasing transparency on bioethics

New and expanded content about our bioethics was added in 2019 to the AstraZeneca website.
Inclusion and diversity

Why it matters

By fostering an inclusive and diverse workforce and workplace, we are doing the right thing, driving innovation and contributing to our values-based culture within our business.

At AstraZeneca, we know employees are able to be at their best in environments where they feel safe and empowered. We also know that bringing together different ways of thinking is the foundation of our ability to innovate. By supporting equality, we are also addressing a barrier in healthcare, where economic disparities contribute to challenges of affordability of medicines, proximity to healthcare providers and the privilege to take time off work for treatment.

Description

Company efforts to ensure that the workforce, at all levels, reflects and embraces the diversity of the populations in which we operate, as well as different backgrounds, cultures and experiences. This involves going beyond non-discrimination to promoting equality and inclusive behaviour in the workplace and communities where the company operates.

Business connection

Inclusion and diversity is good for our people and our business. Studies show that diverse management teams drive a 19% increase in revenue. Inclusive companies are 120% more likely to hit financial goals, and ethnically diverse companies are 35% more likely to perform better.

Our work contributes to these Sustainable Development Goals:

- SDG 5: Gender equality
- SDG 10: Reduced inequalities

Approach

We see inclusive behaviour and a diverse workforce as a business imperative. Inclusion and Diversity is one of the three pillars of our People strategy driving innovation, engagement and a sense of connection and belonging. Through programmes and governance that improve understanding, leadership and performance – we empower every employee to become a champion of inclusion and diversity. Our strategy asks us all to demonstrate inclusive leadership, to speak up, listen up and follow up with great ideas and fresh perspectives.

Through our emphasis on structural inclusion to promote equality and eliminate unconscious bias, we also focus on building and sustaining a diverse talent pipeline.

See the Human Rights section for related information.

Governance

Our Board of Directors and SET conduct biannual reviews of the AstraZeneca workforce composition, covering a range of metrics, including diversity trends in terms of gender, leadership, ethnicity and age. A new dashboard for 2020 on company culture includes inclusion and diversity measures. Accountability is held by Executive Vice President of Human Resources, a SET member who reports to the CEO. The SET has quarterly reviews of diversity trend metrics, including gender diversity and leadership ethnic diversity. We also set internal targets and KPIs enterprise-wide and for each SET area. External targets and KPIs are available in the Sustainability Data Summary. Our Global Inclusion and Diversity Council comprises senior and rising leaders from across our Company. The Council oversees the implementation of our inclusion and diversity strategy through our worldwide plans and global policies.

Sustainability in action

Design for inclusive leadership: Global Inclusion & Diversity Council

We know that inclusion is a behaviour that should be demonstrated by all our employees, and that is why our concept of inclusive leadership applies to all. We define it as:

- Appreciating individuals for who they are, valuing and leveraging their differences, contributing to a psychologically safe environment.
- Supporting lifelong learning through coaching and honest performance-related feedback.
- Ensuring the right people are assigned to do the right work at the right time.

By launching our first Global Inclusion and Diversity Council, which is chaired by our CEO, we are setting the tone from the top. The Council includes representatives from each of the SET areas and key geographies. This diverse strategic body is accountable for developing and implementing an inclusion and diversity strategy for each SET area and key geography, so the global approach is tailored for our business model. The Council is reviewing both quantitative and qualitative measures such as gender demographics by career level and inclusion stories shared in our This is Me campaign (see more in the Highlights).
Inclusion and diversity continued

Building a Speak Up culture: inclusion and diversity events

Our success depends on fostering an entrepreneurial mindset that drives disruption and innovation, and this can only be done if we encourage great ideas to be considered, debated and pursued. To foster opportunities to Speak Up, we host employee inclusion and diversity events. For the first time, this year we took a global approach to ‘Empowerment Summits’. These are employee conferences on inclusion and diversity that are conducted with locally relevant content curated by local teams. Summits were held across the US, AsiaPac, Brazil, Sweden, Poland and the UK, with plans for expansion to other countries in the future. Our employee resource groups (ERGs), led by volunteers at various sites, continue the dialogue throughout the year. These groups emphasise alignment with our business strategy and capability to support inclusive leadership, Speak Up culture and a diverse pipeline. For example, the AZPride ERG for our LGBT+ community and allies now has a global approach with chapters in five countries. The global focus shares ideas and materials to drive efficient growth and best practices to its chapters.

Building and sustaining a diverse talent pipeline

In France, a student's educational path and access to employment can depend on social, territorial, ethnic and cultural background. It takes six generations in France to get out of poverty compared to four on average in OECD countries. Equality of opportunity remains to be achieved.

