



# Takeda

## 2023 ESG Metrics

Better Health, Brighter Future

## CATEGORY/METRIC

Access to Medicines	FY20 Data	FY21 Data	FY22 Data	Assured
Number of patients in LMICs and countries with evolving healthcare systems who have received access to Takeda's medicines and vaccines through Takeda-sponsored and -supported clinical trials <sup>1</sup>	70,000 <sup>2</sup>	6,430	7,369	<input checked="" type="checkbox"/>
Access to Medicines Programs in Low- and Middle- Income Countries and Evolving Healthcare Systems (Affordability-based Patient Assistance Programs) <sup>3,4</sup>	740	983	1,366	
Access to Medicines Programs in Low- and Middle- Income Countries and Evolving Healthcare Systems (Charitable Assistance Programs) <sup>5</sup>	143	160	189	<input checked="" type="checkbox"/>
Number of countries our Access to Medicines programs operate in <sup>6</sup>	36	39	44	<input checked="" type="checkbox"/>

<sup>1</sup> Patients enrolled in clinical trials, clinical research and clinical collaborative research studies in Low Income Countries (LICs), Low & Middle Income Countries (LMICs) and Upper Middle Income Countries (UMICs), per World Bank definitions, during the fiscal year.

<sup>2</sup> Increase in FY20 figure related to participation in clinical studies for Takeda's TAK-003

<sup>3</sup> Affordability-based Patient Assistance Programs are programs customized for specific country and product combinations. Enrolment is subject to both individual means-testing to evaluate a patient's ability to pay for treatment and medical eligibility criteria. Newly enrolled patients over the fiscal year are reported as patients who have received treatment.

<sup>4</sup> This is one of our corporate philosophy metrics. Assurance statement and more details are available [here](#).

<sup>5</sup> Charitable Access Programs are structured free of charge programs with an NGO partner.

<sup>6</sup> Countries with affordability-based Patient Assistance Programs and active patients enrolled in a Charitable Access Program. Country numbers will fluctuate year over year as patient needs evolve (i.e., levels of reimbursement, new product availability).

Independent assurance by Apex.

## CATEGORY/METRIC

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

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

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

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

Independently assured metric by Apex.

# Health & Safety

## CATEGORY/METRIC

Health & Safety Incident Rates (per 200,000 hours worked)	FY20 Data	FY21 Data	FY22 Data	Assured
<b>Total Recordable Incident Rate</b>	0.91	1.26	1.28	☑
<b>Incidents with Days Lost Rate</b>	0.25	0.24	0.18	☑
<b>Number of fatalities</b>	0	0	0	☑
<b>Fatality rate</b>	0	0	0	☑

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

Independently assured metric by KPMG.

## CATEGORY/METRIC

	FY22 Data			Assured
	Male	Female		
% Workforce - Manager <sup>1</sup>	58%	42%		<input checked="" type="checkbox"/>
% Workforce - Individual Contributor <sup>2</sup>	46%	54%		<input checked="" type="checkbox"/>
Total Employees <sup>3</sup>	48%	52%		<input checked="" type="checkbox"/>
	Age Group 1: <30	Age Group 2: 30 - 50	Age Group 3: >50	
% Workforce - Manager <sup>1</sup>	2%	71%	27%	<input checked="" type="checkbox"/>
% Workforce - Individual Contributor <sup>2</sup>	22%	60%	18%	<input checked="" type="checkbox"/>
Total Employees <sup>3</sup>	18%	62%	20%	<input checked="" type="checkbox"/>
% women in all junior management positions <sup>4</sup>		42%		<input checked="" type="checkbox"/>
% women in all top management positions <sup>5</sup>		43%		<input checked="" type="checkbox"/>
% women in all management positions in revenue-generating functions <sup>6</sup>		32%		<input checked="" type="checkbox"/>
% women in STEM-related positions <sup>7</sup>		44%		<input checked="" type="checkbox"/>
Number of women on the Takeda Executive Team		6		<input checked="" type="checkbox"/>

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

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

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

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

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

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

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

Independent assurance by Apex.

