

Human Asset Development

Basic Approach

Approach

Labor shortages are anticipated throughout various industries in Japan. Toppan is convinced that maximizing the performance of the workforce as a social asset will help solve social challenges.

Mindful of how deeply it depends on its employees and

values them as precious “assets,” Toppan strives to foster human assets who can create new knowledge and skills. The Company has been nurturing a working environment and corporate culture ideal for the sustainable growth of individuals and Toppan as an organization that contributes to society.

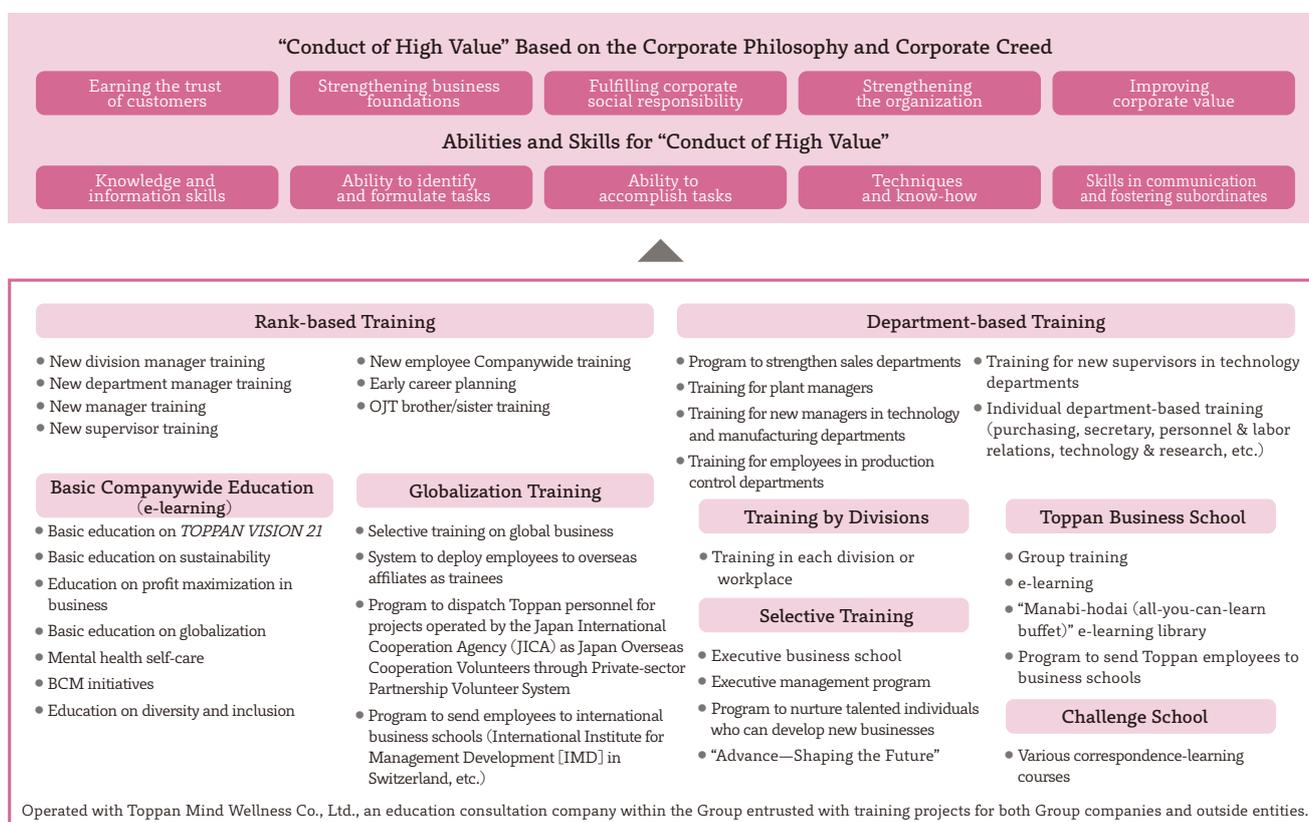
Operating Toppan University

System

The Human Resource Development Center in the head office Personnel & Labor Relations Division coordinates with persons in charge of human asset development in departments throughout the Company to institute personnel training programs. These programs to develop and nurture human assets are organized systematically around Toppan University, a simple platform that strives to foster leaders while supporting

the skill and career enhancement of employees through basic and special programs, a leadership program, and a personal empowerment program. The center also uses the Human Resource Development Laboratory as a research base to design innovative personnel training programs to foster individuals with the heightened awareness and sensibilities needed to drive value creation in a uniquely Toppan way.

Systematic Human Asset Development Programs



Organizing Digital Human Asset Empowerment Programs

Activity results,
performance data

Toppan organizes digital human asset empowerment programs to accelerate digital transformation (DX) business. With these programs, the Company aims to redevelop individual competence and skills through a reskilling approach that encourages employees to acquire methods for value creation using digital technology.

