

Employee Health & Safety / Work-Life Balance

Basic Approach

Approach

Toppan values its employees as precious “human assets” and understands how deeply it depends on them. The Company is convinced that human assets perform to their full potential when they are vigorous, earnest, and driven.

To support motivated, vigorous, and earnest work, Toppan promotes rewarding working conditions and healthcare and safety measures in cooperation with the Toppan Printing Labour Union (“the labor union”) and Toppan Group Health Insurance Union (“the health insurance union”).

For employee health and safety in particular, the Group has undertaken various measures based on the Health Management Declaration (established in 2015; revised in 2019) and the Basic Policy on Safety, Health, and Fire Protection (updated in April 2020, from the Basic Policy on Health and Safety formulated in 2010). The Health Management Declaration clarifies future health management policies for maintaining and enhancing the health of Group employees. From a viewpoint of “health and productivity management*,” this declaration visualizes and reorganizes health promotion measures and action plans previously organized by the Group and the health insurance

union separately. The declaration pursues dual aims. The first is to promote enhanced health for employees and their families through various approaches, such as activities to support work-life balance. The second is to contribute to society through health-related businesses that support health promotion activities undertaken in communities.

The Basic Policy on Safety, Health, and Fire Protection, meanwhile, enunciates a “safety first” principle as a top priority for the entire Toppan workforce, including both regular and contract employees, towards the complete elimination of occupational accidents. The Group is maintaining its efforts to eliminate occupational accidents in fiscal 2021.

*The term “health and productivity management®” is a registered trademark of the Workshop for the Management of Health on Company and Employee of Japan.

Health Management Declaration (in Japanese)
<https://www.toppan.co.jp/about-us/our-corporate-approach/health-manage-declaration.html>

Basic Policy on Safety, Health, and Fire Protection (in Japanese)
<https://www.toppan.co.jp/about-us/our-corporate-approach/safety-policy.html>

Promotion Framework

Promotion framework

The Personnel & Labor Relations Division in the head office coordinates with general affairs departments in business divisions across the Company to implement various measures on labor matters in consultation with the labor union. The division also spearheads the development of employee

healthcare and safety initiatives in cooperation with the labor union, the health insurance union, and general affairs departments in business divisions across the Company.

■ Forming Labor-Management Partnership

Toppan’s labor union and management respect each other’s positions as partners with shared ideals. They have been working together on various issues on an equal footing. Business councils are convened as Companywide and operational-site-based forums to discuss wide ranging managerial issues. Several special committees are also convened to deliberate pertinent issues of the day. Standing committees meet to discuss issues such as working hour reductions, wages, and health and safety. Individual labor-

management committees meet when necessary to discuss specially designated subjects such as the creation of a working environment amenable to enhanced job satisfaction.

Toppan has adopted a union shop system. In principle, all non-managerial employees belong to the labor union as members.

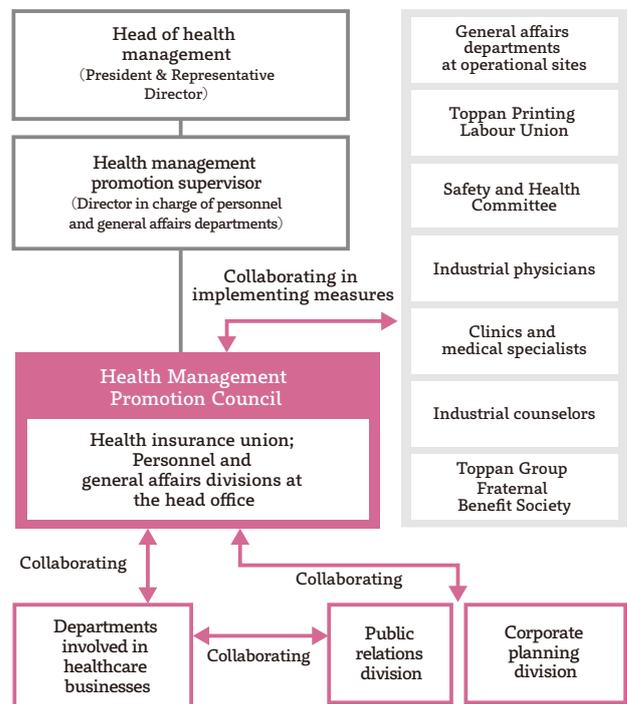
*7,205 union members out of Toppan Inc.’s total workforce of 10,730 employees