# Engagement & Lifelong Learning

## CATEGORY/METRIC

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

<sup>1</sup> Employee engagement rate uses the Engagement Index from Takeda's global Employee Experience Survey. The global survey is available to all regular Takeda employees who were active at Takeda three weeks prior to the survey launch (when the survey distribution list was created). Contingent workers were not invited to participate. Any difference between the number of survey invitees and the number of active regular Takeda employees in our human resource management system on the survey launch date reflects new hires/terminations during the three weeks interim period.

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

<sup>3</sup> All employees complete defined global mandatory training.

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

# Minimizing Environmental Impact



## CATEGORY/METRIC

Waste (Metric Tons)	FY20 Data	FY21 Data	FY22 Data	Assured
<b>Total Waste Generated</b>	87,000	87,300	85,510	☑
> Total Regulated Waste Generated	43,200	41,300	37,510	☑
> Total Non-Regulated Waste Generated	43,800	46,000	48,000	☑
Percent Waste Recycled	34%	37%	36%	☑
Percent Waste Sent to Landfill	21%	21%	22%	☑
<b>Significant Spills and Releases</b>				
Number of Written Notices of Violation (NOVs) or Citations Received	6	2	8	☑
Total Number and Volume of Significant Spills	0	0	0	☑
Product stewardship (tons) <sup>1</sup>				
Total amount of product accepted for take-back, reuse, or disposal (Calendar Year)	239	245	440	

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

<sup>1</sup>Data are for the total collection and disposal of unwanted household pharmaceutical products and sharps by more than 250 companies in the pharmaceutical industry, including Takeda.

Independent assurance by KPMG.

# Decarbonizing

## CATEGORY/METRIC

Scope 1 & 2 Emissions (Thousand MTCO2e)	FY20 Data	FY21 Data	FY22 Data	Assured
Total GHG Emissions <sup>1</sup>	4,909	5,210	5,612	
<b>Scope 1 Emissions</b>	293	316	277	☑
> CO2	289	302	N/A	
> CH4	0	0	N/A	
> N2O	0	0	N/A	
> Refrigerants (HFCs, CFCs, HCFCs)	15	14	N/A	
Scope 2 Emissions - location-based methodology	271	283	291	☑
Scope 2 Emissions - market-based methodology	217	178	169	☑
<b>Energy (Terajoules)</b>				
Total Energy Consumption	8,000	8,280	7,952	☑
> Purchased Electricity (Non-Renewable)	2,100	1,780	1,600	☑
> Purchased Electricity (Renewable)	836	1,300	1,490	☑
> Onsite Generated Renewable Electricity	4	5	17	☑
Percent Electricity Sources as Renewable	30%	42%	48%	☑
Percent Electricity as Renewable including Renewable Energy Certificates (RECs) <sup>2</sup>	100%	100%	In progress	
> Supplied Heating and Cooling	100	102	145	☑
> Fuel Consumption	4,960	5,100	4,700	☑
<b>Scope 3 Emissions (Thousand MTCO2e)</b>				
<b>Scope 3, all applicable categories</b>	4,380	4,716	5,166	
> Category 1	3,710	4,070	4,060	☑
> Category 2	50	35	217	☑
> Category 4	458	341	387	☑
> Category 7	43	77	85	☑
> Category 10	6	14	1	☑
> All other applicable categories	115	179	416	☑
<b>Supplier Engagement (Thousand MTCO2e)</b>				
> Scope 3 Emissions from Categories 1, 2 and 43	N/A	N/A	4,664	
> Scope 3 Emissions from Suppliers Committed to Adopting Science-Based GHG Emissions Reduction Targets [Categories 1, 2 and 4] <sup>3</sup>	N/A	N/A	2,122	
<b>Carbon Neutrality<sup>2</sup></b>				
> Purchased Verified Emissions Reductions (VERs) - Thousand MTCO2e	4657	5,033	In progress	☑
> Purchased RECs – Megawatt hours	606,944	522,693	In progress	☑
> Percentage Reported GHG Emissions Mitigated by Purchased VERs and RECs	100%	100%	In progress	☑

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

<sup>1</sup>Total GHG emissions calculated using the scope 2 market-based total.

