



# Sustainability Report

APR 22 - MAR 23



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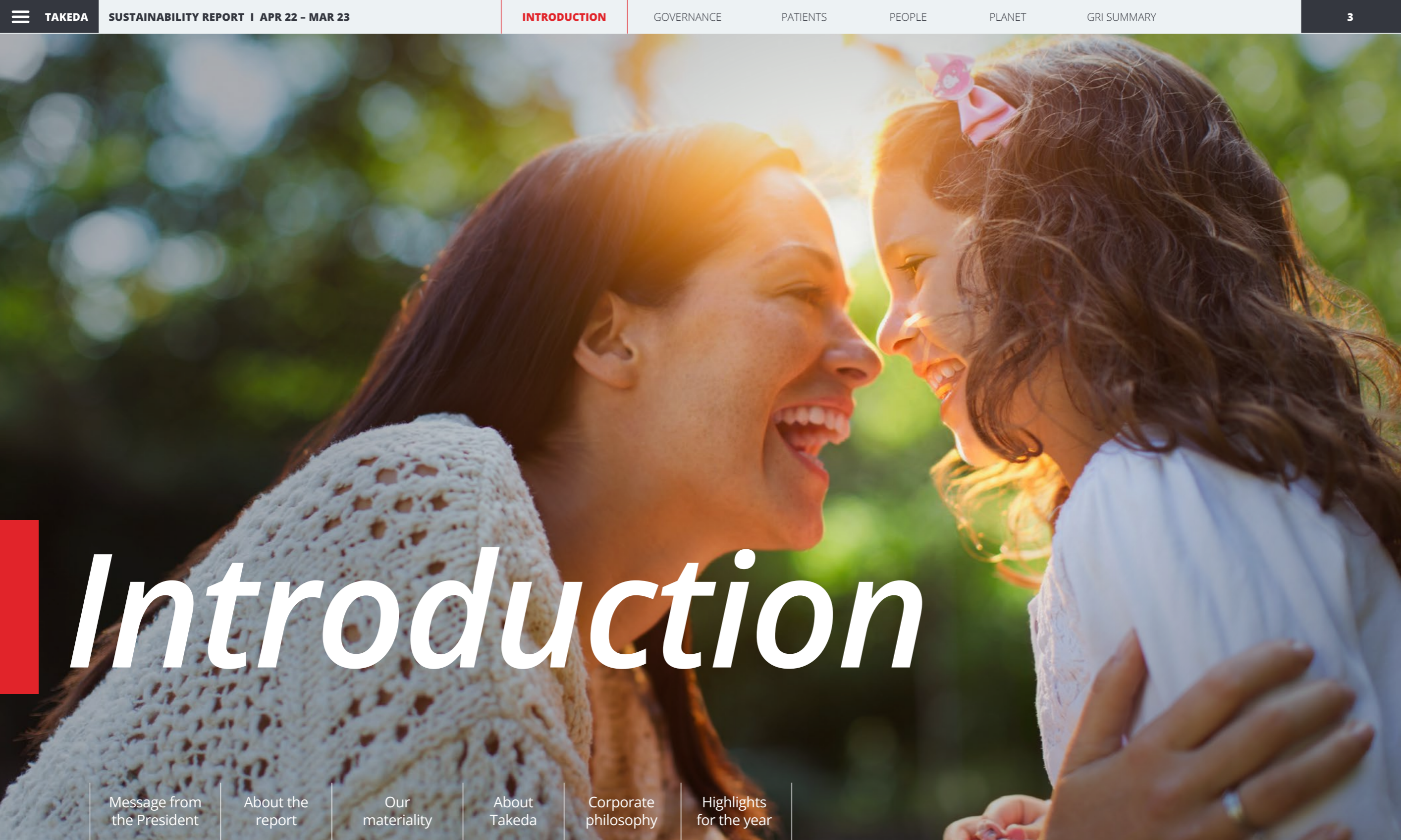
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# *Introduction*

Message from the President

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# Message from the President GRI 2-22

**We are driven by the mission to deliver better health for people and a brighter future for the world,**

thereby having an impact on the ecosystem of healthcare, composed of patients, caregivers, family members, healthcare professionals, business partners, managers, regulatory bodies, and overall civil society. Placing the patient at the center of decisions is the starting point for transforming policies and boosting access to healthcare for thousands of people. We ended the 2022 fiscal year confident that we have made progress in our purpose, providing a better quality of life.

We know that patients' access to diagnoses and medicine is vitally important for promoting healthcare and, in the fiscal year 2022, we celebrated the incorporation of Agalsidase alfa for the treatment of Fabry Disease into the Brazilian National Health System (SUS) and the entry of the same therapy in the list of mandatory coverage of the National Supplementary Health Agency (ANS). We will always pursue formal access to treatment because, in addition

to providing predictability for the patient, it allows institutions to plan, which ensures the sustainability of health systems.

Another historic milestone in the fiscal year was the approval and registration of our dengue vaccine by the Brazilian Health Regulatory Agency (Anvisa). The tetravalent vaccine is recommended for the prevention of dengue caused by any serotype of the virus for use in individuals from 4 to 60 years of age. This is an important step in controlling the disease in Brazil and marks Takeda's entry into the vaccine segment in the country, playing an important role in our purpose of having, in the near future, a country that is free from the shadow of dengue.

Aware that prevention also occurs through information, we signed an unprecedented partnership in 2022 with the United Nations Children's Fund (UNICEF) in Brazil involving a project to prevent dengue, zika, chikungunya, yellow fever and other arboviruses. The Water, Sanitation and Hygiene strategy is mobilizing managers and professionals in the fields of healthcare and education, school communities and adolescents from 1,000 municipalities in 18 states located in the Brazilian Legal Amazon

and Semi-arid Region. The actions are focused on facilitating access to clean water in schools, encouraging sanitation, promoting hygiene initiatives, providing educational content on the impacts of climate change and the importance of preserving the environment, as a way to prevent arboviruses in endemic areas of the country.

In the midst of so much work, we were also able to stop to reflect on the future we hope for in our three imperatives: Patients, People and the Planet. We have developed our strategic plan for the next three years, establishing archetypes focused on the Patient journey, the creation of a diverse and inclusive organization for People and the responsible use of natural resources for the future of the Planet. We have also included innovation through Digital as one of the company's pillars, integrating it into our projects.

Sustainability can be found throughout our business planning and initiatives. We are driven by the values of "Takedaism" (Integrity, Honesty, Perseverance and Justice) and our corporate culture, which supports the company's decisions and helps us provide more healthcare for people and a brighter future for Brazil.



As president of Takeda Brazil I am proud of the team's achievements over this first year. I am extremely grateful for the support, and I try to give back by inspiring through example, working towards a purpose that allows our employees to discover paths based on our values. The questions I invite everyone to ask each day are: "How does my work impact patients' lives?", and "How do I challenge myself to do even better every day?" The answers to these questions can be seen in the accomplishments detailed in this report. Congratulations!

Enjoy the reading!

**José Manuel Caamaño Iglesias**  
*President of Takeda Brazil*

# About the report GRI 2-3

**QUESTIONS AND SUGGESTIONS** can be submitted to the email [rsc.brasil@takeda.com](mailto:rsc.brasil@takeda.com)

Committed to transparent and ethical communication with all our stakeholders, we are proud to present Takeda Brazil's 2022 Sustainability Report, which outlines the operational strategy, key challenges, achievements and performance for the period from April 1, 2022 to March 31, 2023. This is the fifth edition of our annual publication. Its structure is divided into four chapters, which address the imperatives of our corporate performance – Patients, People and the Planet, supported by data, encompassing the values of Takedaism – Integrity, Justice, Honesty and Perseverance. They are as follows:

- **Governance:** A chapter that presents the company's policies and measures to promote an ethical, integral and principled business environment. We also covered Takeda's digital strategies and corporate social responsibility activities.

- **Patients:** Reports on the company's activities on behalf of healthcare, access to diagnostics, medicine and vaccines. We will address programs and initiatives aimed at improving the quality of life for patients.
- **People:** A chapter that covers the company's relationship with the internal public. Our strategies for attracting and retaining talent and promoting the diversity, health and safety of our employees are a few of the topics discussed.
- **Planet:** We present Takeda Brazil's care for the environment, fundamental to human health.

This document was compiled based on the guidelines of the latest Global Reporting Initiative (GRI) Standards, considering the materiality matrix developed by Takeda integrated with the United Nations Sustainable Development Goals (SDGs). The indicators are marked throughout the content and, at the end, we have provided the GRI Summary for review.

**Corporate imperatives shape Takeda's performance and provide structure to this report**



Takeda strives to work towards achieving the United Nations' 17 Sustainable Development Goals. Our projects and initiatives are related to at least one of the SDGs, as illustrated in the table on the next page.

# Our materiality GRI 3-1, 3-2

**FIND OUT MORE**

See [more information](#) on Takeda's definition of materiality process.

**The materiality matrix is an instrument used to identify and prioritize the issues most important to a company and its stakeholders.**

At Takeda Brazil, the matrix is aligned with the materiality proposed globally by the company. Following the acquisition of Shire in 2019, Takeda conducted a study to understand which non-financial issues are strategically important to the business and are expected to guide the decision-making process.

Topics were prioritized based on the degree of importance to stakeholders and the business, and classified into four categories: Patients, People, the Planet and Management. The company revises its priority topics, instead of making annual reviews of its materiality matrix. This practice provides flexibility and adaptability to the company's sustainable strategy, which is committed to overcoming global challenges and reporting its progress on an annual basis.

TAKEDA MATERIALITY			
Pillars	Priority topics	Project or Initiative	Prioritized SDGs
Patients	Access to healthcare	Publication of scientific studies	3
		Holding events for health professionals	3
		Developing Patient Support Programs	3
		Productive Development Partnership (PDP) for hemophilia A patients Incorporation of one drug into the Brazilian National Health System (SUS) and two in the National Supplementary Health Agency (ANS).	3 9 17
People	Best-in-class talent	Talent development through training, mentoring and team building	4 8
	Diversity, equity and inclusion	Development of committees in the office and at the factory	5 8 10 16
		Inclusion of a DE&I clause in all standard draft contracts	5 8 10 16
Employee health and well-being	Occupational Health and Safety Program that covers all employees and offers health benefits	3	
Planet	Climate, carbon and energy	Zero Carbon Project	7 9 11 12 13
	Water and waste management	Zero Landfill Project	6 11 12 13 14 15
Management	Corporate governance	Adoption of a value-based management model	16
	Ethical business practices	Takeda's Ethics & Compliance Program	16
		Global Code of Conduct and other corporate policies	16
	Corporate philanthropy	Call Notice for Projects Approved in Tax Incentive Laws	3 5 8 12 17
Volunteer Program		1 2 3	

Notes: The "Water and waste management" topic is in the second quadrant of relevance in the global matrix but was incorporated into Takeda Brazil's matrix due to its local importance as a result of the factory's operations. The term "Best-in-Class" refers to the innovation and agility of our team of employees, which enables us to achieve our goals. The "R&D to address unmet medical needs" topic is under the management of the Global matrix.

# About Takeda

GRI 2-1, 2-6

Takeda is a global biopharmaceutical company, active in over 80 countries, that aims to offer better healthcare for people and a brighter future for the world through life-transforming treatments.

Our product portfolio is built on science and technology through solid investments in Research & Development (R&D). We have been operating in Brazil since 1954, with an office in the city of São Paulo (SP), a factory in Jaguariúna (SP) and a warehouse in Itapevi (SP). Patients are at the heart of all our decisions, and we are driven by our corporate philosophy and our values represented through Takedaism, which provides guidance on our ethical decision-making process (*read more on [page 09](#)*).

**FIND OUT MORE**  
Find out more about Takeda's history on the [company's website](#).

## Innovative product portfolio

Takeda's portfolio was developed based on solid investments in science and technology.

We focus on developing solutions for medical unmet need and providing patients with a better quality of life.

In Brazil, we have a number of different types of medicine in the therapeutic areas of Gastroenterology, Rare Diseases, Oncology, Neuroscience, Plasma-Derived Therapies and Vaccines.

**FIND OUT MORE**  
Learn more about Takeda Brazil's complete portfolio of information for patients and healthcare professionals on [our website](#).

### THERAPEUTIC AREAS

### INDICATIONS

#### GASTROENTEROLOGY

Ulcerative colitis  
Crohn's disease  
Short bowel syndrome  
Acid-peptic diseases

#### RARE DISEASES

Hunter syndrome  
Type 1 Gaucher disease  
Fabry disease  
Hereditary angioedema  
Hemophilia A  
Hemophilia B  
von Willebrand disease  
Cytomegalovirus infection (CMV)  
Congenital protein C deficiency  
Acute bleeding

#### ONCOLOGY

Hodgkin lymphoma  
Non-Hodgkin's T-cell lymphoma  
Multiple myeloma  
Non-small cell lung cancer

#### NEUROSCIENCE

Attention Deficit Hyperactivity Disorder (ADHD)  
Binge eating disorder  
Insomnia

#### PLASMA-DERIVED THERAPIES

Autoimmune diseases  
Primary immunodeficiency

#### VACCINES

Dengue



## Ethics and sustainability guide Takeda's relationship with its stakeholders

### Relationship with our stakeholders **GRI 2-29**

We believe that stakeholders are critical to Takeda's success. The company's principle is ethical, continuous and sustainable relationships with its stakeholders. We want the relationship to be based on generating value and mutual interest. Our mapped audiences include:

- trade associations;
- employees;
- healthcare professionals;
- hospitals;
- the press;
- health plans;
- the community;
- regulatory agencies;
- patient associations;
- government representatives;
- health policy makers;
- investors;
- pharmacies;
- suppliers;
- distributors;
- local community; and
- non-profit associations.

The parameters of conduct expected of our employees in their relationship with stakeholders are defined in the [Takeda](#)

[Global Code of Conduct](#), which is based on principles and organized around Patients, Trust, Reputation and Business, in that order. The Code outlines the appropriate way to engage with healthcare professionals, regulatory agencies and other public entities, government representatives and other external stakeholders, as well as competitors and industry peers.

In order to promote dialog within the pharmaceutical sector, Takeda integrates the most important segment's organizations. We have constant respect for the internal regulations of the associations, the applicable competition laws and we follow the Codes of Conduct and Integrity Programs promoted by the entities. We are associated with and maintain active participation in projects and committees of the Pharmaceutical Research Industry Association (Interfarma) and the Pharmaceutical Industry Union (Sindusfarma). Learn more about this on [page 20](#). We are also signatories of the Business Pact for Integrity and Against Corruption, under the leadership of the Ethos Institute, with active participation in the Integrity Thematic Group. **GRI 2-28**



# Corporate philosophy

Our corporate philosophy connects our Japanese history and heritage to everything we do today – to realize our purpose, our values, our vision and our imperatives. This philosophy tells the story of Takeda – who we are, what we do, how we do it, and why it matters. We are also driven by the mission to promote “better health for people and a brighter future for the world.”

## Vision

**Discover and deliver life-transforming treatments, guided by our imperatives to patients, our people and the planet.**

## Mission

**Better health for people and a brighter future for the world.**

## Imperatives

**We have a number of imperatives within the Patient, People and Planet pillars, as well as Data and Digital World.**

- **Patients**  
Responsibly turning science into highly innovative medicine and vaccines that transform lives.  
  
Accelerate access to improve quality of life around the world.
- **People**  
Create an exceptional experience for people.
- **Planet**  
Protect our planet.
- **Data and Digital World**  
Our goal is to transform Takeda into an even more reliable, data-driven, and results-based biopharmaceutical industry.



## Takeda Values Journey

Over the 2022 fiscal year, Takeda launched its Values Journey campaign, which included a guide to help learn about Takeda’s values in a consistent way throughout the organization. The initiative featured three stages: raising awareness, understanding and applying.

Our individual journey of awareness, understanding and application help foster an environment that enables us to fulfill our purpose and achieve our vision while confidently practicing our values every day. That’s why we adopted the hashtag #LOVED (Living Our Values Every Day).

Whatever our role and wherever we are, we are personally responsible for upholding our values, for making decisions that benefit patients, colleagues and society, and protecting our hard-earned trust and reputation over the past two centuries.

We understand our responsibility to always fulfill the highest standards of ethical behavior, because everything we do impacts the most vital aspect of people’s lives — their health. By embarking on a journey to discover what our values mean to us and how we apply them in our daily activities and support each other, we are living our values every day #LOVED.

# Highlights for the year



## PEOPLE

We ended the year with

**975** employees.

We partnered with the Dorina Nowill Foundation to **hire visually impaired people**.



## PLANET

We reached our goal of a **40% reduction** in greenhouse gas emissions 10 months ahead of schedule.

We initiated a project **of sustainable events**, offsetting carbon emissions by planting trees.



## DATA

We created the **Data, Digital & Technology directorship**, based on agile methodologies, to manage projects related to Takeda's digital transformation.

We created the **Digital Call for Proposals**, in partnership with the Bússola platform, to receive projects from patient associations.



## PATIENTS

Our Patient Support Programs (PSP) have benefited

**10,700** patients and

**450** healthcare professionals.

We signed a partnership with UNICEF for the prevention of dengue, zika, chikungunya and yellow fever in

**1,000** municipalities

in 18 states of the Legal Amazon and in the Brazilian Semi-arid, impacting

**96,000** people.

We have held over

**800** scientific events

for healthcare professionals.

We attended over

**30,000**

requests via Customer Service

**90%**

resolved in the first contact.