■ Committing to Health Management

The Toppan Group has formulated a structure for promoting “health and productivity management*” by establishing a Health Management Promotion Council overseen by the President & Representative Director as the head of health management. Representatives from the Group and the health insurance union meet to establish key targets and key performance indicator (KPI) benchmarks for employee healthcare initiatives. The council discusses, implements, verifies, and improves various healthcare measures to achieve the targets and benchmarks.

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Structure for Health Management Promotion



Occupational Health and Safety

Approach

Activity results,
performance data

Safety masters, safety personnel, employees in charge of engineering and safety, and other safety experts have been deployed to Group sites across Japan to strengthen safety promotion systems. In accordance with the Basic Policy on Safety, Health, and Fire Protection, Toppan organizes various types of safety education for all employees in the Group, including both regular and contract workers. The thorough education covers training for forepersons and risk assessment training to upgrade the intrinsic safety of machines and equipment.

Anzen Dojo safety-training facilities outfitted to simulate and alert employees to workplace dangers have been operating at the Kawaguchi Plant in Saitama Prefecture, Takino Plant in Hyogo Prefecture, and Fukuoka Plant in Fukuoka Prefecture for years. More recently, new domestic *dojos* have been established at the Gunma Central Plant in Gunma Prefecture (in fiscal 2020) and the Shiga Plant in Shiga Prefecture (in May 2021).

Dojo facilities were also set up at two overseas Group sites in fiscal 2017, one in China and another in Thailand. Toppan will continue to refine its Groupwide safety promotion activities to prevent occupational accidents, with support from its five *Anzen Dojo* facilities across Japan and two *dojos* overseas.

Companies and organizations outside of the Toppan Group come to train at the domestic *dojo* facilities. While most train at the Kawaguchi *dojo*, inquiries on the use of *dojos* at the other four plants are also welcome.

A new virtual reality (VR) simulator to train employees and guests in the handling of workplace dangers has been installed in the Kawaguchi *dojo*. The *dojo* is also equipped with mechanical simulators to familiarize trainees with the dangers of dust explosions and exposure to hazardous chemicals.

More details on Toppan's *Anzen Dojo* initiatives (in Japanese) <https://www.toppan.co.jp/about-us/our-corporate-approach/safety-policy/anzendojo.html>



■ Expanding *Anzen Dojo* Overseas

Two *Anzen Dojo* safety-training facilities were recently opened at Toppan Group sites outside of Japan: one at Siam Toppan Packaging Co., Ltd. in Thailand in October 2017; another at Toppan Leefung Packaging & Printing (Dongguan) Co., Ltd. in China in January 2018.

These overseas facilities leverage the Group's expertise on safety training cultivated at similar *dojos* in Japan. Both facilities are equipped with safety-related displays and hazard simulators optimally selected for the working conditions at their sites. Toppan fosters onsite safety masters for overseas Group companies and regularly holds safety sessions for frontline operators according to the same operational scheme applied in Japan. *Anzen Dojo* tours with hazard simulators were conducted to ensure awareness of potential hazards for employees working at four Group sites in the U.S. (May 2019), two sites operated by Giantplus Technology Co., Ltd. (November 2019), and several Group sites in Indonesia and Thailand (May 2020).

The number of safety training participants at the *dojo* facilities was limited to about 250 people in fiscal 2020 as a consequence of a prolonged site closure during the COVID-19 pandemic.

On a cumulative basis, more than 37,750 Group employees and visitors have taken safety training since the *dojo* facilities opened.



TOPPAN NEWSROOM: Toppan Printing Opens *Anzen Dojo* Safety Training Facilities Overseas
<https://www.toppan.com/en/news/2018/03/newsrelease180308.html>

Occupational Health and Safety

In fiscal 2020 the Toppan Group continued undertaking safety activities towards the complete elimination of occupational accidents. There have been no occupational accidents leading

to the death of a regular or contract employee in the Toppan Group in the last three years.

