



ENGAGEMENT, DIVERSITY, EQUITY & INCLUSION

FY'22 REPORT CARD

CREATING AN ASTELLAS FOR ALL

Our Why

MESSAGE FROM LEADERSHIP



“In order for us to be on the forefront of change and turn innovative science into VALUE for our patients, we must focus on our organizational health — Engagement, Diversity, Equity and Inclusion are critical elements.”

NAOKI OKAMURA

President & Chief Executive Officer (CEO)



“EDEI empowers leaders to create inclusive and psychologically safe teams where all people can thrive and have challenging growth opportunities which fosters innovative solutions for patients.”

KATS SUGITA

Chief People Officer & Chief Ethics and Compliance Officer



“Our commitment to EDEI remains steadfast. I am proud of our accomplishments to date, especially the launch of our Global DEI Council and look forward to furthering our momentum.”

LA TOYA MCCLELLAN

Global Head of Engagement, Diversity, Equity & Inclusion

EDEI PURPOSE *(Why it Matters)*

In order to become a life science innovator, we need to create an inclusive and equitable workplace that enables all employees to be fully engaged and give their best talent

EDEI VISION *(What We Aspire Towards)*


...Our people, leaders and suppliers reflect the rich diversity of our patients

...Our people feel a high sense of inclusion, experience employment equity and collectively drive innovation

...Our patients experience favorable and equitable health outcomes

Our What and How

EDEI MISSION *(What We Strive to Accomplish)*

 ENGAGEMENT	<p>All people are highly engaged</p> <p>GOAL: Parity in high employee engagement across all identities</p> <p>MEASURED BY: Global Engagement Survey, ESG indices, Employee voluntary attrition rates, Employee exit interviews</p>
 DIVERSITY	<p>Our people, leaders and suppliers reflect our diverse patients</p> <p>GOAL: Women and underrepresented groups are represented as employees, leaders, and suppliers at rates that reflect those of our patients and communities</p> <p>MEASURED BY: Total employee representation, employee representation at Director+ levels, # of diverse suppliers, % of spend with diverse suppliers</p>
 EQUITY	<p>All people experience equity in health and work</p> <p>GOAL: Women and underrepresented groups experience equity across the employee and patient lifecycle, have equitable access to our portfolio, and achieve equitable health outcomes</p> <p>MEASURED BY: Employee hire rates, Compensation equity analysis, Employee benefit utilization rates, Talent Review and Succession Plan representation, Employee learning & development program participation rates, Employee promotion rates, Employee exit interviews, Patient access rates, Patient health outcome rates</p>
 INCLUSION	<p>All people experience inclusion</p> <p>GOAL: Parity in high reporting of psychological safety, belonging, empowerment</p> <p>MEASURED BY: Global Engagement Survey, ESG indices, Employee voluntary attrition rates, Employee exit interviews</p>



Our What and How

EDEI STRATEGY *(How We Will Get There)*

DATA INSIGHTS

- Leverage data to deeply understand the employee, patient and supplier experience through an EDEI lens
- Monitor progress, conduct self-assessment and benchmark against best-in-class organizations to improve upon opportunities and celebrate successes

EDEI PLANS

- Create custom EDEI plans for women and underrepresented groups and partner with business units on execution
- Consult with business units to develop tailored EDEI plans and partner on implementation

PEOPLE EXPERIENCE

- Increase the total and leadership representation of women and underrepresented groups to better represent and bring the perspectives of the patients and communities we serve
- Brand Astellas as an Employer of Choice for female and underrepresented group talent
- Ensure equity across the employee lifecycle

PATIENTS AND SUPPLIERS

- Form coalitions to enhance health equity through equitable patient access and health outcomes
- Partner to increase the diversity and sustainability of our supplier base

CULTURE

- Build global cultural competence and empathy across all levels of the organization
- Value diversity in all its forms to instill psychological safety, belonging, and empowerment that unlocks the full potential of people to innovate and succeed

STRUCTURE

- Launch Global EDEI Governance Council and BU-specific EDEI Councils to foster decision-making, collaboration and accountability
- Globalize and expand Employee Impact Groups (EIGs) to fully represent and include all underrepresented groups

