



CORPORATE  
SOCIAL  
RESPONSIBILITY  
REPORT

*Dear Communities*

Alexion is pleased to provide this overview of  
our Corporate Social Responsibility (CSR) efforts  
throughout 2020, told primarily through the  
first-person perspectives of our valued employees.\*

*Dear Communities*

\*Alexion recognizes that people's professional lives are fluid and that some colleagues featured within this report may be employed in different positions or even at other companies by the time of publication and/or before our next CSR report is released. Photos throughout this report were taken prior to the COVID-19 pandemic or from a safe social distance.

**ALEXION**





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### OUR RESPONSE TO COVID-19

Summaries on our response to the global pandemic can be found on the following pages:

5, 16-21, 30, 33, 41-43,  
47-48, 51, 59-60, 74-76

# OUR PEOPLE OUR STORY



**Ludwig Hantson, Ph.D.,**  
Chief Executive Officer

**T**here is no doubt that 2020 was a year of change - it changed the way we live, the way we work and the way we serve our communities. Yet, with all of the change, I was reminded of an important truth - we are all human, and together we are resilient.

At Alexion's core is its people - more than 3,500 dedicated individuals around the world. That is 3,500 unique perspectives and experiences that, when brought together to work toward a shared mission - to transform the lives of people affected by rare diseases and devastating conditions - can do incredible things. You will hear directly from many of those individuals throughout our 2020 Corporate Social Responsibility (CSR) Report, as they share our story from their perspectives and in their words.

**That story begins with people living with rare diseases and devastating conditions. They are our inspiration and our Guiding Star.**

At Alexion, we recognize that we can best serve patients when we truly listen to patients, their caregivers and other stakeholders along their journey. We are investing in tools, technology and programs to help us better understand the patient experience and using those insights to inform clinical trial design, and ultimately develop and deliver more innovative treatments. We are not just innovating for patients, we are innovating *with* patients, and by the end of 2021, we expect most of our clinical trials will incorporate patient-centered insights and inputs. ►



**Ludwig**, speaking with colleagues at Alexion's College Park manufacturing facility in Dublin, Ireland

◀ During 2020, we also introduced new capabilities that enable us to conduct key aspects of our clinical trials remotely, and in some cases, at a patient's home, making clinical trial participation more accessible to broader and more diverse patient communities.

**Serving our communities has always been integral to who we are and what we stand for as an organization, and in 2020, it took on an even greater importance.**

Soon after launching in February of last year, The Alexion Charitable Foundation (ACF) made its first grants to two leading disease-agnostic patient advocacy organizations to support COVID-19 relief efforts for those living with or affected by a rare disease. This response was soon followed by support for nonprofit partners helping our local communities cope with the emotional and financial impacts of the pandemic. ACF has also since funded programs supporting emotional well-being, educational opportunities, and diversity and inclusion.

Alexion employees also donated more than 3,400 volunteer hours during Alexion's Global Week of Service (GWS). Through 100% virtual engagement, our employees supported emotional well-being, educational opportunities, and diversity and inclusion

programs that directly impacted the local communities in which we live and work.

**We made great strides in creating a more diverse and inclusive culture, focused on fostering a deep sense of belonging.**

Shortly after I joined Alexion in 2017, we embarked on a culture transformation journey, and over the last three years, we have seen a dramatic increase in a key measure of employee loyalty. I believe it is because of our strong culture that our employees were able to quickly adapt to a new way of working and continue serving the patients and communities who rely on us, uninterrupted.

Not only did we learn to adapt to a new work environment, but we learned to adapt to a new social environment, as well. The ongoing COVID-19 pandemic has exposed many preexisting health, social and economic inequities, sparking conversations and actions to address these issues both within our walls and in our communities. Last summer, Alexion appointed its first Chief Diversity Officer to shape and advance diversity, inclusion and belonging (DI&B) at Alexion. Less than a year later, we have a fully dedicated function focused on enhancing DI&B not only at the employee level, but also within the rare disease community,

by addressing topics like the historical underrepresentation of diverse patient populations in clinical trials and persistent health inequities in treatment.

When I look back on 2020, I am incredibly proud of what our organization accomplished, despite the challenges that this last year presented. Our recent achievements in environmental, social and governance (ESG) and CSR ratings are a strong validation that our efforts are having an impact. And as I look forward to what is ahead, I am confident that we will sustain these efforts in order to create a better future for our generation today and those to follow.

Thank you to the patients and families who inspire us, our stakeholders who support us and to our employees for the dedication you have shown to patients, to our communities and to each other.

Sincerely,

**Ludwig**

A handwritten signature in dark grey ink, appearing to read 'Ludwig', with a large, stylized loop at the end.



# A B O U T A L E X I O N

Sincerely Inspired.

Every Day.

**Albie**, living  
with LAL-D





## LET ME TELL YOU ABOUT ALEXION



**Brian Goff,**  
Executive Vice President,  
Chief Commercial and  
Global Operations Officer

**P**harmaceutical companies have a responsibility to patients. I have heard this often throughout my three decades of service in this purpose-driven industry. Never has it rung so true as in 2020. Since our founding in 1992, when Alexion pioneered the field of complement biology, this perspective has been at the heart of everything we do. And that factored significantly in my becoming part of this amazing team just a few years ago.

We are filled with a sense of purpose to live our mission to **transform the lives of people affected by rare diseases and devastating conditions**. And, every day, our teams proudly bring our medicines to the thousands of patients around the world who depend on them, especially during a year with so many challenges.

**Perhaps most importantly, our ambition to deliver on our mission is only growing.**

Brian, getting some fresh air while working from home

### ALEXION AT-A-GLANCE

**ALXN**  
NASDAQ Exchange  
Ticker Symbol

**~3.5K**  
Employees  
globally

**\$1B**  
Invested in research  
and development  
in 2020

**50+**  
Countries with  
patients served

**5** Approved  
treatments for  
**7** rare diseases  
and devastating  
conditions

**\$6B**  
2020 revenues  
in USD (For more  
financial information,  
please see our  
2020 Form 10-K)

**20+**  
Development  
programs

Today, our five innovative medicines are approved for the treatment of seven rare diseases and devastating conditions. Our robust pipeline of 20-plus development programs, with expected growth from more than five novel investigational new drug applications by 2025, is only a start to the impact we will continue to have on behalf of our patients.

We listen to and continuously work to understand patients and those who work diligently to help them. They are our inspiration to turn the impossible into what's possible. Every day.

Sincerely,

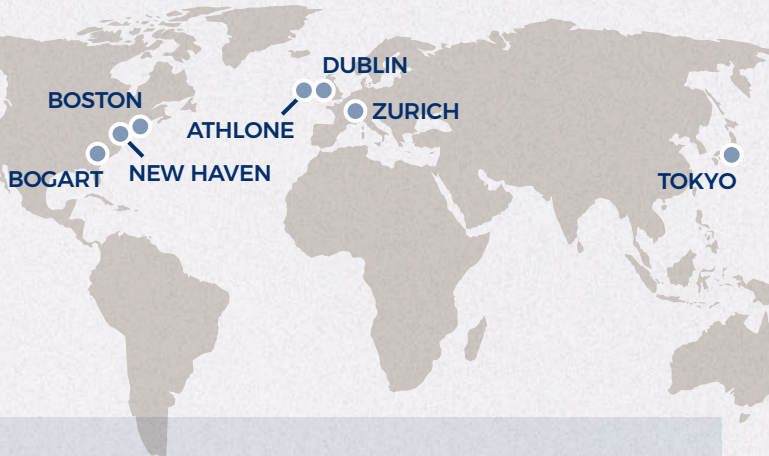
**Brian**










# Dear Communities

2020 CORPORATE SOCIAL RESPONSIBILITY REPORT



## LOCATIONS WHERE PRIMARY OPERATIONS ARE CONDUCTED

- **Boston, Massachusetts, U.S.:** Corporate headquarters
- **New Haven, Connecticut, U.S.:** R&D Center of Excellence
- **Bogart, Georgia, U.S.:** Commercial operations, R&D manufacturing
- **Dublin, Ireland:** Global supply chain, distribution, R&D manufacturing, quality, administration offices
- **Athlone, Ireland:** Commercial operations, R&D manufacturing
- **Zurich, Switzerland:** International headquarters
- **Tokyo, Japan:** Regional offices

PRODUCT	THERAPEUTIC AREA	APPROVED INDICATION
 <b>ULTOMIRIS®</b> (ravulizumab-cwvz) injection for intravenous use 300 mg/30 mL vial	Hematology Hematology/Nephrology	Paroxysmal Nocturnal Hemoglobinuria (PNH) Atypical Hemolytic Uremic Syndrome (aHUS)
 <b>SOLIRIS®</b> (eculizumab) injection for intravenous use 300 mg/30 mL vial	Hematology Hematology/Nephrology Neurology Neurology	Paroxysmal Nocturnal Hemoglobinuria (PNH) Atypical Hemolytic Uremic Syndrome (aHUS) Generalized Myasthenia Gravis (gMG) Neuromyelitis Optica Spectrum Disorder (NMOSD)
 <b>Strensiq®</b> (asfotase alfa) for injection   40 mg/mL	Metabolic disorders	Hypophosphatasia (HPP)
 <b>Kanuma®</b> (sebelipase alfa) intravenous infusion   20mg/10mL	Metabolic disorders	Lysosomal Acid Lipase Deficiency (LAL-D)
 <b>Andexxa®</b> Coagulation Factor Xa (Recombinant), inactivated-atho  <b>Ondexxya®</b> andexanet alfa	Acute care	Factor Xa (FXa) inhibitor-related uncontrolled or life-threatening bleeds

For more information on the rare diseases and devastating conditions we treat, please visit our [website](#).







Rana, having a special meal with her family

I have the pleasure of overseeing both the CSR and Culture functions at Alexion. While this pairing of responsibilities may not be commonplace, it makes perfect sense for us. At the heart of our special culture are team members who are truly passionate about living our values and making a difference for all the communities we touch: patients, each other, our neighbors, as well as our business partners, investors and suppliers.

CSR was already deeply embedded in our culture before the COVID-19 global health crisis and the social unrest over the past year. These events, which will influence global CSR priorities for years to come, served to both strengthen our resolve and demonstrate that we had the systems, innovation and culture in place to respond quickly in important and inventive ways.

## A CULTURE OF SOCIAL RESPONSIBILITY



**Rana Strellis,**  
Senior Vice President,  
Global Culture and Corporate  
Social Responsibility

Our view of CSR is comprehensive, encompassing a broad array of topics that impact our business and our stakeholders. Transparency is a core principle of our CSR approach as you will see from this report. Throughout, you'll learn about 2020 initiatives and see new disclosures and information on diversity, inclusion and belonging; access to medicines; employee health and safety; and more – as well as greater alignment with the Global Reporting Initiative (GRI) Standards and a discussion on the UN Sustainable Development Goals.

Alexion strives to be a CSR leader in our industry, and beyond. And, in 2020, we have made important progress: Alexion was named to the Newsweek America's Most Responsible Companies 2021 list and recognized by investor ESG rating organizations. My colleague and our Head of Investor Relations, Chris Stevo, speaks more to this on [Page 55](#).

### 2020 ESG RATINGS

Learn more on [Page 55](#).



**Alexion was named to the Newsweek America's Most Responsible Companies 2021 list**

### CSR MANAGEMENT AND OVERSIGHT

Learn more from Alexion's Chief Legal Officer and Corporate Secretary, and CSR Executive Sponsor, Ellen Chiniara on [Page 54](#).

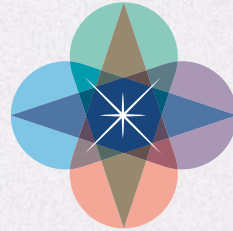
I invite you to familiarize yourself with Alexion's [CSR-STAR platform](#), our framework for living and communicating our CSR commitments. Informed by our Culture and Values, with a focus on bringing value to all of our stakeholders, CSR-STAR truly supports Alexion's mission.

Our CSR aspirations and metrics are summarized on [Pages 11-13](#). Behind each and every one of them are thousands of passionate and inspired Alexion employees.

Sincerely,

**Rana**





SUPPORTING OUR MISSION TO TRANSFORM THE LIVES OF PEOPLE AFFECTED BY RARE DISEASES AND DEVASTATING CONDITIONS WHILE CREATING VALUE FOR ALL OUR STAKEHOLDERS.



## **SERVE** COMMUNITIES AND SUSTAIN OUR PLANET

We invest in our communities and shared planet in support of those who depend on us today and for generations that follow.



## **TRANSFORM** PATIENT LIVES

We urgently seek to understand patient journeys, find answers and collaborate to deliver access to medicines that change lives.



## **ADVANCE** OUR PEOPLE AND OUR COMPANY

We aspire to become the most rewarding company to work for, embracing diversity, inclusion and belonging, and governing and managing our business to return value.



## **REDEFINE** LIVING WITH A RARE DISEASE OR DEVASTATING CONDITION

We develop and deliver transformative medicines and work to advance healthcare through innovative diagnostics and proactive transparency.





## **ETHICS & COMPLIANCE: OUR FOUNDATION**

We build trust when we make the right choices and act with integrity. Our unwavering commitment to ethics, quality and compliance improves our ability to serve patients and enhances our reputation and competitive advantage.







## CSR-STAR ASPIRATIONS AND METRICS ►

FOCUS AREA	ASPIRATION	METRIC	2019 STATUS	2020 STATUS	MORE INFORMATION
	Make a positive impact in our communities	Increase year-over-year engagement in Global Day of Service, our primary employee volunteer event	13% increase in employee participation over 2018	Nearly half the company took part in our week-long virtual Global “Day” of Service. While overall participation was impacted by the pandemic and virtual format, we completed 85 service projects, equal to our 2019 total	<a href="#">Pages 20-21</a>
	Be responsible stewards of our environment	Maintain zero process waste-to-landfill enterprisewide year over year	Ongoing	Ongoing	<a href="#">Page 22</a>
	Support people affected by rare diseases and devastating conditions and their caregivers throughout the patient journey	Increase the percentage of eligible patients who have been diagnosed with a disease that Alexion treats, that are included in Alexion patient medical programs year over year, regardless of whether they are using our therapies*	—	All international patient medical programs initiated in 2020 included patients not currently on Alexion therapies	<a href="#">Page 31</a>
		Ensure that most ongoing and new patient medical programs have patient organizations involved in development, design and implementation*	—	All international patient medical programs initiated in 2020 included patient organization input	<a href="#">Page 27</a>

\*Two of the metrics used to measure progress against our aspiration to support people affected by rare diseases and devastating conditions, and their caregivers, throughout the patient journey have been slightly reworded to better characterize the work being done. As such, we have opted to not republish our 2019 progress on this metric.





◀ CSR-STAR ASPIRATIONS AND METRICS (CONTINUED)

FOCUS AREA	ASPIRATION	METRIC	2019 STATUS	2020 STATUS	MORE INFORMATION
	<b>Support people affected by rare diseases and devastating conditions and their caregivers throughout the patient journey</b>	Generate real-world evidence to document the benefits and safety of Alexion treatments	Ongoing	Ongoing	<a href="#">Page 34</a>
		Include patient and caregiver perspective, advice and input, as appropriate, into early clinical development plans and identified Phase II/III Alexion clinical trials to inform protocols and where possible, patients' informed consent documents	Ongoing	Ongoing	<a href="#">Pages 27, 29</a>
		Be a key influencer of patient organization engagement standards across the industry through ongoing, proactive thought leadership	Ongoing	Ongoing	<a href="#">Page 31</a>
	<b>Become the most rewarding company to work for</b>	Implement key culture initiatives to drive patient centricity year over year	Ongoing	Ongoing	<a href="#">Pages 43, 46</a>
		Advance employee experience priorities to drive patient centricity year over year	Ongoing	Ongoing	<a href="#">Pages 45-46</a>
		Create more patient-centric decision-making	Ongoing	Ongoing	<a href="#">Page 46</a>





## ◀ CSR-STAR ASPIRATIONS AND METRICS (CONTINUED)

FOCUS AREA	ASPIRATION	METRIC	2019 STATUS	2020 STATUS	MORE INFORMATION
 <b>REDEFINE</b> LIVING WITH A RARE DISEASE OR DEVASTATING CONDITION	<b>Advance healthcare through new therapies and innovative diagnostics</b>	Support shortening the time for a rare disease patient to receive an accurate diagnosis by creating or optimizing new tools and resources, year over year, with appropriate partners	Ongoing	Ongoing	<a href="#">Page 58</a>
	<b>Pursue programs to bring novel therapies to patients, year over year</b>	Pursue programs to bring novel therapies to patients, year over year	Ongoing	Ongoing	<a href="#">Pages 7, 57, 60-62</a>
 <b>ETHICS &amp; COMPLIANCE:</b> OUR FOUNDATION	<b>Build trust through ethics, quality and compliance</b>	Be a key influencer of compliance standards across the industry through ongoing, proactive thought leadership	Ongoing	Ongoing	<a href="#">Page 68</a>

### ABOUT THIS REPORT

This report has been prepared in accordance with the GRI Standards, Core option. We have also included additional disclosures from the Sustainability Accounting Standards Board (SASB) Biotech Standard. Please see our complete Reporting Index beginning on [Page 77](#).

*Dear Communities* is the story of our activities, primarily from calendar year 2020, told through the voices of our employees. To help guide our discussions, we continue to rely on our CSR materiality assessment, conducted with the support of approximately 90 internal and external stakeholders. Employees, patient organizations, investors, former regulators, community groups, environmental NGOs, recruitment firms, and research organizations all weighed in on our most material CSR topics.

### REPORT SCOPE

Qualitative metrics cover all of Alexion's entities contained in our consolidated financial statements. Qualitative narrative may be global in nature or refer to specific geographies or functions, as noted.



## UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)

As part of Alexion's CSR materiality assessment, we examined how our material topics aligned with the UN SDGs through a quantitative mapping exercise. We reviewed each of Alexion's 19 material topics against the 169 targets contained within the 17 SDGs. Unsurprisingly, our strongest alignment is with Goal No. 3, Good Health and Well-Being. Other areas of strong alignment include Goals 4, 5, 8, 9, 10, 12 and 17.



## MATERIAL CSR TOPICS

(Listed in alphabetical order; **bolded** topics identified as most material)

### Access to Medicines

Clinical Data Transparency

Community Engagement

Counterfeit Drugs

**Diversity, Inclusion and Belonging**

**Employee Attraction, Retention and Development**

Environment

**Ethics**

Executive Compensation

Governance

**Health Outcomes and Patient Safety**

Manufacturing

Occupational Health, Safety and Wellness

**Patient Advocacy Group Engagement**

**Physician Awareness and Education**

**Pricing and Reimbursement**

Product Disposition

**Research and Development**

Supply Chain

## MANAGEMENT APPROACH

Connect quickly to content on how we manage our material topics in the Reporting Index on [Page 89](#).







# SERVE

## COMMUNITIES AND SUSTAIN OUR PLANET

Helping people and protecting the  
planet both locally and globally.

Muy apreciado,







Alex, visiting a quiet beach in Cape Cod with her wife

## THE PLEASURE OF SERVING COMMUNITIES



**Alex Schuman,**  
Head of CSR, Alexion  
Pharmaceuticals, Inc. and President,  
Alexion Charitable Foundation

**E**veryone I've ever known who's pursued a career in CSR has been passionate about giving back. I'm grateful to be in a position where I can truly live my values and genuinely help both my company and its many communities.

Every day, I see the world from two related but distinct perspectives: as Head of CSR at Alexion Pharmaceuticals, Inc. and as President of [The Alexion Charitable Foundation](#) (ACF), a 501(c)(3) organization. My bifurcated role reflects Alexion's dual impact strategy for philanthropy through ACF and through the company.