<sup>2</sup>Takeda is committed to mitigating all scope 1, 2 and 3 GHG emissions through the procurement of renewable energy certificates (RECs) and verified emission reductions (VERs). Verification for carbon neutrality covers FY20 data. Procurement of necessary RECs and VERs for FY21 is in progress and will be independently verified when complete.

<sup>3</sup>Metrics newly collected from FY22 onwards

Independent assurance by KPMG.

## CATEGORY/METRIC

Water (Thousand Cubic Meters)	FY20 Data	FY21 Data	FY22 Data	Assured
<b>Water Withdrawal</b>	10,770	11,300	10,430	<input checked="" type="checkbox"/>
› Water Withdrawal in Areas with High-Extremely High Water Risk	1,180	1,090	1,707	
› Water Withdrawal in Areas with High-Extremely High Water Risk (% of total water withdrawal)	11%	10%	16%	
<b>Water Consumed<sup>1</sup></b>	2,280	2,710	2,240	
› Water Consumed in Areas with High-Extremely High Water Risk	174	165	264	
› Water Consumed in Areas with High-Extremely High Water Risk (% of total water consumed)	8%	6%	12%	
% of manufacturing sites located in areas considered to have “high” or “extremely high” water risk	20%	20%	34%	<input checked="" type="checkbox"/>
Wastewater Discharged	8,490	8,580	8,190	<input checked="" type="checkbox"/>
<b>Biodiversity</b>				
Number of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas	N/A	29	29	
Area of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (hectares)	N/A	329	329	

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

<sup>1</sup> Water consumed represents the difference between water withdrawals and wastewater discharges.

Independent assurance by KPMG.

# Environmental Management Systems

## CATEGORY/METRIC

Environmental Management Systems	FY20 Data	FY21 Data	FY22 Data
Number of EHS audits performed <sup>2</sup>	20	24	26
% of manufacturing sites certified to ISO 14001	73%	73%	77%
% of manufacturing sites certified to ISO 50001	3%	3%	6%
% of manufacturing sites certified to ISO 45001	53%	50%	67%

<sup>1</sup>Takeda has elected to use operational control as a reporting boundary guideline for its environmental data and includes:

- For total energy used and scope 1 and scope 2 GHG emissions, the scope of Takeda operations includes all manufacturing and research & development sites, United States and European plasma collection centers, Takeda headquarters, and commercial office locations.
- For all other environmental performance indicators, the scope of Takeda operations includes all manufacturing and research & development sites, United States and European plasma collection centers, and larger commercial offices where such data was available. Contributions from smaller commercial office locations are not included.

<sup>2</sup>EHS audits performed includes internal and external third-party audits managed by the corporate EHS function.

A list of our ISO 14000-45001 Certified Sites can be found [here](#).



