

## Diversity, Equity & Inclusion at Takeda

### Our 2024 Ireland Gender Pay Gap Report

December 2024



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 people. Globally, Takeda achieved Top Employer certification for the seventh consecutive year, demonstrating our efforts to foster collaboration and innovation among people from all backgrounds.

Our people are the cornerstone of Takeda's success. To help our people feel fulfilled personally and professionally, we are committed to developing talent and investing in Diversity, Equity and Inclusion (DE&I) efforts, well-being, and life-long learning. As the source of our innovation, our people enable us to create long-term value for our patients, shareholders and wider society. We therefore prioritise building resilience in our workforce to meet the challenges of a rapidly changing world.

Guided by our values (Integrity, Fairness, Honesty and Perseverance) and our priorities (Patient, Trust, Reputation, and Business) Takeda ensures that every decision and action aligns with its core principles. Success is tied to the creation of an inclusive environment where our people, regardless of background factors like gender, age, nationality, race, religion, belief, disability, sexual orientation, gender identity, or lifestyle, feel welcomed, empowered and inspired to bring their unique selves to work.

**The gender pay gap report provides an opportunity for us to measure our progress against our cultural ambition, specifically our ability to attract, retain and develop women at all levels within Takeda. We are pleased to have this data for the third time as an organisation, and we will continue to use it to design initiatives and track progress to reduce our pay and bonus gaps over time.**

### Reporting on our gender pay gap

In 2021, the Irish government introduced the Gender Pay Gap Information Act 2021 (the Act), following similar legislation which is already in place in the UK and across the globe. The Act aims to highlight the progression of women in the workforce into more senior, better-paid roles and hold employers accountable for the progression of their female employees.

The Act now enforces employers with 150 or more 'relevant employees' (typically those who ordinarily work in Ireland and whose contracts are governed by Irish legislation) to report their gender pay gap annually. This report focuses on the results for our two legal entities with more than 150 relevant employees: Takeda Ireland Limited and Takeda Pharmaceuticals Intl AG Ireland Branch.

Following the same requirements since publishing our first gender pay gap report in 2022, we are required to report on six statistics in the year from 1 July 2023 to 30 June 2024:

1. The hourly pay of all full-time employees
2. The hourly pay of all part-time employees
3. The hourly pay of all temporary employees
4. The bonus pay for all employees
5. The percentage of men and women in receipt of bonus pay
6. The percentage of men and women in receipt of benefits in kind

The report also includes the percentage of male and female employees in each pay quartile.

Takeda's cultural vision centres on giving our people the opportunity to thrive and grow based on merit, potential, and aspiration. This commitment to equal opportunities and professional development is crucial in fostering an innovative environment that effectively serves our patients, customers, and communities.

Takeda is poised to contribute to the pharmaceutical industry's advancements by emphasising the importance of individual voices and talents. The organisation's holistic approach, integrating business success with ethical practices and patient focus, sets a positive example for creating a working environment that champions DE&I initiatives.

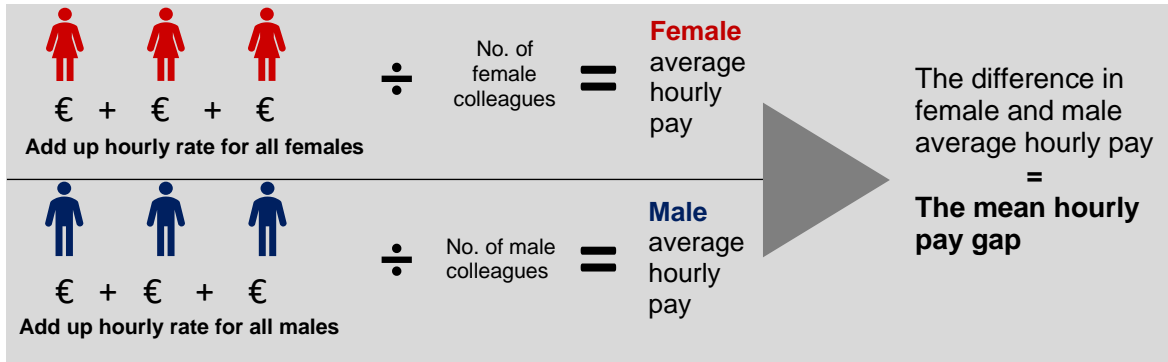
To support this goal, we have an inclusive talent strategy for our people, which:

- Guides hiring managers to recruit qualified talent from all walks of life.
- Offers customised, creative opportunities to learn and develop skills.
- Creates a sense of belonging and safeguards DE&I through meaningful policies and procedures.
- Develop flexible career development options.
- Delivers equal career opportunities for our people.

