

COMMITMENT TO PEOPLE

Our people live our values every day in the work they do to serve patients. Success as a company is a shared responsibility — by leading together, we have the greatest opportunity to thrive as both individuals and as an organization.



Message from Our Chief Human Resources Officer

People are the cornerstone of Takeda's success.

We invest in our people's health and well-being and prioritize building resilience in our workforce to meet the challenges of a rapidly changing world. By nurturing a culture of lifelong learning, our people, regardless of role, are empowered to reach their highest potential. We also strive to create a workplace that values diversity, demonstrates inclusion and provides equity in opportunity and rewards.

Supporting Health, Well-being and Resilience

Takeda's purpose of better health for people, brighter future for the world is only possible when we take care of the wellbeing of our colleagues. In FY2021, we continued to safeguard the health of our people and their families in the face of COVID-19, including by raising awareness of the importance of vaccination. We also rolled out a

new learning program to strengthen resilience skills and equipped our people managers with tools to talk about mental health.

Embracing Diversity, Equity and Inclusion

Our culture is one of great diversity, with people who hail from over 80 countries and have a wide range of backgrounds and experiences. We want everyone at Takeda to feel engaged, heard and able to contribute fully. We've expanded our investment in DE&I, including forming a Global DE&I Council and Takeda Center for Health Equity and Patient Affairs that is focused on building relationships and supporting programs that help recognize and address health disparities and inequities globally. Our approach to DE&I is very much aligned with Takeda's operating model, with each business unit and location setting their own DE&I goals, strategies and programs, aligned with our global DE&I ambition and roadmap.

Lauren Duprey
Chief Human Resources Officer



Empowering Life-Long Learning

Innovation is our path forward, and our people are the drivers of that innovation. COVID-19 has only accelerated the speed of change and created urgency for constant improvement and innovation. We are committed to enabling employees to thrive inside and outside of Takeda through unique opportunities to learn, grow and progress professionally while making a difference in people's lives.

As I look to the future, I am inspired by the people of Takeda and their contributions to the patients we serve.

ACCORDING TO OUR 2021 EMPLOYEE EXPERIENCE SURVEY

90%

of employees believe in our values

85%

of employees have pride in Takeda



FY2021 Highlights



Recognized as Global Top Employer for 2022 for fifth consecutive year



Named Science 2021 Top Employer by the journal *Science*



Earned a perfect score of 100 on the Human Rights Campaign Foundation's Corporate Equality Index for the sixth consecutive year



Awarded the rating of Gold in the PRIDE Index 2021 by work with Pride (wwP), a voluntary organization that promotes LGBTQ+ diversity management in Japanese companies and organizations

Supporting Our People's Health and Well-being

Well-being at Takeda focuses on four key dimensions: physical, emotional, social and financial.

Our 2021 Employee Experience Survey showed that only 66% of our people globally were able to make time for work/life balance, and 61% were unable to manage stress and find time to disconnect. This followed similar feedback from our 2020 CARE (Creating Adaptability and Resilience Experience) survey.

In 2021, we implemented new global tools and resources such as CARE Learning, a flexible, self-paced program to help our people master adaptability and resilience skills through both recorded online and live sessions. We also introduced a no-cost premium subscription to Calm, the world's leading mental fitness platform and the Virgin Pulse GO Challenge, a virtual, team-based movement competition. In October 2021, we hosted a two-

week event, *Mental Health is Health*, to help destigmatize mental health in the workplace. The event featured virtual seminars by world renowned mental health experts and allowed opportunities for open and honest discussion.

In 2022, we are working to raise awareness of our well-being tools and resources, streamline content on our web portal and create a seamless user experience, and offer more tailored programs and content that address challenges to work/life balance.

Work/life balance is a top consideration for our people as they adapt to our new flexible work arrangements. We support different types of work, including a blend of in-person collaboration and remote work. While specific work arrangements will differ for every team, we are finding creative ways to design our physical spaces to support in-person collaboration, when appropriate, and fuel innovation.

SPOTLIGHT

CREATING TAKEDA COMMUNITY SPACES IN SINGAPORE

The Takeda offices in Singapore are among our first to transition to our new community spaces model, which redefines and redesigns the workplace to bring to life a flexible hybrid working culture.

Drawing on feedback from our people, the new spaces have been designed to promote collaborative work, enhance opportunities to innovate, and foster the sense of community belonging connected by our purpose and values.



The emphasis is on balanced mental and physical well-being, and the flexibility to choose how work gets done. Technology plays a big role; enabling our people to seamlessly move between home and our physical spaces. Opened in 2022, our offices in Singapore offer the spaces employees enjoy being in as a community, while stimulating productivity and innovation.

“After two years of isolated pandemic days being at home, our Takeda office in Singapore is totally a breath of fresh air for me. The office design offers comfortable and user-friendly open spaces. The details around technology and the multi-purpose space certainly nudges one for collaboration, innovation and connection.” — **Asli Dizdar**, head of learning and talent management, growth & emerging markets business unit

Advancing Diversity, Equity and Inclusion (DE&I)

There is strength in diversity, empowerment in inclusion and fairness in equity. All three elements of the DE&I spectrum are essential for everyone at Takeda to reach their full potential. And it is just as important for our business success — we need a workforce as diverse as the communities and patients that we serve.

