

Diversity & Inclusion

Pursuing Diversity and Inclusion

Approach

The Toppan Group positions diversity and inclusion (D&I) initiatives as an important management strategy to further advance its progress as a corporation that creates social value.

Toppan values its employees as precious “human assets” and understands how deeply it depends on them. Under the foundational concept of respect for human beings, the Group has been undertaking various measures to promote rewarding working conditions. Toppan will continue to adhere to D&I principles that harness differences among its diverse human assets as drivers of innovation. The Group will promote diversity by encouraging employees to acknowledge and respect each other’s personal qualities and values so as to better utilize and enhance their diverse abilities.

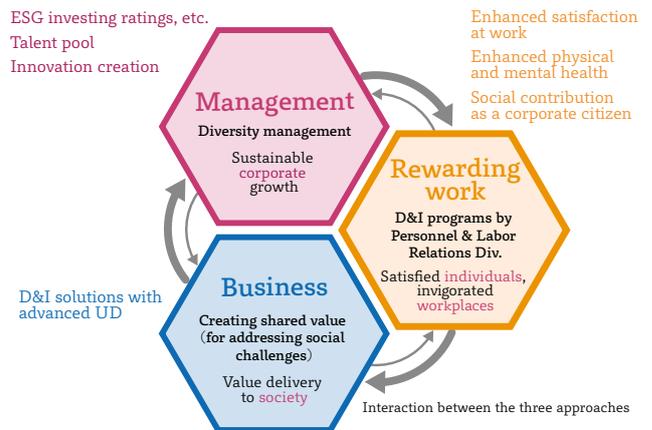
In order to cultivate a D&I mindset within the workforce, Toppan will facilitate ongoing dialogue and nurture heightened awareness and sensibilities that ensure mutual respect. The Group is consistently developing psychologically safe workplaces where every person can speak and act with dignity, free from inhibition or restraint.

Toppan’s vision for diversity and inclusion

A corporation that creates social value



Diversity and inclusion through three approaches: Management, Rewarding work, Business



Toppan Diversity and Inclusion Policy

We will evolve into a social value creator that designs information and living by developing psychologically safe workplaces where every person’s sensibilities are nurtured, individual differences are recognized and respected, and diversity is harnessed to drive innovation.

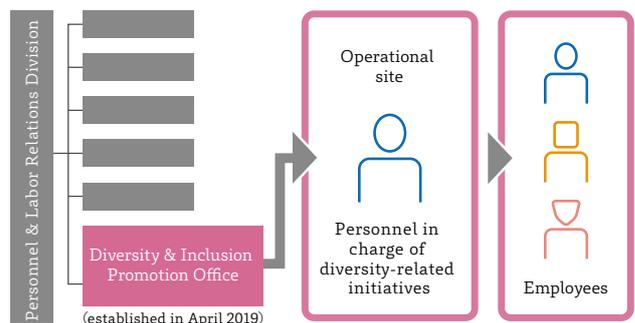
Diversity & Inclusion Promotion Office

Promotion framework

Toppan values its employees as precious “human assets” and understands how deeply it depends on them. Under the foundational concept of respect for human beings, the Company has been undertaking various measures to promote rewarding working conditions. Toppan established a Diversity & Inclusion Promotion Office in April 2019 based on a management strategy to evolve and accelerate site-based diversity initiatives into Companywide endeavors.

The Diversity & Inclusion Promotion Office is responsible for formulating the overall diversity plan and developing specific measures. The promotion office appoints personnel to take the initiative in implementing actual diversity programs attuned to the operational sites they serve. These personnel provide

consultations for site members and share and address issues that have been identified with the promotion office in order to ensure heightened diversity awareness throughout the Company.



Supporting Employees with Children

Approach

System

Activity results,
performance data

Toppan has striven to create a working environment in which employees can achieve better work-life balance. As tools to accomplish such an environment, Toppan is developing systems for childcare and nursing care leave, reduced working hours, higher family allowances for dependents, and various other benefits for employees.

To support employees with children, the period during which employees with childcare responsibilities remain eligible for reduced working hours and other preferential working schedules was extended to the end of a child's fourth year of elementary school (surpassing the age-three requirement

imposed under the applicable Japanese law), in fiscal 2016.

