



Daiichi Sankyo Group People Philosophy



Daiichi-Sankyo



One DS - People



Daiichi Sankyo Group People Philosophy

Daiichi Sankyo empowers our people as they are the most important asset to craft better tomorrows for patients and customers.

We pride ourselves on creating an inclusive environment where everyone's voice is valued, and diverse teams of employees collaborate and trust each other to contribute to their fullest ability.

We commit to developing and growing our people, providing opportunities – both global and local – for them to enhance their careers and personal and professional engagement.

To realize our Purpose, Mission, and Vision, we maximize the human capital through these initiatives and make it the driving force to create sustainable value.



One DS ~People

ELEMENTS OF OUR PHILOSOPHY



ATTRACTION

We attract, and set people up for success, who share Daiichi Sankyo's Purpose through their own unique contributions and demonstrating our Core Values & Core Behaviors.



INCLUSION & DIVERSITY

We value people for who they are as individuals, and welcome diverse perspectives in our work, which enables us to achieve more as Daiichi Sankyo.



WORKFORCE PLANNING

We proactively plan the workforce to capitalize on business opportunities, manage risk, drive performance, and support employee well-being.



WELL-BEING

We create an environment that energizes our employees and enables them to thrive by cultivating their own well-being.



ENGAGEMENT

We promote a positive employee experience where all employees can feel they belong, know their voices matter, and can be proud to be part of the Daiichi Sankyo team.



PERFORMANCE MANAGEMENT

We elevate performance through a growth mindset, clear goals, and engaging coaching conversations to drive development and rewards.



LEARNING & CAREER DEVELOPMENT

We offer an environment where employees have an opportunity to learn, innovate, and grow their careers.



REWARDS

We offer fair and competitive rewards - guided by a common global philosophy and consistent with relevant law, customs, and expectations.



LEADERSHIP & SUCCESSION

Through a globally integrated framework and process, we grow leaders and employees who model our Core Values & Core Behaviors. We align talent with future business needs.

Attraction

We attract, and set people up for success, who share Daiichi Sankyo's Purpose through their own unique contributions and demonstrating our Core Values & Core Behaviors.

We capitalize on Daiichi Sankyo's **brand, Science & Technology**, and **Patient Centricity** in our efforts to attract the best candidates.

We value candidates who want to **integrate into Daiichi Sankyo and apply their experience** to help us achieve our goals, and **are willing to learn** from our existing employees.

We strive to attract **subject matter experts** who drive scientific achievement and innovation and **leaders and employees** who can activate it.

We select **best in class employees** in their areas of focus and responsibility who have a deep interest in **continuous learning, growth, and development**.

We recognize the **career development and growth** – expressed in our Core Behavior of Develop and Grow – and whenever possible consider existing employees first when filling positions.

We take pride in attracting employees who understand and leverage the power of **inclusion and diversity**.

We deploy **consistent, standardized talent acquisition practices** across the globe that ensure an engaging and inclusive **candidate experience**, while allowing for **regional flexibility**, as needed.

Role of HR:

HR manages the attraction process, working in partnership with business leaders to ensure alignment of the success profile of the roles, adherence to the hiring process, goals are achieved, and the right candidates are being hired and retained.



Inclusion & Diversity

We value people for who they are as individuals, and welcome diverse perspectives in our work, which enables us to achieve more as Daiichi Sankyo.



| We demonstrate, at all levels of Daiichi Sankyo, that inclusion and diversity are **core components of our culture**.

| We create inclusive environments through **equity and acceptance**, where everyone – including our employees, partners, and patients – feels **welcomed, valued, safe and respected**.

| We **accept everyone as individuals** and **value what they bring to our organization** – this is a strength of our global business operations and footprint.

| We provide **a collaborative environment in which everyone is heard** and is consistent with our Core Values & Core Behaviors.

| We empower **employees and employee networks** to amplify all voices, ensure that all employees have equal opportunities to succeed, regardless of their gender, race, religion, sexual orientation, age, disability and other protected status, and create a **sense of belonging**.

| Daiichi Sankyo sponsors a growing number of **Business and Employee Resource Groups (BERGs)** to provide programs, networking, and leadership development and opportunities for all Daiichi Sankyo employees.

| We understand full inclusivity and diversity **craft better tomorrows for our patients**.

Role of HR:

HR partners with the business and leadership to foster and develop Inclusion and Diversity programs, culture and practices.
HR leads development and tracking of Inclusion & Diversity goals.



Workforce Planning



We proactively plan the workforce to capitalize on business opportunities, manage risk, drive performance, and support employee well-being.

- | Our **enterprise-wide** workforce planning process ties to the business strategy with **priorities being made** by senior management.
- | We believe workforce planning is critical to support **employee well-being**.
- | We identify not only the right size of the workforce, but also **the skills needed, where they are needed, and how they will be sourced**.
(current employees, acquisition, contractors, partnerships, etc.)
- | Our business leaders drive strategic workforce planning **together with HR, Finance and Strategic Planning**.
- | Our workforce planning approach is backed-up **by technology and data analytics**.

Role of HR:

HR drives the creation of the workforce planning approach and partners with leaders to provide recommendations to make resourcing decisions.



Well-Being

We create an environment that energizes our employees and enables them to thrive by cultivating their own well-being.



- | We expect **leaders and managers to promote and support behaviors** that create an environment of self-care and well-being.
- | We encourage employees to **cultivate their own well-being and energy** in order to thrive.
- | We offer programs and experiences that support employees' **mental, physical, and social** well-being.
- | We offer **flexible and localized well-being initiatives, programs, and experiences** that cater to the diverse needs of our employees.
- | We **demonstrate and actively promote ways of working** that encourage employees to prioritize their personal and work commitments as needed.
- | We actively promote **Global Work Style** to support employees to work more effectively and collaborate across regions.

