

Global Human Resources Development Systems (Global Leadership Programs)

Astellas is working to develop human resources around the world in tandem with its business expansion. Since fiscal 2011 we have conducted the Executive Leadership Series (ELS), an approximately 10-month program for senior vice presidents and vice presidents selected from across functions and regions to discuss Astellas' challenges and its future plans. Furthermore, in fiscal 2012 we launched the Senior Leadership Series (SLS), an approximately 6-month program designed to enhance division strategy formulation, communication and project delivery skills of directors who are one rank lower than vice presidents. Moreover, in Japan we have launched the Astellas Leaders in Action (ALA) program for enhancing the strategy-formulation capabilities of selected potential directors, along with the Future Leaders (FL) program for improving the global communication skills of selected young candidates for future business leadership.

Respect for Diversity

Astellas aims to be a company where diverse people can play a role, irrespective of their race, nationality, gender, or age. Promoting diversity is therefore one of our main policies. By respecting diverse values, we can reflect diverse perspectives into our business activities, and we expect this will lead to greater creativity. In Japan in particular, encouraging female employees to take an active role has been a starting point for promoting diversity. Today, women account for more than 40% of our entire workforce. In Japan, however, the ratio of women in the workforce, and especially in management roles, is low compared with other regions. We are therefore working to improve this situation by creating various systems that enable women to continue working, and establishing an appropriate workplace environment. In fiscal 2013, these efforts were recognized by the Ministry of Economy, Trade and Industry, which selected Astellas as the first pharmaceutical company to be included in the Diversity Management Selection 100.

Male/Female Employee Ratio per Region and Ratio of Female Managers (Fiscal 2013)

	Japan	Americas	EMEA	Asia & Oceania	Total
Male	72.2%	48.8%	43.3%	46.4%	57.8%
Female	27.8%	51.2%	56.7%	53.6%	42.2%
Ratio of female managers	6.3%	48.2%	52.0%	45.2%	28.5%

Occupational Safety and Health

Ensuring the safety of employees in their business activities is a crucial element of corporate management. Accordingly, prevention of work-related accidents and minimization of accidents caused by workplace mishaps and hazards play an important role in Astellas' ability to provide safe workplaces and fulfill its responsibilities to employees as stakeholders.

Under the Astellas Environmental and Safety Policy, each facility is independently building environmental and safety management systems and promoting associated initiatives. As part of these efforts, to ensure safe and healthy working environments, we autonomously established our own guidelines to prevent from exposing employees to chemical substances (solid state) in 2013.

Between January and December 2013, there were 19 work-related injuries in Japan and one overseas. While paying meticulous attention to occupational safety and health, we will continue working to assure safe workplaces.

Incidence of Work-Related Injuries in Japan

	2011.1-12	2012.1-12	2013.1-12
Number of work-related injuries	19	35	19
Frequency rate of work-related injuries*1	0.00	0.30	0.18
Severity rate of work-related injuries*2	0.000	0.007	0.008

Incidence of Work-Related Injuries at Overseas Plants (January-December 2013)

	Norman Plant	Meppel Plant	Dublin Plant	Kerry Plant	Shenyang Plant
Number of injuries requiring leave of absence	0	1	0	0	0
Frequency rate of work-related injuries*1	0.00	1.70	0.00	0.00	0.00
Severity rate of work-related injuries*2	0.000	0.005	0.000	0.000	0.000

*1 Frequency rate of work-related injuries: This rate shows the number of employee deaths or injuries resulting from work-related accidents causing leave of absence per million hours of work. The larger the number, the more frequently work-related injuries occur.

*2 Severity rate of work-related injuries: This rate shows the number of days absent from work due to work-related injuries per thousand hours worked. The higher the number, the more serious the injury.