BCP / BCM

The Purpose of Business Continuity Planning

Approach

The Toppan Group provides an array of products and services in the Information & Communication, Living & Industry, and Electronics fields.

Even if a disaster halts operations, Toppan will maintain its commitment to reciprocating the trust of client companies and society overall by minimizing damage to the Group's supply capacity.

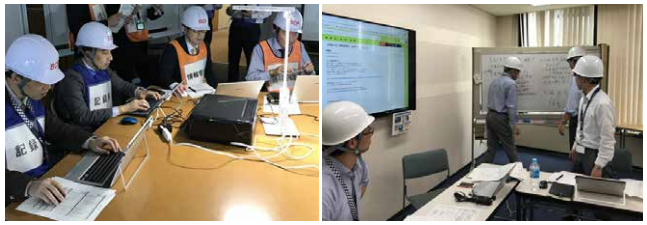
Toppan adheres to a business continuity planning (BCP) protocol to ensure that Group employees remain safe and that business operations are promptly recovered when a disaster strikes. The basic policy and action procedures for disaster response are also reviewed annually to update the Group's Basic Plan for Countermeasures against Disasters. Toppan sees BCP as an essential process for fulfilling its social mission as a proponent of a sustainable society through the steady supply of products and services that society needs.

Promotion Framework

Promotion framework | Activity results, performance data

Disaster Preparedness

BCP administration offices at business divisions and subdivisions, major subsidiaries, and Group companies handle the development of BCP activities accommodated to their own operations. Groupwide taskforce members at the head office undergo regular drills to secure disaster preparedness. The BCP Promotion Office set up in the head office Legal Affairs Division in Tokyo oversees and advances these endeavors while coordinating with the BCP administration offices and related departments around Japan to enhance business continuity competence throughout the entire Group.

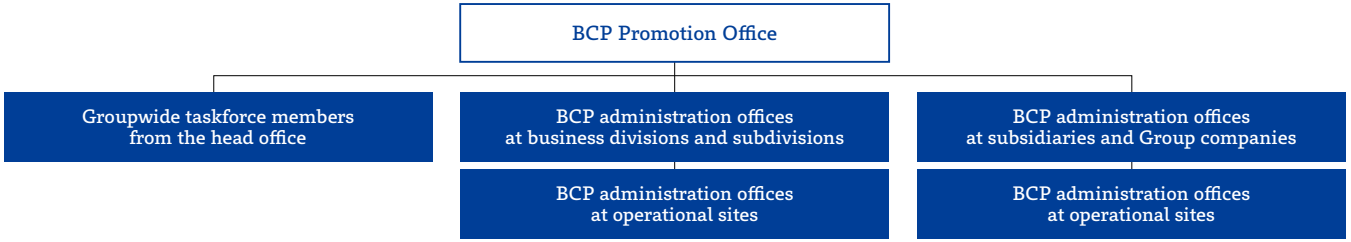


Main BCP Activities

- **Training and drills**
  - Drills for the startup of taskforces (at the head office, business divisions and subdivisions)
  - Training for taskforce members
  - Training for personnel at BCP administration offices
- **Enhanced business continuity competence of subsidiaries and Group companies**
  - BCP activity assessments with checklists
  - Individual interviews based on the assessment results
- **Revision of documents**
  - Revision of the Basic Plan for Countermeasures against Disasters and action-procedure sheets
  - Formulation of annual action plans
- **Stronger supply chain**
  - BCP workshops for suppliers
- **BCMS operation***
  - External audits, internal audits
  - Training and drills, revision of documents, etc.

*Have obtained ISO 22301 certification for operations that require strict security procedures.