## Measuring Gender Pay

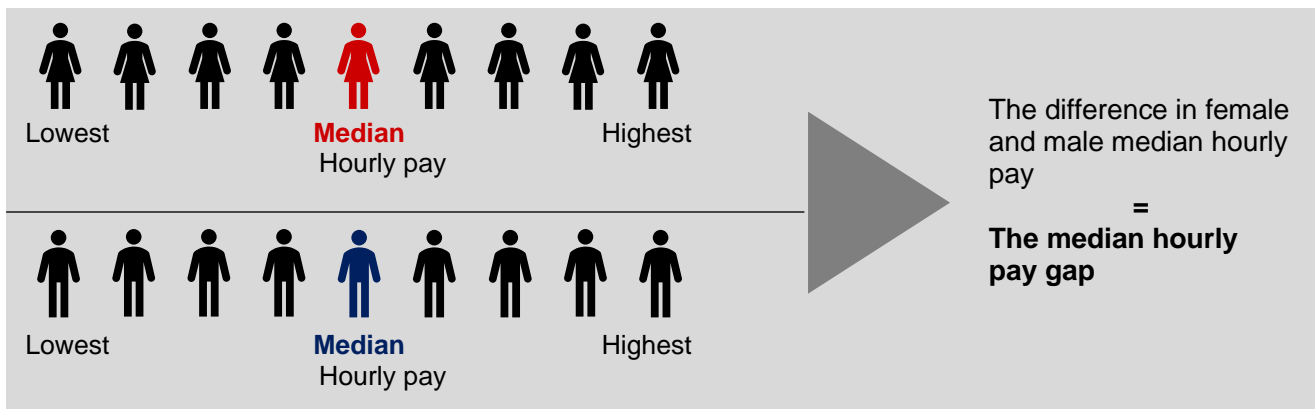
### What is the mean pay gap?

The mean pay gap is the difference between the average hourly rates of pay for female employees, compared to the average hourly rate of pay for male employees.



### What is the median pay gap?

If you lined up from the lowest to the highest hourly paid female employees and all male employees at Takeda, the median pay gap represents the difference in hourly pay between the middle female employee, compared to the middle male employee.



### What are pay quartiles?

Under the regulations, all companies required to report must publish the results of their gender distribution across their range of hourly pay rates. This is achieved by ranking employee pay rates from highest to lowest and dividing the pay range into four equally sized groups that cover all employees. These groups are referred to as quartiles. Employees are then positioned in their respective pay quartile, regardless of gender.



## Our 2024 Ireland Gender Pay Gap results

The information below represents a snapshot of our pay gap and bonus gap data for the two legal entities we are required to report on – Takeda Ireland Limited (Bray & Grange Caste) and Takeda Pharmaceuticals Intl AG Ireland Branch (Baggot Street) – as of 30 June 2024.

Having reported on Takeda Ireland Limited since our first gender pay gap report in 2022, our results will provide a comparison of how the pay gap results have changed over the past two years. As this is the first year we are required to report on Takeda Pharmaceuticals Intl AG Ireland Branch, we will only be sharing the pay gap results for 2024, and no comparison will be provided. Sharing our pay gap results for the first time provides a foundation for us to monitor future progress and will help to identify where improvements must be made.

