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# ENGAGEMENT, DIVERSITY & INCLUSION

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FY'21 REPORT CARD

# Message from EDEI Leadership

Reflecting back on Fiscal 2021, we have great pride in the initiatives and achievements we have been able to attain together. In spite of immense changes external to Astellas, such as the continuing COVID 19 pandemic, economic, cultural, geopolitical, and local tensions, we persisted and remained focused on the task at hand. Aligned to our Corporate Strategic Plan 2021, it is evident that in order to turn innovative science into VALUE for our patients we must create an inclusive and psychological safe culture. Then, we will unlock the full potential of all our people to innovate and execute as One Astellas.

We look forward to continuing the momentum and taking EDI to greater heights in the coming fiscal years as we continue to create an Astellas for All.

Arigato,

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てて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っております。



“ 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に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。」

**LA TOYA MCCLELLAN**

*Sr. Director, Global Head of Engagement, Diversity, Equity and Inclusion*

## 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 ミッション

 <p><b>ENGAGEMENT</b></p>	<p><b>All people are highly engaged</b></p> <p><b>GOAL:</b> Parity in high employee engagement across all identities</p> <p><b>MEASURED BY:</b> Global Engagement Survey, ESG indices, Employee voluntary attrition rates, Employee exit interviews</p>
 <p><b>DIVERSITY</b></p>	<p><b>Our people, leaders and suppliers reflect our diverse patients</b></p> <p><b>GOAL:</b> Women and underrepresented groups are represented as employees, leaders, and suppliers at rates that reflect those of our patients and communities</p> <p><b>MEASURED BY:</b> Total employee representation, employee representation at Director+ levels, # of diverse suppliers, % of spend with diverse suppliers</p>
 <p><b>EQUITY</b></p>	<p><b>All people experience equity in health and work</b></p> <p><b>GOAL:</b> 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><b>MEASURED BY:</b> 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</p>
 <p><b>INCLUSION</b></p>	<p><b>All people experience inclusion</b></p> <p><b>GOAL:</b> Parity in high reporting of psychological safety, belonging, empowerment</p> <p><b>MEASURED BY:</b> Global Engagement Survey, ESG indices, Employee voluntary attrition rates, Employee exit interviews</p>

# Strategy 戦略

## 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

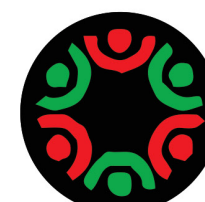
- Launch Global EDEI Governance Council and BU-specific EDEI Councils to foster decision-making, collaboration and accountability
- Globalize and expand Employee Impact Groups (EIGs) to fully represent and include all underrepresented groups

# 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 - **July/Oct**
- Proposed 5yr People Gender, Race/Ethnicity representation goal for Divisions - **Jul**  
*US Commercial formally adopted in Aug.*
- 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

