

New Work Style at Santen

Global Guideline



Santen Pharmaceutical Co., Ltd.

Reimagine the Future

Reimagine a future that is bringing Happiness with Vision to everyone.
This world is built on the premise that we are able to see.
We at Santen are aiming for a world that gives everyone equal opportunity to participate in society, regardless of visual impairment.
Let's become a Social Innovator, in the way we think and work, and thrive for the happiest life for every individual, through the best vision experience.



Message from CEO

Let Us Envision a New Work Style Together.

It is time for us to reimagine **the future of work**. I am proud to formally introduce our New Work Style - our commitment to ongoing flexibility for our people globally.

We recently announced Santen 2030 with new **corporate values** and our aspiration to become a social innovator, to orchestrate and mobilize key technologies and players around to world and deliver Happiness with Vision. To bring Santen 2030 to life, we will shape our future work initiatives around our key values.

At Santen, our people have a choice of **where, when** and **how** to co-create our success through meaningful work and interactions to positively impact Happiness with Vision worldwide.

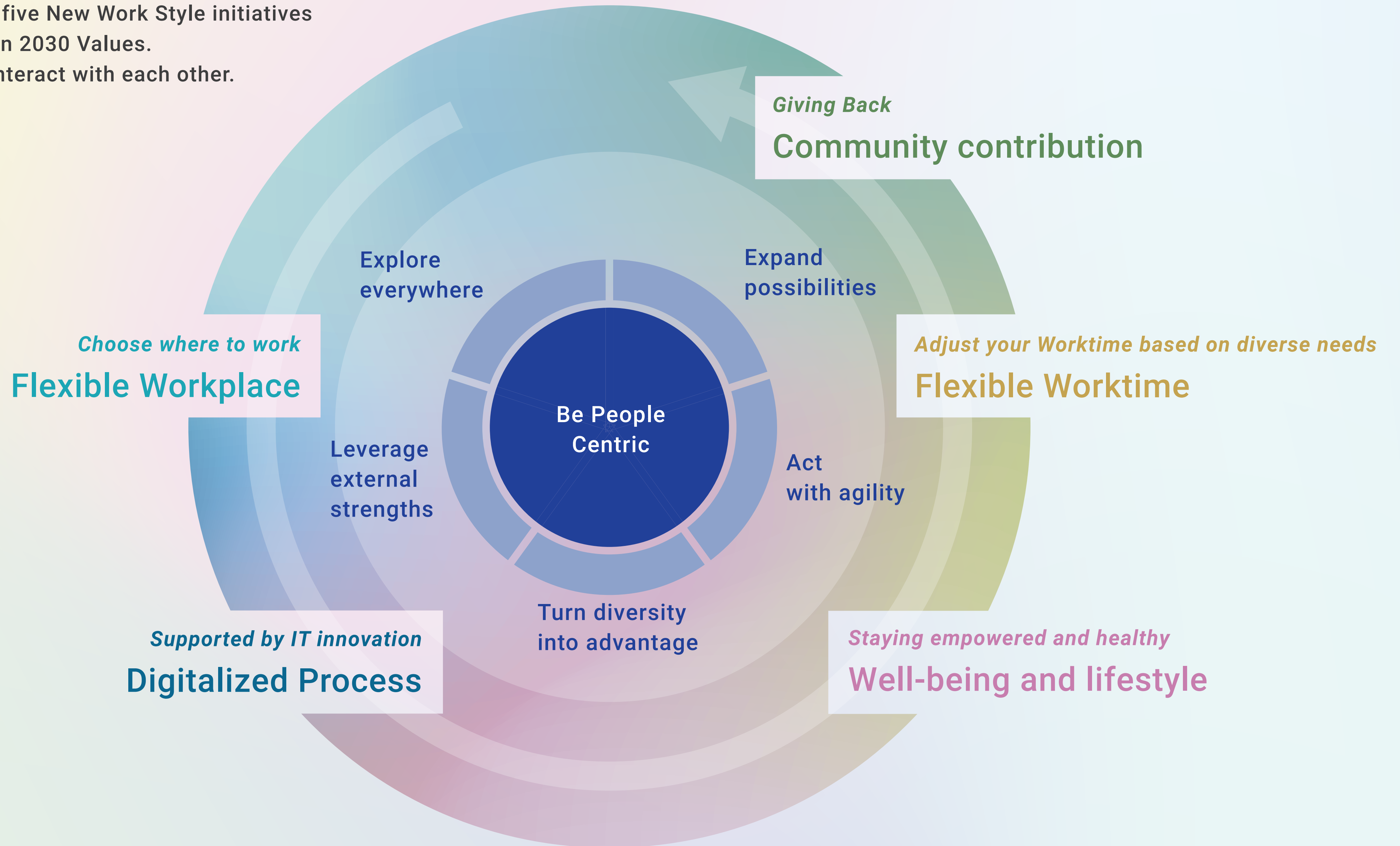
At Santen, our success is powered by the diverse strengths of our people. Our team and their managers are trusted to determine the New Work Style that will work best for each person.