I have a special appreciation for the way both our company and ACF have responded to the global COVID-19 pandemic. To me, it's critical to know that we are truly making a positive difference in so many lives.



### ACF DEDICATED COVID-19 RESPONSE - GENERAL SUPPORT

ACF's very first grants totaling \$500,000 went to the following organizations:

[Center for Disaster Philanthropy's COVID-19 Response Fund](#)

[Americares COVID-19 Response Fund](#)

[World Health Organization's COVID-19 Solidarity Response Fund](#)

I'm especially proud of the work that ACF has done to help the rare disease community through our RARE BELONGING® suite of funding priorities. This focus has been a personal passion of mine since its inception.

Sincerely,

**Alex**







Tamar, playing with her two new puppies

## WHAT A TIME TO LAUNCH THE ALEXION CHARITABLE FOUNDATION



**Tamar Thompson**, Vice President Government Affairs and Policy, Alexion Pharmaceuticals, Inc. and Chairperson, Alexion Charitable Foundation

**J**ust ahead of Rare Disease Day in February 2020, we announced the launch of The Alexion Charitable Foundation (ACF). None of us on the Foundation's Board of Directors could have possibly known how timely that development would turn out to be. It put ACF in a position to act quickly in helping individuals and families impacted by the COVID-19 crisis and in supporting organizations working for equity and inclusion. We made an emergency grant to help frontline healthcare workers and advance general COVID-19 relief efforts on a global and national basis, and we contributed to efforts specifically designed to address the impacts of the pandemic on the rare disease community. All while working for the betterment of the communities where we live and work.

My role as ACF Chairperson of the Board is among the most gratifying positions one could imagine. I have the pleasure of serving in partnership with ACF Board members and staff

### SUMMARY OF 2020 ACF GRANTS

RARE BELONGING GRANTS	\$1,600,000
LOCAL NEEDS GRANTS	\$315,000
COVID-19 RESPONSE GRANTS	\$500,000
<b>TOTAL</b>	<b>\$2,415,000</b>

to help fulfill the Foundation's mission to offer promise and cultivate a sense of belonging, particularly for those affected by a rare disease.

ACF provides philanthropic funding through two primary channels, its signature RARE BELONGING® suite of funding priorities and through Local Needs Grants.

Looking back on 2020, I'm thankful that I had the opportunity to truly make a difference for people in need of help and hope.

Sincerely,

**Tamar**





## Dear Communities

2020 CORPORATE SOCIAL RESPONSIBILITY REPORT

**RARE BELONGING®** is a unifying marquee for a suite of funding priorities within ACF designed to benefit patients, their families and caregivers affected by one of the 6,000 rare diseases identified on [Global Genes' RARE list](#). Funding in alignment with [RARE BELONGING guidelines and criteria](#) goes to third-party, disease-agnostic nonprofits that in turn award grants to qualified individuals or other nonprofits to address **mental health, education and job skills, transportation and accommodations, and relief for critical needs**.

In 2020, funding awarded under RARE BELONGING went to organizations seeking to help the rare community cope with the impacts of COVID-19, and others supporting the ongoing mental health and other needs of the rare community.

# Rare BELONGING®



### \$500,000

Granted to [Global Genes](#) for its Continuity of Care RARE Patient Impact Grant program, which helped provide critical services like telehealth psychosocial counseling, special education distance learning, career counseling and other services to more than 4,300 people.



### \$600,000

Granted to [National Organization for Rare Disorders \(NORD\)](#) for its COVID-19 Critical Relief Program that has provided financial assistance to hundreds of individuals.



### \$200,000

Granted to [Ronald McDonald House Charities \(RMHC\)](#) to provide innovation and capacity grants to its Chapters in Australia, France, Italy and the United Kingdom, with a focus on improving mental health outcomes for RMHC children, families and staff.



### \$200,000

Granted to [SeriousFun Children's Network](#) supporting mental health and well-being services for children living with serious illnesses, including many rare medical conditions, and their families at all 16 of their U.S. camps.



### \$100,000

Granted to [Angel Flight Northeast \(AFNE\)](#) to support free air and ground transportation for patients needing specialized care outside of their geographic area and to increase awareness of AFNE's services in the rare disease community.





## SUPPORTING THE NAACP

Protests rallying against racial inequality and injustice erupted across the United States and the world in the summer of 2020. As individuals and as a company, these events heightened our desire to make a difference. Among the ways we responded was to donate \$100,000 of corporate funds to the National Association for the Advancement of Colored People (NAACP) Empowerment Programs to aid its mission of securing political, educational, social and economic equality. This support was a small part of activities undertaken by our global team to advance diversity, inclusion and belonging (DI&B) in 2020. See [Page 37](#) for more information.

## IN-KIND AID FOR COVID-19 RESPONSE

As a company, Alexion made a variety of in-kind contributions to support COVID-19 response efforts. Two of these included:

1. Donating lab equipment and instruments to enable hospital laboratories in Connecticut, Massachusetts and Rhode Island to better meet the challenge of diagnosing and treating patients with COVID-19.
2. Teaming up with members of BioPharmaChem Ireland to form the *Covid Alliance*, which helped source and provide hard-to-find raw materials critical for COVID-19 testing.



**ACF Local Needs Grants** support organizations in communities where Alexion has a major presence, but without the specific requirement of benefiting the rare disease community. Funding that meets specified [guidelines and criteria](#) supports emotional well-being, educational opportunities, and diversity and inclusion.

Examples in 2020 included:



**URU The Right to Be, Inc.** – Supported this organization on its Our Humanity program to deliver evidence-based pandemic guidance for Black, Brown and Indigenous communities disproportionately impacted by COVID-19.



**Give an Hour** – Provided funding for this nonprofit's Managing Emotional Wellness Through Crisis project to educate disadvantaged/disfranchised populations across California and help build communities of support in the wake of COVID-19.



**Sesame Workshop** – Supported the Sesame Street in Communities program, whose Health Emergencies initiative engages families in both English and Spanish to guide parents and caregivers as they seek ways to cope with the COVID-19 pandemic.





## VOLUNTEERING IN A VIRTUAL WORLD

8 Hours

As part of Alexion's Volunteer Paid Time Off Policy, each eligible employee receives up to eight hours of paid time off per calendar year for qualified volunteer activities, in addition to the time off for participation in our Global Week of Service.



Leanne Blanchette,  
Senior Manager, CSR

While extremely challenging, this past year has proven to be one of the most rewarding times to work in community engagement at Alexion. In the face of the devastating COVID-19 crisis, we were able to uphold our commitment to local communities by pivoting to new ways of supporting them. Alexion expanded its annual volunteerism event from a single day to a full week and went 100% virtual, with great success. The desire of our employees to live our values was as strong as ever despite the circumstances of 2020.

The success of our employee volunteerism efforts is linked to the introduction of our online volunteer engagement tool in early 2020. Our volunteer portal, Community Connect, acts as a central hub for all our volunteer initiatives and enables my colleagues to quickly search and register for volunteer activities around the world.

We want to make it easy and meaningful for all our employees to give their time. My colleagues

sure answered the call in this most challenging of years. In addition to our formal Global Week of Service activities, we provided a variety of other virtual volunteer opportunities such as:

- Working through the Red Cross and 7 Cups to support people who have been impacted by a natural disaster, COVID-19 or other crises.
- Providing skills-based and general volunteering services for math tutoring, translations, and connecting with isolated senior citizens.
- Assisting with academic research through the Zooniverse citizen scientist platform.
- Sharing advice with students interested in pursuing careers in finance and STEM through information sessions, like a webinar hosted by the Citizen Schools.

A global pandemic is not the time to step back from volunteering or engaging with our communities. Quite the opposite – it's so much more important.

Sincerely,

Leanne





# Dear Communities

2020 CORPORATE SOCIAL RESPONSIBILITY REPORT

## ENGAGING WITH COMMUNITIES AROUND THE GLOBE

Individual Alexion offices throughout the world have organized local initiatives and community engagement opportunities. Some efforts from 2020 include:

### Frenchs Forest, Australia

“In collaboration with the Helping Hands Program, my colleagues and I built prosthetic hands that were then donated to amputee landmine victims throughout the developing world.”  
- **Nicole Fish**, Patient Support Program Manager, Medical Affairs Australia

### College Park, Ireland

“Our facility donated 100 meals a week to frontline workers at James Connolly Memorial Hospital during the height of the pandemic.”  
- **Rose Keeley**, College Park Facilities Manager

### Tokyo, Japan

“I volunteered my time to virtually visit with nursing home residents. As a result of the pandemic, I believe that feelings of loneliness have significantly increased among older adults.”  
- **Daisuke Sato**, Manager, Medical Customer Care Neurology Business Unit

### Boston, Massachusetts, U.S.

“Following a leadership development workshop that brought together Alexion General Managers, we built wheelchairs for patients at the Boston Medical Center.”  
- **Juan Conde**, Colombia General Manager



## 2020 GLOBAL WEEK OF SERVICE

We expanded our traditional Global Day of Service to a full week in 2020 and made it 100% virtual to enable employees to safely give back in the face of a global health crisis.

Some Global Week of Service activities around the globe:

- **Barcelona, Spain:** Colleagues spent time virtually volunteering with [Fundación FDI](#), a nonprofit that focuses on personal development for people living with disabilities through education and sports. Volunteers also spread environmental awareness by preparing plant kits and participating in an environmental impact workshop.
- **Boston, Massachusetts, U.S.:** Colleagues collaborated with [SuitUp](#) to participate in a virtual hackathon to brainstorm solutions to address challenges students continue to face with remote learning.
- **São Paulo, Brazil:** Alexion volunteers provided mentorship to young students by virtually exchanging letters on a variety of career-related topics to introduce the children to new possibilities and opportunities.

1,480+  
employees  
participated

3,440+  
hours  
donated

85  
projects  
completed

20+  
countries  
served





## HOW WE WORK TOWARD SUSTAINING OUR PLANET

### Zero Waste

In 2020, we maintained our zero process waste-to-landfill status. Process waste is a byproduct of researching, developing and manufacturing lifesaving medicines. Our Ireland-based facilities again achieved zero waste-to-landfill for all of their waste streams.

I enjoy being outdoors and tend to spend most of my free time in nature, running, hiking, landscaping and fishing. That's one of the reasons I appreciate being in a position to make a difference every day, not only for my company, but for the planet we all share. I get to help oversee Alexion's commitment to excellence in managing and reducing our environmental footprint.

#### Managing Environmental, Health and Safety

Our commitment to environmental stewardship, and the health and safety



**Joseph Paradiso,**  
Director, Environmental  
Health and Safety

of our people and the places we call home, is governed by a strong Environmental, Health and Safety (EHS) Policy that carries our CEO's endorsement. I take this policy personally because it covers my actions and those of the entire Alexion team around the globe, including our contractors.

Our environmental management system (EMS) follows widely accepted global standards, including ISO 14001, and is backed by an extensive suite of in-house EHS standards.

In 2019, we worked with an independent consultant that completed a comprehensive EHS audit at all of our manufacturing sites and research and development (R&D) facilities worldwide. The audit identified areas for improvement and, subsequently, each location developed specific action plans and focused on



continuous improvement throughout 2020. Examples include enhancements to the EHS management review process, actions aimed at scaling and standardizing internal reporting elements, and improvement in compliance activities.

I'm extremely confident in the steps we're taking across the organization to help sustain a healthy planet, as well as maintain a safe work environment. My colleagues will share more about that, and I expand on our occupational health and safety efforts on [Page 52](#).

Sincerely,

**Joe**





## UNDERSTANDING THE IMPLICATIONS OF CLIMATE CHANGE



**Stephen Byrne,**  
Associate Director,  
Environmental Health and Safety

**O**ur EHS team has decades of experience between us, and we work closely together, across continents, to develop and execute practical strategies that advance our commitment to be good stewards of the environment.

Among the most important initiatives we advanced in 2020 was to engage a third party to help us identify and prioritize our risks and opportunities related to climate change.

Climate change poses both risks and opportunities for business, now and in the future. To better understand those risks facing Alexion's operations and activities, we began working with a specialist consultancy to conduct a Climate Change Risk Assessment (CCRA) of our major manufacturing sites,

contract manufacturers, distribution centers and logistics activities. The assessment considered and ranked potential impacts resulting from the physical effects of climate change, as well as those regarding the global transition to a lower carbon economy. Once finalized, outputs will be used to prioritize actions for improved business resilience over the short, medium and longer term.

I so appreciate being part of a team that works every day to help Alexion be a good steward of our shared environment.

Sincerely,

**Stephen**

Ruthie, living with PNH





ENVIRONMENTAL DATA	2018	2019	2020
<b>ENERGY USE AND EMISSIONS</b>			
<b>Energy Consumption (terajoules) from Nonrenewable Sources</b>	<b>227.05</b>	<b>250.98</b>	<b>183.22</b>
Natural gas	166.39	190.23	133.10
Fuel oil	0.01	0.01	0.51
Electricity	60.65	60.73	49.61
<b>Energy Consumption (terajoules) from Renewable Sources</b>	<b>75.24</b>	<b>79.64</b>	<b>80.66</b>
Electricity	75.24	79.64	80.66
<b>Energy Intensity (terajoules/\$1,000,000 revenue)</b>	<b>0.073</b>	<b>0.066</b>	<b>0.044</b>
<b>Scope 1 Emissions (1,000 metric tons CO<sub>2</sub>e)</b>	<b>8.48</b>	<b>9.77</b>	<b>6.90</b>
<b>Scope 2 Emissions (1,000 metric tons CO<sub>2</sub>e)</b>	<b>5.36</b>	<b>5.20</b>	<b>4.37</b>
<b>Emissions Intensity - Scopes 1 and 2 (1,000 metric tons CO<sub>2</sub>e/\$1,000,000 revenue)</b>	<b>0.003</b>	<b>0.003</b>	<b>0.002</b>
<b>WATER AND WASTE</b>			
<b>Water Consumption (megaliters)</b>	<b>266,077</b>	<b>385,530</b>	<b>254,808</b>
<b>Regulated Waste Generated (metric tons)</b>	<b>654.10</b>	<b>756.92</b>	<b>640.80</b>
Hazardous waste	98.70	305.87	189.80
Nonhazardous waste	555.40	451.05	451.10
Landfill	0	0	0
<b>Regulated Waste Recycled (metric tons)</b>	<b>505.40</b>	<b>422.54</b>	<b>350.30</b>

#### Environmental Data Footnotes

All 2020 environmental data have undergone third-party verification in accordance with ISO 14064-3:2006. Please view the verification statement [here](#). 2018-2020 environmental data includes Alexion's facilities in Ireland, New Haven, Connecticut, and Bogart, Georgia. Our 2020 environmental data represent a reduced environmental footprint due to several factors: improved efficiencies, more targeted metering and consolidation of manufacturing previously performed in two U.S. facilities now being performed at one. We have restated our water consumption data for 2018 and 2019 to correct the unit of measurement stated in the original data.

All greenhouse gas emissions are measured in metric tons of carbon dioxide equivalent (metric tons CO<sub>2</sub>e) and follow the Intergovernmental Panel on Climate Change (IPCC), Fourth Assessment. For 2020, gross market-based accounting for all in-scope sites is 11,264 1,000 metric tons. Information provided for Scope 2 is gross market based.

For Scope 1, all U.S. sites are calculated using the following formula: Natural Gas (mmBtu Nat Gas x Emissions Factor [53.06 kg CO<sub>2</sub>e]) + Fuel Oil Generators (mmBtu Fuel Oil x Emissions Factor [73.96 kg CO<sub>2</sub>e]) x 0.001 (conversion factor for kilograms to metric tons).

For Scope 1, all Ireland sites are calculated using the following formula: Natural Gas (kWh Nat Gas x 0.9017 Net Calorific Value [TJ/kt] x 0.0000036 conversion to TJ x Emissions Factor [55.793 tonnes CO<sub>2</sub>e]/TJ) + Fuel Oil (Liters Fuel Oil x 0.85 density [kg/l] x 0.000001 kilo tonne x 43.31 Net Calorific Value x Emissions Factor [73.3 tonnes CO<sub>2</sub>e]/TJ).

For Scope 2, sites in Ireland, all electricity is from 100% renewable sources so the emission factor is 0 [0 tonnes CO<sub>2</sub>e]/kWh).

For Scope 2, sites in Northeastern U.S. are calculated using the following formula: Electricity (MWh) x Emissions Factor (558.2 lb./MWh) x 0.000453 metric tons/lb. (conversion factor for pounds to metric tons).

For Scope 2, the Georgia, U.S. site is calculated using the following formula: Electricity (MWh) x Emissions Factor (1089.4 lb./MWh) x 0.000453 metric tons/lb. (conversion factor for pounds to metric tons).





## TAKING ACTION AROUND THE WORLD

### Bogotá, Colombia

“We’re changing behaviors to become better environmental stewards, including eliminating single-use bottles, printing less, collecting used batteries for recycling and using motion sensors to reduce electricity use.”

- **Juan Conde**, Colombia General Manager

### Athlone, Ireland

“Here at our Athlone, Ireland, facility, we’re now recycling all our plastic waste produced from manufacturing of our products. That’s the equivalent of approximately two pallets of waste per week.”

- **Sara McLaughlin**, EHS Lead Athlone

### Athlone and College Park, Ireland

“We went virtual with our EHS Days in 2020, hosting video meetings that covered topics like solar energy, healthy meals and fire safety for our remote workforce.”

- **Glynn McKenna**, EHS Lead Dublin

### New Haven, Connecticut, U.S.

“By installing a new steam boiler at our New Haven site, we’ve reduced water consumption by 300% a month. Our water savings adds up to more than 500,000 gallons a year.”

- **Lance Baier**, Facilities Lead New Haven

### Bogart, Georgia, U.S.

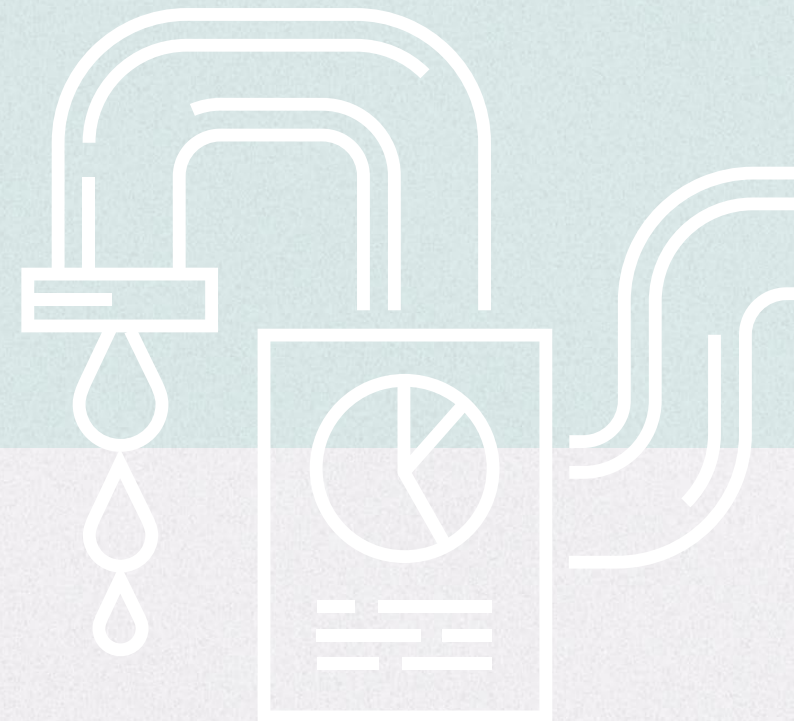
“We’re on course to recycle some 500 pounds of glass and composting waste per year and redirecting about 50 wooden pallets a month from landfill to other uses.”

