

Sustainability

DE&I: Our people and culture

We value having a diverse group of associates while supporting a culture of inclusion and equity to drive team empowerment and overall excellence.

Our associates make our company great

As part of the Tokyo-based, 100-year-old [Terumo Corporation](#), we are committed to pursuing the ideals of diversity, equity, and inclusion (DE&I). Our goal is to create an inclusive work environment where all associates are respected, inspired, and empowered to contribute and make a difference.

Along with our Terumo Corporation colleagues, we are united by our shared mission of Contributing to Society through Healthcare, our core values, and our deep commitment to serving our customers and patients. That drives our desire for excellence in our products and services. And you will feel it in our culture, which rewards results, relationships, working in a matrix structure, and individual accountability.

Our 7,600+ associates come from all over the world and work in nine countries at [Terumo Blood and Cell Technologies](#) regional offices, manufacturing sites, and research and development centers. They represent a range of backgrounds, identities, physical and cognitive abilities, professions, and expertise.

We are also proud to have a culture that supports strong female [leaders](#) — including Antoinette Gawin, our CEO; Cindy Ng, Senior Vice President, Global Commercial; and Veerle d’Haenens, General Manager, Global Therapy Innovations. We have progressed to having 40% of our leaders, at the director level and above, as female-identifying.

Our associates work, live, and play in countries around the globe.



We value diversity, equity, and inclusion

Terumo Blood and Cell Technologies is deeply committed to cultivating a globally diverse, equitable, and inclusive culture. This starts with our [Code of Conduct](#). Set forth by our parent company, the Code of Conduct is our guide to making the right decisions and doing the right things in our daily business activities.

We acknowledge that diversity and representation are key to fostering innovative connections and products for our equally diverse customers and patients. That is why we actively work to eliminate bias in our hiring processes and day-to-day operations, which has led to improved gender representation at most levels — and that work continues.



Celebrating progress in the fight against sickle cell disease.



Global Gender Data (Non-Production Associates)				
		FY21	FY22	FY23
Non-production associates headcount	Female	1,207	1,248	1,333
	Male	2,030	2,113	2,060
Service years	Female	7	7	7
	Male	8	8	8
New hires: senior manager and above	Female	41%	27%	59%
	Male	59%	73%	41%
New hires: manager and below	Female	41%	44%	39%
	Male	59%	56%	61%
Ratio of female associates	Managers	730	784	815
	% female managers	35%	34%	37%
	Directors and above	107	112	121
	% female directors and above	38%	37%	40%
	All non-manufacturing associates	3,237	3,361	3,393
	% female non-manufacturing associates	35%	34%	37%
Voluntary attrition	Female	19%	13%	14%
	Male	13%	11%	13%
	Female – directors and above	24%	13%	8%
	Male – directors and above	9%	7%	10%

We also recognize that diversity encompasses many factors beyond gender, including age, race, ethnicity, sexual orientation, cognitive style, and more. We host training and awareness events to help our associates understand and work to appreciate the diversity we all bring and how to ally for others.

Global Generation Data (Non-Production Associates)				
		FY21	FY22	FY23
Generation (global)	Silent Generation	3%	2%	2%
	Boomer Generation	17%	15%	14%
	Generation X	23%	23%	21%
	Older Millennials	32%	30%	30%
	Younger Millennials	24%	27%	29%
	Generation Z	1%	2%	4%

Silent Generation: born 1928 to 1958; Boomer Generation: born 1959 to 1968; Generation X: born 1969 to 1978; Older Millennials: 1979 to 1988; Younger Millennials: born 1989 to 2005; Generation Z: born 2006 to present.

Global Headcount (Production and Non-Production Associates)				
		FY21	FY22	FY23
Global headcount (production factory and non-production associates)	APAC	3,337	3,585	3,633
	EMEA	626	709	731
	Japan	476	458	462
	LATAM	384	1,077	1,003
	NA	2,231	2,122	1,782

APAC: Asia Pacific, including India and Vietnam; EMEA: Europe, Middle East, Africa; Japan: includes Fujinomiya factory; LATAM: Latin America, including Costa Rica; NA: North America.