Our commitment to our New Work Style also reflects the importance we place on inclusion - we are committed to ensuring every member of our team feels accepted, respected, and valued.

We want our workspaces both, physical and virtual, to give every team member the opportunity to participate fully and share their skills, capabilities, and individual experiences with others.

I am looking forward to our exciting journey together and to unlock innovation through the way we work.

We are introducing five New Work Style initiatives based on our Santen 2030 Values.
All five initiatives interact with each other.



Bringing our five New Work Style initiatives based on our Santen 2030 values to life.



Reimagine your work style starting with your workplace.

Everyone has a different style of work. Some People can focus better when at home, others like direct interactions with team members and external partners. Some prefer a combination of both.

Regardless of where you work, you are connected through IT innovation. Digitalized processes based on your work style will make your work more productive and you feel better connected.

Finding your balance between personal and work life, you might encounter difficulties or challenges you want to ask for support with. To stay empowered and healthy, you will find new channels to support your well-being. Everyone has equal access to our new initiatives, regardless of background and lifestyle.

After thinking about your location, being connected through IT innovation and being empowered and healthy, make time to evaluate and adjust your worktime. You will have the flexibility to design your work week based on your diverse needs that's in alignment with your manager and team.

Finally, after having a clear image of your work place, worktime and balance between your needs and expectations by Santen, it is time to connect back with society and think outside the box. We are promoting community contribution so we can learn from each other and support society.

Flexible Workplace

Choose where to work in our hybrid-remote model; either fully remote, partly remote or full-time in our offices. Santen will shift the concept of our offices from the standard place of work into an optional workplace, a place to exchange information drive collaboration and foster innovation.

You will be able to determine what location works best to have meaningful interactions with your manager & team, customers & society.

You can flexibly switch and adjust locations, based on your work demands. This means that you can change between being fully located remotely* to full-time in one of our offices or a combination of both, based on your work scope and circumstances. You can test different scenarios to determine what works best for you and your team. Santen's offices will provide everyone with the same opportunity to connect, drive collaboration and innovation, regardless of where you are joining from.

Location-centered jobs such as Sales (center being the customer location), Research (center being the Lab) and Manufacturing (center being the Factory) will, in general, continue to be conducted at the center location, but will be offered greater support through Digitalized Processes.

*Cross-border locations will remain out of scope of this guideline for now, as they impact tax, pay and legal implications that need further evaluation.



Supported by IT innovation

Digitalized Process

Enhance your specific work style through digitalization to achieve the highest and meaningful interactions at work.

Our Digital & Information Technology Division (DIT) is working on ways to enhance different work styles of each division based on job type (Sales, Corporate, Research, Manufacturing) and will address the pain points and opportunities for improvements of your specific work style.

Our goal is to enhance productivity and work quality regardless of location or time, motivate our people through open communication and create room for innovation while introducing new ways of working through Artificial Intelligence (AI) and Machine Learning.