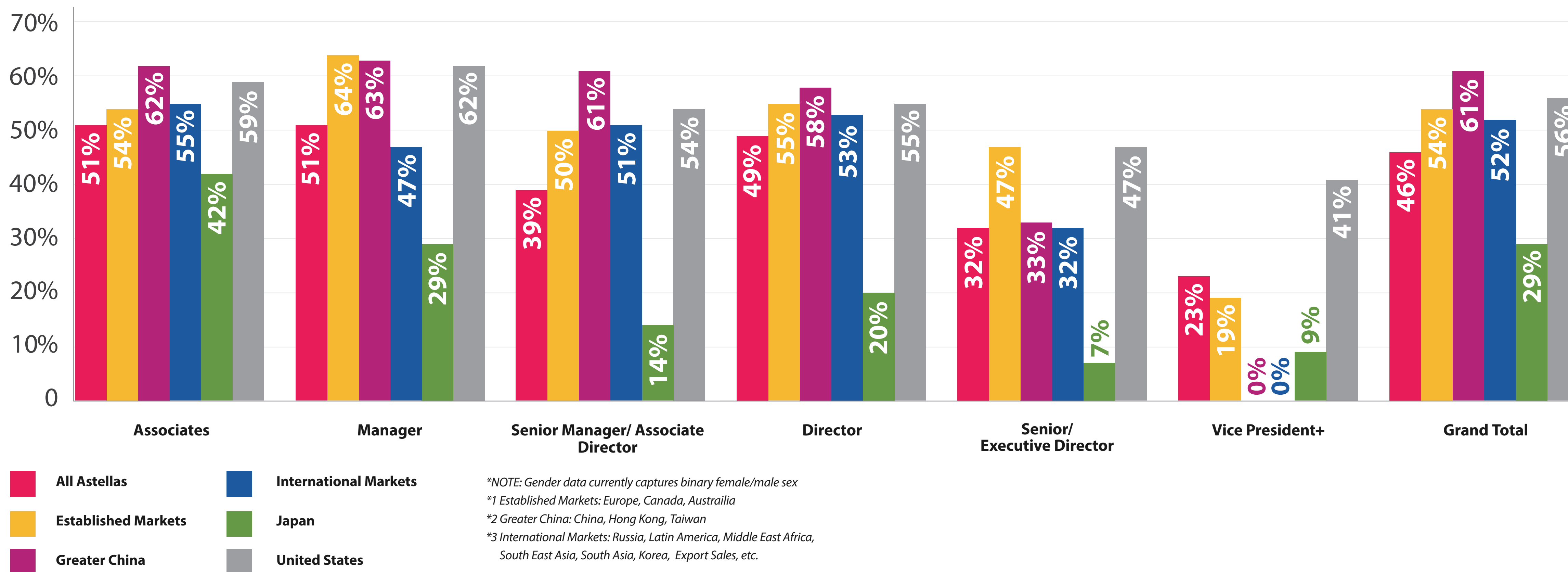
ABILITIES 
 AFRICAN AMERICAN 
 ASIAN 
 HISPANIC 
 LGBTQ+ 
 MILITARY 
 WOMEN 



# Business Case ビジネスケース

## FY'21 Female Representation by Management Level by Region

(as of March 31, 2022)