GLOBAL DEI COUNCIL

ROLE

- Advise EDEI Leadership
- Make company-wide EDEI decisions/approvals
- Drive collaboration and accountability for EDEI strategies
- Meet 3x/year – 1hr/mtg

MEMBERSHIP

- Executive Sponsors – CEO and CPO/CECO
- Chair – Head of EDEI
- CXOs
- Commercial Presidents
- Representatives from HR




FY'22 Progress

EMPLOYEE ENGAGEMENT

We appreciate the strong **82% employee response rate** in our Global Annual Engagement Survey as well as our solid overall **engagement score of 71**.

We are proud of the positive increase in our DEI relevant scores compared to FY'21 and the expansion of voluntary self-disclosure demographic questions

ENGAGEMENT SCORE: 71



1

Points above
JAN 2022 ANNUAL SURVEY

4

Points below
GLOBAL PHARMA*

October 2022 Astellas Engagement Survey | Fielded 12 Oct – 26 Oct 2022

HIGH RESPONSE RATE	HIGH VOLUME OF QUALITATIVE DATA
82%	~22K COMMENTS
DEI-RELEVANT SCORES	
<ul style="list-style-type: none">Authenticity: <i>I feel comfortable being myself at work</i> 73 (+1pt vs FY'21)Belonging: <i>I feel a sense of belonging at Astellas</i> 71 (no change vs FY'21)Equal Opportunity: <i>Regardless of background, everyone at Astellas has an equal opportunity to succeed</i> 67 (+1pt vs FY'21)	<ul style="list-style-type: none">Inclusive Leaders: <i>Leaders at Astellas value different perspectives</i> 66 (+2pt vs FY'21)Expanded voluntary self-disclosure demographics** to include gender identity and sexual orientation

*Global Pharma Benchmark represents more than 25 global pharmaceutical companies of varying sizes with data in the Glint system.

**Demographic categories are voluntary, only allowed in countries in which it is legally permissible and works council approved, and the results are not available to people managers

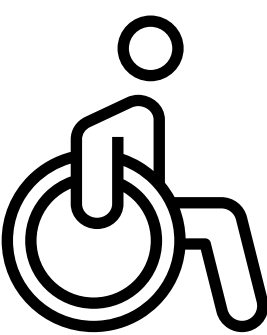
Engagement score is a composite of employee satisfaction and likelihood of recommending Astellas as a place to work.

Responses are confidential. Astellas only has access to aggregated survey results and additional measures such as data suppression have been implemented to prevent identity from being disclosed to Astellas in the creation of survey reports.

FY'22 Progress

DIVERSITY

We are proud of our global overall **female representation of 46%** and recognize our strength in female representation at Director level while also acknowledging our opportunity to further increase the representation of females at the Senior/Executive Director level and beyond