In 2019, AstraZeneca took action on social inclusion as a founding partner of L’Ascenseur [The Elevator]. L’Ascenseur brings together 20 associations to implement solutions that contribute to placing the social elevator back into service.

"On issues such as inclusion and diversity, theory and goodwill no longer are sufficient; companies should concretely commit and act to make change happen.”

Olivier Nataf, Country President – AstraZeneca France

By the end of 2022, AstraZeneca France aims to support more than 1,000 young people, from age 12 to 25, all along the professional value chain: information, orientation, education and employment. AstraZeneca and L’Ascenseur are developing the first collaborative cross-association programme. Our employees will commit alongside the company through mentorship, workshops, tutoring, coaching, etc. to take up this challenge. This will help AstraZeneca France enrich its pipeline of young talented people from various origins and backgrounds.

Challenges

On a global basis, cultural starting points and understanding around inclusion and diversity differ. Our aim is to stimulate dialogue, understanding and leadership in this space in all of the countries where we operate, so we tailor our approach to be locally meaningful. Whilst we promote equality within the company on a global basis, rights affecting minority groups and women vary greatly by country due to different legal frameworks. We advocate for equality through consortiums such as United Nations Women’s Empowerment Principles and United Nations Free and Equal Standards for Business.

Targets

2025 Target
Reach gender equality in management positions

2019 Update
45.4% of women in senior middle management roles or higher

Status: On plan

Highlights

Bloomberg Gender Equality Index
AstraZeneca was one of 230 companies selected for this Index that distinguishes companies committed to transparency in gender reporting and advancing women’s equality.

Corporate Equality Index
Earned a 100 on the Human Rights Campaign’s index to designate AstraZeneca one of the 2020 Best Places to Work for LGBTQ Equality.

This is Me engagement campaign
We encourage employees to share their personal stories and inclusion and diversity through video campaigns, using the tagline “This is me, This is us, This is AZ”. Originating from AZPride, employees shared their stories of coming out and their experiences as a member or ally of the LGBT+ community. Stories spread internally and externally through our social media platforms throughout Pride month and provided education and an opportunity to connect across the organisation.

Furthering our inclusion and diversity commitments
Talent and workforce evolution

Why it matters

Employment and workplaces are changing in light of shifting worker expectations and technological advances in automation. These trends are evolving the nature of jobs, roles and business operations. Employees are increasingly attracted to companies with a strong social purpose, which provide opportunities for lifelong learning.

Description

Company efforts to foster a lifelong learning organisation, form the best teams, facilitate agile ways of working, upskill and reskill current employees, and engage and prepare all employees for digitalisation and automation.

Business connection

As an innovation-based company, the continual development of our workforce is imperative for attraction and retention. We strive to prepare for and adapt to disruptive workplace and workforce changes by leading the way in responsible employment practices that enable people to reach their full potential. This makes business sense, as the future of our company depends on our people. We believe our investments support our business and society more broadly, as we develop the workforce of tomorrow to deliver medicines for patients.

Approach

We want to ensure our 70,600 employees are prepared and empowered to face changes in technology, and we strive to provide the work environment and opportunities they need to thrive. Our People strategy supports our strategic priority of being a Great Place to Work, and is built on three pillars:

- Performing as an enterprise team – Our approach to attract the critical capabilities required to deliver our strategic priorities is underpinned by predictive analytics, meaning workforce decisions are data-driven. We also use workforce analytics to optimise our global workforce and automation initiatives to support our workforce to spend a larger proportion of their time on higher-value activity.

- Talent scout model – We have implemented this model to enhance our capacity to attract key talent into senior roles. This has been successful, demonstrating our ability to hire best-in-class talent at a reduced cost. This has been supported by an enhanced employee referral scheme, which has become an increasingly important source of hire.

- Developing a culture of lifelong learning – We encourage employees to take ownership of their own development and expect leaders to spend time supporting their employees’ development.

- Learning and development initiatives – We have ongoing investment in our workforce through professional and technical training, and we enhance this through leadership, mentorship and job-rotation programmes across the organisation.

- Champions of inclusion and diversity –

 Governance

Our approach is governed by the Executive Vice President of Human Resources, who reports to the CEO. On a biannual basis the Senior Executive Team (SET) and Board are provided with a comprehensive overview of the AstraZeneca workforce, covering a wide range of metrics and measures. The SET is also provided with a quarterly summary of key workforce metrics.

