

## Diversity, Equity & Inclusion at Takeda

### Our 2025 Ireland Gender Pay Gap Report

November 2025



At Takeda, we strive to build a workforce as diverse as the patients we serve. We are committed to embracing differences, unlocking potential, and supporting the growth of our people. In January 2025, Takeda was recognised globally as a Top Employer – a testament to our efforts to foster collaboration and innovation among people of all backgrounds.

Guided by our values – Integrity, Fairness, Honesty, and Perseverance – and by prioritising our philosophy – Patient-Trust-Reputation-Business – Takeda ensures that every action reflects its core principles. Our people are the cornerstone to Takeda's success. Creating an inclusive environment where everyone – regardless of gender, gender identity, age, nationality, race, religion, belief, disability, sexual orientation, or lifestyle – feel welcomed, empowered, and inspired is essential to our vision for sustainable growth.

Takeda's cultural vision centres on providing each colleague with the opportunity to thrive and grow based on merit, potential, and aspiration. This commitment to fairness, equal opportunities and professional development is crucial in fostering an innovative environment that serves patients, customers, and communicates effectively.

Takeda's holistic approach of integrating business success with ethical practices and a patient-first mindset, sets a strong example of how diversity, equity, inclusion and integrity can better shape a workplace. By emphasising the importance of individual voices and talent, we continue to contribute meaningfully to the pharmaceutical industry's advancements.

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

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

**The gender pay gap report provides an opportunity for us to reflect on our progress towards our cultural ambition – particularly our ability to attract, retain and develop talent at all levels within Takeda.**

### Reporting on our gender pay gap

In 2021, the Irish government introduced the Gender Pay Gap Information Act 2021 (the Act). The Act aims to highlight the progression of women in the workforce into more senior, better paid roles and holds employers accountable for the progression of their female employees.

From 2025, the Act requires employers with **50** 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 on an annual basis. This does not impact the entities which Takeda reported on last year – Takeda Ireland Limited, and Takeda Pharmaceuticals Intl AG Ireland Branch.

**However, for the first time, we are publishing our gender pay gap results for the whole of Takeda Ireland. This ensures that all employees are included in our results, even if they belong to a legal entity which may not reach the thresholds required for disclosure.**

For Takeda Ireland, and each entity above, you will find six statistics in the year from 1 July 2024 to 30 June 2025:

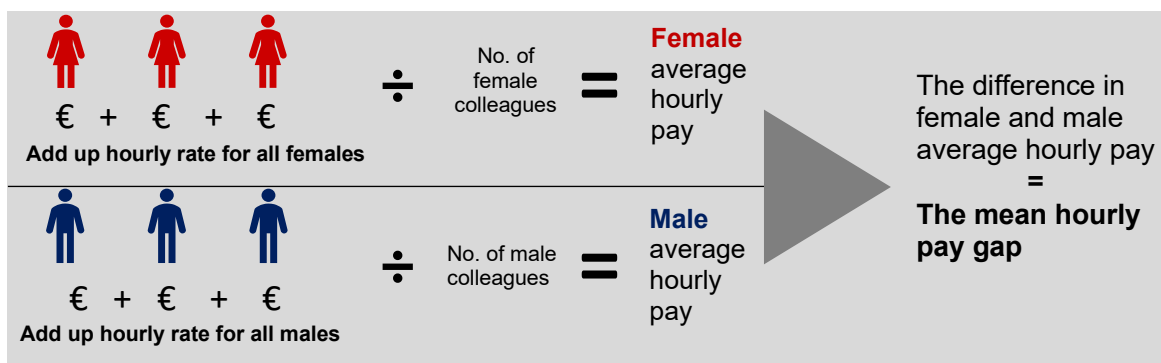
1. The hourly pay of all full-time employees
2. The hourly pay of all part-time employees
3. The hourly pay of all temporary employees
4. The bonus pay for all employees
5. The percentage of men and women in receipt of bonus pay
6. The percentage of men and women in receipt of benefits in kind

We must also report on the percentage of male and female employees in each pay quartile.

