

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 group of corporations that creates social value.

We value our employees as precious “human assets” and understand how deeply we depend on them. Various initiatives are implemented to promote rewarding working conditions based on the foundational concept of “respect for human beings.” Our operations will consistently adhere to D&I principles that harness differences among our diverse human assets as drivers of innovation. We will encourage our employees to acknowledge and respect each other's social identities and values so as to better exert and enhance their individual abilities.

In order to cultivate a D&I mindset, TOPPAN is facilitating constant dialogue and nurturing heightened awareness and sensibilities that ensure mutual respect. We are consistently developing psychologically safe workplaces where every person can speak and act with dignity, free from inhibition or restraint.

TOPPAN Group Diversity and Inclusion Policy

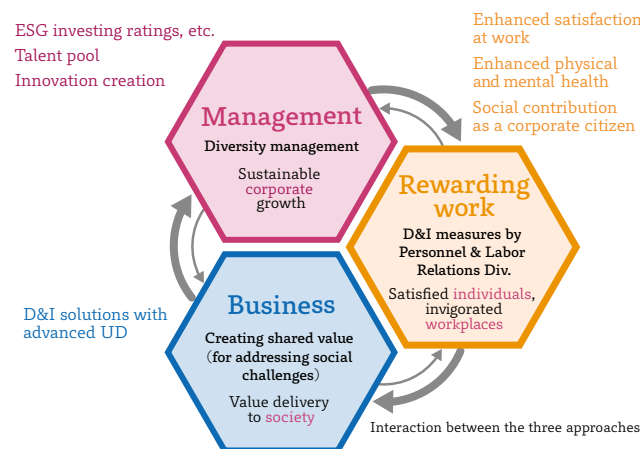
We will evolve into a social value creator that designs information and living by developing psychologically safe workplaces where every person's sensibilities are nurtured, individual differences are recognized and respected, constant dialogues are facilitated, and diversity is harnessed to drive innovation.

TOPPAN Group's vision for diversity and inclusion

A group of corporations that creates social value



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

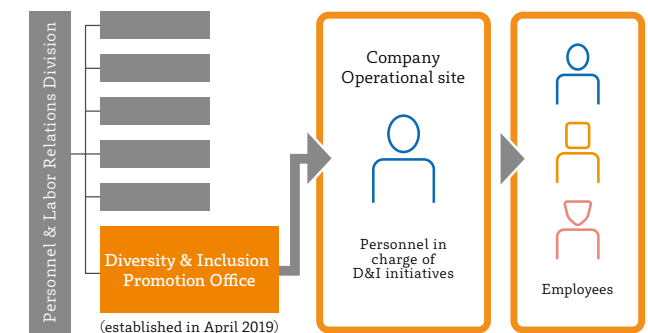


Promotion Framework

Framework

TOPPAN established a Diversity & Inclusion Promotion Office in 2019. The office has formulated a policy and develops plans and measures to evolve and accelerate diversity & inclusion (D&I) initiatives as a Groupwide management strategy. Personnel in charge of D&I initiatives work with the office to implement concrete measures attuned to their companies and operational sites and consult with employees at their workplaces to create inclusive environments in which every person can feel at ease.

Since fiscal 2022 we have organized Groupwide D&I awareness assessments to monitor current employee D&I mindsets and identify issues in the workplace. The assessment results help us develop specific programs for individual companies and operational sites. In parallel, we have formed a standing Diversity Promotion Committee that shares information on site-based issues and the progress made in enhancing the understanding of D&I principles throughout the organizations across the Group.