To foster innovation, we seek to harness different perspectives, talents and ideas, as well as ensure that our employees reflect the diversity of the countries in which we operate. See the Inclusion and diversity chapter for more.

- Ethical recruitment – We are committed to hiring and promoting talent ethically and in compliance with applicable laws. Our mandatory hiring training for managers includes a module on diversity in hiring and the importance of a diverse workforce. We protect against discrimination on any grounds, including disability. Our Code of Ethics covers recruitment and selection, performance management, career development and promotion, transfer, training, retraining (including retraining, if needed, for people who have become disabled) and reward.

Our work contributes to these Sustainable Development Goals:

- \text{Sustainable Development Goal 5: Gender equality}
- \text{Sustainable Development Goal 8: Decent work and economic growth}
- \text{Sustainable Development Goal 17: Partnerships for the goals}
Talent and workforce evolution continued

Sustainability in action

Tapping into our internal gig economy

In 2017 we launched plan100, an innovative programme that embraces the future of work by tapping into our own internal gig economy to match high potential talent to projects across the globe. Through plan100, our people take on global development opportunities whilst optimising best practice sharing across countries, building core capabilities and our succession pipeline. People are nominated to the projects where their skills are needed most, thus providing managers with the advanced capabilities they need. With a goal to support 100 appointments across the region in three years, plan100 has now doubled this figure in less than three years, with 211 people matched.

In 2019, plan100 expanded to include several more business units enabling cross-functional expertise sharing. The global sharing of talent continues to promote diversity in our organisation, enriching our working environments with the new ideas and fresh perspectives that evolve through a more open and inclusive workplace. With plan100, we’re meeting new minds and motivating future leaders to succeed.

Learning transformation – building a culture of lifelong learning

Constant breakthroughs not only change patients’ lives, but our employees’ lives too – providing diversity, flexibility and choice in our careers. We believe in building a culture where lifelong learning is ingrained in the way we live and work, share knowledge, and deliver life-changing medicines for our patients.

We have already made progress in building a strong learning foundation. Through 2019, we continued to provide learning opportunities for our employees, from those joining at the start of their career to our most senior and experienced leaders. We have also built a number of tools and resources to set the standard for upskilling our managers across AstraZeneca, for example, our Manager Essentials course is now available in 10 languages.

In 2020, we will focus on transformational learning tools and content to reinvent our learning ecosystem. Our employees will have access to a more personalised, mobile learning experience across more devices. We will continue to develop our leaders of today and tomorrow including through new global programmes such as Leading Enterprise and updated programmes such as Leading Business. We will also be building our capabilities across learning agility, digital literacy and coaching, to provide opportunities for our employees to reach their full potential through a new global online Digital Hub.

Targets

2025 target
Build a strong learning and development culture by 2025

2019 update
83% of employee survey respondents feel there is opportunity for growth and development

2025 target
Ensure AstraZeneca has a highly-engaged workforce and is viewed as a leader in attracting top talent

2019 update
86% of employee survey respondents feel that AstraZeneca is a great place to work, up from 83% in 2018

Challenges

We seek to reduce regretted turnover through more effective hiring and induction, exit interviews, risk assessments and retention plans.

Highlights

Ranked among top science employers
In top 20 for third consecutive year by Top Employers Survey from Science Careers.

Attrition rates (Voluntary employee turnover %)

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We aim to provide opportunities our workforce needs to thrive
Workforce wellbeing and safety

Why it matters

People have the right to a safe and healthy work environment. Physical safety at work and in transit is a long-standing expectation for companies to provide. Mental wellbeing at work is an emerging societal need and expectation.

Wellbeing integrates mental health (mind) and physical health (body) resulting in more holistic approaches to disease prevention and health promotion.¹ It is associated with numerous health, job, family, and economically related benefits.²

Description

Company efforts to create a healthy and safe working environment are conducive to a workforce thriving and maintaining good work-life integration. This includes efforts to limit safety hazards for employees through proper design, engineering and preventative maintenance, and embedding a safety, health and environment (SHE) culture across the organisation.

Business connection

Avoiding safety incidents and poor wellbeing is not only the right thing to do, they can lead to productivity declines which can be costly to our company. The WHO estimates that for every $1 put into scaled up treatment for common mental disorders, there is a return of $4 in improved health and productivity.² By investing in these initiatives, we are investing not only in the health of our people and our company, but in the health of economies – depression and anxiety have a significant economic impact, with the estimated cost to the global economy being $1 trillion per year in lost productivity.²

Our work contributes to these Sustainable Development Goals:

Approach

We take a holistic approach to workforce wellbeing and safety, considering both physical and mental health dimensions at work, in transit and at home. We strive to ensure that our employees have the resources not only to deal with, but to thrive in challenging situations.