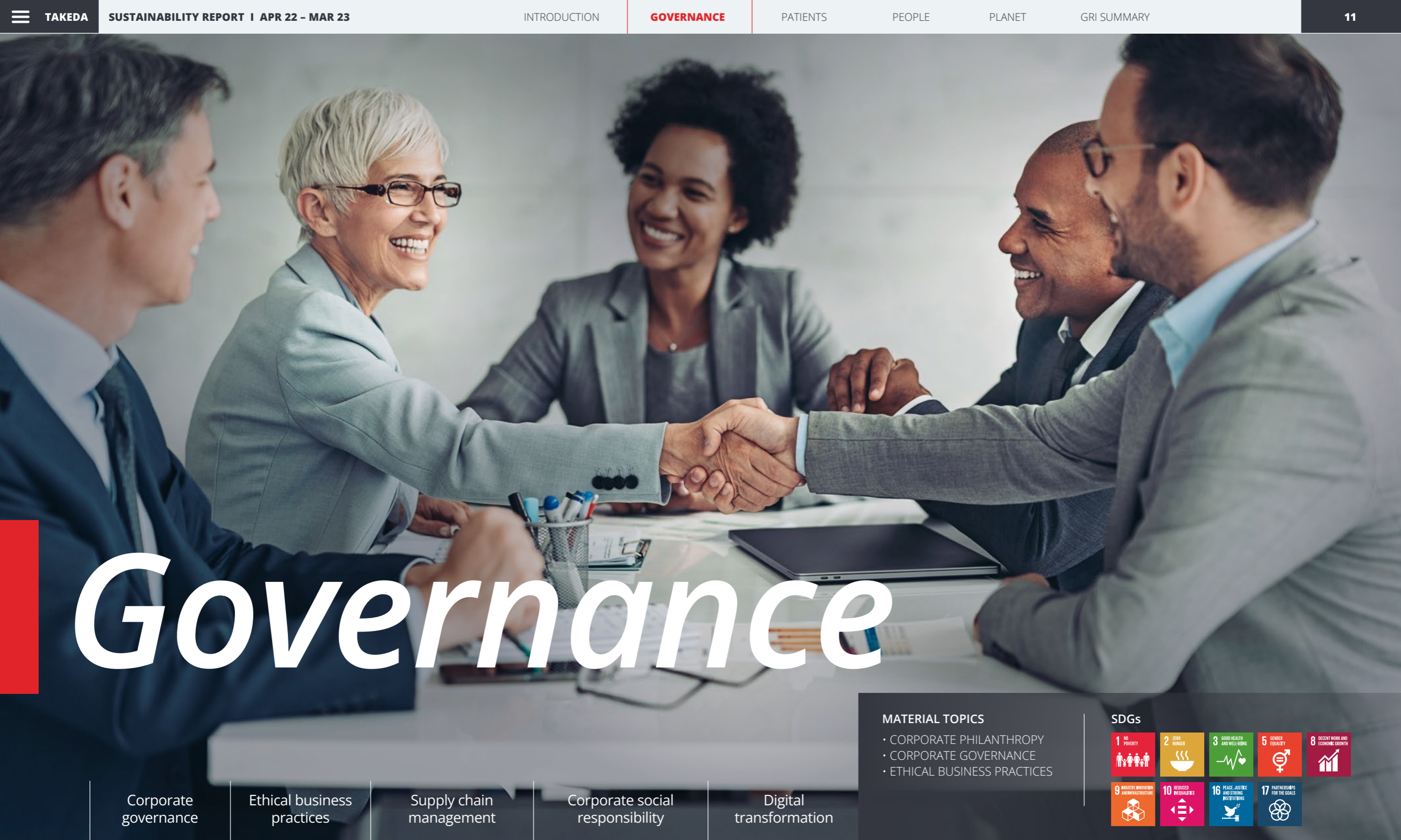
We supported

**23** projects

in partnership with

**15** patients associations.

**Approval and registration** of the dengue vaccine by the Brazilian Health Regulatory Agency (Anvisa).



# Governance

Corporate governance

Ethical business practices

Supply chain management

Corporate social responsibility

Digital transformation

### MATERIAL TOPICS

- CORPORATE PHILANTHROPY
- CORPORATE GOVERNANCE
- ETHICAL BUSINESS PRACTICES

### SDGs



# Corporate governance

GRI 3-3, 2-9, 2-11, 205-2

Takeda has a robust governance framework that is designed to facilitate the company's purpose. Following the global model, Takeda Brazil has developed values-based management that promotes agility in the decision-making process, while maintaining internal controls to ensure ethics and transparency.

Collective decision-making committees and an executive team formed by a president, directors and managers make up the local governance structure. In 2022, Takeda Brazil went through a restructuring process with the creation of new directorships and changes in the scope of others. The reorganization was driven by the company's strategic objectives.

The Brazil Leadership Team (BLT), which is the local executive committee, is responsible for defining strategies, while monitoring the company's operations and performance. It is made up of 14 executive directors, while its extended version, the EBLT, has 17 members. The Procurement, Factory and Quality areas are part of the aforementioned committee. Monthly group meetings also discuss risks and action plans.

The BLT and EBLT are led by the president of Takeda Brazil, José Manuel Caamaño Iglesias. Of the EBLT members at the end of the 2022 fiscal year, 52.94% were between 30 and 50 years old and 47.06% were over 50. As for gender, 66.67% are men and 33.33% are women. Ethnic-racial diversity is also observed, with the presence of Blacks (5.56%) and Asians (5.56%) in governance bodies. **GRI 405-1**

The other committees of the company are thematic and address demands related to sustainability, risk management, biosafety and ethics and compliance. In all, the company has ten decision-making committees, which meet quarterly. If needed, the topics discussed in the committees are discussed at BLT meetings, helping to forge collective knowledge, which is also improved through global guidelines and targets, generating local data and information from trade associations. **GRI 2-17**



**33.33%** of EBLT members are women and **66.67%** are men

# Takeda's governance structure

<b>Main body</b>	The Brazil Leadership Team (BLT) and its extended version, EBLT
<b>Participants</b>	The BLT is composed of the company's directors. The EBLT also includes leaders from the Procurement, Factory and Quality departments (table on the side).
<b>Other committees</b>	<ul style="list-style-type: none"> <li>• Integrated Therapeutic Areas (TAs) Review (ITR)</li> <li>• Risk, Ethics &amp; Compliance Committee (RECC)</li> <li>• Crisis Management Committee (CMC)</li> <li>• Sales Force Incentive Compensation Committee (Coprem)</li> <li>• Internal Biosafety Commission (CIBio)</li> <li>• Patients Advocacy Groups Committee (PAGC)</li> <li>• Corporate Social Responsibility Committee (CSR)</li> <li>• Diversity, Equity and Inclusion Committee (DE&amp;I)</li> </ul>



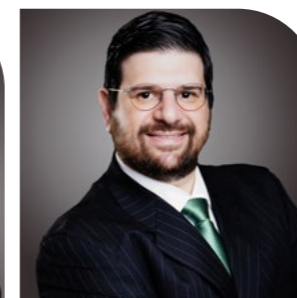
**JOSÉ MANUEL CAAMAÑO IGLESIAS**  
President of Takeda Brazil



**EDUARDO HENRIQUES**  
Executive director, Gastrointestinal, Inflammation and Neuroscience BU



**FABIO SALATA**  
Executive director of the Rare Diseases and Hematology BU



**RAFAEL FORTES**  
Executive director of the Oncology BU



**FLAVIO PERROTTI**  
Executive director of the Vaccines BU



**LUIZ NETO**  
Site Head, Jaguariúna



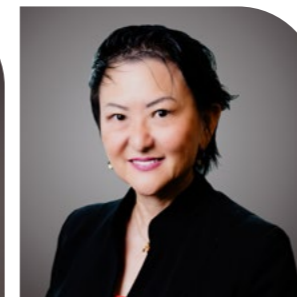
**FABIANO OZORIO**  
Executive director of Customers Affairs



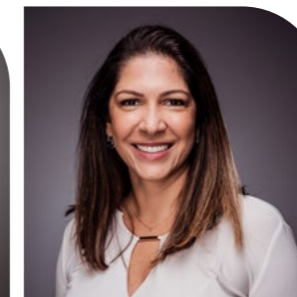
**RODRIGO MARTINS DE OLIVEIRA**  
Executive director of Business Operations



**EDUARDO PINTER DE ALMEIDA**  
Executive director of Strategic Access, Government Relations and Strategic Alliances



**VIVIAN LEE**  
Executive director of Medical Affairs



**RENATA ARACELLI PIRES**  
Executive director of Regulatory Affairs



**JULIANA MARTIN**  
Head of Procurement

MEMBERS OF SENIOR MANAGEMENT HIRED IN THE LOCAL COMMUNITY <b>GRI 202-2</b>	
	2022
Total members	18
Board members hired from the local community	16
Percentage of board members hired from the local community	88.89

Note: It considers Brazilian citizens from the executive board and presidency of Takeda Distribuidora and industrial and quality officers from Takeda Pharma.



**ELIANE PEREIRA**  
Executive director of Human Resources



**JONI JORGE**  
Chief Financial Officer



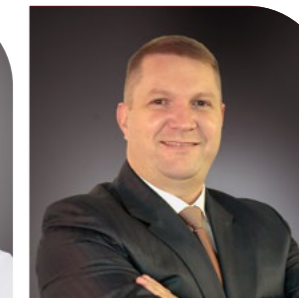
**ARUANE ANDRADE**  
Executive director of Ethics & Compliance



**ANA SALAMA**  
Executive director of Legal Affairs



**RODRIGO CORREA**  
Executive director of Data, Digital & Technology Affairs



**ALEX BERNACCHI**  
Global Quality Officer



# Ethical business practices GRI 3-3

Our philosophy tells the story of our company – who we are, what we do, how we do it, and why it matters. It allows us to connect with our Japanese history and heritage through everything we do today, to bring our purpose, values, vision and imperatives to life.

These values function as a guide for the decision-making process on the part of employees. In addition, they serve as inspiration for internal policies and documents and for our Integrity Program, known as the Ethics & Compliance Program.

Our efforts are structured around Patient, Trust, Reputation and Business, in that order, underpinning everything we do and how we do it. Some ethical practices developed by Takeda include:

- the protection of human rights, the pursuit of reducing environmental impacts and generating positive impacts for society and the communities in the areas where we operate, as recommended by our Code of Conduct.

- encouraging compliance with applicable laws, respect for human rights and best labor and employment, health and safety practices throughout our value chain, as guided by Takeda's Code of Conduct for Suppliers.
- conducting due diligence on suppliers and third parties, from whom we require compliance with the company's ethical standards.
- the prohibition of anti-competitive and illegal practices, such as bribery and offering personal or financial benefits.
- the performance of annual audits and quarterly monitoring, in addition to preventive and corrective actions whenever needed.
- the self-assessment of our Ethics & Compliance Program, carried out through the Ethos Institute.



**We adopt a management based on values, which are connected with the company's history and the future we want to build**

In terms of the documentation of the Takeda Integrity Program, in addition to the Global Code of Ethical Conduct for employees and suppliers, we have also adopted the following policies and procedures:

**Policies:** Global Anti-Corruption Policy; Global Monitoring Policy; Global Cross-Border Interactions Policy; Global Healthcare Professional and Healthcare Entity Interactions Policy, Global Government Professional and Government Entity Interactions Policy; Global

Patient and Patient Organization Interactions Policy; Global Patient Access Policy; Global Donation Policy; Global Privacy Policy.

**Procedures:** Interactions with Healthcare Professionals, Healthcare Entities, Government Representative and Government Entity; Pre-Approval Activity Guidelines; Donations; Interactions with Patients and Patient Organizations; Patient Care Programs; Raising and Addressing Concerns.



## Ethics & Compliance Program

**GRI 2-24**

Considered one of the key pillars of sustainability for its business, integrity is inherent to the market and the manner in which Takeda Brazil works. The company adopts ethical practices on a daily basis and seeks to promote them among all its stakeholders. Takeda's Ethics & Compliance (E&C) Program is designed to spread an ethical culture while preventing and mitigating risks to the business. Its performance is divided into eight components:

**1. Governance:** Takeda's governance involves the structure of entities, resources and processes in place to implement our E&C program and ensure its growth and independence on an ongoing basis. The local structure is supported by the global structure of experienced and independent professionals. The purpose of the Ethics & Compliance team is to catalyze a company-wide culture that is aligned with our values of Takedaism. As active members of leadership teams throughout the company, the local team actively contributes to the company's decisions. Takeda leaders are responsible for supporting the area with

the resources needed for the management and maintenance of the integrity program. The strategic review of Risk, Ethics and Compliance issues is done by the Risk, Ethics and Compliance Committee (RECC), which deliberates on decisions about possible risks of the company.

**2. Policies and procedures:** Takeda's E&C Program establishes the company's expectations about employee conduct and behavior through fundamental principles and guidelines. We use a global framework that creates and updates policies based on the ever-evolving external landscape (including changes to relevant laws, regulations and industry codes) and the company's internal risk profile.

Global E&C policies and local procedures are focused on providing clear and easy-to-understand guidance on the E&C-related risks inherent to the pharmaceutical market. In addition to policies and procedures, the E&C team is also a key partner to provide guidance and help employees navigate ethical dilemmas posed.

**3. Training and engagement** The purpose of Takeda’s training and engagement program is to promote understanding and to apply the company’s expectations about employee conduct and behaviors so that they can make decisions. To provide a training and engagement experience, the E&C team evaluates and implements customized E&C training programs for newly hired and existing employees in order to promote an understanding and application of the Global Code of Conduct, Takeda’s values-based decision making, Policies and Procedures, and fostering a culture of “speak up”.

**4. Culture and values:** At Takeda, we understand our responsibility to consistently fulfill the highest standards of ethical behavior, because everything we do impacts the most vital aspect of people’s lives – their health. Our business ethics are reflected in our culture of values (Integrity, Fairness, Honesty and Perseverance), which come to life through actions and decisions based on the Patient, Trust, Reputation and Business, in that order. We are anchored in a values-based Code of Conduct that establishes the foundation of our culture, inspiring and empowering everyone at Takeda to be accountable for actions that benefit patients and society and that we can be proud of now and in the future.

The Ethics & Compliance (E&C) area is responsible for catalyzing a values-based culture, highlighted by:

- **Our Values Journey:** Helps employees understand what our values mean to us and how we apply them in our day-to-day activities.
- **Our network of E&C Ambassadors:** Consists of a cross-functional group of employees who are early adopters of our values journey and spur on the promotion of E&C messages.
- **Our employees,** who are all responsible for adopting our culture, ensure that their teams and peers act in a manner that is aligned with our values, local laws, regulations and industry codes.
- **Our Leaders,** who, as company role models, demonstrate the importance of integrity and ethical behavior.
- **5. Assessment of risks:** To provide safe and effective products that change lives for the better, Takeda addresses the established and emerging risks of a highly regulated environment. Takeda proactively manages significant risks at the strategic and operational levels. At the strategic level, Takeda’s Risk, Ethics and Compliance Committee (RECC) oversees that the



**We understand that it is our responsibility to adhere to the highest ethical standards**







Corporate Risk Management process is established, implemented, documented and executed company-wide through an annual company-wide Enterprise Risk Assessment (ERA). Through the ERA process, the E&C area identifies and defines risk mitigations related to E&C. At the operational level, the E&C area actively assesses risks and proposes projects and activities to mitigate them with Takeda's business units and other areas, making risk management part of everyday conversations.

**6. Investigations:** Takeda is committed to maintaining a reliable reporting mechanism and investigation process to effectively identify misconduct. We constantly remind our employees and external stakeholders of the importance of reporting concerns promptly and in good faith. Our investigation process is based on non-tolerance of retaliation. Information relating to the concerns and investigations raised is confidential. We are committed to analyzing and understanding the root causes of misconduct to help prevent similar problems from repeating.

**7. Corrective actions:** Takeda does not tolerate unethical conduct and responds as soon as possible when potential non-compliance is detected by implementing consistent measures across the organization. The company identifies the root causes of non-compliance, which helps define the corrective and preventive measures needed to prevent a recurrence. Once a corrective action is implemented, monitoring confirms the effectiveness of the plan.

**8. Monitoring:** Monitoring is a process of ongoing assessment and periodic review of the business activities that pose the most significant compliance risk to Takeda, with a view to preventing, detecting and addressing potential non-compliance. High-risk business activities are identified and prioritized as part of the Enterprise Risk Management Procedure at the business unit and business function levels based on various sources such as the Enterprise Risk Assessment (ERA), transparency reports, internal audit findings and investigations. As part of our imperatives to continuous improvement, we are actively exploring the use of technological, digital and data tools to enhance our monitoring program.

Takeda includes an organizational structure dedicated to the application of its Ethics & Compliance Program, with resources, procedures and actions that facilitate its adoption throughout the company. Senior leadership, represented by EBLT, is involved in executing the program and engages other employees through targeted actions and messages. The Risk, Ethics and Compliance Committee, made up of members of the board of directors, also directly supports the program.

During the 2022 fiscal year, 100% of senior leadership (18 officers) were informed and trained in anti-corruption policies and procedures. Among employees, 1,125 (100%) were provided information on the theme and 1,064 (94.5%) were trained.\* **GRI 205-2**



**Over the fiscal year, all members of senior leadership were briefed on and trained in anti-corruption policies and procedures aimed at promoting ethics in 2022**

\*Note: All trained and briefed employees are based in the Southeast region. The total number of employees reported exceeds the total number of Takeda employees because we considered some duties based in Brazil, but which report to the global team. Historical data is unavailable.

## Find out more about some of the activities to promote ethics:

### Ethics & Compliance Ambassadors Program

Employees appointed by their leaders as Ethics & Compliance Ambassadors are tasked with the role of promoting the Ethics & Compliance Program among their colleagues and their field of activity. The program was updated in fiscal year 2022 with the clear identification of the ambassadors' roles, the definition of expectations on their work and the creation of an instructional booklet, which defines the ambassadors' roles and responsibilities

as: engaging employees to live out our values every day and be guardians of the Global Code of Conduct, in addition to reinforcing decision-making and expanding our values-based culture.

### Ethics & Compliance Week

The 7<sup>th</sup> edition of the event took place in a hybrid format in order to allow more employees from the field and the office to participate, and it featured recreational activities geared towards facilitating the absorption and reinforcement of the company's values and

principles. Activities included gamification dynamics, Compliance Officer simulation for a day, competitions and a cultural contest, the Cine Compliance and actions with content designed for younger employees.

The company also promoted an event to talk about ethics and compliance on International Anti-Corruption Day, celebrated on December 9. A series of local awareness campaigns were held on the subject, which included internal and external promotions, a round table with executive officers on "How our activities can be perceived", as well as an interactive Ethics

& Compliance training on the anti-corruption issue.

### Risk Management

The risk management process is dynamic and evolves according to the way the business runs. Takeda's entry into new markets, such as vaccines, prompted a review of the company's risks during fiscal year 2022, seeking alignment with the company's global operations and values.



**We held an event on the International Anti-Corruption Day to discuss ethics and compliance aimed at promoting ethics in 2022**

Some changes have also been made to the third-party due diligence process in accordance with the Anti-Corruption Act of July 2022. The assessment became more robust, but was also made simpler, with a reduction in the number of documents that needed to be filled out by employees. Takeda's third-party risk assessment process is called Third Party Risk Management (TPRM).

Takeda Brazil is part of the Smart Project, a global initiative to monitor risk activities, whose goal is to digitize, automate and increase monitoring processes through data analysis and science, mainly focused on the selection of samples for Ethics & Compliance monitoring based on risk indicators related to the values involved in each activity.

Continuing the improvement of processes and adoption of technologies over the previous fiscal year, management reports could be extracted on the company's risk activities

which could help Takeda's areas perform assessments and propose mitigation plans based on the policies and applicable E&C procedures. This initiative supports our imperatives to Takeda employees to achieve sustainable business.

### Conflict of interest

Takeda has updated its Conflict of Interest guide and form. This includes the frequency of assessing employees with identified conflicts of interest, which is now annual, and evaluating conflicts of interest during the selection processes.

All executive directors at Takeda work solely and exclusively for the company and are not partners in companies that compete or operate in the same line of business in order to avoid any conflicts of interest. In addition, all members of the governance committees are local employees of the company, meaning they do not accumulate other potentially conflicting roles. The formal process of reporting potential conflicts is managed by the Ethics & Compliance department. **GRI 2-11, 2-15**

### Compliance Clauses

In the 2022 fiscal year, we revised the compliance clauses applicable to all standard contracts in order to standardize the texts and add new provisions. This was done to ensure that the company was in full compliance with the new Anti-Corruption Law Decree of July 2022.

### E&C Training

The proper application of training is part of an effective Integrity Program. In 2022, version 2.0 of the E&C Training project was implemented, based on five main elements:

- **monthly integration** of E&C for new employees, customized for administrative and field duties.
- **retraining and Q&A sessions** covering key standard operating procedures or standard operating procedures (SOPs) of E&C.
- **on-demand training** (specific by business unit, from monitoring deviations and problems, and for third parties).
- **simplification of SOPs.**
- **creation of summaries (one pagers) of SOPs.**

The delivery of each training program was improved with the ultimate goal of sharing information on the E&C and SOPs policies to all employees. All key elements of the project were implemented throughout the year, with 100% of the content being developed by the E&C team.