Supporting Employees with Children

Approach System Activity results, performance data

TOPPAN strives to create a working environment in which every employee can achieve better work-life balance under various circumstances. Measures are in place to provide both institutional support (work style reforms, expanded systems) and mental support (psychological care) for employees with children. Under a work-life support system introduced in



October 2022, employees can take paid leave for newborn care under flexible conditions, regardless of their gender or length of service. Our Hagukumi (nurturing) Program, underway since fiscal 2012, supports the wellbeing of employee parents by providing therapeutic activities for parents on childcare leave, activities to share know-how on maintaining good balance between working and raising children, and activities to give employees opportunities to learn about and consider the importance of work-family balance. Site-specific targets are also

set to encourage male employees to take childcare leave, and personnel in charge of D&I initiatives oversee programs to deepen understanding of support systems throughout the workforce. Our internal D&I website shares case examples of male workers who take on extensive child-rearing responsibilities. We continue to foster workplace environments where every person can balance work and childcare, regardless of their department or job.

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) Days-off for child healthcare 	<ul style="list-style-type: none"> Days-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) 	

Percentage of Eligible Employees Taking Childcare Leave (TOPPAN Inc.)

	Male			Female		
	Employees with a Newborn Child	Employees Taking Childcare Leave	Take-up Rate	Employees with a Newborn Child	Employees Taking Childcare Leave	Take-up Rate
Fiscal 2019	238	189	79.4%	91	90	98.9%
Fiscal 2020	236	168	71.2%	83	83	100.0%
Fiscal 2021	234	154	65.8%	89	87	97.8%
Fiscal 2022	207	151	72.9%	81	80	98.8%
Fiscal 2023	176	156	88.6% 	75	75	100.0% 

Notes

- For male employees, the percentage is calculated by dividing the number of persons who took childcare leave during the fiscal year by the total number of persons with children born during the year. For female employees, the percentage is calculated by dividing the number of persons who gave birth and took childcare leave during the fiscal year by the total number of persons who gave birth during the fiscal year. (The method for calculating the percentages has been revised in accordance with the applicable Japanese act requiring disclosure of the percentages, enforced from 2022. The percentages prior to fiscal 2021 were adjusted based on the revised calculation method.)
- The fiscal 2022 results cover Toppan Inc. employees, including those consigned to other companies during the fiscal year.
- The fiscal 2023 results cover TOPPAN Inc. employees, including those consigned to other companies within the Group during the fiscal year. The personnel structure of TOPPAN Inc. is unchanged from that of the former Toppan Inc.

Hagukumi (nurturing) Program*

*Received the Minister of State for Gender Equality Award at the Kids Design Award 2016 in Japan.

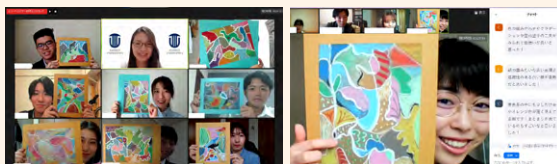
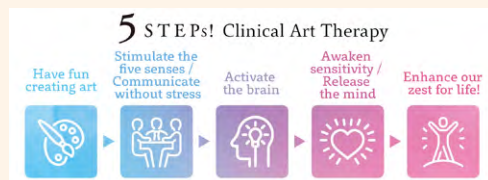
**Operates clinical art therapy sessions jointly with TOPPAN Institute of Formative Art Inc.



TOPPAN Institute of Formative Art Inc.

TOPPAN Institute of Formative Art Inc., a Group company, uses an original “clinical art therapy” methodology to contribute to society through art. The institute helps communities slow the onset of frailty in older adults, prevent and mitigate dementia symptoms, relieve occupational stress, and promote sensitivity education for children. Its clinical-art therapy programs bring joy to participants, regardless of age, gender, nationality, illness, or disability. Its art creation sessions activate the brain, release the mind, nurture a self-affirming mindset, and inspire creativity.

TOPPAN offers clinical art therapy for new hires, supports Group employees returning from childcare leave, and facilitates communication and mental hygiene. When human assets can discover, recognize, and accept the goodness of all individuals, they are better able to see things from different perspectives, understand diversity, and engage in workplace communication.