Our strategy is to create a culture of safety, health and wellbeing to protect life. Through our management system, we manage risks to maintain a workplace that is safe and healthy for our entire workforce and visitors. We have created a culture of continuous improvement so that we learn from any incidents. We seek to ensure that our suppliers embrace these same principles.

Our global SHE standards and procedures establish mandatory requirements in key risk areas. Our Code of Ethics includes elements relating to workforce wellbeing and safety:

- We promote and maintain a safe, healthy, secure work environment.
- We use effective SHE management systems to identify and manage risk and maintain strong SHE performance.
- We only work with others who embrace SHE standards consistent with ours.

In 2019, we launched our first global Workforce Wellbeing strategy. Designed to integrate mental and physical health, we want to empower and provide the necessary resources for our workforce to judge life positively and feel good.

Governance

Workforce wellbeing and safety is governed through our Global Sustainability function, with oversight by the Executive Vice President of Sustainability, who reports to our CEO. We use comprehensive assurance programmes, including performance reporting, internal auditing and periodic management review to constantly monitor and manage performance. Some sites seek external review and we achieved ISO45001 certification at our Macclesfield, UK; Istanbul, Turkey; and Gothenburg and Södertälje, Sweden sites accounting for more than 10,000 of our employees.

We monitor performance centrally to assess progress and identify areas for improvement. We use a dedicated website to communicate information on how incidents can be prevented in the future.
Workforce wellbeing and safety continued

Sustainability in action

Employees drive action on mental health

Local mental health initiatives implemented at various sites have inspired our global workforce wellbeing strategy (see graphic at right). Employees have felt empowered to create their own initiatives such as an internal social media stream dedicated as a safe space to share mental health awareness stories. Here a few examples of mental wellbeing actions across the globe:

- **Trained aids**
  Our Mental Health First Aiders have had training in recognising mental health issues and have support and resources at their fingertips to direct people towards what will be most helpful.

- **Conversations on mental health**
  Colleagues across the UK came together in February to mark Time to Talk Day 2019. It is a UK-wide charity event that aims to get people together to discuss mental health. This supports breaking down stereotypes, removing stigmas and aiding recovery.

  World Mental Health Day in October - Employees have felt empowered to speak up and share mental health awareness stories on an internal social media stream dedicated as a safe space with the purpose of sharing vulnerabilities and strengths. Followers have grown five-fold to more than 1,000 in 2019.

Employee assistance programmes

Sponsored by some of our health care and benefits schemes, these programmes offer support such as online or over the phone guidance or access to therapists for employees and family members.

Recogising wellbeing and safety excellence

Annually we recognise excellence at our sites, including for wellbeing and safety initiatives. Our Puerto Rico site won the Stay Well category with a multi-faced approach. It opened a wellness club with fitness classes, held a health fair, and offered blood pressure and glucose testing clinics. It was the first site to implement our new ear fitting technology and every employee in the hearing protection programme was tested to ensure proper fit.

The Global Environmental Remediation Group won the Leading in SHE category for its safe process to remove decommissioned structures once used by a legacy company to help boats transport chemicals on the Ohio River in the US. The project posed challenges such as working at heights and over water, performing diving operations, and managing hazardous waste. The team successfully completed the project with zero recordable incidences for over 13,000 working field hours. It emphasised the right culture with safety kick-off meetings, twice daily briefings, mock emergency drills, and promotion of a stop work culture for all employees and sub-contractors.

Workforce Wellbeing Model

- **Healthy Workplace**
  Ensure safe and healthy workplaces where workers can speak up and feel good.
- **Healthy You**
  Provide resources that impact your mind, body and environment to help you feel good.
- **Healthy Organisation**
  Foster a performance culture that encourages workers to be themselves and feel good.
Creating a culture of safety

To deliver a culture of safety and a safety mindset, we host workshops throughout the year. The Serious incident and fatality (SIF) prevention summit explained the importance of focusing on serious incidents, and the types of tasks and scenarios that could lead to a SIF event. Attendees learned the importance of fully investigating these events without blame and sharing the learning so they can be prevented.

After our SIF Prevention programme was in place a trend of serious near misses was identified during the delivery and loading process at AstraZeneca and third party supplier warehouses. Near misses included trucks moving while still being loaded, pedestrians almost being struck by vehicles and miscommunication between drivers and those unloading vehicles. We met with industry experts and our largest transporters to identify best practices. Following a review of all our warehouses, a standard was developed that included minimum requirements for securing vehicles, personal protective equipment for pedestrians, and driver and warehouse communication.