U.S.-Only Race Data (Non-Production Associates)				
		FY21	FY22	FY23
Ratio of non-white associates	Managers	310	306	309
	% non-white managers	22%	22%	23%
	Directors and above	82	81	85
	% non-white directors and above	17%	16%	20%
	All non-manufacturing associates (U.S.)	1,357	1,321	1,336
	% non-white non-manufacturing associates	30%	31%	33%
Voluntary attrition by race	White	9%	17%	10%
	Non-white	8%	15%	10%
	White – directors and above	13%	12%	9%
	Non-white – directors and above	14%	8%	13%

Supporting our diverse team, inclusion enables us to better respect and value the wonderful differences that are inherent in each associate and allows us to empower everyone to bring their full selves and voices to work. An inclusive culture is crucial for meeting our ambitious business goals, reducing turnover, supporting the future of work, and building respect for functional and regional expertise. These efforts come to life through a variety of trainings and programs to improve understanding and behaviors of inclusion.

We support equity by removing bias from hiring processes and daily operations and ensuring fair compensation and benefits. This means we regularly review and adjust our compensation to help support equitable pay practices across all levels. Associates receive regular feedback and reviews. We provide time away from work that meets or exceeds local laws for leave so that associates can rest and recharge, address health conditions, and care for their families.

Building connections for excellence around the globe.



We build associate **connections and belonging**

We believe building an inclusive culture creates spaces for our associates to connect and to feel a sense of belonging. This occurs in our functional teams, project teams, regions, **community volunteer groups**, and Associate Resource Groups (ARGs).

Our ARGs are associate-led, have executive sponsors, and support traditionally marginalized identities. They provide a place where our associates are recognized, their

contributions are valued, and their identities are respected. Importantly, the ARGs also provide opportunities to develop leadership and other people skills and to connect with and educate allies.

We are proud to have five established ARGs and are always working to build more safe spaces for our associates.



T.B.C.A.
Terumo Black Colleague Alliance



PRIDE
People Representing
Inclusion, Diversity, and Equity



ADAPT
Associates with Disabilities
& Allies Partnering Together



Young
Professionals
Network



Wi!
Women's
Empowerment



Employees volunteering at a GESTEM event put on by the Society of Women Engineers.

Celebrating PRIDE with a special event at our Littleton, Colorado facility.

We care about **our associates**

As a global organization, our [associate benefits and programs](#) may differ by country, based on availability, accessibility, and labor market needs and requirements. Our holistic health and well-being programs help associates live their best lives. These programs vary by region, but some of the examples around the globe include:

- Access to healthcare providers for mental and physical health for our full-time associates and their families
- Time away from work for holidays, resting and recharging, health issues, and flexible time to take care of loved ones
- Health education sessions, such as stress reduction, healthy eating, gym discounts, and meditation
- Financial programs, including sessions on financial literacy and saving for retirement, and a variety of savings and retirement plans depending on location in the world

We support our hardworking associates
with a variety of benefits.



We support **growth and development**

We are committed to lifelong learning and development for our associates so they can have a rewarding career with us. A few examples of these programs include:

- Transparency and accessibility to job postings both internally and externally
- Support of mobility between departments and job functions, even across all divisions of Terumo Corporation, utilizing a common platform across Terumo business units for roles and projects
- Training and campaigns around the tenets of Growth Mindset
- Tuition support and scholarship programs in certain regions to encourage our associates to expand their skills and knowledge
- Mentorship programs, lunch and learns, leadership development programs, on-the-job training, and job-specific development

We welcome new perspectives and ideas and value the uniqueness that every associate brings. We recognize that only when our associates are at their best can we serve our customers and patients by fulfilling our mission of Contributing to Society through Healthcare.



Education and training sessions help our associates grow and develop new skills.