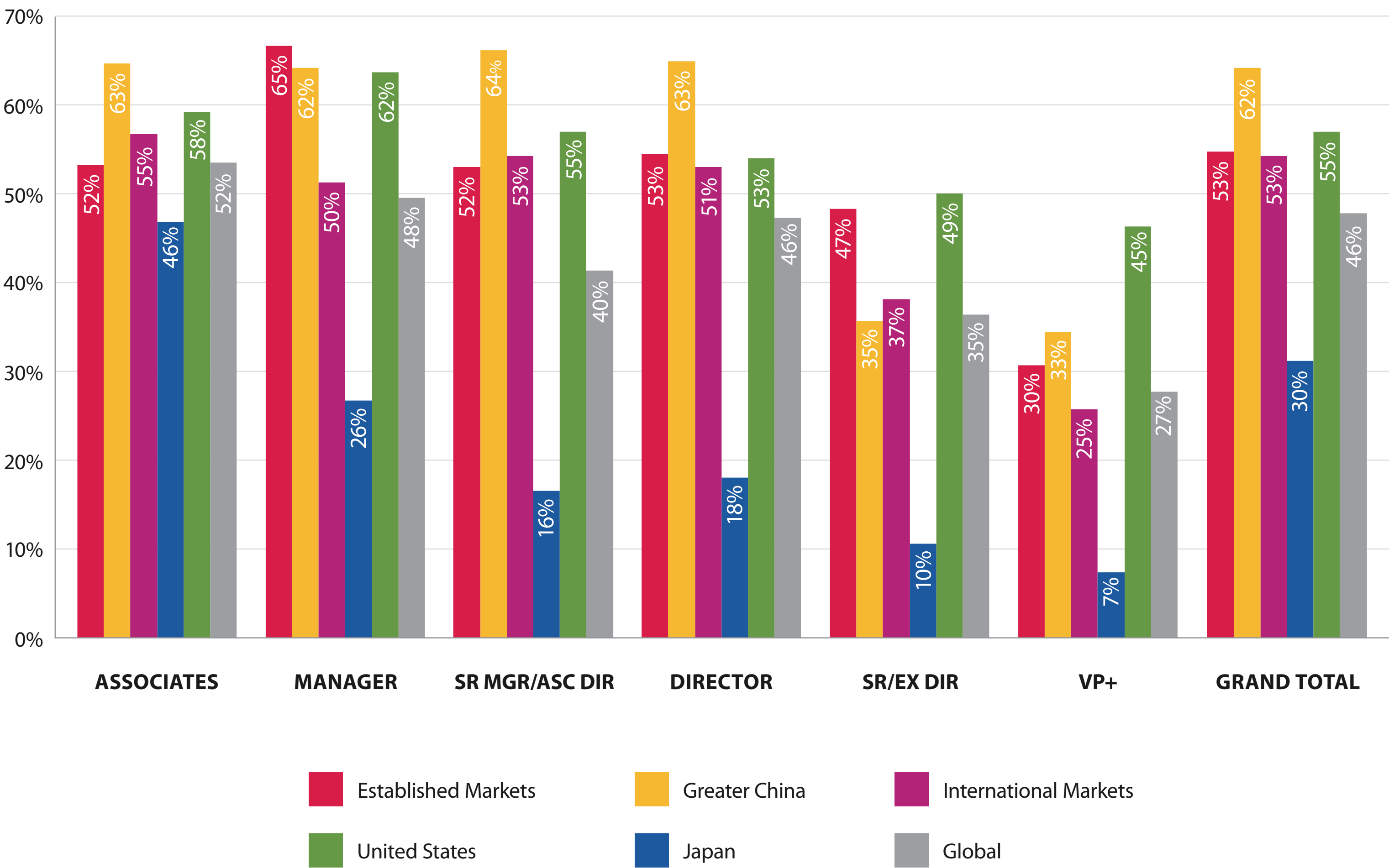
141 global employees self-identify as currently having or having a history/record of a disability



“I choose to work at Astellas because of the people, the friendships and the opportunity to continue to grow and develop as an individual and as an employee.”