Targets

- **2025 target**
  - Workforce safety: 75% reduction in total injury rate from 2015 baseline
  - Status: On plan

- **2025 target**
  - Driver safety: 55% reduction in collisions per million kilometres driven from 2015 baseline
  - Status: On plan

- **2025 target**
  - Healthy workforce: 80% of sites/ marketing companies have all four Essential Health Activities in place: healthy eating and drinking, tobacco cessation, physical fitness and workplace pressure management
  - Status: On plan

- **2019 update**
  - Workforce safety: The injury rate has decreased in 2019, bringing our total decrease since 2015 to 41%

- **2019 update**
  - Driver safety: The collision rate has decreased 23% in 2019, a 31% reduction since 2015

Challenges

Approximately 34,000 colleagues in our workforce are based in the field, where the highest risk for a significant injury or fatality is driving. We have a 2025 target to reduce the vehicle collision rate by 55% from our 2015 baseline. The collision rate has decreased 23% in 2019. Continued work with markets with higher collision rates and markets with lower DriveSuccessTracker scores has led to an improvement. Several global campaigns were rolled out in 2019 to the field force, focusing on Ergonomics and the Road Safety top 10. We continue to strive to improve reporting including potential serious incidents and fatality reporting so that we have the opportunity to learn from these events.

Highlights

AstraZeneca ranked 6th in Global wellbeing challenge

Employees from 43 countries participated in the 100-day Virgin Pulse Global Challenge (VPGC)® 2019. The 2019 challenge saw a 27% increase in the number of participants from 2018 and together, we tracked 1,941,198 miles. The online programme includes physical and psychological health risk assessments, step tracking, and modules for nutrition, sleep and a mental wellbeing.

Russia Wellbeing Programme awarded Silver Stevie® Award in the HR Achievement in Workplace Health & Wellbeing category achieved by the AstraZeneca Russia Wellbeing Programme.
Responsible supply chain

Why it matters

A large supply chain amplifies impacts on society and the planet, both the positives and negatives.

A supply chain itself is made up of workforces that deserve good treatment, operations that can reduce their environmental footprints, and neighbours of communities that they affect. Supply chains also help connect the raw and processed materials that can bring life-changing medicines to patients.

Description

Company processes for sourcing external resources, including building robust supplier relationships with considerations of suppliers’ environmental and social practices.

Business connection

Our business success depends on a resilient, transparent and inclusive supply chain that supports responsible development and manufacturing. We interact with an extensive network of suppliers globally, and this reach gives us the opportunity – and responsibility – to promote practices with our suppliers that are socially and environmentally sustainable. We believe embedding sustainability throughout our supply chain through collaboration with our suppliers increases business value for all.

Our work contributes to these Sustainable Development Goals:

- Inclusive – Suppliers create value for all employees and people within their local communities.
- Resilient – Suppliers’ operations are adaptive to climate change and resource scarcity.
- Transparent – Sustainability practices across our worldwide supply chain are readily verified.

Approach

We support suppliers in building their own sustainability capabilities and by holding them to high standards. We aim to work only with suppliers whose values are consistent with our own and who are committed to developing inclusive, resilient and transparent businesses. Throughout the life of our relationship with each supplier, we seek to ensure that their conduct matches the expectations outlined in our Global Standard Expectations of Third Parties.

Governance

Our procurement and global external sourcing teams have a shared responsibility to execute our vision in this area. Our Chief Procurement Officer, who reports to the Executive Vice-President of Operations, leads our procurement strategy. This year we appointed a Global Procurement Sustainability Lead. We expect every employee and contractor who sources goods and services on behalf of AstraZeneca to follow responsible business processes, which are embedded in our Global Procurement Standard. We give procurement professionals detailed training on responsible procurement, and we make that training available for other employees to access.

Our Vice-President of Global External Sourcing, who also reports to the Executive Vice-President of Operations, manages our responsible sourcing strategy for our critical manufacturing partners in the Active Pharmaceutical Ingredient, Formulation and Packaging, and Device categories. We collaborate most closely with these partners on sustainability opportunities and challenges. Together, these teams ensure responsible conduct across our supply chain.
We launched our Positive Sourcing programme for sustainable procurement driven by our collective responsible sourcing actions – actions that create a more inclusive, resilient and transparent value chain. Our ambition is to achieve 100% ethical spend – ensuring that all categories have a sustainability strategy and performance measures in place by 2025.

To kick off this ambitious objective, we ran our Positive Sourcing campaign – a week-long event kicked-off by our Chief Procurement Officer to drive further awareness and engagement of our employees on the importance of responsible sourcing practices.

