

# Diversity & Inclusion

## Basic 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



## Promotion 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.

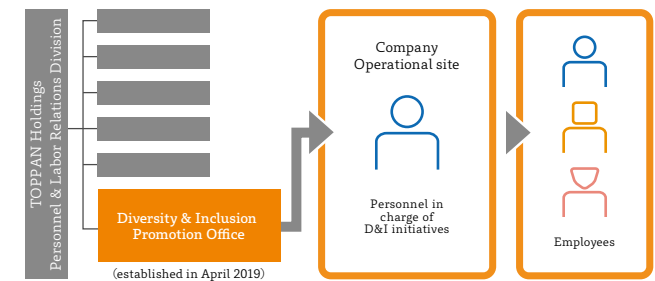
Personnel in charge of D&I initiatives work in accordance with the D&I Medium Term Plan of each company and business division to implement concrete measures attuned to their companies and operational sites and consult with employees at their workplaces to create inclusive environments in which every 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.

### TOPPAN Group D&I Promotion Structure



## Activities

With the goal of each individual holding a D&I perspective and taking specific “actions,” we are continuously conducting D&I awareness activities for management and all employees.

We provide employees with support systems to balance their work with childcare and nursing care burdens, promote the employment of people with disabilities, and take positive action to assure gender-equal treatment. These measures have led to increases in the percentage of persons with disabilities in the workforce and the number of female managers and supervisors.

We also implement various gender and sexual diversity (SOGI and LGBTQ+) initiatives to incentivize every employee to create inclusive environments in which all persons can feel at ease. In addition to holding seminars open to employees across the Group, the TOPPAN ALLY initiative has been organized to encourage employees to express their alliance with sexual minorities. A system has also been introduced to extend the benefits granted to employee spouses to same-sex and/or common-law partners.

## Supporting Employees with Children

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

### 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 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%
Fiscal 2024	169	150	88.8% 	96	96	100.0% 

\*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 fiscal 2022. The percentages prior to fiscal 2021 were adjusted based on the revised calculation method.)

\*Results up to fiscal 2022 cover former Toppan Inc. employees, including those consigned to other companies during the fiscal year.

\*Results from fiscal 2023 onwards 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.



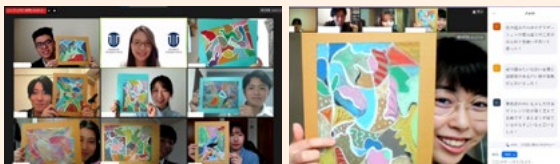
Hagukumi Art Salon organizes clinical art therapy sessions jointly with TOPPAN Institute of Formative Art Inc.

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

## 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

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 and other 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) and details of amended laws. Individual counselling sessions have also been held online since fiscal 2022 to allay concerns arising from diverse circumstances. In addition to introducing forms to confirm each individual's intention to make use of the systems provided, in fiscal 2024 we also held online roundtables as part of a networking initiative for employees balancing work and caregiving.

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"> <li>● “In need of long-term care” as specified in the Child and Family Care Leave Act of Japan</li> <li>● “In need of long-term care” as specified in the Long-term Care Insurance System of Japan</li> <li>● “In need of support” as specified in the Long-term Care Insurance System of Japan</li> </ul>
Schemes to More Flexibly Adjust Working Hours for Care	<ul style="list-style-type: none"> <li>● Nursing-care leave</li> <li>● 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"> <li>*Nursing-care leave and reduced working hours for nursing care can be taken in installments.</li> <li>*Employees are allowed to switch between the two systems.</li> </ul> </li> <li>● Leave for nursing care (entitlement for one-hour-based allotments, as necessary)</li> <li>● Commuting by Shinkansen bullet train for family care reasons</li> </ul>
Financial Support during Nursing-care Leave	<ul style="list-style-type: none"> <li>● Allowance for nursing-care leave (40% of the employee's average wage)</li> <li>● Entitlement for paid leave for nursing care</li> </ul>
Provision of Information on Work-Care Balance	<ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> </ul>

