

ASTRAZENECA PEOPLE POLICY

1. PURPOSE

This policy sets out how we will meet our commitment to promoting and maintaining a culture of diversity and equal opportunity, in which individual success depends solely on personal ability and contribution.

It describes the principles of our commitment and provides a framework for developing and implementing the people plans needed to ensure we deliver these principles consistently worldwide.

2. AUDIENCE

Everyone. We all have a responsibility for behaving towards others with integrity, honesty, courtesy, consideration, respect and dignity.

All Managers have responsibility for ensuring that the prescribed HR processes are followed and that people plans are in place in their areas.

All Contingent Workers performing work for AstraZeneca including Contractors working for AstraZeneca, Consultants and Outsourced Service Provider personnel working for another organisation.

To give effect to this Policy, **all functional areas** are expected to follow any global standards and procedures or, provided they are consistent with this policy, their own local or functional standards and procedures.

3. SCOPE

Each functional area must designate managers to develop, implement and assess applicable standards and procedures to cover the area of the Company for which they are responsible. Managers who are responsible for the development of people plans must do so in line with the principles and guidance provided within this Policy. All staff must contribute to maintaining an environment of mutual support and respect, in which any form of unprofessional conduct is unacceptable. You must report any inappropriate conduct directed towards you or others through the procedures outlined in the Code of Conduct.

4. POLICY STATEMENTS

- We must live up to our core values wherever AstraZeneca has a presence or impact.

- We must promote and maintain a culture of diversity and equal opportunity where all decisions about recruitment, hiring, reward, development and promotion must be made solely on the basis of a person's ability, experience, behaviour, work performance and demonstrated potential in relation to the job.
- We must ensure that we develop all the talent within our organisation and support all our staff in achieving their full potential.
- We must comply with the legal requirements regarding wages and working hours in each country in which we operate.
- We must only employ people who are authorised to work, as defined by the labour laws in each country in which we operate.
- We work with trade unions in a number of countries where collective bargaining is customary practice within a country's legal framework and where employees may support it.
- We must ensure that individuals are treated with respect, sensitivity, fairness and integrity at all times.
- The Company supports the principles set out in the UN Universal Declaration of Human Rights and the International Labour Organisation's standards regarding child labour and minimum wage.
- Managers with responsibility for development of people plans within their area must use the following framework. This plan must include mechanisms to address the criteria listed in each section.

4.1 People Plan Framework

4.1.1 Sourcing and staffing

- Sourcing and staffing of individuals must be an appropriate investment in the future that will bring immediate and long-term value to the business.
- Talent must be reviewed against specific criteria established by management, aligned with local systems and procedures, and sourced both internally and externally casting the widest net possible to ensure compliance with diversity goals and, where applicable, legislation.

4.1.2 People development

- Managers and their respective staff must share the responsibility for continuous development.
- Mechanisms must exist to clarify the need for development, identify appropriate development opportunities and establish annual individual development goals with direct coaching and feedback for each employee.

4.1.3 Leadership development

- Leaders must be developed who can achieve outstanding business results through an approach based on our Company's core values:

- o We follow the science
- o We put patients first
- o We play to win
- o We do the right thing
- o We are entrepreneurial
- Demonstration of these values must be embedded in our leadership model and expectations of our staff.

4.1.4 International assignments

- A valid business rationale must exist for an international assignment, costs must be acceptable, career management during the assignment must be consistent with personal development goals and the business need, and the contractual arrangements for the assignment must be centrally managed.

4.1.5 Optimise Performance

- Individual, departmental/functional and team objectives must be aligned with the business scorecard to assure line of sight and efficiency.
- The responsibility for the performance management process must be placed on both individuals and their respective managers/project leaders.
- Open and honest dialogue between individuals, managers and project leaders must be encouraged.
- Staff must understand and experience the link between their performance and associated reward and recognition.
- Compliance with the AstraZeneca Code of Conduct must be taken into account in performance evaluations.

4.1.6 Talent Management

- Key business critical roles and potential succession candidates must be identified annually.
- An annual talent review must be conducted that identifies key talent and specific development needs.