- **Fran Noyes**, EHS Engineer

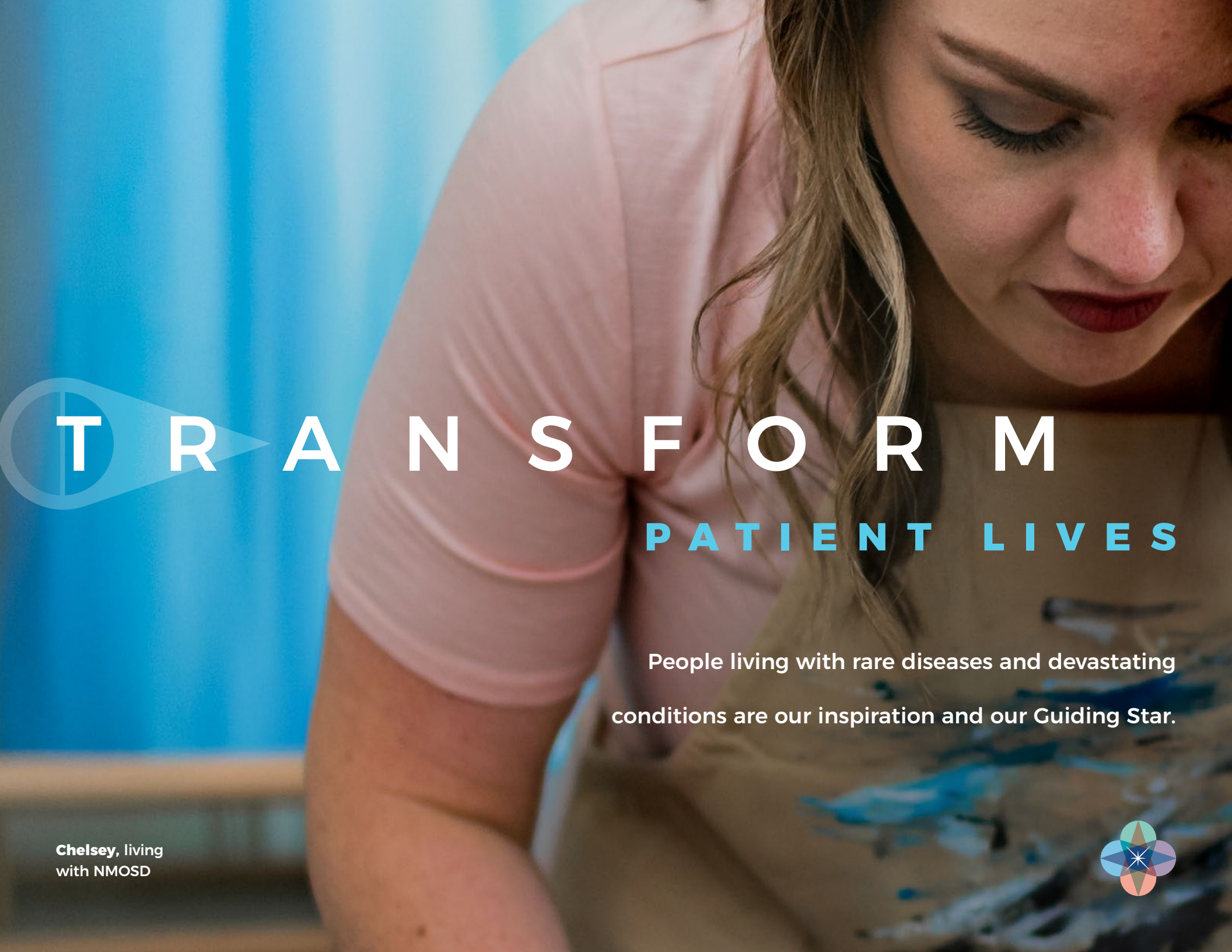
### College Park, Ireland

“We’ve developed a water stewardship plan, and we’re taking action to improve processes and reduce consumption.”

- **Eddie Garry**, Environment Lead Dublin







# T R A N S F O R M

## P A T I E N T L I V E S

People living with rare diseases and devastating conditions are our inspiration and our Guiding Star.

**Chelsey**, living  
with NMOSD





## A CONVERSATION ON THE PATIENT AND EMPLOYEE EXPERIENCE



Wendy, spending time outside with her daughter



**Wendy Erler,**  
Vice President of Patient  
Experience, STAR and  
Patient Advocacy



**Stephanie Wolfe,**  
Vice President of  
Employee Experience



**Wendy:**

For my entire career, I have been proud to work in the pharmaceutical industry, and I am driven to elevate the patient voice in all we do. At Alexion, patient centricity means truly partnering with our patient community to understand their lived experience and deliver meaningful impact for

them. Our employees are dedicated to, and focused on, patient centricity, and so much of that stems from how we are truly integrating the patient and employee experiences.



**Stephanie:**

I agree, Wendy. What our teams do is so incredibly and happily intertwined.

Alexion is the first place I've worked that has actually crafted a practical definition for patient centricity.



**Wendy:**

Establishing our definition of patient centricity was an enterprise effort and really helped us formalize and advance our commitment to patient centricity

and our employee experience. In 2020, we set an unprecedented goal to embed patient insights at the earliest stages of drug development. For example, we have committed that in most of the clinical trials we have planned for 2021, we will apply patient-centered insights and patient input in three areas of the Alexion Product to Patient (AP2P) model – protocol design, trial excellence, and value-and access-evidence creation. Setting a standard like this puts a stake in the ground so we can measure patient centricity and deliver on our commitment.



**Stephanie:**

Those patient-centered insights will be the result of a lot of hard work from our colleagues through efforts including [STAR](#) (Solutions To Accelerate Results) and our [LEAP](#) program (Learn, Evolve, Activate and deliver for Patients).



**Wendy:**

Definitely. Within STAR, we built a unique Patient and Stakeholder Value framework, and this operating model is applied at the start of any pipeline or product program and helps establish a baseline of when and how to integrate

patient insights throughout the entire patient journey. Our colleague, Judy Campagnari, shares more about STAR on [Page 28](#).



**Stephanie:**

And LEAP is more about individual, unique moments along the journey, such as the impact of delayed diagnosis. Our colleague, Rohita Sharma, offers more on LEAP on [Page 46](#).

[The conversation between Wendy and Stephanie continues on Page 45.](#)







Judy, enjoying the holidays with her daughter

## ACCELERATING RESULTS FOR PATIENTS



**Judy Campagnari,**  
Head of STAR Strategy  
and Planning

**In the six-plus years I've been at Alexion, I've seen many changes. One constant, though, has been our commitment to solutions informed by not only patients' physical conditions, but also their social and emotional needs.**

In 2019, we launched Solutions To Accelerate Results (STAR) for patients to ensure we develop deep expertise in understanding patient insights and accelerate patient-centered innovation. The STAR team has taken this commitment to a new level. Patient insights and innovative solutions garnered through STAR are informing research and early clinical trial development, helping to better anticipate patient challenges.

In 2020, we more fully integrated our proprietary Patient and Stakeholder Value (PSv) Framework into the Alexion Product to Patient (AP2P) operating model to ensure we are identifying and embedding into the Alexion drug development teams those patient insights that will create the greatest value.

Every year, we conduct STAR PSv disease workshops. These are forums where we invite patients and other stakeholders to share with us their insights about living with a rare disease. In 2020, we conducted two STAR PSv workshops (ALS and dermatomyositis), both virtually, with participation from patients, caregivers and physicians. One of the workshops uncovered a need for mental health resources across our portfolio, which inspired our teams to co-create solutions to provide mental health support to patients and caregivers living with rare diseases. The Alexion team is now evaluating an online tool to help meet this need.

Actively listening to patients and all our stakeholders to uncover how we might best meet their needs and expectations is what inspires me and what gets me up in the morning, every single workday. This is delivering on our employee and patient experience.

Sincerely,

**Judy**





## INCORPORATING PATIENT INPUT

When creating protocols and patient informed consent documents for early clinical development plans and Phase II/III clinical trials, Alexion aims to include the perspective and input of patients and their caregivers. Our colleagues share several examples from 2020.



**Brian Meltzer**, Vice President, Global Medicine Leader - The diagnostic assessment of neuropsychiatric complications specific to Wilson disease has always been difficult. In 2020, we set out to create an assessment tool for the entire Wilson disease community, working closely with patients and the Wilson disease Association to better understand neurological and psychiatric symptoms. We encourage physicians to “Think Wilson” to broaden their ability to recognize the signs and symptoms of the disease in undiagnosed patients.



**Anna Petryk**, Executive Medical Director - For patients living with HPP, we conducted interviews using open-ended questions to better understand how symptoms impact people’s daily lives and to inform the development of HPP-specific Patient Reported Outcomes (PRO) for patients being treated with STRENSIQ® (asfotase alfa). We communicate the published data to patients through Plain Language Summaries that accompany the publications.



**Laura Gault**, Therapeutic Area Head, Neurology Clinical Development - People living with dermatomyositis provided their input to the clinical team and also spoke at an Advisory Board with expert clinicians. Their perspectives on how the disease affects their daily lives were invaluable inputs to the protocol design.



## WHAT IT’S LIKE LIVING WITH A RARE DISEASE AND WORKING AT ALEXION

**Austen Eadie-Friedmann**,  
Patient and Employee Experience Lead

My life changed irreversibly when I was diagnosed with ALS\* in 2019. Suddenly, the work our company does to transform patient lives became very personal.

In the face of this adversity, I drew on support from my husband and my family and relied on my optimistic take on life. From my determination to turn a bad situation into something positive, my current position was borne.

My job is unique in this industry. It focuses specifically on bridging the patient and employee experiences. I’ve spent my entire career in Human Resources roles, much of it in healthcare, and have not come across a position anything like this.

I’ve had the opportunity to create LEAP training modules focused on empathic listening, providing input into the design and strategy for ALS clinical trials, and increasing visibility at Alexion of the caregiver perspective, having directly benefited from the critical support my partner provides to me.

More than ever, my work is my passion. What I do at Alexion makes a real difference, every day. I know this firsthand.

Sincerely,

**Austen**

\*ALS is a progressive neurodegenerative disease for which there are some approved treatments, but no cure. Alexion is conducting Phase III clinical trials to gauge the efficacy of ULTOMIRIS® (ravulizumab-cwvz) in slowing the progression of ALS.







**Mary-Sheila**, appreciating a long bike ride

## HELPING TO NAVIGATE THE PATIENT JOURNEY IN TRYING TIMES



**Mary-Sheila Leese**,  
Executive Director,  
Patient Engagement  
and Strategy



**Encarna Montes Martinez**,  
Head of Center of  
Excellence, International  
and Japan PMP/PSP



### **Mary-Sheila:**

Receiving a diagnosis of a rare disease or devastating condition can upend the lives of patients and their families. That's why I feel fortunate to be able to dedicate my life's work to helping the rare disease community. There is often much to learn about the complexity of a given condition

and its treatment options. To address this learning curve, we offer programs for patients to help with health insurance navigation, disease information, ongoing support and community connections.



### **Encarna:**

That's right, Mary-Sheila. We offer programs

that go beyond the medicines, supporting our patients through their journey. Our vision is to set up programs to help and empower patients to understand their disease, communicate with their healthcare providers and improve health outcomes. So, for our Patient Medical Programs, a patient doesn't need

to be on an Alexion medicine to participate.



### **Mary-Sheila:**

What an important factor, especially in the face of a global health crisis. As expected, patients had a lot of questions about the impacts of COVID-19 on their treatment options. In response, we partnered with medical professionals in the U.S. on our OneSource® program to support patients living with aHUS, gMG, HPP, LAL-D, NMOSD and PNH on their evolving needs throughout the pandemic. This included answering

the many questions patients and their families had about their condition and COVID-19, assisting with changes in healthcare insurance coverage or different treatment delivery options, including home infusion, and conducting patient educational webinars.



### **Encarna:**

Supporting safe, uninterrupted access to patients' treatment regimens in times like the COVID-19 pandemic is essential. We worked with Alexion affiliates to provide continuity and adaptation or implementation of homecare services

during this critical time. In countries like the U.K., our Alexion team was able to guarantee that patients on Alexion medicines were prioritized to receive homecare in case of a shortage of nurses while also expanding access to infusions in hospitals if hospitalized with COVID-19. Our Australia team increased their offer of homecare to more patients in remote locations, and we were able to expand homecare capabilities in Brazil, Colombia, Italy and Spain. We also facilitated safe transportation to ▶





◀ infusion centers for people in Canada and Italy.



### Mary-Sheila:

I know we've both been working hard to support patients in their journeys. In the U.S., we worked with thousands of patients, expanded the injection training services for HPP patients, and launched a program called Peer Connects, which connects patients living with the same condition to share their journey and ask questions.



### Encarna:

Another great example of the way we've worked to gather and respond to patient needs is

the nutrition and diet initiative we're piloting in Spain for patients with LAL-D. We have engaged with leading nutritionists specialized in LAL-D, and the AE LAL-D, a Spanish patient association, in a truly unique partnership for a co-created solution. We are also developing a STRENSIQ® (asfotase alfa) injection tracking tool for HPP patients as a resource for home injection. Additionally, the Austrian patient disease awareness website for PNH was fully refreshed this year, after the integration of comments by a leading HCP in PNH.

We're really proud of our work to help patients around the world.

Sincerely,

**Mary-Sheila  
and Encarna**



## COLLABORATING WITH PATIENT ORGANIZATIONS

**Daphnee Pushparajah,**  
Director, Patient Advocacy and Engagement

I feel incredibly privileged to work with patient organizations around the world that provide critical support along the patient journey. They serve as an essential source of insights to Alexion as we seek to strengthen our own understanding of the rare disease community's current perspectives and experiences.

As part of an important effort with one of our longtime collaborators, Genetic Alliance UK, in 2020 we supported a patient experience survey of people living with a rare disease or caring for someone with a rare disease. We were able to hear directly from more than 1,000 people living with rare diseases on the fragmentation of their own care pathway, and we published a report on the findings. Our report provides insights and recommendations for the implementation of the anticipated new Rare Disease Framework in the U.K. Using these insights, we'll be able to inspire policy action to shift this troubling status quo.

I'm grateful to work with so many other patient organizations throughout the world, especially as we work to be a key influencer of patient organization engagement standards across the industry through ongoing, proactive thought leadership. Together with patient organizations, I'm confident we can help change the lives of patients living with rare diseases and devastating conditions.

Sincerely,

**Daphnee**

### ALEXION LEADERSHIP IN HEALTHCARE RESEARCH

In 2020, Alexion's Chief Corporate Affairs Officer, Tanisha Carino, was appointed to the Board of Governors of the Patient-Centered Outcomes Research Institute (PCORI). PCORI is an independent nonprofit U.S. governmental organization that funds research to help people make informed healthcare decisions and to improve healthcare delivery and outcomes.

Tanisha was nominated by the Comptroller General of the United States, who serves as the head of the U.S. Government Accountability Office, and approved by the PCORI Board in September. The appointment represents another chapter in Alexion's history of advocating on behalf of patients to advance patient-centered research approaches and policies.

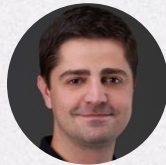




## MAKING SIGNIFICANT STRIDES IN ACCESS TO MEDICINES



**Moke**, working at his home office



**Matt Staffier**,  
Executive Director of  
Medical Operations



**Moke Sharma**,  
Head of Development Operations  
and Quantitative Sciences



**Matt:**

At Alexion, we recognize that access to medicine can be challenging, and we are committed to providing patients with rare diseases and devastating conditions access to our therapies in the absence of alternatives.



**Moke:**

That's exactly right, Matt. That's why in 2020, we introduced Expanded Access Programs (EAP) at Alexion to provide pathways for patients suffering from a serious condition to gain access to investigational medicines outside of clinical trials.



**Matt:**

Incredible work, Moke. Our Global Access to Medicines (GATM) program has made great strides this year, too – and I'm excited to be part of the team that's driving this. GATM enables eligible patients to receive our therapies while we work toward the development of long-term commercial

access solutions in the geographies in which Alexion has sustainable operations around the globe. Among the most important advancements to GATM in 2020 is the ability for patients who have successfully completed an Alexion Phase III clinical trial to continue the treatment until they can receive other alternative means of access.

In the U.S., the Alexion Access Foundation (AAF) enables certain patients who have been diagnosed with a disease for which Alexion has an FDA-approved medicine to gain access without

insurance, access to insurance or any other means of obtaining Alexion medication.



**Moke:**

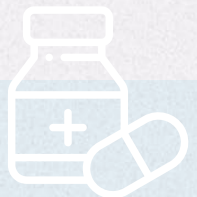
These programs and more speak to Alexion's commitment

to support patients with the right treatment.

Sincerely,

**Matt  
and Moke**

### PROVIDING MORE OPTIONS FOR PATIENTS



Part of understanding the patient journey is providing more options for patients and making it easier for patients to access our medicines. That is the inspiration behind our testing an **ULTOMIRIS® (ravulizumab-cwvz)** subcutaneous formulation and device combination for PNH and aHUS that can be self-administered at home. We plan to submit regulatory filings in the U.S. and EU in the third quarter of 2021, pending completion of the ongoing Phase III study and collection of 12-month safety data.





## ENGAGING VIRTUALLY WITH PARTNERS AROUND THE GLOBE

As COVID-19 spread around the globe in 2020, Alexion adapted quickly to maintain open lines of communication with key opinion leaders and healthcare professionals to ensure information and insights necessary for patient care were being shared. By the end of April, our total field medical interactions around the world increased by 19% compared to our pre-pandemic baseline, driven by a quick shift from face-to-face interactions to remote outreach. This speaks to the adaptability of Alexion and our employees' focus on showing up for partners – whether in person or virtually – no matter what.

**19%**  
increase of total field medical interactions  
through shift from  
face-to-face interactions  
to remote outreach



## EXPANDING AVAILABILITY THROUGH PARTNERSHIPS FOR GROWTH

**Josep Maria Espinalt,**  
Vice President, Head of Partnerships for Growth

### **Q: What is the Partnerships for Growth model?**

A: Partnerships for Growth, or PfG, allows us to work with third-party partners who share our vision and have the local capabilities to maximize and expand availability of our medicines. In other words, it expands the availability of our life-changing medicines in selected geographies that we cannot distribute to directly.

### **Q: Why is PfG important to Alexion?**

A: Patients everywhere need our medicines to improve their quality of life—but without PfG, we wouldn't be able to reach nearly as many patients, including those around the globe in countries where Alexion does not have a direct presence. The organizations we work with know their geographies much better than we do, and we only select partners who meet our highest standards of quality and compliance. As we continue to grow our pipeline and business, PfG ensures we have the infrastructure in place to carry out our mission of transforming patient lives around the world.

### **Q: What did PfG accomplish in 2020?**

A: In 2020, we partnered with seven organizations to serve patients in 28 countries across four continents. We have also submitted additional indications and products for regulatory approval in some of those countries, filling the gaps so that as many of our medicines as possible are available. Alexion, or its partners on behalf of Alexion, have also filed for regulatory approvals in additional countries. Looking ahead, we hope to serve even more people living with rare diseases and devastating conditions in more countries under the PfG model.