## Empowering Women

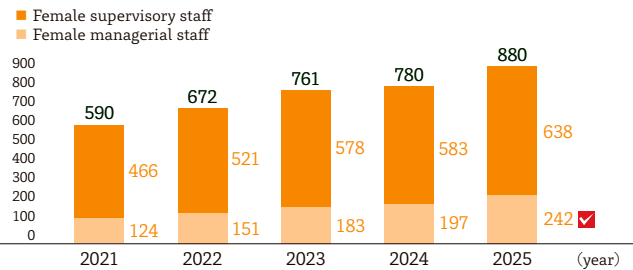
We promote female empowerment so that every employee can work, enjoy good health, and play active roles based on their abilities, regardless of gender. We launched the “Torch Light Program” in fiscal 2024 to support career advancement through work style reforms and work-life support systems. Recognizing the advancement of women to management and senior management as a Groupwide issue, we are implementing institutional measures, such as providing role models, establishing women's networks, and mentoring by management, and promoting initiatives to change mindsets.

In fiscal 2023 we introduced a diversity seminar for body & mind healthcare, based on discussions about employee health at the labor-management committee for job satisfaction. Starting with female health, it provides gender-neutral information on physical and mental ailments at different life stages, enabling a deeper understanding of remedies and matters to consider in workplaces.

Our management strategy also prioritizes D&I issues encompassing female empowerment, infusing an inclusive mindset to transform corporate culture. We have held D&I management training and seminars for officers since fiscal 2021. In fiscal 2024, “Sponsorship Training” for the advancement of women focused on individual D&I issues, providing a forum for acquiring more practical skills. To promote the appointment of women to management and senior management positions, participants learned about the unique challenges of women's careers, and acquired common mindsets and skills, while we also conducted sponsorship trials as practical experience, laying the groundwork for future efforts. We continue to accelerate D&I initiatives for female empowerment as a Groupwide management challenge.

**\*Torch Light Program:**  
Pools the experience and knowledge of female managers, with the hope that many individual “torch lights” combine to form a beacon for the next generation

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



\*Results up to fiscal 2023 cover former Toppan Inc. employees, including those consigned to other companies.  
\*Results from fiscal 2024 onwards cover TOPPAN Inc. employees, including those consigned to other companies within the Group. TOPPAN Inc.'s personnel structure is the same as the former Toppan Inc.

Management TOPIC: Promotion of Diversity & Inclusion (see page 24) >

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](https://www.holdings.toppan.com/assets/ja/pdf/sustainability/women_act_plan_02.pdf)

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

Japan's Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange compile a list of companies demonstrating outstanding performance in work-style diversity by extending the support employees 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 and 2024.

Recognition for ESG (see page 182) >

## Gender and Sexual Diversity

We implement various initiatives for gender and sexual diversity (SOGI and LGBTQ+) awareness to achieve an inclusive working environment. We have held Groupwide seminars since 2018 and continuously update systems supporting diverse lifestyles. Employees' same-sex and/or common-law partners are eligible for the same benefits as employee spouses. Every manager, consultation specialist, and Group employee takes training programs to acquire basic SOGIE knowledge, learn about gender and sexual diversity, and prevent harassment. An original guidebook explaining these topics is available. TOPPAN ALLY\*, encourages alliance with sexual minorities to facilitate inclusive, stress-free workplaces.

TOPPAN began co-supporting Tokyo Rainbow Pride in fiscal 2023. It promotes LGBTQ+ visibility and opportunities to contemplate businesses' role in solving social issues. In fiscal 2024 TOPPAN Holdings Inc. was also certified for the fourth consecutive year as “Gold” in the PRIDE Index, which evaluates efforts related to LGBTQ+ and other sexual minorities.

\*Allies understand and empathize with diversity in SOGIE and are guided by awareness of workplace diversity in their actions to ensure psychological safe working environments.

Recognition for ESG (see page 182) >



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

## Employing Persons with Disabilities

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.

In 2024, we conducted universal manner training for executives, where employees learned about the mindset and skills to engage with people of various backgrounds, including those with disabilities and the elderly.

### ● Working with T.M.G. Challenged Plus TOPPAN

Employees with disabilities engage in office support tasks around Japan 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 EP-PAK liquid containers at TOPPAN’s folding-carton plants. In addition to expanding the product lineup and offering custom-made paper sales, since 2022, the Kamisuki Labo and client companies have held offsite handmade papermaking workshops as an eco-education activity.