Terumo Core Values

Our core values are the foundation for every role at the organization.

Our values are the **heart of our culture**

To achieve our healthcare mission while supporting our DE&I goals, we constantly bear in mind the five core values that underly our culture and our business decisions.

Respect

Appreciative of others

We show respect and appreciation toward associates, customers, and business partners. We value individuality and diverse cultures, and listen widely and carefully to different opinions and the voice of society.

Integrity

Guided by our mission

As associates of Terumo Group, responsible for life and health, we always act with sincerity and a sense of mission. Through our daily efforts, we build trust among all stakeholders.

Care

Empathetic to patients

We are mindful that everything we do ultimately connects us to patients. We strive to understand health providers deeply and work together with them to give patients a better future.

Quality

Committed to excellence

To ensure safety and reliability in healthcare, we view each issue from a “gemba” perspective — seeing the work where it happens — to find the optimal solution. As well as product quality, we pursue excellence in all we do, from product supply to customer care.

Creativity

Striving for innovation

We promote a mindset that embraces challenge for the future, and work with curiosity and passion. We respond to the needs of “gemba” by delivering products and services that create meaningful value in a timely manner.



We do work that matters

When you talk to Terumo Blood and Cell Technologies associates, you will repeatedly hear a singular refrain that helps define our culture: The work we do here matters. Through our healthcare solutions, we touch a patient's life every second of every day. We believe we can help our customers do more for patients than ever before — by advancing global blood safety, making more

treatment options possible, and making that care more accessible to more people.

Every day, we help unlock the potential of blood and cells to fundamentally change the face of healthcare. The work we do — no matter the role — does good in the world. And we love that.

Our associates are motivated by a commitment to doing more for patients every day.



We are **collaborative** and **innovative**

A belief in the power of collaborative creativity also underpins a culture of excellence at Terumo Blood and Cell Technologies. We seek out and value feedback from our associates and ensure they have ongoing opportunities to share their ideas and perspectives. Together we are better, stronger, faster, and far more capable of changing the world.

Results from our most recent associate survey show that 80% of our associates are highly engaged and willing to promote our company. While this is great, we are still constantly striving to improve.

Innovation is the cornerstone of our success. We have come a long way on our journey to help save lives — from humble beginnings in a garage with a single product idea to our global presence and broad solutions portfolio today. We are ready to build relationships, deliver exceptional results, and continue creating products and services that help improve the lives of patients around the world.



Associates show that collaboration can be creative and fun.

We have **earned** **industry trust**

For 60 years, Terumo Blood and Cell Technologies has played a critical role in the processing and delivery of blood- and cell-based therapies. Over that time, we have earned the trust of our industry, our customers, our associates, and the patients we ultimately serve.

We honor that trust by valuing individual accountability and corporate responsibility. We follow strict adherence to local labor laws. We do not use child labor or forced labor of any kind. We pay fair wages and have reasonable working hours based on associate location and job function. We do not tolerate any form of discrimination, violence, or hate — and we actively work to protect the human rights of our associates worldwide.

To us, accountability also means never cutting corners and always following the laws and regulations in place around the world. We have several pathways to report compliance or ethical violations, and each report is reviewed, assessed, and acted on as appropriate. That's just how we do it. Everywhere. Every day. No excuses. No exceptions.

Quality is emphasized at every step of every manufacturing process.



Our commitment

We know that diversity, equity, and inclusion are essential to empowering our people and creating a culture that drives excellence in pursuit of our group mission. As we move forward with our sustainability initiatives, we remain committed to the pillars that support our DE&I efforts:

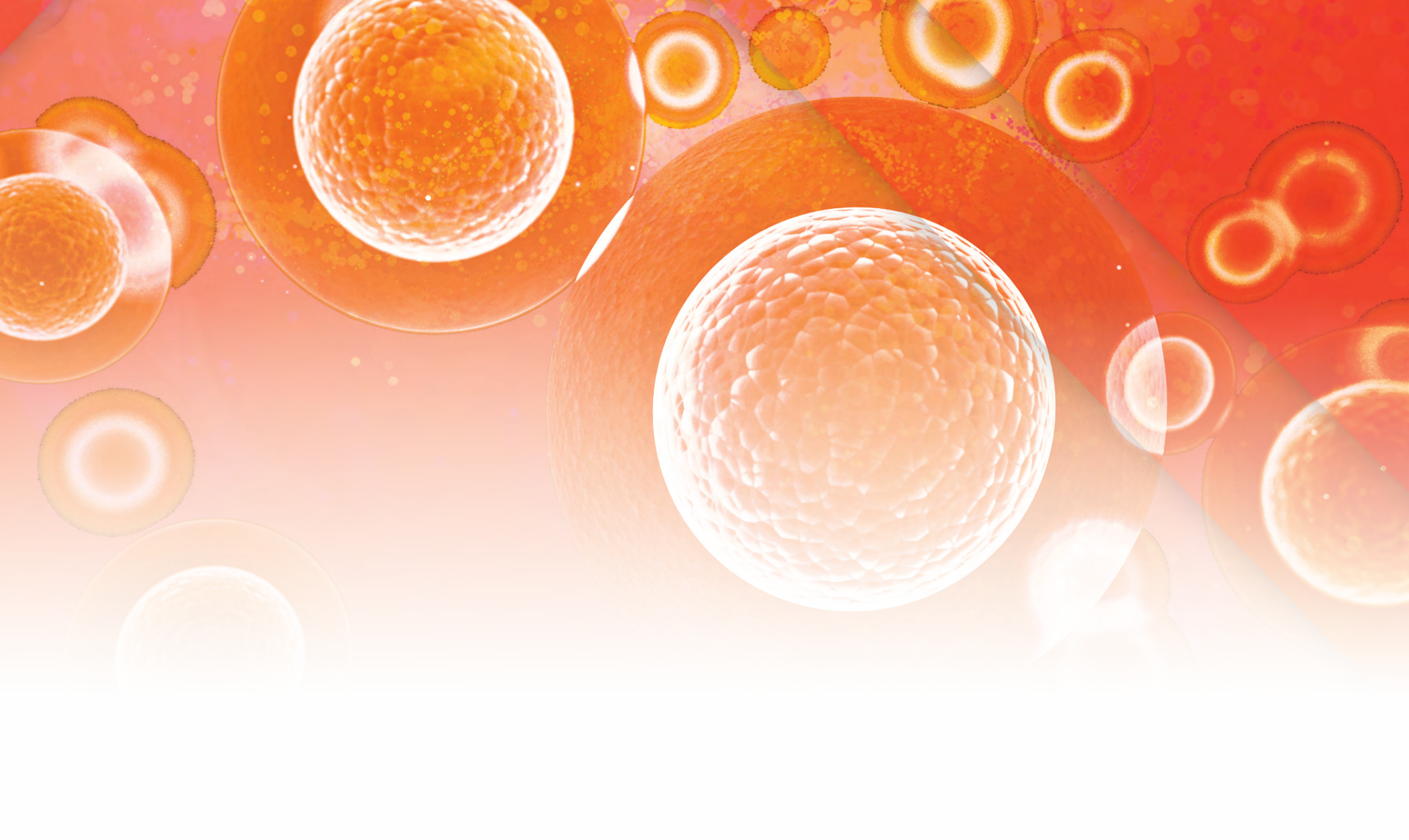
- Building associate connections and belonging
- Caring about our associates
- Supporting associate growth and development
- Keeping our core values at heart
- Remembering that our work matters
- Collaborating and innovating
- Maintaining high ethical standards

To learn more about how Terumo Blood and Cell Technologies is addressing its sustainability priorities, visit us online and download additional fact sheets:

- [Sustainability home page](#)
- [Sustainability strategy and approach](#)
- [Environmental initiatives and achievements](#)
- [Contributing to community](#)

We are committed to collaborating to improve global health.





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