		2016	2017	2018	2019	2020
Deaths from occupational accidents	Toppan Inc. 	0	0	0	0	0
	Toppan Inc. and some of its subsidiaries*3	0	0	0	0	0
Frequency rate*1	Toppan Inc. 	0.000	0.000	0.048	0.144	0.095
	Toppan Inc. and some of its subsidiaries*3	0.328	0.307	0.210	0.342	0.238
Severity rate*2	Toppan Inc. 	0.000	0.000	0.001	0.003	0.001
	Toppan Inc. and some of its subsidiaries*3	0.010	0.005	0.008	0.007	0.004

*Period covered: January 1–December 31

*1 Number of occupational accidents requiring employee leave, per million cumulative actual working hours (reflects the frequency of occupational accidents)

*2 Number of workdays lost as a consequence of occupational accidents, per thousand cumulative actual working hours (reflects the severity of occupational accidents)

*3 Subsidiaries covered: 18 domestic subsidiaries under the control of Toppan Inc. or its business divisions

Convening Safety Meetings

The Personnel & Labor Relations Division (Health, Safety & Fire Safety Promotion Department) coordinates with the Manufacturing Management Division to convene safety meetings at Group sites across Japan. The members gather to assess and deliberate the ongoing safety measures applied to machines and equipment and the activities undertaken to mitigate health and safety risks.

Safety meetings were held at 26 operational sites in fiscal 2018 and 35 sites in fiscal 2019. During the COVID-19

pandemic in fiscal 2020, Toppan cancelled the scheduled onsite meetings to restrict the entry of members into the plant premises of other operational sites. In place of the safety meetings, remote safety checks were arranged at Group sites all across Japan. Toppan plans to select which operational sites are to hold safety meetings in fiscal 2021 by reviewing their records of occupational incidents in fiscal 2020. The fiscal 2021 meetings will be held remotely, as a rule.

Measures for Mental Healthcare

Approach

Promotion framework

Activity results, performance data

Toppan works with industrial physicians and the Toppan Group Health Insurance Union to undertake various measures for the prevention of mental health problems at the workplace. The measures broadly cover “primary, secondary, and tertiary prevention” strategies, as well as prevention-focused approaches (“fundamental prevention”) to reinforce the physical and mental health, communication skills, and team strengths of individual employees.

Toppan develops in-house training programs and materials attuned to internal demands of mental healthcare by making extensive use of diverse knowledge and research from outside of the Company. Training programs embrace theories and methods such as cognitive behavior therapy, clinical art therapy (via Art Salon workshop), the five factors & stress (FFS) theory, and Adler’s theories of individual psychology, as well as front-

line findings on physical and mental condition. Toppan also provides wide-ranging forms of education, such as training for new employees, rank-based training, division-based training, workshops at workplaces, and training for candidates for overseas assignments. Emerging challenges such as harassment prevention and special care for remote working are also addressed in the Company’s training regime.

Toppan has established several rehabilitation programs to support employees during and after mental healthcare leave. A step-wise, three-month return-to-work program helps returning employees maintain a good balance between work and medical treatment. By gauging an employee’s readiness for a return to the workplace, this system has been effectively preventing the exacerbation or recurrence of mental burdens.

■ Developing an In-house Stress Check System

Toppan has analyzed extensive data from employee stress-check results and from specialists overseeing mental health problems at the workplace. The risk factors for mental illness identified so far include not only excessive stress, but also deficient physical and mental condition linked to unhealthy lifestyles and major changes in personal and working environments. Based on these findings, Toppan has developed an in-house stress

check system that automatically prescribes tailored forms of mental hygiene support, such as video coaching programs that employees in need can access without surrendering personally identifiable information. The Company also provides feedback on the results of group analysis to managerial staff to help them improve their workplace environments.