MELISSA ALFORD
African American Employee Impact Group Leader

FY'22 Global Female Representation by Region by Level



FY'22 Progress

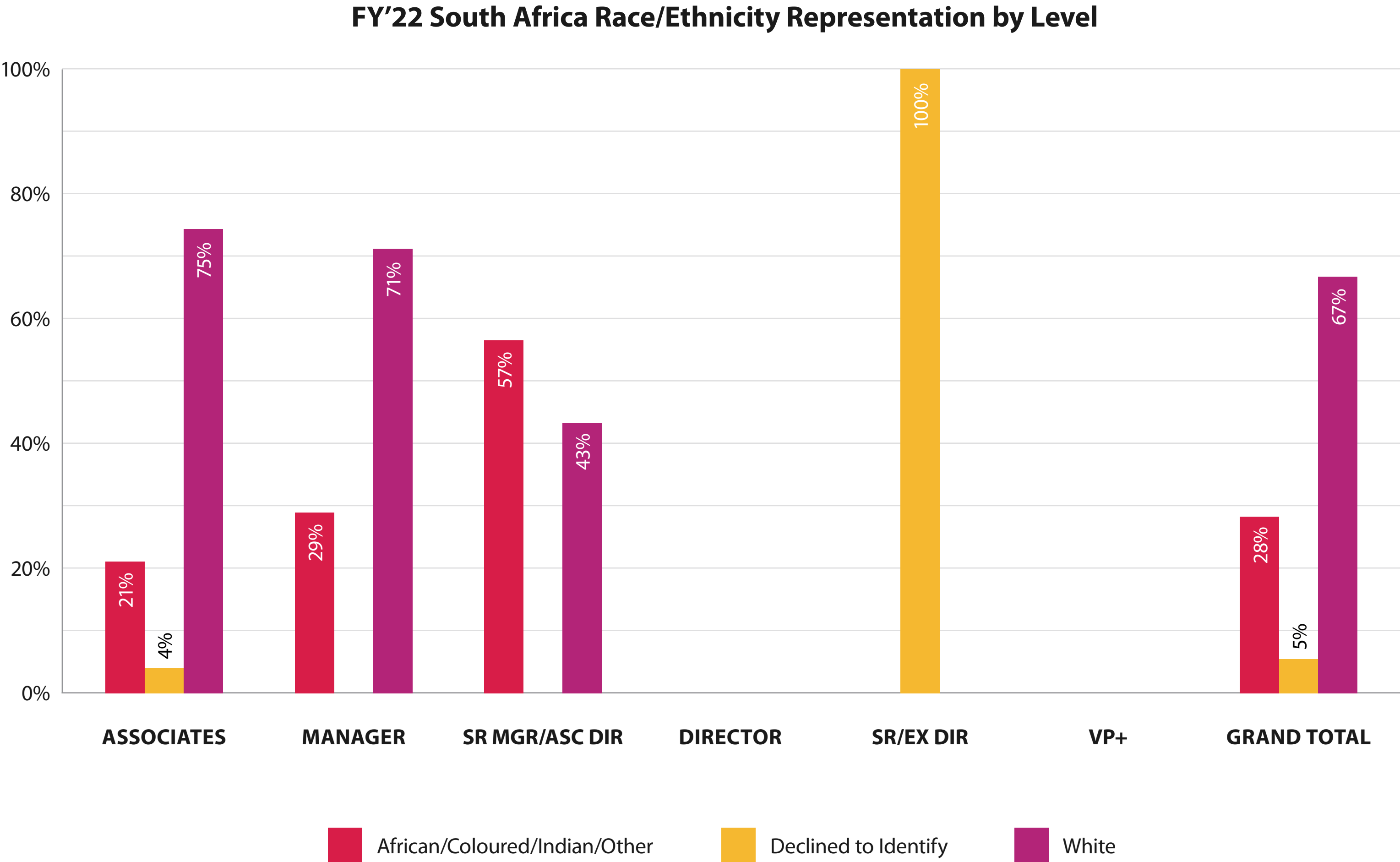
DIVERSITY

In South Africa, we have a **healthy diverse mix of employees at the Senior Manager-Associate Director level** and recognize the opportunity to increase our diverse employee representation across the levels to achieve our ambition of being a life science innovator



“I choose to work at Astellas because I love the organization. They invest in their people. They put you in situations to help you succeed.”

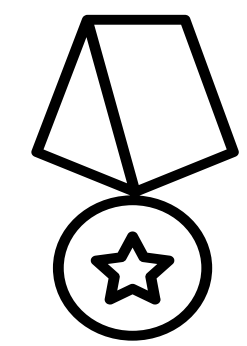
MATT MERCER
Military Employee Impact Group Leader



FY'22 Progress

DIVERSITY

In the United States, we have a **strong Asian representation** and acknowledge the opportunity to **increase our overall Black, Hispanic/Latino, Indigenous and Multi-ethnic representation** as well as at the leadership levels to better reflect our patient population and be better equipped to address their unmet needs



