

Penetration Initiatives to Realize our Purpose and Vision

To ensure that all employees understand the background and the meaning of the Purpose and Vision and the meaning of the goals, and act on their own to realize them, we are working to disseminate the current 5-year business plan and foster our Group-wide corporate culture (One DS Culture) through direct communication between management and employees at CEO town hall meetings and workshops.

CEO Global Town Hall Meetings Held to Penetrate Our Purpose, Vision, and Current 5-year Business Plan

Aiming to deepen everyone's understanding of our Purpose, Vision, and current 5-year business plan, and to build unity in views towards achieving them between management and employees, we held CEO global town hall meetings for all of our business sites (including Group companies) from June to September 2021, where over 10,000 employees attended online. We also released recorded videos and summary reports on the intranet for all employees including those who could not attend the meetings.



Questions from employees related to sustainability

Employees asked Mr. Manabe, our CEO, various questions related to sustainability, showing their high level of interest in this key subject.

The meetings were thus a valuable opportunity for each and every employee to understand the thoughts of management and to consider sustainability in their own initiatives, through discussions in response to the following questions:

“What kind of preparation and interests are necessary for each of us to become more familiar with and correctly understand ESG?”

“Contemporary companies are expected to balance their own growth with contributions to society, but in case our profit conflicts with measures to protect the environment, what should we prioritize?”

“To develop a sustainable society, what do you expect us to contribute to society other than pharmaceuticals?”

Launch of the Global Culture Initiative

We have launched an initiative aimed at fostering One DS Culture which is necessary for employees to think, act, and operate globally in order to more broadly contribute to patients and society.

Implementing Cultural Diagnostics

From 2020 to 2021, we conducted comprehensive cultural diagnostics—including interviewing 58 leaders, holding 18 focus group discussions with a total of 263 employee participants, and conducting a cultural survey to which 12,642 employees responded—to kick off the Global Culture Initiative by analyzing the gap between our current situation and future aspiration.

As a result, we discovered the following cultural challenges: *Cultural disconnects across regions, functions, and therapeutic areas / Lack of clear translation from strategy into action and ownership and alignment across leaders / Inefficiency in how work gets done / Insufficient focus on talent development outside Japan / Fear of failure inhibiting creativity and initiative-taking at the individual and team levels.* In order to resolve these cultural challenges and become a truly global company, we have defined our Core Behaviors that employees should practice.

Holding Workshops

In FY2021, we held a total of eight online workshops for approximately 200 leaders globally, including our Executive Management Committee members. At the workshops, they learned the significance of becoming a truly global company, as well as how leading by example can help each employee to understand and practice our Core Behaviors. By using One DS Culture as a foundation to further enhance the strengths of our human resources and global organization, we aim to achieve our Purpose and Vision through the united efforts of all employees.