### Process optimization

A new process optimization project was put in place in 2022. It included the reassessment of certain aspects of some of the key activities conducted by the company, focusing on identifying and mitigating potential risks associated with each of them. The project began with an assessment of business meal processes, culminating in the application of new rules and guidelines to employees on how this practice should be conducted.



**Takeda improved processes, adopted technologies, and also held events and provided training aimed at promoting ethics in 2022**

# Code of Conduct

GRI 2-23, 2-24

We adhere to Takeda’s Global Code of Conduct, an instrument that was approved by the company’s executive team and is based on principles organized around the Patient, Trust, Reputation and Business, in that order. The document includes an internal version (focused on the relationship between employees and our key stakeholders) and an external version (focused on the activities of suppliers). Both determine the practices expected and applied by each group.

The Code of Conduct is designed to promote the highest ethical and moral standards when conducting business. Takeda complies with all applicable laws and regulations, but believes in the importance of going beyond the conventional and including ethics into the company culture. As such, the company’s performance is based on the timeless values of Takedaism: Integrity, Justice, Honesty and Perseverance.

We understand the responsibility to adopt the highest standards of ethical behavior at

all times as our actions have an impact on people’s health.

It should be noted that, in 2021, we revised Takeda’s Code of Conduct, including aspects related to human rights and the environment. The revisions were done in light of initiatives conducted throughout the fiscal year, maintaining the Code as a relevant document that positively impacts the company and society. We respect and protect human rights in our business, in the supply chain and in the communities where we do business, paying special attention to vulnerable populations.

All employees must adhere to Takeda’s imperatives described in the Global Code of Conduct and in the company’s policies and procedures. In addition to the proper training provided to employees by the Ethics & Compliance team, as applicable, all documents are available on the internal network and any changes made to their content are shared with employees.



Takeda is one of the signers of the Pharmaceutical Research Industry (Interfarma), a non-profit sector entity, and we represent both domestic and foreign companies as well as researchers who are involved in health innovation in Brazil. As such, we also follow the [entity’s Code of Conduct](#). In addition, Takeda is associated with the Pharmaceutical Industry

Union (Sindusfarma), which also adheres to the [entity’s Code of Conduct](#).

**FIND OUT MORE**  
 Take a look at Takeda’s Global Code of Conduct [on the website](#).  
 Read more about [Takeda Supplier Management](#) on [page 23](#).

# Impact management GRI 2-12, 2-13, 2-14, 2-25

We believe that the company is responsible for those who work there and for the social impacts on the community where we do business. Based on this premise, the management of the company's impacts is an item of the agenda at EBLT's monthly meetings, which also monitors ongoing activities by other committees and tracks compliance with Takeda's policies, KPIs and global guidelines.

Although the issue is monitored by the highest levels at the company, the responsibility for managing impacts lies with the area related to the topic. As a result, financial reports are prepared monthly in which key executives are included to evaluate and review the company's numbers and their impacts.

To ensure that all activities comply with Takeda's ethical and quality standards, the company submits to a global internal audit and an independent external audit. Takeda is within the scope of the Sarbanes-Oxley (SOX) Act of 2002 – which contains a series of provisions that apply obligations on companies to ensure transparency of operations and accountability. In terms of delegating authority, the company has a policy in place and adopts the ERP system (SAP), which helps ensure that all operations follow the approval matrix defined in the policy, even when high-level approvers are absent.

We believe that adopting sustainable practices requires imperatives from all areas and employees due to its relevant impact on the organization's processes and culture. As of now, impacts on sustainability are managed by the Corporate Social Responsibility department, which is responsible for planning and publishing the Sustainability Report and

convening the CSR Committee. This group is made up of the executive directors of the Strategic Access, Government Relations and Strategic Alliances areas, Medical Affairs, Legal, Ethics & Compliance, Human Resources, Factory Management, representative of the Communication area and Presidency. The CSR Committee and EBLT also review and approve all of the information contained in the Sustainability Report.

Finally, we believe that communication is an important pillar in relationships with our stakeholders. As such, anyone, be them an individual or company, can use the Customer Service channel for questions, suggestions or complaints. If needed, Takeda may set up a Crisis Committee – which has been provided within our corporate governance policies – to deliberate on issues initiated through this channel.



**Internal and external audits ensure that Takeda's ethical and quality standards are being followed.**



## Ethics Line GRI 2-26

Takeda has an Ethics Line to report concerns or potential irregularities related to the company's Code of Conduct or violations of its current laws and regulations. The tool is managed by an independent company and anyone filing a report can remain anonymous if they wish.

Contact can be made via phone call or online, 24 hours a day, seven days a week. All reports are handled confidentially. The company does not tolerate any discrimination or retaliation against people making reports in good faith or employees who participate in investigation processes.

In an effort to encourage the use of Takeda's Ethics Line and to establish a safe environment for employees to raise concerns, Takeda runs the Speak Up For Integrity campaign. Over the 2022 fiscal year, the campaign was updated according to the company's Values Journey. The update is intended to align the campaign with the values of Takedaism and to strengthen the psychological integrity of employees.

One of the most important objectives of the Speak Up for Integrity campaign is to help

all employees become familiar with using the various channels where they can report their concerns. This means that employees can raise concerns confidentially with someone they trust, an Ethics & Compliance colleague or through the Takeda Ethics Line.

The campaign provides guidance on how to raise concerns and the ways to respond to them appropriately, also sharing additional information about what happens during an Ethics & Compliance investigation process and the role played by employees.

We want to be able to identify issues early on to minimize risks to our business and make sure employees are secure in knowing that their concerns will be addressed proactively, confidentially and respectfully. Whatever our position is at Takeda, we are all responsible for putting the principles of the Global Code of Conduct into practice. The external audit and service channels are complementary mechanisms for raising concerns.



### FIND OUT MORE

Access the [Ethics Line online](#) or via telephone: 0800 892 0681

# Supply chain management

GRI 205-2

In an effort to ensure compliance and consistency with our activities, we have policies and procedures in place aimed at relationships with external stakeholders, including suppliers, healthcare professionals, government representatives and healthcare entities, as well as anti-corruption policies. Learn more about some of Takeda's actions for supply chain integrity:

- **conducting supplier due diligence** which encompasses a broad assessment according to the supplier's purview. This may include the following subjects: quality, financial stability, protection of information and cyber security, privacy, human and labor rights, global product protection, anti-corruption, Environment/Health/Safety, animal welfare.
- **annual audits** for waste suppliers.
- inclusion of a contractual clause on the **promotion of diversity**, equity and inclusion.

- insertion of contractual clauses related to **anti-corruption**;
- **publication of the Code of Conduct** for suppliers, which includes guidelines related to child-like or slave labor.
- **anti-corruption training** over the course of the due diligence process for suppliers considered high risk.
- **traceability** of the supply chain through the SAP platform.
- every year, on **International Anti-Corruption Day**, Takeda traditionally engages with the community on the issue through social media.

The Supplier Code of Conduct is applicable to all the company's suppliers, and its compliance is established in the contract. The document includes a specific section on human rights, labor practices and employment, as well



as health and safety. The internal Code of Conduct prescribes that we are responsible for being familiar with the third parties we interact with through the due diligence process. The obligation to perform due diligence is also addressed by the Global Anti-Corruption Policy and the Global Third-Party Risk Management Policy. **GRI 2-23**

**We have a Code of Conduct for Suppliers that includes items related to human rights, health and safety**

# Corporate social responsibility

**GRI 3-3**

Takeda's corporate social responsibility programs are aligned with the company's mission, which is to provide better healthcare to people and contribute to a brighter future for the world. We work in partnerships with leading organizations that are experienced in tackling global health issues.

In Brazil, we carry out volunteer work, sustainability actions, direct donations and also donations through tax incentive laws. In October 2022, we issued the first public call notice for proposals to support projects approved through the incentive laws.

They are as follows:

- **Casa Ronald Moema** – Nutritional support for children and teenagers with cancer: its goal is to provide an ideal and balanced diet for children and adolescents who are undergoing cancer treatment.

- **ABRALE - Dodói Project** – humanizing childhood cancer treatment: it is intended to give back to children with cancer the ability to dream, play, develop their creativity, humanize care and help them towards a faster and happier recovery. The initiative was developed by Abrale with support from the Instituto Maurício de Sousa.

- **Dorina Nowill Foundation for the Blind** – Tracks of Inclusion in the Digital Era: this project is designed to play a role in the inclusion and autonomy of blind people and people with low sight through rehabilitation programs, special education, employability and access to information, in addition to the production and distribution of books in Braille, audio and Daisy digital books.

- **Ciam - Low-Cost Assistive Technology** – Cardboard devices: aiming to teach physiotherapy and occupational therapy graduates or students how to make Parapodium, Inclined Plane and Armchair devices, produced with low-cost material

and personalized according to the needs of each child to be used in care, at home and in social environments.

- **Água Viva Institute** – Women's Health: providing a mobile clinic equipped with ultrasound and mammography equipment to provide healthcare services for mature women.

In addition to further transparency, the process of selecting projects through a public call for proposals has helped initiatives by organizations that, until now, have had no contact with Takeda. Likewise, we encourage equal communication with all stakeholders looking to receive funding, creating a transparent and honest process.

Support for environmental projects and employee awareness campaigns helps the company minimize the potential impact of its activities on the environment. This issue is a priority for the corporate social responsibility practices of both the factory and the office.

Sustainability management at Takeda is done in a cross-functional way and supervised by the Corporate Social Responsibility Committee. It includes representatives from different areas who are tasked with identifying opportunities for actions based on the company's materiality, proposing and monitoring short and long-term initiatives.

The projects and measures are approved annually by the Corporate Social Responsibility Committee and follow the guidelines of Takeda's Global Donation Policy, which stipulates the governance and approval flow of projects. In addition, the theme is tracked by the Ethics & Compliance area and is submitted to an annual audit that checks all processes to make sure that they comply with internal policies and current Brazilian legislation. The Corporate Social Responsibility area and the company's financial sector are responsible for monitoring the monthly budget and establishing goals for the use of funding.



## Volunteering and donations

The culture of volunteering is an important part of our employees' activities. The company promotes and supports the donation of blood, winter coats, sanitary products and time dedicated to voluntary services, while also leading by example through institutional donations. Find out more about the projects supported by Takeda and its volunteers over the 2022 fiscal year.

### Instituto Sonhe!

- The company provided **158 disused iPads** to support the educational activities for children and teenagers living in Cracolândia ("Crackland", a region of the city of São Paulo) through the Instituto Sonhe!
- During the Christmas holidays, Takeda volunteers **donated 200 care packages** containing clothes, shoes and toys to children and teenagers at the Institute.

- We carried out an awareness campaign about menstrual poverty at the company and at Instituto Sonhe! with a talk given by Fluxo Sem Tabu, and collected around **1,300 packs** of sanitary pads, which benefited roughly **400 adolescents** in vulnerable situations. The campaign was conducted in partnership with AMAI, which produces sustainable absorbent pads.

### Lar Feliz

- We held an awareness campaign on the importance of "reuse" during **Environment Week**, including the collection of warm clothes for the Lar Feliz institution, located in the municipality of Jaguariúna. Over 120 items of clothing were collected and donated to the organization.

### Casa AMEO

- Nine volunteers helped **paint the institution**, which attend to patients, families and caregivers who will undergo a bone marrow transplant process.

### Cabelegria

- We engaged 20 volunteers in **donating hair to Cabelegria** for patients who have lost their hair due to diseases from which hair loss is predominantly caused. We also assembled 29 accessory kits and donated

19 toys to patients at the Darcy Vargas Children's Hospital. Ten volunteers took part, benefiting 16 children.

### United Way

- 11 volunteers participated in the **revamping of the CEU Campo Limpo** along with the United Way, an institution that works with projects geared towards early childhood.

### SalvoVidas

- We sponsor an awareness and engagement campaign for Takeda employees to voluntarily donate blood and bone marrow.

### Booklet for individual donations

- We have prepared material to encourage solidarity among our employees. The booklet was introduced on November 29th, donation day.

**Volunteering is at the heart of Takeda's corporate culture, and we have collaborated with many institutions over the fiscal year**





**FIND OUT MORE**  
 Read more about [Takeda's partnership with Unicef Brazil](#).

**FIND OUT MORE**  
 Take a look at the [corporate social responsibility programs developed by Takeda globally](#).

## Partnership with Unicef for the prevention of diseases

A groundbreaking partnership for the prevention of dengue, zika, chikungunya, yellow fever and other waterborne diseases in the Legal Amazon and the Brazilian Semi-arid region was signed between Takeda and the United Nations Children's Fund (Unicef) Brazil over the 2022 fiscal year. The company is supporting the institution's Water, Sanitation and Hygiene (WASH) strategy, which is designed to engage managers and professionals in the fields of healthcare and education, the school community and adolescents from the 1,000 municipalities in 18 states, which integrate the [Unicef Seal](#).

We attempt to integrate ESG best practices into our activities and also

undertake projects that are concerned with people, patients and the planet, leaving a legacy for the country. Our partnership with Unicef seeks to improve access to drinking water and basic sanitation for vulnerable populations, increase knowledge about water-borne diseases and diseases transmitted through mosquito vectors, and their forms of prevention, as well as helping to mitigate arboviruses in Brazil.

The initiatives also include sharing educational content on the impacts of climate change and the importance of preserving the environment. The initiative is aimed at young people up to the age of 17 years old living in 18 states across the country.

# Digital transformation

Digital transformation is a strategic matter for Takeda that is related to all areas of the business. In an effort to gain more transparency, fluidity and internal integration for its actions, the company created the Data, Digital & Technology Department in 2022 based on agile methodologies.

The new directorship will manage projects related to digital transformation that have already been implemented and create new initiatives related to business objectives. The area is tasked with the challenge of facilitating the patient’s journey and promoting the company’s operational efficiency. See how its work is aligned with the company’s pillars (patients, people and the planet):

## Patients

- Digital channels broaden the company’s contact with healthcare professionals, making it easier to share information about treatments available to their patients.
- Artificial intelligence tools can facilitate the diagnosis of patients with rare diseases and help make earlier referrals to specialists.

- The technology can also be used in research and development to accelerate clinical studies and generate scientific evidence for investigating new technologies and therapeutic indications.

## People

- Digital channels streamline training and communication with employees, helping to strengthen the company’s culture.
- Simplifying processes means that employees spend less time going through bureaucratic minutiae and more time doing what is most important, which is providing healthcare to those who need it.

## Planet

- Digitizing documents and contracts reduces the amount of paper that the company consumes.
- Using tracking software helps control and monitor environmental data, such as Plataforma Verde, a Takeda tool designed to keep track of waste.

## Protection of personal data

Compliance with current laws and regulations is an important part of the digital transformation process. Takeda has a number of processes implemented to ensure compliance with the Brazilian General Data Protection Law (LGPD), as well as the appropriate use and security of personal data that has been collected and processed. Some examples include: Privacy Impact Analysis (PIA), Records of Processing Activities (RoPA), provision of easy contact to exercise data subject rights, etc.

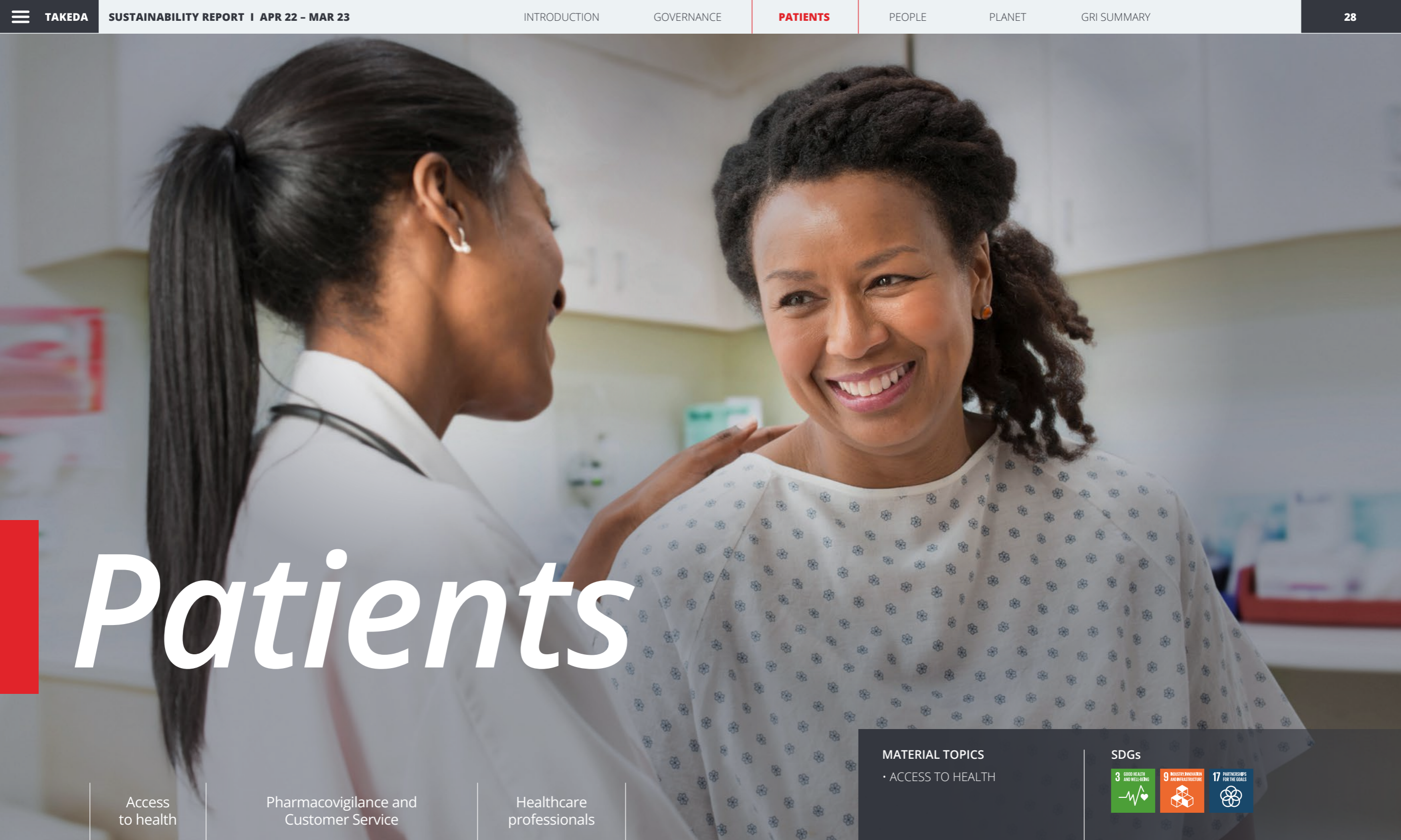
We also carry out ongoing training on the topic, including an online course called “Privacy, Takeda and You”. The General Privacy Notice,

Cookies Policy and Terms and Conditions of Use are available on our website as a way to promote the transparency of our practices. Whenever applicable, we use specific privacy notices for our employees, for participants in our Patient Support Programs, for users of our apps, etc.

One innovation introduced in 2022 was the arrival of a new manager for the privacy area. Located in Brazil, but overseeing all Latin America, this professional is responsible for promoting improvements and expanding Takeda’s operations related to the protection of personal data.