Role of HR:

HR develops and delivers programs and experiences that our people utilize to cultivate their own well-being.



Engagement

We promote a positive employee experience where all employees can feel they belong, know their voices matter, and can be proud to be part of the Daiichi Sankyo team.



We encourage a culture of **transparent, two-way communication** where employees are **involved and heard**, and **their voices matter**.

We celebrate **our employees' achievements**.

We actively live our **Core Values & Core Behaviors** to create **positive energy and trusting environments** within and across our teams.

We encourage our employees to **take reasonable risks, learn from their experiences**, and act on those lessons.

We encourage managers and employees to **be innovative and contribute** to the achievement of our Purpose.

We recognize **our employees are experts in their fields**, and we **actively seek their input** to continuously improve.

Role of HR:

HR develops and supports Daiichi Sankyo's employee engagement programs and experiences.



Performance Management



We elevate performance through a growth mindset, clear goals, and engaging coaching conversations to drive development and rewards.

- | We are excited to celebrate **individual and team successes**.
- | We encourage individuals to accept **challenges** and embrace **learnings** even when the outcomes may be a failure.
- | We are **clear on individual contribution** and how each colleague uniquely supports the achievement of our **team/organizational goals**.
- | We focus on both the **what (objectives)** and **how (values and behaviors)** of the outcomes.
- | We solicit **regular and on-going conversations with colleagues** to discuss performance progress and development.
- | We help employees learn and engage through **performance management**, and **reward contributions**.
- | We use **a simplified process** that is **technology enabled**.

Role of HR:

HR brings knowledge and best practices to drive performance.

HR partners closely with people managers to provide training and support to ensure they set objectives, offer feedback and coach their teams.



Learning and Career Development

We offer an environment where employees have an opportunity to learn, innovate, and grow their careers, and develop employees who create our competitive advantages.



We have a **global learning strategy** that **enables leaders to support and empower** employees to drive their own development which is well supported by a **learning culture**.

Development is driven jointly by employees and people managers. These experiences and programs accelerate readiness to take on more complex roles.

Our **global learning management system** offers individualized learning paths, blended learning approaches, scalability, and data analysis.

We provide opportunities to work **across regions, outside of home countries, building adaptability and cultural appreciation**.

Our development and career paths are **tailored to our individual needs** to achieve our aspirations.

Role of HR:

HR takes the lead in the creation of a learning strategy and designing a learning framework. HR supports people managers in the adoption of these learning tools and offers clarity on career paths.



Rewards

We offer fair and competitive rewards - guided by a common global philosophy and consistent with relevant law, customs, and expectations.

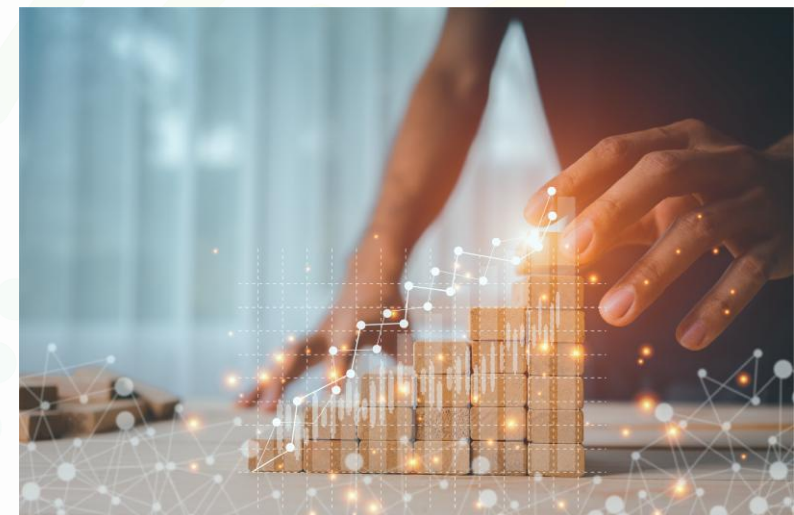


- | We reward **fairly and competitively** based on our global compensation framework that allows for **local, regional, or market specialization**.
- | Our **common global approach to compensation components** (base pay, short- and long-term incentives) supports alignment while accommodating regional differences.
- | Our benefits are market relevant, competitive, and reflect our goal of supporting every employee's **diverse and unique health and well-being needs**.
- | Our compensation and benefits are **constantly benchmarked** against pharmaceutical market data.
- | Our **global job grading and framework** enables clear career-pathing and leveling across our business.
- | Rewards promote both **individual and team performance**.

Role of HR:

HR designs, develops, and delivers Rewards programs.

HR consults with local and regional leadership to ensure consistency and conformity with related laws, customs, and expectations.



Leadership and Succession

We grow leaders and employees who model our Core Values & Core Behaviors through a globally integrated framework and process.
We align talent with future business needs.



Our leaders **role model our Core Values & Core Behaviors** have the capabilities to drive Daiichi Sankyo's strategy to be an innovative global healthcare company contributing to the sustainable development of society.

We **proactively identify and prepare** key talent for future leadership and critical roles, tailored to the individual's capabilities and aspirations.

Our leaders **take responsibility for preparing next generation leaders** to collaborate, innovate and create impact in our communities.

We strive to **elevate diverse populations** to all levels of leadership.

Role of HR:

HR develops frameworks and processes to enable our leaders to be role models and build strong talent pipelines.





Issue Date: March 1, 2024
Last update: July 1, 2026