## Measuring Gender Pay

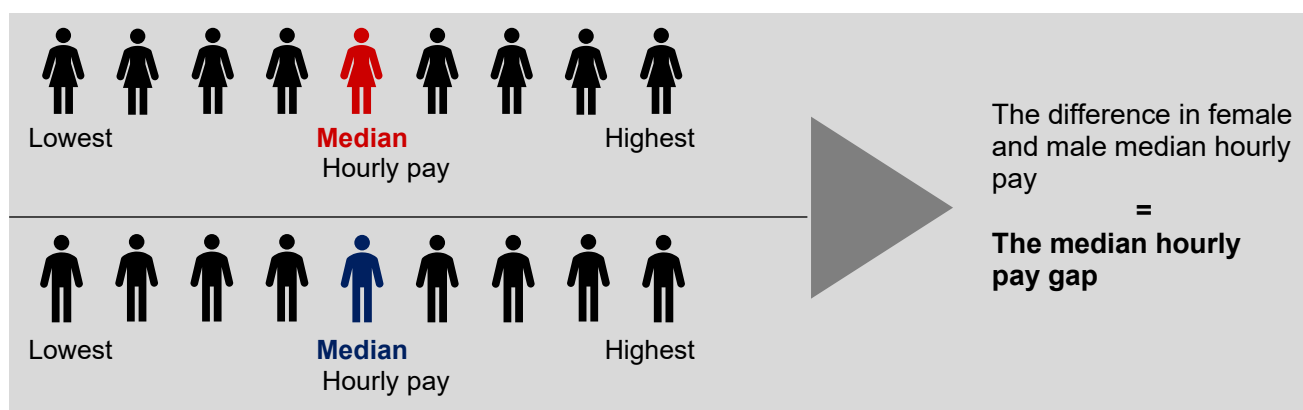
### What is the mean pay gap?

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 that are 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 range of pay 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 2025 Ireland Gender Pay Gap Results

The information displayed below represents a snapshot of our pay gap and bonus gap data for the whole of Takeda Ireland. This is the first time that we are presenting this analysis and therefore there is no comparison to reporting from previous years. Over the following pages, we have also shared the statistics for the two legal entities we are required to report on – Takeda Ireland Limited and Takeda Pharmaceuticals Intl AG Ireland Branch – as of 30 June 2025.

### Takeda Ireland

#### Gender Pay Gap

	2025	
	MEAN	MEDIAN
Pay Gap – All employees	-7.8%	-5.9%
Pay Gap – Part-time employees	-26.5%	-21.5%
Pay Gap – Temporary employees	-2.8%	-4.1%

The pay gaps above are in favour of female employees and, in most instances, the gaps can be attributed to the relative distribution of men and women at different levels of seniority in the company. While there are more men than women overall at Takeda, there is a more even split between men and women in higher paying roles.

In contrast, the national average mean gender pay gap in Ireland in 2024 was 11.2% in favour of men<sup>1</sup>. This highlights how Takeda Ireland's results differ significantly from the broader market. It's still important to remember that this figure can fluctuate over time as the workforce changes as employees leave the business.

<sup>1</sup> Sourced from: <https://www.pwc.ie/media-centre/press-releases/2024/gender-pay-gap-report-2024.html>

#### Gender Bonus Gap

	2025	
	MEAN	MEDIAN
Bonus Gap	-15.9%	-17.6%

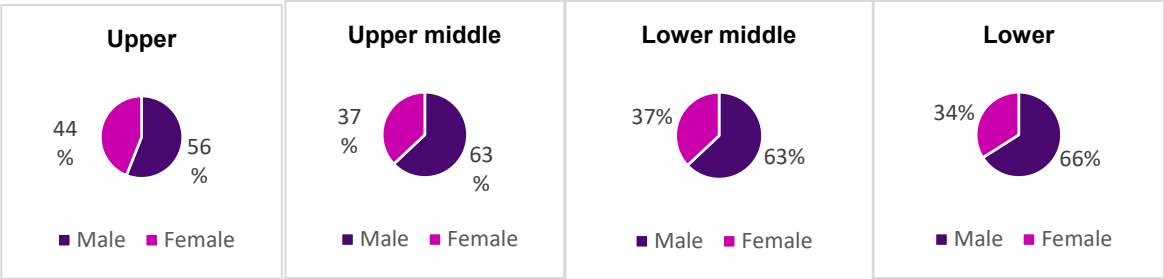
For the same reason above, our bonus gaps are also in favour of women. It does not mean that women receive higher bonuses in the same role. Bonuses at Takeda are determined by objective factors such as individual and company performance.