Toppan has also been running the "Hagukumi (nurturing) Program" since fiscal 2012. This program supports the wellbeing of employee parents by providing therapeutic activities for parents on childcare leave, activities to share the know-how necessary for maintaining good balance between working and raising children, and activities to give employees in various positions opportunities to learn about and consider the importance of work-family balance. The Hagukumi Program received the Minister of State for Gender Equality Award at the Kids Design Award 2016 in Japan.

Main Systems for Supporting Employees with Children

Before childbirth	<ul style="list-style-type: none"> • Rehiring system for employees who leave the Company to deliver and bring up children • Time-off due to pregnancy-related morning sickness 	<ul style="list-style-type: none"> • Leave for hospital visit • Leave for medical checkup • Staggered working hours • Specified fertility treatment subsidy
After childbirth	<ul style="list-style-type: none"> • Childcare leave • Monetary gift on childbirth 	<ul style="list-style-type: none"> • Childcare leave allowance • Childcare leave grant
During childrearing	<ul style="list-style-type: none"> • Preferential childcare measures (e.g., reduced and staggered working hours; flextime or irregular working schedule in one-month allotments) • Day-off for child healthcare 	<ul style="list-style-type: none"> • Day-off for childcare • Dependent family allowance • Subsidy for babysitter and home-caregiver expenses
Other	<ul style="list-style-type: none"> • Stock leave (employees are eligible to use their stock leave [accumulated unused annual-paid-leave] for child healthcare and fertility treatment) 	

Hagukumi (nurturing) Program



Supporting Employees with Nursing Care Responsibilities

Approach

System

Activity results,
performance dataTraining,
education

Toppan's labor union and management employ systems to help employees maintain good balance between work and care at home. These systems create an environment where employees can concentrate on work without worrying about care for family members at home. After reviewing the results of employee questionnaires on nursing care, Toppan relaxed the eligibility requirements for nursing-care-related systems, designed ways to enable employees to more flexibly adjust their working hours for care, enhanced financial support during nursing care leave, and provided more information on work-care balance. Along with system enhancements in these four areas, the Company

allows care-giving employees to commute to and from work by Shinkansen bullet train in certain cases. Employees have also been able to take leave for nursing care in one-hour allotments, just as they can with the child healthcare day-off, since fiscal 2019.

Toppan will continue to enrich employee support measures by providing information on good work-care balance through the intranet, holding NPO seminars on nursing care, and conducting various other activities to alleviate concerns and raise awareness on the issues faced by employees who shoulder responsibilities as care providers for their families.

Four Approaches in Employee Support Systems for Good Work-Care Balance

Eligibility requirements for nursing-care-related systems	<p>When an employee family member is in need of care or support that meets one of the following conditions:</p> <ul style="list-style-type: none"> • "In need of long-term care" as specified in the Child and Family Care Leave Act of Japan • "In need of long-term care" as specified in the Long-term Care Insurance System of Japan • "In need of support" as specified in the Long-term Care Insurance System of Japan
Ways to more flexibly adjust working hours for care	<ul style="list-style-type: none"> • Nursing care leave • Reduced working hours for nursing care (reduced working hours, flexible work schedules, reduced number of prescribed working days per week) <ul style="list-style-type: none"> *Nursing care leave and reduced working hours for nursing care can be taken in installments. *Employees are allowed to switch between the two systems. • Leave for nursing care (entitlement for one-hour-based allotments, as necessary) • Commuting by Shinkansen bullet train for family care reasons
Financial support during nursing care leave	<ul style="list-style-type: none"> • Allowance for nursing care leave (40% of the employee's average wage) • Entitlement for paid leave for nursing care
Provision of information on work-care balance	<ul style="list-style-type: none"> • Launch of an intranet site to provide information on work-care balance <p>This site provides employees with general knowledge about work-care balance and information on support systems available at the Company, public nursing-care-related systems, and so on.</p> • Launch of a nursing-care consultation desk run by outside experts <p>The Company commissions an external professional body to offer unlimited, free-of-charge nursing-care consultation to employees. Employees can also use fee-based agency services such as watch-over visits or administrative services handled on their behalf by dedicated staff at care facilities and hospitals.</p>

■ Holding Seminars for Good Balance between Work and Care at Home

Toppan sites in Tokyo have been holding seminars to help employees maintain a good balance between work and care at home, starting from fiscal 2016. Outside experts from a nursing-care consultation service contracted by Toppan are invited to lead seminar courses. After the guest lecturers present general knowledge on nursing care and tips for achieving good work-care balance, personnel from Toppan inform participants of the Company's intranet sites and support systems for employees whose families may have nursing care needs (e.g., nursing care leave and the reduced working hour system for nursing care). The seminars were held at operational sites in the Kansai area in fiscal 2018 and in the Chubu and Kyushu areas in fiscal 2019. As more seminars

are organized over a wider geographic area in the future, Toppan will continue striving to ensure working environments where employees can fully concentrate on work without having to worry about care responsibilities for family members at home.