Toppan Group BCP Promotion Structure

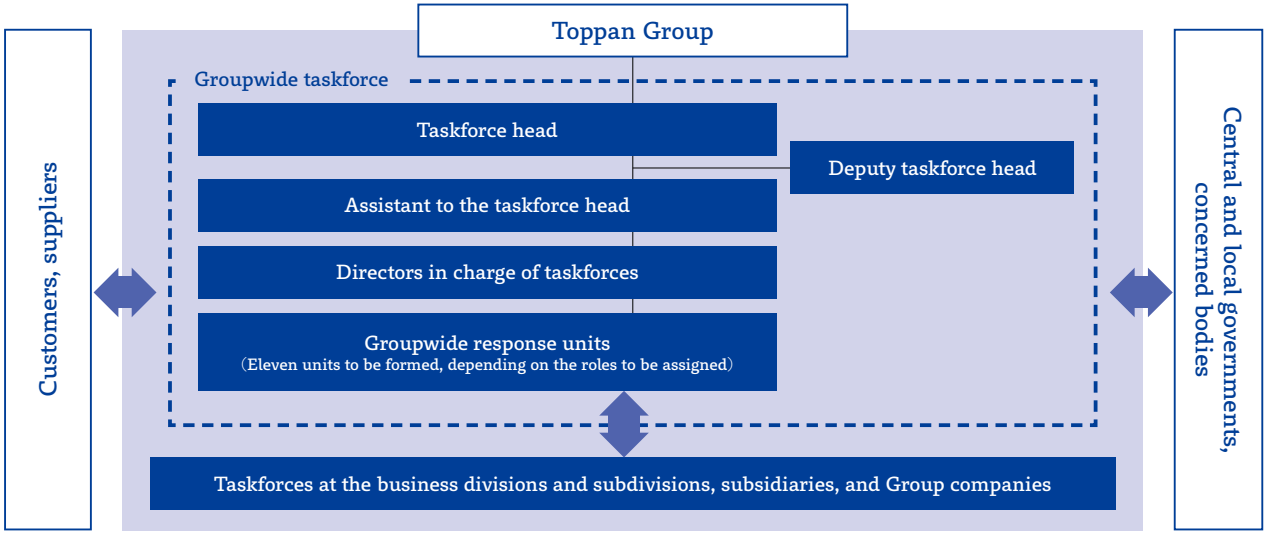


Actions Taken during Actual Disasters

In the event of a disaster, taskforces will be set up at Toppan's operational sites in the affected region, along with taskforces at the responsible business divisions and subdivisions, subsidiaries, and Group companies across Japan. These task forces will work under the direction of a Groupwide taskforce to be established at the head office in Tokyo. The Groupwide taskforce is to consist of directors responsible for taskforces from the head office and a number of Groupwide response units led by taskforce managers, all working under the taskforce head, their deputy, and the assistant to the head. The Basic Plan for Countermeasures against Disasters stipulates the criteria for setting up the Groupwide taskforce. Toppan has already prepared alternate sites in the Tokyo metropolitan area and Kansai region where a substitute Groupwide taskforce can be formed as a contingency for a disaster affecting the Head Office Building in central Tokyo.

Disaster-affected sites will also start relief activities to confirm the safety of site members, provide emergency relief, and initiate other necessary actions on a top-priority basis. The Groupwide taskforce will support the operational sites affected by the disaster and assess damage to the Group's operations. Once the extent of damage is confirmed, the taskforce will design a recovery plan to move seamlessly into a systematic business-resumption phase. The taskforce will then allot corporate resources to individual businesses by balancing the needs of pertinent departments, while considering alternate production when early recovery is expected to be difficult. All of the taskforces will be dissolved and their activity logs will be compiled once the recovery is complete. Issues identified during recovery processes will be duly reflected in the Group's future recovery operations through revisions in the action procedure sheets and other imperative updates.

