

A Highly Productive Work Environment That Adds Value

Introducing a Global New Work Style Guideline to Realize Flexible Ways of Working

Nothing has urged us to reimagine the future of work more seriously than the unprecedented challenges of the COVID-19 pandemic. At Santen— aspiring to Become A Social Innovator—we turn this challenge into an advantage

to promote new ways of working.

We recently introduced our New Work Style Global Guideline, providing our team members with the choice of where, when, and how they work. The guideline promotes flexible workplace and flexible work time principles that maximize and maintain the autonomy and independence of our team. Our people are empowered to determine where and when their work is done most effectively. Our New Work Style Global Guideline is based on the Santen Values and connects the work of our global Digital and Information Technology Division focusing on a Digital Workplace, as well as supporting our people to focus on personal well-being

and giving back to the community.

Taking Japan as an example, in part due to the pandemic, we reduced the average number of days employees came into the office by as much as 80% in fiscal 2020 compared to fiscal 2019.¹ Around the world we are continuing to operate a forward-thinking telework environment.

Our global guideline is applicable to all job types across Santen to deliver a physical and virtual work environment that ensures every team member has the opportunity to participate fully and share their skills, capabilities, and individual experiences with others.



VOICE



Manuel Kirchoff

Global Head of People Success
Global Human Resources
Human Resources Division

At Santen, we are co-creating our success through meaningful work and interactions. For many of us, these interactions are not bound to a particular place or time anymore, and that is why we are giving full flexibility in choosing workplace and work time based on mutual trust and self-responsibility. Our diverse team of professionals is striving for individual and team performance, and we are creating an environment that supports us achieving the exceptional.

Sales subsidiaries in Spain, Italy and the United Kingdom were each certified as a Great Place To Work^{®2} for 2021–2022.



¹ Calculated on a business day basis from the office attendance rate of approx. 600 office staff in Japan (excluding employees at plants, research laboratories and offices in Japan)

² In this international research, companies in about 60 countries with job satisfaction survey results that exceed a certain level are certified as a Great Place To Work[®], with lists of the top companies also published.

A Highly Productive Work Environment That Adds Value



A Digital Strategy That Builds Cohesion among Employees

Minori Hara Corporate Officer
 Chief Information Officer (CIO)
 Head of Digital & Information
 Technology Division

Leveraging Diversity as an Advantage through Our IT Platform

With the outbreak of the COVID-19 pandemic in 2020, many companies struggled to switch to remote working. Santen promptly established a remote working environment by accelerating ongoing business process improvements and infrastructure modernization. As a result, except for certain functions such as product supply and customer-facing services, our employees worldwide can now work from practically any location with Internet access.

Going forward, we will broaden our objectives beyond simply building an environment that facilitates working from home to the following steps, including promoting flexible working styles and employee engagement by further capitalizing on digital technologies. We are currently collaborating with the Human Resources Division to implement a New Work Style and a Digital Workplace worldwide. This initiative will contribute to achieving “Happiness with Vision” by enabling employees to cooperate as a tightknit team through an environment where they can fully demonstrate their capabilities while making the most of their diversity. It also empowers agile work styles capable of speedier and more effective decision-making. To support this effort, we have created various online personas for employees, and we are analyzing potential situations where digital technologies could accelerate the transformation of working environment. We will continue to leverage digital technologies to create a system for flexible working styles that meet employee needs and increase our organizational resilience to environmental changes such as the recent experience of the pandemic.

Aiming for Digital Transformation Unique to Santen

We are promoting digital technologies for Company-wide initiatives, including smart factories, digital marketing, and data utilization in R&D and sales. For that purpose, the members in charge of Santen’s digital transformation act as “Digital Evangelists,” working across organizational boundaries to understand the issues and future needs of the entire value chain, then proposing solutions. We also expect digital transformation to inspire employees with innovative technologies that promote changes in behavior and mindset, which will, in turn, facilitate new value creation. While different security regulations and varying levels of technological development in each country and region will always pose some challenges, we will pursue our vision of a transformation unique to Santen. This vision will motivate employees and provide a transformational impetus for Santen to Become A Social Innovator.