We have already made some significant progress. Throughout our organisation, we are actively monitoring business risk and promoting responsible sourcing practices in a number of ways:

**Monitoring Business Risk:**
Through our third-party risk management process (3PRM), we select suppliers to complete required assessments to maintain oversight of our supply chain and where we are spending our money, therefore reducing our risk. In 2019, 89% of spend was assessed through our 3PRM process.

**Promoting Responsible Sourcing Practices:**
We promote responsible sourcing practices by working with suppliers in four ways: to deliver our sustainability targets, support suppliers’ journeys, innovating on challenges, and promoting diversity.

**Responsible Sourcing Practices**

1. **Delivering AstraZeneca’s sustainability targets**
   - **Science-Based Targets:** Achieve our Scope 3 emissions target
   - **Sustainable Packaging:** Achieve 95% sustainable paper in secondary packaging by 2022
   - **Air to Sea Transportation:** Conversion: Achieve 64% of all global volumes by sea and rail freight by the end of 2020

2. **Ensuring we support our suppliers with their own sustainability journey**
   - **Science-Based Targets:** Achieve our Scope 3 emissions target
   - **Sustainable Packaging:** Achieve 95% sustainable paper in secondary packaging by 2022
   - **Air to Sea Transportation:** Conversion: Achieve 64% of all global volumes by sea and rail freight by the end of 2020

3. **Innovating together to meet today’s sustainability challenges**
   - **EV100 Fleet:** Achieve 100% green vehicle fleet by 2025
   - **To further partner with suppliers we initiated Science Based Targets (SBT) and RE100 training for our critical direct manufacturing partners. We held these two training sessions with over 50 of our critical manufacturing partners in attendance in 2019. Setting SBTs is a leading practice we recognise within our framework.**

4. **Promoting supplier diversity across our markets**
   - **EV100 Fleet:** Achieve 100% green vehicle fleet by 2025
   - **To further partner with suppliers we initiated Science Based Targets (SBT) and RE100 training for our critical direct manufacturing partners. We held these two training sessions with over 50 of our critical manufacturing partners in attendance in 2019. Setting SBTs is a leading practice we recognise within our framework.**

**Overall Sustainability Framework performance:**
- 10% Gold-Rated
- 11% Silver-Rated
- 9% Bronze-Rated
- 70% Sustainability Learner

We appreciate the importance of having an inclusive and diverse supply chain and developed the framework for the AstraZeneca Programme Global Expansion, with the target to implement the programme in 10 new markets outside of the US by 2025.

We hosted the first AstraZeneca Supplier Diversity Summit in Brazil, where we met with suppliers and industry partners to share information about the importance of inclusion and how we can make positive change in the community together.

First Industry Forum – AstraZeneca partnered with industry peers to launch the first Pharmaceutical Industry Supplier Diversity Forum in the UK and Europe. Industry leaders, diverse entrepreneurs and advocacy partners networked and shared ideas on how to make a positive impact through diversity and inclusion, enhanced innovation and sustainable practices.
Responsibility supply chain continued

Sustainability in action

Mapping our suppliers

We are the first pharmaceutical company to share an online interactive map showing the countries of our critical direct partners (our Active Pharmaceutical Ingredient, Formulation and Packaging, and Device suppliers).

We recognize transparency as a foundation of trust, something that we want to build with all our stakeholders – employees, patients, partners, healthcare professionals, governments, investors and society. So, we’re reimagining sustainability reporting by aiming to make the same information accessible to all at the same time. The launch of the new interactive Transparency Map is part of that commitment.

The map includes 96 countries disclosing data points on suppliers, site operations, Access to healthcare programmes, and demographics. The search by country feature explores our sourcing and manufacturing around the world involved in delivering our medicines to patients, and more.

See the Transparency Map in action here.

Responsible supply chain continued

Sustainability approach Access to healthcare Environmental protection Ethics and transparency Notices

Challenges

Supply chains are complex. This poses challenges for improving capabilities, which are most effective when done in collaboration with peers. We continue to balance quick progress from stand-alone AstraZeneca initiatives with that of the more lasting results brought about through deep collaboration with industry. We know the only long-term path forward is through the Pharmaceutical Supply Chain Initiative (PSCI) and similar efforts.

Highlights

Collaborating across industry

We are a member of the Pharmaceutical Supply Chain Initiative (PSCI), an industry collaboration that supports principles for responsible supply chain management for ethics, labour, health, safety, environment and related management systems. These principles are incorporated into our Expectations of Third Parties Handbook. We aim to collaborate with industry in an effort to reduce duplication of the industry’s suppliers’ efforts to report on their sustainability performance.