**Takeda complies the laws related to personal data and engages employees through trainings**



# Patients

Access to health

Pharmacovigilance and Customer Service

Healthcare professionals

### MATERIAL TOPICS

• ACCESS TO HEALTH

### SDGs



# Access to health GRI 3-3

We make ongoing investments in innovation and the development of the best health solutions, with a particular focus on promoting quality of life and effectively contributing to expanding access to better treatments, all in a way that is sustainable for health systems. These efforts are based on respect, transparency and empathy for the needs of patients, family members and caregivers.

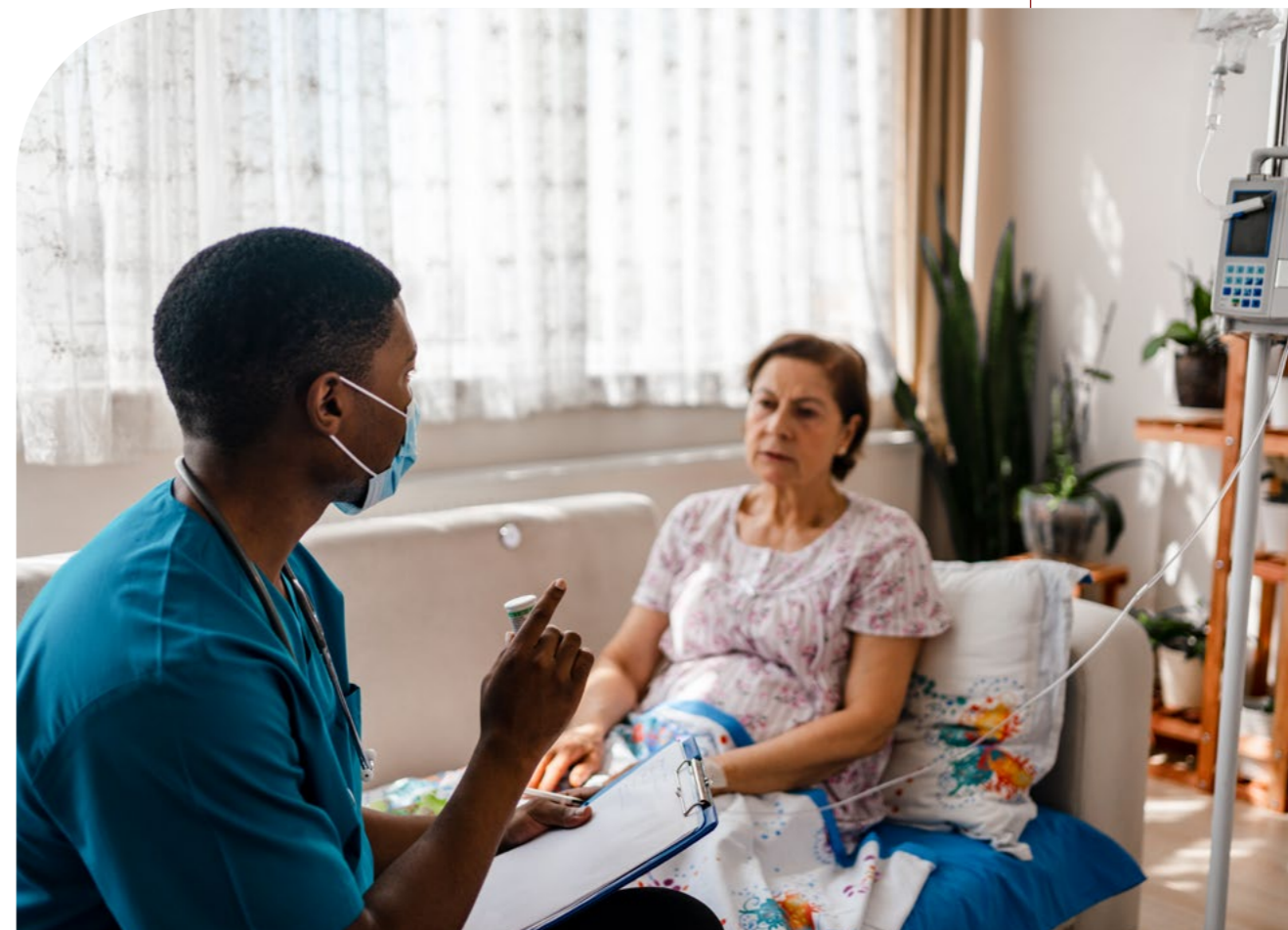
We are working tirelessly to include the voice of the patient, understanding their needs at each stage of the journey on a deeper level, generating insights, producing innovative and sustainable solutions to improve the journey, including access to diagnostics and medicine.

Takeda is driven by the objective of transforming people’s lives through health. This is one of the main reasons why we promote programs aimed at accelerating access to solutions developed at the federal, state and municipal levels for both public and private systems. The initiatives implemented are in line with Takeda’s Global Patient Access Policy, which is intended to:

- **Ensure sustainable access to innovative medicine** for patients diagnosed with a serious condition in less fortunate communities, particularly in regions where there are no medical alternatives and regardless of the country of origin.
- **Apply a consistent, patient-centered, science-driven approach** from the discovery of treatments to their sales, ensuring rapid, worldwide access to all transformative medicines and vaccines.
- **Partner with a wide-range of stakeholders** to improve patient outcomes and create social value.

As indicators, we track the time between product registration and approval of administrative reimbursement for Takeda technologies, the percentage of the population covered by reimbursement approval, and sustainable pricing according to the financing capacity of each health system. The lessons learned are structured in a process of excellence in evaluating health technologies involving 13 different roles at Takeda Brazil, with 54 key activities mapped.

**Takeda is driven by the aim of transforming the lives of patients, their families and caregivers through health**




## Patient Support Program (PSP)

The Patient Support Program is a relationship channel that was created to improve patients' quality of life by offering health care support and services. During 2022, the programs benefited 10,700 patients and 450 health care professionals.

Our PSPs have a direct and positive impact on the journey of the patient and health professionals, supporting them in the following pillars:

- **diagnostic support** with tools and services that assist health professionals in the investigation of complex conditions.
- **patient support** with information, services and materials that contribute to adherence to the treatment prescribed by the physician.

 **FIND OUT MORE**  
See additional information about the programs on [Takeda's website](#).

PSPS DEVELOPED BY TAKEDA	
CuidAEH	Supports the diagnosis and treatment of hereditary angioedema.
Em Frente ("Go Ahead")	Supports the diagnosis and treatment of patients with hemophilia A. offering a specialized relationship center, home visits and educational materials.
Entre Nós ("Between Us")	Provides subsidy for lab tests, support materials and assistance in performing infusions to patients with inflammatory bowel disease.
Enzimaís ("Enzymore")	Provides a number of services to support the diagnosis and treatment of patients on enzyme replacement therapy (Fabry, Gaucher and Hunter Syndrome diseases).
Independência ("Independence")	Offers services and supplies for greater comfort and information to Primary and Secondary Immunodeficiency patients.
Reative ("reactivate")	Helps patients suffering from short bowel syndrome with intestinal failure to start and follow the prescribed treatment.
Take Care	Lung cancer biomarker investigation service designed for healthcare professionals who can request tests for their patients.

## Patient Assistance Program (PAP)

This is an initiative to expand access for patients who have an indication for treatment, but do not have private health insurance or the socio-economic condition to purchase medicine. The program, through partnerships, is underway in two centers of excellence for the Treatment of Inflammatory Bowel Disease – one in Piauí and the other in Rio de Janeiro. In 2022, 58 patients benefited from the initiative.



**More than 10,000 patients we able to benefit from the Support Programs developed by Takeda over the fiscal year**

## Relationships with patient associations

Takeda Brazil includes an area dedicated to relationships with patient associations. The mission of the Patient Advocacy area is to act as the central point of contact between associations and the company in order to support them in their pursuit of improved quality of life through early diagnosis, access to innovative medicines and personalized treatment. The area operates under the following pillars:

- **Education and training:** Supporting educational initiatives in order to empower patients, families and caregivers to better understand the disease and its aggravations, and may enter into topics related to health systems in Brazil.
- **Patient journey:** Boosting the understanding of patient and caregiver challenges, supporting campaigns to spread proper information about the disease, its symptoms and forms of diagnosis.
- **Advocacy:** Promoting active engagement on behalf of a cause with the objective of fostering the debate on the improvement of public policies in the health area, involving and raising awareness among actors in this process in order to cooperate with access to adequate and quality treatment.

Last year, the Patient Advocacy area launched the 1<sup>st</sup> CAPTA (*Chamamento Ampliado de Projetos Temáticos de Associações*) which aims to support projects carried out by formally constituted Patient Associations that operate in the national territory in the fields of rare diseases, gastroenterology, oncology, hematology/plasma-derived therapies and vaccines. Throughout the year, 23 projects from 15 associations were supported by Takeda Brazil.

Another initiative focused on placing the patient at the center of discussions is the Patient Expert Councils (PECs). There are international meetings that combine patients and leaders of associations from various countries, allowing them to exchange information and experiences. Throughout the fiscal year, we took part in nine PECs related to Hodgkin's lymphoma, lung cancer and rare diseases/immunology, each including three meetings.

Finally, the Patient Advocacy area is responsible for leading the Advisory Boards – meetings involving the presence of patients and/or leaders of patient associations, which are intended to deepen the understanding of the challenges of the patient journey and needs that have not been fulfilled. In 2022, we promoted an advisory board related to rare diseases and immunology.

All initiatives are governed by Takeda's Global Policy and Local Procedure on Interactions with Patients and Patient Organizations. The document establishes high standards of conduct in accordance with current laws and regulations.

## Registration of new technologies

In March, the Brazilian Health Regulatory Agency (Anvisa), through [Resolution RE 661/23](#), approved the registration of our vaccine for the prevention of dengue. The immunizer is made up of four different serotypes of the virus that causes the disease, thereby conferring broad protection against dengue. The product is intended for the pediatric population over four years of age, adolescents and adults up to 60 years of age, with subcutaneous administration in a two-dose schedule, and an interval of three months between applications. Anvisa's approval sealed Takeda's entry into the vaccine sector in Brazil, and is also an important milestone in the journey towards eradicating the disease in the country. For more information [click here](#).

## Incorporation of technologies by health systems

Formal access is a imperatives pursued by Takeda Brazil. We believe that it ensures predictability and patient safety, as well as promoting sustainability in health systems. To increase the number of people with access to our medicines, Takeda seeks to publicize and incorporate its technologies into public and private health systems.

In terms of the public sector, the company submits its products for analysis by the National Commission for the Incorporation of Technology in SUS (Conitec), and, in the private system, to the National Regulatory Agency for Private Health Insurance and Plans (ANS). We are focused on producing robust technical reports that prove the pharmacoeconomic parameters of our medicines and accurately reflect the value

that our technologies deliver to patients and health systems. As a result, in the 2022 fiscal year, we had two new technologies approved for reimbursement, the drug alfavalsidase was incorporated into the public and private health system.

In addition, Takeda has maintained a partnership since 2012 for Productive Development (PDP) with the Brazilian Blood Derivatives and Biotechnology Company (Hemobrás), which provides for the transfer of technology for the production of recombinant factor VIII. Through this PDP, Takeda is collaborating with the autonomy of Hemobrás to manufacture a biotechnology and genetic engineering medicine for hemophilia A, ensuring that free treatment continues to be provided by the SUS over the long term.

**The Global Policy on Patient Interactions establishes high standards of conduct**



# Pharmacovigilance and Customer Service

Takeda has a pharmacovigilance area that is responsible for detecting, assessing, understanding and preventing adverse events related to the use of medicines. The area's goal is to maintain the safety and quality of life of patients while following the treatments developed by the company.

The area adopts the best practices described in the Anvisa RDC No. 406/2020 regulations. Pharmacovigilance training is held on an annual basis and is mandatory for all employees. Third-party suppliers have clauses related to the matter in their contracts, and undergo training before the start of the service.

In addition, Takeda is equipped with a Customer Service Center (SAC), which is available to patients through a number of different channels (website, email, chat, chatbot, social networks and telephone). Contacts are handled through Standard Operating Procedures (SOP), and responses are granted in accordance with drug package inserts and internally reviewed documents. Specific requests are forwarded to the responsible areas.

Takeda's Customer Service includes goals for satisfaction and waiting times. Throughout 2022, the service responded to over 30,000 calls, 92% of which were resolved on first contact. The SAC adheres to the Code of Conduct and applicable legislation and is regularly audited by the quality area of Takeda Brazil and Takeda global.



Incoming concerns for products marketed in Brazil relating to the health and safety impacts of our patients (pharmacovigilance and quality deviation complaints) are evaluated, processed and monitored in accordance with local and global procedures and applicable regulations. One of the company's primary goals is to maintain monitoring and evaluation of 100% of the cases received.

**GRI 416-1, 416-2**



**More than 90% of requests received by SAC are answered in the first contact**



**FIND OUT MORE**

Takeda Brazil's Customer Service is available by phone 0800 771 0345, email [sac@takeda.com](mailto:sac@takeda.com), chat e 24-hour chatbot.





# Healthcare Professionals

Healthcare professionals are crucial in promoting wellbeing and appropriate care for patients. Takeda values the ethical, transparent and quality relationship with these professionals, answering their questions and sharing relevant information about the treatments and diagnostic methods available.

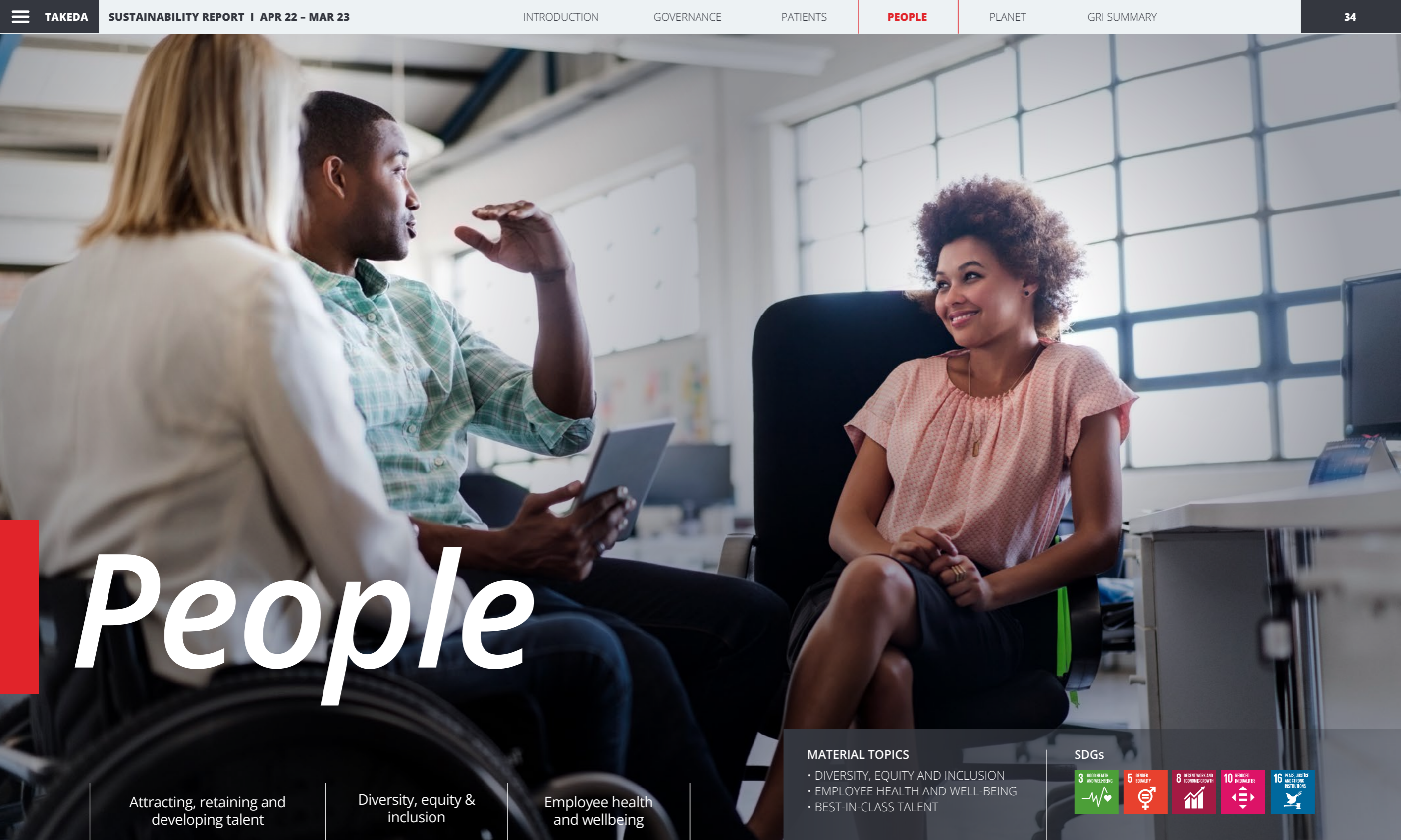
The Medical Information department is the area tasked with answering questions from health professionals and for making informative materials available. All information provided by Takeda has a scientific basis and includes bibliographic references. Over the 2022 fiscal year, we received 3,054 spontaneous requests for scientific information from health professionals, and 93% of these questions were answered within two business days – a satisfaction rate equal to 91 (Net Promoter Score® obtained through surveys applied after answering requests via phone and email).

The company also has a Medical Affairs area that is focused on scientific support to opinion leaders and health researchers, which shares scientific information and conducts research. In 2022, we published 26 scientific publications and conducted 29 clinical studies, 6 of which were local and 12 of which were initiated by external researchers who received support from Takeda.

The Continuing Medical Education Program holds events to strengthen relations with health professionals and spread information. In 2022, 811 events were held, which impacted more than 16,000 health professionals.



**Ethics, transparency and quality drive Takeda's relationship with healthcare professionals**



# People

Attracting, retaining and developing talent

Diversity, equity & inclusion

Employee health and wellbeing

## MATERIAL TOPICS

- DIVERSITY, EQUITY AND INCLUSION
- EMPLOYEE HEALTH AND WELL-BEING
- BEST-IN-CLASS TALENT

## SDGs



# Attracting, retaining and developing talent

GRI 2-7, 2-8, 401-1

The company's values and purpose are what drive our employees' day-to-day lives. We are focused on attracting top talent, strengthening our corporate culture and providing developmental programs to promote excellence.

Takeda's attraction division is in tune with the needs of the business and hires employees in accordance with the company's priorities. Over the most recent period, we have concentrated on the vaccines segment in order to spend more time on the development and launch of the dengue immunizer.

In the 2022 fiscal year, Takeda celebrated the promotion of several talented members of its team to both in-house and international positions at subsidiaries in emerging markets. The change in positions is the result of the job succession map, which had first been drafted in 2021, covering all hierarchical levels.

The company also went through a restructuring process that led to some positions being eliminated. Some of those employees could be relocated internally. In other cases, the company offered medical and dental assistance, resignation packages and outplacement for dismissed employees.

## Training and development GRI 3-3, 404-2

Our development initiatives are designed to heighten awareness of how individuals can reach their potential and develop technical and behavioral skills. We encourage professionals to learn new skills that prepare them for internal movements and opportunities. One example was the initiative implemented over the fiscal year to train employees in assuming various roles in the area of vaccines. We also promote team building measures that are focused on the integration of groups and collective skills.

Take a closer look at some of the initiatives intended for the professional development of Takeda employees.

- **The Career Development Program** is designed to create a positive experience for employees' professional careers with the company. One of the program's tools is the career map, which illustrates the opportunities for movement within the company.