## COMMUNICATING SAFETY AND EFFICACY

In 2020, as part of our continued commitment to report on our clinical study data, as well as generate real-world evidence to document the benefits and safety of our medicines, Alexion reports the following progress:

37

congresses joined with participation

173

abstracts submitted;  
92% accepted

65

manuscripts submitted;  
40 published (by the end of 2020)

4

plain-language summaries of manuscripts prepared  
(one published; three under journal review)

15

plain-language summaries published/presented

17

medical symposia delivered;  
10,000+ medical symposia attendees reached

33

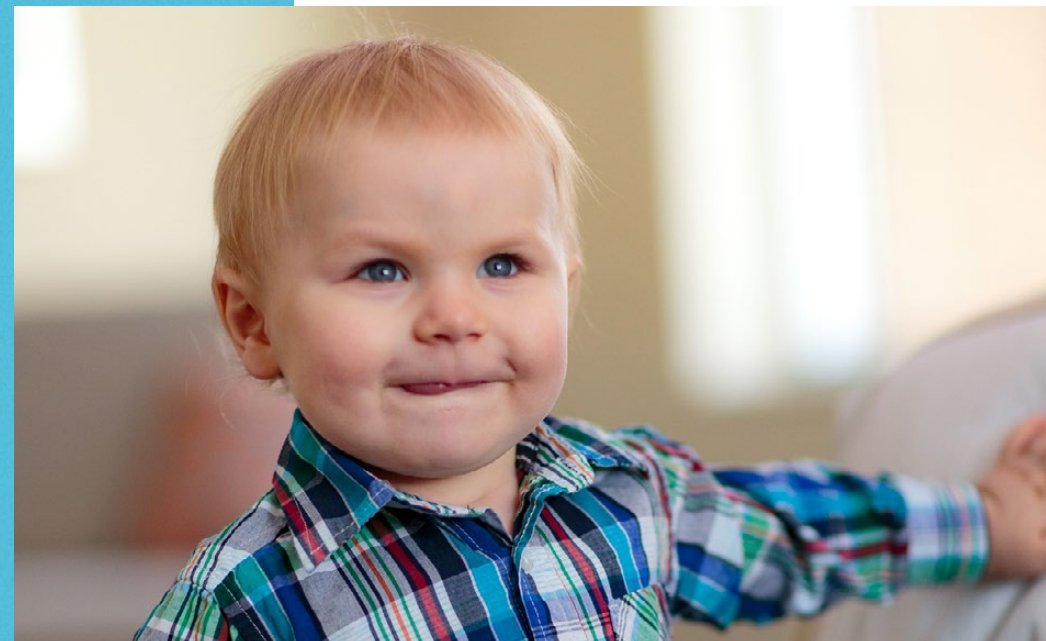
oral presentations given

117

posters developed

## THE PATIENT GUIDES PROJECT

In 2020, Alexion collaborated with Deutsche Gesellschaft für Muskelkranke (DGM), a leading patient organization in Germany that serves people living with a variety of neuromuscular diseases. The Patient Guides Project is aimed at improving communication and support for patients and caregivers at neuromuscular disease certified treatment centers as they work to navigate the often-fragmented treatment landscape.



Justice, living with aHUS



## ADVANCING OUR HIGH-QUALITY STANDARDS

### PRODUCT SAFETY

The safety of the patients we serve is always top of mind, whether they're being treated with approved Alexion medicines or participating in our access programs or clinical trials. For more information, please see these web-based resources:

[Product Safety](#)

[Participating in a Clinical Study](#)

**A**t Alexion, quality underpins everything we do. I am pleased to report on the progress we made in 2020 to build upon the solid foundations already established in our [Quality Policy](#).

- Our new **Data Integrity Policy** takes a holistic approach, embedding data integrity principles into our day-to-day work. The launch of the policy was coupled with a new comprehensive e-Learning program designed to educate employees on how to detect, prevent and predict gaps within data governance.



**Liz Sullivan,**  
Executive Director,  
Quality Business Planning  
and Strategic Ventures

- Our revised **Notification to Management Process** reinforces our commitment to open communication and aids Alexion employees in escalating quality issues in a timely and transparent manner.
- Our new document management system, **Vault Quality**, launched in 2020, improves our ability to work with controlled documents and provides robust content organization, detailed audit trails and powerful search capabilities.

One of my favorite sayings at Alexion is "Quality is for Everyone," because it isn't just up to the Quality function to deliver on this promise – every Alexion employee plays a role in delivering safe medicines to our patients and building trust within our communities.

Sincerely,

**Liz**



### WORKING TO PREVENT COUNTERFEIT DRUGS

**Jim Redmond,**  
Vice President, Head of  
Global Supply Chain

In the pharmaceutical industry, product counterfeiting and diversion is an unfortunate reality. There is a black market for nearly every medicine, and ours are no exception. I've had the pleasure of teaming up with our IT and cybersecurity teams to prevent this from occurring, where possible.

In 2020, we continued to add serialization technology to all of our products, allowing hospitals to see and evaluate the legitimacy of the supply chain process of every medicine pack they receive with a simple scan. We also completed a multiyear effort to upgrade our product features and packaging to enhance traceability with overt and covert methods.

Every time a patient receives an Alexion medicine, I want to be confident in where it came from and trust in the quality and safety of that medicine.

Sincerely,

**Jim**







# ADVANCE

## OUR PEOPLE AND OUR COMPANY

In becoming the most rewarding company to work for, we embrace diversity,  
inclusion and belonging, all while returning value to our stakeholders.





## AT THE FOREFRONT: DIVERSITY, INCLUSION AND BELONGING



Uzair, cherishing time in his favorite city, Rome

**The changes brought by the COVID-19 pandemic and a summer of racial reckoning posed major tests to organizations around the world. Alexion's investments in its people and culture put us in a particularly strong position to adapt quickly, reimagine work and expand our commitment to diversity, inclusion and belonging (DI&B).**



**Uzair Qadeer,**  
Chief Diversity Officer

**F**rom my childhood in Pakistan, to my immigration to the United States, to my time living and working in Italy and throughout my entire career, my life has always put me in highly global contexts. These cross-cultural experiences have emboldened my relentless passion for human rights and etched the values of authenticity and inclusion into my personal credo.

My passion to help people be their authentic selves and feel included is aligned with my personal purpose to set people free. This purpose is governed by a simple belief that when people feel free, great things are possible. Authenticity and inclusion liberate people to feel empowered to trust one another and take thoughtful risks. In business, trust leads to collaboration, risk-taking and innovation. When people are free, breakthroughs are inevitable.

As a human resources futurist, I want to rethink diversity programs to be impactful and lasting.

The work of best-in-class human resources and diversity functions is to spur collaboration and innovation to drive business results while empowering people. To do so, we need to replace systems built to prevent people from hurting with systems designed to help people. Alexion strives to create an ecosystem in which all people feel a sense of belonging. I cherish working for a company that fundamentally believes diversity is a strength and unique competitive advantage. At Alexion, we believe that diversity is having a seat at the table, inclusion is having a voice, and belonging is having that voice be heard. Belonging occurs when all people feel included because of their uniqueness, not despite of it.

As Alexion's first Chief Diversity Officer, I am tasked with building a market-leading capability to drive our DI&B agenda worldwide. Creating an environment of belonging mandates forward thinking to deliver transformative results. Our company stands committed to a clear and game-changing DI&B strategy. We are building initiatives that are broad in scope, specific in action and measurable in results. For example, we have built a "DI&B Innovation Factory" composed of 7% of our global workforce to produce bold diversity programs at a rapid ►





# Dear Communities

2020 CORPORATE SOCIAL RESPONSIBILITY REPORT



**At Alexion, we believe that diversity is having a seat at the table, inclusion is having a voice, and belonging is having that voice be heard.**

pace. We have “DI&B Innovation Pods” to offer experiential diversity learning and engagement. We also organized our employee resource groups around the intersectionality of shared experiences to broaden existing coalitions and deliver greater impact. The approaches of the past cannot generate solutions for tomorrow. Our aspiration is not to look for DI&B best practices but to create them so that they are fit for our time and custom to Alexion.

Our work isn’t done until every employee and patient can feel a sense of belonging. I believe that our novel approaches to shape DI&B efforts will inspire needed progress within our company and beyond. Our moment to rewrite our DI&B playbook is now, and we are ready for it.

Sincerely,

**Uzair**

## ALEXION RESOURCE GROUPS

Alexion Resource Groups (ARGs) are voluntary, employee-led DI&B groups that aim to cultivate and sustain belonging at Alexion. These global groups are centrally managed by the Office of DI&B and have multiple sub-chapters. Each group is backed by an Alexion Executive Committee Champion and a member of our Enterprise Leadership Team. ARGs are open to all global colleagues to embrace differences, advance education and foster alliance – any individual can join any ARG. Our uniquely structured ARGs allow colleagues to congregate around shared experiences with an ARG, but also requires them to work across ARGs to solve shared challenges while expanding conventional coalitions for diverse action.

### Alexion ARGs include:



Women in Leadership



Be You (LGBTQ+)



Black Professionals Network



Alexion Asians and Allies



Voces Unidas



Veterans & Allies in Service Council



NoLimitsNoLabels: The DiverseAbility Awareness Support Network

### Benefits of ARGs:

- Create communities of colleagues to come together and celebrate diversity.
- Provide a platform to advocate, educate and raise awareness for specific diversity areas.
- Offer opportunities for Alexion colleagues to develop leadership and networking skills.
- Leverage ARGs to drive business impact by supporting recruitment, communications and diversity programming.
- Spur innovation by harnessing diverse perspectives to generate patient-focused insights.





## DIVERSITY, INCLUSION AND BELONGING (DI&B) GOVERNANCE

We have engaged our global workforce into a market-leading and highly dynamic DI&B governance structure, which includes:

- **Alexion's Office of DI&B**, our main DI&B function, reports directly to the CEO and is charged with defining and driving a clear and progressive DI&B strategy.
- **Alexion's DI&B Advisory Board**, a diverse advisory body responsible for providing guidance and championing DI&B solutions across the organization, co-chaired by Executive Committee members and comprised of cross-functional and cross-geographical employees of all levels.
- **Alexion's DI&B Network**, our DI&B Innovation Factory includes over 200 global employees. This alliance of enterprisewide DI&B agents innovate, pilot and amplify new and novel DI&B solutions at an accelerated pace through democratization of employee ideas and voices.
- **Alexion's DI&B "Innovation Pods,"** targeted working groups launched to tackle DI&B topics of the highest priority. They combine the collective power of internal experts, external advisors and passionate employees to offer experiential DI&B learning, develop innovative ideas and solve DI&B problems.
- **Alexion's DI&B Listening and Learning Programs**, open and accessible global programs designed to elevate awareness of DI&B, bring employee voices to the forefront and enrich our digital and on-demand learning offering with intimate and interactive learning possibilities.



# One of Three

Alexion is one of only three S&P 500 companies where the majority of executive positions are held by women.

## EMPLOYEE DATA

64%  
of our  
Executive  
Committee  
are women

43%  
of our vice  
president  
positions and  
above are held  
by women

1,100+  
new employees  
hired in 2020

7.6%  
employee voluntary  
turnover rate in 2020

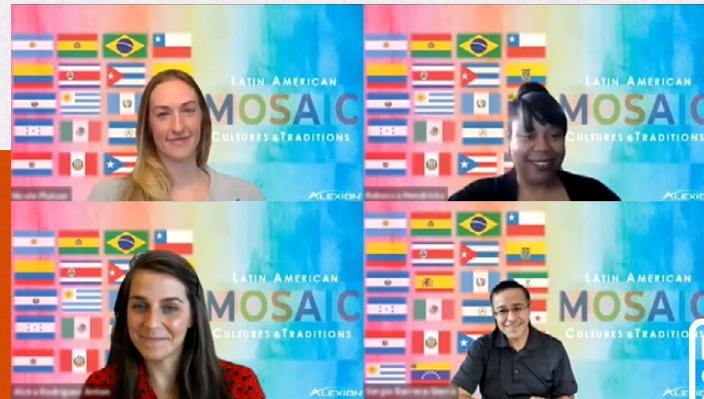




## STRENGTHENING DIVERSITY IN RECRUITING

In 2020, Alexion engaged with multiple organizations to strengthen our efforts to both bolster diversity in recruiting and lay the groundwork to welcome our most diverse internship class in 2021.

- **50th Annual National Black MBA Association (NBMBA) Conference and Career Fair** - Alexion's talent acquisition team connected with more than 600 participants during this two-day virtual career fair.
- **Reaching Out MBA (ROMBA) 2020 LGBTQ MBA and Graduate Virtual Conference** - Our delegation interfaced with a dynamic slate of candidates at the world's largest gathering of LGBTQ+ business students and alumni.
- **Prospanica (The Association of Hispanic Professionals)** - Our team spoke with more than 400 professionals and high-potential candidates about life and opportunities at Alexion.
- **Historically Black Colleges and Universities (HBCUs)** - We formally reached out to six HBCUs to create mutually beneficial programs to fill internship and entry-level positions at Alexion with young talent from diverse backgrounds.



## LAUNCHING NEW DI&B TRAININGS

At Alexion, our approach to diversity education and learning is as unique as our philosophy on DI&B. Our three-tier approach offers learning on three fronts:

**Digital and on-demand learning.** In 2020, we piloted seven DI&B training modules in multiple languages that will roll out across the organization in early 2021. These are on-demand, mobile-accessible, and bite-sized learning modules, which may be accessed by any employee at any time. After employees complete the training, they are encouraged to attend a debrief session to continue the conversation and apply the learnings.

**Interactive and real-time learning.** The Office of DI&B also facilitates workshops on an ad-hoc basis, as requested by different internal business functions. These workshops are intended to further raise awareness of DI&B at Alexion and discuss tangible actions that everyone can take to cultivate a culture of belonging. Additionally, the Office of DI&B also offers a portfolio of diversity-focused listening and learning programs designed to amplify diverse voices and experiences.

**Experiential learning.** Our global colleagues also have an opportunity to join the DI&B Network, our Innovation Factory, and sign up for many of our diversity working groups known as DI&B Innovation Pods. Each Innovation Pod is designed to bring passionate colleagues, internal experts and external advisors together to research solutions and activate complex DI&B related challenges. In turn, our colleagues get to advance our DI&B mission while learning and gaining insights and skills through new experiences.





## EXPANDING DIVERSITY IN CLINICAL TRIALS

### DI&B SPOTLIGHT - IRELAND

In 2020, prior to the widespread outbreak of COVID-19, Alexion Ireland sent 20 volunteers from our College Park and Athlone facilities to the I WISH Conference, an initiative aimed at encouraging young women to pursue careers in science, technology, engineering and math (STEM).

The team in Ireland also launched a new DI&B initiative called Different Together to help employees feel comfortable expressing their true identities in the workplace. In 2020, the Different Together network held diversity trainings and workshops in partnership with the Irish Centre for Diversity and wrote articles highlighting important diversity topics, such as living with autism and growing up Black in a predominately white town in Ireland.



**Betel Girmay,**  
Lead of Clinical Trials  
Diversity DI&B Innovation Pod



**Gwen Hyland,**  
Member of Clinical Trials  
Diversity DI&B Innovation Pod

**R**esearch has shown that racial and ethnic minorities are routinely underrepresented in clinical trials. The same holds true for people living in rural areas and those with lower incomes. We find this troubling, and we are doing our part to address this inequity.

At Alexion, we launched a cross-functional Diversity in Clinical Trials team to assess the current state of diversity in our clinical trials, understand industry trends and perspectives on inclusive clinical trials, identify concrete goals for improving diversity in clinical trials, and develop a road map and initiatives to achieve our goals. For example, we evaluated our past and current recruitment practices, then outlined an enhanced approach for engaging patients and their families and

raising their awareness of clinical trial options. This included guidance and encouragement for new Phase II and Phase III studies to include specific practices, imagery and content that might better resonate with diverse, underserved populations.

In 2020, the pandemic accelerated our efforts to increase virtual patient monitoring and data collection options. We are committed to building on the learnings from this year to unlock our full potential, make our clinical trials more accessible, and reach a broader, more diverse pool of potential patients. We are exploring ways to reduce the amount of travel and in-person appointments required to participate in our clinical trials, as we know these can be major barriers to participation for certain communities.

As Alexion's pipeline of medicines continues to grow, we work to demonstrate that our medicines are safe and effective for the people they are intended to help. The organization is committed to new ways to enhance clinical trial diversity in order to best serve rare patient populations and generate evidence that is representative of the diversity in target indications.

Sincerely,

**Betel and Gwen**







Jackie, spending time with her son

## ADAPTING WORK DURING THE GLOBAL PANDEMIC



**Jackie Donovan,**  
Head of People Operations

**N**avigating the COVID-19 pandemic was arguably the most challenging moment of my career, both logistically and emotionally. I love human interaction. Knowing that the best thing I could do to protect my colleagues was to stay away from them ran counter to my DNA. But we wasted no time in taking the necessary steps.

Alexion ramped up our IT infrastructure so that our employees could more easily work from home and virtualized our onboarding process, intern programs, LEAP offerings (see [Page 46](#)) and our Manager Development Program.

The situation also inspired us to launch weekly Pulse Surveys to learn how people felt about working from home or being on-site as essential employees during the pandemic. Thanks to our Total Rewards and Employee Experience teams, we took steps to ease employees' anxieties

expressed through these surveys, including covering 100% of U.S. COVID-19 testing and treatment, launching the You & Your Wellbeing center on our intranet and encouraging employees to take time off as needed.

We engaged a small but diverse subset of Alexion employees, whom we dubbed Reflectors, led by Camila Hartvig, Head of International Commercial, to participate in virtual listening sessions and provide potential solutions to virtual work and return-to-site efforts to inform our Workplace Activation initiative. Workplace Activation has taken input from a variety of sources to identify the best parts of working from home, resulting in a flexible work philosophy that emphasizes choice, equality and trust.

I'm proud of the way we've rallied and used this period of intense change as a learning opportunity to make our employee experience even stronger.

Sincerely,

**Jackie**







Sonia, taking in nature at Hopkinton State Park

## FOSTERING A PURPOSE-DRIVEN CULTURE



Sonia Singhvi,  
Head of Culture

**A**t Alexion, patients are our inspiration and our Guiding Star. They are the purpose behind our work and at the heart of everything we do. It is inspiring to be part of an organization whose mission is to transform the lives of people affected by rare diseases and devastating conditions. This is at the core of our culture, one where team members can make a meaningful impact and know their contributions matter every day.

In 2020, we made strong progress along our three culture priorities:

### 1. Enabling a culture of innovation through deeply understanding the patient journey and creating a more patient-centric mindset.

- We embraced the “virtual” mindset necessitated by the pandemic, reimagining various patient-focused programs, and strengthened our relationships with patient organizations.
- We reimagined our LEAP program and patient journey simulations and expanded them to include patient-centric capability building modules.
- We diversified our portfolio and welcomed new team members from Achillion and Portola. ►





## ◀ 2. Building world-class leadership capabilities to strengthen our values.

- We established the Field Liaison and Culture team to further embed our cultural values in the U.S.
- We held our annual Integrity Matters Week, further underscoring our commitment to quality and compliance.
- We developed Speak Up and psychological safety exercises and resources, ensuring every voice matters and is heard.
- We conducted our annual Global Culture FORUM virtually, which included brainstorming enhancements around key culture topics, hearing from patients and other external speakers on the importance of inclusion, and a Q&A session with our Executive Committee.

## 3. Enhancing our employee experience.

- We evolved our ways of working and empowered team member choice, with input from Alexion's Reflectors (see [Page 42](#)).
- We emphasized the value of each voice through CEO chats and weekly Pulse Surveys.
- We heightened our focus on well-being and Brain Health.
- We expanded our DI&B efforts by forming an Advisory Board and DI&B Innovation Pods, and launched Crucial Exchanges and the MOSAIC series.
- We continued to recognize outstanding achievements and announced our first Quality Excellence Award recipients.
- We launched an internal e-thank you card initiative and hosted our third annual Nomination November, which led to over 14,500 recognition badges being awarded in 2020.

We all play a critical role in shaping our culture. Culture transformation is a journey, and I am so grateful for all our team members, and particularly our Global Culture Champions, who have contributed significantly to our progress.