### Takeda Ireland Limited

#### Gender Pay Gap

	2022		2023		2024	
	MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
Pay Gap – All employees	7.8%	5.5%	6.8%	6.3%	0.5%	-0.9%
Pay Gap – Part-time employees*	-	-	-	-	-	-
Pay Gap – Temporary employees	-2.5%	6.0%	-2.2%	-1.2%	-9.0%	-4.1%

*\*We have not reported pay gap data for part-time employees. Due to data confidentiality and having a very small sample of part time employees at the snapshot date, we have chosen not to report statistics in relation to this grouping. To ensure confidentiality of data, we have reported on a minimum group size of 10 employees, containing a minimum of 3 men and 3 women. This is in line with standard market practice.*

We are pleased to see the pay gap for all employees has decreased since last year. The mean pay gap has fallen by 6.3%, from 6.8% to 0.5% in favour of male employees, whilst the median pay gap has reduced by a slightly greater amount of 7.2%, from 6.3% in favour of male employees to -0.9% in favour of female employees. Our data for temporary employees demonstrates there the gap remains in favour of female employees and has increased since last year. The mean pay gap has risen by 6.8%, from -2.2% to -9.0% in favour of female employees, whilst the median pay gap has also increased by a smaller amount of 2.9%, from -1.2% to -4.1% in favour of female employees.

Our mean pay gap results fall below a reported average mean pay gap of 11.2%<sup>1</sup> across all Irish companies. It is not uncommon for companies with a relatively small employee population, such as Takeda Ireland Limited, to experience annual fluctuations in gender pay gap statistics. We remain committed to addressing our pay gaps in future years.

<sup>1</sup>This data point was sourced from website: <https://www.pwc.ie/media-centre/press-releases/2024/gender-pay-gap-report-2024.html>

## Gender Bonus Gap

	2022		2023		2024	
	MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
<b>Bonus Gap</b>	13.3%	4.0%	9.3%	-6.1%	<b>-0.9%</b>	<b>-15.1%</b>

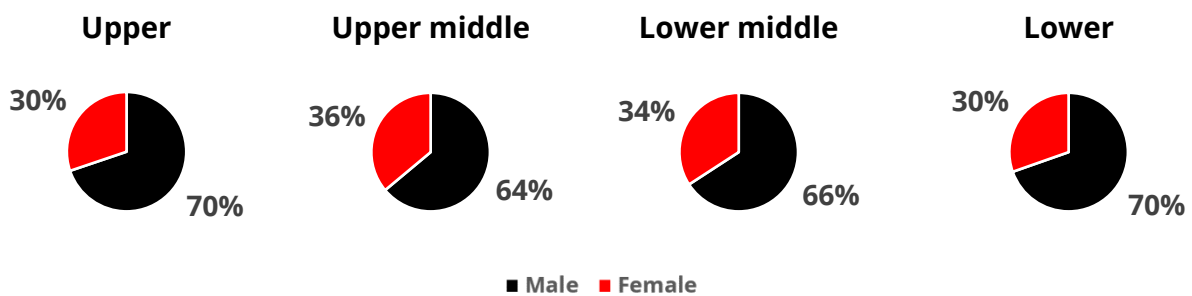
We are pleased that our mean bonus gap has decreased since last year, falling from 9.3% in favour of male employees to -0.9% in favour of female employees. In comparison, our median bonus gap has increased by 9.0%, moving further in favour of female employees from -6.1% to -15.1%.

	2022		2023		2024	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
<b>% of employees receiving bonus</b>	92.4%	87.8%	94.5%	93.3%	<b>99.1%</b>	<b>99.5%</b>
<b>% of employees in receipt of benefits in kind</b>	95.9%	92.8%	79.7%	77.5%	<b>86.2%</b>	<b>86.5%</b>

We are pleased to report the percentage of employees receiving bonus payment has increased across both male and female employee populations. The percentage of male employees in receipt of bonus payments has increased by 4.6%, from 94.5% to 99.1%, whilst the percentage of female employees in receipt of bonus payments has increased further by 6.2%, from 93.3% to 99.5%. These increases have coincided with a reduction in the gap between the percentage of male employees receiving bonus payment when compared to the percentage of female employees receiving bonus payment, falling from 1.2% in favour of male of employees (94.5% for male employees compared to 93.3% for female employees) to 0.4% in favour of female employees (99.5% for female employees compared to 99.1% for male employees).

## Gender distribution across each pay quartile

The graphs presented below are four groups of equal size, ranging from the lowest to highest-paid employees at Takeda Ireland Limited. These groups are called pay quartiles and the percentages displayed represent the balance of male and female employees in each pay quartile.



