

METRICS: Talent Management



Category / Metric	Independently assured metric by		Apex
	FY22 Data		
Talent Management¹			
Total number of new hires (<i>absolute</i> % of total workforce category) ²	12,917	26%	<input checked="" type="checkbox"/>
Total number of new hires - Female	8,368	33%	<input checked="" type="checkbox"/>
Total number of new hires - Male	4,453	19%	<input checked="" type="checkbox"/>
Total number of new hires - Age Group 1: <30	6,088	67%	<input checked="" type="checkbox"/>
Total number of new hires - Age Group 2: 30 - 50	5,828	19%	<input checked="" type="checkbox"/>
Total number of new hires - Age Group 3: >50	999	10%	<input checked="" type="checkbox"/>
Total number of new hires - Japan	574	10%	<input checked="" type="checkbox"/>
Total number of new hires - U.S.	9,014	42%	<input checked="" type="checkbox"/>
Total number of new hires - EUCAN	1,794	12%	<input checked="" type="checkbox"/>
Total number of new hires - GEM	1,535	20%	<input checked="" type="checkbox"/>
Percentage of open positions filled by internal candidates		26%	
Average number of years employees have been with the organization		6.7	
Average number of years employees have been with the organization - Women		5.7	
Average number of years employees have been with the organization - Men		7.9	
Total global turnover rate ³		22%	<input checked="" type="checkbox"/>
Total global turnover rate - Women		27%	<input checked="" type="checkbox"/>
Total global turnover rate - Men		15%	<input checked="" type="checkbox"/>
Total global turnover rate - Age Group 1: <30		49%	<input checked="" type="checkbox"/>
Total global turnover rate - Age Group 2: 30 - 50		15%	<input checked="" type="checkbox"/>
Total global turnover rate - Age Group 3: >50		17%	<input checked="" type="checkbox"/>
Total global turnover rate - Japan		5%	<input checked="" type="checkbox"/>
Total global turnover rate - U.S.		34%	<input checked="" type="checkbox"/>
Total global turnover rate - EUCAN		11%	
Total global turnover rate - GEM		20%	<input checked="" type="checkbox"/>
Total global involuntary turnover rate		7%	<input checked="" type="checkbox"/>
Total global voluntary turnover rate		14%	<input checked="" type="checkbox"/>

¹ Data scope limited to regular and dispatched employees as of March 31, 2023 and excludes employees on long term leave.

² Calculated as a % of the demographic that is a new hire (0-1 year tenure) divided by the total of that demographic

³ Total global turnover includes both voluntary and involuntary turnover across the period, and is noted to be different to the sum of these categories due to rounding.

METRICS: Health & Safety



Category / Metric	Independently assured metric by			KPMG
	FY20 Data	FY21 Data	FY22 Data	
Health & Safety Incident Rates (per 200,000 hours worked)				
Total Recordable Incident Rate	0.91	1.26	1.28	<input checked="" type="checkbox"/>
Incidents with Days Lost Rate	0.25	0.24	0.18	<input checked="" type="checkbox"/>
Number of fatalities	0	0	0	<input checked="" type="checkbox"/>
Fatality rate	0	0	0	<input checked="" type="checkbox"/>

See our [Statements and Notes on FY2022 Environmental Metrics](#) for more information on our boundaries, basis of presentation and estimations.

METRICS: Diversity, Equity & Inclusion Metrics



Independently assured metric by **Apex**

Category / Metric	FY22 Data			
	Male		Female	
% Workforce - Manager ¹	58%		42%	<input checked="" type="checkbox"/>
% Workforce - Individual Contributor ²	46%		54%	<input checked="" type="checkbox"/>
Total Employees ³	48%		52%	<input checked="" type="checkbox"/>
	Age Group 1: <30	Age Group 2: 30 - 50	Age Group 3: >50	
% Workforce - Manager ¹	2%	71%	27%	<input checked="" type="checkbox"/>
% Workforce - Individual Contributor ²	22%	60%	18%	<input checked="" type="checkbox"/>
Total Employees ³	18%	62%	20%	<input checked="" type="checkbox"/>

Category / Metric	FY22 Data	
% women in all junior management positions ⁴	42%	<input checked="" type="checkbox"/>
% women in all top management positions ⁵	43%	<input checked="" type="checkbox"/>
% women in all management positions in revenue-generating functions ⁶	32%	<input checked="" type="checkbox"/>
% women in STEM-related positions ⁷	44%	<input checked="" type="checkbox"/>
Number of women on the Takeda Executive Team	6	<input checked="" type="checkbox"/>

¹ Manager is defined as an employee with direct reports who are Takeda employees. Managers of only contractors are not included.

² Individual Contributor is defined as an employee who does not have direct reports who are employees or who manages contractors only.

³ Data scope limited to regular and dispatched employees as of March 31, 2023 and excludes employees on long term leave.

⁴ Calculated as a % of women in junior management positions divided by total number of employees in those positions. Junior management positions are defined as managers at three or more levels below the CEO.

⁵ Calculated as a % of women in top management positions divided by total number of employees in those positions. Top management positions are defined as managers at two or less levels below the CEO, inclusive of the Executive team.

⁶ Calculated as a % of women in revenue generating functions positions divided by total number of employees in those positions. Revenue generating positions are defined as those related to sales.

⁷ Calculated as a % of women in Science, Technology, Engineering, and Mathematics (STEM) related positions divided by total number of employees in those positions.

METRICS: Engagement & Lifelong Learning



Category / Metric	FY22 Data
Engagement & Lifelong Learning	
Employee engagement rate ^{1,2}	82%
Percentage of employees receiving training per year ³	100%
Average number of hours per FTE spent on employee development training to enhance knowledge or individual skill ⁴	32

¹ Employee engagement rate uses the Engagement Index from Takeda's global Employee Experience Survey. 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.

² This is one of our corporate philosophy metrics; "Engaging Employees." Assurance statement and more details are available [here](#).

³ All employees complete defined global mandatory training.

⁴ At the global level, employees were provided the opportunity to participate in several global learning experiences – Well-Being and Resilience, Hybrid Working, Data and Digital Awareness, in addition to foundational courses in Performance Management and Takeda's culture. At a business function or business unit level, learning programs in leadership development and functional skills are also provided and are dependent on the needs of the role.