Companywide basic training on DX

Seven monthly sessions from February to September in 2021

Specialist training on DX (expertise in cloud utilization and system architecture)

Some 1,600 participants on a cumulative basis in beginner and intermediate courses, as of September 2021

Subscription-based training on digital technology via a digital learning platform

About 800 participants from October 2020 to September 2021 (first term)

Fostering Human Assets Active in the Global Business Arena

Approach

Activity results,
performance data

Toppan has been hiring non-Japanese individuals and frequently arranging personnel exchanges between overseas Group companies to adapt to a more globalized business environment.

Several of the Company's personnel training programs are designed to foster human assets who can thrive in a global business arena. Examples include a trainee system to provide employees with practical training in day-to-day business activities at overseas subsidiaries, a selective training course on globalization to support candidates for overseas assignments, and a program to send employees to courses at international business schools. Every year Toppan dispatches several young employees to work as Japan Overseas Cooperation Volunteers for the Japan International Cooperation Agency (JICA). These volunteers take part in JICA projects to address

global development agendas while developing themselves as individuals.

The system to deploy trainees to overseas affiliates and the program to dispatch Toppan personnel as Japan Overseas Cooperation Volunteers for JICA projects are currently suspended due to restrictions imposed by the COVID-19 pandemic.



Cooperation with overseas subsidiaries (human resources [HR] meeting)



Practical training at an overseas subsidiary (trainee system)

Fostering Next-generation Talent (Human Resource Development Laboratory)

Activity results,
performance data

In April 2017 Toppan launched the Human Resource Development Laboratory as a research base to develop innovative personnel training programs that apply brain research, neuroscience, analyses of physical condition, and various technologies.

The laboratory has been used as a platform to design a Toppan-style personnel development model that cultivates innovative mindsets and encourages individuals to leverage and enhance their potential and abilities. With this original development model, Toppan has been fostering new talent who can take advantage of novel technologies, accommodate the new-normal way of life, and take the initiative to address issues towards the realization of *TOPPAN VISION 21*.



Human Resource Development Laboratory

Designing a Next-generation Approach for Personnel Development

Activity results,
performance data

■ Forming a Neuroscience Research Group

Toppan is collaborating with DAnCing Einstein, Co., Ltd. to form a Neuroscience Research Group that studies ways to apply neuroscience knowledge to human asset development. The research group aims to develop talent necessary for accelerated corporate growth and the creation of a better society. Its latest brain science programs seek to improve the performance and communication skills of Toppan personnel by shedding new light on the mechanisms of human learning, behavior, emotions, and thinking.

Neuroscience knowledge has also been incorporated into training sessions for new employees in the form of assessments based on neuroscience. As Toppan's internal instructors

prepare to lecture new recruits, they learn how to model their lectures and lecture materials around the cognitive processes of the learners. This approach seeks to improve the recruits' understanding of the content they are learning in the training sessions.



■ Setting up a Condition Research Group

Toppan advances health management as a means of maintaining and enhancing the health of its employees and evoking their higher performance and productivity. The Company has also adopted a next-generation approach to fostering human assets. For these purposes, Toppan has entered into an advisory contract with Professor Hideyuki Negoro, a lecturer on medicine at the Harvard Medical School and a visiting professor at the Sorbonne University School of Medicine. At the Condition Research Group set up with Professor Negoro, Toppan has produced *Around-the-clock Tips for Better Performance*, a self-care video to help employees look after their own mental and physical condition. Drawing from the professor's expertise in healthcare, this easy-to-understand, animated video explains certain things that a businessperson can do in the course of a day to stay in better shape. The video

demonstrates good living routines to follow in the morning, afternoon, and evening by describing basic mechanisms of the body, such as the clock genes and body clock.

▶ [Toppan's training for new recruits on managing mental and physical condition \(See page 25 for details\)](#)

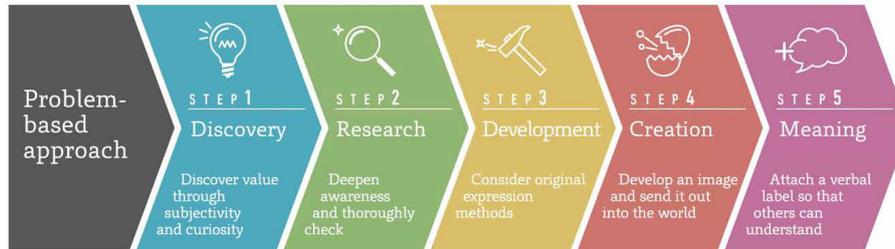


■ Establishing an Art Innovation Research Group

Toppan has established an industry-university collaborative course with Kyoto University to create new value by fusing art, culture, and technology. Researchers from Kyoto University

and Toppan have developed the “Art Innovation Framework™,” a thinking method that systematizes the logic of artists to spur the generation of new ideas in business.

