

Daiichi Sankyo Planned Initiatives

At Daiichi Sankyo, diversity is an important part of our corporate strategy.

We seek to advance Diversity & Inclusion (D&I) with the aim of company that creates new value and competitive advantage through employees' ability to fully manifest their individual characteristics and talents, regardless of gender, nationality, age, etc.

For the advancement of women in particular, the company has implemented various initiatives up until now that address the issues of 1) supporting work-life balance, 2) increasing women's motivation, and 3) fostering the culture in the workplace.

We will add initiatives focused on female employees building long-term careers, and creating an environment where they can advance to managerial positions, as described in the sections below.

1. **Plan Timeframe:** April 1, 2016 ~ March 31, 2021

2. **Issues to Be Addressed**

Issue 1: The ratio of retaining female employees with 10+ years of company tenure, as well as the number of female new-graduates joining the company is low.

Issue 2: The ratio of women occupying managerial positions is lower than the industry standard.

3. **Objective:**

① By the end of FY2020, raise the ratio of both retaining female employees with 10+years of company tenure, and female new-graduate hires by 0.8 or more.

② By the end of FY2020, raise the ratio of women in managerial positions to the industry standard, or greater.

4. Initiatives and Implementation Timing

【Initiatives to Achieve Objective 1】

Initiative 1: Re-examine systems, tied to continuing employment, that encourage flexible work styles, and develop ways to optimize them.

- **By 03/2017** Discuss and revise policies for systems that encourage flexible work styles.
- **Starting 04/2017** Develop systems/ policies that encourages the long-term retention of employees.

Initiative 2: Put in place HR management practices that are tied to supporting work-life balance.

- **By 03/2017** Discuss expanding policies concerning employees in the workplace with certain circumstances, such as childcare.
- **Starting 04/2017** Promote systems/ policies that are tied to supporting work-life balance and flexible work styles.

【Initiatives to Achieve Objective 2】

Initiative 3: Put together a pool of female candidates for managerial positions and actively develop them.

- **By 09/2016** Select candidates for development and put together Individual Development Plans.
- **Starting 10/2017** Drive measures that develop and monitor the growth of candidates.

【Initiatives to Achieve Both Objectives 1 and 2】

Initiative 4: Develop activities that increase the motivation of female employees to grow their careers.

- **By 03/2017** Discuss/ adjust programs, events and group network activity related to increasing female employees' desire to grow their careers.
- **Starting 06/2016** Sequentially implement programs, events and group network activities. Also, send employees to outside events.

Initiative 5: Put in place support that raises the awareness and the skills of managers to develop their female employees.

- **By 09/2016** Establish policies that support raising the awareness and skills of managers to develop their female employees.
- **Starting 10/2016** Implement said program (through ~03/2019).

Initiative 6: Develop activities that create a workplace culture that raises awareness of women's careers.

- **FY2016** Provide a place to have a discussion with executives, such as a Town Hall Meeting.

- **By 09/2016** Discuss and put together a detailed plan for creating an inclusive workplace culture.
- **Starting 10/2016** Sequentially implement the programs (through ~03/2019).