

People

Metric and results:

Engaging Employees

82 % (FY2022)

Background:

We are committed to an exceptional people experience and delivering our vision with a highly engaged workforce.

Definition:

This shows employees' feedback about working at Takeda Pharmaceutical Company Limited and its consolidated subsidiaries (referenced hereafter as "Takeda"), measured by the annual Employee Experience Survey. Takeda measures Engagement levels by asking employees to rate the following statements and combines responses into an Engagement Index:

- I am proud to work at Takeda.
- I intend to stay with Takeda for the foreseeable future.
- I would recommend Takeda as a great place to work.
- My work gives me a sense of personal accomplishment.

Calculation Method:

Agreement is measured on a 5-point scale: Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), Strongly Agree (5). Responses of Agree and Strongly Agree are bucketed as Favorable scores.

For FY2022, the participation rate was 87%, which reflects the number of regular employees who responded to the survey divided by the number of regular Takeda employees who received an invitation to participate in the survey. The Engagement Index is calculated by averaging the scores to all the separate items that comprise the Index.

Scope:

The global survey is available to all regular Takeda employees who were active at Takeda three weeks prior to the survey launch (when the survey distribution list was created). Contingent workers were not invited to participate. Any difference between the number of survey invitees and the number of active

regular Takeda employees in our human resource management system on the survey launch date reflects new hires/terminations during the three weeks interim period.

Metric and results:

Upskilling Employees in Progressive Technologies

37% (FY2022)

Background:

We must build our employees' skills in data, digital and technology to speed innovation, improve outcomes and deliver on our commitments to patients.

Definition:

This metric measures how many employees have taken at least one course designed to increase awareness and/or skills in a data, digital and technology topic starting from the first quarter of FY 2020.

Definition of "data, digital and technology learning": learnings that help participants acquire and develop the necessary skills to effectively i) conduct analysis and exploration using data ii) learn the use of relevant technology tools and systems iii) modernize the way Takeda employees work in support of data and digital transformation. This includes training on software applications, emerging technologies, digital marketing, social media, cyber security, Agile ways of working, cloud computing and other digital technologies. Because Takeda takes a blended approach to growing data, digital and technology skills across our company, courses include both formal learning programs that range from 1-hour in length to several days, as well as micro-learning options, which are typically learner-driven and enable an already skilled employee to upskill in a new aspect of a topic in which they already have a solid foundation. These "micro-learning" opportunities range in length from as little as 5 minutes to an hour, and are designed to boost productivity and collaboration.

Calculation Method:

Total percentage of regular Takeda employees starting from the first quarter of FY2020 who have taken at least one data, digital and technology learning tracked in Takeda Learning Management Systems as well as other third-party content platforms that provide data, digital and technology learning opportunities to Takeda employees.

[Total # of regular Takeda employees at the end of the selected financial year who have taken at least one data, digital and technology learning tracked in Takeda's Learning Management Systems and other sources since the first quarter of FY2020] / [Total # of regular Takeda employees at the end of the selected financial year]

Scope:

- Course participant data is tracked in Takeda's Learning Management Systems: Takeda's Cvent Event

Registration System (instructor-led courses); and other data, digital and technology content platforms, as mentioned above that have been flagged as containing data, digital and technology learning by our GDD&T Digital Culture and Talent Transformation team.

- Employees: Regular Takeda employees only. Contingent workers do not participate.

Metric and results:**Improving Employee Well-being**

70 % (FY2022)

Background:

As part of our aspiration to drive an exceptional employee experience, we prioritize improving employee health, well-being and resilience.

Definition:

The Well-being Index shows how employees rate well-being at Takeda, measured by the annual Employee Experience Survey. Takeda measures Well-being levels by asking employees to rate the following statements and combines responses into a Well-being Index :

- I am able to balance my work and personal life.
- I am able to disconnect from work and make time for rest.
- I believe that my health and well-being is a top priority for Takeda.
- My manager cares about me as a person.
- The stress levels at work are manageable.

Calculation Method:

Agreement is measured on a 5-point scale: Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), Strongly Agree (5). Responses of Agree and Strongly Agree are bucketed as Favorable scores.

For FY2022, the participation rate was 87%, which reflects the number of regular employees who responded to the survey divided by the number of regular Takeda employees who received an invitation to participate in the survey. The Well-being Index is calculated by averaging the scores to all the separate items that comprise the Index.

Scope:

The global survey is available to all regular Takeda employees who were active at Takeda three weeks prior to the survey launch (when the survey distribution list was created). Contingent workers were not invited to participate. Any difference between the number of survey invitees and the number of active regular Takeda employees in our human resource management system on the survey launch date reflects new hires/terminations during the three weeks interim period.

Metric and results:

Embracing DE&I (Gender Representation)

Male: 48.0% / Female: 51.8% / Other /non-binary: 0.2% (FY2022)

Background:

Takeda has a mission to drive positive change by promoting diversity, equity and inclusion.

Definition (What the metric means in non-technical terms):

This metric shows gender diversity at the company level.

Calculation Method:

Percentage of gender representation at company level on a headcount basis as of March 31, 2023

Scope:

Regular Takeda employees only. Contingent workers are not included in the calculation.