Overview of Mental Healthcare Activities

	Self-care	Line Care (by managers and supervisors)	Care Using Resources within the Workplace	Care Using Resources outside the Workplace
Fundamental prevention	<ul style="list-style-type: none"> Good physical and mental condition Communication skills Preparedness for environmental changes 	<ul style="list-style-type: none"> Motivation Harassment prevention Anger management 	<ul style="list-style-type: none"> In-house training and educational materials 	<ul style="list-style-type: none"> In-house seminars by external lecturers External seminars
Primary prevention	Mental stress checks			<ul style="list-style-type: none"> Employee assistance programs (EAPs)
	<ul style="list-style-type: none"> Good physical and mental condition Guidance on addressing environmental changes 	<ul style="list-style-type: none"> Improved workplace environments via group analysis 	<ul style="list-style-type: none"> Interviews by physicians Consultations by internal counselors 	
Secondary prevention	<ul style="list-style-type: none"> Lifestyle modification Consultations by specialist physicians 	<ul style="list-style-type: none"> Interviews, etc. held in cooperation with supervisors, general affairs departments, industrial physicians, and the Toppan Group Health Insurance Union 		<ul style="list-style-type: none"> Cooperation with family doctors and consultant physicians Return-to-work programs
Tertiary prevention	<ul style="list-style-type: none"> Ongoing treatment 	<ul style="list-style-type: none"> Interviews, etc. held in cooperation with supervisors, general affairs departments, industrial physicians, and the Toppan Group Health Insurance Union Return-to-work drills Program for determining when to return to work 		

Work-Life Balance

Approach

System

Promotion
frameworkActivity results,
performance data

Toppan implements wide-ranging initiatives and systems to promote good work-life balance for its employees. In addition to operating worksite cafeterias, dormitories for single employees and resort and fitness facilities, employees are provided with a system to encourage property accumulation via savings and financing and asset-building support through stock ownership and various types of collective insurance. Toppan also offers enhanced support systems for employees with children and nursing care responsibilities to help them maintain good work-care balance. The Company takes steps to enrich sick leave,

■ Supporting Work-Life Balance

At the ongoing business councils and labor-management committees to support work-life balance, Toppan Inc.'s labor representatives and management exchange opinions and deliberate measures to further shorten overtime working-hours and comply with the revised Labor Standards Act of Japan. They have also been analyzing actual overtime practices, reviewing the use of recently adopted working systems, and examining the introduction of new systems. Their deliberations led to the introduction of a remote working system on October 1, 2020. This system offers employees three options: working from home, working at satellite offices, and mobile working. To enhance labor flexibility, the Company has also abolished the core working hours under Smart Work, a flexible working-hour system introduced in 2018. New working systems have been launched and existing systems have been modified to adapt to new-normal ways of working suitable for the post-COVID-19 world.

Labor and management at each operational site also discuss approaches to creating more accommodating workplace environments that encourage employees to take leave. The measures they have devised and implemented are tailored to the actual working conditions at their sites.

The target paid leave set by the Company is at least 10 days per year per employee.

Employees who have worked for the Company for 30 consecutive years are honored with a reward for long service, along with a period of leave.

■ Annual Paid Leave Used

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Average paid leave used (days)	9.6	10.3	10.3	11.1	10.3
Average ratio*	50.8%	55.1%	54.9%	60.6%	55.2%

*Average ratio = average paid leave used / average paid leave granted

extended leave, retirement benefits, corporate pension, and other systems for living support. The Toppan Group Fraternal Benefit Society, meanwhile, runs welfare programs for leisure, health promotion, and life design support. To assist diverse employee lifestyles, Toppan's spouse-related systems were revised to accommodate same-sex partners and common-law marriage on July 1, 2020. Employees with same-sex and common-law partners are now granted leave for celebrations and condolence and receive allowances, wedding gifts, and other benefits.

■ Announcing a Common Employer's Action Plan

Toppan Inc. has been publishing its common employer's action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children of Japan.

This act specifies respective responsibilities of central and local governments, employers, and citizens of Japan in their efforts to create healthy environments for the upbringing of children who are to lead coming generations. The act stipulates that, as of its enactment on April 1, 2005, these four parties are expected to intensively and systematically engage in childrearing initiatives.

The common employer's action plan, meanwhile, aims to develop a working environment that supports balanced work and family life for employees with young children. Employers are expected to design a plan primarily to arrange varied working conditions for diverse employees, including those not raising children.

