



# **SUSTAINABILITY REPORT**

APRIL 2020 TO MARCH 2021



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## INTRODUCTION



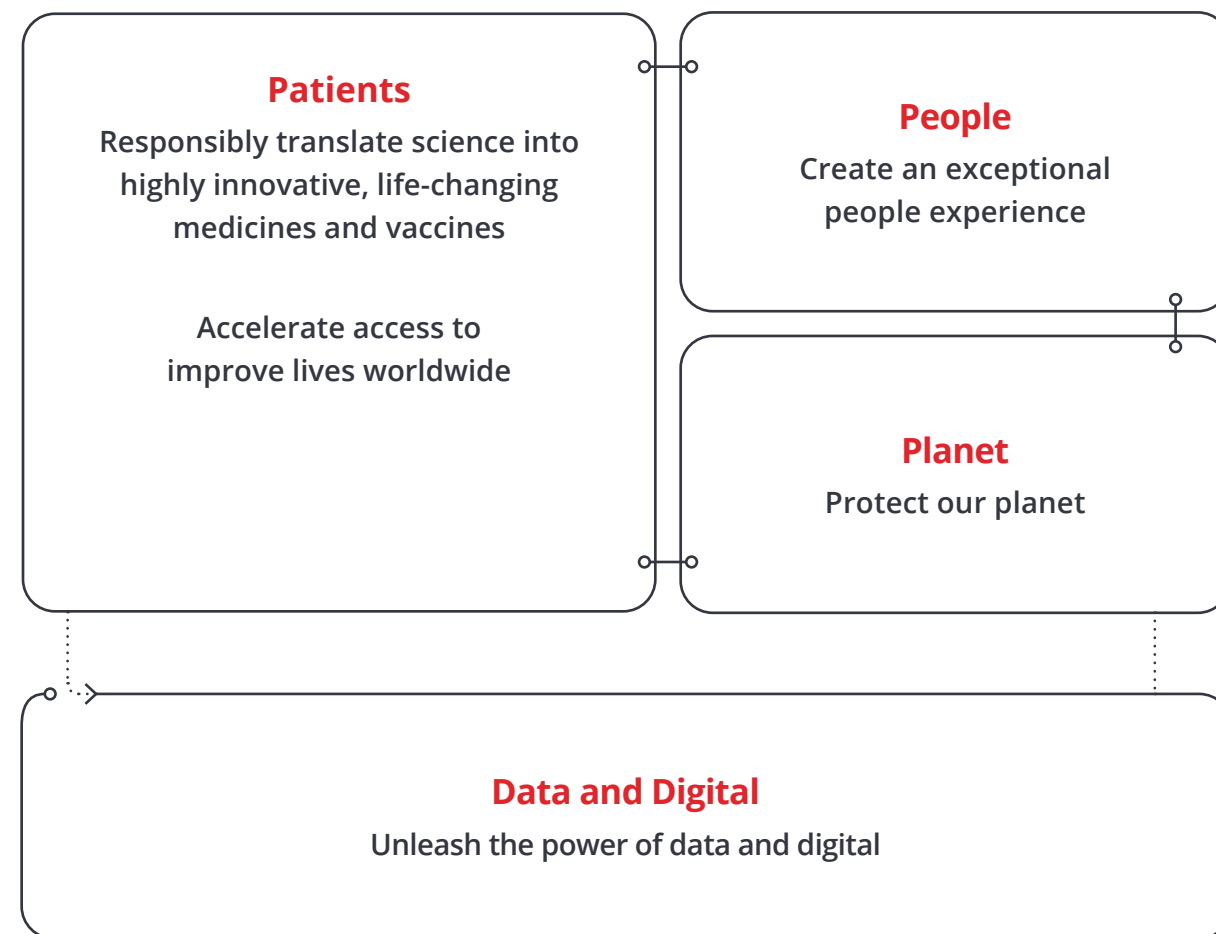
# About the Report

GRI 102-50 | 102-54

**We are proud to present our stakeholders with the Takeda Brazil Sustainability Report!**

In this report, we share the Company's initiatives, events, achievements and results over the last fiscal year from April 1, 2020 to March 31, 2021.

This report reaffirms our commitment to a transparent governance model, focused on Takedaism's values of Integrity, Fairness, Honesty and Perseverance. It was developed in line with the imperatives that guide our actions and help us achieve our vision and purpose:



FISCAL YEAR  
**APR 20 – MAR 21**



## Reading Tools

### GLOBAL REPORTING INITIATIVE (GRI)

Throughout the text, you will find GRI XXX-X, markers, which point to the sections referring to each indicator.

At the end of the document, on page 106, you can consult a full index, with all the details of the indicators presented in the Report.



Learn more at:  
[globalreporting.org](https://globalreporting.org)

### TAKEDA'S PRIORITIES

You can also scroll through the Report using the icons below that represent our four priorities:



Patient



Trust



Reputation



Business

To see the content related to each of these pillars, please see at the Priorities Map on page 105.



## Materiality

GRI 102-42 | 102-43 | 102-44 | 102-46 | 102-47

In an effort to identify possible changes and update our performance, in line with Takeda Global, we have revisited our materiality study and consolidated the most relevant (material) themes for Takeda Brazil that could generate risks or opportunities for performance in the coming years.

The methodology used by the organization included the identification of Takeda's main stakeholders, consultation of market frameworks and, subsequently, prioritization of themes by the main identified groups.

As a result, the themes were categorized by their level of criticality and divided into three categories: **patient, people, and planet**. Our report also includes fundamental **management** themes.

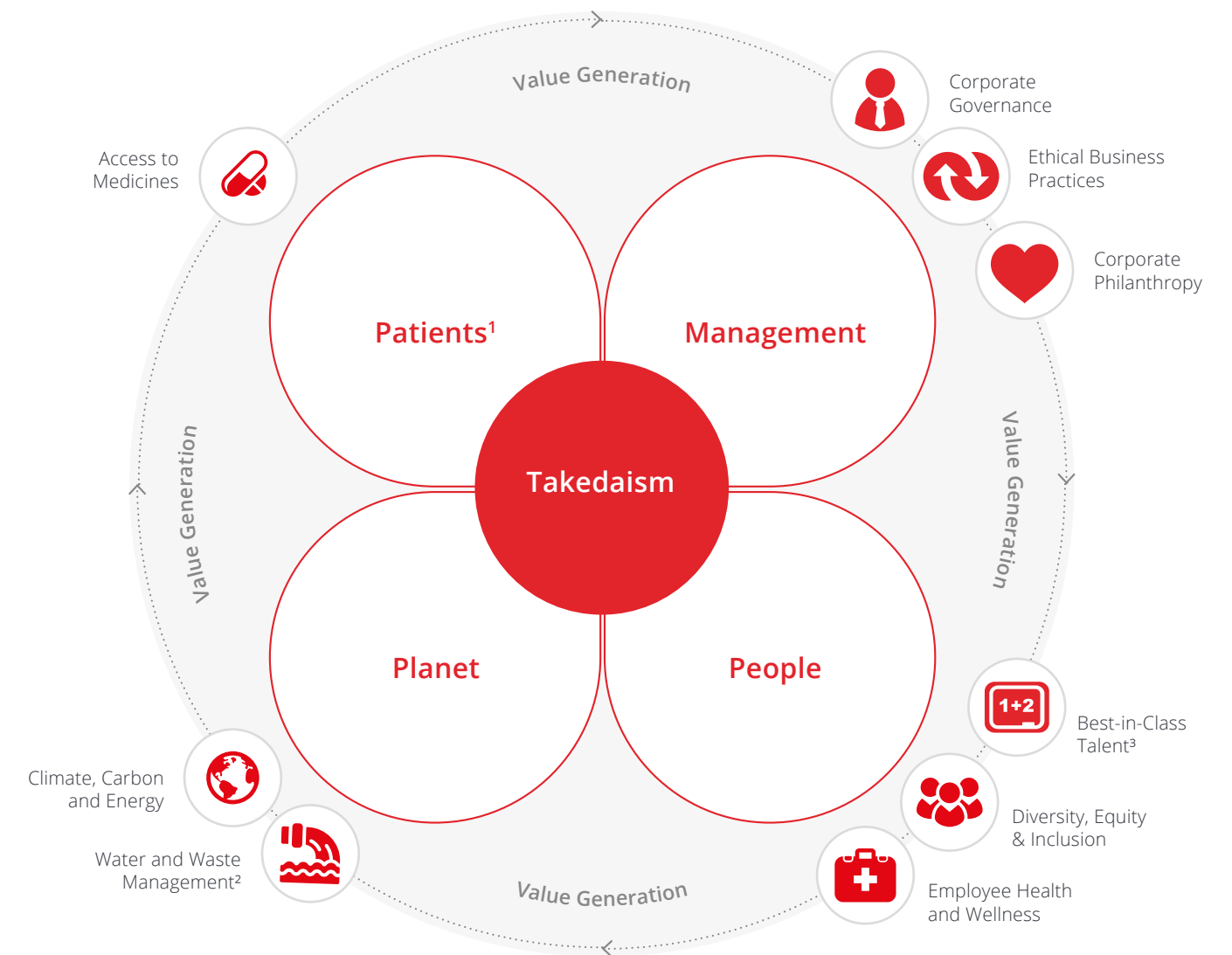
We identified nine material themes that guide our sustainability strategy to enhance the generation of value for stakeholders over the coming years, as well as to guide our reporting of indicators in this report. Learn more below.

### Takeda Global Materiality

To access the full materiality study, as well as a list of stakeholders engaged by our organization, see the FY 2020 Sustainability Report at:

<https://bit.ly/3mDA2SZ>

## Takeda Brazil Material Themes



<sup>1</sup> The material theme "R&D to address unmet medical needs" is managed in a unified manner throughout the entire Organization. Therefore, it emanates from the global headquarters and is shared among all companies in the group, including Takeda Brazil.

<sup>2</sup> The topic "Water and Waste Management" falls in the second quadrant of relevance for the global headquarters, but was incorporated into Takeda Brazil's matrix given its local relevance in manufacturing operations in the country.

<sup>3</sup> The term "Best-in-Class" refers to the innovative capacity and agility of our team of employees, which allow us to achieve our goals.



## Stakeholders

GRI 102-21 | 102-40

Our relationship with stakeholders is an ongoing concern, because we believe that participation is essential to expanding our value creation and, consequently, to achieving our priorities. Learn more about our stakeholders:




## Sustainable Development Goals (SDGs)

Guided by global changes and the needs of people and the environment, we have aligned our actions to achieve the 17 Sustainable Development Goals (SDGs), that are part of the United Nations (UN) initiative. Throughout the Report, we use icons to flag the SDGs that are most important to Takeda Brazil, in accordance with Takeda Global's strategy.

Learn more about our three approaches and the SDGs promoted through our Corporate Social Responsibility projects:



### APPROACH TO WORK

In an effort to achieve our vision of helping patients around the world, we encourage diversity as one of the pillars for building a unique culture. Our work on this front is based on the SDGs: 

➤ Learn more about our global strategy: <https://bit.ly/3r7fqEO>

### APPROACH TO THE ENVIRONMENT

Our progress in the areas of Environment, Health and Safety (EHS), in the medium to long term aims to fulfill our responsibilities as a global company. Our performance on this front is based on the following SDGs:



➤ Learn more about our global strategy: <https://bit.ly/3ehZ5rz>

### APPROACH TO ANTI-CORRUPTION

We have established global anti-corruption policies that ensure compliance by our operations.

Our actions on this front are based on the SDGs: 

➤ Learn more about our global strategy: <https://bit.ly/3xEJ4Ux>

### CORPORATE SOCIAL RESPONSIBILITY







# Message from the President



GRI 102-14

We have closed another cycle of learning and achievements at Takeda Brazil. Fiscal year 2020 was marked by resilience in the face of great challenges. We furthered our sense of belonging to a single team and worked in line with the company's priorities, focused on patients, people and the planet.

The publication of Takeda Brazil's third Sustainability Report also reaffirms its commitment to best international corporate sustainability practices. For the second year in a row, we have adopted Global Reporting Initiative (GRI) guidelines for this document, which details our performance based on the values of Integrity, Fairness, Honesty and Perseverance.

Due to the spread of COVID-19 in Brazil, we have made several adaptations. We implemented a crisis committee which held constant meetings to discuss the theme and led to the implementation of security protocols and a business continuity plan.

As a result, we did not suffer any operational downtime or product shortages in the year. In this new context, we developed several measures to bolster employees' the quality of life and well-being in remote work.

The Corporate Social Responsibility (CSR) area also played a key role in helping the people impacted by the pandemic. All told, we donated more than 14 thousand staple food baskets and supported 30 social projects through private social investment and incentive laws, positively impacting more than 297 thousand people directly and 308 thousand people indirectly.

In 2020, we continued to invest in research and innovation and in health access policies, while at the same time strengthening our relationships with health professionals, even if remotely. We tested new forms of communication in the virtual environment, which received great feedback.

We believe that it is our people that set us apart and we understand that without each and every one of our 1,136 employees, none of these achievements would have been possible.

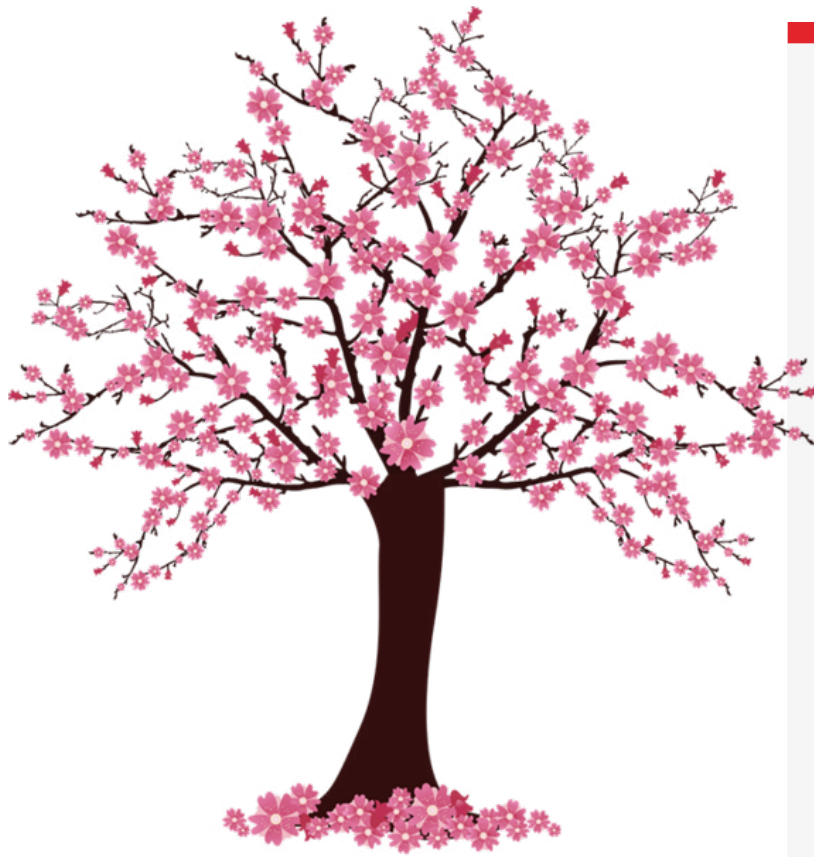
Finally, we would like to express our immense gratitude to everyone who has contributed to our history. To our employees, suppliers, communities, health professionals, and all other partners: thank you very much. We will continue working to transform people's lives and pursuing sustainable operational excellence over the years.

**Renata Campos**  
President, Takeda Brazil



# Corporate Philosophy

GRI 102-1 | 102-2 | 102-3 | 102-4 | 102-6 | 102-7 | 102-16



## Japanese Cherry Blossom Tree

The Japanese cherry blossom tree represents Takeda's proud history and heritage. Takeda was founded more than two centuries ago in 1781, and our success today as a values-based and R&D-driven global biopharmaceutical leader is rooted in this strong foundation. Over time, the cherry blossom tree has continued to prosper with the roots deeply established, which is a sign of Takeda's solid past and continuing future.

We are Takeda, a top ten global biopharmaceutical company that has been operating for 240 years with a focus on patients. We are proud to impact lives in the more than 80 countries where we operate, while responsibly translating science into highly innovative, life-changing medicine and vaccines.

We operate globally in four geographic locations: Japan – where our headquarters are located –, the United States, Europe & Canada (EUCAN) and Growth & Emerging Markets (GEM).

Our values guide our actions to promote better health for people and a brighter future for the world through leadership in medical innovation.

FISCAL YEAR  
APR 20 – MAR 21



## Vision

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



## Purpose

Better health for people and a brighter future for the world



## Values

We are guided by our values of Takeda-ism which incorporate Integrity, Fairness, Honesty, and Perseverance, with Integrity at the core. They are brought to life through actions based on Patient-Trust-Reputation-Business, in that order



### 1. Putting the patient first



### 2. Building trust with society



### 3. Reinforcing our reputation



### 4. Developing a sustainable business



Imperatives

PATIENT

**Responsibly translate science into highly innovative, life-changing medicines and vaccines**

We focus on diseases with the highest unmet needs, to bring medicines and vaccines of the highest quality to patients, as soon as possible.

**Accelerate access to improve lives worldwide**

We partner with diverse stakeholders to support the sustainability of healthcare systems.

PEOPLE

**Create an exceptional people experience**

We aim to create a diverse and inclusive organization where people can thrive, grow and realize their own potential, while enabling Takeda's purpose.

PLANET

**Protect our planet**

We will harness our unique capabilities to deliver a high standard of environmental leadership that protects our planet's natural systems and human health.

DATA AND DIGITAL


**Unleash the power of data and digital**

We strive to transform Takeda into the most trusted, data-driven, outcomes-based biopharmaceutical company.



To achieve our purpose of creating better health for people and a brighter future for the world, we seek to lead in drug innovation on three fronts: **Research and Development (R&D), products and patient services.**

We have a robust and diverse product portfolio in the following Therapeutic Areas: **Oncology, Rare Diseases, Neurosciences, Gastroenterology, Plasma-Derived Therapies and Vaccines.**



To learn more about Takeda's history, please visit:

<https://bit.ly/37eA1Ox>

# Our History

1781 - 2021  
(240 YEARS)

**1781**

## CHOBEI TAKEDA

sets up his business and begins selling traditional Japanese and Chinese medicine in Doshomachi, Osaka. The beginning of today's Takeda.

