

Promotion of Diversity, Equity & Inclusion

Diversity, Equity and Inclusion (DE&I) Goals

1 Ratio of Female Managers (Japan)



	Worldwide	Japan	China	Asia	EMEA	Americas (%)
Managerial Gender Ratios <small>(Consolidated; as of March 31, 2021)</small>	Female	38	13	57	49	45
	Male	62	87	43	51	55
Employee Gender Ratios <small>(Consolidated; as of March 31, 2021)</small>	Female	42	26	57	54	54
	Male	58	74	43	46	46

2 Promoting Diverse Senior Management

Our goal is to increase gender and nationality diversity over the next five years in senior management, namely among executive officers and others in the position of general manager or above. In addition, we will strengthen our highly diverse talent pool.

3 Global Employment of People with Visual Impairment

Currently, at Santen, four employees with visual impairments work in Japan. Moving forward, we will hire people with visual impairments to work in all regions where Santen is based.

VOICE



Mohamed Abdin
CSR Group

Born with impaired vision, Abdin lost his eyesight at the age of 12. He came to Japan at age 19 and enrolled at the Tokyo Univ. of Foreign Studies. After working as a specially appointed assistant professor at Tokyo Univ. of Foreign Studies, he became a special visiting professor at the Department of Political Studies, Faculty of Law, Gakushuin Univ. He joined Santen in 2020 and promotes DE&I from the standpoint of someone with a visual impairment.

Changing Social Perceptions by Promoting Understanding of Visual Impairments

Visual impairments limit access to information. Meanwhile, advances in technology have enabled people with visual impairments to use personal computers and smartphones more adeptly, largely eliminating this barrier. The impact that this change has had on their lives and employment opportunities is immeasurable.

As an employee with visual impairment, I am involved in the planning and execution of inclusion programs to improve people's awareness and understanding of blindness and visual impairment. Specific programs include the Blind Experience, which promotes such understanding and conveys the importance of communication inside and outside the Santen Group. We are also planning to collaborate with other companies to implement projects relating to skills and quality of life for people with visual impairments.

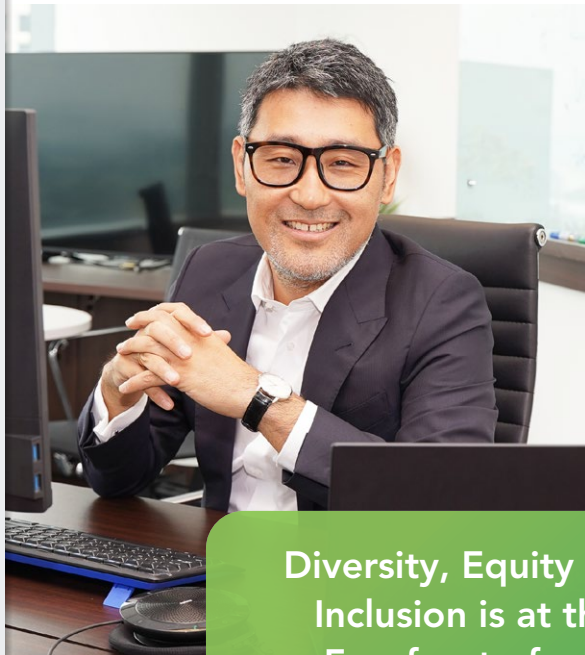
Furthermore, we are enhancing the internal working environment with the aim of creating and expanding roles for people with visual impairments. In leveraging our initiatives for people with visual impairments to empower an organizational culture that has the strength of diversity, we will promote DE&I and change perceptions throughout society.

Please visit the Company's website for more information on our initiatives to build an inclusive society.

 <https://www.santen.com/en/sustainability/inclusion/index.jsp>



Promotion of Diversity, Equity and Inclusion






Diversity, Equity and Inclusion is at the Forefront of our Organizational Culture.