- **The training matrix** is intended to promote mandatory and elective training courses for employees according to their area of expertise. The mandatory courses offered include onboarding for new hires, the Practical Leadership Program (PLP) for people management development, project management and finance courses, as well as others.

- **We held the Leadership Behaviors workshop**, which addresses the leadership behaviors expected from employees to help them achieve their goals and objectives.

- **The Job Rotation program** allows professionals to work in other areas and positions for a certain period in order to prepare themselves for any new opportunity aligned with their professional and personal goals.

- **Takeda's internal mentoring** considers aspects of diversity, equity and inclusion. We are also involved in global mentoring programs that aim to create an environment



**Takeda employees are committed to the company's purpose on a daily basis**



**LEARN MORE** at [Turnover at Takeda](#).

of peer-to-peer exchange with global representatives. In 2022, the human resources area participated in peer mentoring with representatives from emerging markets, knowing their challenges and the solutions they found to deal with them.

- **The Bloom LXP global e-learning platform** was introduced as a capacity building and development area during the 2022 fiscal year. The initiative is open to all levels and offers courses in a number of different disciplines. Its goal is to provide individual

and personalized learning opportunities that propel career growth.

The actions taken are assessed through specific surveys and metrics, which have all pointed to a high level of satisfaction. When a point of concern is identified, the company takes corrective action, such as reviewing suppliers, activities, training grids or topics. Other indicators that are evaluated include the amount of training hours provided in the year and data from platforms implemented globally.

For involuntary dismissals of professionals who had served in management positions, we offer a relocation assistance program run by a leading third-party service. In order to help prepare for retirement, we provide virtual learning resources that help people to reflect on the topic. The Diversity Committee also addresses the topic of generations and how they relate in the workplace.

**Through our Recognition Policy, we encourage employees to develop ongoing improvement projects on topics such as hygiene, safety and the environment**



## People committed to the planet

We contribute towards the economy by hiring partners, hotels, event spaces, consultancies, and other suppliers. We also bolster team building meetings with the topic of corporate social responsibility. Our Recognition Policy encourages employees to develop ongoing improvement projects on topics such as hygiene, safety and the environment.

We adopt sustainable practices and reduce impacts on the environment in all our training and development activities. For example:

- we avoid making unnecessary printouts.
- for materials that need to be printed, we encourage recycling or reuse.
- whenever feasible, we use virtual materials to prevent waste from being generated.
- we discuss training activities before holding them in order to define resources, maintaining the objective of generating the least possible impact.

### AVERAGE HOURS OF TRAINING PER EMPLOYEE BY FUNCTIONAL CATEGORY GRI 404-1

	2022
Executive Board	3,130
Management	8,888
Supervision/coordination	4,458
Medical Science Liaison	5,467
Specialist	8,375
Consultant	26,067
Analyst	6,037
Operation	0,750
Assistant	3,714
Sales Representative	23,311
<b>Average</b>	<b>13,196</b>

The average total hours of training of employees by gender was 12,898 hours for men and 12,291 for women.

The average training hours for trainees was 5,500.

The data refers to Takeda Distribuidora. Takeda Pharma (factory) does not have categorized data for the 2022 fiscal year.

This improvement will be applied in the 2023 fiscal year. However, there is general data for the unit:

- number of employees trained in the 2022 fiscal year: 9,477
- number of hours of training available: 766.5;
- average hours per employee per year: 14,528 (considered the average of 500 active employees)

Training targets for the 2023 fiscal year::

- Annual Training Planning (PAT) x execution > 80%
- training investment as planned > 85%
- mandatory SF trainings > 95%
- 3 hours of training / employee / month >90%

## Recognition

Takeda believes it is important to celebrate the good results and performance of employees. The company has three types of recognition:

- **WeCelebrate:** global platform where employees are able to recognize each other. Recognition can be exchanged for products, experiences, gift cards or donations.
- **Peer-to-peer:** recognition related to actions and behaviors that reinforce the values of Takedaism. It is carried out in the following categories: Imperatives to colleagues and patients, Innovation, Delivery of results, Teamwork and Leadership with people first.
- **Exceptional recognition:** focused on projects, actions and ideas that had a high impact on the company. It is held by the Extended Brazilian Leadership Team (EBLT).

The company adopts the Quality Conversation methodology, which intends to promote continual dialog between leaders and subordinates instead of the traditional feedback process. The leader is responsible for sharing the business goals and the responsibilities given to the employee in order to achieve them. The employee's performance is assessed annually based

on a summary of roundtables held during the period and not only are the final results considered, but the paths taken to reach them as well.

## Salaries and benefits GRI 2-19, 2-20

One of Takeda's primary goals is to be recognized as the best pharmaceutical company to work for. To support this vision, the company's compensation policy follows a combination of base salary and benefits based on performance. Regardless of position, we reward employees for their individual performance and contribution to our overall business strategy.

Compensation practices are defined globally by Takeda's Centre of Excellence and Innovation (COE&I), located in Singapore. The entire methodology is structured based on information provided by renowned independent consultants in conjunction with the company's internal strategic alignment. The compensation of the highest governance body and executives is defined by COE&I based on methodologies such as WTW and

Mercer. Compensation for the levels below follow COE&I guidelines, but also takes local structures and business units into account.

The base salary considers the employee's value on the market and their experience. It is reviewed annually in order to maintain its external competitiveness and internal fairness. All incentives offered by Takeda are paid upon achievement of targets, with no devolution rule. The company does not offer differentiated severance payments to members of the key governance body and senior executives. We offer variable compensation options:

- **Short-Term Incentive Plan (STIP) or other annual incentives:** Cash rewards are offered based on the employee's contribution to the company's success over the fiscal year. Each person has a goal usually expressed as a percentage of salary, determined by job level as well as country. Managers defined awards based on performance in terms of individual, team, division, and corporate goals. In some regions and areas (sales, for example) other incentives are offered.

**Takeda offers a number of benefits in addition to base salary that reward contributions by employees to the company's success**



- **Long-Term Incentive Plan (LTIP):** allows participants to become shareholders and benefit from any future growth of the company. Each year, based on eligibility, employees may receive an LTIP grant of Restricted Stock Units (RSUs).
- **Hiring bonus:** intended to make the admission package more competitive by offering a bonus from one to three gross monthly base salaries to be paid on the month an employee begins work.

We offer all employees, with the exception of interns and apprentices, the Takeda Prev Benefit Plan. The plan has voluntary participation paid for by the employee and the company, and is administered through a closed supplementary pension entity, in accordance with current legislation, known as the MultiBRA Pension Fund, as a defined contribution. The accumulated funds, plus the registered valuation, generate a future benefit, which can be normal or early retirement, and is also guaranteed in the event of accidents that may cause disability or death.

The MyFlex Program allows employees to customize their benefit packages according to personal priorities and standard benefits determined by their position and number of dependents. In addition to these, we also offer the following benefits:

- “short Friday” - reduced hours on Fridays
- quick massage
- reimbursement of vaccines
- medical and dental assistance
- Gympass assistance for physical activities
- psychological support
- pet aid
- meal and grocery vouchers
- fuel voucher
- daycare allowance
- day off on the birthday of the employee and the birthday of children up to 12 years old
- and others

**PROPORTION BETWEEN BASE SALARY AND COMPENSATION RECEIVED BY WOMEN AND THOSE RECEIVED BY MEN - BY FUNCTIONAL CATEGORY – TAKEDA PHARMA AND TAKEDA DISTRIBUIDORA **GRI 405-2****

	2022	
	Base Salary	Remuneration
Executive Board	1.01	1.00
Management	0.84	0.83
Supervision/Coordination	0.90	0.88
Medical Science Liaison	0.96	0.95
Specialist	0.99	0.99
Consultant	0.96	0.96
Analyst	1.00	1.01
Operation	0.94	0.94
Assistant	1.00	1.00
Sales Representative	0.89	0.89
Trainee	1.00	1.00
Youth Interns/Trainees	1.00	1.00

**VARIATION BETWEEN LOWEST WAGE AND MINIMUM WAGE, BY GENDER **GRI 202-1****

Operational Unit 1	2022	
	Men	Women
Lowest salary paid by the organization	2,241.08	2,241.08
Minimum wage determined by legislation or union	2,157.48	2,157.48
Percentage ratio	103.87	103.87

Note: The trainee employee is guaranteed payment of range II of the São Paulo State Salary Floor (divided by 200 hours), proportional to the work day corresponding to the hours stipulated in the apprenticeship agreement signed with the company.

## Corporate culture

Takeda Brazil's dedication to its employees has earned recognition in the market. Last year, the company received the Great Place to Work (GPTW) seal acknowledging companies that offer a healthy and safe work environment to their employees. Takeda was featured in five categories:

- **GPTW Women** (five consecutive times, between 2018 and 2022, and in 4<sup>th</sup> place among the 35 medium-sized companies)
- **GPTW LGBTQIA+** (for the second consecutive time and in 8<sup>th</sup> place among the 20 recognized companies)
- **GPTW Ethnic-Racial** (for the second consecutive time and in 7<sup>th</sup> place among the 20 companies awarded)
- **GPTW Spotighting Early Childhood** (four consecutive times, from 2019 to 2022, and in 1st place among 10 certified companies)
- **GPTW 50+** (three consecutive times, from 2020 to 2022, and in 3rd place among the 10 certified).

Other certifications earned by Takeda include:

- **Top Employer Brazil** by the international consultancy Top Employers Institute, and
- Company certified with the **Certified Age Friendly Employer (Cafe)** of the Age Friendly Institute.

In order to maintain positive evaluations, the company has implemented the Climate Guardians Program. The guardians are collaborators from various departments who act as partners in the human resources area to promote the corporate culture. The partnership works in two ways: the guardians listen to the ideas and opinions of other employees and then take them to HR to develop solutions.

## Employees' profile

We ended 2022 with 975 employees. Each member of our team plays an essential role in achieving the business purpose. Takeda is a company made by people who put patients at the heart of their professional journey.



GRI 2-7 e 2-8



**975 employees,**  
all working full-time



**496 women**  
(50.9%)



**479 men**  
(49.1%)

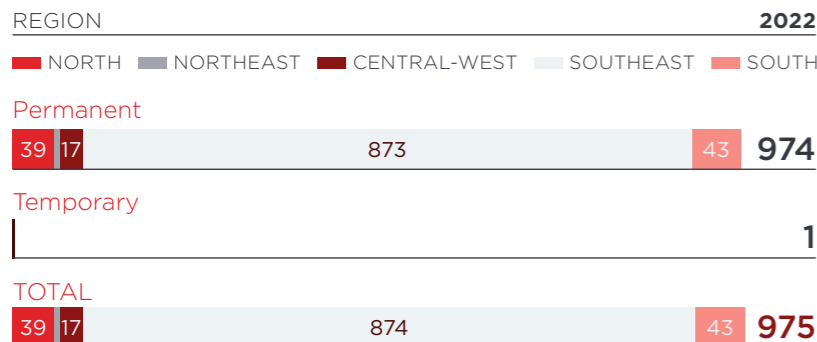


**89%** work in the Southeast region

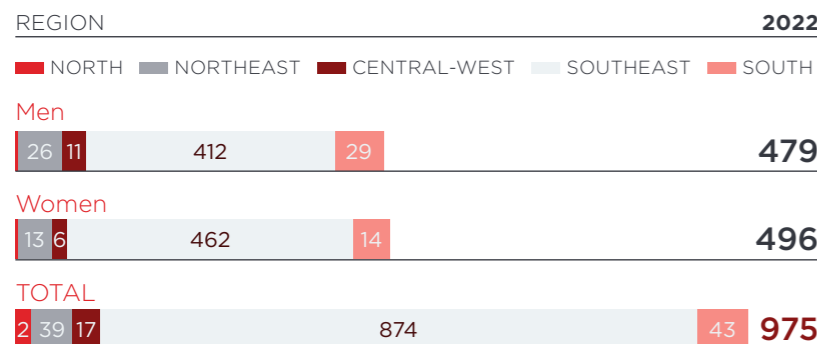


**9 interns,**  
4 women and 5 men

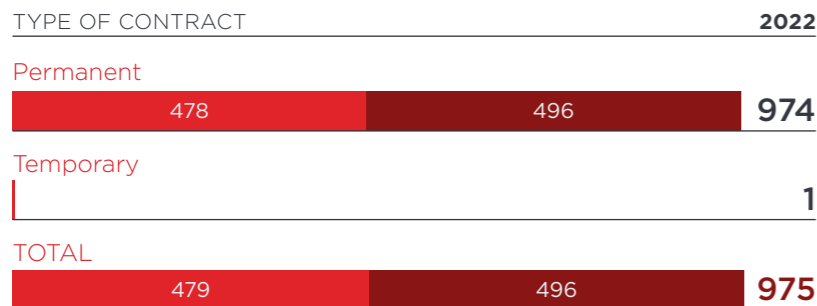
### EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND REGION GRI 2-7



### EMPLOYEES BY GENDER AND REGION GRI 2-7

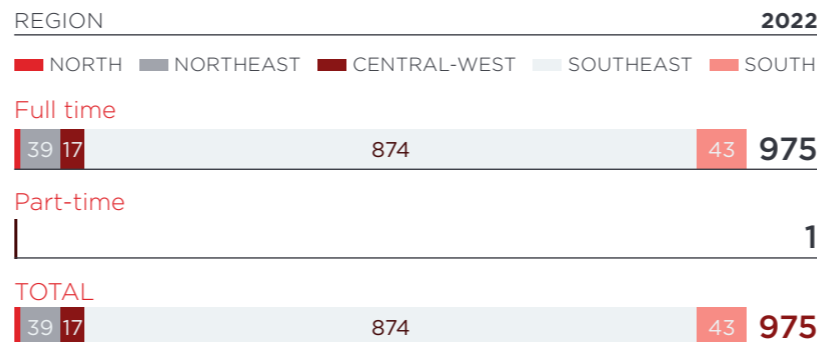


### EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND GENDER GRI 2-7



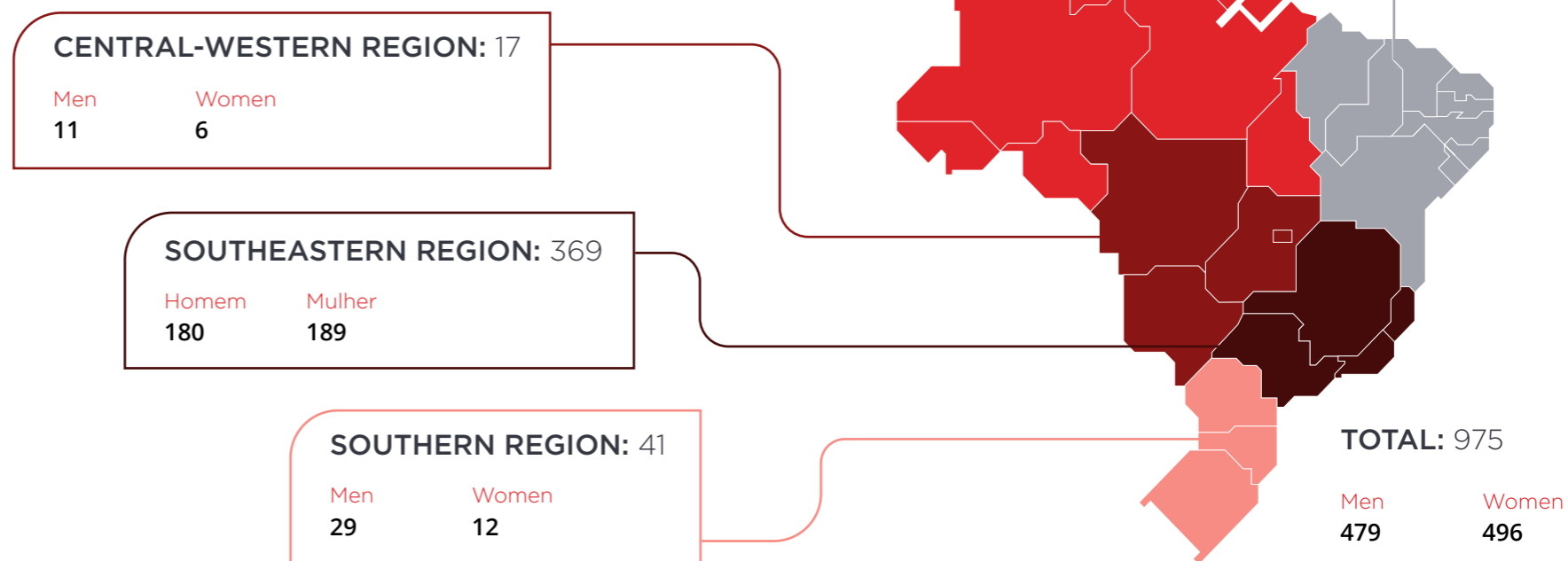
Note: The data only considers permanent/temporary employees registered by Takeda. Total employee headcount has always been close to a thousand during all months of the 2022 fiscal year. The end of the reporting period was March 2023, which marks the end of the 2022 fiscal year.

### EMPLOYEES BY JOB TYPE AND REGION GRI 2-7



Note: The end of the reporting period was March 2023. The GRI 2-7 indicator only considered permanent/temporary employees registered by Takeda. The total employee headcount has always been close to 1,000 over all months of the 2022 fiscal year. From 2020 to 2021, we did not have part-time employees.

### EMPLOYEES WITHOUT GUARANTEE OF HOURS BROKEN DOWN BY GENDER AND REGION GRI 2-7



**874 people**, of the 975 who work in the company, are located in the **Southeast**



## Turnover at Takeda

Takeda underwent a restructuring over the 2022 fiscal year. As a consequence, some positions were eliminated, which impacted in turnover at the company. Employees who held these positions were relocated within the company or let go. For the latter, the company offered extended medical and dental care, a resignation package and outplacement. New vacancies were also created according to the needs of the business. The vaccine area, for example, has been growing as a result of the launch of the dengue immunizer.

### EMPLOYEES HIRED BY AGE GROUP **GRI 401-1**

2022	RATE
Under 30 years old 26	29.89
Between 30 and 50 years old 43	5.72
Over 50-years old 8	5.52
<b>TOTAL</b> 77	<b>7.83</b>

### EMPLOYEES HIRED BY REGION **GRI 401-1**

2022	RATE
North 1	50.00
Northeast 0	0.00
Central-west 2	11.76
Southeast 72	8.15
South 41	4.65
<b>TOTAL</b> 77	<b>7.83</b>

### EMPLOYEES THAT LEFT THE COMPANY BY AGE GROUP **GRI 401-1**

2022	RATE
Under 30 years old 40	45.98
Between 30 and 50 years old 131	17.42
Over 50-years old 25	17.24
<b>TOTAL</b> 196	<b>19.92</b>

### EMPLOYEES THAT LEFT THE COMPANY BY REGION **GRI 401-1**

2022	RATE
North 3	150.00
Northeast 12	30.77
Central-west 5	29.41
Southeast 168	19.03
South 8	18.60
<b>TOTAL</b> 196	<b>19.92</b>

### EMPLOYEES THAT LEFT THE COMPANY BY GENDER **GRI 401-1**

2022	RATE
Men 88	18.18
Women 108	21.60
<b>TOTAL</b> 196	<b>19.92</b>

Over the year, 77 employees were hired, 43 of whom were women (55.85%) and 34 of whom were men (44.15%). **GRI 401-1**

# Diversity, equity & inclusion

GRI 3-3, 202-1, 202-2, 405-1, 405-2



Takeda believes that the success of the business is linked to promoting diversity and respecting differences. The company's Diversity, Equity & Inclusion (DE&I) Program was consolidated in 2019 from five committees: Gender, LGBTI+, Ethnic-Racial, People with Disabilities and Generations. Always evolving, the DE&I Program attained two more groups in 2021, the Religiosities & Spiritualities Committee, which seeks to deepen the outlook and knowledge of the various possibilities of exercising the theme, and the Relatives and Caregivers Committee (PACT, in Portuguese), which aims to support employees who have dependents under their responsibility, regardless of whether they are children, adults or elderly people.