Sincerely,

**Sonia**

## ANNUAL GUIDING STAR CULTURE SURVEY HIGHLIGHTS

Our **employee Net Promoter Score (eNPS)**, a measure of employee loyalty, increased

*19.1 points*

since 2019 and 62.5 points since 2017.

Scores improved across all metrics, including a

*9% increase*

in favorability for most rewarding company to work for.

Other **notable achievements** included a

*15% increase*

in Alexion's commitment to the well-being of employees and a

*10% increase*

in employees feeling recognized when they contribute positively to the patient experience.

### NOMINATION NOVEMBER

Recognize Alexion values in action?  
Nominate a colleague today.



Learn more on  
the Rewards  
and Recognition  
ACE Site







The conversation between Wendy and Stephanie continues from [Page 27](#).

## A CONVERSATION ON THE PATIENT AND EMPLOYEE EXPERIENCE



**Stephanie:**

In contrast to the continuum approach embodied in our STAR framework, our LEAP program is more about helping our colleagues better empathize with what patients and their loved ones are facing at unique moments along their journeys. The impact of delayed diagnosis, for example. Our colleague, Rohita Sharma, offers more on LEAP on [Page 46](#).



**Wendy:**

Building that level of trust with the rare community

requires a special kind of empathy and connection that only a patient-centric workforce can deliver. It's a workforce that listens attentively, sincerely cares and ultimately respects the dignity of each patient with whom we engage.



**Stephanie:**

It's what I like to refer to as Alexion's human experience. Showing concern for our patients and fellow employees is an integral part of our culture. It helps us innovate for patients,

spurs teamwork when faced with a setback and gives a human element to the delivery of our therapies that sets us apart from other biopharmaceutical and biotechnology companies.

From my perspective, Alexion has cultivated such a powerful human experience by making sure every voice is heard, respected and valued. We don't get the formula right 100% of the time, but we do create continuous opportunities for

employees to give us candid feedback. When they point out areas for improvement, we listen, and we look for solutions. We're constantly making employee-driven enhancements in our efforts to become the most rewarding place to work. With the programs we have in place, I think we're on the right path.

Sincerely,

**Wendy and Stephanie**





## A GIANT LEAP FOR HUMAN KIND

2,700+

employees in 45 countries have completed at least one LEAP session.



**Rohita Sharma,**  
Associate Director, Culture  
and Stakeholder Insights

**I think almost everyone can recall a situation where they had a medical concern that was not handled as well as it could have been. This experience is often amplified for individuals living with rare diseases and devastating conditions, many of whom have complex journeys involving multiple healthcare professionals, payers, advocacy organizations, family members, caregivers and others.**

LEAP is Alexion's series of experiential learning sessions designed to immerse team members in the patient journey from diverse stakeholder perspectives within the rare disease ecosystem. LEAP also brings in patients and other stakeholders along the journey to provide insights on the "moments that matter" and identify solutions that will create the most value. My colleagues consistently highlight LEAP as an industry-leading model for fostering a patient-centric mindset, deepening the understanding

of the patient journey and an opportunity to gather insights that cultivate innovation. To date, more than 2,700 employees in 45 countries have completed at least one LEAP session.

In 2020, we re-imagined our LEAP experiences to be virtual and on-demand, and to incorporate our innovation process and a "choose your own adventure" experience to put team members in the shoes of patients and stakeholders and heighten the emotional and challenging decisions. We introduced two new disease-state simulations, created in alignment with our DI&B priorities. These new modules featured diverse stakeholders, and we sourced diverse voice talent to authentically match the characters in the simulations. We also listened to feedback from our LEAP alumni and launched two new capability-enhancing modules: Active and Empathetic Listening, and Storytelling, to help participants have more meaningful and impactful conversations across a range of stakeholders.

I feel incredibly humbled and inspired to oversee our LEAP portfolio because I can think of no more impactful way to honor the journey of our patients than to take a walk in their shoes.

Sincerely,

**Rohita**



Learn, Evolve, Activate and deliver for Patients







Tyler, having fun with his daughter

**If ever there were a crucial moment in time for strong leadership, 2020 was it. I knew our people managers and leaders were going to need extra support as they led teams through unfamiliar territory, while remaining on course to be the leader in rare disease.**

We needed a variety of training offerings to quickly activate and engage our people managers in timely and relevant conversations.

## PREPARING THE NEXT GENERATION OF LEADERS



**Tyler Durham,**  
Global Head of  
Leadership Capability

This resulted in our Rare Leader Development Portfolio, an integrated suite of programs and tools, organized into several delivery categories: self-directed learning, focused development programs and experiences, coaching and assessments, and development tools and best practices (see [Page 48](#) for more information). This portfolio approach enables our leaders to thrive in the complexity of the rare disease landscape.

Beyond formal training programs, we've made a push to ensure that all employees are having meaningful conversations with their managers about their performance and career goals on a regular basis. Instead of yearly reviews, we've set the expectation that employees should have performance development conversations with their supervisors at least once a quarter.

We also recognized that COVID-19 significantly disrupted the way we work and some of the objectives that we had for 2020. We adjusted our performance process so that less time was spent looking back on things we couldn't control, and more time was spent on developing for the future.

Our investment in leadership development and our agility in times of crisis have had a clear impact on the stability of our organization and our bottom line. We enhanced some of our strategic leadership and talent processes, including succession planning and identification of business continuity and critical roles, and high potential employees to ensure we continue to build our leadership capacity and capabilities. Of our 1,250 openings in 2020, we were able to fill 23% of them internally.

It's been a challenging year to say the least, but when I see data like these, I feel extremely confident in our ability to handle any hurdle in the future.

Sincerely,

**Tyler**





## OUR RARE LEADER DEVELOPMENT PORTFOLIO

In 2020, Alexion launched a comprehensive set of Rare Disease Leadership Development programs, both in response to the COVID-19 pandemic, as well as in pursuit of our critical mission.

### Virtual Leadership Roundtables

Quarterly sessions built to inspire and discuss best practices in leadership, this included a session led by Nancy Koehn, a Harvard Business School researcher and author of “Forged in Crisis: The Power of Courageous Leadership in Turbulent Times.” Koehn’s roundtable helped participants gain confidence in navigating the unique challenges of 2020. The series was kicked off by Frances Frei, another Harvard Business School professor, on the importance of trust, and diversity and inclusion in pursuit of high-performance organizations.

### Enterprise Leadership Program (ELP)

Piloted in 2020, ELP focuses on preparing Alexion’s senior leaders to navigate the leadership challenges of the future. In 2020, we had 19 Global Medicine Team Leads and Global Program Team Leads participate in the pilot program. In 2021, we will build upon this success as we expand learning experiences to our broader Enterprise Leadership Team community and targeted programs for cohorts like our General Managers.

### Enterprise Leadership Team Community

A curated community of our top 150 leaders to help grow our people to fuel our rare disease business and provide a platform for informed and inspirational leadership in a time of pivotal change. We kicked off and inspired this community with a three-day global meetup of all leaders at the start of 2020 before the pandemic struck, and used the inspiration and energy of the community throughout the year to guide and steward our people, company and commitment to those impacted by rare diseases and devastating conditions.

### LinkedIn Learning

After concluding a successful pilot with a small cohort in 2019, we opened this educational platform to all employees in 2020.

### Manager Enablement Series (MES)

Also launched in 2020, MES gives our people managers access to monthly virtual sessions to network with each other, share best practices and explore new perspectives. These sessions are designed to tackle timely issues, such as our series on racial equity. Roughly 100 managers continue to tune into the Manager Enablement Series each month.



### Manager Development Program (MDP)

Among our most significant development initiatives of 2020, MDP seeks to grow our 600-plus strong people-manager community and enable them to deliver a positive employee experience. Because of the pandemic, we pivoted to a virtual platform and reorganized modules to prioritize topics like resilience, schedule management, and peer interactivity and learning. More than half of Alexion people managers from 14 countries participated with the goal of reaching the other half in 2021.





## BUILDING A WORLD CLASS TEAM

### A STRONG SUCCESSION BANK

The Alexion succession bank is currently stronger than ever, meaning there are individuals ready to step into top roles at the company when the time comes. In 2020, the number of leaders who are “ready now” and “ready in one to two years” has increased by 25%.



**Matt McSherry,**  
Head, Global Talent Acquisition

**A**lexion’s surge in its pipeline is amazing to me, growing from three active clinical development programs in 2017 to more than 20 programs in 2020. Our need for qualified, passionate talent who represent the diversity of the patient community we serve has never been higher. One way we are scaling up our talent acquisition efforts is by focusing on attracting candidates early in their careers. Here are just a few examples:

#### France

We answered the call to increase employment opportunities for young people by more than doubling our number of apprentices and expanding beyond our Commercial group for apprenticeship opportunities.

#### Ireland

We’ve built a robust university relations program that brings roughly 85 interns into our organization per year, and they are

treated as valued members of their teams. In 2020, 16 of our Ireland interns were asked back to fill full-time or contract roles.

#### United States

We doubled down on our efforts to attract young talent by hiring a Head of University Relations, Academics and Early Career Recruiting. This role ensures Alexion maintains a diverse pipeline of early career and future talent across all functions of the company, championing new and innovative approaches to DI&B talent attraction and sourcing.

We also expanded our postdoctoral fellowship programs offered in collaboration with Massachusetts College of Pharmacy and Health Sciences (MCPHS) University, adding fellowships within our Global Medical Affairs, Global Drug Safety and Global Regulatory Affairs practices.

We need fresh minds with big hearts to continue our lifesaving work. As our business continues to grow, I expect to continue expanding and creating programs to develop quality young talent in-house. As long as the passion for people is there, we can teach the required skills needed for success.

Sincerely,

**Matt**





## CHAMPIONING BRAIN HEALTH

### ALEXION'S FOCUS ON BRAIN HEALTH

In 2020, we took the following steps to further our commitment to Brain Health at Alexion:

- **Building momentum** by reminding colleagues about available benefits like the Employee Assistance Program, private healthcare and existing local programming.
- **Soliciting feedback** from colleagues through surveys and active listening conversations at all levels of the organization.
- **Creating awareness** of Brain Health through internal communications, local pilots and increasing visibility of preexisting resources.
- **Joining One Mind At Work**, a global coalition of employers deploying best practices for workplace Brain Health.



**Alex Schuman,**  
Head of CSR, Alexion  
Pharmaceuticals, Inc.  
and President, Alexion  
Charitable Foundation

**T**o say the COVID-19 pandemic has been challenging would be an understatement. If in any way we might imagine a silver lining, it's the spotlight that has been placed on Brain Health during these difficult times.

Brain Health isn't a new concept. We began focusing on Brain Health as a company before the pandemic hit, anticipating that this critical topic would increase in relevance, regardless of current events. What we didn't realize was how timely these efforts would become. What's important to understand is that Brain Health means more than just mental health. It includes the broader physical, emotional and social factors that impact our well-being. Brain Health helps everyone feel motivated, safe and empowered to make purposeful and productive choices.

**Brain Health includes the physical, emotional and social factors that impact our well-being.**

In 2020 we laid the groundwork for furthering our support of Brain Health at Alexion. In 2021, we will more fully build our capacity through an integration of resources and trainings that – we hope – will create a long-lasting environment where colleagues may feel and perform at their best.

The better we take care of ourselves and each other, the better we can show up for everyone who counts on us.

To me, Brain Health is a no-brainer.

Sincerely,

**Alex**





## WELL-ROUNDED WELL-BEING

Alexion offers a range of benefits designed to help employees with a healthy work-life balance and to assist them in times of need. While these benefits may vary from country to country in compliance with local regulations, our U.S. wellness benefits for qualifying employees are emblematic of our approach:

- **Paid leave** - Up to 16 weeks for new parents and up to four weeks for caregivers of seriously ill family members.
- **Backup care coverage** - Up to 12 days of backup and adult care, or the option of being reimbursed up to \$100/day to find a provider when traveling overnight on business.
- **Free breast milk delivery service** for work travel
- **Adoption assistance** - Up to \$8,000 per child.
- **Generous commuter benefits**
- **Employee Assistance Program** - Including counseling services.
- **Telemedicine services**
- **Annual fitness reimbursement**
- **Flexible Work Arrangements Corporate Policy**

## MENTAL HEALTH FIRST AIDERS

In Ireland and the U.K., Alexion trained a number of Mental Health First Aiders as a resource for colleagues who may be experiencing a mental health issue or emotional distress. While Mental Health First Aiders are not therapists or counselors, and cannot diagnose mental health conditions, they are trained to understand and identify signs and symptoms, lend a supportive ear and direct people to professional help.

## BE WELL IN TURKEY

In 2020, Alexion Turkey launched “Önce Sen İyi Ol” or “First You, Be Well,” focusing on employees’ overall well-being with new activities each month addressing emotional, social, physical, mental, emotional and environmental subjects. Accessible on mobile devices, examples of activities include learning yoga, exploring healthy snacks and having colleagues share their favorite books with each other.

## ADDED PANDEMIC-RELATED BENEFITS

We believe that Alexion’s [Total Rewards Program](#) is among the best benefit packages in the industry. In our aspiration to be the most rewarding place to work, we recognized the additional contributions our employees were making during the pandemic by providing hazard pay for essential staff who came into our facilities during lockdowns, and stipends for home office supplies for those who suddenly found themselves working from their kitchens, living rooms and bedrooms. Additionally, we provided all U.S. employees the opportunity to be tested for COVID-19 without charge, even if asymptomatic.





## PRIORITIZING OCCUPATIONAL HEALTH AND SAFETY

At the end of the day, we all want to go home to our loved ones in the same condition as when we left them, if not better.



**Joseph Paradiso,**  
Director, Environmental Health and Safety

Our site leaders work with our global and local EHS teams to implement compliance systems consistent with applicable legal requirements and our EHS Policy and Standards. Through our EHS Training and Competence Standard, we ensure that all persons working at an Alexion facility are made aware of the risks and are competent to perform those tasks.

All Alexion sites implement an EHS Incident Management Procedure in compliance with our EHS Policy and local regulatory requirements and are aligned with [ASTM E2920-14](#). We require that every incident, including near misses, regardless of severity, be reported. Incidents are investigated to inform preventative controls and facilitate organizational learning.

Learnings are shared throughout the organization to inform our system and standards, and advance continuous improvement efforts. We encourage and reward open dialogue and



communication regarding EHS performance data, progress toward objectives, hazard and risk information, significant EHS issues and best practices. We value the candid feedback we receive and support Alexion's Speak Up culture by rewarding workers who share comments with incentives and recognitions.

I take very seriously the role I play in helping to keep my colleagues safe and healthy. At the end of the day, we all want to go home to our loved ones in the same condition as when we left them, if not better.

Sincerely,

**Joe**





## OCCUPATIONAL HEALTH AND SAFETY TARGETS AND METRICS

Alexion emphasizes proactive health and safety metrics and targets as described below. We also report metrics in the spirit of aligning with key GRI indicators and other stakeholder expectations (see [Page 86](#) in the Reporting Index section). However, our emphasis is on preventive measures rather than setting targets against the reduction of incident rates, which may have the unintended consequence of dissuading some employees from reporting near misses or actual incidents.

### Proactive Targets and Metrics

**Corrective/Preventative Actions (CAPAs)** – These result from both actual incidents and submitted safety comments that can be resolved or escalated by the observer. Our goal is to address every CAPA in a timely manner. **Across our enterprise, more than 4,514 safety comments were submitted in 2020, and we had zero serious, overdue EHS-related CAPAs.** Serious CAPAs result from extreme events, or events where there is a high potential likelihood of a severe outcome (e.g., serious injury, fatality, significant damage to a facility). After the root cause(s) and deficiencies in safety capacity are identified and approved, CAPAs are identified to reduce or eliminate hazardous conditions. Serious CAPAs are given the highest priority and are due for completion as soon as possible.

**Leadership Walks** – Leaders across the business schedule time to inspect their work areas and talk about safety with colleagues. **In 2020, 92% of all scheduled leadership walks were completed.**

**Potential Serious Injury and Fatality (PSIF) Rate** – Understanding that health and safety incidents occur along a continuum of severity, we track the most serious of incidents separately based on their potential to be life-threatening or life-altering. By tracking PSIFs, we can build more safety capacity into our processes. To date, we thankfully have not had any fatalities or serious work-related injuries or illnesses. **For 2020, our PSIF rate was 0.29 per 50,000 hours worked.**



## HEALTH AND SAFETY RECOGNITIONS

**Fran Noyes,**  
Environmental Health  
and Safety Engineer

As an employee of our site in Bogart, Georgia, U.S., I was excited to participate in Safe + Sound Week for the first time in August 2020. While we couldn't enjoy celebrations together at my site or with our colleagues in New Haven, it was great to learn more via email about how we're working safely, not only for our patients but for our families. This is a true sign of a strong safety culture. In fact, in 2020, the U.S. Occupational Safety and Health Administration (OSHA) recognized both our Bogart and New Haven facilities for our commitment to workplace health and safety.

Safety is such a big part of my role at Alexion, and I truly enjoyed celebrating and sharing that with my colleagues at Safe + Sound Week. At the end of the day, it is up to all of us – no matter our role – to create a safe place to work.

Sincerely,

**Fran**







Ellen, enjoying a long winter walk

In my career, I've chosen to work for companies that truly make a difference in the world and ignite transformational change, particularly in the healthcare sector. That's why I'm so proud to serve as the Executive Sponsor of CSR at Alexion and celebrate the progress of our CSR program over the last several years.

The way CSR is structured at our company underscores its importance as a framework that truly defines how we approach the business

## THE ROLE OF CSR IN ADVANCING OUR COMPANY



**Ellen Chiniara,**  
Chief Legal Officer and Corporate  
Secretary and CSR Executive Sponsor

decisions we make as an organization. CSR is embedded in and an intrinsic part of our purpose and mission and provides value to our stakeholders. Acting with integrity, one of our core values, serves as the foundation of our CSR-STAR platform. Alexion earns and keeps the trust of these stakeholders by living the value of integrity in everything we do. That has been reflected in the improvement over the last several years in our corporate governance scores, as determined by reputable third-party sources.

Our commitment to CSR starts with Alexion's **Executive Committee**, which prioritizes our objectives in line with our mission, including the development of policies and management systems for environmental, health, safety and social responsibility matters. The **Nominating and Corporate Governance Committee of Alexion's Board of Directors** provides oversight

of Alexion's CSR program and political activities. In my role as Corporate Secretary, I have been quite impressed with the way our Board embraces CSR.

Alexion's **CSR Steering Committee** serves as a collaborative cross-functional, decision-making task force focused on CSR and shared value efforts at Alexion. This includes making and influencing critical business actions as it relates to CSR and advancing CSR leadership and related efforts throughout the organization.

I look forward to continuing to leverage this structure in our journey to become a CSR leader.

Sincerely,

**Ellen**





## INVESTING IN ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG)



Alexion was named as the No. 1 biotech company for the lowest ESG risk by Sustainalytics.



Chris Stevo,  
Head of Investor Relations

**P**rior to joining Alexion in 2020, I spent 20-plus years as a buy-side healthcare investment analyst and portfolio manager. It's a perspective that I've applied to better understand and give voice to the topics that current and prospective Alexion investors care about most.

What's really energized my career in recent years is the surge of investor interest in ESG. It was a big part of my last position, and now ESG performance is something that I can impact from inside a company that truly appreciates its value. The events of 2020 only served to intensify stakeholder focus on critical ESG matters like social inequity, climate change, employee well-being and corporate ethics.

Most investors look to ESG ratings organizations to inform their decisions on this complex array of interrelated topics. We appreciate the worth of scoring well in the eyes of these groups, but equally important is the knowledge that we gain

about stakeholder expectations every time we engage with them.