From fiscal 2024, we have officially started a new vegetable garden business (Azusawa Challenge Farm), creating a barrier-free environment so that employees are able to work with peace of mind. We regularly hold vegetable sales events at each TOPPAN Group site and deliver products to stores and supermarkets, as well as conducting test sales at external venues.

Going forward, we will further develop our business with the aim of creating an environment where people with diverse abilities and skills are able to grow and support each other.



Office support work



Handmade papermaking workshop



Rooftop garden



Vegetable sales event

### Employment of Persons with Disabilities (TOPPAN Holdings Inc.)

	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025
Employees	339	338	357	422	421
Percentage of total workforce*	2.39%	2.43%	2.53%	2.60%	2.61%

\*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

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 continue learning and thinking 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 things that are easy to read (December),” “D&I seminar on balancing work and childcare (January 2024),” “D&I seminar on gender diversity (March).”

Diversity Training Programs (Fiscal 2024)
Diversity promotion at organizations series 1 (Introduction to diversity & inclusion)
Diversity promotion at organizations series 2 (Considering diverse ways of working)
Diversity promotion at organizations series 3 (Considering opportunities not limited by gender or sex)
Proactive D&I as an innovation creation strategy
Proactive D&I beginning with health management
Psychological safety built by the entire team
Course on unconscious biases
Paternity leave changes families and workplaces! Quick guide to paternity leave
Learn from the latest info! Basic LGBTQ+ course you can start today
Correct understanding is essential! Adult developmental disabilities
Dialogue in the dark business workshop

## Universal Design

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™

### Transparent Display

#### Translation & Universal Service

With VoiceBiz™ UCDisplay™, the content of conversations is shown and translated on a transparent display. It serves as a form of universal communication for reception services that enable face-to-face conversations with foreign-language speakers in which facial expressions are visible, subtitles for those who are hard of hearing, and keyboard input for those with speech difficulties.

The addition of a color version to the transparent display lineup from October 2024 means it is now possible to display text even more clearly. Universal features have also been enhanced, such as synthesized speech for foreign-language speakers with visual impairments.

We are currently providing universal support at over 100 reception services, including train stations, municipal/public institutions, theme parks, distribution/retail, accommodation, rental car locations, and international event venues.



## DentatsuClinic™ / Seamless Design

### Comprehensive Support for Communication Accessibility

We provide comprehensive support to ensure information is delivered equally to all people.

With a focus on print media, DentatsuClinic™—a creative diagnostics service aiming to balance universal design, diversity & inclusion, and consumers’ brand image—draws on our UD Communication Lab experts to assess current PR and promotional materials. The analysis results are then used for creative improvements and in-house training.

In fiscal 2024, in collaboration with the TPT Universal Research Lab of T.M.G Challenged Plus TOPPAN Co., Ltd., we established a system for evaluations by people with disabilities and launched the “Seamless Design” service for planning and designing creative content for ensuring web accessibility. By integrating these two areas of expertise, we will provide even more detailed solutions to our consumers’ challenges.

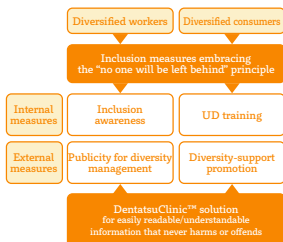
 DentatsuClinic™ (in Japanese) >

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

 Sesamless Design (in Japanese) >

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

### Our D&I Support Coverage



## ● Packaging Designs

### 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.

Recognized for its environmental consideration and user-friendliness, the package received the Minister of Economy, Trade and Industry Award at the 64th Japan Packaging Competition in 2025.



## Jo-deki Smart Deli Bag™ F

### Flat Pouch for Adding Ingredients and Microwave Cooking

This is the flat type of the Jo-deki Smart Deli Bag™, which allows you to easily prepare meals by simply adding fresh ingredients to the pre-packaged seasoning liquid and ingredients, then heating the bag in a microwave. Since no open flame is used, delicious meals can be cooked safely and easily. And because you don't need to use cooking utensils, cleanup is simple. Compared to the standing type, this type can be filled with larger ingredients and seasoning liquids together, enhancing its versatility for filling machines. The ability to handle larger capacities makes it suitable for a wider range of recipes, contributing even more to making meal preparation easier. Additionally, by switching from boiling to microwave heating, CO<sub>2</sub> emissions during cooking can also be reduced, making it environmentally friendly.