**1895**

## INITIAL PRODUCTION OF MEDICINE,

after purchasing a factory in Osaka, Japan.

**1933**

Takeda Medicinal Plant Conservation Garden opens in Kyoto, Japan.

**1940**

The Nori principles - the basis of Takedaism - are established, proof of the conviction that people are the basis of the Organization's success.

**1960**

## THE SHOSHISHA FOUNDATION IS CREATED

to support talented, deserving students who lack financial means to pursue their studies.

**2008**

**ACQUISITION OF MILLENNIUM PHARMACEUTICALS,** promotes innovation in Oncology.

**2016**

Global Launch of Takeda Vision 2025.

**2015**

**TAKEDA, KYOTO UNIVERSITY AND CIRA** (Center for iPS Cell Research and Application) join forces to form T-CiRA and advance the future of regenerative medicine.

**2018**

Global acquisition of Shire Pharmaceuticals; Takeda's listed on New York Stock Exchange.

**2019**

Shire integration.

**2021**

Portfolio divestment of prescription free (OTC) medicines and other non-core assets.

## TO BUSINESS



## TO SOCIETY

**1871**

Takeda becomes the first Japanese company to import western medicine.

**1915**

Implementation of Research & Development activities and creation of new pharmaceutical products.

**1963**

**THE TAKEDA SCIENCE FOUNDATION IS ESTABLISHED** to encourage promising research and science technologies in relevant fields.

**2009**

**TAKEDA JOINS THE UNITED NATIONS GLOBAL COMPACT** and strengthens CSR activities.

**2011**

**TAKEDA JOINS THE LEAD PROGRAM TO IMPLEMENT AND SPREAD THE 10 GLOBAL COMPACT PRINCIPLES** for human rights, labor standards, anti-corruption and the environment.



# Innovative Portfolio

Research & Development (R&D) is a key pillar for Takeda. We responsibly translate science into highly innovative, life-changing medicine and vaccines, investing approximately \$4.5 billion per year in R&D, equal to about 14.3% of global revenue.

Our actions are designed to put patients at the heart of everything we do. That is why we constantly specializing to launch innovative products in key therapeutic areas. Our diverse pipeline is designed to deliver value on two different fronts: **proprietary technology** and **external partnerships**, resulting in a constant stream of new therapies for current and future generations.

Finally, we operate through Patient Support Programs, with initiatives divided into diagnostic support and treatment support pillars. Learn more about our Access to Health on [page 53](#).

# Highlights and Presence in Brazil

GRI 102-4 | 102-7

Brazil is among Takeda Global's main operations. We are a Growth & Emerging Markets (GEM) business unit reporting directly to the Organization, based in Singapore.

We are focused on four main therapeutic areas: Oncology, Gastroenterology, Neurosciences and Rare Diseases as well as investments in Plasma-Derived Therapies and Vaccines.



Learn more about Takeda Brazil and our history on our website: <https://bit.ly/3sh7FL0>

We are

**1,136 employees,**  
divided into<sup>1</sup>:



**Plant**  
in Jaguariuna (SP);



**2 warehouses**  
Itapevi (SP) and Itajai (SC);



**1 administrative office**  
in Sao Paulo (SP);



**Field team**  
spread all over Brazil.

<sup>1</sup> Activities at the Quality Control Laboratory in Sao Paulo (SP) were terminated in July 2020.



## Parque da Cidade Office Consolidation Project



In FY 2020, we finalized our project to integrate Takeda Brazil's new office. The Parque da Cidade building complex, where the office is located, is **LEED for Neighborhood Development (LEED) certified at the "Silver" level**. Moreover, the Jequitibá Tower, where Takeda occupies three floors, is LEED Gold certified, which ensures that construction was designed to reduce environmental impacts, in line with the goals of our sustainable environmental management. Learn more on [page 91](#).

The office was also designed to offer comfort, encourage healthy eating habits, and improve the well-being and health of our employees. As a result, we were awarded the highest level of **Fitwel** certification, developed by the Center for Disease Control and Prevention (CDC) and the General Services Administration (GSA), which recognizes buildings with the potential to promote and support improvements in the health and well-being of populations.

**"We are very proud to be the first company in Brazil to receive this recognition in the top category. We are sure that this fantastic space will be an ally and further inspiration to achieve our purpose of fostering better health for people and a brighter future for the world."**

**Joni Jorge, Chief Financial Officer**



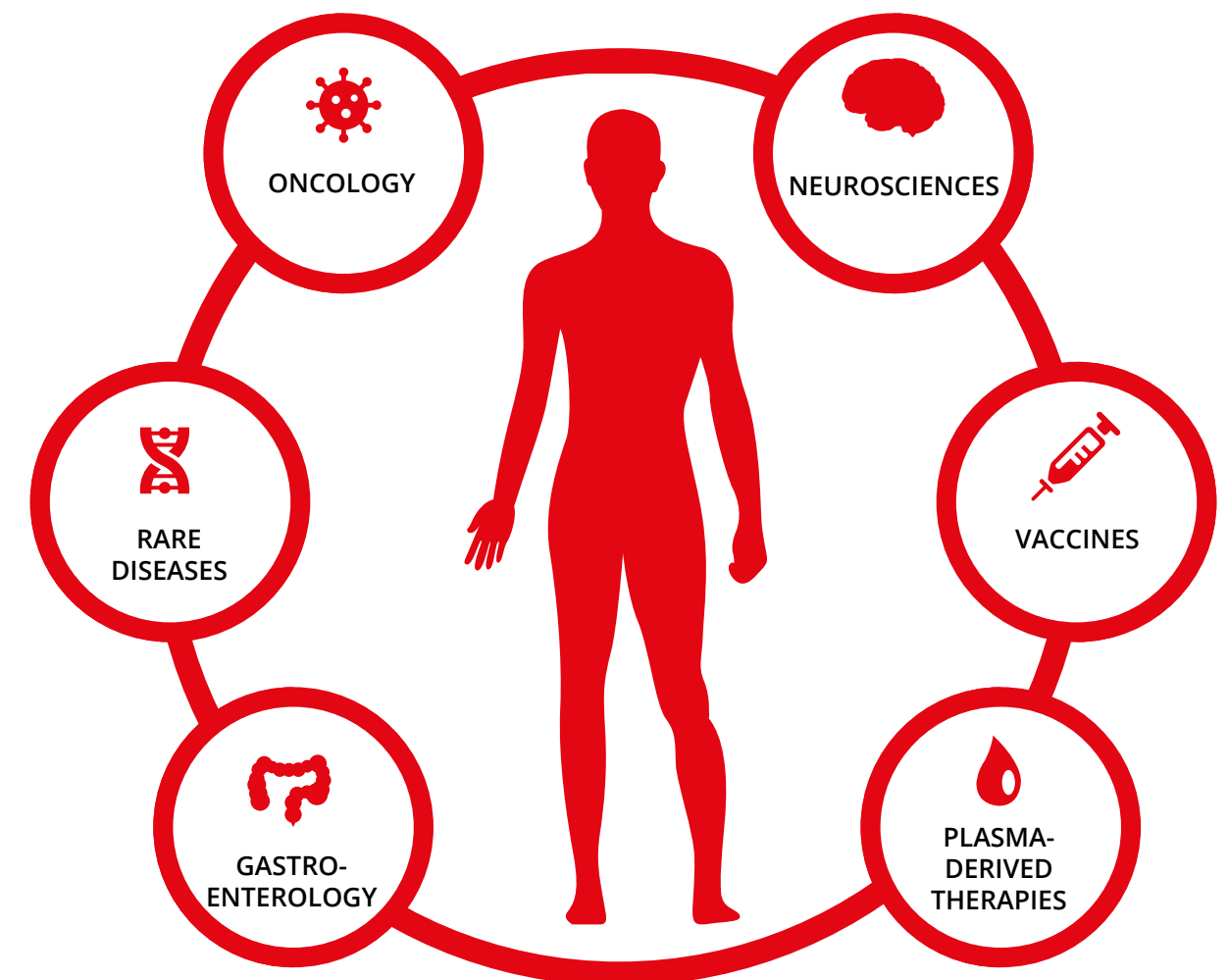
## Promoting Health

In FY 2020, Takeda launched **three new products on the market** – some of them fully digital to reflect flexibility and rapid adaptation to the pandemic scenario.

These efforts have increased our ever more specialized portfolio, thereby enabling increasingly innovative treatments for the Brazilian population.

Over the next three years, we will launch 15 new product, new indications or new presentations, six of which – among new products, new indications or new presentations – should take place before the end of fiscal year 2021, benefiting patients affected by gastric, rare and neuropsychiatric diseases; areas that offer a range of unmet medical needs.

### Increasingly specialized launches in therapeutic areas:



# HIGHLIGHTS in the Year

We made great strides in 2020, learning and adapting throughout the year. We highlight achievements below:

## PATIENTS

**3,097**  
people benefited  
by Patient Support Programs (PSP)

Support for

**43** patient  
organization  
projects  
through 20 associations

**401**  
participants  
in the 4<sup>th</sup> Journey for Health  
– A BluePrint for Success;

**1,390**  
events held  
through the Continuing Medical  
Education Program, impacting **more  
than 60 thousand** professionals.

## PEOPLE

More than

**14 thousand**  
food staple baskets  
donated;

More than

**297 thousand**  
people impacted directly and  
**308 thousand** people impacted indirectly  
by **30** social projects;

Over

**200**  
employees  
participating in the Volunteer Program,  
directly impacting nearly four thousand  
people and donating 1,544 items donated;

**Women represent**  
**51.7%** of the employees.

They hold **45.5%** of the leadership  
positions and **36.8%** of the Brazilian  
Leadership Team (BLT);

## PLANET

The new office, located in Parque  
da Cidade, is **LEED certified at  
the Neighborhood Development  
(LEED) Silver level.**

We are considered

**a Great Place to  
Work (GPTW),**  
in our employees' opinion;

Diversity Program based  
on five action fronts:

**LGBTI+, Racial,  
Generations,  
People with  
Disabilities (PcD)  
and Gender;**

Signature of the

**Generations  
and Future of  
Work Forum's**

four public commitments  
to Internal Diversity,  
Equity and Inclusion.

**98%**

of employees at the Jaguariuna  
plant received environmental  
training in three KPIs: Energy, Water  
and Waste;

**100%**

of energy purchased came from  
renewable sources;

**100%**

of organic waste is now treated  
internally;

Startup of the **Zero Effluent** project  
by the end of fiscal year 2021 at the  
Jaguariuna plant;

Acquisition of a **Green Platform**, to  
manage waste disposal until its final  
destination;

The **Zero Landfill** project ended the  
company's use of landfills for waste  
disposal;

Implementation of **Zero Carbon** for  
Scope 2 emissions;



# Actions to Combat COVID-19

GRI 103-2 | 203-1 | 203-2 | 413-1

Fiscal year 2020 saw the continued deterioration of the COVID-19 pandemic around the world. To achieve our goal of promoting better health for people and a brighter future for the world in the midst of the pandemic, we acted quickly to make our business increasingly sustainable in terms of its Environmental, Social and Governance (ESG) aspects.

First and foremost, we took care of the health and safety of our employees. Through the Business Continuity Plan (BCP) Group, we activated a Local Crisis Management Committee – COVID-19, that met daily at first, and later weekly, to implement the most adequate measures to care for the health of our employees and prevent the spread of the illness.

We adopted mandatory remote work, encouraged meditation and mindfulness sessions, and reinvented our operations to enhance our positive impact during the period.

For more details, see the boxes to the side:

## Governance

Activation of a Local Crisis Management Committee – COVID-19 that met weekly to ensure greater safety in managing our response to the illness.

We used internal communication to send out:

- 51 notices from the COVID-19 Committee;
- 1 orientation manual;
- 10 articles in the myTakeda News internal newsletter about Takeda's global and local efforts;
- 2 surveys to assess how informed the internal public was feeling about the topic and the actions taken by Takeda;
- Training led by the medical area with information on COVID-19 and basic prevention measures;
- Q&A sessions managed by the medical area.

## Social

We cared for people's health through several channels:

- We adapted our plant to produce 70% alcohol sanitizer gel, which was donated to employees and the Department of Health of the city of Jaguariuna. Read more on [page 47](#);
- We donated more than 14 thousand staple food baskets to the population of Jaguariuna;
- We donated more than 15 thousand pieces of personal protection equipment (PPEs) to health professionals;
- We implemented several programs to care for employees' mental health, further fostering partnership and a sense of belonging. Read more on [page 86](#).

## Environmental

- As a result of the eco-efficiency projects implemented at our plant, we did not record any stoppage of operations. Learn more on [page 91](#).





# Ethical Conduct

GRI 102-16 | 102-17 | 102-26  
| 103-1 | 103-2 | 103-3

Encouraged SDG:



Our actions are guided by our Corporate Philosophy, Takedaism, and our Global Code of Conduct, because we believe that ethical conduct goes beyond mere compliance with laws and regulations.

## Takedaism

Integrity	Fairness	Honesty	Perseverance
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02.

# GOVERNANCE AND CORPORATE RESPONSIBILITY



Our values of Takedaism are embodied in actions focused on the Patient, Trust, Reputation and Business, in that order. Together, these values represent who we are and how we act, helping us make decisions we can be proud of today and in the future.

We are a signatory of the Ethos Institute, participating in its Integrity Working Group.

In fiscal year 2020 we were faced with a new challenge: keeping our employees close, engaged, and aligned with our culture, while working 100% remotely.

We believe that all employees' participation in the Ethics & Compliance theme is critical to maintaining our reputation and culture, which goes beyond mere compliance with current regulations. Therefore, we quickly adapted our actions, carrying out awareness campaigns and mandatory online training for all employees as described on the following pages.

## Code of Conduct

Based on the values of Takedaism, Takeda's Global Code of Conduct defines the behaviors and values that we expect from our employees in their daily activities and in the future, in accordance with the Organization's high standards for ethics and integrity

Available in two versions – an internal, version for employees, and a version for suppliers and other external audiences – the document help us preserve the integrity that has been a part of the company's DNA for 240 years, underpinning Takedaism and our strategic priorities.

New employees are sent a copy of the Code as soon as they join. They are asked to acknowledge the Code and attest to their understanding thereof by signing a declaration of their agreement with the guidelines of our values.

During new employee integration, the Ethics & Compliance team details the Company's values, the Code of Conduct and the ethical decision-making guide. Subsequently, throughout employees' workdays, the contents of the Code are constantly addressed, through communication or mandatory training for all employees.

**The topics contained in our Code of Conduct are also addressed in monthly sessions with the presidency, called "Our Meeting", which uses our values and priorities to remind us of the importance of living them every day.**

In FY 2020, Takeda Brazil's Ethics & Compliance Ambassadors participated in the process to update Takeda Global's Code of Conduct.

In line with our corporate philosophy, updated in December 2020, priority themes will be included such as Diversity, Equity, Inclusion, Human Rights and Sustainability.

In Brazil, the theme of diversity has been part of our agenda since 2019. We are working to gain recognition as an inclusive, diverse and egalitarian company. To this end, we have five diversity committees, described in detail on [page 71](#).



**Learn more about our Code of Conduct:**  
<https://bit.ly/38DKtiZ>

## Ethics & Compliance

### Integrity Program

Our Integrity Program, also known as the Ethics & Compliance Program, is coordinated by the Company's Ethics & Compliance (E&C) area. It is entirely focused on actions to prevent and mitigate risks associated with the business, in addition to spreading ethical culture internally, and is divided into seven pillars that are all interconnected, as described to the right:

#### 1. Accountability:

leadership is responsible for cascading ethical thinking to their teams through training and open, honest conversations;

#### 2. Policies and Procedures:

developing, maintaining and updating of policies and procedures;

#### 3. Training:

offered according to each department and function;

#### 4. Communication:

internal communications to reinforce the company's ethical culture and values, informing and answering questions, as in addition to producing releases for external channels to position Takeda among its main stakeholders;

#### 5. Monitoring and Auditing:

monitoring activities in areas of risk and coordinating internal and external audits;

#### 6. Disciplinary Process:

investigations of possible breaches of the Code of Conduct and Ethics & Compliance Policies and procedures, carried out in partnership with the Global Investigations team;

#### 7. Corrective Actions:

capturing business trends to correct internal processes in search of continuous improvement.

### Recognition of E&C Management

**The E&C team won the GEM President's Award 2020, in the Trust category, for the project "Certifications, Ethics & Compliance Transformation", which refers to the analysis of the Ethics & Compliance program by external stakeholders who assess the maturity level and best practices of Compliance Programs. We were also evaluated by the Ethos Institute, achieving a score of 9.1, and, according to employees and former employees, we were certified as the most ethical company (large) on the market by Virtuous Company.**



**//** It is very gratifying to be recognized by Virtuous Company, because it is an assessment based on feedback from Takeda's employees and former employees. The most notable impression that remains is that we are on the right track in terms of consolidating and maintaining our company's ethical culture."

Aruane Andrade, Executive Director of E&C



During FY 2020, the Ethics & Compliance area acted on several fronts, described as below:

### Ethics & Compliance Week

A traditional event on our calendar, the FY 2020 Ethics & Compliance Week (E&C) was held 100% online for the first time at Takeda Brazil. This allowed us to expand the project and include field employees, spread throughout country, as well as employees at the Jaguariuna (SP) plant.

To increase engagement, an opening lecture was followed by interactive activities, such as quizzes, "Be a Compliance Officer for a Day" and an "Ask Anything" session. Finally, we held **Ethical Talks**, a talk show addressing ethical issues and dilemmas with leadership, which posted a high participation rate, reaching almost 700 employees from all over the country in a single day.

We also conducted training sessions through a **gamified platform**, which increased adherence and absorption of the knowledge about Takedaism and ethical decision making. The platform, set in 'The Garden of Our Corporate Philosophy', offered seven missions, containing a video and, an average of two games at each stage.

## The Garden of Our Corporate Philosophy







### Training and Communication

During FY 2020, we conducted 2,493 training sessions in Ethics & Compliance, all of which online. For internal communication of new procedures, updates, reminders and engagement in actions, we used e-mail, our corporate social network (Yammer), podcasts and support materials.

Access the Ethics Line at: <https://bit.ly/2W1wQ6l> or 0800 892681



### Takeda Ethics Line

GRI 102-17

Takeda's Ethics Line is our tool to formalize reports from employees and partners about behaviors that violate the principles of our Code of Conduct or our established policies and procedures. The Ethics & Compliance area is in charge of managing this channel.