In 2020, Alexion worked with three major ESG rating frameworks to provide information, clarify questions, highlight key concepts and draw connections – all in an effort to paint the clearest picture of our ESG efforts, and to learn from them how we can continue to improve.

I'm quite pleased with the results. Alexion's ratings continue to improve significantly, and we've gotten great insights on further leveraging the value of ESG.

I love being in a position where I can help generate shared value: bettering society and the environment while enabling my colleagues and my company to do well.

Sincerely,

**Chris**




Alexion was recognized in the Institutional Shareholder Services (ISS) ESG rating for meeting ambitious ESG performance requirements.

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A close-up photograph of a smiling couple holding a newborn baby. The woman is on the left, wearing a blue shirt, and the man is on the right, wearing a dark purple shirt. They are both looking down at the baby, who is lying in their arms. The background is a soft, out-of-focus light color.

# REDEFINE

## LIVING WITH A RARE DISEASE OR DEVASTATING CONDITION

Bringing transformative medicines and innovative diagnostics to  
the people who need them, while embracing transparency.

**Victor**, living  
with PNH







John, boating in southern Maine with his first mate

I'm constantly inspired by the stories of resilience and determination I hear from the patients, families and caregivers who benefit from the innovative medicines we develop and deliver. I've worked in leadership roles across the biopharma industry over the last 20-plus years, but my position at Alexion has been the most satisfying because of the life-changing impact we have.

Our pioneering efforts in complement biology, a complex field named for an essential part of our immune system, have served as a

## PIONEERING BREAKTHROUGHS FOR THE RARE COMMUNITY



**Dr. John Orloff,**  
Executive Vice President,  
Head of Research & Development

springboard for us to evolve into new areas of rare disease and devastating conditions. Our progress is especially gratifying to me, as one of my charges since coming to Alexion in 2017 has been to strengthen our clinical pipeline.

We know that the rare disease community is counting on us to find answers, and these answers lie not only in medicines we develop, but also in the groundbreaking work we're doing to advance the field of diagnostics, how we engage patients for their input into our development programs and the way in which we share clinical trial results.

I invite you to learn more from my esteemed colleagues who share how they and their teams are fighting for those we serve.

Sincerely,

**John**

### DRUG INNOVATION AWARDS

**IDEA Pharma's 2020 Pharmaceutical Innovation Index** - Alexion placed among the top 10 companies in adding value to their pipelines over the past five years.

**Germany Prix Galien Award** - Alexion was recognized for outstanding drug innovation in the Specialist Care category.



Monika, living with gMG





## ADVANCING REVOLUTIONARY DIAGNOSTICS

<14 Hours

### ANOTHER WORLD-RECORD DIAGNOSIS

Along with Rady Children's Hospital, Alexion was part of a team that achieved a new record in December 2020 for the fastest genetic-testing diagnosis with a treatment option in less than 14 hours. This is even faster than the world record a similar Alexion collaboration earned in 2018.



**Sharon Barr,**  
Head of Research,  
Data Sciences, Genomics,  
Bioinformatics and Diagnostics

**I**n my seven years at Alexion, I've never been in a better position to help change lives by leveraging science early on in critical processes. Among my most gratifying responsibilities is leading Alexion's cutting-edge diagnostics function. Accurate and early diagnoses can help save lives and prevent years of unnecessary suffering. People with rare diseases often wait years to receive a proper diagnosis and many never receive one at all. Expecting physicians to correctly diagnose something they may have never encountered before is asking a lot.

In response, we've developed RARE ANSWERS™ in collaboration with leading children's hospitals and technology and data-science developers. RARE ANSWERS is a system of innovative and sustainable

## RARE ANSWERS™

tools designed to help shorten the diagnostic journey and time to initiating treatment of children with a rare disease. These tools aim to deliver actionable data to physicians by analyzing phenotypic and genomic data, incorporating precision software, medical information and clinical insights. Alexion has acted as a steward of this program for five years as part of our commitment to the needs of all people with rare diseases.

Our groundbreaking work with RARE ANSWERS is, quite literally, saving lives by saving time for patients with rare diseases and devastating conditions. That makes coming to work in the morning incredibly worthwhile.

Sincerely,

**Sharon**





## LEARNING FROM AND RESPONDING TO COVID-19

### INNOVATIVE MEDICINES

To empower our teams to deliver on our strategic imperatives in an ever-evolving environment, we developed our Alexion Product to Patient Model (AP2P). AP2P governs how we move through drug development to commercial launches, considering all stakeholder needs end-to-end. The goal is to ensure early consideration of patient needs, efficiency and consistency in our approach and deliverables across our pipeline. Above all else, it does three things very well:

**1. Develops a team-centric organization where functions support empowered program teams.**

**2. Provides clarified governance with clear and transparent decision-making.**

**3. Ensures effective processes and appropriate deliverables and tools to manage complexity and workload.**



**Moke Sharma,**  
Head of Development  
Operations and  
Quantitative Sciences

**F**rom my perspective, which includes more than 20 years of fighting many types of disease all around the world, we have learned much from the global COVID-19 pandemic that goes beyond inoculating against or treating the disease itself.

So many aspects of our lives were disrupted, but despite the risks, so much has continued in our mission to transform lives. That included the vital clinical trials we conduct to develop our medicines. As the pandemic set in, we worked quickly to protect the integrity and continuity of our clinical trials, setting and managing six strategic priorities:

- Look after our people
- Ensure patient safety
- Maintain good clinical practice (GCP)
- Ensure data integrity
- Drive the portfolio
- Reinforce the trials' infrastructure and vendor ecosystem

While there were many forecasts and models out there tracking COVID-19 spread, we found there weren't any commercially available options with the level of detail we needed. None of them combined the current and future states of COVID-19 specific to our clinical trial sites.

So, we built our own modeling solution. In my opinion, it emerged as one of the most sophisticated COVID-19 modeling tools available. We factored in not only epidemiology data, we also considered government regulations and citizen compliance at the country and state levels. This gave us an accurate understanding of what was likely to happen, how enrollment in trials might look and what mitigating actions we should take.

As a quantitative scientist, I was happy to apply my skills in new ways to help people around the world.

Sincerely,

**Moke**







Derek, picking apples with his family

## EXPLORING OPTIONS FOR TREATING SEVERE COVID-19 CASES



**Derek Dunn,**  
Senior Director, Clinical  
Development, Global  
Program Team Leader



**Shamsah Kazani,**  
Senior Medical Director,  
Clinical Development and  
Translational Sciences

**W**hen we came to work for Alexion, we both knew we were joining a special company. And in 2020, being a special company meant doing what we could in the fight against the COVID-19 pandemic. This included exploring the use of Alexion medicines SOLIRIS® (eculizumab) and ULTOMIRIS® (ravulizumab-cwvz).

Insights from infections with other coronaviruses, alongside pre-clinical data, suggested that the complement system, which is part of the body's immune system, could possibly be targeted to treat some of the most severe clinical aspects of the infections with SARS-CoV-2. Observations

from a few doctors who were familiar with the use of SOLIRIS led to the hypothesis that, in some people with COVID-19, instead of fighting the infection, the complement system was turning against the patient. In an effort to possibly alleviate the consequences associated with severe COVID-19, Alexion initially provided SOLIRIS through expanded access/compassionate use for select patients hospitalized with severe, COVID-19-related pneumonias in the U.S., France and Italy.

Preliminary clinical evidence from patients who received SOLIRIS through these programs suggested that terminal complement inhibition

may improve the chances of survival in patients with severe COVID-19. Based on that evidence and recognizing the urgent needs of patients, Alexion submitted an emergency Expanded Access Program (EAP) protocol in the U.S. and the EU for SOLIRIS in severe COVID-19-related pneumonia to make SOLIRIS more widely available to eligible patients.

Our controlled clinical trial with ULTOMIRIS in patients with severe COVID-19 requiring mechanical ventilation has paused enrollment at the recommendation of the Independent Data Monitoring Committee due to futility (lack of efficacy). Analysis of study results is ongoing to determine if there are subgroups of patients who may benefit from treatment with ULTOMIRIS. The use of ULTOMIRIS in hospitalized patients with COVID-19 not yet requiring mechanical ventilation is being explored in the TACTIC-R trial conducted in the U.K.

The opportunity to explore how we might help alleviate the suffering caused by this pandemic is an honor for both of us and our teams.

Sincerely,

**Derek and Shamsah**





## DIVERSIFYING OUR PORTFOLIO IN 2020

**Acquired Portola Pharmaceuticals** - In this strategic transaction, we added the medicine, ANDEXXA® (coagulation factor Xa (recombinant), inactivated-zhzo) (marketed as ONDEXXYA® in Europe), which rapidly reverses factor Xa (FXa) inhibitor-related uncontrolled or life-threatening bleeds.

**Completed our Acquisition of Achillion Pharmaceuticals** - This added two clinical-stage Factor D inhibitors to our growing pipeline.

**Grew our Development Pipeline** - We have in place more than 20 programs and the potential for 10 launches by 2023, including treatments for both Wilson disease and ALS.

## ADVANCING CLINICAL TRANSPARENCY

Alexion's mission to transform the lives of people affected by rare diseases and devastating conditions is exemplified by our work to make our clinical trial data, documents and results readily accessible while protecting patient privacy. See Alexion's [Clinical Trials Disclosure and Transparency Policy](#) for more information.



## A RARE PERSPECTIVE

**Mark Dysinger,**  
Development Scientist, Bioanalytical Development

As a person with a rare disease, I can relate in many ways with the patients we serve at Alexion. Living with hypokalemic periodic paralysis – a condition that causes episodes of muscle paralysis in my legs – gives me a special perspective in our work to develop life-changing therapies.

The Bioanalytical and Biomarkers group, where I work, develops and supports analytical methods that are used to provide key data in drug studies.

While Alexion doesn't currently target my condition, my personal experience gives me a heightened sense of urgency and stewardship to quickly deliver safe and effective therapies to those who need them.

Sincerely,

**Mark**

## Collaborating on Solutions

Alexion understands the value of diversity of thought, which is why we engage with other biotech companies on innovative solutions. One such example is our work that continued in 2020 with Caelum Biosciences on a Phase 3 clinical program to evaluate CAEL-101. This first-in-class therapy, in combination with standard-of-care therapy, aims to address impaired organ function due to a rare condition known as AL amyloidosis. The primary objective of the clinical program is to assess overall survival.







**Salah**, celebrating his son's wedding with homemade pastries

**I** joined Alexion in 2020 and immediately went to work learning about the myriad of ways we're advancing research on rare diseases and devastating conditions with clinicians fighting alongside patients on the frontlines.

Alexion meets its commitment to advance science in areas of unmet medical need by providing either funding or clinical supplies, or both, to independent and unsolicited research

## ENABLING EXTERNAL RESEARCH



**Salah Benyamina**,  
Global Head of Medical  
Affairs Excellence

proposals. Specific therapeutic area research committees are responsible for the evaluation of the incoming proposals.

Despite the impact of the COVID-19 pandemic on conducting research studies, we continued to receive Externally Sponsored Research (ESR) proposals that we reviewed, processed and executed contracts for, to accelerate data generation contributing to advancing patient care. The evidence generated through our ESR program has been published in peer-reviewed journals and presented at international congresses.

This is an exciting and rewarding time to be part of Alexion.

Sincerely,

**Salah**

### DISCOVERY PARTNERSHIPS



Alexion is committed to supporting academic investigators and their work to advance research and develop innovative, life-changing medicines through our collaborative Discovery Partnerships program. An example is our support of researchers at the Imagine Institute in France, where researchers are conducting groundbreaking work on therapies for sickle cell disease.

## 6 Publications SPREADING THE WORD

Data generated by Alexion-funded Externally Sponsored Research studies have been submitted and/or published in peer-reviewed journals and presented at international congresses, including six publications in 2020.





## CREATING AND MAINTAINING PATIENT REGISTRIES

### DISCUSSING PATIENT REGISTRIES IN GERMANY

“We’re working to facilitate a dialogue around patient registries within the broader rare disease field. As part of the Rarity Value event series in Germany, Alexion participated in a virtual roundtable to discuss rare disease registries and the opportunity to co-create with relevant stakeholders.”

- **Graham Skarnvad**, Vice President,  
General Manager Germany, Commercial

### BIOBANK IS OPEN

Alexion has started a BioBank initiative that’s dedicated to streamlining our biospecimen procurement and archiving process and creating an accessible library that’s unique to rare disease. Through this initiative, patients gift their biospecimens, which are unique to their disease, for research toward better diagnostics and therapies. This effort offers Alexion and collaborators potential for deriving scientific insights from the data generated using these samples.



**Anna Petryk**,  
Executive Medical Director,  
Global Medical Affairs Leader,  
HPP and Amyloidosis

**A**s a specialist in rare bone diseases, I have had firsthand experience helping patients living with hypophosphatasia (HPP). Understanding their medical needs and challenges is paramount.

One of the ways in which Alexion works to better understand patient needs is through the patient registries we have established to gather patient input and perspectives. Patient registries are conducted over the long term and are a key source of real-world data that allow us to better understand the disease, what patients experience in their daily lives, and how the disease affects their functional capacity and quality of life. I believe they are foundational to Alexion’s work, helping us gain real insights from physicians and patients that enable us to improve patient outcomes and help shape the medical practice to ensure that patients’ needs are met.

2020 marked the fifth anniversary of the approval of STRENSIQ® (asfotase alfa), the only available therapy for HPP that treats the underlying cause of the disease. We have established a long-term, observational HPP registry, which includes patients from around the globe. The HPP registry has been quite unique and instrumental in building the body of evidence for HPP, facilitating patient access to treatment, and providing a platform for further research studies (some at the request of regulators). We are about to launch a new registry website with resources and learnings from the studies, including publications and congress presentations.

As a classically trained musician, I can’t help but liken successful patient registries to great sheet music. All the information is there, it just needs to be put into play.

Sincerely,

**Anna**







# ETHICS & COMPLIANCE

OUR FOUNDATION

Our commitment to ethics and compliance  
is the foundation for everything we do.







Indrani, celebrating her son's drive-thru graduation

## INTEGRITY MATTERS: BEING TRUE TO WHO WE ARE



Indrani Franchini,  
Chief Compliance Officer

**A**s the Chief Compliance Officer of Alexion, I am in a unique role to bring value to the company by leading a team of Compliance professionals dedicated to empowering the business to achieve its mission in an ever-growing and changing environment. We partner with the business every day, on matters big and small, to ensure that ethics, compliance, and most critically, our value of integrity, are at the core of all we do.

The foundation of our program is consistent with the recommendations set forth by the Office of Inspector General (OIG) for the U.S. Department of Health and Human Services in its Compliance Program Guidance for Pharmaceutical Manufacturers. But our program is so much more than that. It is a rigorous and innovative program that takes a risk-based approach and is uniquely tailored to meet the needs

of our business as a rare-disease company. While it is led by our Global Compliance team, it is brought to life through various business stakeholders like our Compliance Committees and our Global Compliance Champions.

In my nearly 18 years working in the compliance area, I have realized the best programs are ones that are organic to the business. Every day, we strive to live up to the expectations of patients, physicians and ourselves, and to earn trust in our communities. We know the importance of this responsibility, and we take it seriously. Compliance at Alexion is more than a function, it is part of our DNA, and it is embedded into how we do business and who we are.

Sincerely,

**Indrani**





## MAINTAINING OUR CULTURE OF INTEGRITY

### ETHICS AND BUSINESS CONDUCT

*Integrity in Action*, Alexion's Code of Ethics and Business Conduct, is our framework for acting with integrity and connecting our values to our business conduct. It is translated into multiple languages and provides information, resources and tools that provide guidance on how to act ethically and in compliance with the law and is complemented by a host of more detailed company policies and procedures. In 2020, we were able to document that nearly 98% of Alexion employees around the world completed Code of Conduct training.



**Joe Olem,**  
ABAC Program Director,  
Compliance

**M**y years of experience as an auditor have heightened my appreciation for Alexion's zero-tolerance policy toward bribery and corruption. Under Alexion's policy, anyone acting for, or on behalf of, the company is prohibited from offering, giving, requesting, accepting or receiving a bribe. Our global Compliance program is designed to ensure compliance with the applicable anti-corruption laws of every country in which we operate, including the U.S. Foreign Corrupt Practices Act and U.K. Bribery Act 2010.

In 2020, we launched a new, online Anti-Bribery/Anti-Corruption (ABAC) training module. It serves as a supplement to our live ABAC training and reinforces some of the key

points in our ABAC Policy and Procedures. I helped lead the design and implementation of the module, so I feel particularly excited about the interactive way we've set this up for colleagues to learn. The training is available in nine languages and was designed to be immersive and user-friendly. We had around 2,700 employees and contractors complete the training in 2020, which is significant given its October launch.

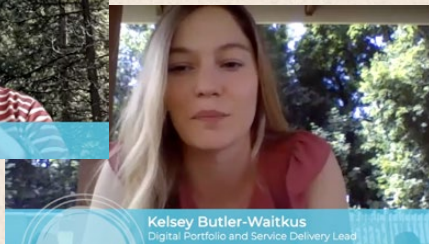
I believe this will continue to be a successful learning tool for my Alexion colleagues.

Sincerely,

**Joe**







Learn what Alexion employees have to say about integrity in this [short video](#).



## INTEGRITY MATTERS WEEK

**Loren Becher,**  
Director, Enterprise Programs

I've spent nearly my entire career in the healthcare sector, much of it at the intersection of risk management and learning and development. This combination of experience has served me well since joining Alexion in early 2020.

Among my favorite responsibilities this past year was heading up Alexion's annual Integrity Matters Week, which aims to demonstrate how our value of Integrity is at the core of everything we do and how we embrace its fundamental role in our daily work. During Integrity Matters Week, we provided colleagues with opportunities to build their compliance and quality mindset and capabilities by hearing from patient organizations, behavioral science experts and Alexion leaders. We enhanced our employees' personal integrity journeys through training sessions, panel discussions, and engaging resources and tools like interactive job aids and an Augmented Reality application that brings to life a Nobel Prize winning framework for making ethical decisions.

In connection with Integrity Matters Week, we partnered with the Alexion CSR team to raise funds for SeriousFun Children's Network, a global community of camps and programs providing life-changing experiences to children with serious illnesses and their families, free of charge. It was exceptional to see how Alexion came together as a community to live our value of Integrity and at the same time, contribute to an amazing cause.

Sincerely,  
**Loren**





## CULTIVATING COMPLIANCE THOUGHT LEADERSHIP

Striving to be a leader in compliance thought leadership is one of the most satisfying aspects of my work at Alexion.



**Joseph Philipose,**  
Vice President, U.S. and  
Enterprise Compliance

One of the ways Alexion seeks to fulfill its compliance aspirations is by being a key influencer for how compliance standards and practices are set in our industry. Many of our team members are asked to speak at global congresses and seminars to share best practices and insights.

In 2020, while the pandemic kept our Compliance team from being active on the speaking circuit, I did have the pleasure of presenting virtually at the **sixth annual Specialty Pharmaceutical Compliance Congress**, where I am also a member of the organization's advisory board. I spoke with a fellow panelist on lessons learned from recent DOJ Electronic Health Record Vendor Settlements.

Our Chief Compliance Officer, Indrani Franchini, demonstrated thought leadership in a different forum by co-authoring an article, Considerations in View of the Patient Journey: Compliance in the Rare Disease Space, for the August 2020 issue of Policy & Medicine Compliance Update. This is the first of two articles from the Rare Disease Compliance Consortium, a think tank made up of life sciences legal and compliance industry leaders that Indrani helped establish in 2019.

Striving to be a leader in compliance thought leadership is one of the most satisfying aspects of my work at Alexion.