Targets

2025 target: Ensure 100% of spend is assessed through our third-party risk management (3PRM) programme.

Status: On plan

2019 update: 89% of spend assessed through our 3PRM programme, up from 82% in 2018.

2025 target: 75% of all critical manufacturing partner sites are rated ‘Bronze’ or better in our sustainability framework.

Status: On plan

2019 update: 34% of critical manufacturing partners achieved ‘Bronze’ or better on our sustainability framework.

2025 target: Launch supplier diversity programmes in 10 new countries (outside of the United States).

Status: On plan

2019 update: One new Supplier Diversity Programme launched in Brazil.

AstraZeneca Sustainability Report 2019
Why it matters

Everyone deserves the basic rights and freedoms inherent to all human beings. Human rights protect basic needs such as the right to health; bodily integrity such as freedom from slavery; and civil liberties such as the right to privacy.

Advancing human rights contributes to UN SDG 5 Gender equality and SDG 8 Decent work and economic growth, thus supporting the long-term health and wellbeing of society and productivity of economies.

Description

Company efforts to uphold rights inherent to all human beings. These rights are interrelated, as stated in the Universal Declaration of Human Rights. This includes the rights to health, non-discrimination, humane treatment and data privacy.

Business connection

Respecting human rights is foundational to our ability to retain talent, our social acceptance to operate and the delivery of other sustainability material focus areas such as workforce wellbeing, ethical business culture, responsible supply chain, disease prevention and treatment, and inclusion and diversity.

Approach

This includes taking action on both basic and emerging issues such as workforce treatment, labour rights, and data privacy. Managing human rights is an ongoing and evolving process that is reflected across all functions at AstraZeneca. We intend to prevent human rights issues by taking the proper corrective action as soon as issues are identified.

As signatories to the UN Global Compact since 2010, we commit to the Guiding Principles to respect human rights by acting with due diligence to avoid infringing on human rights and to address negative impacts. We are also committed to the International Labour Organization (ILO) standards on child labour and minimum working age. We have internal policies, statements and procedures that build upon these external commitments:

- Human Rights Statement – our approach to respect the rights of all people. We conduct biannual human rights labour reviews in all countries where we have employees.
- Modern Slavery Act Statement – our commitment to identify and eliminate, to the fullest extent practicable, modern day slavery and human trafficking from our business. We assess our impacts and publish performance annually in this statement.
- Conflict Minerals Statement – our position to ensure that all direct suppliers support the necessary extended supply chain due diligence to identify the source of their minerals and ensure they are not inadvertently funding conflict and benefiting armed groups.
- Code of Ethics – our guidance for living our Values and behaviours with formal mechanisms to file complaints, as well as our due diligence and corrective action process. We have a whistleblowing policy and affiliated systems and processes to protect employees and allow them to raise concerns.
- Data Privacy Standard – our commitment to act responsibly and safeguard data privacy in all its digital forms. A right to privacy was stated in the Universal Declaration of Human Rights in 1948, but in today's digital society it takes on new meaning as technology has outpaced some legal frameworks.

Learn more about how we promote and monitor human rights in the Responsible Supply Chain section.
Human rights continued

Governance
Our Board of Directors Risk and Audit Committee annually reviews our Modern Slavery Act performance and statement, as well as conducting quarterly reviews of non-compliance allegation metrics. Accountability is held by the Executive Vice President (EVP) of Operations, EVP of Human Resources and EVP of Global Sustainability and Compliance, and all SET members who report to the CEO. We appointed the first Global Head of Employee Relations in 2019.

Partner for success – We became the first life sciences member of the Slave-Free Alliance of Hope for Justice in 2019. We are members of PSCI Human Rights and Labour group. In the Privacy space, we are members of: the International Association of Privacy Professionals, the Data Protection Working Group of the European Federation of Pharmaceutical Industries and Associations and Data Protection Legal for the biopharmaceutical sector.

Our external KPIs are shared in the Sustainability Data Summary.

Sustainability in action
Continuously improving through assessments
We conduct a labour review survey every two years in the more than 100 countries where we operate. Our 2018 Human Rights Labour Review focused on the ILO’s core themes, including freedom of association and collective bargaining, child labour, discrimination, working hours and wages, including questions on the Living Wage. In 2017 we signed up to the Fair Wage Network database. The independently produced data was used in our 2018 survey to measure against the salaries of all 68,000+ employees and we are pleased with the results.