Promoting Positive Action

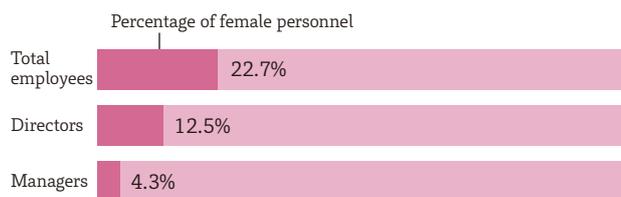
Approach

Activity results,
performance data

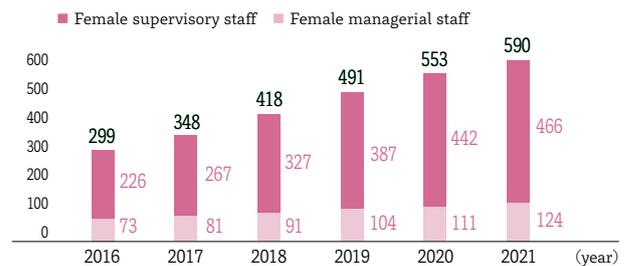
Toppan promotes positive action to bring out the full potential of individual employees and assign them to more diverse positions regardless of gender. Women play important roles in wider arenas and the Company strives to ensure equal treatment in promotion to managerial positions. As of April

2021, Toppan has appointed 124 female employees to managerial positions and 466 female employees to supervisory positions. With these appointments, Toppan has attained an 11.5% ratio of women among managerial and supervisory staff.

Fiscal 2020 Rank-based Percentages of Female Personnel (%)



Number of Female Managerial and Supervisory Staff (as of April)



The Nadeshiko Brand

Toppan Inc. was included in the Fiscal 2020 Nadeshiko Brand list compiled by the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). The Company was also included in the list a year earlier, in fiscal 2019.

The Nadeshiko Brand initiative aims to spur investment in companies and accelerate their diversity initiatives by introducing a selection of promising TSE-listed companies with outstanding performance in gender equality metrics to investors

who seek enhanced corporate value over the medium- to long-term. METI and TSE have been announcing their Nadeshiko Brand selections since fiscal 2012.



Eruboshi Marks to Recognize Female Success in Workplaces

Toppan Inc. acquired the 2nd grade Eruboshi mark (shown on the right) on March 1, 2021.

Eruboshi ("L Star" in Japanese; L stands for "lady, labor, and laudable") is a certification system aligned with the Japanese Act on the Promotion of Female Participation and Career Advancement in the Workplace. Eruboshi marks are

issued to companies that meet specific criteria for excellence in female participation and advancement in the workplace.



More details on Toppan Inc.'s Common Employer's Action Plan (second term; in Japanese) based on the Japanese Act on the Promotion of Female Participation and Career Advancement in the Workplace https://www.toppan.co.jp/assets/pdf/sustainability/women_act_plan_02.pdf

Employing Persons with Disabilities

Approach

Activity results,
performance data

Toppan creates job positions and workplace environments that enable employees to work together in ways best suited to their various physical and mental abilities.

Employees with disabilities handle wide-ranging jobs at the special subsidiary T.M.G. Challenged Plus Toppan Co., Ltd. and other Group sites across Japan. Employee athletes also participate in international para-sports competitions.

More details on Toppan Inc.'s employee athlete program (in Japanese)
<https://www.toppan.co.jp/player/>

Employment of Persons with Disabilities

	2017	2018	2019	2020	2021
Employees	253	274	312	325	339
Percentage of total workforce*	2.06%	2.25%	2.29%	2.31%	2.39%

*The percentage is calculated based on the total number of regular employees (as of June 1) as a denominator. The total number was presented in the Disabled Persons Employment Report in accordance with Article 8 of the Japanese Law for Employment Promotion, etc. of the Disabled.