Reports are anonymous and 100% confidential and can be made by phone or through the portal, 24/7. It can be accessed on Takeda's Intranet and the institutional website.

### Speak Up for Integrity and Giving Voice to Values

The Speak Up for Integrity initiative is an internal global campaign that seeks to foster dialogue between employees and their managers, not only through the Ethics Line, but also by getting coworkers from different sectors to share their experiences with topics such as ethics or any other existing concern.

We also organize and run sessions of the Giving Voice to Values workshop, which aims to empower employees to express their values.

As a result, we provide a transparent, fair, diverse, and respectful environment, where everyone feels comfortable to express their opinions, because they know that they will be heard without retaliation of any kind. Consequently, our team is more engaged, creative, and empowered within the company's values.

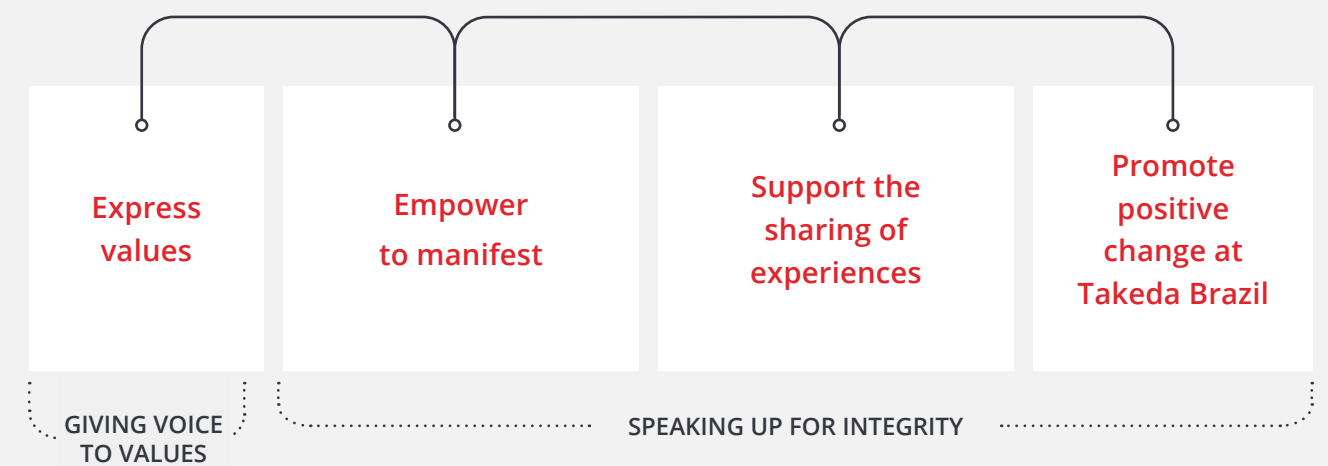
### SMART Project

A global Ethics & Compliance project, SMART aims to monitor activities that are considered risky for the Organization, through data analysis and science, based on the digitalization, automation and expansion of operations.

It applies tools to optimize internal processes, such as Big Data, machine learning, and process automation.



### Connection Between Initiatives



## Monitoring

To assess compliance with internal policies and procedures, our Ethics & Compliance area conducts quarterly oversight of risk areas and, if non-compliance is identified, offers support and solutions to the respective business units to take action.

Examples of actions include new training, coaching sessions, or even disciplinary measures.

Every year, we select protocols that aim to monitor specific activities. This provides us with a complete and comprehensive view of all activities, including those that may not have been monitored in a previous period.

Certain activities always fall within the scope of monitoring to ensure that they are conducted in line with internal procedures. After each fiscal year, we evaluate which activities should remain in this group, adjusting whenever necessary.

As such, the results of quarterly oversight are shared with the areas involved and with leadership, to make the necessary corrections and avoid recurrences.

## Fighting Corruption

GRI 103-2 | 205-2

Our internal operations are backed by a risk assessment process, that identifies not only risks related to corruption, but all those inherent to each business unit or support area, such as financial and environmental risks.

Corruption risks are identified according to their possibility of incidence and potential damage. Subsequently, we evaluate the mitigation measures in place and study the possibility of greater control over certain activities.

We conduct mandatory training for all employees on the theme through our global platform and whenever a policy or training is updated, we ensure that the entire company is aware of the revision. Moreover, we communicate any updates, launches or reinforcement of anti-corruption guidelines.

In total, 244 new employees attended Global Anti-Corruption Policy training. Our team achieved an annual average course completion rate of 98% for internal policies and procedures on our global e-learning training platform.

## General Data Protection Law (LGPD)

GRI 103-2 | 103-3

In accordance with our ethical conduct of business, we adapted to ensure compliance with the LGPD as of its publication in 2018.

The compliance project, under the auspices of the Company's Legal Department, included the creation of a multidisciplinary group to study the legislation and map all internal processes that involve data treatment and, as a consequence, would be subject to eventual changes.

We made presentations on the topic to employees and to the Executive Board that helped integrate the areas into the project.

Among the initiatives we conducted, clauses referring to LGPD were implemented in all contract models, including employees' employment contracts; we provided mandatory data privacy training for the whole company, training the areas that deal with data in their daily activities; and we held monthly calls with Takeda's global Data Privacy team to align important topics.

## Commitment to Human Rights

GRI 412-3

In 2020, over 1,800 contracts were analyzed by the Legal Department, all of which included standard clauses dealing with Human Rights. As such, 100% of the contracts signed by Takeda include said clauses, which among other topics, cover the following:

- Commitment to complete all Ethics & Compliance training on the department's platform, when required by Takeda;
- No use of labor under degrading working conditions, slave-like labor practices and illegal child or teenager labor.



# Corporate Governance

GRI 102-18 | 102-29 | 103-1 | 103-2 | 103-3

We strive for transparent and ethical governance to promote Takeda Brazil's sustainability while also ensuring long-term value creation for all stakeholders, always in line with global guidelines.

## Governance Structure

GRI 102-22 | 102-23 | 102-25 | 102-30 | 102-31 | 405-1

We have a governance structure composed of 12 committees and 14 executives, besides the President.

All members of Takeda Brazil's governance committees are Company employees, i.e., they do not hold other positions that could lead to conflicts of interest. Internally, we also have a formal process for communicating potential conflicts of interest, managed by the Ethics & Compliance (E&C) department.

### Encouraged SDG:



**Renata Campos**

President, Takeda Brazil



**Abner Lobão**

Executive Director, Medical Affairs



**Ana Paula Salama**

Executive Director Legal, Brazil



**Aruane Andrade**

Executive Director, Ethics & Compliance



**Eduardo Almeida**

Executive Director, Oncology



**Eduardo Henriques**

Executive Director, Gastroenterology



**Eliane Pereira**

Executive Director, Human Resources



**Fabiano Ozorio**

Executive Director, Sales



**Fabio Salata**

Executive Director, Hematology



**Flavio Perrotti**

Executive Director, Vaccines



**Joni Jorge**

Executive Director, Finance



**Rafael Fortes**

Executive Director, Patient Value & Market Access



**Renata Pires**

Executive Director, Regulatory Affairs



**Rodrigo Martins**

Executive Director, Business Operations



**Thiago Magalhães**

Executive Director, Rare Diseases

### Committees

Acting as collegiate decision-making bodies, our Committees are made up of executives who discuss Takeda Brazil's Environmental, Social and Governance (ESG) strategy.

The groups are headed by the Local Executive Committee, the Brazilian Leadership Team (BLT)<sup>1</sup>. Meetings to discuss Takeda Brazil's corporate strategy, operations and performance are held monthly. The scope, frequency of meetings and participants of other committees are defined and validated by the BLT. Check out the list of our Committees:

- **Brazilian Leadership Team (BLT);**
- **Extended Brazilian Leadership Team (EBLT);**
- **Integrated Therapeutic Area Review (ITR);**
- **Patient Services Committee (PSC);**
- **Patient Advocacy Groups Committee (PAGC);**
- **Patient Access Committee (PAC);**
- **Pipeline & Portfolio Management Committee (PPMC);**
- **Ethics Compliance and Risk Management Committee (ECO&RMC);**
- **Corporate Social Responsibility Committee (CSR);**
- **Crisis Management Committee (CMC);**
- **Sales Force incentive compensation Committee (COMPREM);**
- **Internal Biosafety Committee (CIBio).**

<sup>1</sup> The makeup of the BLT was updated in July 2021, after the close of fiscal year 2020, in March.



## Environmental, Social and Corporate Governance Management (ESG)

The Corporate Strategy area has a formal process to monitor Takeda Brazil's key performance indicators (KPIs). Every six months, a PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) report is published for the internal public.

Our governance also includes the ECO&RMC (Ethics, Compliance and Risk Management Committee), the purpose of which is to deliberate on revisions of KPIs, Compliance and Risks, in addition to sharing best practices with the team.

In order to guarantee effective management of ESG risks, the Presidency - together with the Risks and Controls area - conducts an annual review cycle for risk management, including quarterly reassessments. Subsequently, action plans are implemented and in close contact with the responsible areas.

## Delegation of Authority

GRI 102-19

The company has a policy for delegating authority that is reviewed periodically. To automatically control financial decisions, we have inserted the rules of this policy into the company's management systems.

These themes are managed directly by executives, who are in turn advised by the respective Committees.

Social issues fall under the scope of the Corporate Social Responsibility Committee (CSR), which meets quarterly to deliberate on strategies, align practices, and approve plans and activities.

We are committed to preventing accidents and promoting health for employees and contractors through locally appointed EHS (Environment, Health & Safety) teams that ensure compliance with local legislation and global procedures.

To safeguard the Organization's commitment to the environment, EHS teams in Brazil work to implement environmental protection programs and initiatives, with the main goal of managing the company's business while taking care of the planet.

# Strategic Map

GRI 102-26 | 102-28 | 102-29

Our Strategic Map is a graphic representation of our global guidelines, aligned with directives for Growth & Emerging Markets (GEM) to incorporate solutions into the Brazilian market.

Our operations are guided by the dimensions of people, patients and the planet and rooted in our foundation of values and Ethics & Compliance, while laying out a path for us to reach our aspirations.

Locally, the Strategic Map is discussed and approved by the BLT. Once approved, we set targets, develop plans, and monitor key performance indicators to track the progress of our projects and actions focused on Environmental, Social and Governance (ESG) issues.

The indicators are consolidated in our Balanced Scorecard (BSC). Updated on a monthly basis, the document shows the progress toward our goals and enables us to identify any deviations in order to draw up corrective action plans.

Every quarter, KPIs are reported and discussed with the GEM unit and are fully integrated into executives' annual performance reviews.

Our Corporate Strategy area also continued the 12 projects from the previous year, in addition to focusing on the development of the Aspirational Plan, described below in this report.

We manage and follow up on projects with their respective leaders by means of tools that are used to produce a status report, which is, shared with the Executive Committee (BLT).

Annually, we review projects in order to adapt our focus according to the **most up-to-date priorities and needs**.



**// Our Aspirational Plan reflects our commitment to invest in Brazil as a high-potential country. This will accelerate Takeda's transformation, bringing innovative products to millions of Brazilians through several levers of action that reach all areas of the company."**

**Rodrigo Castelar, Corporate Strategy Manager**



## Aspirational Plan

The Brazilian pharmaceutical market is considered one of the ten largest in the world – and is set to become the 5<sup>th</sup> largest by 2023 – according to IQVIA consulting.

Given this potential, Takeda Global chose Brazil as one of the countries for development of an Aspirational Plan, which aims to accelerate the company's growth over the next five years, serving even more patients in Brazil with innovative products.

Implementation and follow-up are carried out by the Aspirational Plan Steering Committee, which holds monthly meetings.

To achieve its goals, the company will invest in six priority areas within the Organization: Oncology, Rare Diseases, Neurosciences, Gastroenterology, Vaccines and Plasma Derived Therapies.

**We expect that this project will allow us to serve an additional three million Brazilians with Takeda's medicines over the next five years.**

The plan is based on nine pillars, which range from an even more segmented, customized and interconnected relationship with critical stakeholders, to contributing to the development of public policies to reduce time to diagnosis and increase access to innovative medicine.

In order to maintain fluid communication, enabling alignment and visibility for all, two hubs were created: the first one, for leaders aims to measure the results of activities and the next steps for the project; and the second for all employees to ensure a clear and efficient communication, transparency and engagement.

Accordingly, anyone can schedule an appointment to watch a presentation of the Aspirational Plan, collaborate with ideas, and leave their feedback.

## Sectorial Performance

GRI 102-13 | 103-2

To promote space for dialogue with other companies and different players in the pharmaceutical sector, we participate in the main entities in our segment.

We act in compliance with the codes of conduct laid out by the Pharmaceutical Research Industry Association (Interfarma), which we took part in reviewing during the 2020 fiscal year, as well as that of the Pharmaceutical Products Industry Union (Sindusfarma).

These documents, together with Takeda's Integrity Program – serve as guides to

mitigate acts of corruption and ethical deviations, in addition to laying out strict criteria for industry practices.

All employees are trained to comply with these codes of conduct and make decisions based on the company's values.

We are committed to expanding access to health care for the Brazilian population and as such we also maintain constant dialogue with government representatives and entities to find solutions with a significant continuing impact on the lives of our patients.





# Corporate Social Responsibility

GRI 103-1 | 103-2 | 103-3 | 102-12

FISCAL YEAR  
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We work to gain recognition as a best-in-class organization and global leader in the pharmaceutical industry by raising awareness about different alternatives that promote well-being and quality of life for people around the world.

In line with our strategic priorities, we conduct our activities with a holistic approach to not only create but also sustain corporate value in the long term.

The **Corporate Social Responsibility (CSR)** area is responsible for studying the guidelines capable of maintaining and improving our positive socio-environmental impact, making our initiatives increasingly solid and contributing to a sustainable society.

To guide our actions in a democratic fashion, Takeda Global conducts employee consultations by holding votes to choose institutions supported by the global CSR area.

Takeda's **Global Corporate Social Responsibility (CSR)** strives to provide better health for people and a brighter future for the world. We envision a world where prevention measures advance exponentially, the workforce is empowered, systems are prepared against emergency and people are freed from the burden of disease through reliable access to quality care.

In line with this aspiration, Global CSR's philanthropic activities prioritize tangible partnerships and a long-term vision for progress, encouraging innovation beyond commercial products in support of sustainable and resilient health systems for all people everywhere.



Learn more about our global performance in the Organization's Integrated Report:  
<https://bit.ly/3zreyhm>

Our work is aligned with international references and standards, such as the 10 principles of the United Nations (UN) Global Compact and the international goals of Agenda 2030, which proposes the achievement of 17 Sustainable Development Goals (SDGs).

11<sup>th</sup> consecutive year16<sup>th</sup> consecutive year

FTSE4Good

11<sup>th</sup> consecutive year3<sup>rd</sup> consecutive year6<sup>th</sup> consecutive year6<sup>th</sup> consecutive year



## Local Performance

GRI 413-1

In Brazil, we operate through the CSR Committee – comprised of the Presidency and Executive Directors (Patient Value & Market Access, or PVMA, Business Operations, Medical Area, Legal, Ethics & Compliance, Finance and Human Resources) – who are responsible for evaluating and choosing projects for consistent, sustainable developed in the long term.

Actions are based on two major pillars: improving access to health care – especially in geographical regions and therapeutic areas where unmet medical needs are the greatest – and providing support for disease prevention, contributing to the health of communities.

### Encouraged SDGs:



### Our Actions

Our CSR calendar aims to sustain the positive impact Takeda has had on communities over the years. The cities where we have operations – São Paulo and Jaguariuna – have local development programs.

This is how we strengthen relationships with partners who truly believe in our purpose and are able to contribute, acting to strengthen our reputation and positively impacting an increasing number of people.

We support non-profit institutions in two ways: through private social investment or via tax incentives.

In fiscal year 2020, we quickly adapted our actions to COVID-19 to mitigate the effect of the pandemic on people and communities. In line with the Organization's guidelines, we chose projects that provide access to health care, early diagnosis, and community education, as described below.

### 2020 in figures

**In addition to the projects that were already under development, we incorporated other initiatives during the fiscal year based on local needs identified by the CSR area.**

**As a result, we indirectly impacted 308 thousand people and directly impacted 297 thousand people.**

# 30

Projects

24

6

PRIVATE SOCIAL INVESTMENT

INCENTIVE LAWS

People  
impacted

Indirectly

**+145 thousand** **+162 thousand**

Directly

**+137 thousand** **+159 thousand**

## Private social investment

### Basic needs food baskets

#### Saúde & Alegria Project (PSA)

Donations to purchase nearly **1,000 staple food baskets** as well as face masks and hand sanitizer, focusing on the riverside populations of Santarém (PA).

#### UNEafro

**Donation of 6,800 staple food baskets to families** in Rio de Janeiro and São Paulo, assisted by União de Núcleos de Educação Popular para Negras/os e Classe Trabalhadora (UNEafro).

#### Collaborative Base

Donation to purchase and transport of staple food baskets for the riverside communities in Novo Airão (AM) assisted by the Amazone-se Project.

#### ASID

**Donation of 1,500 staple food baskets** to assist families of people with disabilities facing extreme social vulnerability.

#### Abrinq

**Donation of 500 staple food baskets** to the Abrinq Foundation, to be given to the families associated with the Nossas Crianças Program, which promotes the rights of children and adolescents in Brazil.

#### Amigos do Bem (Friends of Good)

Donation of funds to purchase approximately **5,300 staple food baskets** for the Amigos do Bem project in the Brazilian Sertão.



### Cabelegria

We supported the **Mobile Wig Bank** project in 33 public hospitals in 23 cities in Sao Paulo. An urban cargo vehicle (VUC) was customized with a dressing room, allowing patients to choose their favorite wig. We also invested in the purchase of 1,000 protection kits containing a bottle of rubbing alcohol and three masks, sent together with the wigs donated by the NGO.

### Amigos do Bem (Friends of Good)

For the second year, we donated a **transport vehicle** to facilitate medical care provided by Amigos do Bem in Mauriti (CE). The institution conducts ongoing projects in education, income generation, access to water, housing and health in the sertão region.

### GRAACC

As an Investor Company, we make annual contributions to GRAACC, a non-profit organization that works to fight cancer in children and teenagers. Its hospital is a benchmark that ensures quality, humanized assistance.