## CATEGORY/METRIC

Ethics & Compliance	FY21 Data	FY22 Data	Assured
<b>Total percentage of employees trained on Takeda's anti-corruption policies and procedures<sup>1</sup></b>	100%	98%	☑
› Total percentage of employees trained on Takeda's anti-corruption policies and procedures - Japan <sup>1</sup>	100%	99%	☑
› Total percentage of employees trained on Takeda's anti-corruption policies and procedures - U.S. <sup>1</sup>	100%	100%	☑
› Total percentage of employees trained on Takeda's anti-corruption policies and procedures - EUCAN <sup>1</sup>	100%	99%	☑
› Total percentage of employees trained on Takeda's anti-corruption policies and procedures - GEM <sup>1</sup>	100%	99%	☑
<b>Total percentage of employees trained on Takeda's Code of Conduct<sup>1</sup></b>	97%	98%	
› Total percentage of employees trained on Takeda's Code of Conduct - Japan <sup>1</sup>	98%	98%	
› Total percentage of employees trained on Takeda's Code of Conduct - U.S. <sup>1</sup>	96%	100%	
› Total percentage of employees trained on Takeda's Code of Conduct - EUCAN <sup>1</sup>	97%	98%	
› Total percentage of employees trained on Takeda's Code of Conduct - GEM <sup>1</sup>	98%	99%	
<b>Total number of incidents of corruption confirmed during the year, but related to previous years</b>	1	1	☑
› Total number of incidents of corruption confirmed during the year, related to year	1	0	☑
Total number of discrimination and harassment incidents during the year	28	19	
Total amount of monetary losses as a result of legal proceedings associated with labour law violations and employment discrimination (JPY Million)	235.5	3,985.7	☑
<b>Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments to delay bringing an authorized generic product to market<sup>2</sup></b>	0	0	☑
Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	0	0	☑
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	0	0	☑
Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	0	0	☑
Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competition, market manipulation, malpractice or violations of other related regulations	203.3	0	☑
<b>Economic Disclosures</b>			
Vitality Index - Percentage of gross revenue from products commercialized in the last five years <sup>3</sup>	4.2%	5.8%	
<b>Quality Management</b>			
Number of Class I recalls <sup>4</sup>	0	0	☑
Number of Class II recalls <sup>4</sup>	0	0	☑
<b>Supply Chain</b>			
Number of Pharmaceutical Supply Chain Initiative (PSCI) sustainability on-site audits conducted	5	6	☑
Number of EcoVadis sustainability desktop audits conducted <sup>8</sup>	N/A	317	☑
Number of audited suppliers where at least area of their corrective action plan has been actioned during the financial year <sup>5</sup>	N/A	67	☑
<b>Global CSR</b>			
Amount invested in long-term philanthropic commitments since launching in 2016 (JPY Billion)	16.2	19.7	
<b>Public Policy Engagement</b>			
Total spend on lobbying, interest representation or similar in the United States of America, the countries of the European Union, and Japan <sup>6,7</sup> (Million JPY)	659.8	855.3	
Total spend on trade association memberships in the United States of America, European Union, and Japan <sup>6</sup> (Million JPY)	3,782.9	3,858.1	
Total spend on political contributions in the United States of America, the countries of the European Union <sup>8</sup> , and Japan <sup>6</sup> (Million JPY)	36.6	47.3	

<sup>1</sup> All Takeda employees globally are included in the calculation of total percentage of employees trained. Breakdowns by region are reflective of employees within Business Units of each respective region, and excludes those employees who sit in global business units or functions

<sup>2</sup> Takeda has not entered into any settlement with an ANDA filer that provided any so-called "payment for delay," including any agreement by Takeda not to launch an authorized generic version of Takeda's branded product for a defined time period after the ANDA-filer's launch.

<sup>3</sup> Takeda's vitality index, defined as the revenue contribution from products commercialized in the last five years, is 5.8% for our FY ending March 2023 (vs 4.2% for the prior year). This includes key contributions from our rare disease and vaccine portfolios, such as from Takhzyro for hereditary angioedema and coronavirus vaccine sales in Japan. For more information on this metric, please see our WEF Index Table, under "Vitality Index".

<sup>4</sup> The scope of this data is U.S. only and includes both enforced and voluntary recalls.

<sup>5</sup> Metrics newly collected from FY22 onwards

<sup>6</sup> The United States of America, the countries of the European Union, and Japan accounted for 85.8% of our revenues in 2022. Conversion of currency and % of revenues has been calculated as per Takeda's FY2022 Q4 Earnings Announcement (1 USD = 135 JPY, 1 EUR = 141 JPY). In FY21, The United States of America, the countries of the European Union, and Japan accounted for 87.2% of our revenues. Conversion of currency and % of revenues has been calculated as per Takeda's FY2021 Q4 Earnings Announcement (1 USD = 112 JPY, 1 EUR = 131 JPY).

<sup>7</sup> FY2021 data includes a 50% deduction for Brussels office overheads applied to Takeda's disclosure in the EU Transparency Register; this deduction was not applied in FY2022

<sup>8</sup> Spend on memberships for pan-European trade associations only