Modeling the logic of artists to apply the creative process to business



Art Innovation Framework™

Art Innovation Framework is a thinking method based on the logic that guides artists as they create. The process of art creation is divided into five stages that can be applied to business in ways that facilitate the creation of novel value. The drastic changes in society in recent years are generating

a demand for the creation of innovative value unbound by existing notions. By applying the framework in personnel development programs, Toppan aims to foster human assets who can create value never before seen.

■ Launching an SDG Research Group

The SDG Research Group applies Buddhist learning to business as a means of checking, researching, and verifying new approaches to human asset development. The research group also works with the Yoi-Otera Research Institute (“yoi-otera” means “good temples” in Japanese) to redefine and retranslate the roles of temples in modern society. The group’s overarching goal is to help create a sustainable society that affords safety and security to all people. The group recently produced *Buddhist Teachings in Business*, an animated video introducing the teachings of Buddhism, a religion dating back 2,500 years. With examples of Buddhist principles applied to business, the video inspires innovative ways of thinking about work in modern society, the value of a corporation, the concept of being oneself, and moral values. Positioned as an educational material in Toppan’s SDG curriculum, this video is available

to all employees as a resource for absorbing a novel form of business knowledge.

Buddhist Teachings in Business

Why Buddhism now?

Chapter 1-1



Few wants, knowledge of sufficiency (shoyoku-chisoku)



Four Dharma Seals (shihoin)



Distinguishing oneself from others (gatapishi)

■ Promoting the Kanosei Art Project

The Kanosei Art Project (“kanosei” means “potential” in Japanese) uses the technologies of the Toppan Group to add value to the works of borderless artists. The project seeks to develop a business model that unifies solutions to social issues (the greater independence of persons with illness and disabilities) with economic benefits (earnings for the Toppan Group). The next generation of leaders in the Group is expected to emerge in the process. In addition to learning about the project in new-recruit training sessions, the Group employees

engaged in the project gain exposure to different types of art in the course of career development. Toppan will continue to promote this project to encourage individuals to grow by thinking independently about what they can do and taking action accordingly.



▶ [Examples of Toppan’s social contribution activities \(See page 93 for details\)](#)

Human Asset Development Initiatives in Fiscal 2020

Activity results,
performance data

Data on Human Asset Development Programs

Program	Outline	Number of Participants (cumulative)
Toppan Business School	A series of personal empowerment programs in various settings, from online group sessions and e-learning-based sessions to a course that dispatches trainees to business schools outside of the Group. A wide range of training is available, from courses to convey basic knowledge and skills in business to advanced courses to enhance specialist skills.	3,188
"Manabi-hodai (all-you-can-learn buffet)" e-learning library	A new personal empowerment program made up of more than 200 subscription-based courses for employees throughout the Toppan Group. Training is available at any time or place and can be repeated as many times as a participant wants.	3,728
Challenge School	A personal empowerment program with correspondence-learning courses to acquire knowledge and skills.	3,288
E-learning-based Groupwide basic education	E-learning-based programs to give every Group employee the opportunity to learn requisite business knowledge.	94,166
Selective training on global business	A program to equip employees with fundamental qualities for global business such as linguistic aptitude, cross-cultural competency, and consensus building.	39
Trainee system	A system to deploy young employees to overseas affiliates for one year of language immersion and practical training in day-to-day business activities, primarily to enhance their linguistic aptitude and cross-cultural competency.	0 ¹
JICA Japan Overseas Cooperation Volunteers	A program to dispatch Toppan employees to emerging and developing countries via the trainee system to work as Japan Overseas Cooperation Volunteers for the Japan International Cooperation Agency (JICA).	0 ¹
Short-term open programs at IMD	A program to send employees involved in international business to short-term open courses at the International Institute for Management Development (IMD; one of the world's top-ranked business schools) in Lausanne, Switzerland to acquire practical training in leadership, the tenacity required to follow through on projects to completion, and other capabilities required in global business.	1

*Average training hours per employee taking part in human asset development programs in fiscal 2020: 30.9 hours

*1 Dispatch suspended in fiscal 2020 due to COVID-19 pandemic restrictions.

Human Asset Development Expenditure

	Expenditure on Training, etc. per Employee	Usage Rates of Toppan Training Centers ¹	
		Kawaguchi	Yugawara
Fiscal 2016	70,783 yen	87.0%	45.8%
Fiscal 2017	70,730 yen	87.6%	46.2%
Fiscal 2018	67,383 yen	85.8%	45.5%
Fiscal 2019	64,654 yen	81.1%	42.0%
Fiscal 2020	53,637 yen	— ²	— ²

*1 Usage rates are calculated by dividing the number of days the training centers are used by the number of days the centers are available (excluding holidays, etc.)

*2 No usage in fiscal 2020, with the training shifted online due to COVID-19 pandemic restrictions.