More details on Toppan Inc.'s Common Employer's Action Plan (fifth term; in Japanese) based on the Japanese Act on Advancement of Measures to Support Raising Next-Generation Children
https://www.toppan.co.jp/assets/pdf/sustainability/toppan20200630_actionplans5.pdf

■ Main Leave Systems and Family Benefits

Main Leave Systems and Family Benefits / Measures to Support Work-Life Balance and Foster the Next Generation

Stock Leave	If annual paid leave is left unused for two years after it is granted, up to 50 days of the leave can be accumulated as stock leave. Employees are eligible to use their stock leave for reasons such as medical treatment for themselves or their spouses, healthcare or nursing care for their families, fertility treatment, recovery-work in the aftermath of unexpected disasters, or the closure of their children's schools or the like because of infectious diseases, natural disasters, or other serious incidents. (To be taken in half-day allotments, as necessary.)
Childcare Leave	Both mothers and fathers are eligible for fulltime childcare leave taken consecutively until their child reaches the age of two years. The first five days of childcare leave can be taken as paid leave. From the sixth day, employees on leave receive 10% of their regular salaries from the Company (until their child reaches the age of two years) and subsidies of 30,000 yen a month from the Toppan Group Fraternal Benefit Society. They can also work for shorter hours (maximum reduction of two hours per day) or select a flextime or irregular working schedule from the date of their return to the job until their child completes the fourth year of elementary school. The Company subsidizes certain childcare costs and provides childcare-related information through a consultation desk.
Rehiring of Employees who Leave the Company to Raise Children	Rehiring is guaranteed for an employee who resigns to deliver and raise a child, provided that the employee has worked for Toppan for more than three consecutive years up to the date of resignation. A resigned employee who meets this condition will remain eligible for rehiring until May 1 of the year when the child enters elementary school.
Nursing Care Leave	Employees are entitled to take leave for nursing care. For every family member requiring care, an employee is entitled to one year of consecutive or aggregated leave and up to three years of other work-hour adjustments such as staggered working hours or two-hour working day reductions. The Toppan Group Fraternal Benefit Society pays a 30,000-yen subsidy per month as assistance during the leave. Toppan offers nursing care-related information and contracts consultants outside the Company to provide guidance.
Leave for Child Healthcare	Employees can take up to 10 days of leave a year, regardless of the number of children they are raising. (To be taken in half-day or one-hour allotments, as necessary.)
Volunteer Leave	Employees can take volunteer leave to engage in socially beneficial activities for up to one year. Employees on volunteer leave receive an allowance.
Staggered Work-hours	An employee can adjust daily working hours upward or downward by one hour to avoid rush-hour commutes during pregnancy and by two hours for childcare (until his or her child completes the fourth year of elementary school).
Dependent Family Allowance	For employees with children, the Company pays a monthly allowance of 20,000 yen for each child. This allowance is discontinued on the first April 1 to arrive after the child's 20th birthday. (No limit for the number of children is applied.)
Partial Subsidization of Babysitter Expenses	The Toppan Group Fraternal Benefit Society subsidizes 50% of babysitter expenses (up to 5,000 yen per day) for up to 90 days a year.
Guidance on Finding Kindergartens and Daycare	Specialists provide knowledge and skills to parent employees seeking kindergartens and daycare for their children, as practical guidance to help them return to work from childcare leave more seamlessly.
Other	The Toppan Group Health Insurance Union covers standard medical costs for childbirth. The union also sends parent employees a complimentary childrearing magazine.

Employees Taking Maternity or Childcare Leave

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Employees taking maternity leave	105	111	79	93	105
Employees taking childcare leave*	300 (173)	334 (160)	363 (197)	342 (155)	302 (138) 

*The number of male employees who took childcare leave is shown in parentheses.