	2025	
	MEN	WOMEN
% of employees receiving bonus	98.7%	97.5%
% of employees in receipt of benefits in kind	88.7%	89.7%

Almost all employees last year – regardless of gender – received a bonus and benefits in kind.

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. 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 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.

As you can see – although there are less female than male employees at every pay quartile, proportionally the difference is smaller at the upper pay quartile when compared to others. This is a contributing factor towards our overall pay gap in favour of women.

## Takeda Ireland Limited

### Gender Pay Gap

	2023		2024		2025	
	MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
Pay Gap – All employees	6.8%	6.3%	0.5%	-0.9%	3.2%	0.9%
Pay Gap – Part-time employees*	-	-	-	-	-	-
Pay Gap – Temporary employees	-2.2%	-1.2%	-9.0%	-4.1%	-6.7%	-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.

The pay gap for all employees in our Takeda Ireland Limited entity has increased incrementally since last year. However, it remains below 2022 and 2023 levels as well as the national average across all Irish companies. As referenced in previous reports, 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 maintaining low/minimal pay gaps through the actions detailed later in this report.

### Gender Bonus Gap

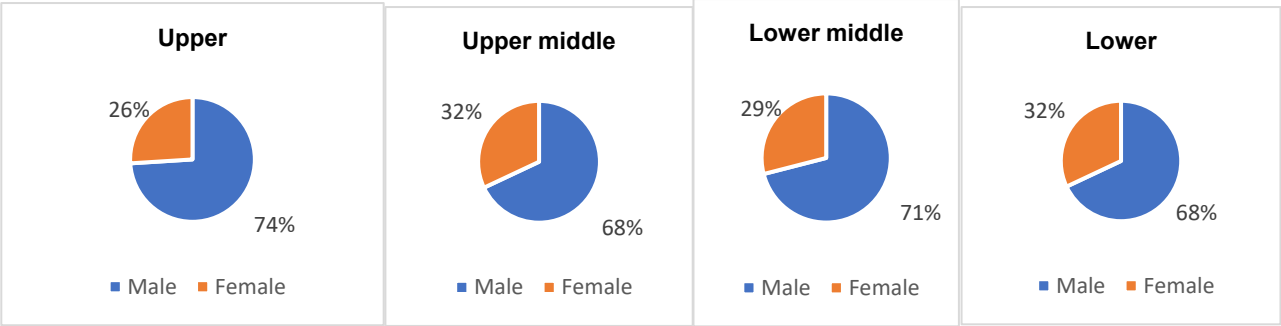
	2023		2024		2025	
	MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
Bonus Gap	9.3%	-6.1%	-0.9%	-15.1%	-6.1%	-32.7%

	2023		2024		2025	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
% of employees receiving bonus	94.5%	93.3%	99.1%	99.5%	98.3%	97.4%
% of employees in receipt of benefits in kind	79.7%	77.5%	86.2%	86.5%	87.0%	90.3%

The percentage of men and women in receipt of a bonus this year has slightly reduced compared to last year. While a slightly higher percentage of men received a bonus compared to women, the overall bonus gap for Takeda Ireland Limited was in favour of women. This is due to individual bonus payouts of a relatively small number of colleagues. Benefits in kind are accessible to all employees, and the variation in uptake of men compared to women is reflective of individual choice of the offerings, such as healthcare.

### 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.

## Takeda Pharmaceuticals Intl AG Ireland Branch

### Gender Pay Gap

	2024		2025	
	MEAN	MEDIAN	MEAN	MEDIAN
Pay Gap – All employees	19.2%	19.5%	18.8%	24.7%
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.