Our pay quartiles show we continue to have greater representation of male employees across each pay quartile. Employees within the upper pay quartile are often individuals who hold a senior position within the organisation and have leadership responsibilities. When comparing the distribution of male and female employees in each pay quartile, there has been an increase in the representation of female colleagues within the upper and upper middle pay quartiles. The percentage of female colleagues has increased by 1%, from 29% to 30%, in the upper pay quartile and by 5%, from 31% to 36%, in the upper middle pay quartile. In contrast, the representation of female colleagues in the lower middle and lower pay quartiles has reduced. The percentage of female colleagues has fallen by 6%, from 40% to 34%, in the lower middle pay quartile and by 9%, from 39% to 30% in the lower pay quartile.



While we are pleased to see a transition towards more even representation of female colleagues across all pay quartiles, we recognise we must continue this level of improvement to further minimise our pay and bonus gaps.

**Explaining our Pay and Bonus Gaps**

Our data demonstrates there has been a significant reduction in our pay and bonus gaps. A small mean pay gap in favour of male employees remains and we largely attribute this to the uneven distribution of male and female employees in the upper pay quartile, with such roles often associated with higher base pay and greater opportunities and incentives for high bonuses.

Compared to last year, we have seen a transition whereby our mean pay gap and bonus gaps are in favour of female employees. This can be partly explained by the increase in female representation within the upper and upper middle pay quartiles. This transition provides us with confidence that our DE&I initiatives and efforts to improve work-life balance and flexible working conditions have had a positive impact on reducing our pay and bonus gaps.

We will continue to closely monitor our pay and bonus gap data, acknowledging these figures are subject to annual fluctuation.

## Takeda Pharmaceuticals Intl AG Ireland Branch

### Gender Pay Gap

	2024	
	MEAN	MEDIAN
Pay Gap - All employees	19.2%	19.5%
Pay Gap - Part-time employees*	-	-
Pay Gap - Temporary employees*	-	-

\*We have not reported pay gap data for part-time or temporary employees. Due to data confidentiality and having a very small sample of part time employees at the snapshot date, we have chosen not to report statistics in relation to these groupings. To ensure confidentiality of data, we have reported on a minimum group size of 10 employees, containing a minimum of 3 men and 3 women. This is in line with standard market practice.

For Takeda Pharmaceuticals Intl AG Ireland Branch, our mean pay gap is 19.2% in favour of male employees. This compares to a reported average mean pay gap of 11.2%<sup>1</sup> across all Irish companies. The median pay gap is slightly higher at 19.5% in favour of male employees.

<sup>1</sup>This data point was sourced from website: <https://www.pwc.ie/media-centre/press-releases/2024/gender-pay-gap-report-2024.html>

### Gender Bonus Gap

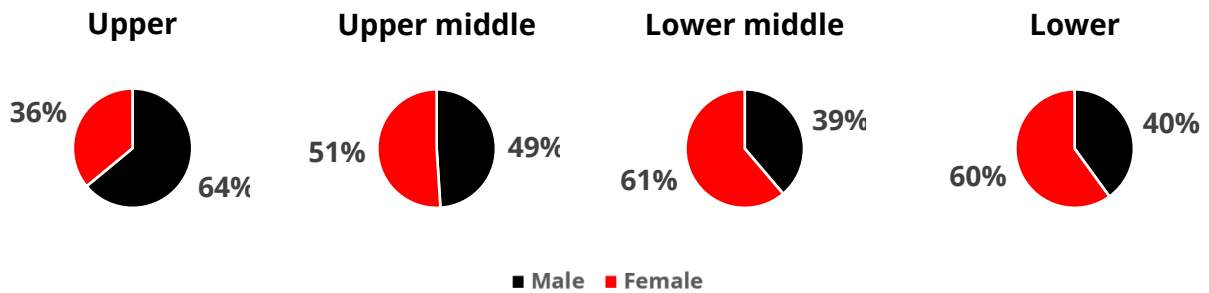
	2024	
	MEAN	MEDIAN
Bonus Gap	28.9%	17.1%

Our mean bonus is 28.9% in favour of male employees. In contrast, our median bonus gap is 17.1% in favour of male employees. As displayed in the table below, a similar proportion of male (98.9%) and female (99.0%) employees are in receipt of bonus payments at Takeda Pharmaceuticals Intl AG Ireland Branch. However, with more male employees occupying senior positions within the upper pay quartile, there is opportunity for larger bonus payments and long-term incentives.