Initiatives for LGBTQ Inclusion

Approach

Activity results,
performance data

Toppan has implemented various initiatives to enhance awareness about lesbian, gay, bisexual, transgender, and queer or questioning (LGBTQ) persons with a view to achieving an inclusive working environment comfortable for everyone. Toppan has held Groupwide LGBTQ seminars since 2018 to further promote a sound understanding of LGBTQ-related matters and diversity and inclusion. On July 1, 2020, Toppan partially revised its systems for the treatment of matters

related to employee marriages and spousal relations. Some of the systems are now been extended to same-sex partners and common-law marriage for the support of diverse employee lifestyles. Specifically, employees with same-sex and common-law partners are now granted leave for celebrations and condolence and receive allowances, wedding gifts, and other benefits.

Topic

Open Seminar on LGBTQ Inclusion

From fiscal 2019, Toppan began inviting Kayo Fujiwara, a diversity and inclusion consultant, to lecture at open seminars on gender and sexual diversity and LGBTQ-related matters. Under COVID-19 conditions, the fiscal 2020 seminar was held online for participants across Japan on February 10, 2021.

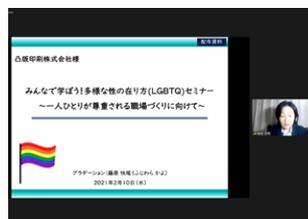
This open seminar is one of various Toppan initiatives to promote diversity and inclusion (D&I) in the workplace with a view to realizing an inclusive working environment where diverse human assets recognize their differences and respect each other's qualities and values. D&I initiatives have been implemented across the Group under the foundational concept of respect for, and reliance on, the individual. From the standpoints of gender and sexuality, participants at the seminar have learned about dimensions of human diversity they may have previously known little about or misunderstood, along with specific actions and measures they can take to fully appreciate human diversity.

"Sexual orientation" and "gender identity" are different things. A person's sexuality sometimes falls outside of, or in between, the categories of "lesbian," "gay," "bisexual," and "transgender." Combinations of biological gender, psychological gender, and sexual orientation are manifold and represent a broad spectrum. After learning the basics of lesbian, gay, bisexual, transgender, and queer or questioning (LGBTQ) mindsets, participants engaged in Q&As and discussions in which they were encouraged to reflect on their own possible tendencies to take heterosexual love for granted or to assume that biological and psychological gender

are aligned. They also thought back to consider any subtle discriminatory behaviors or remarks they may have made in the past.

About 380 Group employees attended the fiscal 2020 seminar via Zoom Video Webinars. Upon finishing the seminar, many participants remarked that the experience was quite informative. Some comments reflected a newfound sense of familiarity (e.g., "Gender and sexual diversity feels more familiar nowadays"; "Human diversity around me is starting to feel like second nature"), while others described a better understanding (e.g., "The seminar expanded my understanding of the true nature of diversity and inclusion"). Kicking off with this seminar, the Group has launched the TOPPAN ALLY* initiative, an activity to encourage employees to express their alliance with LGBTQ individuals. This initiative seeks to nurture workplace environments where everyone feels comfortable by initiating concerted actions based on the enhanced D&I awareness of all Group employees across Toppan.

*Allies are persons who fully understand and sympathize with a broad spectrum of gender and sexual identities and try to act with awareness of workplace diversity to make sure that everyone feels comfortable in their working environment.



Webinar on LGBTQ inclusion



TOPPAN ALLY mark

Diversity Training

Training, education

The Toppan Group holds various training sessions on diversity online. In personal empowerment programs, for example, female employees and managerial staff can flexibly choose and participate in courses that best fit their needs and interests.

Diversity programs are arranged in rank-based training sessions, including several for new employees. Toppan has also been arranging e-learning-based D&I training programs for all Group employees since fiscal 2019.

In addition to holding open seminars on diversity 101 and LGBTQ inclusion, Toppan heightens awareness of diversity mindsets across Group workplaces by asking Group personnel in charge of diversity promotion to participate in workshops on persons with disabilities and LGBTQ persons.

Diversity Training Programs

Course to learn about diversity via gender-positive actions
Practical course to explore diverse ways of working
Course to promote diversity through LGBTQ inclusion
Basic course to design career plans
Basic course on anger management
Basic course to enhance resilience

(fiscal 2020)