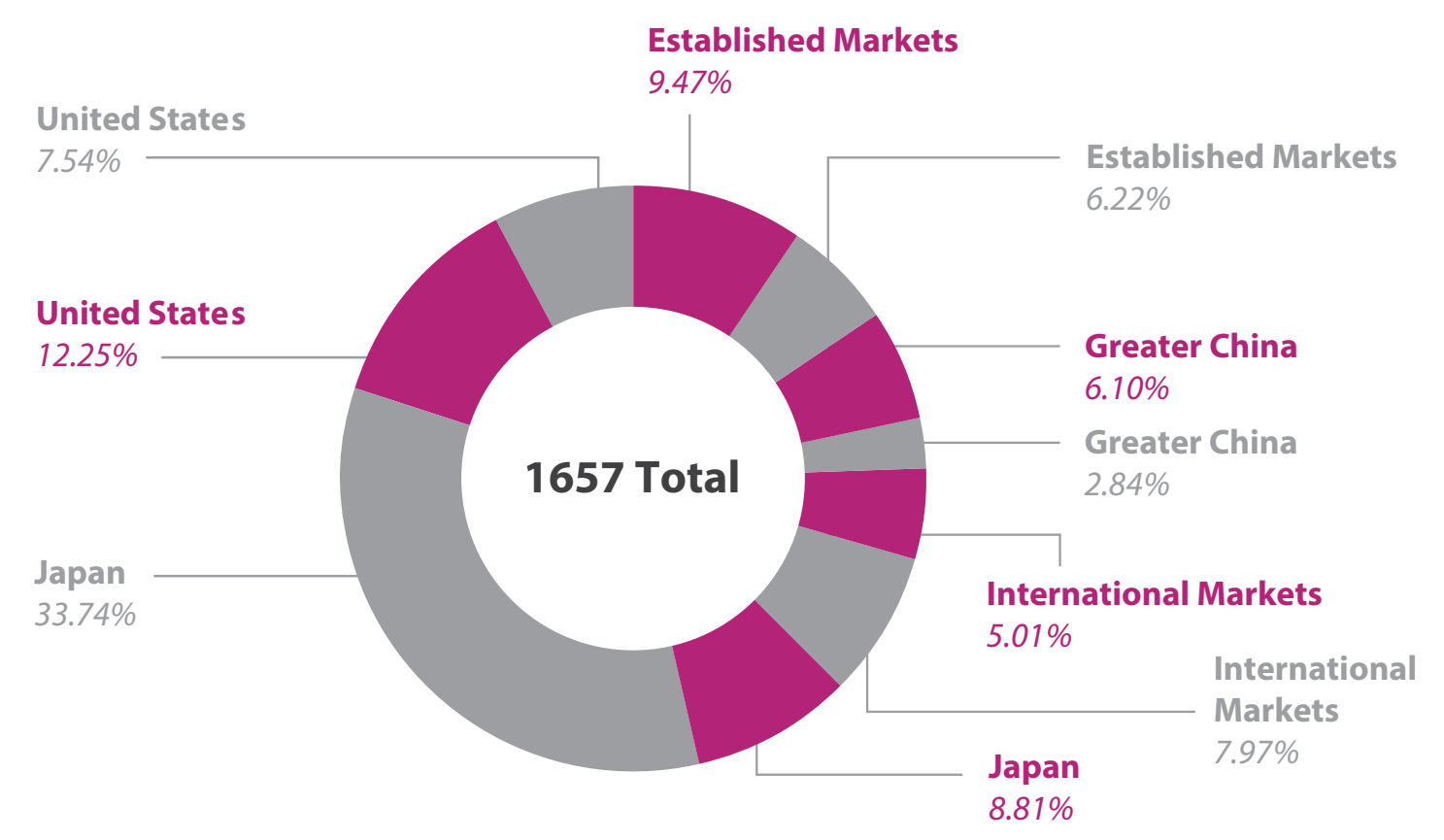
# Business Case ビジネスケース

## Astellas Global Gender Data

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

Female  
Male

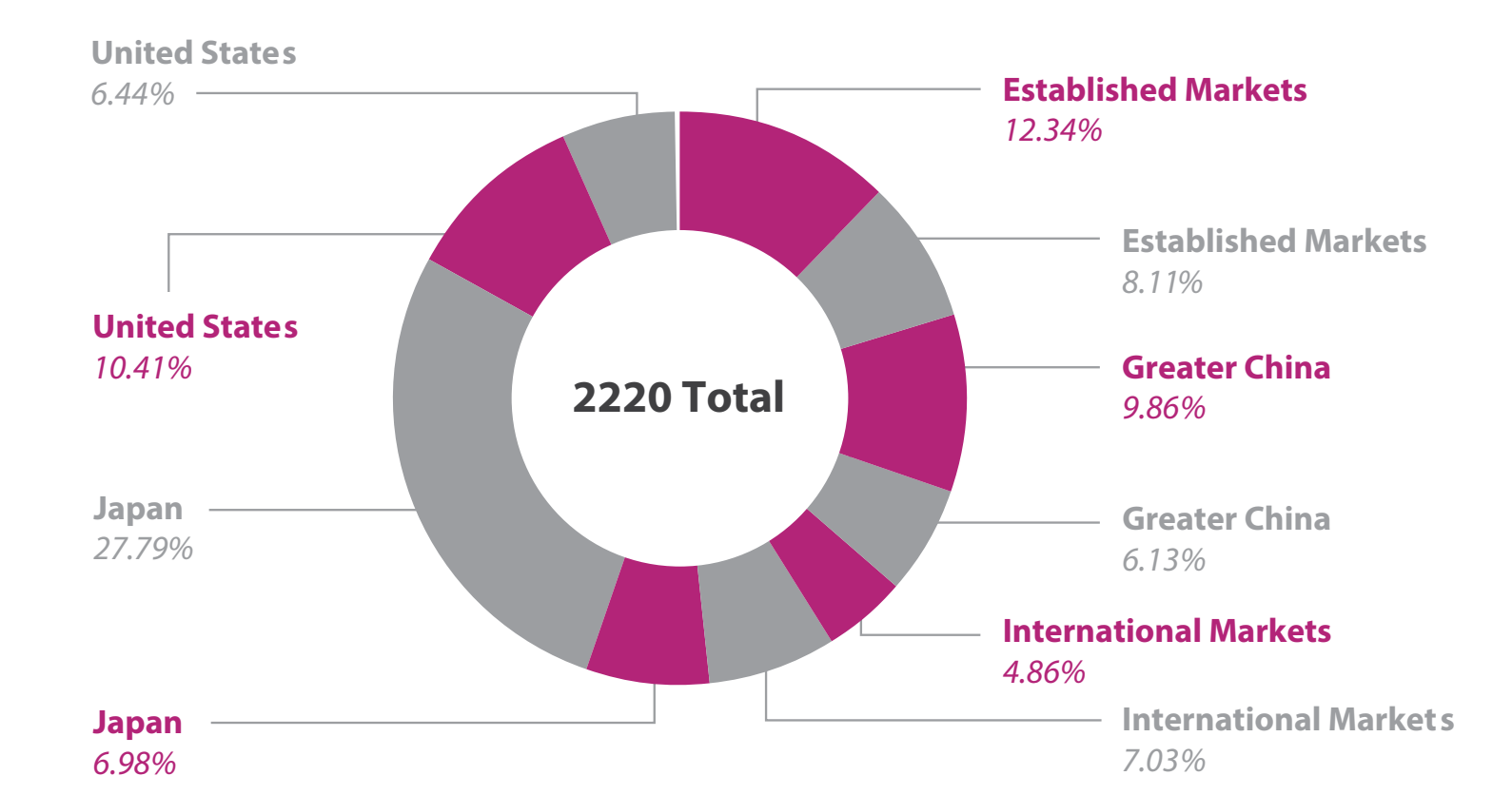
\*NOTE: In FY'21, Japan offered an early retirement package. Those who chose that package were coded as voluntary attrition.  
Gender data currently captures binary female/male sex.



