



Takeda Australia 2024 Gender Pay Gap Employer Statement

This report can be accessed: www.takeda.com

Better Health, Brighter Future



Message from Dave Pearce, General Manager Oceania



At Takeda, we strive to have a workforce as diverse as the patients we serve. We are committed to embracing differences, exploring possibilities and developing our colleagues.

Ultimately it is our people who drive our success. This success depends on an inclusive environment where all colleagues are welcomed, empowered and inspired to use their unique voices and talents.

Our goal is for every colleague at Takeda to enjoy the opportunity to thrive, develop and grow based on merit, potential and ambition, regardless of background. We do this by:

- Providing a robust foundation to ensure employees are supported
- Challenging our own biases, especially when recruiting

We acknowledge that while the current legislative requirements around gender are binary, we believe that it goes beyond this. We are respectful of how all our employees identify when building our culture with pride in diversity.

Our policy is to hire, retain, develop, promote and otherwise treat all our people based on performance, capabilities, qualifications, competence and experience. We apply this policy regardless of an employee's gender or any other personal characteristics. We are proud of the efforts we have made to date to reduce our gender pay gap, but acknowledge we still have further work to do as we look to attract and develop highly skilled talent and invest in creating a diverse, equitable and inclusive workplace that supports our colleagues' wellbeing.

Reporting on the Gender Pay Gap in Australia

In 2023, the Australian Government introduced a key reform in the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill.

Similar legislation is already in place in the U.K. and across the globe. The reform requires organisations with 100 or more employees to have their gender pay gap results published annually.

The gender pay gap is a useful proxy for measuring and tracking gender equality across a nation, industry or within an organisation.

Closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

This report focuses on the results for our Takeda Australia Limited entity.

Takeda Australia's Gender Pay Gap results



Takeda Australia's
Gender Pay Gap result
2022/2023

TAKEDA AUSTRALIA AVERAGE
REMUNERATION GENDER GAP

15.6%

WHICH IS LOWER THAN THE
AUSTRALIA-WIDE RESULT* OF

21.7%

Analysis of our Gender Pay Gap

Takeda Australia's Gender Pay Gap reduced in 2022/2023 to 15.6% down from 19.9% the previous year.

Our median total remuneration (our total compensation) improved by 8%, from 12.7% to 4.7%.

While we are pleased that we continue to see improvement across multiple gender pay gap measures, we acknowledge there is still work to be done. These results do not currently include remuneration data for our GM.

Distribution of men and women at Takeda

Our analysis suggests our Gender Pay Gaps continue to be driven by the relative distribution of men and women across the organisation.

We believe that the uneven distribution of male and female employees in the non-management roles is a significant driver behind our gender pay gap. Notably the higher proportion of females found within non-management roles (82%).

Takeda Australia has 108 employees. It therefore only takes a small number of employees to impact our overall Gender Pay Gap results.

We recognise the work required to reduce the disproportion of male and female employees will take time. We remain committed to addressing this issue and have highlighted some of this initiatives further in this statement.

What is a Gender Pay Gap?

According to WGEA: "The **Gender Pay Gap** is a measure of how we value the contribution of men and women in the workforce. Expressed as a percentage or a dollar figure, it shows the difference between the average earnings of women and men."

Gender pay is not the same as equal pay

WGEA states: "**Equal pay** is where women and men are paid the same for performing the same role or different work of equal or comparable value. Gender pay gaps are not a comparison of like roles. Instead, they show the difference between the average pay of women and men across organisations, industries and the workforce as a whole."

In Australia, equal pay has been a legal requirement since 1969.

* WGEA *Gender Equality Scorecard 2022-23*. A positive percentage indicates men are paid on average more than women.

Overview of Takeda Australia's Gender Pay Gap Results



The reported pay gaps are not adjusted to account for differences in roles and responsibilities. **About 78% of Takeda's Australian employees are women.** We have a higher percentage of women in non-management roles which is contributing to the gap.

The current gender pay gap results excludes remuneration data of our GM. It will be incorporated into the calculation from next year onwards according to The Workplace Gender Equality Agency (WGEA).

Takeda Gender Pay Gap Over Time

ALL EMPLOYEES	2020-21	2021-22	2022-23
Average (mean) total remuneration	17.8%	19.9%	15.6%
Median total remuneration	21.3%	12.7%	4.7%
Average (mean) base salary	12.9%	14.6%	14.5%
Median base salary	12.7%	11.3%	9.9%

Takeda's Workforce Composition

	Leadership Team*		Managers		Non-Management	
	Women	Men	Women	Men	Women	Men
2020-21			52%	48%	73%	27%
2021-22			56%	44%	79%	21%
2022-23	58%	42%	64%	36%	82%	18%

* This is equivalent to WGEA's definition of Key Management Personnel (KMP). The GM data is excluded from the current results.



Our commitment to Diversity, Equity and Inclusion (DEI) in Australia

Takeda has a local DEI Council in Australia. We have four working groups – Speak Up, Neurodiversity, Reconciliation and Take Pride – with members from across the business. Our DEI strategy has four pillars.