### Ronald McDonald House Moema (SP)

The support house for children and teenagers undergoing cancer treatment, was adapted to guarantee safety during the pandemic. We donated resources for maintenance (cleaning products) for six months.

### Itaci

Donation of resources for the purchase of an **ultrasound device** for the Instituto de Tratamento do Câncer Infantil (ITACI). After Takeda moved its office (learn more on [page 20](#)), we also donated equipment that would no longer be used to the hospital and to support Fundação Criança activities.

### New Dreams Project

We donated gym equipment and monitors from our old office and 1,000 Happy McHappy Day tickets to the project that helps people in socially vulnerable situations. Each ticket can be exchanged for a Big Mac at McDonald's, and the money raised goes to cancer-fighting institutions (in this case, TUCCA).

### TUCCA

A hospice care center to provide quality of life, pain control, and comfort 24 hours a day to terminal cancer patients and their families. With this goal in mind, TUCCA conceived and built the TUCCA Hospice Francesco Leonardo Beira in the East Zone of Sao Paulo, which was supported by a donation from Takeda.

### Santa Casa

Donation of resources for the purchase of complementary items for **echocardiogram equipment** to prevent cardiovascular diseases at Irmandade da Santa de Casa de Misericórdia de Sao Paulo.

### AMEO

Donation of resources to a support home run by the Bone Marrow Association of the State of Sao Paulo (AMEO), which will house selected patients from the Hospital das Clínicas undergoing transplants.

### COVID-19 Actions

To combat the COVID-19 pandemic, we produced and donated 28,000 bottles of alcohol gel to the city of Jaguariuna (SP) where our plant is located. We also donated more than 15 thousand pieces of PPE to the State Government of Sao Paulo and the Federal Government (Ministry of Economy).

## Projects Supported With Tax Incentives

### Fundo Municipal dos Direitos da Criança e do Adolescente (FUMCAD)

#### Dorina Nowill Foundation

We support Rehabilitation Programs for Children and Teenagers with Visual Impairments at the Dorina Nowill Foundation through specialized multidisciplinary services. The initiative provides independence for children and teenagers in an environment that favors extra-familiar social interaction, expanding personal possibilities and experiences.

### GRAACC

The Pediatric Radiotherapy project aims to provide pediatric radiotherapy for children and adolescents undergoing cancer treatment, in line with the principles that guide the activities of the GRAACC Hospital. Approximately 512 children and adolescents are served.

### Conselho Estadual dos Direitos da Criança e do Adolescente (CONDECA)

#### Institute C

The **C Institute's Family Strengthening for Children and Adolescents in Social Vulnerability** project aims to strengthen the families of children and adolescents with serious illnesses, chronic diseases or disabilities living in social vulnerability.

### Ronald Moema House

The **A Home Away From Home** project provides temporary accommodation for children and adolescents with cancer and their families being treated at partner hospitals in the public network, regardless of social class, nationality, sex, race, color or religious belief.



## Elderly Law

### Ondina Lobo House

The **Technological Platform for Diagnosis and Prevention of Depression in Elderly Institutionalized People** project at Casa Ondina Lobo aims to implement a system of multidimensional evaluation, follow-up and monitoring for the socially vulnerable senior citizens establishing a multidisciplinary care plan, with the use of technology.

### Hospital de Amor

The **Elderly Support Project at Hospital de Amor** aids in the treatment of elderly patients, ensuring that all of their needs are met, such as providing five meals a day, accommodation and humanization activities.

## Volunteer Program

GRI 413-1



At Takeda, we maintain a volunteer culture because we believe in employee engagement as a way to bring people together and improve interpersonal relationships, as well as a vehicle for reaffirming the individual's role in building a brighter future for all.

### Program Results

More than

**200**  
volunteers

About

**4 thousand**  
people  
impacted

**1,544**  
items  
donated

Learn more about the internal actions carried out this year below:

### Warm Clothing Drive – New Dreams Project & CENA Mission.

In partnership with the NGO SP Invisível, we donated 200 kits of groceries for the New Dreams Project. Takeda employees also donated clothes and participated in workshops to repair clothing and knit scarves, all remotely. As a result, 258 articles of clothing were donated to CENA Mission.

### Children's Day Campaign – Itaci

Held virtually, the campaign asked “why do you like to play” and “what is the best part of being a child?” For each answer sent by employees via Yammer using #doefelicidade, a toy was donated to Fundação Criança. A total of 113 toys were collected.

### Blood Drive – Saving Lives

We encouraged Takeda employees to register on the SaveLivez platform, which notifies them when a blood bank in the region needs their blood type. In total, 62 employees subscribed, including employees from the Sao Paulo office and Field Teams.

### Christmas Campaign – Ronald House Moema and New Dreams Project

We donated Christmas bags containing clothes, toys and other items to 300 children from the New Dreams Project, as well as 22 children from the Ronald McDonald House Moema.

### School Supplies Drive – Itaci

The 2020 School Supplies Drive was carried out online by employees via Yammer. For each post completing the phrase “Dreaming is...”, Takeda donated a school supply and drawing kit to Fundação Criança. In total, 150 kits were donated.

### Hair Donation Drive – Cabelegria

The campaign, which was held remotely this year, provided guidance for employees to have their hair cut at home and then sent by mail. In total, 14 employees subscribed and four wigs were made.

### Easter Campaign – Casa Hunter

Held via Yammer, for each post by employees talking about their Easter traditions, Takeda donated two eggs, for a total of 350 units donated to Casa Hunter, which takes care of children with rare diseases.

### Elderly Caregiver Day Campaign – The White Hand

On Spotify, we created a playlist and encouraged employees to add songs that could bring back emotional memories for the elderly. For every two tracks added, Takeda donated a hygiene kit to White Hand, for a total of 147 kits.

**With high engagement rates, we achieved the approval of 98% of employees in the satisfaction survey.**

# Sustainability in the Supply Chain

GRI 102-9

We maintain a transparent, trust-based relationship with our 505 suppliers – 60 of which are international – that helps us ensure sustainable excellence of our operations.

Our supply chain is mainly composed of suppliers of logistics and distribution services, packaging, active ingredients for medicines, raw materials and marketing.

We use strict processes to select suppliers and monitor our supply, including:

- Due diligence to learn more about those that work with us;
- Annual on-site audits to minimize/mitigate risks, especially those related to waste management. To become a waste service supplier, we require that companies maintain an ISO 14001 certification and not be facing environmental proceedings;
- We have developed specific contracts to ensure the reliability of the documented information.
- We also have a Code of Conduct for suppliers, that all partners must follow.

## Quality Assurance

Our entire supply chain is traceable. We validate information according to the manufacturer's certificate of analysis and perform sampling to certify the condition of the materials received, ensuring that they are suitable for use.

Each batch of product has its own production order, which can be tracked in our SAP system. To increase security, we insert barcodes on cartridges and package inserts, seal the drugs with glue to prevent tampering, and incorporate a patch on the outside of the cartridge, called reactive ink, that certifies the authenticity of the material and reveals our logo when rubbed with a metal item.







03.

FISCAL YEAR  
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## PATIENTS



## Access to Health

GRI 103-1 | 103-2 | 103-3

**Our Access to Medicine efforts contribute to United Nation (UN) Sustainable Development Goals (SDGs) for a better and more sustainable future:**



Our Access strategy is an important part of our commitment to improving the health of people around the world. It is designed to help strengthen health systems and overcome barriers that limit patient access to medicines, and by focusing on geographic regions and therapeutic areas with the greatest unmet medical needs.

Our global access approach is underpinned by strategic partnerships, supporting the patient journey and targeting Prevention, Awareness, Screening and Diagnosis, as well as Treatment and Patient Support and Research and Development (R&D) of new and innovative medicines.

We address access challenges by seeking holistic improvements to the patient journey and looking to strengthen health systems in the regions and areas in which we operate.

**access to  
medicine  
FOUNDATION**

Our global strategy was also ranked 6th in the Access to Medicine Index 2021, among 20 leading global pharmaceutical companies. We received 1st place in the “Governance” category.

## Our Global Access to Medicines Strategy

### Strengthen health systems by:



Public policy modeling and patient advocacy



Innovative access



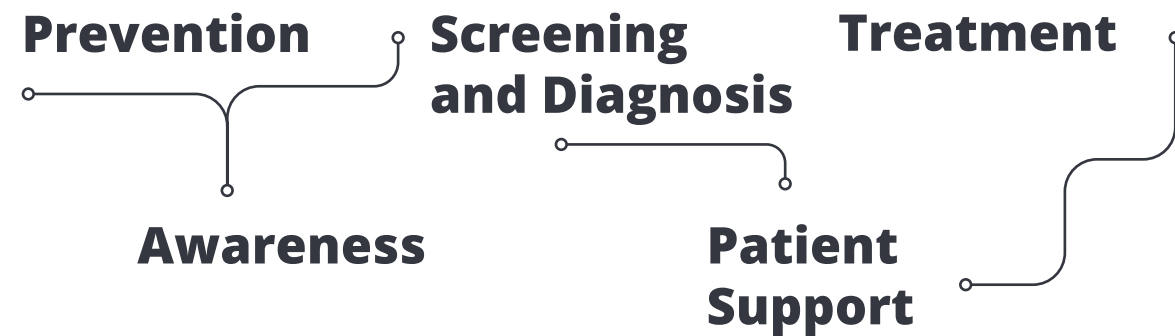
Skill development

Underpinned by strategic partnerships

In underserved communities, with a focus on emerging and expanding markets

In the therapeutic areas we have chosen as our R&D focus

### DURING THE PATIENT'S JOURNEY:



### ACTING IN THERAPEUTIC AREAS WITH A FOCUS ON:

Oncology   Gastroenterology   Rare Diseases

Plasma Derived Therapies   Neuroscience   Vaccines

FISCAL YEAR APR 20 – MAR 21



## Our Access Policies

Our local action seeks to help create federal, state and local public policies to expand access to health care in Brazil and shorten the patient's journey. We also maintain relationships with patient associations and medical societies.

We assist the population served by the private health system, working closely with health insurance companies and hospital networks to make innovative treatments available to their beneficiaries. In addition to expanding access to medicines, the partnership with major health providers in Brazil allows for exchange of knowledge.

This also helps us promote the creation of new business models. This includes partnerships to implement Patient Assistance Programs (PAP) that provide access to Takeda's portfolio of innovative treatments, especially in the fields of rare and complex disease fields.

Below are the areas in which we work to guarantee access:

### Incorporation of Technologies into Public and Private Health Systems

We consistently seek a range of channels to provide patients with access to innovation. Therefore, one of our fronts of action is with the National Agency for Supplementary Health (ANS).

The ROL update, effective as of April 2021, included ixazomib<sup>1</sup> among the oral antineoplastic medication for treatment of multiple myeloma, as well as vedolizumab among the immunobiologics to treat ulcerative colitis (UCR).

Moreover, the Ministry of Health has incorporated vedolizumab for patients with moderate to severe ulcerative colitis (UCR) into the Unified Health System (SUS), through the centralized purchase of the specialized pharmaceutical assistance component.

### Partnerships for Productive Development

To promote access to health care in the public sector, we maintain strategic Partnerships for Productive Development (PDP). Through these partnerships, we see both great potential for increasing the access of SUS users to strategic medicines and an opportunity for development of the health industry, job creation and local technological development.

For example, the PDP signed with Hemobrás foresees the transfer of technology for the production of recombinant factor VIII.

<sup>1</sup> The ROL update went into effect in April 2021, but the ixazomib incorporation process took place within fiscal year 2020.





## Engagement with Patient Organizations

Our Patient Association engagement area is dedicated to working with patients to understand their experience and the burden of disease.

During FY 2020, we engaged with several associations in the therapeutic areas of Oncology, Gastroenterology, Hematology, Rare Diseases and Neurosciences. In total, 43 projects from 20 associations were approved.

We provide priority support to projects that promote greater quality of life among patients and their families. Collaboration with these associations helps us understand unmet needs and seek new ways to make a difference in people's lives.

### Training

To improve the ability of associations to defend patients and identify and address their unmet needs, we trained 67 participants from 43 associations on the following topics: Stakeholder Mapping, Stakeholder Engagement Tactics, Political and Economic Scenario, and Public Policy.

Held entirely online, the training lasted a total of five hours, and 92.3% of participants considering it satisfactory or very satisfactory.

## Patient Support Programs (PSPs)

We understand that patients' support networks are essential to the success of their treatment.

Therefore, our seven Patient Support Programs (PSP) work in two main areas to have a positive impact not only on patients, but also on caregivers and family members:

- **Diagnostic Support:**  
We provide highly specialized services that support physicians in the investigation of complex conditions;
- **Treatment support:**  
Hospitality, qualified information, personalized services and materials to support courses of treatment as laid out by doctors.

Of these actions, we highlight the adaptation to the new Data Protection General Law (LGPD) and the commitment to fight the COVID-19 pandemic, as well as the launch of the **Take Care** program – through a consortium of other pharmaceutical companies – to diagnose lung cancer.

Another highlight is **Home Infusion**, which consists in the intravenous or subcutaneous administration of medicines by nurses in the program. There was a 21% increase in the number of patients, to 283, after the pandemic made it impossible to perform infusions in public and private centers.

**At the end of fiscal year 2020, 3,097 people were enrolled in our Patient Support Programs.**



## 4<sup>th</sup> Journey for Health “A Blueprint for Success – Brazil Summit

An extremely important event on our calendar, the Blueprint aims to debate different health scenarios in Brazil. The theme of the 4th edition was **the challenge of equity to increase patient access to new treatments** and the event was attended by many experts from different areas, patients and Takeda Brazil's team.

Held in partnership with Estúdio Folha, this year was the first 100% online edition of the event, which led to a 15.9% increase in the number of participants, to 401 people from all over Brazil.

Topics such as the prioritization of therapeutic areas, expense coordination and management improvements to increase our power to provide access to health care to the Brazilian population were addressed.



Participants from Brazil (%)

Southeast	72.0
South	10.2
Northeast	9.5
Midwest	7.1
North	1.2

**“ It was clear that no one has ready answers to all health challenges and solutions emerge from collective dialogue. For me, promoting this dialogue and group reflection is the greatest contribution of Takeda's Journeys for Health!”**

**Juliana Lian, Senior Product Manager of the Hematology Business Unit and reporter for a day at the event**





# Healthcare Professionals

“ Our contacts with physicians and other health professionals in Brazil are based on absolute compliance with scientific rigor, with an eye toward patients and their unmet needs. In this sense, our Continuing Medical Education activities serve as the perfect supplement to these objectives, proving quite relevant to our times and in preparing a brighter future for all.”

Abner Lobão, Executive Director of Medical Affairs



Healthcare professionals play a key role in the dissemination of our purpose. After all, they are responsible for providing well-being and care to patients all over Brazil.

In the last fiscal year of 2020, health professionals became even more important to Takeda Brazil. We adapted and deepened our relationship in the digital environment, so that together we were able to share technical and scientific knowledge to reduce the impacts of the pandemic on our patients.

## Interactions With Healthcare Professionals

In reaffirming our commitment to Ethical Business Conduct, interactions with healthcare professionals are guided by a policy of global requirements and procedures with specific local requirements.

We provide training on the subject through e-learning courses on our global platform

and address the topic in our Code of Conduct, both in online sessions with departments and Ethics & Compliance ambassadors.

## Continuing Medical Education Program

The prominence of this already widely recognized program at Takeda Brazil only increased in fiscal year 2020. We held small, tailored events to further strengthen and humanize our ties to meet the specific needs of each group of professionals.

We adapted the contents of these meets to incorporate the implications of COVID-19 in the treatment of diseases in each of our key therapeutic areas.

We held

**1,390 events**

through the Program, all addressing issues in Takeda Brazil's therapeutic areas.

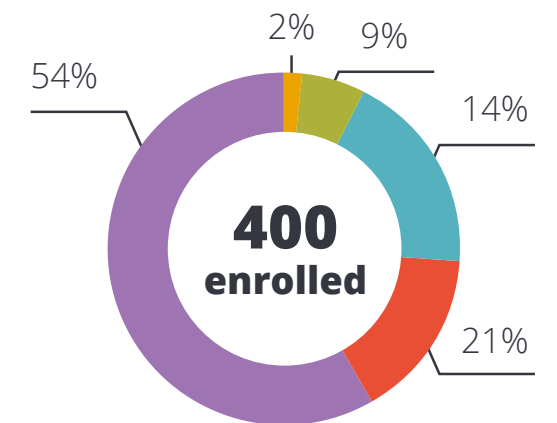
Remote events allowed us to increase participation among professionals, reaching more than 60 thousand people.



Among the events held, we highlight:

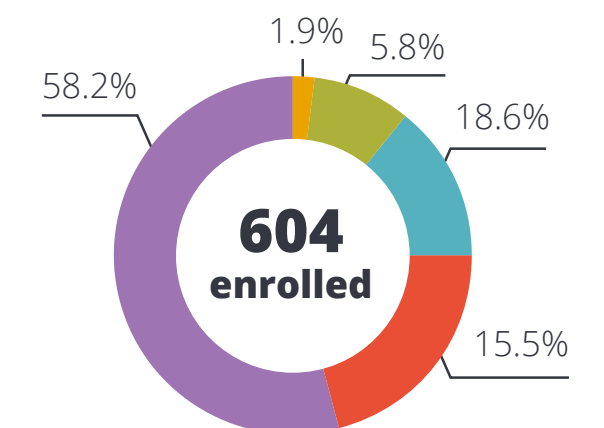
### 3<sup>rd</sup> Takeda Oncology Forum for Pharmacists (TOFF)

Held 100% online over the course of more than a month, it was attended by 14 speakers and included four exclusive Takeda sessions.



### Young Hematologists

Online training course for young hematologists from all over Brazil. Participation of 19 renowned speakers on Lymphoma and Multiple Myeloma and a total of 20 hours of training.



- Southeast
- South
- Northeast
- Midwest
- North





## Medical Information Department

This department is responsible for providing materials and answers to questions from professionals using scientific scientific data and clear and balanced bibliographic references, in accordance with Brazilian regulations.

## Medical Affairs Area

This area brings together specialized professionals to preserve the relationship with researchers, professors, and other opinion makers through dialogue and the sharing of scientific updates.