In 2021, DE&I became a strategic area for Takeda. It boasts the same structure as a business area, with its own planning, strategy and budget. We have adopted a values-based approach to: inclusive patient experiences, inclusive work environments, workforce diversity, and sustainable social impact. We do this to build up a fairer society.

The company's actions are focused on seven priority pillars that are organized through committees known as Takeda Resource Groups (TRGs). These are: LGBTI+; Ethnic-racial; Generations; People with Disabilities (PwD); Gender, Religiosities & Spirituality; and PACT (Takeda's Relatives and Caregivers). TRGs include company volunteer members and EBLT members as ambassadors.

Within the Talent Indicates Talent Policy, we encourage the appointment of professionals from minority groups. In terms of people development, we offer educational assistance (for language courses, undergraduate, or graduate/MBA programs). We also encourage the promotion of diversity by our suppliers through a contractual clause and seek to adapt our events.

We are focused on mitigating potential negative impacts from racism, ableism, ageism, misogyny and other forms of discrimination on minority groups through dialogs and awareness activities. The company condemns any type of discrimination in its Code of Conduct and makes the Ethics Line available for any potential complaints.



**The DE&I area includes a specific structure, planning and budget**

Take a look at some of the initiatives within Takeda's diversity, equity and inclusion pillars:



### Ethnic-racial

The Ethnic-Racial TRG believes that our multicultural workforce (ethnicities, cultures, and backgrounds) enriches our daily lives. The TRG challenges our worldviews in a positive way and provides an opportunity to maintain a growth mindset. With this in mind, the TRG is designed to be a network that celebrates, supports and empowers all employees. We work towards this by raising awareness, strengthening cultural competence and promoting alliances that foster an inclusive and safe work environment for everyone.

In 2022, a solution adopted by the Jaguariúna plant received international recognition from Takeda. The use of a cap is mandatory in factory operations. However, the cap that was being used caused discomfort for employees with curly or afro hair. Based on an initiative by an employee, Takeda adopted a more appropriate cap that provided added comfort and freedom to all employees.



### Gender

The Gender TRG is committed to supporting programs that increase the amount of women serving in leadership positions and to boost female empowerment, strengthening the alliance and making Takeda an environment with gender parity and inclusion. In an effort to promote the potential of our Takeda employees and the transfer of knowledge and experiences between them in the corporate environment, the Women Mentoring Program enables Executive and Associate Directors to meet with our Managers, and Managers with the Specialists.

The company has also adopted extended parental support for all couples (homoaffective and heteroaffective) and genders. In all cases, the partner is allowed to take six months of parental leave. TRG members held a Women's Personal Defense training session in 2022.



### LGBTI+

The LGBTI+ TRG is committed to being a visible and accessible resource for all employees – regardless of sexual orientation or gender identity – to ensure that LGBTI+ employees and allies feel safe, respected and supported.

Through the LGBTI+ TRG, the company provides financial assistance for hormone therapy for employees going through a gender transition. A lecture was given to employees during the year about the release of the Booklet on the Rights of the Trans Population in Brazil. There were also a number of actions throughout the fiscal year, such as Cine Pipoca, to discuss films and series about the community.



### Generations

The Generations TRG is focused on building a community for professionals at the beginning, middle or transitional points in their careers, providing opportunities for development and leadership.

In order to promote our diversity and the transfer of knowledge and generational experiences within the corporate environment, alongside fostering a culture of innovation and agility in the company, the Organizational Development and DE&I areas have coordinated the Reverse Mentoring Program. The initiative promotes the encounter between generations Y and Z as mentors and generations Baby Boomers and X as mentees in this rich exchange of knowledge.



**Takeda has seven committees that promote the subject of diversity & inclusion among employees**



### PACT (Takeda Relatives and Caregivers)

The PACT TRG is a program designed to provide care to caregivers, mothers, fathers of someone who needs special attention, seeking opportunities for members to share ideas, resources and experiences. Adaptations are discussed so that people can carry out their work in a more peaceful and healthy way that is aligned with the role of the caregiver. There was also a First Aid course that provided employees with basic knowledge on how to act if there are emergency situations in their personal life.



### People with Disabilities (PwD)

The People with Disabilities | EnAble TRG is committed to building community and resources to support people living with or affected by disabilities and advocating for inclusive employment and accessibility.

In 2019, we partnered with a renowned social organization dedicated to the inclusion of people with Autism Spectrum Disorder (ASD) in the labor market in order to delve deeper into the topic and understand how we could include these professionals at Takeda. We used this partnership to develop a one-year pilot plan for the recruitment and hiring of neurodiverse people, defining their possible areas of

expertise, duties and responsibilities, as well as internal training to properly welcome professionals. Last year, as a result of its good performance and integration, two participants from the project were hired. The initiative was considered a highlight within Takeda’s emerging markets region, and received international recognition.

In addition to this, we entered a partnership with the Dorina Nowill Foundation for the Blind for a pilot project to hire visually impaired people. Preliminary work began in 2022 and the project will be put into practice in 2023.



### Religiosities and Spirituality

The Religiosities and Spirituality TRG is committed to implementing quality programming that supports employees of all faiths and religions, making faith a valued and accepted part of DE&I efforts.

Through the internal communication network, posts were made with the theme “Did you know?” to raise public awareness on religions. There are also discussions on combating religious intolerance.



## Diversity forums involving Takeda

Takeda is a signatory to forums and imperatives in the area of diversity, equity and inclusion. These include:

- Generations and Future of Work Forum
- Business and LGBTI+ Rights Forum
- Business Initiative for Racial Equality
- Business Network of Social Inclusion
- Business coalition to end violence against women and girls
- UN Women
- Company Forum with Refugees

**EMPLOYEES, BY FUNCTIONAL CATEGORY AND GENDER (%) GRI 405-1**

	2022	
	Men	Women
Executive Board	51.85	48.15
Management	52.63	47.37
Supervision/Coordination	52.00	48.00
Medical Science Liaison	33.33	66.67
Specialist	33.33	66.67
Consultant	61.11	38.89
Analyst	28.00	72.00
Assistant	12.50	87.50
Operation	58.84	41.16
Sales Representative	55.88	44.12
<b>Total</b>	<b>48.75</b>	<b>51.25</b>

**EMPLOYEES, BY FUNCTIONAL CATEGORY AND AGE GROUP (%) GRI 405-1**

	2022		
	Under 30 years old	Between 30 and 50 years old	Over 50-years old
Executive Board	0.00	53.70	46.30
Management	1.32	78.95	19.74
Supervision/Coordination	4.00	90.00	4.00
Medical Science Liaison	0.00	86.67	13.33
Specialist	8.89	77.78	13.33
Consultant	0.00	76.39	23.61
Analyst	25.14	69.14	5.71
Assistant	3.74	85.03	11.22
Operation	18.75	56.25	25.00
Sales Representative	3.92	73.53	22.55
<b>Total</b>	<b>7.31</b>	<b>77.66</b>	<b>15.03</b>

**EMPLOYEES OF THE UNDERREPRESENTED GROUPS, BY FUNCTIONAL CATEGORY (%) GRI 405-1**

	2022	
	Black and Mixed	PwDs
Executive Board	5.56	8.11
Management	6.58	0.66
Supervision/Coordination	4.00	0.00
Medical Science Liaison	20.00	0.00
Specialist	4.44	2.22
Consultant	12.5	0.00
Analyst	13.14	5.14
Assistant	6.25	6.25
Operation	18.37	6.80
Sales Representative	11.76	0.98
<b>Total</b>	<b>12.11</b>	<b>3.76</b>

Note: Information about the LGBT community is unavailable.



Takeda seeks to promote diversity in its leadership positions



**48.15%** of the executive board, including all professionals with director positions at Takeda, is composed of women, while **8.11%** of the directors are PwDs

# Employee health and wellbeing GRI 3-3

We are committed to preserving the health and well-being of our employees at all our facilities, including the factory in Jaguariúna, our office in São Paulo, and any of our activities involving the field teams. Takeda complies with all applicable health and safety regulations and has implemented various initiatives that dive deeper into the subject.

The Covid-19 pandemic has transformed labor relations and the way employees view their experience at the company. Takeda has observed the strengthening of debates on well-being and has evolved its strategy to cover four pillars that it believes are relevant issues for worker satisfaction and quality of life.

A few of the programs span across all four pillars, including the Employee Support Program (PAE, in Portuguese), which provides behavioral health counseling and is available 24/7. Our employees can use the program to be assisted by a team of professionals such as psychologists, lawyers, financial consultants and social workers. Participation, which is completely confidential and voluntary, is managed by an outside firm. All employees and their dependents can use the service. In addition, the Diversity, Equity & Inclusion TRGs support our employees, particularly in the social and emotional pillars.



**We've developed a wellness strategy based on four pillars and broken down into various programs and benefits**

## CORPORATE WELLBEING STRATEGY

PILLAR	DESCRIPTION	EXAMPLES OF PROGRAMS OR BENEFITS OFFERED
<b>SOCIAL</b>	We help employees feel more valued and connected to their families, friends, colleagues and the community.	Flexible hours, hybrid work model, breastfeeding support room, parental leave, three days off per year without discount, employee day off for their birthday and children's birthday, pet assistance, medication allowance for parents, birthday voucher, vaccine reimbursement for employees and dependents and year-end recess (between Christmas and the end of the year) without discounting any vacation time.
<b>EMOTIONAL</b>	We promote well-being and emotional balance, satisfaction with life, meaning and purpose in work.	Free access to the Calm app for the entire Takeda community, a newborn kit for fathers and mothers and a celebration of mental health day in October that includes various activities.
<b>PHYSICAL</b>	We help our employees to make lifestyle choices that ensure health, physical resilience and disease prevention.	Gympass, daily fruit in the office, quick massage twice a week, sleep room and access to the Thrive habit-changing app.
<b>FINANCIAL</b>	We assist our employees in properly managing their finances and planning for the future.	Easier consigned loans, training through the Thrive platform for financial management and advice on the subject.



The key indicator we use to evaluate the effectiveness of actions is the global Employee Experience Survey. Takeda Brazil's score in the well-being category rose from 72% in 2021 to 77% in 2022. The measure of employees' ability to disconnect from work and rest jumped more than ten percentage points from one fiscal year to the next.

The company expects its programs to play a significant role in the performance and retention of employees. For the 2023 fiscal year, we plan to implement a corporate happiness project that recognizes positive leadership and adds more purpose and meaning to employees' daily lives.

## Health and Safety on the Job

**GRI 403-1**

The factory's health and safety management system covers permanent employees and service providers (with a contract over 12 months) or temporary employees (with a contract of less than 12 months). Everyone receives orientation where basic health, safety and environmental concepts and rules are presented.

We check on the documentation of third parties to make sure they possess the necessary qualifications to perform their duties. Third party management is defined and standardized through a written procedure. We

also analyzed, among other topics, the use of personal protective equipment (PPE) and the occurrence of accidents. Takeda uses SOC (occupational health and safety software) to keep track of various indicators, such as reports of accidents.

We have processes to ensure we remain in careful control of applicable laws. The factory retains a specialized company that provides monthly reports on any updates to the laws at the federal, state and municipal levels. There are currently 1,156 laws applicable to occupational safety and 696 applicable to the environment that are followed by the EHS (environment, health and safety) team. Monitoring includes regulatory standards such as NR16, NR10 and NR20. We also have a supplier specialized in licenses and permissions, and we have in-house processes to verify compliance with Takeda's global standards.

The organization is supported by the Learning team to ensure that all global procedures are evaluated locally. We also

maintain a risk management program (RMP) that is provided for in local legislation and based on the premises of ISO 45001 (Health and Safety Management System). The program outlines the activities, work areas, mapped risk factors and control systems in place. The material is used as a basis for employee training and guidance. Everyone is covered by this management system.

The health and safety system at the office (Takeda Distribuidora) includes administrative, field activities, cleaning, maintenance, security and distribution center workers. The system follows legal guidelines and is based on five fundamentals:

- decrees, standards, ordinances and regulations
- licenses and authorizations
- risk controls
- safety data sheets
- preventive and corrective maintenance programs

**All Takeda employees and service providers are included in the company's health and safety management**



## Prevention and investigation

GRI 403-2, 403-7

Any work involving risks is evaluated in advance to confirm preventive measures. The procedure is called Preliminary Risk Analysis (APP), and culminates in the issuance of the work permit. Some examples include work at height or in confined spaces. For electrical and flammable exposure hazards, many organizational and engineering control measures have been carried out over the years, significantly reducing exposure. We have also issued appraisal reports. When it comes to routine work, which has been previously mapped and identified, we conduct the Lesson Point by Point (LPP) or written and trained procedures.

Each EHS member is the focal point of an area of expertise. Teams visit the field each week to help identify new risks or hazards. Factory teams are also encouraged to report EHS or quality incidents, with kiosks in the area available to facilitate the process. The control

measures are ordered as follows: technical measures, organizational measures and, finally, personal measures.

Support groups were created among employees to help foster a healthy and transparent work environment. They include the group of security ambassadors, internal brigade members and Internal Commission of Accident Prevention (CIPA) members. The factory also features an Ethics and Compliance group, with participants who work on ensuring that psychological safety is an ongoing theme at the organization.

The EHS team meets weekly to discuss any points for improvement or risks that require plans for action. If some type of financial investment may be required, senior leadership is involved. We use the beacon system to manage CAPAs (Corrective Actions, Preventive

Actions). A report of open, completed and delayed CAPAs is submitted weekly to the responsible areas and monthly to senior management. Every health and safety incident is investigated and generates actions in the system, which are monitored until their conclusion.

In the event of accidents, the clinic opens the case for the security team to investigate. Whenever the outpatient clinic is closed, the area supervisor must notify the EHS through the Beacon system, additionally activating the available communication channels, such as HHT radio, WhatsApp and Teams.

To investigate incidents, we adhere to the premise of NR4 and NR5, looking to first find out what happened at the time of the accident, what went wrong, what were the causes and whether there are any existing risks. After completion, prevention and correction actions are drafted.

Workers who perform their activities at other facilities outside Takeda Pharma's premises (Jaguariúna) are also covered by EHS practices and programs. These workers are allocated in the external warehouses in Itapevi (SP) and Itajaí (SC), in addition to the Buriti Project (Goiana, PE).

In terms of working conditions, we conduct periodic inspections at the warehouses and working conditions are monitored by the contracted company. For employees based in Goiana, a local EHS team has been put in place and all EHS practices have been observed. Preventive, communication and protection programs are applicable to everyone, and all Takeda Pharma management is responsible for ensuring coverage.

Takeda Distribuidora also institutes the following initiatives:

- **preliminary risk analysis** for electrical work and activities at heights
- **elimination of risks or adoption of mitigation measures** through the Risk Management Program, in the event of occupational risks, or NR 15 and NR 16 standards for characterization of hazardous activities or operations
- **analysis and validation** of documentation
- **clearance of activities** through a Safe Work Permit (SWP)
- **application of a fault tree** for assessing events and factors of potential accidents



**Employees actively contribute to make the work environment healthy and safe through groups such as the CIPA**



## Health promotion

GRI 403-3, 403-6, 403-10

Occupational medicine measures help to monitor the continuous improvement of our processes. Occupational health technicians and specialists establish the appropriate examinations for each type of risk mapped by the company. The medical outpatient clinic is outsourced and is staffed with health professionals who have access to medical records and data entry in the SOC system. A doctor is on site at the outpatient clinic twice a week, while nursing technicians are available from Monday to Friday.

Access to the files containing employee information is restricted, and names of those injured, on leave or for any other medical cases are not released. The company complies with the General Data Protection Law and Takeda's Global Code of Conduct. Only the doctor and the occupational nurse are allowed to handle the medical records. The human resources department manages leaves of absence and other claims, and may request an outsourced physician be present at meetings whenever necessary.

All employees are covered by our occupational health and safety management system. The main occupational risks of the factory, listed in the Risk Management Program (RMP), are related to exposure to noise, exposure to dust

or chemicals and ergonomics. There is no record of occupational diseases. The factory makes significant investments in aspects related to health, safety and the environment, focusing on technical and engineering measures. There are also annual programs held, such as the Occupational Health Medical Control Program (PCMSO), the Respiratory Protection Program (PPR) and the Hearing Conservation Program (PCA).

The organization provides health and dental plans, along with: twice a week rapid massages in the office, daily work gymnastics, access to facilitated medicines, vaccination campaigns and periodic exams, Respiratory Protection Program, communication on disease prevention, and others.

In the period covered by this report, 29 work-related near misses were recorded. First aid care accounted for 28 of those incidents. There were three accidents requiring medical treatment, including one commuting accident. No occupational diseases have been recorded among employees or workers who are not employees but whose workplace is controlled by the organization. **GRI 403-10**

The risk factors that can cause occupational accidents are related to the operation of



machinery and equipment, work at height, activities in confined spaces, interventions with hazardous energies (electrical, mechanical, pneumatic, others) and handling of chemicals. The hazard identification, assessment and monitoring strategy is performed according to the Risk Management Program - PGR (NR01).