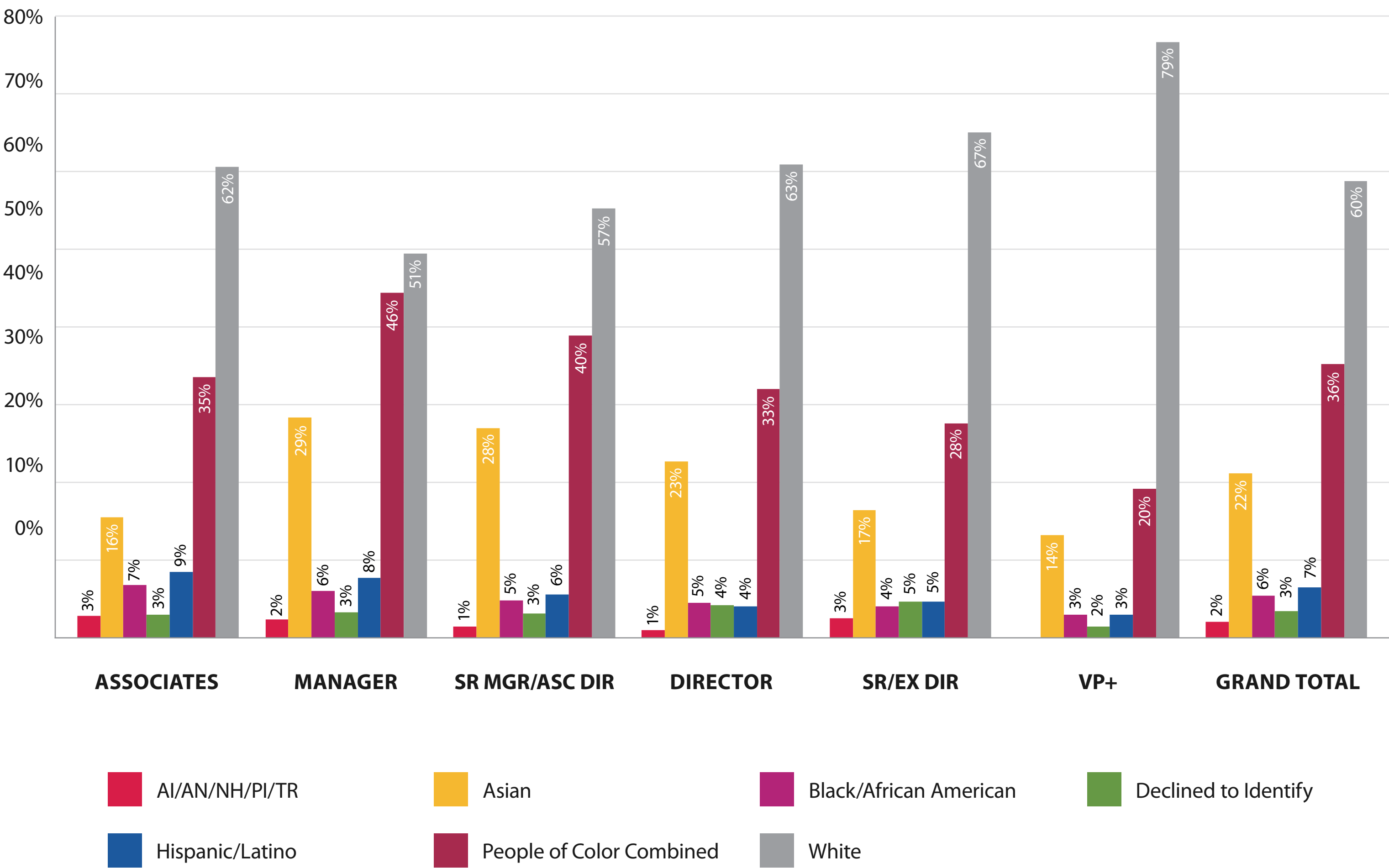
101 US employees self-identify as a **veteran**



“I chose to work at Astellas because Astellas’ culture was very attractive. I’ve been in the pharma industry almost 20 years; coming to Astellas was a no brainer for me. I understood that the company is really focusing on diversity and inclusion, and the culture was really the key.”

