Diversity & Inclusion

Basic Approach

Approach

The Toppan Group positions diversity and inclusion (D&I) initiatives as an integral 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 initiatives 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 workplace 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, 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 Diversity and Inclusion Policy

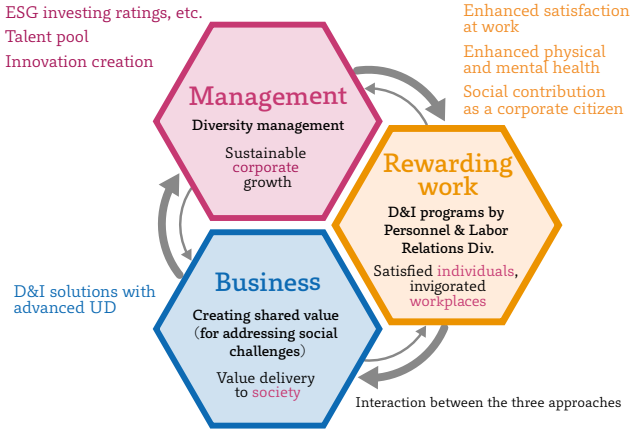
We will evolve into a social value creator
that designs information and living
by developing psychologically safe workplaces
where every person's sensibilities are nurtured,
individual differences are recognized and respected,
and diversity is harnessed to drive innovation.

Toppan's vision for diversity and inclusion

A corporation that creates social value



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

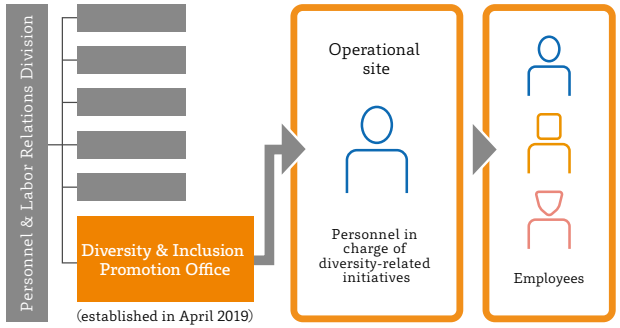


Promotion Framework

Promotion framework

Toppan Inc. 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 initiatives while diversity committee members at each operational site implement specific diversity programs attuned to their locations. These personnel provide consultations for site members and share and address issues that have been identified with the office to ensure heightened diversity awareness throughout the workplace.



Support Systems for Employees with Children

The Toppan Group has striven to create a working environment in which employees can achieve better work-life balance. Various programs have been developed at Toppan Inc. to provide childcare and nursing care leave, reduced working hours, higher family allowances for dependents, and other employee benefits. The support systems in place for employees with children, for example, have been continuously expanded and enriched. From October 2022, the Company will introduce leave for newborn care for both mothers and fathers in line with the amended Child and Family Care Leave Act of Japan. This system will allow employees to take leave flexibly, regardless of their gender or length of service.

Toppan Inc. 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	• Rehiring system for employees who leave the Company to deliver and bring up children • Time-off due to pregnancy-related morning sickness	• Leave for hospital visit • Leave for medical checkup • Staggered working hours • Specified fertility treatment subsidy
After Childbirth	• Childcare leave • Monetary gift on childbirth	• Childcare leave allowance • Childcare leave grant
During Childrearing	• Preferential childcare measures (e.g., reduced and staggered working hours; flextime or irregular working schedule in one-month allotments) • Day-off for child healthcare	• Day-off for childcare • Dependent family allowance • Subsidy for babysitter and home-caregiver expenses
Other	• Stock leave (employees are eligible to use their stock leave [accumulated unused annual-paid-leave] for child healthcare and fertility treatment)	

Employees Taking Maternity or Childcare Leave

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Employees taking maternity leave	111	79	93	105	110
Employees taking childcare leave*	334 (160)	363 (197)	342 (155)	302 (138)	355 (154) ☑

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

Hagukumi (nurturing) Program

A scheme to support the wellbeing of employee parents

Hagukumi Program

- To provide therapeutic activities for parents on childcare leave
- To share the know-how necessary for maintaining good balance between working and raising children
- To give employees in various positions opportunities to learn about and consider the importance of work-family balance

Hagukumi Art Salon (from fiscal 2012)

- To strengthen bonds between parents and children
- To stimulate interaction among employees currently on childcare leave
- To alleviate anxieties about returning to work



Hagukumi Seminar (from fiscal 2013)

To learn and enhance understanding about good balance between work and parenting throughout the workplace



Hagukumi Circle (from fiscal 2014)

To build a network of parent employees who wish to discuss their concerns about work and parenting and share ideas and tips on work-family balance



Systems for Good Work-Care Balance

Toppan Inc.'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 its internal website, 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.

Seminars for Supporting Care at Home

Operational 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 Inc. 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 brief participants on the Company's internal websites and support systems for employees with family members in need of nursing care (e.g., nursing care leave and the reduced working hour system for nursing care).

In-person seminars held at operational sites in the Kansai, Chubu, and Kyushu areas were followed by online seminars arranged in fiscal 2021 to reach target employees throughout Japan. 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.

Four Approaches Taken in Toppan's Systems for Good Work-Care Balance

Eligibility Requirements for Nursing-care-related Systems	When an employee family member is in need of care or support that meets one of the following conditions: ● "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	● Nursing care leave ● Reduced working hours for nursing care (reduced working hours, flexible work schedules, reduced number of prescribed working days per week) *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	● 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	● Launch of an internal website to provide information on work-care balance 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. ● Launch of a nursing-care consultation desk run by outside experts 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.