Online Art Salon for new employee training

TOPPAN Institute of Formative Art Inc. (in Japanese) >

<https://www.zoukei.co.jp/>

Systems for Good Work-Care Balance

System Activity results, performance data

TOPPAN is creating an environment where employees can concentrate on work without worrying about caring for their families. The labor union and management have developed systems to help employees maintain good balance between work and care at home. After reviewing the results of employee questionnaires on nursing care, we relaxed the eligibility requirements for nursing-care-related systems, designed schemes to flexibly adjust working hours for care, enhanced financial support, and provided more information on work-care balance. Care-giving employees are now allowed to commute by Shinkansen bullet train in certain cases. They have also been able to take nursing care leave in one-hour allotments (using the same system applied for child healthcare days-off) since fiscal 2019.

Our internal website posts various types of information to allay concerns and raise awareness on the issues faced by employees who provide care for their families. In parallel, a seminar series offered to employees since fiscal 2016 provides valuable support for maintaining a good balance between work and care at home. Outside experts from a nursing-care consultation service are invited to lead seminar courses. After the guest lecturer presents general knowledge on nursing care and tips for achieving good work-care balance, participants are briefed on our internal websites and support systems for employees with families in need of care (e.g., nursing care leave and reduced working hours). Individual counselling sessions have also been held online since fiscal 2022 to allay concerns arising from diverse circumstances.

TOPPAN strives to secure working environments where employees can fully concentrate on work without being mentally stressed by their caregiving burdens.

Four Approaches in the 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
Schemes 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 internal website to provide information on work-care balance This site provides employees with general knowledge about work-care balance and information on our support systems, public nursing-care-related systems, and so on. • Launch of a nursing-care consultation desk run by outside experts We commission 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.

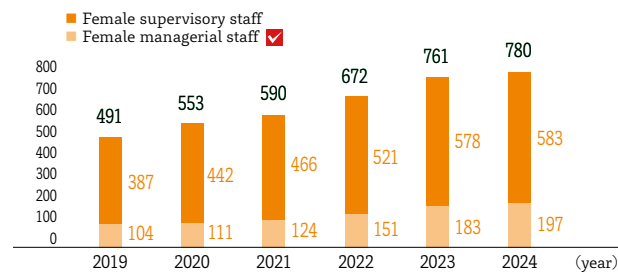
Empowering Women

Approach Activity results, performance data

TOPPAN promotes female empowerment in the knowledge that every employee can continue to work, enjoy good health, and play active roles according to their abilities, regardless of gender. We take positive action to support the career advancement of women based on our mid-to-long-term human asset strategy. Gender-equal treatment in promotion to managerial positions has been ensured through work style reforms and work-life support systems in the working environment. Tailored diversity & inclusion (D&I) training and seminars reflecting diverse perspectives have been developed to raise awareness about unconscious gender biases throughout the workplace. At TOPPAN Inc., a total of 197 and 583 female employees hold management and supervisory positions, respectively, as of April 2024. Women now make up 16.3% of all managerial and supervisory staff. In fiscal 2023 we introduced a diversity seminar for body & mind healthcare, based on discussions about employee health at the labor-management committee for enhanced job satisfaction. Focusing on female health as a starting point, the seminar provides gender-neutral information on the physical and mental ailments appearing at different stages of life. Participants gain a deeper understanding of effective remedies and matters to consider in the workplace.

Our management strategy prioritizes D&I issues that encompass female empowerment, infusing an inclusive mindset that will transform our corporate culture. D&I management training and seminars for officers have been held since fiscal 2021. In fiscal 2023, senior managers discussed the issues identified in internal assessments. Recognizing the importance of D&I management, they added relevant measures to the medium-term plans for Group companies and business divisions. We continue to accelerate D&I initiatives focused on female empowerment as a Groupwide challenge for management.

No. of Female Managerial and Supervisory Staff (as of April)
(TOPPAN Inc.)



*The April 2023 results cover Toppan Inc. employees, including those consigned to other companies during the fiscal year.

*The April 2024 results cover TOPPAN Inc. employees, including those consigned to other companies within the Group during the fiscal year. The personnel structure of TOPPAN Inc. is unchanged from that of the former Toppan Inc.