	2024	
	MEN	WOMEN
% of employees receiving bonus	98.9%	99.0%
% of employees in receipt of benefits in kind	93.7%	91.3%

### Gender distribution across each pay quartile

The graphs presented below are four groups of equal size, ranging from the lowest to highest paid employees at Takeda Pharmaceuticals Intl AG Ireland Branch. These groups are called pay quartiles, and the percentages displayed represent the balance of male and female employees in each pay quartile.



Our pay quartiles show we have a greater representation of male employees in the upper quartile, with almost two-thirds of employees in this pay quartile being male (64% male employees compared to 36% female employees). Employees within the upper pay quartile are often individuals who hold senior positions within the organisation and have leadership responsibilities. Outside of the upper pay quartile, the majority of employees are female, from a slight majority (51%) in the upper middle pay quartile to a larger representation in the lower middle and lower pay quartiles (61% and 60%, respectively).

We believe the uneven distribution of male and female employees in senior positions is a significant driver behind our pay and bonus gaps and recognise that we must work to ensure a more even representation of female colleagues in future years.

### Explaining our Pay and Bonus Gaps

Our analysis suggests our pay and bonus gaps at Takeda Pharmaceuticals Intl AG Ireland Branch are driven by the relative distribution of male and female employees across the organisation. Our pay quartiles confirm an uneven distribution of male employees in the upper pay quartile, with such roles often associated with higher base pay and greater opportunities and incentives for high bonuses. On the contrary, our results demonstrate a majority of female employees within the lower middle and lower pay quartiles, with such roles often not having the same level of financial incentives.

We recognise the work required to reduce the uneven distribution of male and female employees, in particular at more senior, higher-paid roles, will take time. We are committed to addressing this issue and have provided an update of the work and organisation-wide initiatives we operate as we seek to reduce our pay and bonus gaps.

## Looking forward: Our commitment to address the gender pay gap

Nurturing and celebrating our diverse workforce equitably through a culture of continuous learning & development, inclusivity, and well-being, enabling our people to grow and achieve their fullest potential, is the foundation of our people strategy. Reporting on our gender pay gap is one measure of how we are tracking, and our Irish senior leadership team remain fully committed to making sustainable change. While we recognise that our figures may fluctuate annually, largely due to our relatively low reporting numbers, we strive to take the right steps as a values-based employer to reduce our pay and bonus gaps over time. Our latest results suggest that our approach to developing talent and ensuring our people have equitable access to career and progression opportunities is working well. Yet, there is still room for significant improvement. Some of the steps we've already taken as a business further demonstrate this and are listed below.

### Global DE&I Month

Throughout October 2024, we hosted a series of impactful DE&I learning and skill-building sessions as part of Global DE&I Month. This year's theme, "Inclusive by Design," aimed to engage employees in contributing to a more inclusive workplace.

Some of the standout virtual, hybrid and onsite sessions included:

- Empowering People Leaders
- Leveraging Your Power as a Bystander
- Psychological Safety Starts with Me
- Menopause Awareness information sessions
- On-Site Walk and Talk & Mindfulness Activities

### Networks and Allyship

We aim to continue the efforts of Global DE&I Month at Takeda through a range of networks and allyship programs, including:

- Takeda Resource Groups (TRGs). TRGs are voluntary, employee-led internal networks that unite employees with shared backgrounds and life experiences to foster an inclusive work environment. Examples of TRGs worldwide:



- The Gender Parity Network Ireland (GPNIE) and the Pride TRG are key in promoting diversity, equity, and inclusion. The GPNIE ensures equal opportunities for all genders by raising awareness and challenging biases, such as arranging events to celebrate International Women's Day and International Men's Day. The Pride TRG supports LGBTQ+ colleagues and promotes inclusivity, with initiatives like the Dublin Pride Parade, celebrating diversity and emphasising inclusion and allyship. Together, they foster a culture of respect and empowerment, ensuring every colleague feels valued and supported.
- Continued support of the membership of several national and international female networking organisations, including the Professional Women's Network and the Healthcare Businesswomen's Association.
- Provided Managers with the tools to support employees about to go on or have returned from Maternity, Paternity, and Adoptive Leave.

