

GRI Guidelines Content Index

Takeda's Annual Report 2009 and Annual Report 2009 CSR Data Book were prepared with reference to the Sustainability Reporting Guidelines 2006 (Version 3.0) published by the Global Reporting Initiative (GRI). The guidelines provide a framework for sustainability reports that can be applied globally.

The GRI recommends that report makers declare their level of compliance with the stipulations of the guidelines (known as the "GRI Application Level"). We believe that Takeda's Annual Report 2009 and Annual Report 2009 CSR Data Book satisfy the GRI Application Level B for reporting standards.



Application Level Standards

Report Application Level	C	C+	B	B+	A	A+	
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1–2.10 3.1–3.8, 3.10–3.12 4.1–4.4, 4.14–4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5–4.13, 4.16–4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G3 Management Approach Disclosures OUTPUT	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social, and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

*Sector supplement in final version

GRI Guidelines Reference Table

Aspect	Indicator	Relevant Pages in Reports	
		Annual Report	CSR Data Book
		Core	Additional
1 Strategy and Analysis			
1.1	Statement from the most senior decision maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	5	–
1.2	Description of key impacts, risks, and opportunities.	50,51,90	2,3,60
2 Organizational Profile			
2.1	Name of the organization.	127	61
2.2	Primary brands, products, and/or services.	15	61
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	92,93	61
2.4	Location of organization's headquarters.	127	61
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	65,92,93	29
2.6	Nature of ownership and legal form.	88,89,127	58,59,61
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	3,14	–
2.8	Scale of the reporting organization, including: • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided.	2,3, 95-127	61
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: • The location of, or changes in operations, including facility openings, closings, and expansions; and • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	27,75, 95-127	37,43
2.10	Awards received in the reporting period.	73	41

Aspect	Indicator	Relevant Pages in Reports		
		Annual Report	CSR Data Book	
		Core	Additional	
3 Report Parameters				
Report Profile	3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	–	1
	3.2	Date of most recent previous report (if any).	–	1
	3.3	Reporting cycle (annual, biennial, etc.)	–	1
	3.4	Contact point for questions regarding the report or its contents.	127	1
Report Scope and Boundary	3.5	Process for defining report content, including: <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report. 	12,13,22-25, 50-51	1-7
	3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	–	1
	3.7	State any specific limitations on the scope or boundary of the report.	1,65-67 72-74,83-85	1,29-31 38-45,53-55
	3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	5-11,75	37
	3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	0,65,67, 72-74,84,85	29,31,38-42, 54-55
	3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, measurement methods).	5-11	–
	3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	N/A	N/A
GRI Content Index	3.12	Table identifying the location of the Standard Disclosures in the report.	–	62-65
Assurance	3.13	Policy and current practice with regard to seeking external assurance for the report.	–	66
4 Governance, Commitments, and Engagement				
Governance	4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	88	58
	4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	88	58
	4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	88	58
	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	88	58
	4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	※	※
	4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	88	58
	4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	※	※
	4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	12,13	–
	4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	22-25,88	4-7,58
	4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	88	58
Commitments to External Initiatives	4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	22-25,88-90	4-7,58-60
	4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	22-25	4-7
	4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	–	1
	4.14	List of stakeholder groups engaged by the organization.	13,50	2
	4.15	Basis for identification and selection of stakeholders with whom to engage.	13,50	2
	4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	36,37,43,45,47, 53,56-62,86	11,13-25, 45,56,57
	4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	51,54,69, 75,86	3,14,33,37, 56,57