# Pharmacovigilance and Customer Service

## Pharmacovigilance

The Pharmacovigilance area is responsible for ensuring product safety post sale. This means we remain present in the lives of patients at all moments of their treatment.

### Impact evaluation

GRI 416-1

Confirming our commitment to provide patients with access to healthcare, 100% of our products are evaluated for their impact on patients' health and safety.

This work continues even after products are marketed, in order to collect and update information on possible adverse effects. We also evaluate 100% of reports related to health and safety, which represent 10.8% of the total volume of contacts received by the company.

## Customer Service (SAC)

Through our Customer Service (SAC) channel we provide information and technical support to health professionals, consumers and customers in general.

The channel's Standard Operating Procedure (SOP) enables us to determine the best sources of consultation, internal support areas, verification and validation of information available, in addition to monitoring key indicators

In compliance with applicable legislation and the Code of Conduct, our Call Center is also regularly audited by the Quality areas of Takeda Brazil and Global.



## Institutional and Retail Clients

The Customer Service area, implemented in 2019, has taken a leading role in our dialogue with distributors, pharmacies, hospitals and clinics.

**Its performance is guided by the mission of making Takeda a leading player in customer service, resulting in customer satisfaction and loyalty, which only made possible by creating solutions and customizing our internal processes.**

To further these interactions, we have developed a new concept of excellence in customer service, allowing the discussion of projects and implementation of solutions that improve business performance.

Our care for these these publics is also reflected in our ethical and transparent relationships with our customers, most notably pharmacies and distributors.

In addition to strengthening our relationship with all stakeholders and customers, our distributor partners expand the reach of our products, ensuring delivery to all regions of this continent-sized country.

To do so, we rely on two channels, available throughout the country:



### RETAIL DISTRIBUTORS (retail channel)

Work directly with pharmacies. We have a total of 83,000 points of sale (POS), of which:

- 10,265 are classified as networks;
- 72,735 are independent pharmacies, served by distributors.



### HOSPITAL DISTRIBUTORS (non-retail channel)

Through hospital suppliers, we directly and indirectly serve 7,000 Hospitals, as well as Clinics, Health Secretariats, and the Ministry of Health, which add up to more than 300,000 establishments registered in the National Registry of Healthcare Establishments (CNES).



## Results achieved

To safeguard the financial sustainability of our business, the sales area also adapted to 100% remote work to serve major stakeholders in both the public and private markets.

Throughout the year, we improved our remote methods of contact with customers and their management, thereby enabling quick adaptation to

the new trend. As a result, we gained agility without losing any productivity and improved our management of indicators integrated with clients.

As a result, we have been able to deliver on current contracts within the deadlines set for the fiscal year and ensure our commitment to put the patient at the heart of everything we do.



# Regulatory Agencies

We protect the integrity of Takeda Brazil in all of the company's processes. Therefore, we maintain an ethical and transparent relationship with regulatory authorities, such as the National Health Surveillance Agency (Anvisa), carefully evaluating regulations and technical planning to better ensure compliance.

# Best In Class (BIC) Survey

Every year we organize surveys, called Best In Class (BIC), to evaluate how we are perceived by our stakeholders.

The results are used to develop new solutions and achieve excellence in Customer Service.

TARGET	Be perceived as the best in its class.
RESULTS <sup>1</sup>	
<b>BIC – Health Managers</b>	Among the 20 pharmaceutical companies evaluated by 48 health operators (customers) in the 2020 indicators, Takeda was considered the second best company in the private market ranking, moving up six positions from the previous year.
<b>BIC – Access to Medicines (AtM)</b>	Among the 18 pharmaceutical companies evaluated by 43 Patient Organizations, Takeda came in first place overall, and was also the most remembered laboratory in Top of Mind, spontaneous knowledge, and pre-pandemic contact.
<b>BIC – Patient Support Programs (PSP)</b>	To identify the perceptions of physicians, nurses and patient associations regarding our patient support programs, the survey evaluated five programs covering seven products in our portfolio. The qualitative results drove learning cycles and a better understanding of opportunities.
<b>BIC – Customers</b>	In the last survey to measure our reputation, we were considered one of the benchmarks in the pharmaceutical market business model (retail and non-retail) from a sample of 28 customers.
<b>BIC – Therapeutic Areas</b>	Survey conducted among physicians to assess Takeda's efforts and progress since fiscal year 2018, as well as to help refine business strategies for 2021. Compared with other pharmaceutical companies in the areas of Gastroenterology, Oncology, Neuroscience and Rare Diseases, Takeda is ranked among the top three in all aspects selected for the survey.

<sup>1</sup> Apart from the surveys mentioned, we also conducted the Digital BIC, which is still in the process of analyzing results from FY 2021, as it is divided into two stages.





04.

FISCAL YEAR  
APR 20 – MAR 21

## PEOPLE

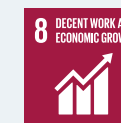


### PEOPLE

## Profile

GRI 102-7 | 102-8 | 103-1 | 103-2 | 103-3

Encouraged SDG:

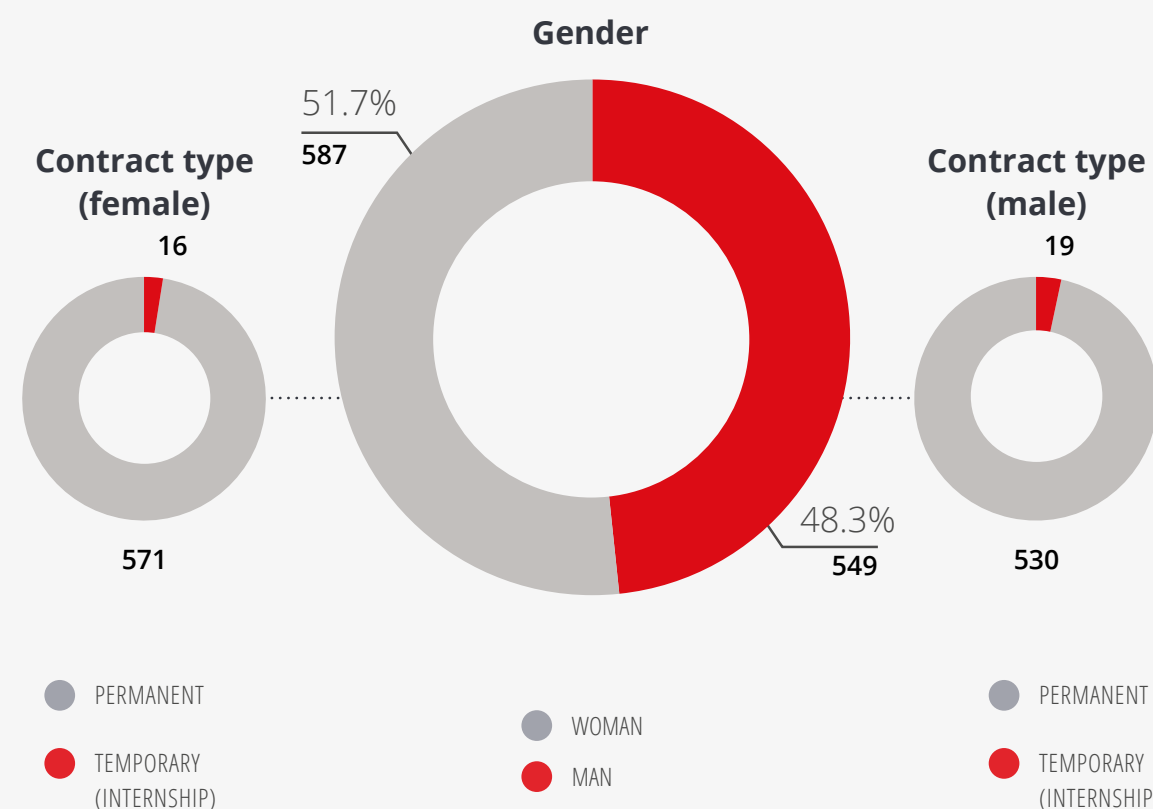


### Our People Set Us Apart

We understand the important role that our team plays in every achievement and improvement at Takeda Brazil. Because of the **impacts of the pandemic** in fiscal year 2020, this feeling of belonging was further reaffirmed for the company and the 1,136 employees that are part of its history.



**1,136**  
Employees





Employees by employment type

	MEN	WOMEN
Full-time	530	571
Part-time	19	16

In recognition of our work, we were certified for another consecutive year as a Great Place to Work Company, according to the opinion of Takeda Brazil’s own employees in the GPTW survey.

In addition to our staff, we have four temporary outsourced employees, as well as outsourced workers and service providers assigned to general maintenance, general services, information technology, logistics and the plant’s in-house restaurant service, etc.

To achieve our purpose of providing better health for people and a brighter future for the world, we are committed to keeping our team engaged and ensuring it participates in building our history in line with Takeda’s values and operational excellence over the last 240 years.

In people management, our efforts are divided into four priority themes:

- **Talent Acquisition** conducted with great care and in line with Takeda’s skills and values;
- **Performance Management** that focuses on employees’ unique contributions;
- **Training and Development Actions** to support the continuous evolution of employees;
- **Recognition and Rewards** that aim to celebrate achievements and value those who stand out.

Talent Acquisition

GRI 401-1

Our talent acquisition area is responsible for identifying professionals aligned with our philosophy.

In fiscal year 2020, we continued to carefully recruit exceptional professionals who adhere to our values, while adopting 100% remote recruitment processes.

By incorporating the Hire View tool, we reduced the number of interview stages and prioritized shorter and more focused interactions that still provide close, humanized contact with candidates.

Integration

Our integration program for Takeda Brazil’s new hires was reformulated as a result of the pandemic and is now conducted online, but with the same warm and welcoming approach. With this, we are able to ensure high levels of learning and acculturation in the company. Among the initiatives developed, we highlight Open The Black Box, a training course focused on Takeda Brazil’s compensation principles to provide employees a clear understanding of their salary and benefit packages.





# Diversity, Equality and Inclusion

GRI 103-1 | 103-2 | 103-3 | 405-1

**At Takeda Brazil, we celebrate our differences and are proud of our diverse and efficient team.**

We seek to gain recognition as an inclusive, diverse and equal company. For this reason, we seek to foster an organizational culture based on respect, in which honesty and empathy are primary concerns.

**In this respect, diversity, equity and inclusion (DE&I) are non-negotiable for us. As a global company, we strive to have a workforce that is as diverse as the communities where we operate and**

## Team diversity

By gender	EXECUTIVE LEADERSHIP <sup>2</sup>	TOTAL EMPLOYEES
Men	63.2%	48.3%
Women	36.8%	51.7%
By age		
Up to 30 years old	–	15.8%
From 30 to 50	62.2%	74.2%
Over 50 years old	36.8%	10.0%

<sup>1</sup> Data is for fiscal year 2020, according to the composition of the BLT as of March 2021.

<sup>2</sup> Considering positions of President, Vice President and their direct reports, Executive Directors (BLT) and other Directors.

Encouraged SDG:



**the patients we serve.**

Women represent **51.7% of all employees**, occupying **45.5% of leadership positions** (coordinators, managers, associate directors and executives) and **36.8% of the Brazilian Leadership Team that includes the company's** Executive Board and the Presidency<sup>1</sup>.

We are committed to embracing and celebrating differences, exploring possibilities and developing our colleagues.

## Diversity Program

Launched in 2019, Takeda Brazil's Diversity, Equality and Inclusion Program aims to tackle these issues internally by promoting actions and monitoring the company's progress.

In line with market practices and our internal needs, we developed the Program according to five priority themes: LGBTI+, Racial, Generations, People with Disabilities (PcD) and Gender.

Discussions on each theme are promoted by specific Committees, the ambassador of which is a member of the Executive Committee. To encourage our employees to play a leading role, we opened up applications for committee members and 104 employees volunteered.

After the beginning of the Committees' activities last year, we saw advances in management of the theme during fiscal year 2020. In terms of attracting and selecting talent, we advertise 100% of the job openings on partner platforms, such as Transempregos, Maturi, Diversity (in partnership with Zumbi dos Palmares), DiversityBoxx and PCDonline.

In the future, we want to continue to positively impact the lives of our people through education and knowledge, promoting respect and acceptance to combat prejudice and unconscious biases.

To expand our social impact in Brazil, we are signatories of the following voluntary commitments:


## Our commitments

GRI 102-12

### Business Initiative for Racial Equality

Signed in 2019, the Business Initiative for Racial Equality works with Afrobras to promote racial equality and ensure a safe environment for all. At Takeda, we are committed to achieving racial equality and condemn all racist attitudes and intolerant speech of any kind.

In order to make the Company increasingly diverse, we are also committed to disseminating all job openings at Takeda through partner platforms, like Faculdade Zumbi dos Palmares, which keeps its students informed about the opening of new selection processes.



**Learn more:**  
[iniciativaempresarial.com.br](https://iniciativaempresarial.com.br)



### LGBTI+ Rights and Business Forum

Our participation in the LGBTI+ Rights and Business Forum aims to recognize the rights of the LGBTI+ community and promote best Human Rights practices.

By signing to join the forum in 2020, we reaffirmed the importance of promoting equal opportunities and fair treatment for any person, regardless of sexual orientation and gender identity, and redoubled our efforts to make the 10 Company Commitments to LGBTI+ rights a reality to expand the benefits to society as a whole.

### Women's Empowerment Principles

In 2019, we signed the Declaration of Women's Empowerment Principles, established by UN Women. The initiative brings together global companies committed to promoting women's empowerment and gender equity, principles that Takeda adopts as guidelines for its actions.

### Generations and Future of Work Forum

In 2020, we joined the Generations and Future of Work Forum, making a commitment to the Generations theme. The goal is to discuss issues related to the different generations that share the workplace, in addition to finding opportunities for synergy resulting from generational coexistence.

## Diversity, Equity & Inclusion Committees

### Diversity, Equity, and Racial Inclusion COMMITTEE

We held a remote Black Awareness Week and an "In Their Skin" event, in which participants were put in contact with the theme and importance of anti-racist behavior. Also, in the same vein, we held training sessions on structural racism led by specialist Suzane Jardim.

**It is very gratifying to see how DE&I committees at Takeda are already a reality. We started in smaller groups, but today it is part of our culture and is seen as critical for the future. I feel honored to have participated in building upon this theme from the beginning and am happy to see how we have grown and how much the employees are increasingly engaged."**



**Carolina de Paula,**  
Market Intelligence  
Specialist

### Diversity, Equity and LGBTI+ Inclusion COMMITTEE

This committee held training sessions with Consultoria Mais Diversidade; talks about trans employability with Maite Schneider, cofounder of Transemprego; and a talk by Dr. Nelson Hamerschlag, about his story as described in the book "Baseado, Chopp e Cia".

Additionally, we sent out knowledge pills on Yammer, our internal social network, including weekly LGBTI+ culture tips.

One of the highlights of FY2020 was the new parental leave rule, which instituted official leave for employees in same-sex relationships, aiming to cover all family profiles at Takeda Brazil.

**The LGBTI+ committee transforms me every day, provokes me to think differently, to see people in their plurality, and encourages us to believe and fight for being who we are, because this is the best path to a happy life in its entirety."**



**Marta Okonski, BU**  
Gastroenterology  
Representative

**Learn more:**  
[forumempresaslgbt.com](http://forumempresaslgbt.com)

**Learn more:**  
[forumgeracoes.com.br](http://forumgeracoes.com.br)







## Diversity, Equity, and Generational Inclusion

### COMMITTEE

This committee held training on ageism and a talk with Morris Litvak, founder of Maturi, on employability of mature professionals. Yammer was also used to share cultural tips and information about generations.

To attract mature professionals, we advertise all positions on Maturi's platform and encourage a Summer Job program for employees' children.

**In October 2020, we were highlighted by GPTW50+, which reinforces our commitments and practices regarding the topic.**

**// The committee's work plays an extremely relevant role in fostering initiatives, offering information and activities to discuss this topic, as well as creating an inclusive environment that allows everyone, regardless, of age or mental model, to feel engaged."**



**Espok Espindola,**  
District Manager BU  
Gastroenterology

## Diversity, Equity, and Gender Inclusion Committee

### COMMITTEE

This committee promoted a chat with the founder of the podcast "Mamilos" Cris Bartis, about women's health and the importance of sharing tasks with men. A training session on gender roles and harassment was held in partnership with Mais Diversidade consulting and we invited the author of "Papo de Homem" Guilherme Valadares, to talk about men and feminism.

The Papo de Homem team also held a training session for Takeda's leadership on the subject. On International Women's Day, we welcomed Rachel Maia to talk about female empowerment in the labor market.

As a result of these actions we received an award from GPTW Women in 2021.

**// Participating in the gender committee has been a great learning experience; an exercise in empathy, listening, and dialogue to develop actions in favor of diversity, equity, and inclusion. I am proud to be part of a company that genuinely invests in such important issues."**



**Carolina Canela,**  
Sales Force Training  
Manager

## COMMITTEE FOR Diversity, Equity, and Inclusion of People with Disabilities

Our partnership with Social Action for Equality of Differences (ASID) has been getting stronger every year. We continued our HR training to demystify the role of disabled professionals on the job market and all job openings are advertised with incentives for applicants with disabilities.

On the International Day of People with Disabilities, we held a roundtable event with social entrepreneur Andrea Schwartz, CEO of iigual, and were joined by Paralympic athlete Adria Santos.

**As a result of these actions, we were highlighted in the GPTW PcD in 2020.**

**// As a participant of the committee, I am grateful for the opportunity to collaborate to give voice to the cause, to show how much we can help people to see everyone as a part of society. I am a Person with Disability with bilateral hearing impairment and it is difficult to face these conditions. Even so, I believe that we cannot resign ourselves to this point of view. We have to see the opportunities and, many times, overcome difficulties to ensure equal access."**



**Alex Isídio, Access to Medicines (AtM)**  
Junior Analyst





# Development and Recognition

GRI 103-1 | 103-2 | 103-3 | 404-2

We offer Career Development Programs that further enrich learning for our team, in addition to promoting technical and behavioral improvement. We provide a Career Map, where employees can find paths for development within the company.

**In fiscal year 2020, we totaled 1,630 hours of training<sup>1</sup>.**



## Takeda University

Takeda Brazil's Corporate University has a distance learning campus and offers over 200 courses online, divided by schools and knowledge areas: Medical, Economics and Finance, Operations, Business, Strategy and Marketing, Compliance, Leadership and Development, all approved by the directors of the respective areas.