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.holdings.toppan.com/assets/ja/pdf/sustainability/women_act_plan_02.pdf

More details on TOPPAN Edge Inc.'s action plan (in Japanese) based on the Japanese Act on the Promotion of Female Participation and Career Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children >

<https://www.edge.toppan.com/sustainability/social/pdf/actionplan2304.pdf>

Recognition

Each year, the Japanese Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange (TSE) compile a list of TSE-listed companies that have demonstrated outstanding performance in work-style diversity, regardless of gender, by extending their employees the support they need to build dual-income, co-parenting families. TOPPAN Holdings Inc. was included in this list ("Next Nadeshiko: Companies Supporting Dual-careers and Co-parenting") under the "Nadeshiko Brand" selection in fiscal 2023.



More details on Recognition for ESG (see page 163) >

Gender and Sexual Diversity

Approach System Activity results, performance data

TOPPAN has implemented various initiatives to enhance gender and sexual diversity (SOGI and LGBTQ+) awareness, in order to achieve an inclusive, universally comfortable working environment. Groupwide seminars have been held since 2018 and systems for supporting diverse lifestyles have been continuously updated. Employees with same-sex and/or common-law partners are now eligible for the benefits granted to employee spouses. Every manager, consultation specialist, and Group employee is required to take training programs to acquire basic knowledge on SOGIE, learn more about gender and sexual diversity, and prevent conduct that constitutes harassment. An original guidebook explaining these topics is available. Another initiative, TOPPAN ALLY, encourages employees to express their alliance with sexual minorities and nurture inclusive, stress-free workplaces through the concerted actions of Group employees.

Tokyo Rainbow Pride, the initiative TOPPAN began co-supporting in fiscal 2023 to promote LGBTQ+ visibility in society, gives everyone the opportunity to contemplate the role of businesses in solving social issues. Meanwhile, TOPPAN Holdings Inc. has received the "Gold" ranking, the highest in the PRIDE Index, for three consecutive years. The PRIDE Index evaluates corporate efforts to achieve inclusive workplaces for LGBTQ+ individuals and other sexual minorities.

*Allies are persons who understand and empathize with individual diversity in SOGIE and are guided by awareness of workplace diversity in their actions to ensure that everyone feels at ease in their working environment.



More details on Recognition for ESG (see page 163) >

Employing Persons with Disabilities

Activity results, performance data

TOPPAN develops work environments that accommodate all abilities by actively hiring persons with disabilities. We share model cases at operating companies, operational sites, and plants across Group workplaces to introduce job categories that empower persons with disabilities to work in the ways best suited to their abilities. Jointly with special subsidiary T.M.G. Challenged Plus Toppan Co., Ltd., we develop new job categories and programs to encourage persons with disabilities to continue working. Outside of work, our employee athletes participate in international para-sports competitions.



Toppan Electronics Products Shiga Plant: Designing posters that improve plant safety by alerting colleagues to workplace hazards.



Sign-language session at Akihabara Site: Deaf employees introduce sign language and deaf culture to provide Group personnel with a venue for interaction.

*Aims to establish a new employment model for people with disabilities that contributes to corporate growth. (40 companies participating as of April 2024)

Working with T.M.G. Challenged Plus Toppan

Employees with disabilities engage in office support tasks such as data entry, document digitalization, business card creation, internal mail delivery, and PC kitting. They also help sanitize and clean offices and engage in greening and beautification activities at plants. Their support has improved work efficiency and workplace environments at Group sites across Japan. Employees with disabilities at “Kamisuki Labo” make paper by hand from the waste by-products generated in the processing of Cartocans and EP-PAK liquid containers at TOPPAN’s folding-carton plants. The Kamisuki Labo and client companies have held offsite handmade papermaking workshops as an eco-education activity since 2022.



Office support work



Handmade papermaking workshop

Employment of Persons with Disabilities (TOPPAN Holdings Inc.)