Coordination of Disaster Recovery Activities

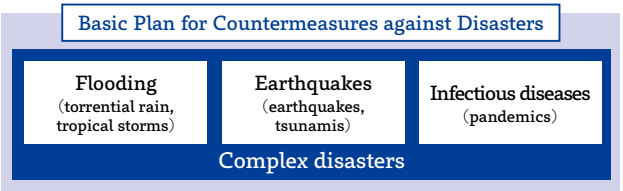


Preparing for Complex Disasters

Policy

The COVID-19 pandemic persists. While the restrictions on economic activities to mitigate the spread of COVID-19 have been gradually easing the world over, the supply chain disruptions continue. In the meantime, natural disasters linked to global warming have been occurring with greater regularity over the past decade. Japan, like many other countries, has weathered intensifying flooding incidents due to typhoons and devastating rainstorms. Wide-scale landslides and floods have been striking in different parts of the country every year. Japan is also one of the most quake-prone countries in the world. Seismologists predict that giant quakes of several types (rating seven or higher on the Japanese seismic intensity scale) are very likely to strike the archipelago. The worst of these include an earthquake directly striking the Tokyo metropolitan area and a mega-quake on the Nankai ocean-floor trench off the coast spreading from Shizuoka to Kyushu. Earthquakes are therefore the top priority in the Group's business continuity planning (BCP). Toppan's revised Basic Plan for Countermeasures against Disasters puts in place the latest preparations for these complex disasters. By further considering possible disasters, Toppan will devise and operate an all-hazards BCP program to address all foreseeable risks.

From Individual Disasters to Complex Disasters



Shifting to Remote Training and Drills

Training, education

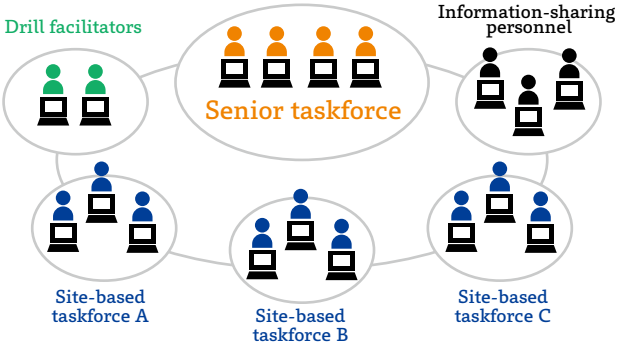
The current Basic Plan for Countermeasures against Disasters envisions that a portion of Group employees will work remotely to mitigate the spread of infection in the event of a disease outbreak. While previous remote sessions were a means to mitigate the spread of COVID-19, the current training is held to check the steps to be taken when the next pandemic occurs.

In the taskforce startup drill, for example, participants assigned individual roles in an online taskforce engage in disaster-recovery activities appropriate for evolving disaster scenarios displayed on their training screens while responding to information, advice, and inquiries coming in from the taskforce members assigned information-sharing roles.



Drill in progress

Coordinated Actions in Remote Training





Screenshots of a remote drill underway (in Japanese)

In the damage-assessment training for buildings, online instructors show photos of structural-assessment points shot beforehand and explain how to assess the structures. Online BCP workshops are also held for Group suppliers. Toppan will further improve the effectiveness of training and drills going forward while considering the inherent challenges of remote formats.



Text for structural assessment training (in Japanese)

Posting Disaster-mitigation Information

Training, education

Toppan's ability to minimize disaster damage hinges on heightened employee preparedness. Toppan keeps employees sufficiently prepared by delivering disaster-mitigation information through two corporate websites.

The first is "Bosai no Kokoroe (understanding disaster-preparedness)," a website that employees and their families can reach by clicking a banner on the bottom of the main page of Toppan's corporate website. Visitors to the site can check safety tips and information they need to know on three topics: preparing, protecting, and knowing. The site also presents disaster-mitigation solutions offered by the Group and informative comic strips on flood-evacuation.



"Bosai no Kokoroe" website (in Japanese)
https://www.toppan.co.jp/bousai/?id=topbnr

The second site is an internal website accessed from a banner on the head office information page in Toppan's in-house portal. Employees can find the Group's Basic Plan for Countermeasures against Disasters, in-house learning materials, and various manuals on topics such as the Group's safety verification system.



BCP website
(for internal use only; in Japanese)