※ Financial Statements for Year Ended March 31, 2009

Aspect	Indicator	Relevant Pages in Reports		
		Annual Report	CSR Data Book	
		Core	Additional	
5 Disclosure on Management Approach and Performance Indicators (Economic, Environmental, Social)				
Economic				
Economic Performance Indicators	Disclosure on Management Approach	5-11,95-125	61	
Economic Performance	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	2,3,95-125	27
	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	—	—
	EC3	Coverage of the organization's defined benefit plan obligations.	119	—
	EC4	Significant financial assistance received from government.	—	—
Market Presence	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	—	—
	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	76-79	46-49
	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	—	—
Indirect Economic Impacts	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	—	—
	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	95-125	—
Environmental				
Environmental Performance Indicators	Disclosure on Management Approach	68,69	2-7,28-45	
Materials	EN1	Materials used by weight or volume.	74	42,44,45
	EN2	Percentage of materials used that are recycled input materials.	—	—
Energy	EN3	Direct energy consumption by primary energy source.	74	42,44,45
	EN4	Indirect energy consumption by primary source.	—	—
	EN5	Energy saved due to conservation and efficiency improvements.	67	30-31
	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	67	31
	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	—	—
Water	EN8	Total water withdrawal by source.	65,73,74	29,41,42,44,45
	EN9	Water sources significantly affected by withdrawal of water.	65	29
	EN10	Percentage and total volume of water recycled and reused.	—	—
Biodiversity	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	—	—
	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	64,65	28,29
	EN13	Habitats protected or restored.	—	—
	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	64,65	28,29
	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	—	—
Emissions, Effluents, and Waste	EN16	Total direct and indirect greenhouse gas emissions by weight.	3,66,67,74	30,31,42,44,45
	EN17	Other relevant indirect greenhouse gas emissions by weight.	74	42,44,45
	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	66,67	30,31
	EN19	Emissions of ozone-depleting substances by weight.	—	—
	EN20	NO, SO, and other significant air emissions by type and weight.	73,74	41,42,44,45
	EN21	Total water discharge by quality and destination.	65,73,74	29,41,42
	EN22	Total weight of waste by type and disposal method.	72,74	38,39,42,44,45
	EN23	Total number and volume of significant spills.	—	—
	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	—	—
Products and Services	EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	65	29
	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	67	31
Compliance	EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	—	—
	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	—	—
Transport	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	74	42
Overall	EN30	Total environmental protection expenditures and investments by type.	74	42

Aspect	Indicator	Relevant Pages in Reports		
		Annual Report	CSR Data Book	
		Core	Additional	
Social (Labor Practices and Decent Work)				
Labor Practices and Decent Work Performance Indicators	Disclosure on Management Approach	22-25,50,51 80-85	2-7,50-55	
Employment	LA1	Total workforce by employment type, employment contract, and region.	3	52,54
	LA2	Total number and rate of employee turnover by age group, gender, and region.	–	–
	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	84	54
Labor/ Management Relations	LA4	Percentage of employees covered by collective bargaining agreements.	※	※
	LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	–	–
Occupational Health and Safety	LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	–	–
	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	85	55
	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	85	55
Training and Education	LA9	Health and safety topics covered in formal agreements with trade unions.	85	55
	LA10	Average hours of training per year per employee by employee category.	83	53
	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	83	53
Diversity and Equal Opportunity	LA12	Percentage of employees receiving regular performance and career development reviews.	–	–
	LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	80,83	52,55
	LA14	Ratio of basic salary of men to women by employee category.	–	–
Social (Human Rights)				
Human Rights Performance Indicators	Disclosure on Management Approach	22-25,51,54	2-7,50-52	
Investment and Procurement Practices	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	–	–
	HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	76-79	46-49
	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	–	–
Non-discrimination	HR4	Total number of incidents of discrimination and actions taken.	–	–
Freedom of Association and Collective Bargaining	HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	–	–
Child Labor	HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	–	–
Forced and Compulsory Labor	HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	–	–
Security Practices	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	–	–
Indigenous Rights	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	–	–
Social (Society)				
Society Performance Indicators	Disclosure on Management Approach	22-25,51,54	2-7,13-27	
Community	SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	75	13-15,37,43
Corruption	SO2	Percentage and total number of business units analyzed for risks related to corruption.	89,90	58-60
	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	89,90	58-60
	SO4	Actions taken in response to incidents of corruption.	–	–
Public Policy	SO5	Public policy positions and participation in public policy development and lobbying.	–	–
	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	※	※
Anti-Competitive Behavior	SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	–	–
Compliance	SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	–	–
Social (Product Responsibility)				
Product Responsibility Performance Indicators	Disclosure on Management Approach	40,41	8-11	
Customer Health and Safety	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	40,41	8-11
	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	–	–
Product and Service Labeling	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	–	–
	PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	–	–
	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	39,55	15
Marketing Communications	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	89	59
	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	–	–
Customer Privacy	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	–	–
Compliance	PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	–	–