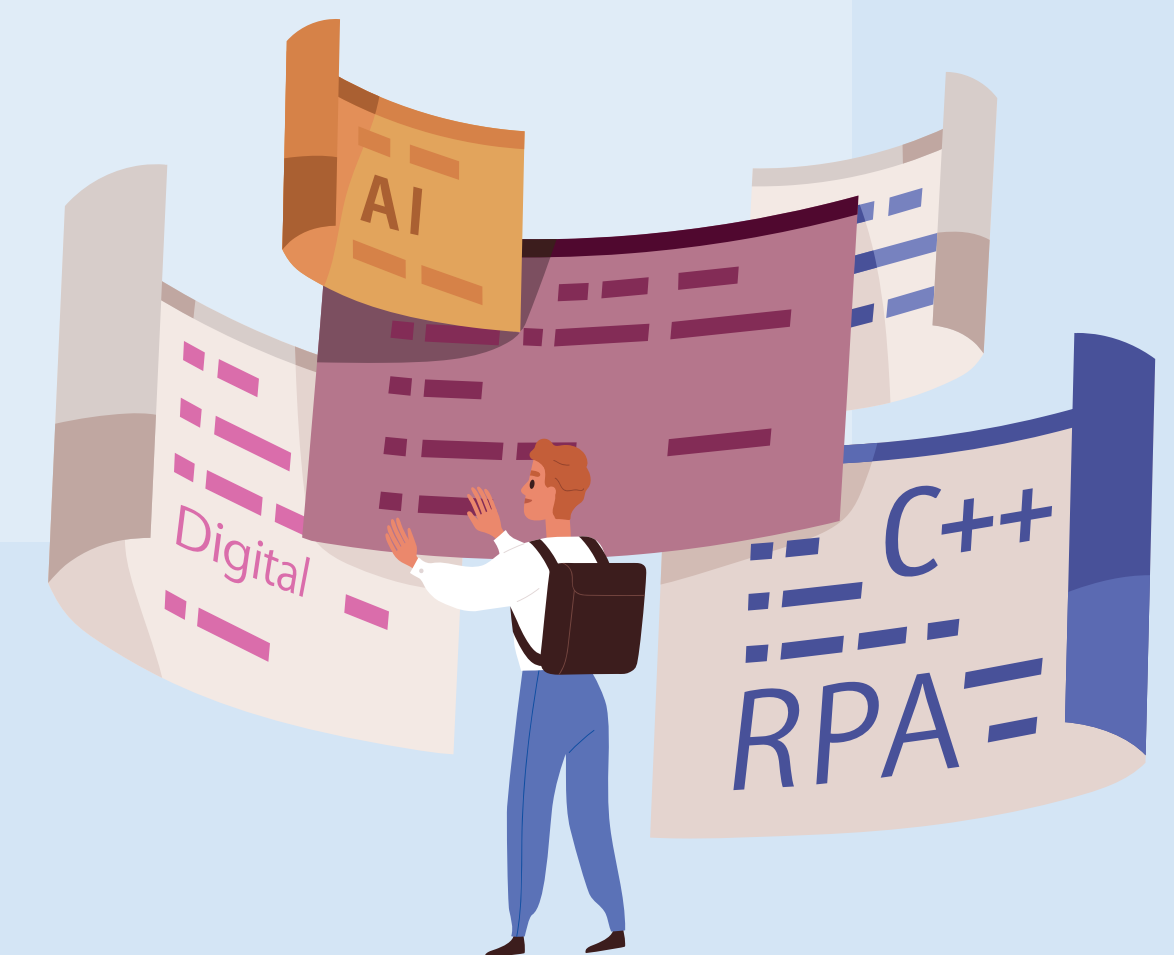
The Digital & Information Technology Division (DIT) will support you creating strategy, skills and mindset towards digitalization. The major concept and channel of communication announcing new initiatives over time will be called 'Digital Workplace'.

Digitally enabling our work

Sales will be planning their work with usage of Artificial Intelligence (AI) and increasing use of robotic process automation (RPA).

Manufacturing will be supported by introducing a smart factory concept.

For Research, the focus will be on digitalized drug discovery activities.



Well-being and lifestyle

You are the owner of your health & well-being.

Santen fully supports you from a Total Well-being perspective and acknowledges your lifestyle.

We understand that working remote or in a different environment comes with challenges. It is critical to stay engaged and informed. You will be supported through the full spectrum of financial, physical, social as well as mental well-being.

Regardless of Workplace or Worktime, you will be working in a psychologically safe and secure work environment that enables you to express your views and act in conformity with our values.

We are committed to providing safe, inclusive, respectful and supportive physical and virtual work environments for all our people.

Stay empowered and healthy

Santen will introduce the following initiative for all employees globally:

Access to an Employee Assistance Program (EAP) in your region

share personal challenges and seek help from external professionals

Regional Well-being activities

We are partnering with well-being practitioners in all regions to leverage best practices and help our people take care of themselves and their loved ones.



Flexible Worktime

Adjust your Worktime that works for your diverse needs.

You will be able to adjust your working hours, if the weekly or monthly working hours stipulated in your contract or work regulations are fulfilled. Santen will globally implement a standard of non-core Flex working hours, meaning the removal of core working hours to provide complete flexibility.

This could mean commencing work early hours on some days or leaving the workplace of choice in early afternoon on some days, or trading hours of evening calls with international colleagues against working hours in the next morning. For some, this could mean to proactively adjusting working hours to early mornings and later hours on four days of the week and not working on one day of the week (new possibility of compressed work week).