The courses are developed based on our Strategic Map (learn more on [page 39](#)) to maintain a high level of employee engagement, and include videos and various teaching methods.

### Performance Management

Our process is guided by the Quality Conversations methodology, which aims to promote constant quality dialogue between leaders and their teams. This allows us to build relationships based on trust and mutual respect, that make everyone feel seen and heard with attention.

Employee performance is evaluated annually, using the results of individual goals and objectives ("what we do") and their skills ("how we do") as criteria.

During the fiscal year, we adapted the methodology-based training to an online platform. We conducted more than 20 groups, including more than 600 employees – both leaders and teams – and reached a satisfaction index of 97%.

#### FOUR-POINT METHODOLOGY

##### 1. Goals and priorities

Managers rank business goals considering the projects and activities of each area. Employees understand their role and responsibilities and share their questions and concerns..

##### 2. Development

The Takeda Global Competency Support Guide encourages the breakdown of competencies into behaviors expected of each professional.

##### 3. Feedback

5 Star Feedback Model – Context, Examples, Impact, Identity, and Congratulate/ Find Solutions – aims to guide conversations.

##### 4. Total rewards

Dialogue to ensure natural recognition, satisfying employees' needs in line with what is possible for the company.

To reach all stakeholders, we offer different development models, such as job rotation, mentoring, coaching, Training Matrix, Takeda University, educational allowance, technical training, global training, Accelerator Program and Leadership Academy, among others.

We want to empower employees to make assertive decisions in line with our strategic planning.

<sup>1</sup> 1 Training hours related to employee development activities.



**//** Classes with experts and the opportunity to talk to directors about challenges at this point in one's career offer an unparalleled learning opportunity. Indeed an innovative idea."

Gabriela Muller, Regulatory Affairs Analyst



#### THE PROGRAM IN FIGURES

- **3 meetings** between Mentor and Mentee with an average of 1:30/meeting;
- **98.6%** satisfaction rate;
- **56 virtual classroom hours** per participant;

#### ACTIONS TAKEN

- **6 technical** and behavioral lectures;
- Self-knowledge workshop with positive psychology concepts;
- **32 hours of Finance Classes** for non-financial people with FIA Institute;
- BLT MEETING **6 Meetings** with Takeda Brazil Executives.

In fiscal year 2020, our **Takeda Brazil Talent Accelerator Program** was conducted entirely online, in two phases, during the year: Talent Development and New Project Development. During this time, 15 participants, divided into five groups, went through the **Accelerator Journey**, which includes lectures, discussions, training and conversations with Takeda's top executives.

As a result, innovative final projects were developed to offer real solutions to challenges aligned with our Strategic Map. They will be evaluated by a panel to include Takeda's CEO and executives, as well as

external guests. Finally, all accelerators will receive feedback and will be able to measure the results of KPIs throughout the program.

#### Innovation Summit

Organized by the Accelerator Program, the 1<sup>st</sup> Takeda Brazil Innovation Week was held 100% online. The event immersed employees in the innovation and technology universe through nine lectures with several speakers from the market, covering the topics of Culture & Mindset, Digital & Trends, Purpose and Ecosystems.

## Training Sessions

We provide training on several themes and specific areas, adapting training to remote work and the needs of the whole team of employees during the fiscal year. Aspects such as efficiency and productivity culture, responsible performance, compensation principles and meritocracy among others, are addressed.

Moreover, we also have a **Leadership Academy**, which emerged as a school within Takeda University and, in fiscal

year 2020, offered two fully online programs – divided into four modules each – in partnership with Dom Cabral Foundation.

Furthermore, we have other more specific programs, as well as coaching and mentoring tools, subsidies for graduate studies, MBA and language studies for eligible employees, among other development tools.

#### LEADERSHIP ACADEMY

##### Strategic Leadership Academy

- Innovation-focused classes;
- 41 participating leaders;
- **75 hours of classes.**

##### High Performance Leadership Academy

- Classes focused on Strategic Thinking;
- 41 participating leaders;
- **68 hours of classes.**





## Field Team Training

To ensure the continued development of employees that are in constant contact with other Takeda stakeholders, we conduct specific trainings for our Field Team.

In FY 2020, we migrated to the online environment and adapted to mitigate the impacts of COVID-19. Divided between technical and soft skills, we reached 1,000 hours of training with 100% participation and 90% team approval.

Known as the Patient Centricity Model (PACE Model), the structure of field teams aims to offer solutions centered on our patients' needs to ensure better quality of life.

During PACE Week we launched our fully online development programs:

- **IFT Accelerator:** aims to accelerate the development of our field professionals to take on managerial positions, ensuring high levels of internal retention. Nominees are divided into three knowledge tracks: Management, focusing on leadership and management skills; Market Access, dedicated to access positions; and Scientific, aimed at Medical Science Liaison (MSL) positions.

- **Specialty Care Capabilities:** aims to disseminate the knowledge of the Specialty Care market in our activity lines by providing online content and specialized consulting.

### 1st Digital PACE

**Focused on behavioral skills and sharing content about the COVID-19 pandemic, PACE Week reinforced our stakeholder interaction philosophy (PACE Model) adapted for remote contact by our field teams.**

**We totaled six hours of training per employee.**

## Recognition and Reward



### WeCelebrate

With WeCelebrate, on Takeda's global platform, employees may recognize each other by awarding colleagues virtual points that can be exchanged for products, experiences, gift vouchers or charitable donations. The goal is to strengthen our culture of collaborative and appreciation culture for each professional's contribution throughout the company.

### Peer-to-Peer Recognition

This pillar is related to the actions and behaviors that reinforce the values of Takedaism in the following categories: Commitment to colleagues and patients; Innovation; Delivery of results; Teamwork; and Leadership putting people first.

### Exceptional Recognition

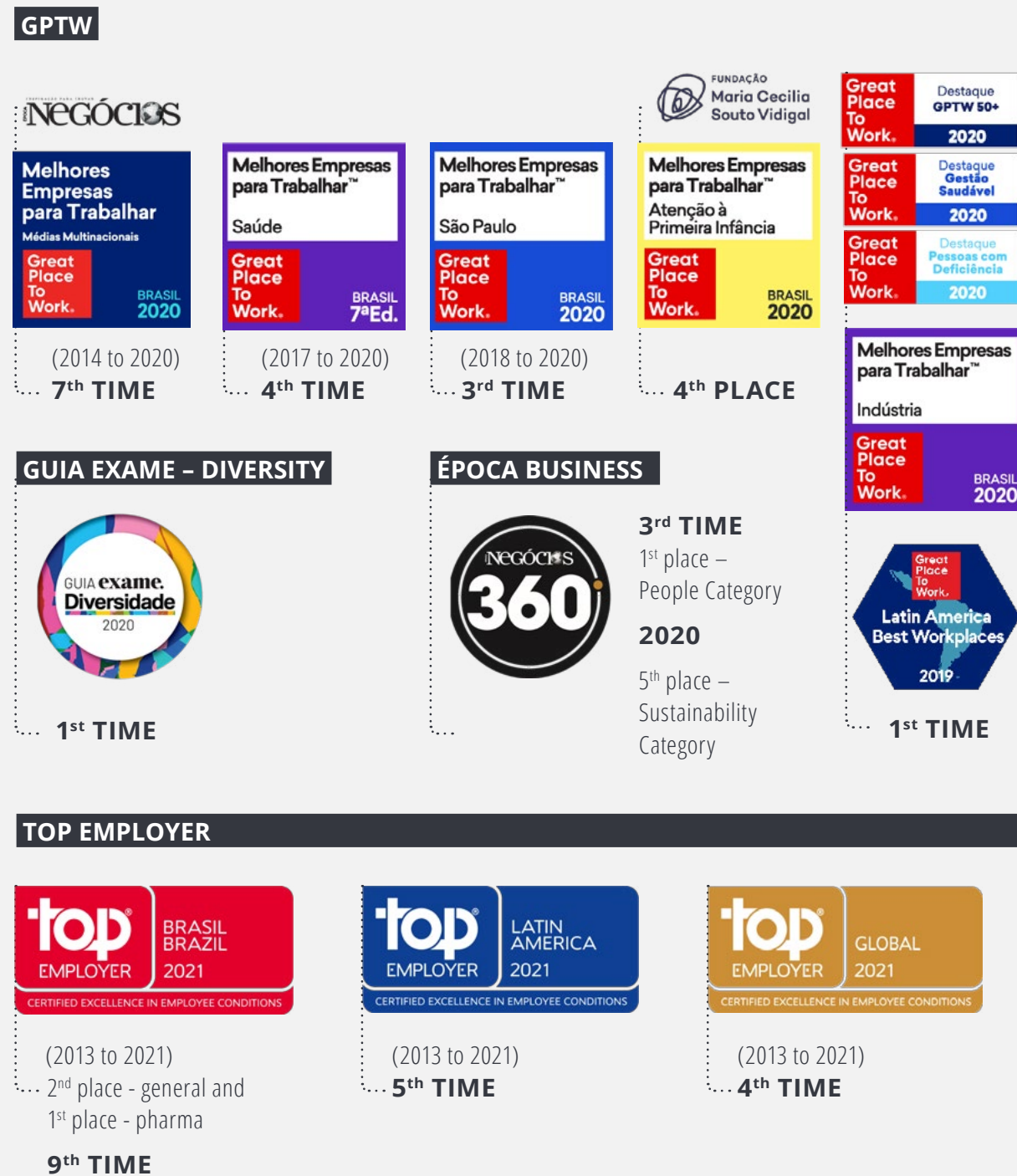
Recognition by the BLT for exceptional performance by **individuals** during the fiscal year, generating high impact for the area/directory.

This also includes recognition of **projects, actions and ideas** to execute our competitive strategy over the last 12 months counted from the opening date for registration. The projects are chosen in the following categories:

- **Strategic Projects:** nominated by BLT members, must be connected to Takeda's strategic map and priorities;
- **Best Practices:** initiatives that have contributed to improve Takeda's practices, covering the corporate priorities **Patient, Trust, Reputation, Business and People**;
- **Continuous Improvement:** practices that have had an impact on individual, team and/or Takeda processes, in the categories of **Quality, Innovation, Product, Hygiene; Safety and Environment and Cost**.

## Certifications

Our efforts to take care of our employees yielded a series of certifications and awards in fiscal year 2020, described below:



# Health, Safety and Wellness

GRI 103-1 | 103-2 | 103-3 | 403-1 | 403-4 | 403-7 | 413-1

## Occupational Health & Safety (SST)

Caring is part of who we are, and it could be no different with the people on our own team. During fiscal year 2020, our commitment to the Occupational Health and Safety (OHS) of our employees – already a major priority – featured even more prominently in our actions.

From the moment the first cases of COVID-19 were identified as early as 2020, we activated the Local Crisis Committee to ensure that all employees felt safe working at Takeda, regardless of the remote or face-to-face nature of the work.

Among the prevention measures in the face-to-face environment, we highlight the availability of 70% alcohol hand sanitizer gel, identification of workstations respecting at least 1.5 meters of distance, body temperature measurement at the entrance of the production site and active monitoring of suspected cases, with support from the Medical Clinic.

### Procedures

Our Occupational Health and Safety procedures, based on current legislation and global guidelines, are developed to prevent accidents and protect employees and service providers. Programs such as PPRA (Occupational Risk Prevention Program – NR 9), PCMSO (Medical Control and Occupational Health Program – NR 7) and the Ergonomic Evaluation Program – NR 17 – are highlights, since they take a preventive approach through constant monitoring.

We also have a special program called pSIF – Potential Serious Impact or Fatalities, which identifies potential situations that could generate accidents with serious or even fatal injuries, thereby preventing their occurrence. The program seeks to change management, as we start to focus on “potentially serious” situations.

Takeda's units have EHS Committees, that work to disseminate preventive measures and enhance the sense of alertness and awareness of the subject. EHS supports the Workplace Accident Prevention Committee (CIPA) through monthly meetings in which items for continuous improvement are discussed and the Internal Week for Workplace Accident Prevention & Environment (SIPATMA) both are essential topics for maintaining



excellent performance in internal Health and Safety.

Finally, we have a Defensive Driving Committee, which provides in-class and practical training for our entire executive fleet and field team.

## Monitoring

### GRI 403-2

At the Jaguariuna plant, OHS performance is managed by key performance indicators (KPIs), periodically verified by audits conducted within the EHS management system.

For Health we issue an “Annual Report,” which compiles the results of critically analyzed occupational evaluations. In cases of deviation, a corresponding action plan is established that is monitored until final resolution.

In Safety, we have performance indicators related to the number of accidents, near misses and Potential Serious Injuries or Fatalities (pSIF). These results are used to classify events as: with or without lost time; and first aid or medical treatment. For each event that occurred, we use tools such as the Ishikawa Diagram (Causes and Effects), Fault Tree and Preliminary Risk Analysis (APR), which help identify causes and implement mitigation measures, thereby preventing other incidents of the same nature.



**Our plant employees have the right to refuse to work in risky situations, in accordance with the current standard (NR 1). Moreover, before risk activities, we perform an occupational anamnesis, in which we check blood pressure and heart rate, and a psychosocial analysis is performed by our occupational nurse.**

**The main impacts on Takeda's Occupational Health and Safety are related to ergonomic risks – for which we have specific programs, such as the Ergonomic Assessment.**

**Committed to the topic, in our plant, 100% of our contracts address OHS topics, including collective bargaining and agreements; safety inspections/ CIPA; safety procedures; OHS integrations; audits; and contractual reviews.**

## Training & Communication

### GRI 403-5 | 403-6

Every year, a Training Plan is defined for Takeda's units, aiming to increase awareness and alertness regarding EHS topics in line with legal compliance, compliance with internal guidelines or the previous year's performance.

In 2020, some of the topics covered were:

- Training: proper use of Personal Protective Equipment (PPE), defensive driving, creation of the Emergency Brigade, creation of CIPA, NR 10, NR 35, Special Work Permit, Accident Prevention Program – SIF and pSIF;
- Occupational Health and Safety Integrations;
- Workplace Health and Safety Dialogs (DDS).

Communication about this theme comes through internal campaigns, periodic notices and Internal Occupational Accident Prevention Week (SIPAT), as well as HR's wellbeing program.

**In the fiscal year 2020, we celebrated the Internal Accident Prevention & Environment Week with the development of an app full of resources and tools to raise awareness and prevent accidents. The app offered simple and interactive games, videos and content. In one week, the app was accessed more than 1,000 times.**

## Occupational Health Services

### GRI 403-3

Due to the COVID-19 pandemic, employees in administrative areas and offices started working remotely, avoiding any involvement in activities with high incidence or high risk of disease.

At the plant, care, prevention, and monitoring protocols were implemented in order to ensure the continuity of industrial operations.

**Since March 2020, we have kept our manufacturing operations running safely and ensured the availability of our medicine to the market.**

All service providers involved in risky activities, such as electrical and working at heights, continued their activities as managed by the SST sector, with analysis of documentation, work permits and risk analysis. The adoption of specific procedures, monitoring, inspections and audits also continued.



## Health and Wellness Programs

At the outbreak of the pandemic, we used our internal channels to reiterate World Health Organization (WHO) and the Ministry of Health recommendations, in addition to distributing 70% alcohol hand sanitizer gel.

We acted quickly to transition all employees to remote work with flexible hours that were able to meet families' needs. We kicked off a series of newsletters with tips on productivity, speaking up and how to have a lighter and happier routine that promotes health and quality of life.

To foster a better remote work environment, we sent home office kits including ergonomic equipment. We developed lectures on "How to Manage Productivity by Developing Empathy" "Taking Care of Health in Home Office," "Emotional Impacts of Pandemic and Social Isolation on Parents and Children," "Reconciling Home Office Roles: Mental Health in Times of a Pandemic" and "Anti-smoking," among other topics.

Special care was also taken to maintain important daily routines and thereby motivate our team to keep going while we were apart, such as providing a voucher for each employee to celebrate the launch of the Fiscal Year at home with their family, since in person celebration with colleagues was impossible. This action was called #CelebraEmCasa.

Our Meeting and Breakfast with the President events with CEO Renata Campos, were also adapted to a virtual format.

### MyBalance Program

To highlight past actions seeking to improve quality of life, we created the MyBalance program. One of the program's deliverables is a calendar that shows the week's activities day by day, allowing people to schedule their time to enjoy them.

The most recent MyBalance initiative is the #YourWellBeingMatters campaign, which encompassed a series of actions promoting safety and balance in employees' physical and mental health during the period of isolation imposed by the new coronavirus pandemic.

We provided meditation and mindfulness sessions twice a day, free access to the Desk Yogi platform, and weekly guided meditation audios.



**An internal campaign created to increase employee engagement during the home office period through tips, guidelines and recommendations on how to stay more relaxed, healthy and, above all, happy.**

**As a result, we had high engagement rates! Among the content shared via e-mail, internal newsletter, and Yammer (corporate social network), we highlight:**

- Participation of ten employees who told their home office stories;
- Creation of a collaborative playlist on Spotify;
- Tips on apps, books, series and podcasts;
- Creation of the hashtags: #TakeaBreakTakeda, #HappyHomePet and #HappyHomeChef to encourage integration among the team through the sharing of photos from their daily lives.

### Vidalink Program

Provides free medication produced by Takeda to all employees, their legal dependents, and their parents. Because of the pandemic, we noticed an increase in use of the program, receiving very positive feedback from employees.

In the year, more than 24 thousand packs of medicine were provided through 100% subsidies for employees.

### Takeda Prev

As a company that works for a brighter future, we help our employees plan financially for a smooth retirement. To this end, we offer Takeda Prev, a private pension plan in which the employee can invest an amount every month and we match that amount at 1.5x, with a contribution cap of 7% of the employee's salary.





## Benefits

At Takeda, we believe in the importance of support networks to promote better health for people. For this reason, we have extended our benefits package to employees' families and highlight the following benefits for children:



**CEGONHA PROGRAM**  
extended leave for fathers and mothers, spouses;



**DAY-OFF** on the employee's birthday and their children's birthday up to the age of 12;



**TAKEDA TEEN** experience day for parents and young children at the company;



**SUMMER JOB** for employees' children who are in college between the months of January and February;



**TAKEDINHOS** event on Children's Day when employees take their children to work.

### MYFLEX PROGRAM

This program allows employees to customize their benefit packages annually in accordance with their personal priorities and standard benefits, determined by position and number of dependents.