AHSAN SIDDIQUI
Asian Employee Impact Group Leader

FY'22 US Race/Ethnicity Representation by Level



FY'22 Progress

DIVERSITY

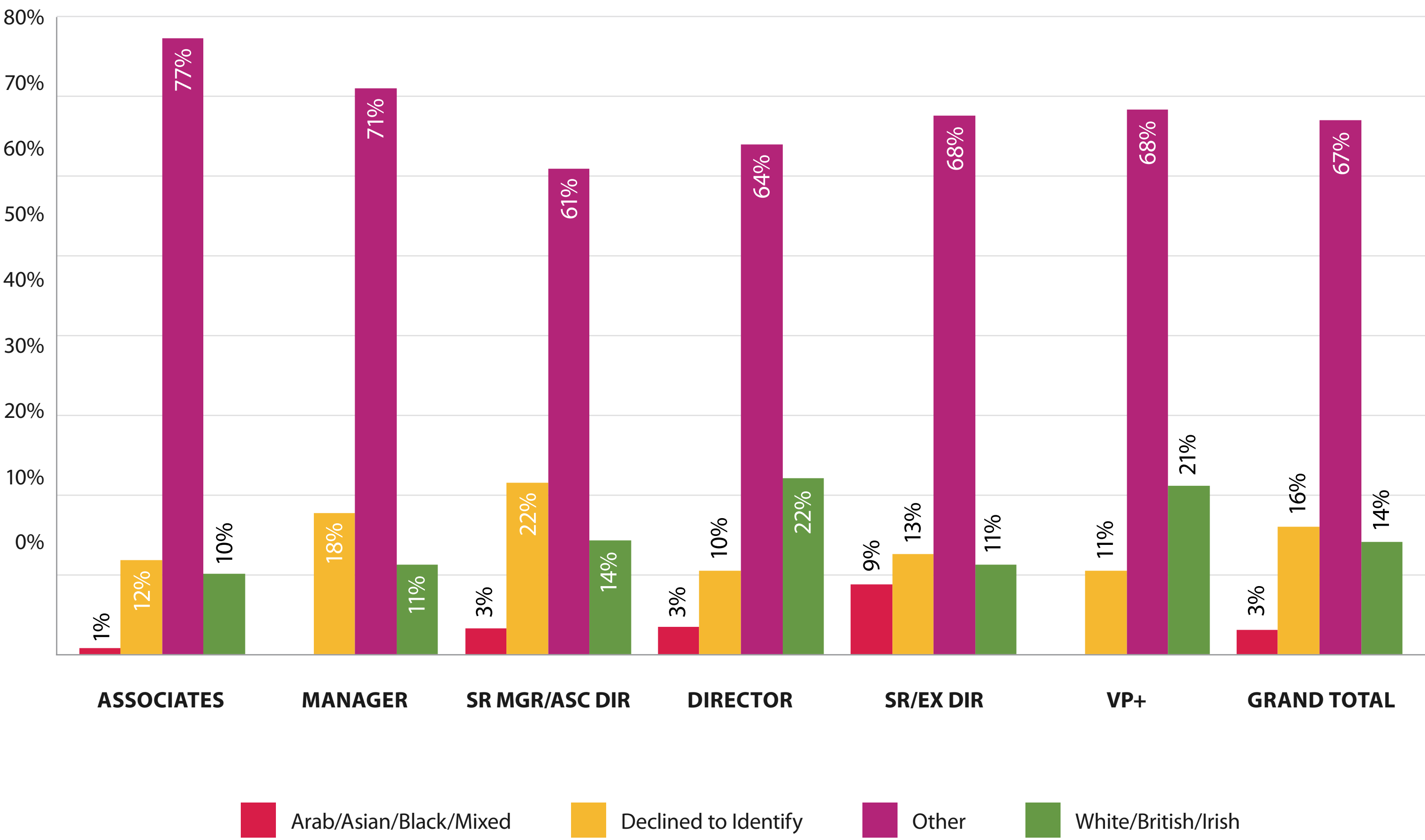
In the United Kingdom, we appreciate that **the majority of our Arab, Asian, Black and Mixed employees are at the Senior/Executive Director level** while recognizing the opportunity to further increase our representation of Arab, Asian, Black and Mixed employees overall and at all levels to turn innovative science into VALUE for our patients



“Working at Astellas has been really exciting. The company’s hands-on approach has meant that I’ve had the opportunity to be part of the team that helped shape an EDEI strategy, as well as put that strategy into operation.”