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

Female  
Male

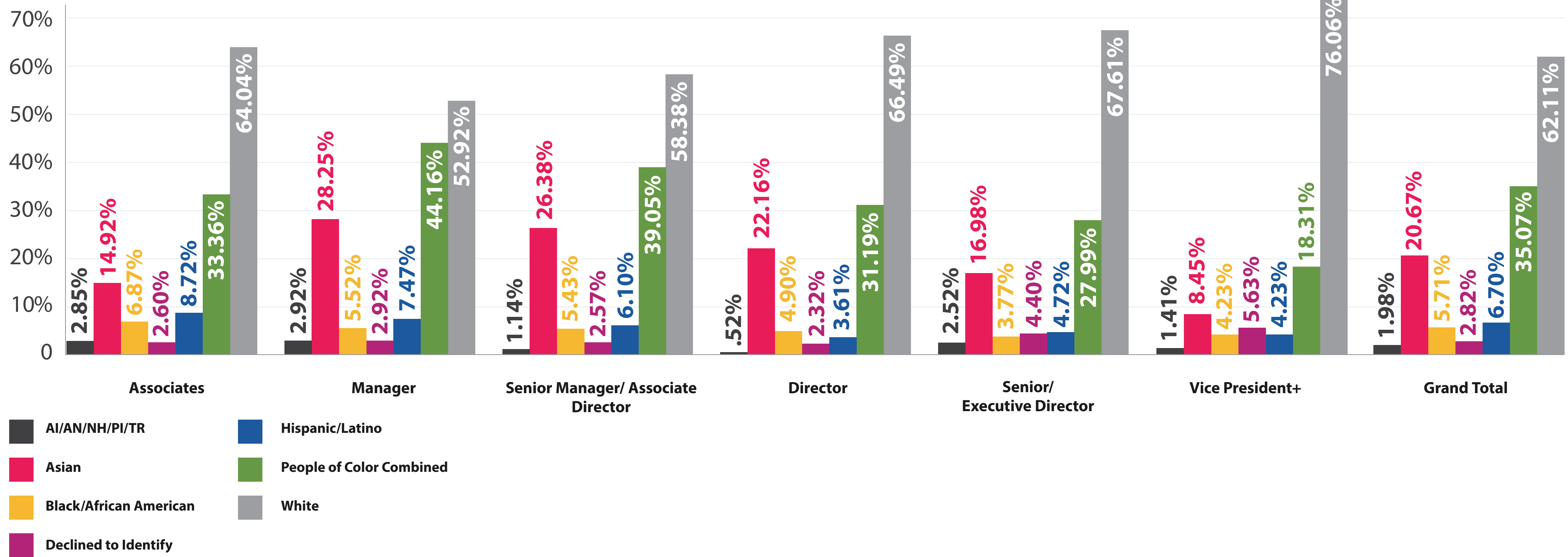
\*NOTE: Note: In FY'21, Greater China offered an early retirement package. Those who chose that package were coded as involuntary attrition.  
Gender data currently captures binary female/male sex.