To ensure that we continued to care for our people, in addition to the annual MyFlex survey, we also held an extraordinary election to adjust benefits following the outbreak of the COVID-19 pandemic.

This election saw a significant increase in employees choosing food vouchers. In response, we added extra credits to each employee's food voucher as a way to support additional expenses with food at home.

To further support physical and mental health among employees, Takeda now offers Social Consulting services, which provide 24-hour assistance for daily demands related to quality of life and wellness, such as emotional support, support in crisis situations and strengthening and encouraging people to become protagonists in their own lives.

## Employee Hotline

GRI 103-2 | 103-3

We believe that employee engagement and participation are essential to building our business. For this reason, we maintain an Employee Hotline, for questions and suggestions related to any of the company's themes. The channel is managed by the Human Resources area, which forwards questions and suggestions to those responsible and provides a response to the employee within 48 hours.





05.

FISCAL YEAR  
APR 20 – MAR 21

## PLANET



### PLANET

## Environmental Management

GRI 413-1

Responsibility to the **planet** is one of our aspirations and priorities, together with people and patients, because we believe that environmental transformation is of the utmost importance to delivering quality of life and achieving a brighter future for all.

With the wisdom we have acquired over our 240-year history, we think long term as a company. With that in mind, we have set global environmental goals in line with the Sustainable Development Goals (SDGs) for four priority areas: **climate change and energy, water conservation, waste management, and product life cycle management.**

We believe that employee participation is key to achieving our goals, and it is extremely important that they understand how they influence this process. Therefore, we have three environmental goals at Takeda Brazil and have established values for each, making everyone feel engaged and involved in the results.

**Global corporate priorities were established based on World Economic Forum metrics and our own metrics.**

### Encouraged SDGs:



### Our global goals:

by 2024

67% of suppliers (by emission) will set science-based climate targets.

by 2025

40% reduction in Greenhouse Gas (GHG) emissions relative to 2016;

15% reduction in GHG emissions from suppliers relative to 2018.

by 2040

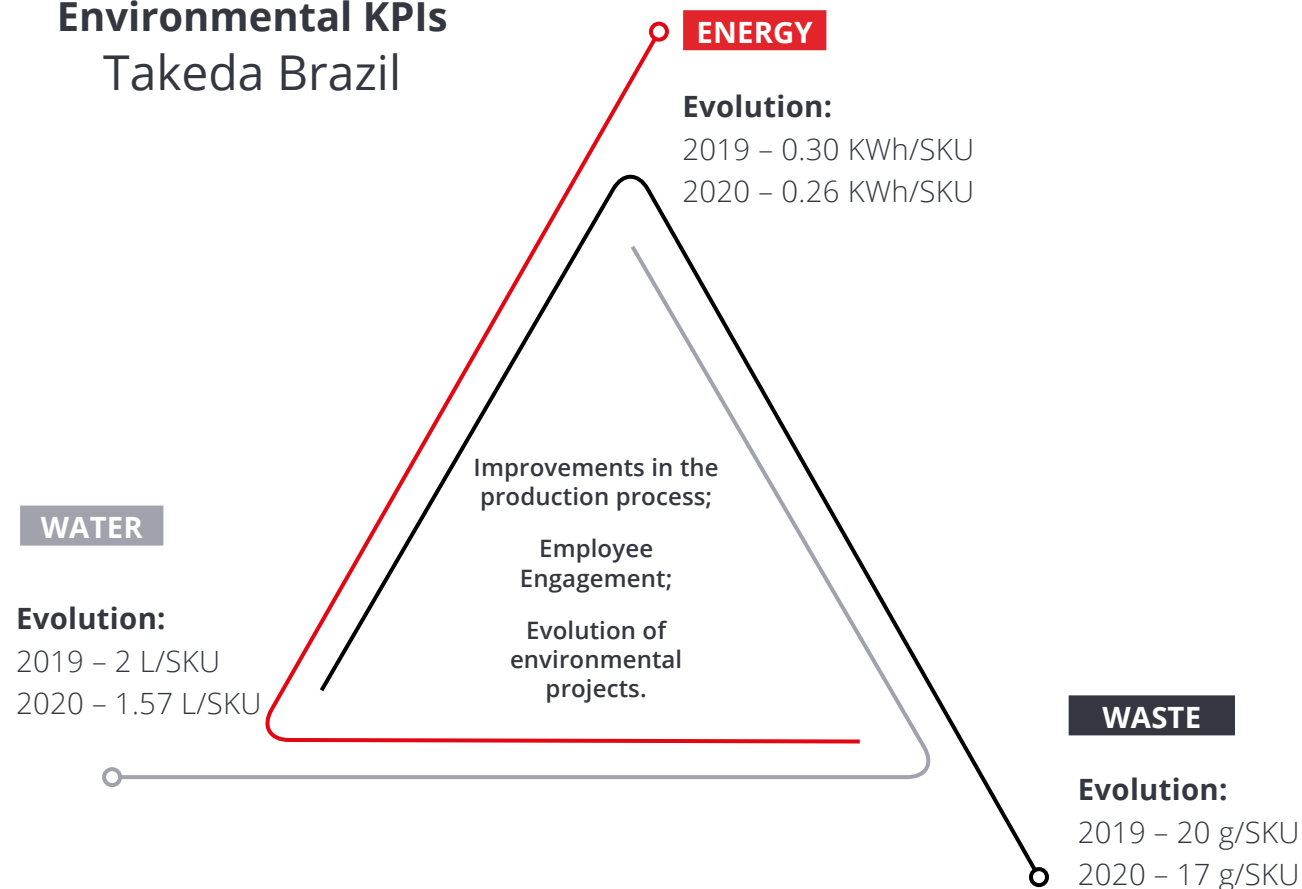
100% reduction in GHG emissions from our operations (Takeda companies around the world zero carbon);

50% reduction in supplier emissions relative to 2018.





## Environmental KPIs Takeda Brazil



### ENVIRONMENTAL TRAINING

Despite the challenges imposed by the pandemic, we exceeded our goal of 95% participation in environmental training sessions for a total of 98% of employees trained either online or in person.

**This knowledge is clearly demonstrated in visits to areas and audits.**

This system, combined with monthly KPI disclosures and our Committees, further strengthens Takeda Brazil's Environmental Management.

#### Topics covered:

- Waste Management;
- Environmental Aspects and Impacts;
- Emergency Action Plan;
- Sustainability Journey and Projects;
- EHS Events and Environmental Management System.

**Total of 15 hours of training.**



**“ I am proud to be a part of the EHS (Environment, Health & Safety) area, where our values teach us to always do the right thing and never give up. Because of this, we have achieved fantastic results in the area: we have been Zero Landfill for more than a year and will reach Zero Effluent! We are committed to serving the patient and are responsible for protecting our planet.”**

**Andrea Yumi Kishimoto Lembo, EHS Manager**



**“ I highlight the importance of holding the ‘Sustainability Journey’ during the fiscal year. It allowed us to share studies and implementation of the sustainable projects developed at the plant, which involve all environmental areas: water and effluents, energy, emissions and waste, but, even more importantly, people!”**

**Leonardo Cerdeira Alves, EHS Coordinator**

Our plant in Jaguariuna (SP) has a robust Environmental Management System (EMS), backed by professionals dedicated to developing continuous improvement projects. Our environmental policy is linked to Takeda Global standards and the ISO 14.001:2015 standard.

### Sustainability Journey

To increase employee engagement and alignment with the company's goals, the Sustainability Journey is a web series of eight videos created to address environmental issues in a comprehensive manner. The videos are available internally on Takeda's social platforms, such as Yammer, via corporate e-mails and on the plant's TV station.

Below are more initiatives to promote sustainable operation at Takeda.



# Emissions

GRI 103-1 | 103-2 | 103-3 | 305-1 | 305-2 | 305-3 | 305-5 | 305-7

We want to become increasingly more eco-efficient and are committed to fighting climate change by reducing our Greenhouse Gas (GHG) emissions year after year.

We monitor this progress in accordance with international guidelines laid out by the Greenhouse Gas (GHG) Protocol. Between fiscal year 2019 and 2020, we posted a **9.4% decrease in Scope 1** emissions due to reductions in production and a **100% decrease in Scope 2** emissions due to the Zero Carbon Project.

See below for more details on the project:

## Zero Carbon Project

To reduce and mitigate the impacts of our operations, in line with Takeda's Global Climate Action Program (CAPS), the Jaguariuna plant has been working to reduce Scope 1 and 2 emissions.

We are developing promising studies to achieve global reduction targets for Scope 1 (direct) and 3 (indirect) emissions, as well as the implementation of the Zero Carbon project for our Scope 2 emissions.

In March 2020, we signed a contract on the Free Energy Market, to purchase 100% subsidized energy, i.e., coming

Encouraged SDGs:

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

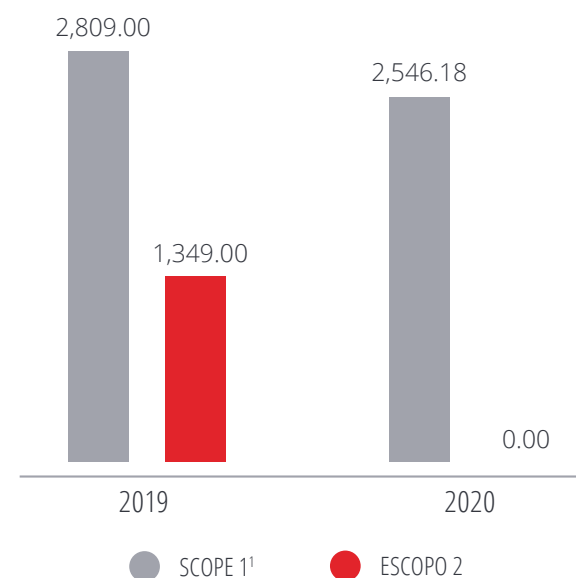
13 CLIMATE ACTION

from renewable sources (wind and hydroelectric).

For Scope 1, we are conducting a general energy efficiency survey to achieve Takeda's global goal of reducing 0.6 tCO<sub>2</sub> in this Scope for the Jaguariuna plant.

As for Scope 3, after the acquisition of a biodigester, we eliminated food waste from the restaurant. In the three months following its installation, were able to transform 6.9 tons of waste into water, preventing the release of 10 tCO<sub>2</sub>e. Our global target is to reduce 15% of the emissions in this Scope by 2025 and 50% by 2040, with 2018 serving as the base year.

Emissions in Tons of CO<sub>2</sub>e



## Other emissions in KG

TOTAL EMITTED	EMISSION FACTOR <sup>2</sup>	CATEGORY
0.21	0.21	NOx
0.009	0.009	SOx
0.021	0.021	Particulate Matter (PM)

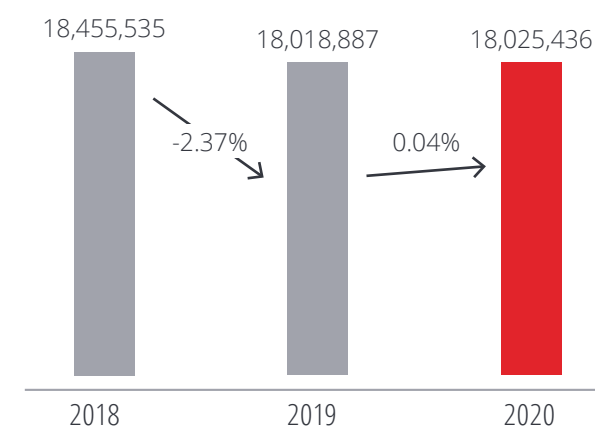
# Energy

GRI 103-1 | 103-2 | 103-3 | 302-1

In fiscal year 2020, we made improvements to become increasingly more energy efficient.

Despite the 0.04% increase in energy consumption from the previous year, we met our Energy Intensity target, which reaffirms Takeda Brazil's commitment to producing more while consuming fewer resources, as described below.

## Energy Consumption in kWh



<sup>1</sup> Figures calculated based on the consumption of wet natural gas, LPG and commercial diesel oil using data from Takeda's global system (ENABLON). Of the total, 5.01 tCO<sub>2</sub>e are considered biogenic emissions from the burning of natural gas in our boilers and diesel oil by electric generators.

Note: Scope 3 includes emissions from the company's activities, but from sources that are not owned or controlled internally. We continue to work to gain a precision and comprehensive understanding of these figures to reach our global goal of reducing the Scope's emissions.

<sup>2</sup> The values represent the average for each boiler, based on an atmospheric report in NOV/19 and NOV/20, on the amount of natural gas used for X amount of time the boilers have been in operation.

<sup>3</sup> The value represents the total amount of electricity consumed (in kWh) divided by total annual production (1 SKU = 1 medicine case).

Encouraged SDGs:

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

## ENERGY INTENSITY<sup>3</sup>

**0.26 kWh/SKU**

In fiscal year 2019, we committed to reduce energy intensity by 13% in 2020, compared with the proposed 2018 target of 0.30 KWh/SKU. This target, set annually, takes into account our production volume and all projects that will raise or lower consumption.





# Waste

GRI 103-1 | 103-2 | 103-3 | 306-1 | 306-2 | 306-3 | 306-4

We have identified our manufacturing production as our main source of waste, which includes leftover raw materials, contaminated packaging and discarded medicines, as well as laboratory reagents and post-consumption waste discarded by patients at the end of our products' useful life.

Takeda Brazil's environmental management prioritizes waste management and makes efforts to achieve ongoing reduction by fostering participation and engagement of all employees.

In specific committees we present and disclose monthly evolution indicators, directly

## Encouraged SDGs:



linked to waste generated at the plant.

Our Waste Center adds value to the operation by receiving the waste generated throughout the plant and, subsequently, separating it by material type. Any deviations in disposal are communicated to the corresponding area so that they can verify possible failures in the process.

## Generated waste<sup>1</sup>

WASTE TYPE (HAZARDOUS)	WEIGHT (TON.)	WASTE TYPE (NON-HAZARDOUS)	WEIGHT (TON.)
Miscellaneous contaminated	340.87	Paper	271.54
Sewage sludge	198.38	Metal	72.31
HPLC Reagent	5.73	Grease trap	72.00
Microbiological residue	2.20	Plastic	65.05
Laboratory reagents	1.20	Blister	55.58
Electronics and batteries	1.09	Wood	54.46
Antibiotic medicines	0.20	Organic (restaurant)	47.39
Bulbs	0.19	Glass	3.45
Clinic	0.15	Vegetable oils	0.24



## 1,192.03 tons of waste generated.

## Green Platform

We have invested in the acquisition of an online monitoring system, called "Green Platform" which will manage waste disposed at Takeda Brazil, from the moment the waste is generated in several areas to final disposal.

The project, which is in progress and is expected to be completed by next fiscal year, aims to understand the source of waste generation and act assertively to eliminate it.

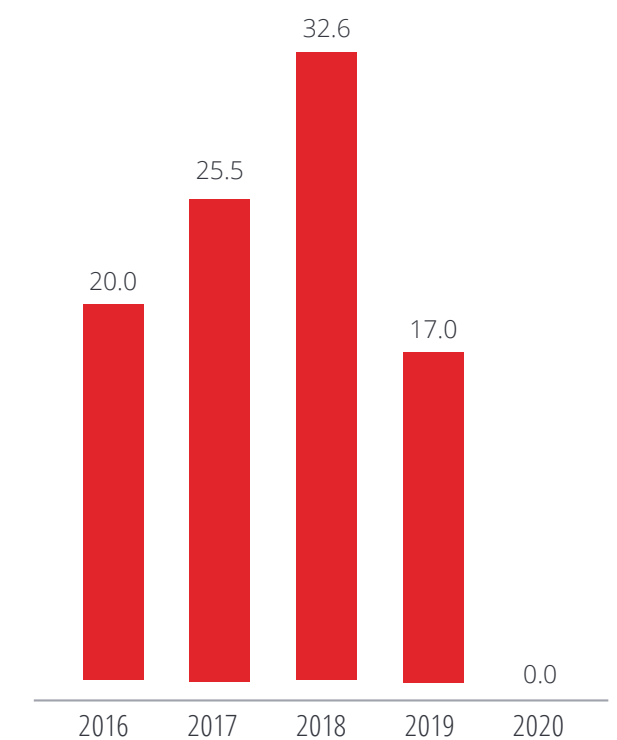
Through the Zero Landfill project, we began diverting 100% of waste away from landfills. In fiscal year 2020, we will also start treating 100% of organic waste internally by means of a biodigester installed in our restaurant.

Learn more on [page 98](#).

## Disposal of generated waste<sup>2</sup>

DESTINATION	WEIGHT (TON.)
Recycling	642.0
Co-processing	545.0
Incineration	1.0
Reverse Manufacturing	1.0

## Waste Sent to Landfills (ton)



<sup>1</sup> Waste comprises only the Jaguariuna (SP) plant, because during fiscal year 2020 we received no waste from the distributor.

<sup>2</sup> We had no deviations. All the waste generated, hazardous and non-hazardous, was disposed of correctly.



# Water and Effluents

GRI 103-1 | 103-2 | 103-3 | 303-1 | 303-2 | 303-3 | 303-4 | 303-5

We take an extremely careful look at our use of water and the disposal of effluents, which enabled us to plan and implement the Zero Effluents and Water Management projects.

After an internal treatment process, we discard 100% of the effluents as fresh water into the public network. Before even reaching the Camanducaia River, which is the final receiving body, the material is again treated through two stages at the Wastewater Treatment Station (ETE) managed by the City of Jaguariuna (SP).

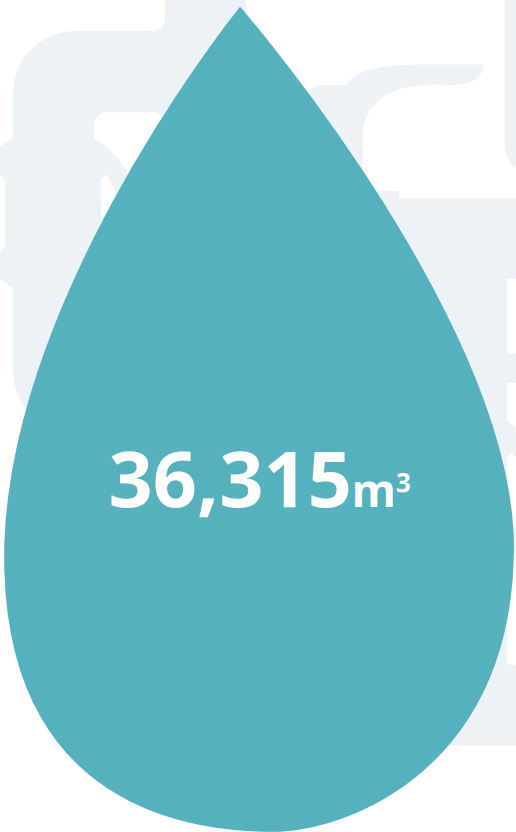
The whole process is regulated by a resolution of the National Council for the Environment (CONAMA), with which we fully comply and even surpass. On top of this, we collect samples from our treatment station on a weekly basis for analysis and an external laboratory collects samples each month to compare results.

