

## **AstraZeneca: Inclusion and Diversity Policy applicable to the Board and the Board Committees<sup>1</sup> (the Committees) of AstraZeneca PLC**

### **Objective**

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

This Policy sets out the approach of the Board of Directors of AstraZeneca PLC (the Board) to inclusion and diversity when reviewing the composition and operation of the Board and the Committees. AstraZeneca's wider commitment to inclusion and diversity is integrated across its Code of Ethics and Global Standard on Inclusion and Diversity. Wider inclusion and diversity practices and initiatives across the Group are disclosed in the Annual Report and the Sustainability Report.

### **Key principles**

The Board:

- Regards diversity as anything that sets one individual apart from another.
- Has a respectful and supportive culture that enables it to attract and retain a diverse group of Directors.
- Seeks to foster a collaborative and inclusive environment where each Director feels valued and respected because of their individual ability and perspective.
- Believes that the Board and the Committees should be comprised of Directors with diverse but relevant knowledge, experience, backgrounds, perspectives, approaches, voices and styles in order to actively involve variety of thought and different ideas in its decision-making and maximise Board effectiveness.
- Uses a variety of professional search firms, at least one of which will have signed up to the 'Voluntary Code of Conduct for Executive Search Firms', to help it recruit Directors from a broad, qualified group of candidates to increase diversity of thinking and perspective.
- Appoints candidates to the Board and the Committees based on merit and assesses Directors against measurable, objective criteria while recognising that having an effective Board and Committees with broad strategic perspectives requires diversity.

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<sup>1</sup> The Board Committees for the purpose of this Policy are the Audit Committee, Nomination and Governance Committee, Remuneration Committee, Science Committee and Sustainability Committee.

- Seeks to ensure that that succession plans and appointments are based on merit and objective criteria, while promoting diversity, inclusion and equal opportunity.
- Recognises that there may be times when the diversity of the Board and/or the Committees fluctuates as Board and Committee members retire and new ones are appointed.
- Aims for at least one of the Chair of the Board, Chief Executive Officer, Senior Independent Director or Chief Financial Officer to be a woman.
- Reviews and evaluates the composition of the Board and the Committees annually to ensure that it has an appropriate balance of skills, experience, independence and knowledge, and considers the benefits of all aspects of diversity as part of that review.
- Champions the identification of and support for high-potential and high-performing candidates of all diversities in senior management roles, to ensure that AstraZeneca builds a strong pipeline of diverse talent.
- Provides a comprehensive induction and onboarding process to help new Directors settle quickly into their roles.
- Reports annually in AstraZeneca's Annual Report on the implementation of this Policy and the progress made in meeting any diversity targets set.

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

**December 2025**