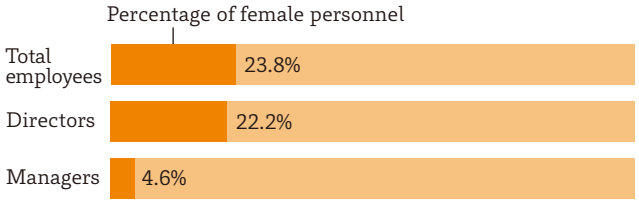


Empowering Women

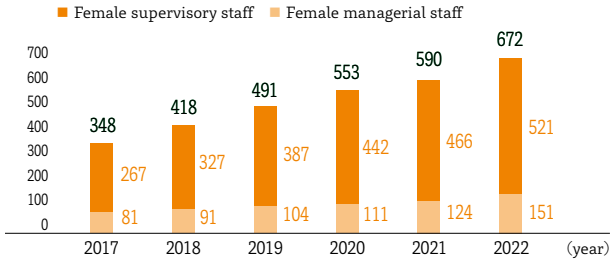
Approach | Activity results, performance data

The Toppan Group promotes female empowerment under the basic concept that every employee can continue to work, enjoy good health, and play active roles according to their abilities, regardless of gender. The Group promotes positive action to ensure gender-equal treatment in promotion to managerial positions based on individual abilities through work style reforms, work-life support systems, and various other improvements in the working environment. Tailored training and seminars on diversity & inclusion reflecting diverse employee perspectives have also been developed to raise awareness about unconscious gender biases throughout the workplace. In total, 151 and 521 female employees at Toppan Inc. hold management positions and supervisory positions, respectively, as of April 2022. With these appointments, women now make up a 13.2% of all managerial and supervisory staff.

Fiscal 2021 Rank-based Percentages of Female Personnel at Toppan Inc. (%)



No. of Female Managerial and Supervisory Staff at Toppan Inc. (As of April)



Recognition for Empowering Female Employees

Toppan Inc. was included in the Fiscal 2021 Nadeshiko Brand list compiled by the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). 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 announce their Nadeshiko Brand selections every year.

Toppan Inc. also acquired the 2nd grade Eruboshi mark (top 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 ›

Initiatives for Gender and Sexual Diversity

Approach | System | Activity results, performance data

The Toppan Group has implemented various initiatives to enhance awareness about gender and sexual diversity (SOGI* and LGBTQ**) with a view to achieving an inclusive working environment comfortable for everyone. Toppan has held Groupwide LGBTQ seminars since 2018 and partially revised its systems for the treatment of matters related to employee marriages and spousal relations in July 2020 to support diverse employee lifestyles. Employees with same-sex and/or common-law partners are now granted leave for celebration and condolence and receive allowances, wedding gifts, and other benefits. All employees are required to take training programs on basic diversity knowledge, harassment prevention, and gender and sexual diversity. Toppan has also launched TOPPAN ALLY***, an initiative to encourage employees to express their alliance with LGBTQ individuals and nurture inclusive workplaces where everyone feels at ease through the concerted actions of Group employees.

*Sexual orientation and gender identity
**Lesbian, gay, bisexual, transgender, and queer or questioning persons
***Allies are persons who understand and empathize with the diversity of sexual orientation and gender identity and are guided by awareness of workplace diversity in their actions to ensure that everyone feels at ease in their working environment.

*Every indicator assured by an independent assurance provider is marked with an assurance stamp ☑.

"Gold" Recognition in the PRIDE Index

Toppan Inc. was bestowed a "Gold" ranking in the PRIDE Index 2021, an index formed to evaluate corporate efforts towards the achievement of LGBTQ-inclusive workplaces.

More details on "Awards and Recognition for ESG" (see page 147) >

Employing Persons with Disabilities

Activity results, performance data

The Toppan Group actively hires persons with disabilities to develop workplaces that accommodate all abilities. Model cases at offices and plants have been shared with all of the Group sites to create more job categories in which persons with disabilities are empowered to work in the ways best suited to their various abilities. Toppan Inc., the parent company, is collaborating with its special subsidiary T.M.G. Challenged Plus Toppan Co., Ltd. to develop new job categories and design measures to encourage them to continue working. Toppan 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

	2018	2019	2020	2021	2022
Employees	274	312	325	339	338
Percentage of total workforce*	2.25%	2.29%	2.31%	2.39%	2.43%

*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.

Working with T.M.G. Challenged Plus Toppan

Office support work:

"Friendly Staff" teams at Toppan Group sites are composed of employees with disabilities. They provide office support with tasks such as the input of data, digitalization of hard copy documents, internal mail delivery, and the sorting of items to be distributed to Group employees. Their job categories have been increased to encompass office sanitization and cleaning since 2021.

These staff working at offices and plants foster diverse perspectives and bring change in how Toppan employees work overall. They are currently performing office support work at five Group sites, as of March 2022. Toppan will continue assigning them to more operational sites across Japan.



Handmade papermaking business:

Employees with good dexterity make paper manually using the waste by-products generated from the processing of Cartocans (beverage containers) and EP-PAK liquid containers at Toppan's folding-carton plants. The aim of this business is to manufacture value-added products while providing Group employees and clients with opportunities to experience handmade papermaking and gain an enhanced understanding of material recycling and the ways in which people with disabilities can be rewardingly engaged.





Diversity Training

Training, education | Activity results, performance data

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 also organized in rank-based training sessions, including several sessions for new employees. In parallel, e-learning-based diversity and inclusion (D&I) programs have been arranged for all employees since fiscal 2019.

In addition to holding D&I training for managerial staff and seminars on D&I management for Group officers, Toppan nurtures diversity mindsets across Group workplaces by asking employees at general affairs departments to participate in workshops to learn about the issues faced by LGBTQ persons and persons with disabilities.

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 2021)