### Attracting, retaining, and developing female colleagues

Our data suggests that a primary driver of our gender pay gap is the gender distribution across Takeda. To address this, we have introduced a series of initiatives which aim to improve this over time, including:

- A DE&I Recruitment Toolkit, encouraging our hiring team to deliver a recruitment process and experience that supports diverse talent.
- Improved efforts in our recruitment strategy by using DataPeople software to ensure our job postings use gender-neutral language and present no bias.
- A robust and fair performance management process, with checks and balances that assess our pay and bonus decisions by gender.
- "Quality Conversations" actively encourages two-way communication between every employee and their manager to identify areas of growth and progression, as well as promote the opportunity to deliver concise feedback.
- Access to unlimited learning and development resources to support employees in their development journey.

### Flexibility

Finally, we want to further our efforts to create a flexible and inclusive working environment, recognising this is an evolving journey. Putting flexibility into practice can look different for every employee depending on their personality, what team they are in and their role. Because of this, we encourage employees to shape their own flexible work style. So, we offer:

- Flexible working arrangements through hybrid working and providing family leave to support working parents.
- Shift swaps in our manufacturing sites allow greater flexibility for our manufacturing employees.
- Gradual return to work arrangements if needed on return from longer-term leaves.

### Future Initiatives

We are committed to continuously developing talent within our organisation and ensuring equitable access to career and progression opportunities. By continuing to invest in diverse learning and development programs, such as mentorship, professional training, and leadership initiatives, we are preparing our employees for future success. Our continued focus on creating an inclusive environment will ensure that all employees have the resources and opportunities they need to thrive, fostering a culture of growth, innovation, and diversity.



## Understanding the figures

### What is the gender pay gap?

Gender pay gap is a measure of the difference, expressed as a percentage, in average earnings between all female and male employees in an organisation, accounting for applicable pay and bonuses received. It is a collective comparison regardless of specific roles.

### What is the gender bonus gap?

Gender bonus gap is a measure of the difference, expressed as a percentage, between the bonus pay of all female and male employees during the year, divided by the bonus pay of all men.

### What is the mean pay gap?

The mean pay gap is a comparison of the female and male hourly pay mean.

### What is the median pay gap?

The median pay gap is the difference in hourly pay between the middle female employee, compared to the middle male employee if you lined them up from the lowest to the highest hourly pay.

### What is the mean bonus gap?

The mean bonus gap is the difference between the average bonus pay of eligible female employees and the average bonus pay of eligible male employees, expressed as a percentage.

### What is the median bonus gap?

The median bonus gap would be the difference in bonus pay between the middle-eligible female employee, compared to the middle-eligible male employee, if you line them up from the lowest to the highest.

### What are pay quartiles, and why are they used?

The Gender Pay Gap Information Act 2021 requires all companies to publish the results of their gender distribution across their range of hourly pay rates. This is achieved by ranking employee pay rates from highest to lowest and dividing the range of pay into four equally sized groups that cover all employees. These groups are referred to as pay quartiles.

### What do gender pay gap calculations include?

The gender pay gap calculations are based upon the hourly equivalent of any pay received by employees during the reporting year from 1 July 2023 to 30 June 2024, inclusive of base pay, performance-related bonuses and other cash allowances. These payments are added up and then divided by the total number of hours worked during the reporting year for each employee to determine their hourly rate of pay.

### What do gender bonus gap calculations include?

The gender bonus gap calculations are based on what the employees were paid in bonus in the 12 months from 1 July 2023 to 30 June 2024. This total is inclusive of any monetary award, such as cash bonuses, vouchers or shares with the company, commission, profit sharing or referral bonus.

***“Takeda strives to have a workplace as diverse as the patients we serve. We are committed to embracing differences, exploring possibilities and developing our employees. Our success depends on fostering an inclusive environment where all employees are welcomed, empowered and inspired to use their unique voices and talents. This is how we will find innovative approaches to serve our patients, customers and communities. This is how we will reach our highest potential together.”***

**Christophe Weber, CEO Takeda**