Column

Digital Technology at Manufacturing Sites

Santen Value Award¹

The product supply and IT departments collaborated to study the use of data in new activities to make improvements at manufacturing sites. Members on the production line played a central role in successfully using IoT sensors to identify the causes of bottlenecks in the packaging process and visualize them on a data dashboard for improvements in operational quality and productivity. Members with diverse specializations embodied Santen’s values in positing hypotheses and implementing measures to rapidly go through the PDCA cycle. As agents of transformation, we will continue to explore new ways of working in the product supply and expand our activities.



¹ An award established to promote global practice of the CORE PRINCIPLE and share best practices in each region and functional division. The award aims to foster a corporate culture where employees recognize and learn from each other’s achievements.

Building a High-Value-Added and Highly Productive Work Environment

Improving Our Organization with Health and Productivity Management

2021 Certified Health & Productivity Management Organization



Santen has been introducing systems and creating a workplace environment through which all employees can work safely, enjoy physical and mental well-being while at the same time fulfilling their potential. We provide health examinations and stress checks to support the maintenance and improvement of health, as well as Santen-specific programs related to eye health such as ophthalmic examinations.

Santen sees health and productivity management as one of the foundations for improving organizational capabilities. In addition, the environment in which employees live and work is changing drastically due to the impact of the COVID-19 pandemic, so we are taking on the challenge of developing new work styles that are compatible with this emerging environment. We will continue to implement health measures and develop systems based on circumstances in the countries we serve, enabling us to

achieve steady growth by responding to the needs of patients and medical professionals worldwide, which will in turn lead to contributing to ophthalmology globally.

Wellness Week

Seminars with Various Health-Related Themes

Santen held a total of 25 Wellness Week seminars over five separate weeks from June 2020 to March 2021, one seminar on each day of the five weeks. Each set of hour-long online seminars covered a different topic related to physical or mental health. Topics included emotional care, exercise and smoking cessation.

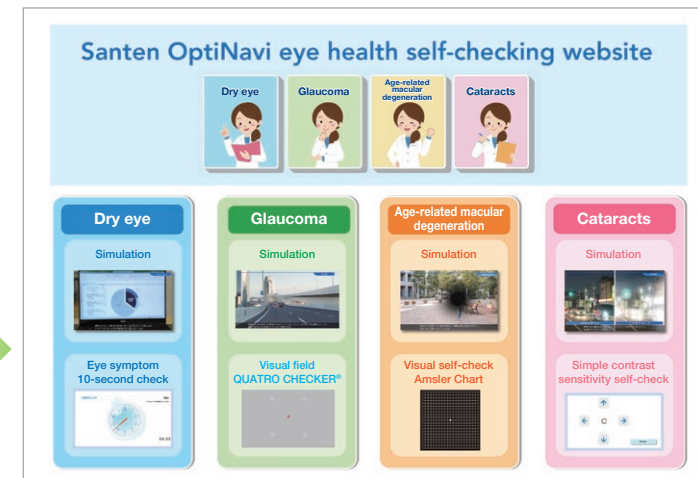
Hitomi Sukoyaka Week for Eye Health Awareness

Hitomi Sukoyaka Week was a Wellness Week theme aligned with Santen's unique eye health initiatives. It featured a seminar from industrial physician Dr. Motoko Kawashima from the Department of Ophthalmology at Keio



Employees try eye exercises in an online seminar

University School of Medicine. The seminar gave participants the opportunity to think about eye health as well as to learn about eye diseases and try eye exercises. Participants said they want to use knowledge gained from the seminar for their day-to-day eye health. Tips they found useful included making a conscious effort to blink when using a personal computer for teleworking over prolonged periods. Participants also mentioned that despite working for an ophthalmology product company, they did not usually pay much attention to their own eyes, making the seminar a great opportunity to think about their own eye health as well as that of others. The seminar gave employees the chance to reaffirm the value of the Santen Group.



(Available in Japanese only)

After the seminar, participants used the Santen OptiNavi¹ website to check their eyes for any vision irregularities.

¹ Santen OptiNavi is a paid service for Japanese corporations and groups.