During the fiscal year, no work-related accidents, injuries, or deaths were recorded at our operations. Some of the measures taken to eliminate, reduce and/or control occurrences include:

- a significant investment in health, safety and the environment with a focus on technical and engineering measures, and the EHS area is one of the top 5 in annual investments
- the program named **pSIF potential serious injury, impact or fatality**, which identifies EHS events with potential for greater severity
- the **preventive reporting system** to deal with the most basic unsafe conditions up to the report of a pSIF, with stands provided that have access to the Beacon/Intelex system

- the training program
  - the procedures and protective equipment.
- GRI 403-9**

## Collective participation **GRI 403-4, 403-5**

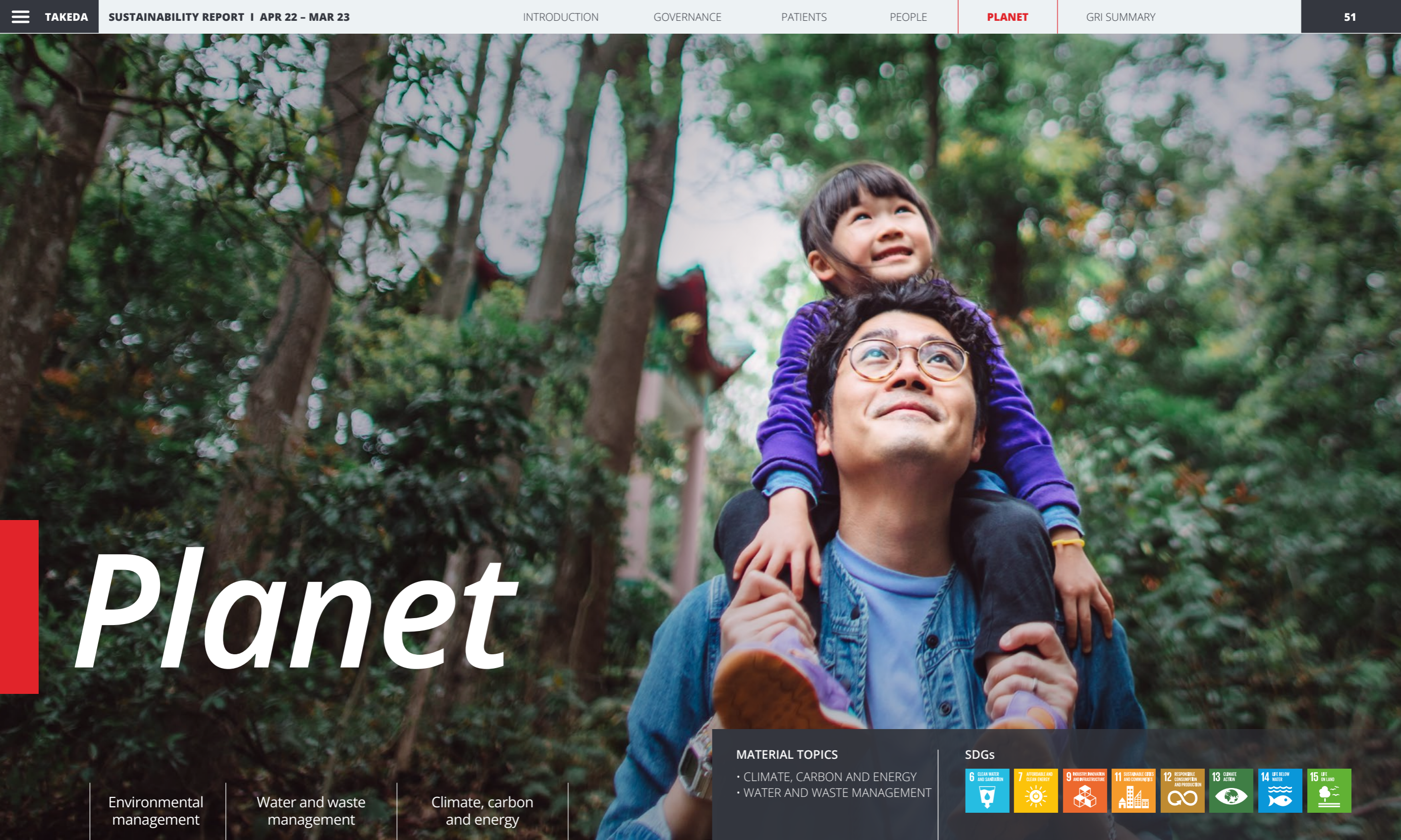
A number of channels have been adopted to communicate with employees on health and safety topics, such as internal corporate TVs, printed murals, daily meetings, emails and training. In addition to the daily and special meetings (in the event of any incidents), periodic meetings for specific groups are held:

- Cipa+A, monthly
- Emergency Brigade, monthly
- Sesmt (Safety Committee), bimonthly

Every new employee and service provider goes through an onboarding process. The EHS team plans training on an annual basis, ensuring that the mandatory ones are performed properly. The matrix is defined according to the responsibilities of each role. The percentage of people trained is one of the indicators of success.

NUMBERS AND PERCENTAGES OF WORKERS <b>GRI 403-8</b>			
		2022	
		Employed	Workers who are not employees but whose work and/or workplace is controlled by the organization
<b>Takeda Pharma</b>			
Total number of individuals	No.	500	250
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines.	No.	500	250
	%	100	100
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines, which has been audited internally.	No.	500	250
	%	100	100
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines, which has been audited or certified by an independent party.	No.	500	250
	%	100	100
<b>Takeda Distribuidora</b>			
Total number of individuals	No.	513	23
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines.	No.	513	23
	%	100	100
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines, which has been audited internally.	No.	513	23
	%	100	100
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines, which has been audited or certified by an independent party.	No.	200	23
	%	40	100

Note: Application of legal assistance based on Occupational Health and Safety Standards. All employees are included.



# Planet

Environmental management

Water and waste management

Climate, carbon and energy

### MATERIAL TOPICS

- CLIMATE, CARBON AND ENERGY
- WATER AND WASTE MANAGEMENT

### SDGs



# Environmental Management

**Health, in its broadest sense, is more than just the absence of disease. It is related to the physical, mental and social well-being of people and the environment in which we live**

At Takeda, we work hard on incorporating this concept – not only in our offices and factory, but throughout our chain – encouraging everyone to adopt the best corporate practices.

For example, our office was built applying sustainable best practices and is LEED Gold certified, which indicates a high standard of safety and quality. We also have an air conditioning system that generates less environmental impact and we have established a culture that helps reduce the environmental impacts of our operations. We actively promote the recycling of everyday items during the workday and at company events, we encourage our employees to avoid disposable items and dissuade them from making unneeded printouts.

Our environmental management sets ambitious goals based on the World Economic Forum's own indicators and metrics, seeking dialog and collaboration with the UN Sustainable Development Goals.



TAKEDA MANAGEMENT PRACTICES		
Unit	Environmental management	Certifications obtained
Office	The management is carried out by the area of health and safety, corporate sustainability and facilities. We have devised simple and efficient initiatives, such as sorting internal waste and replacing recyclable paper or plastic cups with reusable bottles.	International LEED Gold certification, which denotes a high level of energy efficiency and environmental management, and Fitwell certification, which recognizes buildings with the potential to promote and support improvements to the health and well-being of populations.
Factory	Potential negative environmental impacts are related to the use of natural resources (water), electricity consumption, atmospheric emissions and generating waste. Initiatives dedicated to prevention and mitigation include monitoring indicators, developing programs and engaging employees through courses. This includes the Sustainability Journey, a web series that presents environmental issues in a simple manner and helps employees improve their understanding.  We conduct an annual review with stakeholders, including the objectives and goals that have been outlined. The results are communicated by the organization through bulletin boards and via email.	ISO 14001 environmental certification, obtained in 2013, which denotes that a robust environmental management system has been adopted. This certifies compliance with legal requirements and additional measures, including the involvement of stakeholders, like those in the surrounding communities. For the 2024 fiscal year, we have plans to integrate with ISO 45001 for health and safety certification.

Takeda's factory, located in Jaguariúna (SP), boasting a capacity to produce 100 million units of medicine per year, has become a model in sustainability among Takeda's 31 plants worldwide. It has become a benchmark in Brazil for laboratories looking for the best practices in environmental management. This recognition is a result of the goals achieved over the 2020 fiscal year, which placed the factory at new levels of sustainability.

Our factory has had positive impacts on the local community of Jaguariúna through the creation of jobs and use of local services. We employ about 450 workers and have roughly 200 service providers. In addition, we have adopted Takeda's Global Health, Safety and Environmental Policy. Its guidelines are based on the pillars of pollution prevention, compliance with legislation and continuous improvement. We have also joined the pSIF (Potential Serious Injury, Impact or Fatality) program, an initiative that raises awareness about risks that could cause serious impacts, including environmental accidents.

Takeda's initiatives are put through Engineering management, which maintains a team specialized in project management that is hands-on from conception to completion. We also have groups known as CoP (Community of Practice), responsible for promoting good ideas and replicating them in the organization. The results are tracked by senior management

through annual goals and indicators broken down into three pillars:

- **Climate Action Program for Sites (CAPS):** climate actions, such as reducing greenhouse gas emissions or the impact on the ozone layer.
- **Preservation of Natural Resources:** actions to reduce the consumption of water, energy and general materials.
- **Sustainability by Design:** design of new sustainable products and materials from their primary level of development. It focuses on the consumption of reforested paper, recyclable materials, the use of paints and other more sustainable components and the reduction of overall waste.



## OUR GOALS

### WATER

By 2025, reaching a **5% reduction** of freshwater used in operations

### WASTE

By 2030, having **100% zero landfill** operations

### CLIMATE AND ENERGY

Priority suppliers to develop science-based **climate targets** by 2024

By 2025, **reducing greenhouse gas (GHG) emissions by 40%**

By 2040, to achieve a **100% reduction** in GHG emissions from our operations.

# Water and waste management GRI 3-3

As a company certified by ISO 14001, Takeda Brazil features an Environmental Management System that, among other matters, addresses the impacts related to water and waste.

Measures to prevent environmental impacts include reducing water consumption, waste generation, carbon emissions and energy consumption. The company also has an EHS (environment, health and safety) Policy, which was established to:

- **prevent** environmental pollution
- **provide** trust with society
- continuously **improve** the performance of its operations and EHS management system
- **involve** leaders at all levels and employees
- **communicate and engage** stakeholders (internal and external)

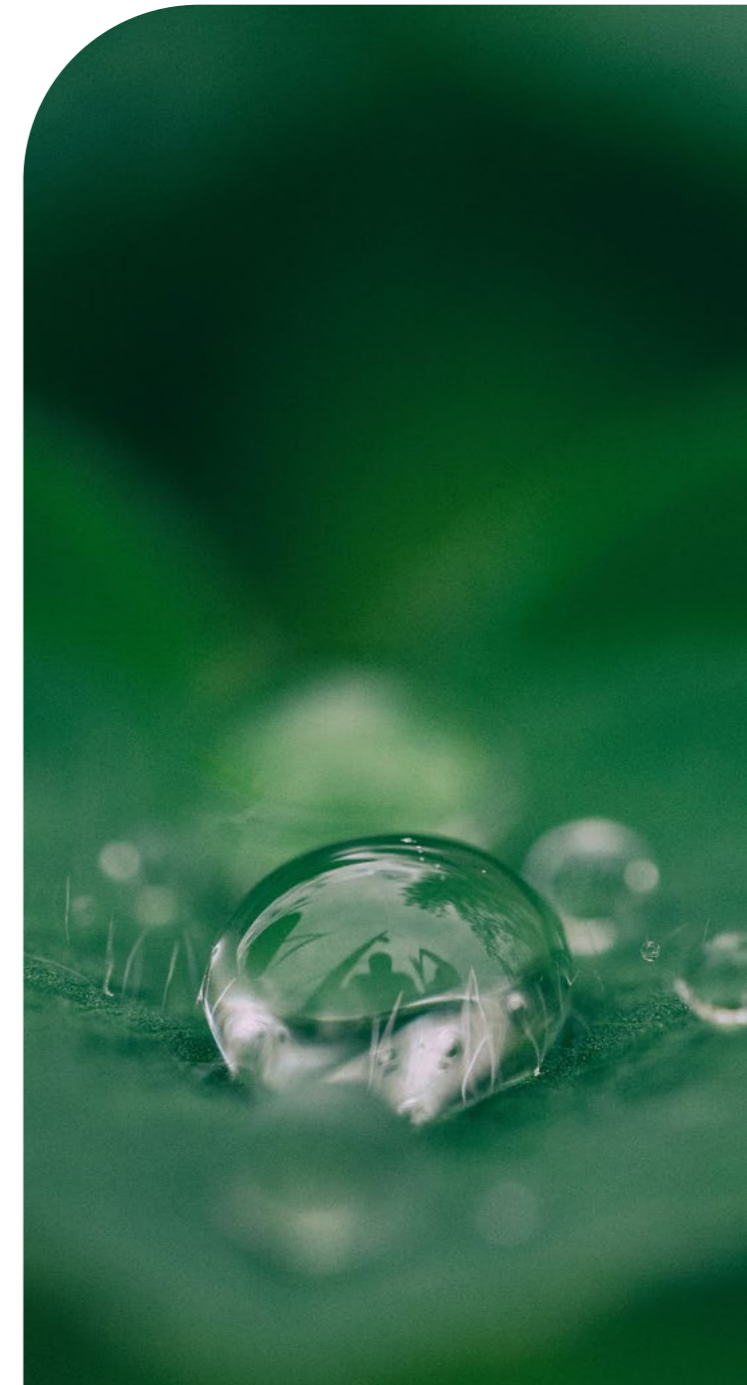
All in-house and external employees are involved, trained and are provided access to the EHS Policy. One of the potentially negative impacts mapped by the company is soil and water contamination. Some of the positives include the consumption of energy from renewable sources, the Zero Landfill project and the maintenance of the biodigestion system for organic waste.

We have devised measures for a preventive approach to or repair of real impacts, such as an emergency control and combat system, the environmental containment kit, the formation of an emergency team and the business continuity plan. The emergency plan provides for remediation and containment measures. Special measures can be carried out in partnership with specialist suppliers and environmental agencies. Other preventive actions include control, prevention and detection systems, engineering measures, water and effluent treatment systems and integrated waste management.

The effectiveness of management is analyzed through a monitoring system, environmental indicators published on a monthly basis, internal and external audits. The actions learned internally, as well as best market practices, are incorporated when we see benefits for patients, people, the environment, the company's reputation and performance of the business. Stakeholders are considered at the time we establish our goals.



**We adopt preventive management measures and come up with emergency plans to deal with real impacts**



## Water and effluents

**GRI 303-1, 303-2, 303-3, 303-4**

Water is used by Takeda in production processes, encompassing the manufacture of medicines, in cooling towers and for human consumption. The company does not use water abstraction in areas with water stress.

Over the 2022 fiscal year, the factory increased collection from its internal wells in order to reduce the impact of using water from the public system, which ideally should be allocated to the general population. Takeda has a license for daily pumping. In 2022, the total water consumption at the factory was 118,575 m<sup>3</sup>, in addition to 120 m<sup>3</sup> of drinking water purchased in barrels to supply the drinking fountains. The plant is located in the regions of the Jaguari River Basin and Camanducaia River Basin.

We develop projects to reduce the use of water for cleaning equipment and rooms. The Water Management Project encompasses various initiatives aimed at relieving the network, including the automation of the internal system. Over the past few years, reduction targets have been planned according to the volume to be produced. For 2023, the factory was given a target to reduce water consumption by 1%, assuming 2019 as the basis. The targets are posted monthly

on the bulletin boards and bimonthly by the Sustainability Committee.

We also have a project involving the reuse of effluents, which has yet to reach its planned technical performance and is only running at about 5% effectiveness. Reuse made almost 1,000 m<sup>3</sup> available for cooling towers during the best month. Unused effluents are discharged in the form of fresh water into the public system. Takeda has its own Effluent Treatment Plant (ETE), which ensures double treatment to reduce toxic load and fats. The disposal complies with the current environmental legislation, with internal analysis and analysis performed by an external laboratory. We also carry out semi-annual soil and groundwater monitoring.

The office is supplied by the local public network. Water is used in the pantry, bathrooms, coffee machines and drinking fountains. The building employs a vacuum system in the urinals and toilets on all floors, using only ¼ of the water involved in conventional solutions. The condominium provides monthly consumption reports and, when needed, we carry out corrective and preventive measures. All effluent is destined to the municipality's collection system. In addition, the building is LEED Gold certified, which demonstrates sustainable construction.

TOTAL VOLUME OF WATER COLLECTED IN ALL AREAS, BY SOURCE (ML) <b>GRI 303-3</b>			
Source	2020	2021	2022
Groundwater Fresh water (≤1000 mg/L de Total Dissolved Solids)	48,005	52,797	52,883
Produced Water Fresh water (≤1000 mg/L Total Dissolved Solids)	0,000	0,095	5,936
Third-party water Fresh water (≤1000 mg/L Total Dissolved Solids)	32,344	68,330	65,812
<b>Total</b>	<b>80,349</b>	<b>121,222</b>	<b>124,631</b>

Note: Takeda does not collect water from surface or marine sources. All abstraction is carried out in sources without water stress.

TOTAL WATER DISCHARGE IN ALL AREAS, BROKEN DOWN BY THE FOLLOWING SOURCES, IF APPLICABLE (ML) <b>GRI 303-4</b>	
Type of source	2022
<b>Takeda Pharma</b>	
Surface water	55,911
<b>Takeda Distribuidora</b>	
Third-party water	313,500,000

Note: The factory complies with the requirements of State Decree 8,468, article 19, and may release the effluent into a municipal sewage collection system. With respect to Takeda Pharma, the volume corresponding to the biological treatment is 55,911 µL.



**We have developed the Zero Landfill Program with the aim of eliminating waste going to landfills**

## Waste **GRI 306-1, 306-2, 306-3, 306-4 and 306-5**

Takeda's waste management approach is based on reducing its generation and disposing of it correctly, preferably through recycling and co-processing. The company has plans to replace its current co-processing model with pyrolysis, transforming waste into materials like oil and gas.

In the office, we developed selective waste collection and adopted the disposal system of the Parque da Cidade Complex, where we are located. Organic and recyclable waste is sent through underground ducts to a central office, which directs it appropriately. The system reduces the use of landfills and garbage trucks. No significant impact waste is generated at the site.

The management of the cleaning service, as well as the collection and separation of waste, is done by a contracted company. In January 2023, a weighing procedure was introduced for better monitoring. We take steps to reduce plastic waste by employing reusable bottles rather than single-use cups. We also opt for coffee stirrers made from reforested wood and biodegradable plastic cups, when using a bottle is not possible. The company recently reduced the physical space of the office, with impacts on the reduction of waste generation.

At the plant, we maintain a survey of significant environmental aspects and impacts in all areas, which includes:

- **the impacts on the consumption of natural resources** from the operation of machinery, equipment, facilities and utilities
- **the impacts on water consumption, generation of solid waste and effluents** from the production of medicines for human consumption

The waste generated is classified as recyclable or non-recyclable. Some waste generating activities include:

- **receiving of materials** in the warehouse
- **scrap from packaging machine adjustment**
- **leftover materials** and raw materials
- **rejection of batches**
- **quality control activity** for the release of products, raw materials and packaging materials
- **cleaning waste**
- **factory maintenance services**



We monitor the waste generated in the operation and its respective disposal through the Green Platform, a software that allows for safe, detailed and efficient management.