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Employees	325	339	338	357	422
Percentage of total workforce*	2.31%	2.39%	2.43%	2.53%	2.60%

*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.

*Toppan Inc. until 2023

Diversity & Inclusion Training

Training, education Activity results, performance data

TOPPAN organizes online D&I training. In sessions on personal empowerment, female employees and managerial staff can flexibly choose courses that best fit their needs and interests. D&I programs are also arranged in Groupwide compulsory training and rank-based training sessions, including some for new employees, and a series of seminars on D&I topics are held throughout each fiscal year. Participants learn and think together about the nature and challenges of D&I from multiple perspectives. The following seminars were held in fiscal 2023: “Diversity seminar for body & mind healthcare (July 2023),” “Seminar on balancing work and nursing care (December),” “D&I seminar on sensory differences (December),” “D&I seminar on balancing work and childcare (January 2024),” “D&I seminar on inclusive sex education (March).”

Diversity Training Programs (Fiscal 2023)

Course on authentic communication
Course to learn about diversity through gender-positive actions
Practical course to explore diverse ways of working
Course to promote diversity through LGBTQ+ inclusion
Course to foster barrier-free thinking for a universal society
Course on adult developmental disabilities that all of us must understand
Course on unconscious biases
Basic course to enhance resilience
Basic course on anger management
Course on meeting facilitation for working with diverse members

Programs for Students with Disabilities

TOPPAN Holdings Inc. has participated in an industry-academia-government body called the Accessibility Consortium of Enterprises (ACE)* of Japan since 2016. ACE develops original programs and in-person consultations for students with disabilities every year. Students seeking employment can allay the stresses of job-hunting by discussing their experiences with senior colleagues.

Universal Design

Approach Activity results, performance data

The TOPPAN Group pursues diversity and inclusion (D&I) through three approaches: management, rewarding work, and business. For business, we have been producing an array of universal design (UD) products and services by embracing D&I principles.

TOPPAN's Six Principles on Universal Design were formulated in 2001, two years after the launch of our UD packaging consulting service. These principles have shaped our approaches to developing products and services that value diversity in all of the businesses in which TOPPAN engages. In 2010 we announced the TOPPAN Declaration on Universal Design, revised the six principles into TOPPAN's Seven Principles on Universal Design, and formulated a set of Guidelines for Universal Design to be applied to communication design and packaging under the seven principles. In 2020 our UD businesses were consolidated into "D&I solution," an enterprise that continues to provide a widening scope of services.



TOPPAN Declaration on Universal Design

The starting point of our Universal Design is the provision of dedicated products and services realized through compassionate consideration of users.

By engaging in repeated dialogues with people from all walks of life and consistently incorporating the ideas of each person, we will create dedicated products that are comfortable, easier-to-use, and environment- and human-friendly.

As a corporation extensively involved in human life, we will help realize a society with a high appreciation of diversity through approaches to Universal Design.

Established in April 2010

TOPPAN's Seven Principles on Universal Design

1. Design products and services that are more responsive to people with different physical abilities and perceptions.
2. Facilitate communication using multiple channels for communication, including visual, aural, and tactile channels.
3. Make products easier to use by making them easier to understand.
4. Make products that are easier to move, easier to approach, and require less strength (remove the physical burdens).
5. Design products that are safe to use procedurally, functionally, structurally, materially, and environmentally.
6. Provide products at a reasonable price and in the amounts required by society.
7. Engage in design that appeals to the senses with consideration for comfort, enjoyment, and beauty.

Established in 2001
Revised in April 2010

Communication Design

VoiceBiz™ UCDisplay™

Multilingual Communication with a Transparent Display

Conventional machine-based translation services tend to draw the user's eyes to their device, away from the person communicating with the user in a foreign language. With VoiceBiz™ UCDisplay™, the user sees translated text through a transparent display, enabling more natural conversation while looking into the other person's face. The UCDisplay currently supports thirteen languages. Beyond translation, the device facilitates communication with persons with hearing and speech disabilities by supporting keyboard input and displaying closed caption transcripts of conversations in real time.