KATE PAIN
UK Stellar Women's Employee Impact Group Leader

FY'22 UK Race/Ethnicity Representation by Level



FY'22 Progress

DIVERSITY

We focused internally on the **career growth** of our diverse employees while also leveraging external partnerships to position Astellas as an employer of choice and increase our pipeline of prospective diverse talent

- Had **CXO level visible championship of diversity** during Hispanic and LGBTQ+ Employee Impact Groups (EIGs) sessions
- Netted **positive growth in global female representation** at the Senior/Executive Director + levels
- Hosted career development sessions within our EIGs to **drive the career growth** of our diverse employees
- Had a presence at **diversity-focused career fairs**:
 - Center for Healthcare Innovation
 - Hispanic Alliance for Career Enrichment and Prospanica (Latino)
 - Out and Equal (LGBTQ+)
- Initiated partnership between Astellas Medical & Development function and **Chicago State University** – a Historically Black College/University (HBCU) – to establish a pipeline of diverse talent



[Seramount - Top 100 Companies for Working Parents](#)

[Great Place to Work #5 in BioPharma](#)

[Great Place to Work - One of Best in Chicago](#)

FY'22 Progress

EQUITY

We conducted our due diligence to **guarantee our employees are treated equitably** throughout their entire employee journey from hire to retire

- Ensured **equal pay for equal work** based on gender (global) and race/ethnicity (US)
- Set a goal for each VP+ Succession Plan to **at minimum include one female**
- **Achieved representation** - the % of female Senior/Executive Directors on succession plans reflected the total % of female Senior/Executive Directors
- Hosted education on **Gastric Cancer impact on Asian population** from a health equity lens
- Launched Global development program to **increase the senior leadership visibility** and network of talent female Directors and above
- **Analyzed the Global Engagement Survey** results through an equity lens and noted the following insights:
 - Globally, women had higher engagement, authenticity and belonging scores than men; employees identifying as bisexual/pansexual had a higher engagement score than their heterosexual/straight colleagues
 - Within the US-only, Black/African American, Hispanic/Latino, and American Indian/Alaskan Native employees had higher engagement scores than their White/Caucasian peers; veteran employees had a higher engagement score than their civilian colleagues



“I choose to work at Astellas because it feels like home. It’s about the people and the culture. It really is a special place to work. And it’s the people that make it that way.”

ANGELICA MEDLEY

Hispanic Employee Impact Group Leader

FY'22 Progress

INCLUSION

We invested in **community building, training/education, and communication campaigns** to foster psychological safety and a sense of belonging for all employees



- Held **Gender Bias and LGBTQ+ Bias mitigation training sessions** at our HQ in Japan as well as in the UK
- Created **Employee Impact Group (EIG) Globalization Strategy** to streamline process to join and/or propose a new EIG or chapter
- Launched **EIG brand campaign** to elevate awareness of purpose, strategy, and benefits of EIGs
 - [Watch 'Employee Impact Group Overview'](#)
 - [Watch 'Employee Impact Group Testimonials'](#)
- Kicked off **inaugural US male advocacy program** to increase male allyship for female empowerment
- Focused on **small group forums** to build community via EIG Career Cafes, Cafecitos, Tea Time, and Huddles
- Fostered **cultural competency** and **a sense of belonging** through EIG-aligned heritage month celebrations, multicultural holiday/observances tip sheets and e-newsletter communications
- **Provided community** for employees experiencing cancer and who are parents of autistic children via Abilities EIG Support Groups
- Held programs that developed diverse talent and fostered inclusion within US Commercial via the **Diversity and Inclusion Ambassador Program** and **Foundations of the Future Mentoring Programs**
- Educated employees on a variety of D&I topics such as race, faith, and gender pay equity via our **Legal Function's D&I Series**
- Demonstrated the **breadth of diversity** within the Ethics & Compliance function through its internal Diversity video



FY'23 AND BEYOND

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ENGAGEMENT, DIVERSITY, EQUITY & INCLUSION



ENGAGEMENT, DIVERSITY, EQUITY, INCLUSION

FOR

ALL

全てのためのエンゲージメント、ダイバーシティ、
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