We also need to be mindful of our international colleagues and different time zones and avoid setting meetings or calls before or after culturally accepted times.

A focus on reducing meeting times and the number of meetings will be a huge enabler for flexible worktime.

Choose when to work



Community contribution

Take part in innovative programs that connect you with society and supports thinking outside the box.

Santen is promoting innovative programs such as volunteer and social work or philanthropic activities that connect our people to society and let us learn from each other. We are introducing activities that have focus on ophthalmology, Wellness and Inclusion of the visually impaired into our organization and society.

We are raising public awareness of visual impairments and help people to learn about the importance of being 'able to see'. Our aim is building a society that is inclusive to all regardless of visual impairments.



Giving back to Society

Volunteer and social work

Regionally managed programs such as the partnership with the Japan Blind Football Association (JBFA) or support for ophthalmology consultation and disease awareness activities are a few examples.

Get in contact with your manager and regional HR to explore opportunities to engage in local and regional volunteer and social work, to give back to and connect with your community.





The New Work Style promoted by Santen is based on 'Trust' and 'Self-responsibility'.

Our goal is to bring Happiness with Vision to billions of people around the world.

To achieve this goal, we promise to build an environment where you can work comfortably and focused, at a location and time of choice.

Let us have thorough conversations with our team, managers and Santen as a company and explore new ways of working.

We are here to support you on your journey of thriving to become a Social Innovator.

FAQs

Q1_ *I understand the new global guideline and concepts of New Work Style at Santen. How can I get more clarity on what this means to me in my everyday work life?*

A1_ This guideline functions as a framework to give direction on how Santen is understanding and shaping the new work style for our people. Regionally and locally established policies on work style as well as adherence to local labor law and applicable legislation remain intact and unchanged until revisions are announced officially. Your Manager together with regional and local HR will inform you about detailed changes and adjustments to regional or local policies on work.

Q2_ *When will I know how I can adjust my work style based on this guideline and when can I start changing my current e.g., workplace or worktime?*

A2_ This depends on the country of your employment. Changes to regional or local work style policies might be implemented fast in some countries, in other countries they might take more preparation due to discussions with works councils, labor unions or other bodies that require consultation, as well as all applicable laws. Your manager and regional or local HR will inform you about the process over time.

Q3_ *What if my local works council, labor union or part of management does not agree to some parts of this guideline or local labor regulations do not allow for this flexibility?*

A3_ Based on consultation, we are expecting that most of the practices can be put into place and should apply to you over time, but we acknowledge that there might be local specifics that do not fully match the above concepts.

Q4_ *Many of the concepts above are already in place for me, for example I work from home full-time due to the pandemic, my worktime is flexible without core time and I am connected through IT systems. Does this mean nothing will change for me?*

A4_ We want to create a culture at Santen that gives you flexibility of choice. You may be working full-time remote and must adjust your worktime to the current situation, but this does not mean we will keep this work style. Once the governmental restrictions and safety measures in your country of employment are lifted and you would like to return to the office full-time or for a certain number of days per week, you should be allowed to do so. If you decide to continue working fully remote based on your diverse needs, even though some colleagues are returning to the office, you should be able to do so as well. This equally applies to all concept mentioned above.

Q5_ *I want to work fully remote from a country that is not the country where the entity of my employment is located. Can I do that?*

A5_ Cross-border remote working is outside of scope of this global guideline for now, as it will have various impact on pay, tax and legal implications that need to be observed carefully.

Covid-19 Disclaimer

The Covid-19 health crisis is ongoing and will have lasting effects. This global guideline functions as a principle of how to work during and post the pandemic. Important to note is that governmental guidelines, applicable laws and regulations and state-of-emergency rules always supersede this guideline and will be followed with full commitment. Therefore, detailed announcements by your specific legal entity of employment with Santen will inform you with additional details over time and adjust local work style policies and documentation accordingly.

Legal Disclaimer

This document serves as a guideline and framework to give direction on how Santen is understanding and shaping a new work style for our employees globally. Regionally and locally established policies on work style as well as adherence to local labor law and applicable legislation remain intact and unchanged until revisions are announced officially. Regional and local Human Resources in the different countries of operation will adjust rules and documentation, as required by local legislation and regulations to match to the global guideline as far as legally and strategically possible. Any changes in structure of work, or any other topic to be discussed with the local labor union or works council bodies if existent, will be addressed in due time and carefully communicated before direct changes to employees' work style become established.