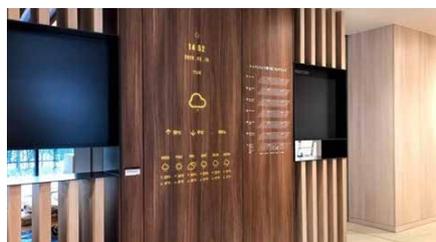
■ Housing for Single Employees

Toppan is updating its housing for single employees. In March 2020, the Company completed the construction of Toppan Heights Higashi Jujo in northern Tokyo, a residence designed to achieve a better work-life balance by shortening commutes to Toppan's main operational sites and providing a secure,

comfortable living environment. Toppan Heights Higashi Jujo is equipped with Toppan's newest décor products designed for comfortable living in a next-generation residential environment. As added amenities, a soundproofed theater room and common lounge facilitate communication among residents.



Exterior view



Latest Toppan décor products



Lounge

Listed Again in the Health & Productivity Stock Selection in 2021

Activity results,
performance data

Toppan Inc. was listed in the Health & Productivity Stock Selection again in 2021. The Japanese Ministry of Economy, Trade and Industry (METI) has been working with the Tokyo Stock Exchange (TSE) to recognize enterprises that excel in strategic engagement in healthcare initiatives for employees from a management perspective (“health and productivity management**”). Toppan was included in the selection once before, in 2018.

Toppan Inc. was also certified as an enterprise of excellence in the 2021 Health and Productivity Management Organization “White 500” (large enterprise category) under a program conducted by METI. In each of the five years since the program was launched in 2017, Toppan has been commended for achieving outstanding results in advancing health and

productivity management by collaborating with Japanese health insurance organizations.

Toppan will continue to work in collaboration with the Group’s onsite clinics, industrial physicians, labor union, and other healthcare-related entities to develop working environments amenable to enhanced job satisfaction and promote health-conscious activities for Group employees and their families. Toppan’s healthcare solutions will also contribute to the maintenance and enhancement of public health.



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2021 “White 500” (left, in Japanese); 2021 Health & Productivity Stock Selection (right, in Japanese)

Planning Labor-Management Recreation Events

Activity results,
performance data

Toppan organizes various site-based, labor-management recreation events designed to facilitate communication and

build a sense of unity throughout the Group for more rewarding work environments.

■ Holding Toppan Sports Festival 2017

The Toppan Sports Festival is a Groupwide, labor-management event held semiannually for Toppan employees and their families. Younger employees lead the planning, organization,

and implementation of the festival. As many as 4,300 Group employees and family members visited Saitama Super Arena to enjoy the various games and events in the 2017 festival.



■ Organizing TOPPAN eSports Festival 2021

On January 24, 2021, the Toppan Group held the TOPPAN eSports Festival 2021 as an online labor-management event. The festival replaced a scheduled non-virtual sporting event that had been cancelled as a COVID-19 pandemic safeguard.

Thanks to the limitless reach of esports, the Group's 50,000 employees and employee families around the world were welcome to participate online, marking a new chapter in the

event history of the Group. Teams placing first in preliminary e-rounds held at Toppan's 48 domestic operational sites for worldwide participants came together to show their skills in a series of competitions at the esports festival. Various other attractions, such as an art workshop and quiz contest, were held in tandem online, providing enjoyment for a wider range of participants.



Information on Personnel

Activity results,
performance dataNumber of Personnel (as of March 31) 

		Directors	Total Employees	Management Class	Supervisors	Average Tenure	Average Age	Sum Total Employees	Part-time Workers	Dispatched Staff
Fiscal 2016	Male	18	7,930	2,158	1,932	15.1	43.4	9,551	502	237
	Female	1	1,621	71	224	9.3	34.3			
Fiscal 2017	Male	19	7,964	2,201	1,914	15.2	43.6	9,699	451	246
	Female	1	1,735	79	266	9.3	34.6			
Fiscal 2018	Male	18	7,974	2,282	1,891	15.4	44.0	9,993	233	249
	Female	1	2,019	89	319	9.0	35.5			
Fiscal 2019	Male	15	8,123	2,366	1,908	15.1	44.5	10,330	183	375
	Female	1	2,207	101	378	8.9	35.8			
Fiscal 2020	Male	14	8,294	2,449	1,879	14.9	44.8	10,730	133	436
	Female	2	2,436	109	419	8.7	35.9			

*Sum total employees: In the tally for fiscal 2018 and after, the total number of employees includes the number of part-time workers who have shifted to indefinite-term employment.