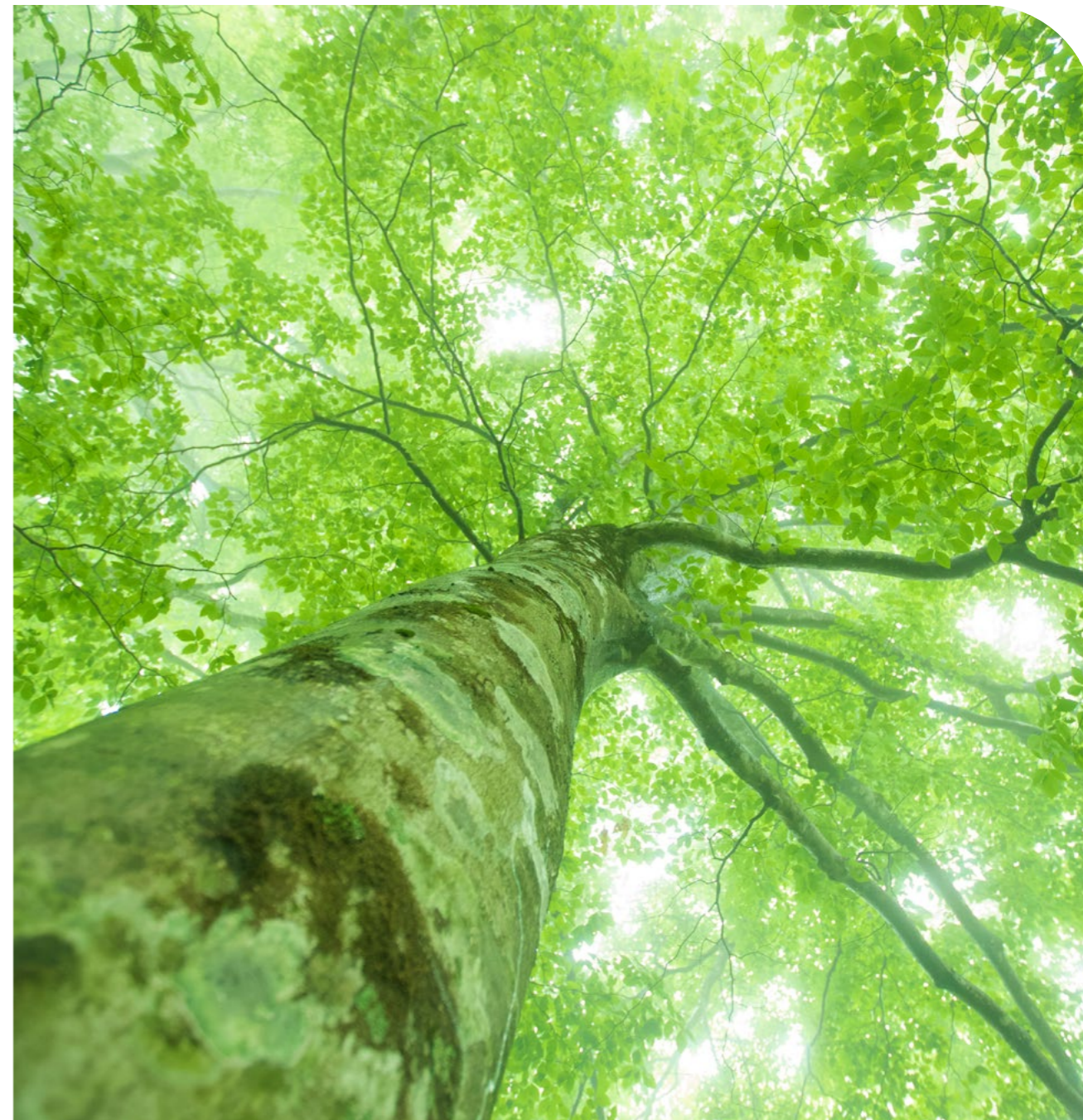
As of 2022, the company began to adopt disposal targets in addition to those that have already been established. In December 2022, the legal department included an environmental clause in its contracts, expressly referring to Law No. 12,305/2010, which instates the National Solid Waste Policy, as well as other rules related to the management, handling and proper disposal of solid waste resulting from activities, prioritizing all forms of reuse, recycling and proper disposal, or standards that may replace them.

A third-party waste management company is used, which is responsible for operating the Waste and Effluent Treatment Center. The plant operators receive the waste, sort it and dispose of it according to the classification.

We have implemented the Zero Landfill project and, for the second year in a row, we have kept our imperatives to see zero waste sent to landfills. We implemented a biodigester within the project that, in addition to treating the restaurant's organic waste, eliminated the need to transport urban waste, helping to reduce CO<sub>2</sub> emissions in scope 3.



**In 2022, we disposed of 1,075.95 tons of hazardous waste for final disposal**



TOTAL WASTE INTENDED FOR FINAL DISPOSAL, BY COMPOSITION IN METRIC TONS (t) <b>GRI 306-5</b>	
Composition	2022
	Quantity directed for final disposal
<b>Takeda Pharma</b>	
Non-Hazardous	56.60
Hazardous	257.35
<b>Total</b>	<b>313.95</b>
<b>Takeda Distribuidora</b>	
Non-Hazardous	762.00
Hazardous	0.00
<b>Total</b>	<b>762.00</b>
<b>TOTAL</b>	<b>1,075.95</b>

TOTAL WASTE NOT INTENDED FOR FINAL DISPOSAL, BY COMPOSITION IN METRIC TONS (T) <b>GRI 306-4</b>	
Composition	2022
	Quantity not intended for final disposal (t)
<b>Takeda Pharma</b>	
Non-Hazardous	1,397.33
Hazardous	0.00
<b>Total</b>	<b>1,397.33</b>
<b>Takeda Distribuidora</b>	
Non-Hazardous	1,062.00
Hazardous	0.00
<b>Total</b>	<b>1,062.00</b>
<b>TOTAL</b>	<b>2,459.33</b>

TOTAL WASTE INTENDED FOR FINAL DISPOSAL, BY OPERATION IN METRIC TONSS (T) <b>GRI 306-5</b>	
Non-hazardous waste	2022
<b>Takeda Pharma</b>	
Other operations of disposal	56.6
<b>Takeda Distribuidora</b>	
Landfill	762.00
<b>Total</b>	<b>818.60</b>
<b>Hazardous wastes</b>	
<b>Takeda Pharma</b>	
Incineration with energy recovery	148.18
Other operations of disposal	109.17
<b>Total</b>	<b>257.35</b>
<b>Total waste intended for final disposal</b>	<b>1,075.95</b>

Note: All waste is treated outside the organization.

TOTAL WASTE NOT INTENDED FOR FINAL DISPOSAL, BY RECOVERY OPERATION, IN METRIC TONS (T) <b>GRI 306-4</b>	
Non-hazardous waste	2022
<b>Takeda Pharma</b>	
Recycling	1,397.33
<b>Total</b>	<b>1,397.33</b>
<b>Takeda Distribuidora</b>	
Recycling	1,062.00
<b>Total</b>	<b>1,062.00</b>

Note: The internal weighing procedure came into effect starting in January 2023. The metrics are from January to April 2023. The generated waste is treated outside the organization.

TOTAL WASTE GENERATED, BY COMPOSITION (T) <b>GRI 306-3</b>		
Category	2022	
	Type (hazardous or non-hazardous) - supplementary information	Quantity generated (t)
<b>Takeda Pharma</b>		
Hazardous (Reagents, Materials in contact with Raw Materials, Raw Materials, Finished Products)	Hazardous	847.69
Non-hazardous (paper, plastic)	Non-hazardous	689.16
<b>Takeda Distribuidora</b>		
Non-hazardous (Recyclable and organic)	Non-hazardous	1,824.19

Note: The weighing procedure came into effect starting in January 2023.

# Climate, carbon and energy

GRI 3-3, 302-1, 302-4, 305-1, 305-2, 305-3, 305-5, 305-6, 305-7

Climate change is a global health risk. This is why Takeda believes that taking care of the climate is caring for the well-being of people. Through the Zero Carbon Project, we set a goal for ourselves to gradually reduce greenhouse gas (GHG) emissions by 2035. The project is part of Takeda's Global Climate Action Program (CAPs), which combines climate and energy-related actions. More information about our initiatives:

The operation's energy consumption is continuously monitored in an effort to map out opportunities for reduction. Some mapped initiatives include:

- **feasibility studies for diversifying the energy matrix** through the implementation of solar energy plants at the factory

- **replacing gas boilers with heat pumps in 2024**, allowing for near-zero plant scope 1 emissions, which are primarily generated by natural gas. Through the change, the fuel will only be used in quality control labs and refrigeration systems

- **implementation of projects to reduce electricity consumption.** Through awareness initiatives and the reduction of one floor of our office, we predict that we will be able to achieve a 33% reduction in consumption, or 167,706 kWh.

Applying best practices and solid management, Takeda Brazil's operations have now reached the target of 40% reduction in GHG emissions. This goal was achieved 10

months earlier than expected. In 2022, no indirect emissions (scope 2) related to energy acquisition were recorded. Total emissions in the base year (2016) were 1,486 tCO<sub>2</sub> equivalent. **GRI 305-2**

During the 2022 fiscal year, the company posted a total of 2,537 tons of CO<sub>2</sub> equivalent in direct greenhouse gas emissions. In the base year (2016), 3.77 tons were recorded. Takeda has made a public imperatives to work towards reversing the increase in global temperatures. Shareholding, financial control, and operational control are the three factors underpinning the company's strategy to become zero emission before 2035. The company has adopted the GHG Protocol and Science Based Targets Program. **GRI 305-1**

EMISSION TYPE	INVOLVED ACTIVITIES
SCOPE 1	Replacing natural gas with electricity in the factory's industrial kitchen and replacing combustion forklifts with electric forklifts.
SCOPE 2	Obtaining renewable energy certificates in plant operations, zeroing scope 2 emissions.
SCOPE 3	Adoption of a biodigester for waste treatment, reducing emissions from its transportation.



**We have reached the target of 40% reduction of GHG emissions**

In terms of the reduction of emissions, the company recorded:

- 802 tons of CO<sub>2</sub> equivalent in direct emissions reduction (scope 1)
- 1,213 tons in indirect emissions (scope 2);
- 2,015 tons considering total reductions

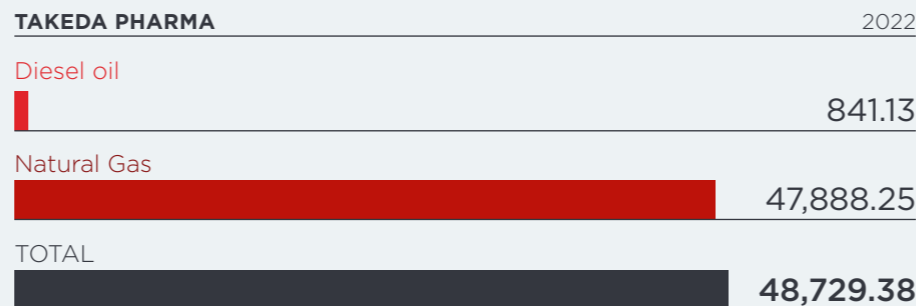
The reductions are planned out, accounting for the results from the previous year. In scope 2 (base year 2019), the reduction was total. Significant changes that have contributed to this result include the purchase of renewable energy since 2020, which is considered zero carbon. **GRI 305-5**

We do not record emissions of ozone-depleting substances (ODS) or other significant atmospheric emissions.

**GRI 305-6, 305-7**

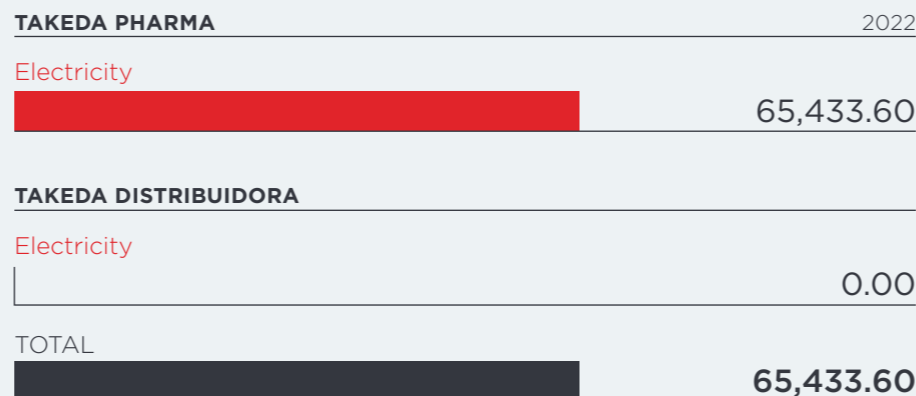
**We saw a reduction of 802 tons of CO<sub>2</sub> equivalent of direct emissions**

### CONSUMPTION OF FUELS FROM NON-RENEWABLE SOURCES (GJ) **GRI 302-1**



The data for Takeda Distribuidora is zero.

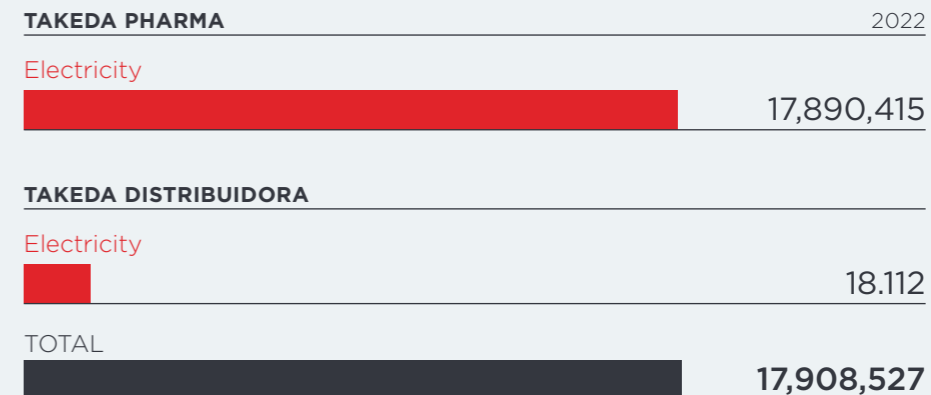
### CONSUMPTION OF FUELS FROM RENEWABLE SOURCES **GRI 302-1**



#### FIND OUT MORE

Read some background information about Takeda's [environmental management](#).

### ENERGY CONSUMED (GJ) **GRI 302-1**



The total energy sold is zero.

### TOTAL ENERGY CONSUMED (GJ) **GRI 302-1**

	2022
<b>Takeda Pharma</b>	
Fuels from non-renewable sources	48,729.38
Fuels from renewable sources	65,433.60
Energy consumed	17,890,415.00
Energy sold	0.00
<b>Total</b>	<b>18,004,577.98</b>
<b>Takeda Distribuidora</b>	
Fuels from non-renewable sources	0.00
Fuels from renewable sources	0.00
Energy consumed	18,112.00
Energy sold	0.00
<b>Total</b>	<b>18,112.00</b>
<b>TOTAL</b>	<b>18,022,689.98</b>

Note: Takeda's energy consumption is reported monthly by Engineering to the EHS. The units of measurement are those used by the concessionaires. There was no sale of energy by Takeda Pharma and Takeda Distribuidora.



# *GRI content summary*



# GRI content summary

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION
<b>General content</b>		
GRI 2: General Disclosures 2021	2-1 Organization details	7
	2-2 Entities included in the organization's sustainability reporting	The report includes the entities Takeda Distribuidora and Takeda Pharma. The financial statements are not public, but the financial reporting and sustainability entities are the same.
	2-3 Reporting period, frequency and contact point	5
	2-4 Restatements of information	None
	2-5 External assurance	None
	2-6 Activities, value chain and other business relationships	7
	2-7 Employees	35, 39, 40
	2-8 Workers who are not employees	35, 39
	2-9 Governance structure and composition	12
	2-10 Nomination and selection of the highest governance body	Takeda Brazil's executive officers participate in the highest governance body. There is, as such, no appointment and selection process, since all executive directors are part of the Extended Brazilian Leadership Team. The criterion is to be an executive director.
	2-11 Chair of the highest governance body	12, 19
	2-12 Role of the highest governance body in overseeing the management of impacts	21
	2-13 Delegation of responsibility for managing impacts	21. There is a process in place to prepare financial reports monthly in which key executives are included to evaluate and review the company's numbers and their impacts.
	2-14 Role of the highest governance body in the sustainability reporting	21

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	19
	2-16 Communication of critical concerns	The company features a Crisis Committee provided for in the Governance structure. In the 2022 fiscal year, no reports were filed, but 14 confidential risks were mapped.
	2-17 Collective knowledge of the highest governance body	12
	2-18 Evaluation of the performance of the highest governance body	The BLT performance evaluation is linked to goals previously agreed upon with local governance, monitored quarterly with semi-annual reviews. The evaluation cycle ends with the fiscal year, when the company's performance is also measured. The goals are related to the strategic map approved by the BLT. The evaluation is carried out internally and shared with the regional team (GEM), which can conduct audits if desired. The BLT members are also subjected to an individual performance assessment and review of the strategic map.
	2-19 Remuneration policies	37
	2-20 Process to determine remuneration	37
	2-22 Statement on sustainable development strategy	4
	2-23 Policy imperatives	20, 23. Takeda also has policies and procedures aimed at relationships with external stakeholders, such as suppliers, health professionals, government representatives, health and government entities, as well as anti-corruption policies.
	2-24 Embedding policy imperatives	15, 20
	2-25 Processes to remediate negative impacts	21
	2-26 Mechanisms for seeking advice and raising concerns	22
	2-28 Membership associations	8
2-29 Approach to stakeholder engagement	8	
2-30 Collective bargaining agreements	100% of employees are covered by collective bargaining agreements.	
<b>Material topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	6
	3-2 List of material topics	6
<b>Access to healthcare</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	29

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION
<b>Climate, carbon and energy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	59. The company plans to continue using diesel fuel at the plant for contingency and emergency purposes in the event of a power outage. In 2019, we experienced a diesel oil leak from the tank to the containment dyke, and then from the dyke to the ground. Takeda, honoring its imperatives and values, took all measures needed to contain the leak and performed the monitoring requested by the Environmental Company of the State of São Paulo (Cetesb).
GRI 302: Energy 2016	302-1 Energy consumption within the organization	59, 60
	302-4 Reduction of energy consumption	59
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	59
	305-2 Energy indirect (Scope2) GHG emissions	59
	305-3 Other indirect (Scope 3) GHG emissions	59
	305-5 Reduction of GHG emissions	59, 60
	305-6 Emissions of ozone-depleting substances (ODS)	59, 60
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	59, 60
<b>Water and waste management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	54
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	54
	303-2 Management of water discharge-related impacts	55
	303-3 Water withdrawal	55
	303-4 Water discharge	55
	303-5 Water consumption	Takeda Pharma and Takeda Distribuidora: There is no water consumption.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	56
	306-2 Management of significant waste-related impacts	56
	306-3 Waste generated	56, 58
	306-4 Waste diverted from disposal	56, 58
	306-5 Waste directed to disposal	56, 58



GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION
<b>Employee health and wellbeing</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	46
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47
	403-2 Hazard identification, risk assessment and incident investigation	48
	403-3 Occupational health services	49
	403-4 Worker participation, consultation and communication with workers on occupational health and safety	50
	403-5 Worker training on occupational health and safety	50
	403-6 Promotion of worker health	49
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	48
	403-8 Workers covered by an occupational health and safety management system	50
	403-9 Work-related injuries	50
	403-10 Work-related ill health	49
<b>Diversity, equity and inclusion</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	42
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	42
	202-2 Proportion of senior management hired from the local community	13, 42
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	12, 42, 45
	405-2 Ratio of basic salary and remuneration of women to men	38, 42
<b>Best-in-class Talent</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	35
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	37
	404-2 Programs for upgrading employee skills and transition assistance programs	35

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION
<b>Corporate philanthropy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	24
<b>Ethical business practices</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	14
GRI 206: Anti-competitive Behavior 2016	206-1 Anti-competitive behavior 2016	There were no lawsuits involving unfair competition, trust practices and monopoly in the reported period.
<b>Corporate Governance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	12
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Regarding corruption-related risks, we reviewed all the company's operations in 2022 and identified the following activities as most sensitive: business meals; interactions with health Professionals; sponsorship of third-party events; scientific support; interactions with patients and patient organizations; events and activities organized by Takeda; medical grants; donations; international interactions; sample distribution; promotional materials; investigator-initiated research contracts; and medical-sponsored research. Once identified, the Ethics and Compliance team has been proposing recommendations and suggesting improvements.
	205-2 Communication and training about anti-corruption policies and procedures	12, 17, 25
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	32
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	32
<b>Indicators not associated with material topics</b>		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	35, 41

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## Credits

### Writing, editing, graphic design, layout and GRI consulting:

rpt sustentabilidade - *grupo report*

### Translation

Global Translations.BR

### Photos

*Takeda Collection*