Our pay gaps for Takeda Pharmaceuticals AG Ireland Branch remain high. This can broadly be attributed to the higher proportion of female employees in our lower pay quartiles.

### Gender Bonus Gap

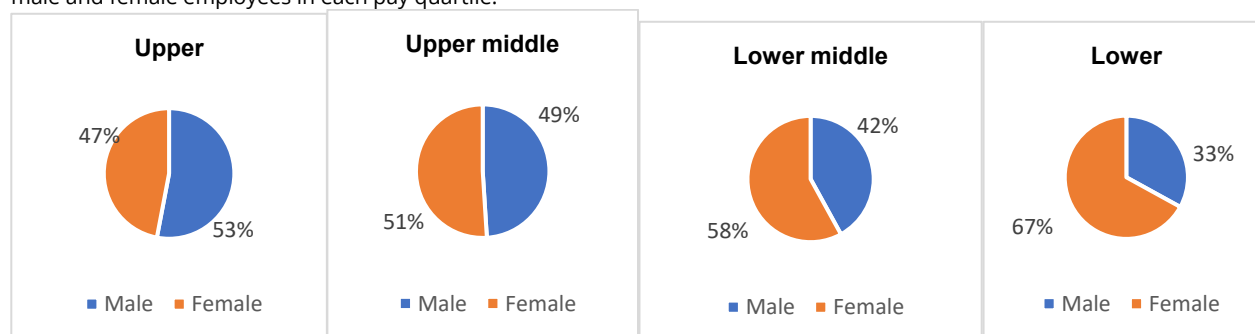
	2024		2025	
	MEAN	MEDIAN	MEAN	MEDIAN
Bonus Gap	28.9%	17.1%	33.6%	50.2%

	2024		2025	
	MEN	WOMEN	MEN	WOMEN
% of employees receiving bonus	98.9%	99.0%	100%	97%
% of employees in receipt of benefits in kind	93.7%	91.3%	95%	88%

Whilst the bonus eligibility is broadly consistent across men (100%) and women (97%), the mean bonus gap of 33.6% in favour of men is reflective of the higher proportion of female employees in our lower pay quartiles as bonuses are determined by the role level.

### 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.



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



**Read on for details of our ongoing commitment to DE&I. We continue to implement a series of initiatives to ensure the successful progression of female employees in the workplace, both over the short and long term.**



## 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 wellbeing, 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 for how we are tracking, and our Irish senior leadership team remain fully committed to making sustainable change. Whilst we recognise that our figures may fluctuate on an annual basis, 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 set of

### Global DE&I Month



Through October 2025, we provided some great DE&I learning and skill-building sessions as part of Global DE&I month. This year's theme was "Inclusion in Action".

Examples of sessions provided during Global DE&I Month are:

- How Inclusive Leaders Ensure Workplace Well-being
- Voices of Inclusion podcast series

### 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)** – voluntary, employee-led internal networks that bring together employees with shared backgrounds and life experiences to foster an inclusive work environment. Examples of TRGs around the world include Enables, Gender Parity Network and Take Pride.



- **National and international female networking organisations** – supported membership of networking organisations including the Professional Women's Network and the Healthcare Businesswomen's Association.
- **Alignment with the United Nations' Sustainable Development Goals of Gender Equality and Decent Work and Economic Growth** – with a pledge to increase gender equality across the world on International Women's Day.
- **Development of a Manager's Guide** – to support employees who are about to go on, or have returned from, Maternity, Paternity, and Adoptive Leave.
- **The relaunch of the Gender Parity Network in Ireland** – with an updated charter, roadmap and Steering Committee.

results suggests 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, as listed below.

### Attracting, retaining, and developing female colleagues

Our data suggests 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 qualified 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"**, which 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 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**, as well as providing family leave to support working parents.
- **Shift swaps in our manufacturing sites** which allow greater flexibility for our manufacturing employees.
- **Gradual return to work arrangements** if needed on return from longer-term leaves.

## 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 is the difference in bonus pay between the middle eligible female employee, compared to the middle eligible male employee if you lined 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 2024 to 30 June 2025, 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 2024 to 30 June 2025. 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**