ENGAGEMENT, DIVERSITY & INCLUSION

FY’21 REPORT CARD
2021年度を振り返ると、社員一丸となって取り組んできた活動に大きな誇りを感じています。COVID-19の流行、経済・文化・地域間の緊張など、アステラスを取り巻く環境が大きく変化する中、私たちは今すべきことに集中して取り組むことができました。経営計画2021と組織健全性目標を実現し、変化する医療の最先端に立ち、科学の進歩を患者さんの「価値」に変えていくためには、よりインクルーシブで心理的安全性のある文化を育んでいくことが必要です。私たちは、全社員の可能性を最大限に引き出し、One Astellasでイノベーションを生み出し、実行していきます。

来年度も引き続き推進力を持ち、DE&Iを更に発展させ、「Astellas for All」を実現していきたいと思います。

Arigato,

LA TOYA MCCLELLAN
Sr. Director, Global Head of Engagement, Diversity, Equity and Inclusion

“The why behind our work is interdependence. In order for us to achieve anything of value, we must do so together.”

「私たちの仕事は一人では完結しないからこそ、お互いの協力が必要です。新たな価値を実現するためには、共に成し遂げること、一人ひとりが必要としていることを確保していくことが必要です。」
Our EDEI Purpose & Strategy

**Purpose パーパス**

To inspire, guide, and equip Astellas towards its highest potential of engagement, diversity, equity and inclusion.

**Vision ビジョン**

**ALL...**

Abilities, Ages, Backgrounds, Body Types, Classes, Colors, Communication Styles, Cultures, Dialects, Ethnicities, Expertise, Faiths, Family Statuses, Geographies, Genders, Gender Expressions, Generations, Intelligences, Job Levels, Languages, Military Service, Marital Statuses, Nationalities, Personalities, Races, Sexual Identities, Sexes, Thinking Styles, Voices, Work Styles, Years of Service...

....UNITED TO TURN INNOVATIVE SCIENCE INTO VALUE FOR PATIENTS
## Our EDEI Mission & Vision

### Mission

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

### 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

### 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

### 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

### 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
**FY’21 EDI Accomplishments**

- Released 1st EDI Report Card - May
- Held 1st Employee Impact Groups (EIG) Awards and Leadership Summit - May
- Launched 1st EIG Executive Sponsor Roundtable - Jun
- Delivered the Japan FY’21 - FY’25 DE&I strategy and CEO message for Japan Women’s Empowerment - Jul/Oct
- Proposed 5yr People Gender, Race/Ethnicity representation goal for Divisions - Jul
- Hired 1st Manager, Employee Impact Groups - Jul
- Facilitated 6 D&I workshops for US Commercial people managers - Aug/Sept
- Launched US Commercial D&I Ambassador Program - Oct
- Hosted dialogue session with CEO and female employee in Japan - Aug/Oct
- Introduced Reflection and Dialogue Series in Japan starting with Personal Purpose One Astellas - Oct/Nov
- Launched “Women’s Cafe” to enhance female networking in Japan - Feb/Mar
- Presented 1st Global EDI Strategy to Executive Committee - Feb
  - Received approval for Global EDI Strategy and Global D&I Council
- Launched 1st Glint Global Engagement Survey (GES) with new vendor - Jan/Feb
- Presented GES results to Executive Committee - Mar
- Conducted 8 workshops on Gender Unconscious Bias in Japan - Feb/Mar
- Hosted dialogue session with CStO, CCO and female employees in Japan - Mar

**EMPLOYEE IMPACT GROUPS**

<table>
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<tr>
<th>ABILITIES</th>
<th>AFRICAN AMERICAN</th>
<th>ASIAN</th>
<th>HISPANIC</th>
<th>LGBTQ+</th>
<th>MILITARY</th>
<th>WOMEN</th>
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- Wind Women’s Innovative Network for Diversity
FY’21 Female Representation by Management Level by Region
(as of March 31, 2022)

*NOTE: Gender data currently captures binary female/male sex
*1 Established Markets: Europe, Canada, Australia
*2 Greater China: China, Hong Kong, Taiwan
*3 International Markets: Russia, Latin America, Middle East Africa, South East Asia, South Asia, Korea, Export Sales, etc.
Astellas Global Gender Data

FY’21 Gender Voluntary Attrition by Region
(as of March 31, 2022)

Female
Male

*NOTE: In FY’21, Greater China offered an early retirement package. Those who chose that package were coded as involuntary attrition.

Gender data currently captures binary female/male sex.

FY’21 Gender Total Attrition by Region
(as of March 31, 2022)

Female
Male

*NOTE: In FY’21, Japan offered an early retirement package. Those who chose that package were coded as voluntary attrition.

Gender data currently captures binary female/male sex.
FY'21 US Race/Ethnicity Representation by Management Level
(as of March 31, 2022)
FY'21 US Voluntary Attrition by Race/Ethnicity (as of March 31, 2022)

- **AI/AN/NH/PI/TR**: 2.13%
- **Black/African American**: 5.47%
- **Asian**: 22.49%
- **Declined to Identify**: 5.47%
- **Hispanic/Latino**: 6.78%
- **White**: 58.66%

**329 Total**

FY'21 US Total Attrition by Race/Ethnicity (as of March 31, 2022)

- **AI/AN/NH/PI/TR**: 1.87%
- **Black/African American**: 5.87%
- **Asian**: 21.60%
- **Declined to Identify**: 5.33%
- **Hispanic/Latino**: 6.67%
- **White**: 58.67%

**375 Total**

65 people identified as a veteran

32 people self-identified as currently having or having a history/record of a disability

*NOTE: Race/ethnicity data is currently only available in the United States; People who identify as American Indian, Alaskan Native, Native Hawaiian, Pacific Islander, and/or Two or More Races are represented with the acronym “AI/AN/NH/PI/TR.” “People of Color” is a refers to all people who identify as “AI/AN/NH/PI/TR,” Asian, Black/African American, and/or Hispanic/Latino.*
ALL 全てはみんなのため
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、イクイティ、インクルージョン