# Business Case ビジネスケース

## FY'21 US Race/Ethnicity Representation by Management Level

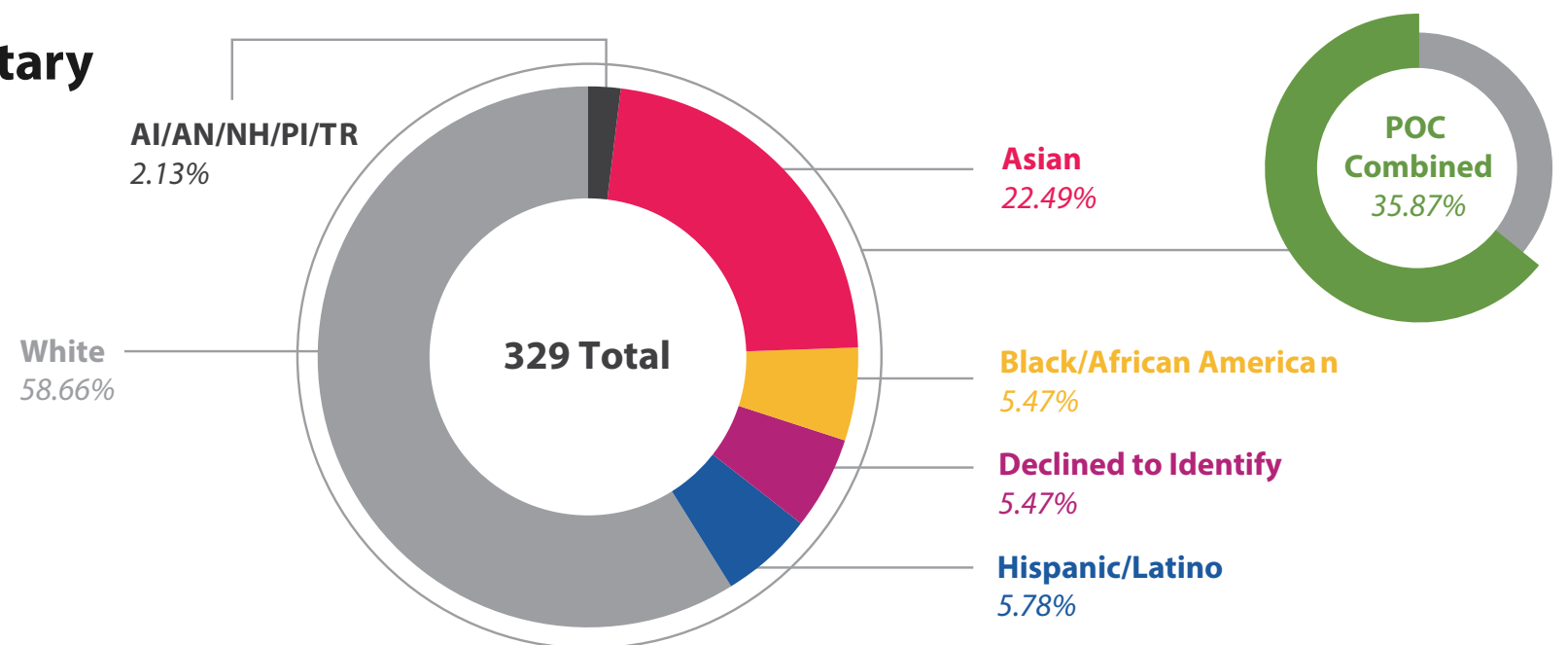
(as of March 31, 2022)