Sincerely,

**Joe**

### ETHICS AND COMPLIANCE HOTLINE

The Alexion Ethics Hotline offers employees, business partners, customers and members of the public to anonymously ask questions or report concerns about any potential misconduct or unethical behavior. The hotline is available in multiple languages 24 hours a day, seven days a week, and is run by an independent, third-party provider.





## FACILITATING EXCEPTIONAL CORPORATE GOVERNANCE

### BOARD OF DIRECTORS AT-A-GLANCE

**9** Number of Independent Directors  
(Chairman is independent)

**63.1** Average Age of Directors

**4.4** Years Average Director Tenure

**20%** Female Directors

**T**he foundation of a strong, ethical company always starts at the top. I see that firsthand in my frequent engagement with Alexion's Board of Directors, which sets the highest standards for our employees, officers, and the Board itself and its individual members. The Board oversees and monitors the performance of our Executive Committee, which is responsible for the day-to-day conduct of our business.



**Doug Barry,**  
Vice President, Corporate Law

The Board has four standing committees:

- |   |   |
|---|---|
| <b>1. Audit and Finance Committee</b>           | <b>3. Nominating and Corporate Governance Committee</b> |
| <b>2. Leadership and Compensation Committee</b> | <b>4. Science and Innovation Committee</b>              |

Each of these Committees operates under a charter that is publicly available on Alexion's website. In addition, the Board has adopted the Corporate Governance Guidelines that sets forth the practices and policies at the Board level that provide an important framework and assist the Board in fulfilling its duty to shareholders.

During 2020, no director attended fewer than 75% of the total number of meetings of the Board and the committees of the Board on which they served. The Board also had significant involvement in shareholder outreach in 2020.

My colleagues and I meet with the Nominating and Corporate Governance Committee at least annually to present updates about Alexion's CSR strategies, programs and plans. This Committee oversees environmental, health, safety and social responsibility matters, and reviews this CSR report.

When it comes to director education, Alexion funds Board member education on any topic, including CSR and governance, as well as sharing timely articles and updates with the Board on a variety of topics, including DI&B, governance, CSR, shareholder engagement and risk management. Board members also belong to the National Association of Corporate Directors (NACD).

I derive great satisfaction in working with Alexion's Board in helping to ensure exemplary corporate governance.

Sincerely,

**Doug**





## GOVERNING OUR POLITICAL ACTIVITIES

This is an exciting and important time for the rare disease community.



**Tamar Thompson,**  
Vice President Government Affairs and Policy, Alexion Pharmaceuticals, Inc. and Chairperson, Alexion Charitable Foundation

**A**s head of Government Affairs and Policy, I have the privilege of serving rare disease patients by working to mitigate access hurdles and address the challenges of health equity by collaborating with alliance development partners to shape a better healthcare system for the rare disease community. This role provides an opportunity to draw upon the diversity of my experience as a military wife, sister, daughter and health policy strategist to advance healthcare legislative and regulatory priorities for rare disease.

Our actions are guided by our [Policy on Political Contributions and Lobbying Activity](#). Our strong and successful policies and practices have resulted in Alexion being ranked in the top tier on the [2020 CPA-Zicklin Index](#), which evaluates S&P 500 companies on their political spending disclosure practices and oversight policies.

Now more than ever, it is imperative that Alexion works to ensure that we align our global government affairs positions and principles, not only with the enterprise business needs, but also with our organizational values. Among the ways we're acting on this ambition is to advance a patient-centered ecosystem that aligns with the expectations of a broad array of external

stakeholders. Alexion seeks to continuously listen to patients and other stakeholders and to build innovative partnerships and community that lead to systemwide improvements for the rare disease community.

This year, the U.S. and International Government Affairs and Policy teams launched the **Alexion Health Policy Council** to govern the alignment of our policy positions. The Health Policy Council serves as a venue for cross matrix teams to address and respond to emerging policy trends by developing organizational principles and ►

### PATIENT-CENTERED ECOSYSTEM





## INFORMING POLICY IN EUROPE

In 2020, Alexion took part in efforts to inform the development of public policy by highlighting the needs of people living with a rare disease or devastating condition.

**Reforming Rare Diseases Report in the U.K.** - In partnership with Genetic Alliance UK, Alexion launched the *Reforming Rare Diseases report*, highlighting urgent unmet needs of patients living with a rare disease. Launched in late 2020 at the British Parliament, the report was followed by the release of the new Rare Disease Strategy by the Department of Health in January 2021.

**Rare Disease Policy Observatory in Spain** - Alexion invited a group of renowned healthcare experts and rare disease stakeholders to launch the Rare Disease Policy Observatory – an expert forum established to contribute to policy developments relevant for the Spanish rare disease community.

**Rarity Value Series in Germany** - Alexion launched a new engagement platform, Rarity Value, which engages key rare disease stakeholders to co-develop policy solutions addressing topics important to the rare disease community in Germany.

**Orphan Drug Incentives in Brussels** - To help inform policy discussions regarding the future of orphan drugs in Europe, Alexion launched a multistakeholder group that evolved into a multicompany partnership. The group is co-hosted by industry trade organization, EUCOPE, and European patient organization, EURORDIS.

**Rare Conversations in Brussels** - Alexion launched Rare Conversations, an engagement platform for European stakeholders designed to inspire conversations and ideas about important topics relevant for the community in Europe. Our role is limited to facilitation, and each session of Rare Conversations is co-hosted by Alexion and an external partner.

◀ position statements. While we know there will always be regional variations in the way our company responds to health policy, together these principles and position statements serve as a means to educate and inform our teams in creating appropriate health policy strategies that support the unique needs of the rare disease community.

This is an exciting and important time for the rare disease community, and I could not be

more proud to serve as a healthcare policy champion for patients. 2020 proved to be a year of challenge, change and opportunity. This year, none of us could have anticipated the emergence of a pandemic that would test the resiliency of humanity, push us to demonstrate the power of science, expose the depths of health and social inequity, and create new opportunities for virtual healthcare. I walk away from 2020 filled with gratitude. I am not only grateful for

the time this year has afforded me to spend with my family, but the time spent working at Alexion, a company that rose to the occasion through flexibility and innovation to meet the needs of patients, customers, employees and our surrounding communities.

Sincerely,

**Tamar**







Chad, ice skating with his family

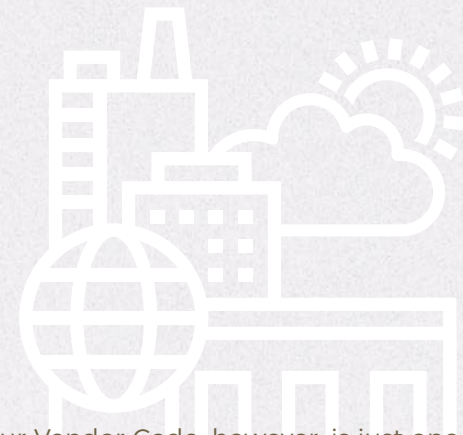
## HOLDING OUR SUPPLIERS TO HIGH STANDARDS



**Chad Trexler,**  
Global Head of  
Strategic Sourcing

**I**n my various roles in strategic sourcing over the years, I've had the opportunity to work both for biopharma companies and the contract research organizations that support them. Alexion's vendors are an important extension of our business; as such, we hold them to the same high standards we expect of ourselves.

To help codify this expectation, we published an updated [Vendor Code of Conduct](#) in 2020. It has been translated into 19 languages and, by agreeing to do business with us, our suppliers are obliged to comply with this Code.



Our Vendor Code, however, is just one aspect of how we engage with our valued suppliers. My colleagues, Bryan and Ty, delve into other important elements on [Pages 73](#) and [74](#), respectively.

Sincerely,

**Chad**

# 19 Languages

Our Vendor Code of Conduct has been translated into 19 languages.





## COLLABORATING ON SUPPLIER ESG STANDARDS

The Alexion Strategic Sourcing and EHS teams have been hard at work developing ESG assessments for our critical suppliers.



**Bryan Mulchinock**  
Director, Global Environmental  
Health and Safety

**F**or the past 20-plus years of my career, I have specialized in EHS matters for pharmaceutical companies. It's been inspiring to see how the industry has not only embraced EHS, but the broader ESG agenda. An important component of that is the expectations we have of our suppliers.

The Alexion Strategic Sourcing and EHS teams have been hard at work developing ESG assessments for our critical suppliers. Moving forward, we will be conducting ESG risk assessments that encompass the following evaluations of our suppliers and vendors:

### 1. A location-based labor and human rights assessment

Information from the Human Freedom Index is used to assess the potential risk for human rights and labor standard violations at each vendor's manufacturing locations relevant to our supply chain. Specifically, the "Labour Market Regulations" element of the Index are used, which covers topics like hiring, firing and hours regulations; minimum wage; mandated cost of worker dismissal; and conscription.

### 2. A climate change risk review

A supplier's vulnerability to climate change and other global challenges, in combination with its readiness to improve resilience, is assessed using the Notre Dame Global Adaptation Initiative (GAIN) Country Index. If a country has a high rating (i.e., is highly vulnerable to climate change) and has a low readiness to respond, this indicates that vendor sites within that country may also not have appropriate measures in place to manage climate change risk.

### 3. A reputational and EHS risk assessment

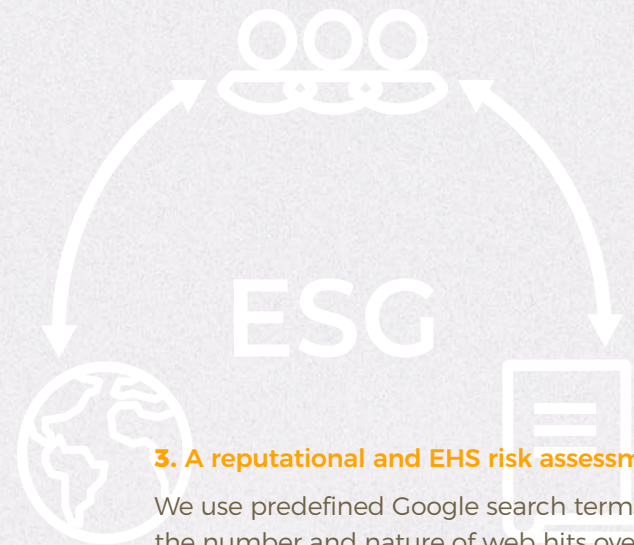
We use predefined Google search terms to review the number and nature of web hits over the past five years. This includes searching the vendor's name with specific ESG-related search terms, determining the EHS policies and practices they have in place and identifying whether activist organizations have reacted to any ESG issues regarding the company.

If the results of the ESG assessment identify a significant risk, the EHS and Strategic Sourcing teams develop an action plan to address the issues identified and work with the supplier to address these ESG risks.

We completed pilot ESG assessments in 2020 to confirm that this methodology works and identify actions to take in partnership with a supplier where a risk is highlighted. We are developing a plan to roll this out to more suppliers in 2021. While we still have a way to go, this initiative will help us elevate our visibility into these aspects of our supply chain.

Sincerely,

**Bryan**







Ty, picking apples for the first time

## SUPPORTING SUPPLIER DIVERSITY



**Ty Badillo,**  
Sourcing Operations  
Senior Specialist

**W**ith the creation of our new DI&B function at Alexion (see [Page 40](#)), we also developed a cross-functional DI&B Innovation Pod focused on managing, expanding and communicating about our Supplier Diversity Program. I am pleased to be on this important team.

Some of the progress we made in 2020 was to create a new charter and mission statement to reinforce our commitment to partnering with diverse suppliers. We leveraged our relationship with a third-party consultant to tap into industry best practices; and we immediately enhanced our request-for-proposal process to include diverse suppliers in Alexion's sourcing events.

Another important component of our progress is the dedicated resource we appointed to analyze and manage the Supplier Diversity Program, including our spend. Our 2020 procurement spend was based on invoices paid versus forecasted spend. This correction, along with

## EXPANDING OUR DIVERSE SUPPLIER NETWORK

In 2020, Alexion joined two new alliances:

- **Women's Business Enterprise National Council**, the largest certifier of women-owned businesses in the U.S. and an advocate for women business owners and entrepreneurs.
- **Diversity Alliance for Science**, an organization that promotes diversity and inclusion in the life science and healthcare industries by fostering relationships between small and diverse businesses, corporations, and academic and governmental agencies.

the COVID-19 pandemic impact, resulted in Alexion spending nearly 10.5% of our total North American procurement spend on small and diverse businesses.

Our Supplier Diversity Program plays an important role in achieving our larger DI&B goals and our overall mission of creating a sense of belonging. I'm excited to be a part of that.

Sincerely,

**Ty**

### SUPPLIER DIVERSITY MISSION STATEMENT

Alexion's suppliers and business partners are vital to furthering our mission of transforming the lives of people affected by rare diseases and devastating conditions. We are committed to cultivating a supplier diversity program that reflects our values as a company and represents the communities we serve.





## ENSURING IT AND CYBERSECURITY

Our first line of defense starts with all of Alexion's employees.

**M**y time in the U.S. Navy, where I spent two decades as a naval cryptologist, and my roles at two firms in the national security domain, prepared me well for facing the sophisticated threats and malicious actors that attempt to compromise Alexion.

As a biopharma company, the data we must protect are incredibly important to our business and stakeholders: chief among them is the intellectual property that we create by investing millions of R&D dollars. Examples include privacy information, trade secrets, trial results, manufacturing formulas and quality information.

The intensity of cyberattack volume, variety and velocity is relentless. Alexion, not unlike many companies, is attacked approximately



**Fred Lancaster,**  
Deputy Chief Information  
Security Officer

every two seconds, and we must respond instantaneously to contain these attacks. Our first line of defense starts with all of Alexion's employees. As a workforce, we all understand that we protect our patients by protecting ourselves.

Our role has become even more important in the era of COVID-19, as attacks have increased with the move to remote work – but Alexion was prepared. We have something we like to call “anywhere, anytime trust,” which means that any device connected to our network can be authenticated and verified as a trusted user on a trusted device. Our transition to a variety of in-depth defense techniques and solutions was already underway before the pandemic. Due to the

pandemic-driven shift to a global remote workforce, we accelerated several high-impact risk-reduction initiatives in order to create a positive and safe employee remote-work experience.

I'm immensely proud of my team for their efforts in thwarting attacks, educating our colleagues, and protecting our business and, most importantly, our patients.

Sincerely,

**Fred**





## PREPARING EMPLOYEES FOR DATA SECURITY

20%

**In 2020, Alexion employees forwarded more than 5,000 suspicious emails to our Security team, and more than 20% of them were true attack attempts.**

**In today's business environment, with such heavy reliance on IT, just about any company is vulnerable to security breaches. As my colleague, Fred Lancaster, likes to say, employees are our first line of defense. And that's why training and ongoing communications is such a priority at Alexion. To start, all new hires take cybersecurity training during their onboarding. After that, everyone is required to take an annual refresher course to ensure our employees are trained against the latest cybersecurity attack threats.**

Because the vast majority of successful attacks reportedly come from phishing, we conduct phishing tests throughout the year – at least once per quarter for all employees and additional tests for those in higher-risk groups. Employees



**Chris Galusha,**  
Lead IT Business Partner for  
Global Operations and Finance

receive feedback and then are assigned additional trainings depending on how well they performed in the training exercise.

Our hard work is paying off. We have a clear escalation process that employees are required to follow if they notice something suspicious. In 2020, Alexion employees forwarded more than 5,000 suspicious emails to our Security team, and more than 20% of them were true attack attempts.

We use our intranet as a primary channel for communicating about cybersecurity. We regularly post relevant articles, and it serves as a home base for cybersecurity educational tools and company policies. Our internal postings became even more important as a communications channel when most of our workforce started working remotely due to the COVID-19 pandemic; it allowed for near real-

time communications to share information with those who needed it most.

To make sure we are staying on top of cybersecurity risks and continuously improving, we have two independent audits every year. The audit results allow us to better understand potential vulnerabilities and develop a plan of action to harden our defenses to protect Alexion and its patients.

We have consistently improved our scores on these audits, with the goal of being recognized as best in class. And, we measure the maturity of our program against the [National Institute of Standards and Technology Cybersecurity Framework](#), which provides a policy framework of computer security guidance for how private sector organizations can assess and improve their ability to prevent, detect and respond to cyberattacks. That's a comforting feeling.

Sincerely,

**Chris**





# REPORTING INDEX

Evie, living  
with HPP





GRI INDEX ►

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
GENERAL DISCLOSURES		
102-01	Name of the organization	Alexion Pharmaceuticals, Inc.
102-02	Activities, brands, products, and services	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 8</a> <a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Overview, Products and Development Programs)
102-03	Location of headquarters	Boston, Massachusetts, United States
102-04	Location of operations	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Manufacturing, Sales and Marketing); Item 2 (Properties)  Alexion 2020 CSR Report, About Alexion, <a href="#">Page 8</a>
102-05	Ownership and legal form	Alexion's common stock is quoted on the Nasdaq Stock Market, LLC under the symbol "ALXN."
102-06	Markets served	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Customers); Note 18 (Segment Information)
102-07	Scale of the organization	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Products and Development Programs, Employees); Item 2 (Properties); Item 6 (Selected Financial Data)  Alexion 2020 CSR Report, About Alexion, <a href="#">Page 7</a> (Alexion At-A-Glance)
102-08	Information on employees and other workers	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Employees)  Alexion 2020 CSR Report, About Alexion, <a href="#">Page 7</a> (Alexion At-A-Glance); Advance Our People and Our Company, <a href="#">Page 39</a> (Employee Data)
102-09	Supply chain	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Manufacturing); Item 1A (Risk Factors: Risks Related to Business Operations)  Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 72</a> (Holding Our Suppliers to High Standards)
102-10	Significant changes to the organization and its supply chain	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Overview, Clinical Development Programs); Item 7 (Management's Discussion and Analysis of Financial Condition and Results of Operations: Merger Agreement with AstraZeneca, Recent Developments)





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
102-11	Precautionary Principle or approach	<p><a href="#">Alexion 2020 Form 10-K</a>, Item 1A (Risk Factors)</p> <p>Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 22</a> (How We Work Toward Sustaining Our Planet), <a href="#">Page 23</a> (Understanding the Implications of Climate Change)</p>
102-12	External initiatives	<p>We have two Leadership in Energy and Environmental Design™ (LEED®) buildings, one in New Haven, Connecticut, and one in Boston, Massachusetts. We are required to follow Good Manufacturing Practices. Our environmental and occupational health and safety management systems are informed by ISO 14001 and 45001, respectively.</p> <p>See also: Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 22</a> (Managing Environmental, Health and Safety); Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)</p>
102-13	Membership of associations	<p>Some of our industry and other association memberships include: American Bar Association, American Chamber of Commerce Ireland, American Chemical Society, American Intellectual Property Law Association, Avoca Quality Consortium, BioPharma Sustainability Roundtable, Boston College Center for Corporate Citizenship, BPCI (BioPharmaChem Ireland), Dublin Chamber of Commerce, Fingal Chamber of Commerce, Gartner Quality Leadership Council, Greater New England Minority Supplier Development Council, HR Policy Association, Intellectual Property Owners Association, International Trademark Association, Linking Leaders, ORC HSE, World 50</p>
102-14	Statement from senior decision-maker	<p>Alexion 2020 CSR Report, <a href="#">Page 4</a> (Our People, Our Story [CEO Letter])</p>
102-15	Key impacts, risks, and opportunities	<p><a href="#">Alexion 2020 Form 10-K</a>, Item 1 (Business); Item 1A (Risk Factors)</p>
102-16	Values, principles, standards, and norms of behavior	<p><a href="#">Website: Culture</a></p> <p><a href="#">Website: Our Ethical Standards</a></p> <p><a href="#">PDF: Alexion Code of Ethics and Business Conduct</a></p> <p>Alexion 2020 CSR Report, Ethics &amp; Compliance: Our Foundation, <a href="#">Page 66</a> (Ethics and Business Conduct)</p>