*The average tenure: 20.3 years for male employees and 11.0 years for female employees, based on tallying periods of less than one year in month units, with the pre-retirement tenures of re-employed employees added.

Personnel by Age-group (as of March 31)

	Sex	Age-group	Total Employees	Management Class	Supervisors
Fiscal 2016	Male	1. Below 30 years old	919		
		2. 30-50 years old	4,767	1,154	1,787
		3. Over 50 years old	2,244	1,004	145
	Female	1. Below 30 years old	557		
		2. 30-50 years old	980	53	214
		3. Over 50 years old	84	18	10
Fiscal 2017	Male	1. Below 30 years old	962		
		2. 30-50 years old	4,610	1,146	1,767
		3. Over 50 years old	2,392	1,055	147
	Female	1. Below 30 years old	605		
		2. 30-50 years old	1,019	55	252
		3. Over 50 years old	111	24	14
Fiscal 2018	Male	1. Below 30 years old	971		
		2. 30-50 years old	4,394	1,170	1,706
		3. Over 50 years old	2,609	1,112	185
	Female	1. Below 30 years old	687		
		2. 30-50 years old	1,149	57	297
		3. Over 50 years old	183	32	22
Fiscal 2019	Male	1. Below 30 years old	987		
		2. 30-50 years old	4,209	1,158	1,686
		3. Over 50 years old	2,927	1,208	222
	Female	1. Below 30 years old	770		
		2. 30-50 years old	1,224	66	350
		3. Over 50 years old	213	35	28
Fiscal 2020	Male	1. Below 30 years old	1,051		
		2. 30-50 years old	4,111	1,178	1,656
		3. Over 50 years old	3,132	1,271	223
	Female	1. Below 30 years old	873		
		2. 30-50 years old	1,302	66	390
		3. Over 50 years old	261	43	29

Number of Recruits

			Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Regular recruitment of new graduates from universities and graduate schools	Sales, administration, etc.	Male	98	105	102	115	109	105
		Female	73	65	86	100	98	123
	Technical	Male	102	115	86	108	109	128
		Female	35	36	45	55	54	53
Regular recruitment of new graduates from high schools and colleges of technology	Male	3	1	6	4	5	3	
	Female	33	33	30	29	29	26	
Total number of regular recruits (percentage of women) 			344 (41.0%)	355 (37.7%)	355 (45.4%)	411 (44.8%)	404 (44.8%)	438 (46.1%)
Mid-career recruitment of experienced personnel (outside recruitment) 	Male	56	55	46	51	61	–	
	Female	20	22	13	17	36	–	

*The starting salary of new university graduates was 211,000 yen (1,330 yen per hour) uniformly throughout Japan in fiscal 2020.

Reasons for Leaving

	Sex	Age-group	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Personal reasons*	Male	1. Below 30 years old	43	53	70	94	44
		2. 30-50 years old	71	61	104	105	49
		3. Over 50 years old	38	41	39	57	42
	Female	1. Below 30 years old	26	41	50	50	25
		2. 30-50 years old	27	20	40	37	25
		3. Over 50 years old	1	1	2	4	4
Retirement	Male		84	119	124	180	174
	Female		1	1	8	5	0
Requested by the Company	Male		0	0	0	0	0
	Female		0	0	0	0	0
Other	Male		80	88	90	90	92
	Female		3	20	3	6	6
Total	Male		316	362	427	526	401
	Female		58	83	103	102	60
Turnover rate			3.8%	4.5%	5.2%	5.9%	4.3%

*Six female and 29 male employees who left the Company for personal reasons in fiscal 2020 took advantage of Toppan's support system for employees leaving the Company to pursue new careers.

Retention Rates for Recruits (Percentage of fiscal 2018 hires still working at Toppan)

	Male	Female
Hired on April 1, 2018	194	161
Still with Toppan as of April 1, 2021	168	142
Retention rates	87%	88%
Average for male and female employees	87.3%	
Percentage who leave the Company before working three years	12.7%	

Average Annual Salary

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Average Annual Salary	6,956,597 yen	6,910,163 yen	6,644,621 yen	6,811,464 yen	6,775,518 yen