Inclusive Patient Experience



- Grow awareness & understanding of LGBTQI* health equity
- Improve inclusive language and images in customer/patient materials by creating a written inclusivity guideline

Workforce Diversity



- Gender Pay Equity by reviewing our data and creating an action plan
- Increase diverse experiences and build diverse succession plans through talent management and recruitment activities

Sustainable Societal Impact



- Innovate RAP develop, endorse and action First Nations reconciliation
- Deliver initiatives aligned to reconciliation
- Company support for Voice to Parliament and offer employee awareness sessions

Inclusive Work Environment



- Celebrate our diversity through employee events and campaigns
- Inclusion e-training through Bloom
- Embed inclusive ways of working including increasing awareness of neurodiversity
- Increase awareness and capabilities to build and embed a Speak Up culture



Steps we're taking



Industry Leadership



Purpose: We believe in leading by example. Through our industry leadership we work to make a difference within the Australian Pharmaceutical industry.

Activity: Takeda Australia is a proud member of the Pharma Australian Inclusion Group (PAIG), a special interest group of Medicines Australia. Established in 2017, PAIG has over 20 Pharmaceutical member companies and is committed to establishing the pharmaceutical industry as a known leader in diversity, equity and inclusion.

Leave Policies



Purpose: To support our colleagues to balance their work and personal commitments.

Activity: We offer a range of flexible leave options to support colleagues in Australia at different stages of life. In addition, to statutory leave we offer additional leave including:

- Paid parental leave for employees, regardless of gender
- Extended unpaid leave
- Purchased leave
- Paid study leave
- Paid global humanitarian leave
- Paid Christmas shutdown leave

Family Friendly Workplaces



Purpose: To reduce the tension between work and family by embedding and promoting policies and practices that genuinely support our Australian employees to thrive at work and at home.

Activity: We support and protect working parents and their families. In Australia, we offer gender-neutral paid parental leave, flexible work and an inclusive leadership culture that respects and supports work-life alignment and a sense of belonging. Our EAP is for employees and family members. We also support mental, physical and financial wellbeing as well as addressing domestic and family violence, sexual harassment and bullying in the workplace.

In Australia, we have partnered with Parents At Work, a leading expert consultancy who provides work and family education through their parental leave transition program.

Training & Development



Purpose: To provide all global leaders and colleagues with training and practical strategies to build social cohesion through workplace inclusion. To provide equal access to training and development resources and a culture of continuous lifelong learning to help all our colleagues achieve their learning and career growth goals

Activity: We offer a digital learning platform called Bloom to all global colleagues which provides equitable access via a single location to all training and learning materials.

On Bloom, colleagues in Australia can access our online Inclusion training program with courses such as Core Inclusion, Gender Equity, Generational Diversity, Appropriate Workplace Behaviour and First Nations and LGBTQI+.

Steps we're taking



Tomodachi Program



Purpose: Tomodachi means “friend” in Japanese. Tomodachi is a global employee ambassador program designed to assist new colleagues integrate to our workplace by connecting them with a guide who has been with the company for some time.

Activity: The Tomodachi meets with the new employee during their first month to help them become familiar with our workplace and to answer questions about their job, our culture, employee programs and help them to feel they belong.

Inclusive Work Environment



Purpose: To create a flexible work environment in which all colleagues globally can thrive.

Activity: In Australia, we offer hybrid working so colleagues can manage their work and personal lives.

“Quality Conversations” is our global programme that actively encourages two-way communications between every employee and their manager to identify areas of growth and progression, as well as promoting the opportunity to deliver feedback and recognition.

Recruitment Diversity



Purpose: To challenge our own biases in recruiting and ensure the promotion of qualified female colleagues.

Activity: To ensure we hire the best candidates we use a global Diversity, Equity and Inclusion (DEI) Recruitment toolkit, which encourages our hiring team to deliver a recruitment process and experience that supports diverse talent.

Equitable Remuneration Process



Purpose: To pay fairly in the Australian labor market, based solely on employees’ role, their performance and the performance of the company.

Activity: We evaluate and pay our workforce on the basis that employees performing the same or substantially similar work at the same level have equitable compensation opportunities.

Our global policy is to hire, retain, develop, promote and otherwise treat all our people on the basis of performance, capabilities, qualifications, competence and experience. We apply this policy in Australia regardless of an employee’s gender or any other personal characteristics.

Looking forward: 2024 and beyond



Our commitment

Takeda takes the topic of gender pay gap seriously and will continue to take action that supports our commitment to pay equity.

Given the small employee population in Australia, we recognise that our figures may fluctuate year on year, but we are taking steps to reduce our pay gap over time.

Looking at the results, we know that this will come through the way we develop talent, along with improving diversity, equity and inclusion awareness and education.

Takeda's global Sustainability Framework and Metrics help us measure progress, demonstrates impact, and ensures that we understand the best ways to enhance and target our activities.

Every initiative is equipped with a dashboard to measure uptake, effectiveness, and what drives engagement. We also measure our progress on DEI, starting with focusing on enterprise-wide gender representation.





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