A number of hotels, department stores, electronics retailers, and railroad operators have begun using the VoiceBiz service since its launch in October 2023. The Vision 2025 plan announced by the Tokyo Metropolitan Government includes the VoiceBiz UCDisplay in its list of technologies expected to enhance universal communication.

TOPPAN aims to create a world where barrier-free reception services like this are adopted universally.



DentatsuClinic™ & D&I Expression Guidebook

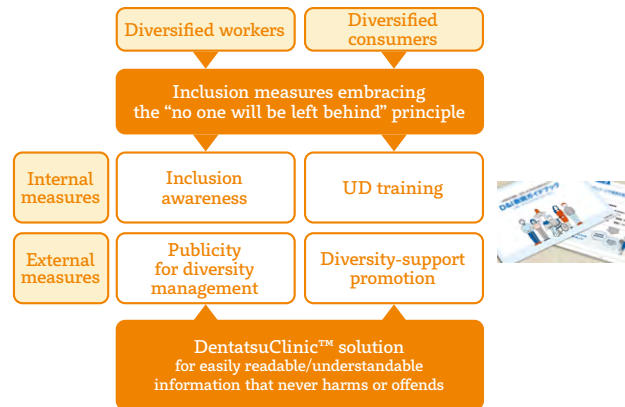
Supporting D&I Training and Expression

TOPPAN supports diversity & inclusion (D&I) initiatives in society through diverse channels. Along with the publication of a *D&I Expression Guidebook*, our DentatsuClinic™ service provides solutions for delivering easily readable and understandable information that never harms or offends. We also help organizations develop training programs and in-house campaigns to enhance D&I mindsets in the workplace.

The range of customer consultations with TOPPAN has been widening as the public interest in diversity issues grows, especially since the amendment of the Act for Eliminating Discrimination against Persons with Disabilities in April 2024. With this amendment, businesses in Japan are required to provide reasonable accommodations for persons with disabilities.

A growing number of customers have been approaching us to request consultations on DentatsuClinic solutions for the support of sales promotion activities, such as the production of POP installations and other in-store tools. In connection with the *D&I Expression Guidebook*, we are meeting the individual needs of customers by providing year-round support mainly through D&I workshops planned and organized in-house. We have also prepared a basic edition of the guidebook that covers the entire workforce and casebooks that address issues specific to individual jobs. The sales of the new *General-purpose Guidebook* are strong.

Our D&I Support Coverage



Packaging Design

Tube-Pouch™

Effortlessly Squeezable Package

A film processed into a tube-shaped pouch with a plastic spout attached to the tip. The thinness of the film (thinner than a conventional tube laminate) and a spout design optimized for viscous seasonings allow the user to dispense the contents with just a light squeeze. Young children and elders can easily squeeze out the product, leaving no residual contents at disposal. The cap "clicks," offering audio-haptic feedback, when it is snugly closed. The pouch is also eco-friendly, as it contains less than 50% plastic resin compared with a conventional pouch container.



Smart Deli Bag

Pouch for Easy Cooking

The Jo-deki Smart Deli Bag™ is a zippered pouch that allows users to mix ingredients of their choosing into handmade-style meals. *Jo-deki* means "excellent for microwave steaming" in Japanese. A GL BARRIER film makes the bag microwavable, for safe and convenient cooking without fire or kitchenware. Anyone can use the pouch to prepare a tasty meal, with no tedious cleanup after eating. Microwave cooking is also an eco-friendly method that reduces CO₂ emissions and water use compared to stovetop simmering or boiling.



DentatsuClinic™ (in Japanese) >

<https://solution.toppan.co.jp/creative/service/dentatsuclicin.html>

D&I Expression Guidebook (in Japanese) >

<https://solution.toppan.co.jp/creative/service/diguidebook.html>