At the end of each month, we file the results with the public agency that manages sewage services, proving that we meet all standards.

### Encouraged SDGs:



### Water Consumption<sup>1</sup>



## Zero Landfill Project

Through the Zero Landfill Project, we have eliminated the need to send Takeda Brazil's waste to landfills. Waste is now sent for recycling, co-processing or biodigestion, a process that also extends to civil construction waste, which is sent to a separation and crushing plant.

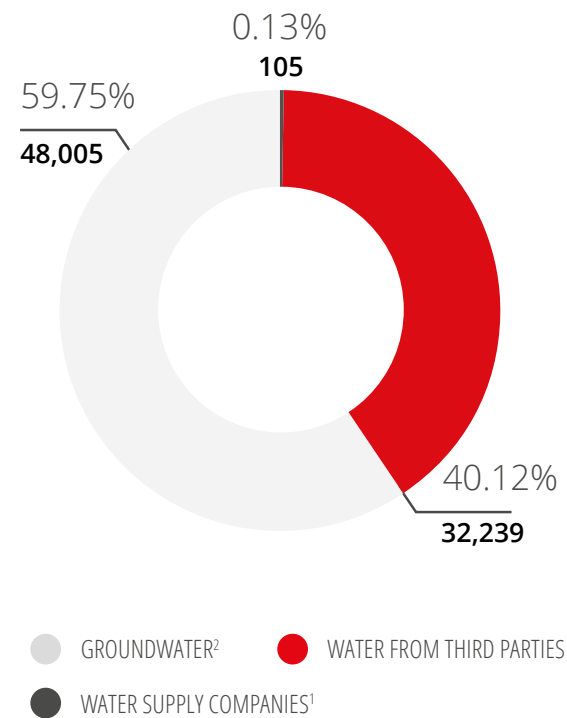
### The initiative is considered a benchmark in the sector!

With the approval and participation of employees, we have been able to take advantage of a range of ideas to develop new projects, including environmental projects. As an example of this engagement, even the paper towel we use are recycled, and we have zeroed the generation of waste from toilet bowls, such as toilet paper, by using water-soluble paper.

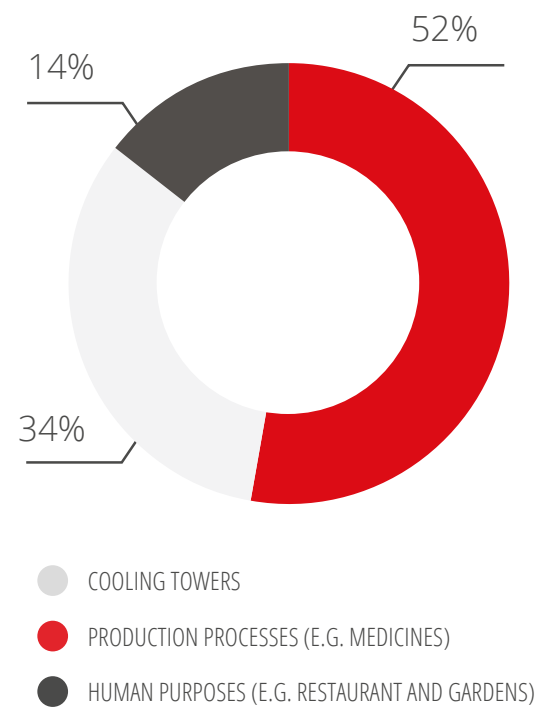
<sup>1</sup> Considering total water withdrawn minus water discharged.



### Water Use by Source (m³)



### Water Use



### DISCARDED WATER

We are committed to monitoring all substances discarded in our operations, prioritizing **Bacitracin Zinc**, present in antibiotic ointments, which can impair water treatment if not disposed of with great care.

Therefore, we developed pre-treatment for effluents coming from the ointment plant. This process has served as a benchmark for other pharmaceutical companies and consists of a physical-chemical system that can remove the compound and degrade it into non-harmful materials, such as CO<sub>2</sub>. This effluent then flows to our plant without posing any risk to the system.

Based on compliance with Article 19-A of State Decree 8.468/76 and the requirements of the city of Jaguariuna, we also highlight management of disposal of two substances from our operation: BOD (Biochemical Oxygen Demand) and COD (Chemical Oxygen Demand), both chosen based on the components of medication.

<sup>1</sup> The figure refers to gallons of mineral water purchased from water supply companies exclusively for human consumption.

### Total water discarded

**44,034 m³**

### Total third-party water discarded

**17,614 m³**

### Total groundwater discarded

**26,420 m³**

### Zero Effluent Project

By the end of fiscal year 2021, we intend to have our first **Zero Effluent** plant in operation in Jaguariuna.

The process consists of reverse osmosis ultrafiltration of effluent, which, as a result, provides purified water ready to be used in our systems, such as feeding cooling towers and boilers.

If our calculations are correct, we will be able to replenish our water supply and still have a water surplus, which will allow us to apply for a specific license from the Environmental Company of the State of Sao Paulo (CETESB) to donate the remaining water to the municipality of Jaguariuna, which will use it for watering gardens and cleaning public spaces.

**In addition to making us a zero effluent factory, the project positively impacts the boilers' gas and energy consumption, since, due to purification, the water will contain fewer salts, which encrust in the pipes and increase demand for heat.**



## Water Management Project

This project seeks to automate our system, reducing our consumption of water from the public network to zero which, in turn, should be dedicated to the population, according to the National Water Resources Policy.

We know that Jaguariuna is currently experiencing a serious demographic demand issue. As such, in addition to achieving self-sufficiency and reducing several production risks, the implementation of this project will mean we will no longer use approximately five thousand m<sup>3</sup> of water per month from the public network, which will be entirely available to the population.

By 2020 we had completed 30% of the project, which we expect to fully implement by the end of fiscal year 2021.

The Water Management and Zero Effluent projects will allow us to run the plant on only two wells, preventing us from having to drill new wells should production increase.

**Together, these two initiatives will eliminate discharge of effluent into the public network and generate 100% utilization of waste from the osmosis process.**

## Disposal of Medicines

GRI 103-1 | 103-2

We are increasingly attentive to the role of reverse logistics. As such, we pay great attention to the post-consumption phase of our products, such as unused or expired medication and their respective blister packs and packaging.

Using specific collection points installed inside several drugstore chains, waste is properly collected by a supplier partner that issues us reports for online monitoring.

During fiscal year 2020, we recorded 41 tons of unconsumed medication returned to the plant for proper destruction, in accordance with our environmental management policy.

In 2020, through our partnerships with Interfarma and Brazil Health Service (BHS), we collected 136.61 tons of medication for proper disposal.

### Encouraged SDGs:



To learn more about the project and find the nearest collection point, please visit:  
<https://bit.ly/3u5v4RU>





06.

# ATTACHMENTS



## Priority Map

### PATIENTS



Takeda Vision, page 13;  
Access to Health Services, page 53;  
Health Care Professionals, page 58;  
Pharmacovigilance and Customer Service, page 61;  
Actions to Combat COVID-19, page 24.

### TRUST



Corporate Governance, page 26;  
Ethics and Transparency, page 27;  
Employee Profiles, page 67;  
Environmental Management, page 91;  
Development & Recognition, page 76;  
Actions to Combat COVID-19, page 24.

### REPUTATION



Takeda Vision, page 13;  
Research and Innovation, page 65;  
Highlights and Presence in Brazil, page 19;  
Corporate Governance, page 26;  
Health, Safety and Wellness, page 83;  
Communication & Data Security, pages 32 and 35;  
Corporate Social Responsibility, page 26;  
Actions to Combat COVID-19, page 24.

### BUSINESS



Takeda Vision, page 13;  
Research and Innovation, page 65;  
Highlights and Presence in Brazil, page 19;  
Sustainability in the Supply Chain, page 50;  
Regulatory Agencies, page 65;  
Actions to Combat COVID-19, page 24.

# GRI CONTENTS INDEX

GRI 102-55

GENERAL DISCLOSURES		
GRI 102: General Disclosures 2016		
102-1	Name of the organization	Page 12.
102-2	Activities, brands, products and services	Page 12.
102-3	Location of headquarters	Page 12.
102-4	Location of operations	Pages 12 and 19.
102-5	Ownership and legal form	Takeda in Brazil is made up of two limited liability companies: Takeda Distribuidora Ltda. and Takeda Pharma Ltda.
102-6	Markets served	Page 12.
102-7	Scale of the organization	Pages 12 and 19.
102-8	Information on employees and other workers	We identified a variation in the total number of employees reported in fiscal year 2019 due to two reasons: the January 2021 completion of the divestment of the over-the-counter (OTC) medicines portfolio, which led to the transfer of 187 employees from Takeda Brazil to the acquiring company, as well as the closure of the field team internship project, which impacted 15 people. Learn more about our employee profiles on page 67.
102-9	Supply chain	Page 50.
102-10	Significant changes to the organization and its supply chain	There were none.
102-11	Precautionary Principle or approach	We do not formally apply the precautionary principle.
102-12	External initiatives	Pages 42 and 71.
102-13	Membership of associations	Page 41.
102-14	Statement from senior decision-maker	Page 11.
102-16	Values, principles, standards, and norms of behavior	Pages 12 and 27.
102-17	Mechanisms for advice and concerns about ethics	Page 27 and 32.
102-18	Governance structure	Page 36.
102-19	Delegating authority	Page 38.

102-21	Consulting stakeholders on economic, environmental, and social topics	The consultation process was carried out by Takeda Global, and included more than 750 meetings with different stakeholders. Locally, we did not conduct consultation, as we follow the Organization's guidelines.
102-22	Composition of the highest governance body and its committees	The Local Executive Committee is composed of 15 people, five women and ten men. Learn more about its composition on <a href="#">page 36</a> .
102-23	Chair of the highest governance body	In accordance with Takeda Brazil's governance structure, the Chair of the highest local governance body, the Brazilian Leadership Team, holds an executive function as President of Takeda Brazil. Learn more about the structure on <a href="#">page 36</a> .
102-25	Conflicts of interest	<a href="#">Page 36</a> .
102-26	Role of highest governance body in setting purpose, values, and strategy	Pages 27 and 39.
102-28	Evaluating the highest governance body's performance	We are in the process of integrating KPIs for evaluation of executives, considering environmental, social, and governance (ESG) aspects. Learn more on <a href="#">page 39</a> .
102-29	Identifying and managing economic, environmental, and social impacts	Pages 36 and 39.
102-30	Effectiveness of risk management processes	<a href="#">Page 36</a> .
102-31	Review of economic, environmental, and social topics	<a href="#">Page 36</a> .
102-40	<i>List of stakeholder groups</i>	<a href="#">Page 8</a> .
102-41	Collective bargaining agreements	1,101 people, which represents 96.91% of employees, considering Takeda Distribuidora and Pharma.
102-42	<i>Identifying and selecting stakeholders</i>	<a href="#">Page 6</a> .
102-43	<i>Approach to stakeholder engagement</i>	<a href="#">Page 6</a> .
102-44	Key topics and concerns raised	<a href="#">Page 6</a> .
102-45	Entities included in the consolidated financial statements	The legal entities, which are part of the Company and are considered in the financial statements, are Takeda Pharma and Takeda Distribuidora.
102-46	Defining report content and topic Boundaries	To consolidate Takeda Brazil's material themes, we cross-referenced our matrix, which defined themes in 2019, and the themes considered as "high" for the Global matrix. Learn details of the matrix on the <a href="#">page 6</a> .
102-47	List of material topics	<a href="#">Page 6</a> .
102-48	Restatements of information	There were none.
102-49	Changes in reporting	There were none.
102-50	Reporting period	<a href="#">Page 34</a> .
102-51	Date of most recent report	2020.
102-52	Reporting cycle	Annual.



## ATTACHMENTS

<b>102-53</b>	Contact point for questions regarding the report	Patient Value & Market Access Department <a href="mailto:priscila.damiani@takeda.com">priscila.damiani@takeda.com</a>
<b>102-54</b>	Claims of reporting in accordance with the GRI Standards	<a href="#">Page 4.</a>
<b>102-55</b>	GRI content index	<a href="#">Page 106.</a>
<b>102-56</b>	External assurance	There were none.
<b>GRI 306: Waste 2020</b>		
<b>103-1</b>	Waste generation and significant waste-related impacts	Ethical Business Practices – <a href="#">Page 27</a> ; Corporate Governance – <a href="#">Page 36</a> ; Corporate Philanthropy – <a href="#">Page 42</a> ; Access to Medication – <a href="#">Page 53</a> ; Best-in-Class Talent – <a href="#">Page 65</a> ; Profile – <a href="#">Page 67</a> ; Diversity, Equality and Inclusion – <a href="#">Page 70</a> ; Development and Recognition – <a href="#">Page 76</a> ; Employee Health and Well-Being – <a href="#">Page 83</a> ; Climate, Carbon, and Energy – <a href="#">Pages 94 and 95</a> ; Water and Waste Management – <a href="#">Pages 96 and 99</a> ; Disposal of Medicines – <a href="#">Page 103</a> .
<b>103-2</b>	Management of significant waste-related impacts	<a href="#">Pages 24, 27, 34, 35, 36, 41, 42, 53, 67, 70, 76, 83, 89, 94, 95, 96, 99 and 103.</a>
<b>103-3</b>	Waste generated	<a href="#">Pages 27, 35, 36, 42, 53, 67, 70, 76, 83, 89, 94, 95, 96 and 99.</a>

## ECONOMIC DISCLOSURES

**GRI 205: Anti-Corruption 2016**

<b>205-2</b>	Communication and training about anti-corruption policies and procedures	<a href="#">Page 34.</a>
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## ENVIRONMENTAL DISCLOSURES

**GRI 302: Energy 2016**

<b>302-1</b>	Energy consumption within the organization	<a href="#">Page 95.</a>
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**GRI 303: Water and Effluents 2018**

<b>303-1</b>	Interactions with water as a shared resource	<a href="#">Page 99.</a>
<b>303-2</b>	Management of water discharge related impacts	<a href="#">Page 99.</a>
<b>303-3</b>	Water withdrawal	<a href="#">Page 99.</a>
<b>303-4</b>	Water discharge	<a href="#">Page 99.</a>
<b>303-5</b>	Water consumption	<a href="#">Page 99.</a>

**GRI 305: Emissions 2016**

<b>305-1</b>	Direct (Scope 1) GHG emissions	<a href="#">Page 94.</a>
<b>305-2</b>	Energy indirect (Scope 2) GHG emissions	<a href="#">Page 94.</a>

## ATTACHMENTS

<b>305-3</b>	Other indirect (Scope 3) GHG emissions	<a href="#">Page 94.</a>
<b>305-5</b>	GHG emissions intensity	<a href="#">Page 94.</a>
<b>305-6</b>	Reduction of GHG emissions	We did not emit ODS. Our cooling process in the production areas is carried out by an HVAC system, which uses chilled water. In the chillers and air conditioners we use R-134A and R-410A gases, but there were no emissions.
<b>305-7</b>	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<a href="#">Page 94.</a>

**GRI 306: Waste 2020**

<b>306-1</b>	Waste generation and significant waste-related impacts	<a href="#">Page 96.</a>
<b>306-2</b>	Management of significant waste-related impacts	<a href="#">Page 96.</a>
<b>306-3</b>	Waste generated	<a href="#">Page 96.</a>
<b>306-4</b>	Waste diverted from disposal	<a href="#">Page 96.</a>

## SOCIAL DISCLOSURES

**GRI 401: Employment 2016**

<b>401-1</b>	New employee hires and rate of employee turnover	100 permanent employees joined the company, achieving a hiring rate of 8.04%, and 141 employees left the company, for a total turnover rate of 11.44%. More details on <a href="#">page 69</a> .
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	Men	Women	Up to 30 y.o.	Btw. 30 & 50 y.o.	+50 y.o.
New hires	44	56	22	72	6
Hiring rate (%)	3.51	4.62	1.79	5.84	0.50
Terminations	69	72	20	107	14
Turnover	6%	6%	1.63%	8.66%	1.15%

**GRI 403: Occupational Health and Safety 2018**

<b>403-1</b>	Occupational health and safety management system	<a href="#">Page 83.</a>
<b>403-2</b>	Hazard identification, risk assessment, and incident investigation	<a href="#">Page 84.</a>
<b>403-3</b>	Occupational health services	<a href="#">Page 85.</a>
<b>403-4</b>	Worker participation, consultation, and communication on occupational health and safety	<a href="#">Page 83.</a>
<b>403-5</b>	Worker training on occupational health and safety	<a href="#">Page 85.</a>
<b>403-6</b>	Promotion of worker health	<a href="#">Page 85.</a>



## ATTACHMENTS

403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 83.
403-9	Work-related injuries	Due to the COVID-19 pandemic, in-person activities were suspended and employees switched to home office work. As a result, we had no accidents, fatalities or occupational illnesses during the fiscal year.
<b>GRI 404: Training and Education 2016</b>		
404-2	Programs for upgrading employee skills and transition assistance programs	Page 76.
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1	Diversity of governance bodies and employees	Pages 36 and 70.
<b>GRI 412: Human Rights Assessment</b>		
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 35.
<b>GRI 413: Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	Pages 24, 44, 48, 83 and 91.
<b>GRI 412: Human Rights Assessment 2016</b>		
416-1	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 61.
<b>GRI 413: Local Communities 2016</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	There were none.

## ATTACHMENTS

# CREDITS

## Coordination

Takeda Brazil

## Consulting, editorial project, writing and translation

RICCA Sustentabilidade

## Graphic design, layout and illustrations

RICCA Sustentabilidade

## Photographs

Takeda