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
102-17	<b>Mechanisms for advice and concerns about ethics</b>	<a href="#">Website: Our Ethical Standards</a>
		Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 68</a> (Ethics and Compliance Hotline)
102-18	<b>Governance structure</b>	<a href="#">Website: Leadership</a>
		<a href="#">Website: Corporate Governance</a>
		<a href="#">Alexion 2020 Form 10-K/A</a> , Item 10 (Directors, Executive Officers and Corporate Governance)
		<a href="#">PDF: Nominating and Corporate Governance Committee Charter</a>
		Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 54</a> (The Role of CSR in Advancing Our Company); Ethics & Compliance: Our Foundation, <a href="#">Page 69</a> (Facilitating Exceptional Corporate Governance)
102-19	<b>Delegating authority</b>	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 54</a> (The Role of CSR in Advancing Our Company)
102-20	<b>Executive-level responsibility for economic, environmental, and social topics</b>	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 54</a> (The Role of CSR in Advancing Our Company)
102-21	<b>Consulting stakeholders on economic, environmental, and social topics</b>	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 13</a> (About This Report)
102-22	<b>Composition of the highest governance body and its committees</b>	<a href="#">Alexion 2020 Form 10-K/A</a> , Item 10 (Directors, Executive Officers and Corporate Governance)
		Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 69</a> (Facilitating Exceptional Corporate Governance)
102-23	<b>Chair of the highest governance body</b>	<a href="#">Alexion 2020 Form 10-K/A</a> , Item 10 (Directors, Executive Officers and Corporate Governance)





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
102-24	Nominating and selecting the highest governance body	<a href="#">PDF: Corporate Governance Guidelines</a>
102-25	Conflicts of interest	<a href="#">PDF: Director Conflict of Interest Policy</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	<a href="#">Alexion 2020 Form 10-K/A, Item 10 (Directors, Executive Officers and Corporate Governance)</a>
		<a href="#">PDF: Nominating and Corporate Governance Committee Charter</a>
102-27	Collective knowledge of highest governance body	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 69</a> (Facilitating Exceptional Corporate Governance)
102-28	Evaluating the highest governance body's performance	<a href="#">PDF: Corporate Governance Guidelines</a>
		<a href="#">Alexion 2020 Form 10-K/A, Item 11 (Executive Compensation: Compensation Governance)</a>
102-29	Identifying and managing economic, environmental, and social impacts	<a href="#">PDF: Nominating and Corporate Governance Committee Charter</a>
102-30	Effectiveness of risk management processes	<a href="#">PDF: Nominating and Corporate Governance Committee Charter</a>
102-31	Review of economic, environmental, and social topics	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 69</a> (Facilitating Exceptional Corporate Governance)
102-32	Highest governance body's role in sustainability reporting	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 69</a> (Facilitating Exceptional Corporate Governance)
102-33	Communicating critical concerns	<a href="#">Website: Report a Concern</a>
102-35	Remuneration policies	<a href="#">Alexion 2020 Form 10-K/A, Item 11 (Executive Compensation)</a>
102-36	Process for determining remuneration	<a href="#">Alexion 2020 Form 10-K/A, Item 11 (Executive Compensation)</a>
102-37	Stakeholders' involvement in remuneration	<a href="#">Alexion 2020 Form 10-K/A, Item 11 (Executive Compensation: Continuous Enhancements to Executive Compensation Design, Compensation Practices - What We Do And Do Not Do)</a>





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
102-38	Annual total compensation ratio	Partially reported: <a href="#">Alexion 2020 Form 10-K/A</a> , Item 11 (Executive Compensation: CEO Pay Ratio)
102-40	List of stakeholder groups	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 13</a> (About This Report); Serve Communities and Sustain Our Planet, <a href="#">Page 16</a> (The Pleasure of Serving Communities); Transform Patient Lives, <a href="#">Page 27</a> (A Conversation on the Patient and Employee Experience), <a href="#">Page 28</a> (Accelerating Results for Patients), <a href="#">Page 29</a> (Incorporating Patient Input), <a href="#">Page 31</a> (Collaborating with Patient Organizations); Advance Our People and Our Company, <a href="#">Pages 37-55</a> (entire section); Redefine Living with a Rare Disease or Devastating Condition, <a href="#">Page 58</a> (Advancing Revolutionary Diagnostics), <a href="#">Page 61</a> (Collaborating on Solutions), <a href="#">Page 62</a> (Enabling External Research); Ethics & Compliance: Our Foundation, <a href="#">Page 72</a> (Holding Our Suppliers to High Standards)
102-42	Identifying and selecting stakeholders	We engage with a variety of stakeholders based on their genuine interest in Alexion and the biopharmaceutical industry and their potential to impact our business, our employees and the communities where we live and work. Stakeholder interaction takes many forms, with the intent being to better understand stakeholder priorities and how they factor into our operational decisions.
102-43	Approach to stakeholder engagement	We regularly engage with stakeholders through interactions and meetings with various patient organizations, community groups and others.
102-45	Entities included in the consolidated financial statements	<a href="#">Alexion 2020 Form 10-K</a> , Exhibit 21.1 (Subsidiaries of Alexion Pharmaceuticals, Inc.)
102-46	Defining report content and topic Boundaries	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 13</a> (About This Report)
102-47	List of material topics	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 14</a> (Material CSR Topics)
102-49	Changes in reporting	There have been no changes in Alexion's list of material topics and topic boundaries, however we recognize the increasing importance of diversity, inclusion and belonging to our company and society at large.
102-50	Reporting period	Calendar year 2020, which also serves as Alexion's fiscal year.
102-51	Date of most recent report	Calendar year 2019





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
102-52	Reporting cycle	Alexion reports on an annual basis.
102-53	Contact point for questions regarding the report	<a href="mailto:CSR@alexion.com">CSR@alexion.com</a>
102-54	Claims of reporting in accordance with the GRI Standards	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 13</a> (About This Report)
102-55	GRI content index	Alexion 2020 CSR Report, Reporting Index, <a href="#">Page 78</a>
102-56	External assurance	Our environmental data have been externally verified. See Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)
ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	<a href="#">Alexion 2020 Form 10-K</a> , Item 8 (Financial Statements and Supplementary Data)
		Alexion 2020 CSR Report, About Alexion, <a href="#">Page 7</a> (Alexion At-A-Glance)
201-2	Financial implications and other risks and opportunities due to climate change	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 23</a> (Understanding the Implications of Climate Change)
201-3	Defined benefit plan obligations and other retirement plans	<a href="#">Alexion 2020 Form 10-K</a> , Note 17 (Restructuring and Restructuring Related Expenses)
201-4	Financial assistance received from government	No financial assistance from government was provided in 2020.
MARKET PRESENCE		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Alexion operates in multiple locales and jurisdictions that have varying minimum-wage requirements, but employees' starting salaries are typically well above applicable minimum-wage requirements.





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
INDIRECT ECONOMIC IMPACTS		
203-1	Infrastructure investments and services supported	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 17</a> (What a Time to Launch The Alexion Charitable Foundation), <a href="#">Page 19</a> (In-Kind Aid for COVID-19 Response)
203-2	Significant indirect economic impacts	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Pages 16-25</a> (entire subsection)
ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	Partially reported: <a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Other Regulations); Item 1A (Risk Factors: Risks Related to the Regulatory Environment)
205-2	Communication and training about anti-corruption policies and procedures	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 66</a> (Maintaining Our Culture of Integrity)  <a href="#">PDF: Alexion Code of Ethics and Business Conduct</a>
205-3	Confirmed incidents of corruption and actions taken	During the reporting period, there were no confirmed incidents of corruption that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
ANTI-COMPETITIVE BEHAVIOR		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the reporting period, Alexion was not identified as a participant in any legal actions alleging anti-competitive behavior or violations of anti-trust and monopoly legislation that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
ENERGY		
302-1	Energy consumption within the organization	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)
302-3	Energy intensity	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
WATER		
303-5	Water consumption	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)
EMISSIONS		
305-1	Direct (Scope 1) GHG emissions	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)
305-2	Energy indirect (Scope 2) GHG emissions	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)
305-4	GHG emissions intensity	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)
EFFLUENTS AND WASTE		
306-2	Waste by type and disposal method	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 24</a> (Environmental Data)
ENVIRONMENTAL COMPLIANCE		
307-1	Noncompliance with environmental laws and regulations	During the reporting period, Alexion identified no noncompliance with environmental laws and/or regulations that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
EMPLOYMENT		
401-1	New employee hires and employee turnover	Partially reported: Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 39</a> (Employee Data)





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION																
OCCUPATIONAL HEALTH AND SAFETY																		
403-1	Occupational health and safety management system	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-2	Hazard identification, risk assessment, and incident investigation	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-3	Occupational health services	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-4	Worker participation, consultation, and communication on occupational health and safety	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-5	Worker training on occupational health and safety	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-6	Promotion of worker health	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 50</a> (Championing Brain Health), <a href="#">Page 51</a> (Well-Rounded Well-Being), <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-8	Workers covered by an occupational health and safety management system	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety)																
403-9	Work-related injuries	Partially reported. Alexion does not distinguish between illness and injury when reporting Total Recordable Rate (TRR), Lost Day Rate (LDR) and fatalities. Injury and illness data include all locations and employees and are based on 200,000 hours worked.																
403-10	Work-related ill health	<table><tr><td></td><td>2018</td><td>2019</td><td>2020</td></tr><tr><td>TRR</td><td>0.9</td><td>0.2</td><td>0.1</td></tr><tr><td>LDR</td><td>0.3</td><td>0.1</td><td>0</td></tr><tr><td>Fatalities</td><td>0</td><td>0</td><td>0</td></tr></table>		2018	2019	2020	TRR	0.9	0.2	0.1	LDR	0.3	0.1	0	Fatalities	0	0	0
	2018	2019	2020															
TRR	0.9	0.2	0.1															
LDR	0.3	0.1	0															
Fatalities	0	0	0															





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
TRAINING AND EDUCATION		
404-2	Programs for upgrading employee skills and transition assistance programs	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 47</a> (Preparing the Next Generation of Leaders)
404-3	Percentage of employees receiving regular performance and career development reviews	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 47</a> (Preparing the Next Generation of Leaders)
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	Partially reported: Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 37</a> (At the Forefront: Diversity, Inclusion and Belonging), <a href="#">Page 39</a> (Employee Data)
LOCAL COMMUNITIES		
413-1	Operations with local community engagement, impact assessments, and development programs	Alexion participates in community engagement, impact assessments and development programs at the local level, based on local needs. When entering a new community, Alexion abides by all applicable laws and regulations, including performing environmental and traffic assessments. In Ireland, for example, we regularly engage with the Industrial Development Authority of Ireland; peer companies in the Dublin 15 area regarding EHS and as part of the Jobcare JobNet D15 program; the Irish National Transport Authority on a Smarter Travel Program; the Institute of Technology Blanchardstown to sponsor technical students; and the Irish Business and Employers Confederation to participate in several working groups for biopharma, pharma and chemical industries.
SUPPLIER SOCIAL ASSESSMENT		
414-1	New suppliers that were screened using social criteria	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 73</a> (Collaborating on Supplier ESG Standards)





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
PUBLIC POLICY		
415-1	Political contributions	<p><a href="#">PDF: Political Contributions Disclosures</a></p> <p><a href="#">PDF: Policy on Political Contributions and Lobbying Activity</a></p>
CUSTOMER HEALTH AND SAFETY		
416-1	Assessment of the health and safety impacts of product and service categories	<p>Patient safety is critical to Alexion. We continually collect and analyze safety information on our medicines from many sources in a timely manner, and we work to ensure that patients, healthcare professionals and regulators have an optimal understanding of the benefits and risks of our medicines. We are committed to regularly communicating to healthcare professionals and patients to help them make informed treatment choices.</p> <p>See also: Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 35</a> (Product Safety)</p>
416-2	Incidents of noncompliance concerning the health and safety impacts of products and services	<p>During the reporting period, Alexion identified no new incidents of noncompliance with regulations concerning the health and safety impacts of Alexion products and services that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.</p>
MARKETING AND LABELING		
417-1	Requirements for product and service information and labeling	<p><a href="#">Alexion 2020 Form 10-K</a>, Item 1 (Business: Government Regulation, Other Regulations)</p>
417-2	Incidents of noncompliance concerning product and service information and labeling	<p>During the reporting period, Alexion identified no new incidents of noncompliance with regulations concerning product and service information and labeling that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.</p>
417-3	Incidents of noncompliance concerning marketing communications	<p>During the reporting period, Alexion identified no new incidents of noncompliance with regulations concerning marketing communications that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.</p>





◀ GRI INDEX (CONTINUED)

DISCLOSURE	TITLE	EXPLANATION OR LOCATION
CUSTOMER PRIVACY		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the reporting period, Alexion identified no substantiated complaints concerning breaches of customer privacy and losses of customer data that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
SOCIOECONOMIC COMPLIANCE		
419-1	Noncompliance with laws and regulations in the social and economic area	During the reporting period, Alexion identified no new incidents of noncompliance with regulations in the social and economic area that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.

DISCLOSURE 103-1 AND 103-2: MANAGEMENT APPROACH ▶

MATERIAL TOPIC	LOCATION	BOUNDARY
Access to Medicines	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 32</a> (Making Significant Strides in Access to Medicines)	Internal/External
Clinical Data Transparency	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Pages 16-25</a> (entire section)	Internal/External
Counterfeit Drugs	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 35</a> (Working to Prevent Counterfeit Drugs)	Internal/External
Diversity and Inclusion	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 37</a> (At the Forefront: Diversity, Inclusion and Belonging), <a href="#">Page 38</a> (Alexion Resource Groups), <a href="#">Page 39</a> (Diversity, Inclusion and Belonging Governance), <a href="#">Page 40</a> (Strengthening Diversity in Recruiting), <a href="#">Page 40</a> (Launching New DI&B Trainings), <a href="#">Page 41</a> (Expanding Diversity in Clinical Trials)	Internal/External
Employee Attraction, Retention and Development	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 43</a> (Fostering a Purpose-Driven Culture), <a href="#">Page 47</a> (Preparing the Next Generation of Leaders), <a href="#">Page 49</a> (Building a World Class Team)	Primarily Internal
Environment	Alexion 2020 CSR Report, Serve Communities and Sustain Our Planet, <a href="#">Page 22</a> (How We Work Toward Sustaining Our Planet)	Alexion





◀ DISCLOSURE 103-1 AND 103-2: MANAGEMENT APPROACH (CONTINUED)

MATERIAL TOPIC	LOCATION	BOUNDARY
Ethics	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 65</a> (Integrity Matters: Being True to Who We Are), <a href="#">Page 66</a> (Ethics and Business Conduct), <a href="#">Page 66</a> (Maintaining Our Culture of Integrity), <a href="#">Page 67</a> (Integrity Matters Week)	Internal/External
Executive Compensation	<a href="#">Alexion 2020 Form 10-K/A</a> , Item 11 (Executive Compensation)	Primarily Internal
Governance	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 69</a> (Facilitating Exceptional Corporate Governance), <a href="#">Page 70</a> (Governing Our Political Activities)	Internal/External
	<a href="#">Alexion 2020 Form 10-K/A</a> , Item 10 (Directors, Executive Officers and Corporate Governance)	
Health Outcomes & Patient Safety	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 34</a> (Communicating Safety and Efficacy), <a href="#">Page 35</a> (Product Safety), <a href="#">Page 35</a> (Advancing our High-Quality Standards)	Primarily External
Manufacturing	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 35</a> (Advancing our High-Quality Standards)	Internal
Occupational Health Safety and Wellness	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 50</a> (Championing Brain Health), <a href="#">Page 51</a> (Well-Rounded Well-Being), <a href="#">Page 52</a> (Prioritizing Occupational Health and Safety), <a href="#">Page 53</a> (Occupational Health and Safety Targets and Metrics)	Internal
Patient Organization Engagement	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 31</a> (Collaborating with Patient Organizations)	Internal/External
Physician Awareness and Education	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 28</a> (Accelerating Results for Patients), <a href="#">Page 31</a> (Collaborating with Patient Organizations), <a href="#">Page 34</a> (Communicating Safety and Efficacy)	External
Pricing and Reimbursement	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Pharmaceutical Pricing and Reimbursement); Item 1A (Risk Factors: Risks Related to Pricing and Reimbursement)	Internal/External
Product Disposition	<a href="#">Alexion 2020 Form 10-K</a> , Item 1A (Risk Factors: Risks Related to Business Operations)	Internal/External
Research & Development	Alexion 2020 CSR Report, Redefine Living With a Rare Disease or Devastating Condition, <a href="#">Page 58</a> (Advancing Revolutionary Diagnostics), <a href="#">Page 59</a> (Innovative Medicines)	Internal/External
	<a href="#">Website: Research and Development</a>	
Supply Chain	Alexion 2020 CSR Report, Ethics & Compliance: Our Foundation, <a href="#">Page 72</a> (Holding Our Suppliers to High Standards)	Internal/External





RELATED SUSTAINABILITY ACCOUNTING STANDARDS BOARD\*

TOPIC	CODE	LOCATION/ RESPONSE
Safety of Clinical Trial Participants	HC-BP-210A.1	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 35</a> (Product Safety)
	HC-BP-210A.2	In 2020, there were no FDA Good Clinical Practice (GCP) Investigator Site inspections that resulted in Voluntary Action Indicated (VAI) or Official Action Indicated (OAI).
Access to Medicines	HC-BP-240A.1	The diseases and conditions that Alexion's medicines treat are not defined as "priority" by the Access to Medicine Index.
	HC-BP-240A.2	The diseases and conditions that Alexion's medicines treat are not defined as "priority" by the Access to Medicine Index.
Drug Safety	HC-BP-250A.5	In 2020, there were no FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP).
Counterfeit Drugs	HC-BP-260A.1	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 35</a> (Working to Prevent Counterfeit Drugs)
	HC-BP-260A.2	Alexion 2020 CSR Report, Transform Patient Lives, <a href="#">Page 35</a> (Working to Prevent Counterfeit Drugs)
Ethical Marketing	HC-BP-270A.1	There were no legal proceedings associated with false marketing claims in 2020.
	HC-BP-270A.2	<a href="#">Alexion 2020 Form 10-K</a> , Item 1 (Business: Fraud and Abuse, Other Regulations); Item 1A (Risk Factors: Risks Related to the Regulatory Environment)
Employee Recruitment, Development & Retention	HC-BP-330A.1	Partially reported: Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 49</a> (Building a World Class Team)
	HC-BP-330A.2	Alexion 2020 CSR Report, Advance Our People and Our Company, <a href="#">Page 39</a> (Employee Data)
Business Ethics	HC-BP-510A.1	During the reporting period, there were no confirmed incidents of corruption that rose to the level of materiality that would have required disclosure in our periodic reports filed with the SEC.
	HC-BP-510A.2	<a href="#">PDF: Alexion Code of Ethics and Business Conduct</a> , Page 15 (Interactions with Healthcare Professionals and the Marketplace)
ACTIVITY METRICS		
	HC-BP-000.A	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 7</a> (Alexion At-A-Glance)
	HC-BP-000.B	Alexion 2020 CSR Report, About Alexion, <a href="#">Page 7</a> (Let Me Tell You About Alexion) <a href="#">Website: Pipeline</a>

\*We are providing the related SASB indicators (or similar indicators) referenced above for informational purposes only. We make no claim that we have fulfilled any given SASB indicator.







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*Dear Communities*

**2020** CORPORATE SOCIAL RESPONSIBILITY REPORT