Tomo Yashiki Corporate Officer
Head of Human Resources Division

In a year of unparalleled challenge and change due to pandemic, we have kept our focus on the people, partners, and patients our organization exists to serve.

As we work to unlock new modalities, further globalize and drive innovation for new patient outcomes – how diverse, equitable and inclusive we are as a business is at

Our new global DE&I Strategy is built upon three strategic pillars:

 <p>Our Diverse People</p>	 <p>Our Inclusive & Equitable Practices</p>	 <p>Our Partners & Communities</p>
<p>Our commitment to increasing diverse representation across our entire workforce – our strategic priorities for representation and inclusion are people with disabilities, gender, multicultural, LGBTQI+ and multigenerational diversity.</p>	<p>Our commitments to flexible working, inclusive recruitment practices, equitable pay and career opportunities as well as the provision of a safe, inclusive, respectful and supportive physical and virtual work environment.</p>	<p>Our commitment to focusing on the significant role we play in enhancing inclusion for people with visual impairment in all its forms, and as a global advocate for DE&I through our active partnerships with the diversity sector and with the communities we are a part of.</p>

the forefront of our strategic approach. In FY2021, we are strengthening our commitment internally and externally with the formulation of a new Diversity, Equity & Inclusion (DE&I) Strategy that amplifies our global commitment to making change that matters. We will successively roll out DE&I initiatives worldwide in fiscal 2021 and beyond.

arrangements, COVID testing kits and vaccination leave offered to team members across the world. Our China business was recognized, winning the 2020 Aon China Outstanding Anti-Epidemic Contribution Award.

- Throughout the pandemic we have continued our focus and support for team members of all genders in their roles

Fiscal 2020 Activities & Results

The work to activate our new strategy has seen our global teams come together to deliver the following new initiatives in fiscal 2020:

Work Styles for the New Normal

- Across all regions our pandemic response focused on patients and support for our employees, flexible work



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as parents and carers, sustaining our focus in Japan for male team members participating in childcare leave.

Male Employees Taking Childcare Leave (Japan)



¹ Due to leave eligibility applying for children up to the age of 18 months, the percentage may exceed 100% when counting employees that qualified for leave the previous year.

Partnership

Our DE&I partner relationships reflect the significance and focus of our DE&I efforts. In fiscal 2020, we announced new global partnerships with The Valuable 500, further strengthening our commitment to disability inclusion.

We also committed to a new partnership with the 30% Club Japan and became a signatory to the UN Women's Empowerment Principles to reflect our global focus on gender equity and inclusion.

Fiscal 2021 Action

To further amplify the commitments made in fiscal 2020, our DE&I strategy for fiscal 2021 includes the following major initiatives:

- As part of our global focus on gender diversity we are committing to increase the representation of female managers in Japan from 13% to 25% by 2025.
- We will hire people with visual impairment, create an inclusive workplace environment for them, and work to develop workplaces in each region.
- We will activate new global and local Employee Network Groups (ENGs) to connect and amplify the voices of Santen team members across the globe. Santen will launch a new AI-enabled virtual networking platform, as well as new Regional ENGs to support an internal women's network as well as setting up groups to connect community members and allies for Pride, Disability and Parents & Carers ENGs.
- Activation of a new global DE&I learning channel focused on Inclusive Leadership and Inclusive Decision Making. We have also developed a DE&I guest speaker series to

share experience and perspectives from DE&I change makers from across industries.

- We have committed to continuous review of policies and practices to eliminate subjectivity and bias and have established a workstream dedicated to increasing opportunities across our supply chain network for diverse and inclusive suppliers. We will continue to promote organizational culture reforms as a truly global company with DE&I at the center.

VOICE



Lara Partridge

Global Head of Talent
Human Resources Division

Our work in DE&I at its heart is about respect and fairness. Our commitment is to the role we play in leading organizational culture change, tackling issues such as vision inclusion, which is of profound importance to society, and ensuring a safe and inclusive workplace for every one of our team members.