Hope for Justice, a global non-profit organisation which aims to end human trafficking and modern slavery, conducted a gap assessment of our risk mitigation processes for modern slavery and human trafficking. Feedback included that our strengths are leadership engagement and third-party management. Areas for improvement included our training.

We also worked with a third-party sustainability consultancy to begin an assessment of our overall human rights governance structure and measures. Employee interviews and research was conducted to establish a baseline. As a result, we have convened our first Human Rights Working Group to facilitate cross-functional risk and opportunity management.

Upholding the right to privacy
We continue to progress our Privacy management as the needs of our patients, employees and other stakeholders evolve. We conduct Privacy Impact Assessments (PIAs) for personal data processes which go beyond what is legally required and mandate PIAs for all types of processing activities worldwide. In 2019, we enhanced our Privacy Forum, comprised of Deputy Data Protection Officers for each country and key global functions to ensure adequate cover and expertise in data protection worldwide. We also submitted our Binding Corporate Rules to the Information Commissioner’s Office in the UK for re-assessment of their alignment with GDPR. In 2019 our Senior Executive Team endorsed making privacy training compulsory to every employee on a regular basis; and we also experienced some cyber incidents which enabled us to test and enhance our cyber response process. We measure the number of data subject requests we receive per country to monitor compliance with Data Subject Rights requirements. We also conducted 1,786 Privacy Regulatory Impact Assessments.

We believe it is our responsibility to understand how we are contributing to or hindering human rights.
Human rights continued

Sustainability in action

Raising awareness of human rights

We create training materials that align our day-to-day practices with our Speak Up culture of identifying, preventing and reporting concerns, including for human rights. In 2019, we launched training for five areas of human rights.

- Anti-harassment and anti-bullying – This initiative set our expectations for behaviour to ensure our workforce feels respected, supported and safe at work, free from any form of bullying and harassment, be it mental, physical or sexual.
- Speak Up – A Speak Up culture is central to our journey in Human Rights, Ethical Business Culture and Inclusion and Diversity. We hosted a week-long Speak Up campaign that gave all employees the chance to share a video of their Speak Up stories and watch video demonstration scenarios. See more in Ethical Business Culture.
- Privacy – Dedicated online privacy training includes the following topics: personal data definition, international privacy principles, data subject rights, Privacy Impact Assessments, overview of the AstraZeneca Privacy Standard and how to identify and report privacy incidents. We offer several general and specific training modules to all employees and 14,613 people completed training in 2019.
- Anti-Bribery and Anti-Corruption (ABAC) – Focuses on what constitutes bribery, and how employees can use good judgment to make the best decisions in carrying out daily work.

2020 target

Improve the AstraZeneca global biannual human rights survey by using Fair Wage Network data to more robustly assess our performance against local living wage data

Status: Not yet started

2019 Update

We conduct our survey every two years and there was no survey scheduled for 2019

Challenges

Through engagements with external regulators and experts we have validated that our highest risk activities related to modern slavery or human trafficking are construction, temporary resources, recruitment, facilities, logistics, and hotels. Our challenge is to ensure our suppliers and third parties are compliant with our AstraZeneca standards and mitigating these risks that are outside of our direct control before any incidents could occur.

Highlights

United Nations Global Compact

We have been Signatories of the United Nations Global Compact since 2010 and strengthened our membership as Participants in 2018.

Assessing living wage across the globe

We utilise the Fair Wage Network database to help assess the living wage within each country where we operate.
Cautionary statements regarding forward-looking statements

In order, among other things, to utilise the ‘safe harbor’ provisions of the US Private Securities Litigation Reform Act of 1995 and the UK Companies Act 2006, we are providing the following cautionary statement:

This Sustainability Report contains certain forward-looking statements with respect to the operations, performance and financial condition of the Group. Forward-looking statements are statements relating to the future which are based on information available at the time such statements are made, including information relating to risks and uncertainties. Although we believe that the forward-looking statements in this Sustainability Report are based on reasonable assumptions, the matters discussed in the forward-looking statements may be influenced by factors that could cause actual outcomes and results to be materially different from those expressed or implied by these statements. The forward-looking statements reflect knowledge and information as of the date of the preparation of this Sustainability Report and the Company undertakes no obligation to update these forward-looking statements. We identify the forward-looking statements by using the words ‘anticipates’, ‘believes’, ‘expects’, ‘intends’, ‘aims’, ‘aspires’, ‘seeks’ and similar expressions in such statements. Important factors that could cause actual results to differ materially from those contained in forward-looking statements, certain of which are beyond our control, include, among other things, those factors identified as risks and challenges.