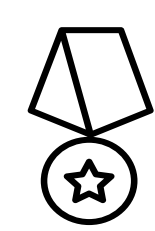
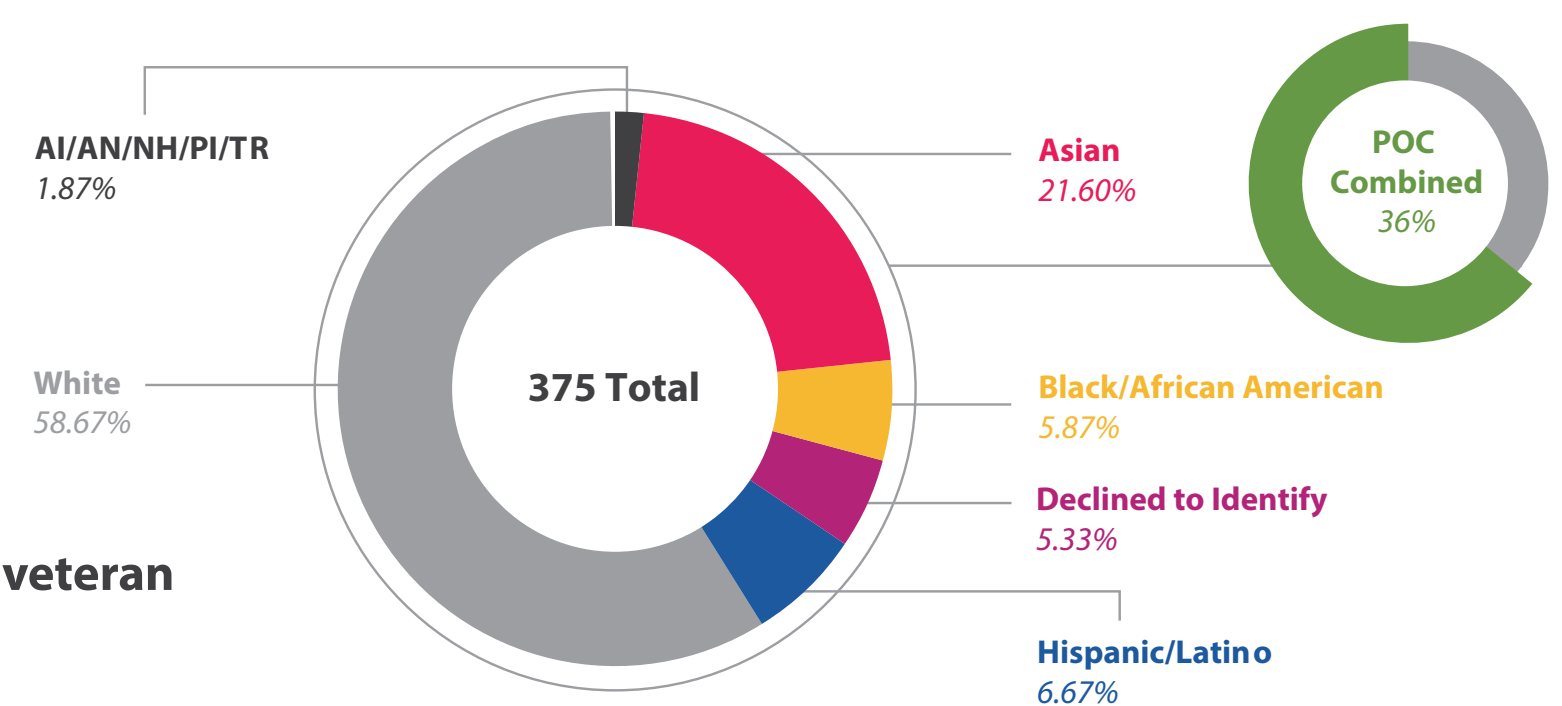


# Business Case ビジネスケース

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



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



**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.*



FY'22 AND BEYOND

**ALL 全てはみんなのため**

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**ENGAGEMENT, DIVERSITY, EQUITY & INCLUSION**

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**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

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