Our Head of Global DE&I reports to our Chief Human Resources Officer. This role leads our Global DE&I Council, comprised of senior Takeda leaders from various business units, functions and locations. It advises Takeda on DE&I issues. Based on local needs and factors, our business units and country teams develop local DE&I approaches in line with the company's global focus areas.

Celebrating DE&I within our Culture

In FY2021 we held our first annual Global DE&I Week to raise awareness, build understanding as well as community, and spark inspiration. The three-day event featured Takeda leadership, external speakers, patients and suppliers. Over 8,000 colleagues participated, many of them sharing personal stories. Business units and functions across the world also hosted local activities to amplify and further drive engagement.

Working to Ensure Pay Equity

We believe it is critical that our pay programs and guidelines are fair, market-competitive and fully align with our values of Takeda-ism. In 2021, we broadened a pay equity audit, a phased multi-year project that will support our objective to help ensure employees performing the same or substantially similar work have fair, competitive and equitable compensation opportunities.

Takeda Resource Groups

Our 10 Takeda Resource Groups (TRGs), with local chapters across the world, engage and help create a sense of belonging for our people across the organization. These voluntary, employee-led groups are driven by individuals with shared aspirations, characteristics and life experiences, as well as allies and advocates. In 2021, TRG membership nearly doubled, from 3,500 to 6,000 people.

The Black Leadership Council, Building Asian Leaders, EnAbles (Engaging Those with Disabilities and Allies), **Faith@Work, Gender Parity Network, IGNITE** (Young Professionals), **IMPACTO** (LatinX Community), **PACT** (Parents and Caregivers at Takeda), **STRIVE** (Supporting Troops and Inspiring Veteran Engagement), **Take Pride** (LGBTQ+ Network and Allies).



Q&A with Hayden Majajas

Head of Global DE&I

Hayden Majajas joined Takeda as our first Head of Global DE&I in FY2021 and is working to further embed DE&I into every part of the company and how we operate.



[Learn more](#)

What DE&I Means to Takeda

DIVERSITY

Our aim is for our workforce to reflect the talent pools in the communities in which we operate. Diversity encompasses the full range of human differences, including physical, cognitive, relational, occupational, societal and value-related.

EQUITY

Our commitment is to give everyone equitable access to opportunities and achieve their full potential. We do this by removing barriers to inclusion, and giving everyone what they need to be successful, including through advancement, support and reward.

INCLUSION

Our commitment is to create a workplace where people feel a sense of belonging, respected and valued and that they have a voice, feel heard and feel psychologically safe.

A Commitment to Lifelong Learning and Leadership

Lifelong learning enhances employee motivation and expertise, leads to new ideas, and results in value creation for patients. We offer formal training professional development opportunities, such as our Accelerator Program (see Spotlight on page 45), and on-demand learning that supports ongoing development. We're also investing in new learning technologies with the goal of a "one-stop shop" where employees can embrace learning every day.

Building the Digital Skills of Our People

Takeda is empowering our people with new ways of working that embrace our data and digital imperative. One example is our new training program on robotic process automation (RPA), which gives participants the power to automate routine tasks using already built software-based "bots" for their work. Through more advanced development opportunities, people can learn to build their own bot and even highly complex bots. In FY2021, we trained over 1,200 people, of whom 350 have become "RPA Champions" and built over 270 bots. These bots have saved over 475,000

hours that would have been spent on routine tasks. Instead, people have been able to focus on higher-value work.

We have also launched Takeda Beyond Tomorrow, a five-part learning program to help our people envision a Takeda transformed by technology and how these innovations will benefit them and their work. In addition, we introduced an online learning solution called Thriving in the Future of Work, which offers insights and emerging research and tools for people managers.

SPOTLIGHT

ACCELERATING LEADERSHIP FOR THE FUTURE

The Accelerator Program, sponsored by the TET, is a five-year development journey for high-potential employees who are early in their career. It includes global development experiences through at least two international rotations. Accelerator participants receive regular feedback and coaching from senior leaders. In 2021, 16 individuals graduated from the program, and another 10 joined.

Katharina Geppert, a recent graduate of the program, credits the Accelerator Program for helping her build a global network of colleagues and an understanding of how health systems differ around the world.

"The program introduced me to many different departments and jobs within the company that I didn't know existed before," said Geppert. "I was able to work in the United States, which was a completely different healthcare system and working style for me coming from Germany."

After her U.S. role, Geppert supported Takeda's leadership team in Japan, before moving on to her current role leading operations in Vietnam.

"Living in three countries with very different cultures changed me fundamentally and made me reflect on my own assumptions about what I considered the 'normal/right way.' This experience was a crucial step in my evolution to become a truly global leader."



AS THE 2021 EMPLOYEE EXPERIENCE SURVEY SHOWED:

83%

of employees believe they can learn and grow in their work

79%

said that "My manager sees mistakes as learning opportunities"