

# CSR Activity Digest 2015

Results in Fiscal 2015 and Future Measures in Line with the Seven Core Subjects under ISO 26000

Seven Core Subjects	Issues	Action Points and Targets for Fiscal 2015	Main Measures in Fiscal 2015	Results in Fiscal 2015	Self Evaluation	Action Points, Targets, and Main Measures for Fiscal 2016
■ Organizational governance		<ul style="list-style-type: none"> <li>Developing CSR management based on ISO 26000</li> </ul>	<ul style="list-style-type: none"> <li>Implement e-learning-based, company-wide basic education on CSR management at more Group companies</li> </ul>	<ul style="list-style-type: none"> <li>Organized e-learning-based education on CSR management at 5 more Group companies</li> </ul>	A	<ul style="list-style-type: none"> <li>Implement e-learning-based, company-wide basic education on CSR management at more Group companies</li> </ul>
		<ul style="list-style-type: none"> <li>Facilitating business continuity management (BCM) activities</li> </ul>	<ul style="list-style-type: none"> <li>Help the head office and Company divisions institute BCM activities (by reviewing and developing BCM procedures, systems, etc.)</li> <li>Organize BCM simulations, drills to start up and operate BCM task forces, and various other BCM drills</li> <li>Implement measures to secure the stable supply chain required for effective BCM</li> </ul>	<ul style="list-style-type: none"> <li>Organized BCM simulations, drills to start up and operate BCM task forces, and various other BCM drills across Japan</li> <li>Surveyed the business continuity competencies of material suppliers by questionnaire, analyzed the results, and provided the analyzed results to the suppliers</li> <li>Held training sessions for business partners on BCM and business continuity plans (BCPs)</li> </ul>	A	<ul style="list-style-type: none"> <li>Organize BCM simulations, drills to start up and operate BCM task forces, and various other BCM drills</li> <li>Implement measures to secure the stable supply chain required for effective BCM</li> <li>Consolidate BCM task force functions across the Group (by organizing drills for task force personnel, installing a system to communicate and share information, and arranging other related measures)</li> </ul>
		<ul style="list-style-type: none"> <li>Heightening awareness of the importance of respecting basic human rights</li> </ul>	<ul style="list-style-type: none"> <li>Heighten employee awareness about diversity by supporting para sports</li> </ul>	<ul style="list-style-type: none"> <li>Launched <i>SPORTRAIT</i>, a para-sports information website</li> <li>Held hands-on events to encourage employees to experience para-sports at the Group's annual large-scale athletics meet in Japan</li> </ul>	A	<ul style="list-style-type: none"> <li>Enrich the content of <i>SPORTRAIT</i> to increase the number of page views</li> <li>Hold regular hands-on events to support para-sports</li> </ul>
■ Human rights		<ul style="list-style-type: none"> <li>Providing an open environment and information for recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Provide an open environment for recruitment and hire diverse human assets* *Toppan values its employees as precious "human assets."</li> </ul>	<ul style="list-style-type: none"> <li>Hired 37 people with attributes for global business (overseas learning experience, high linguistic aptitude, etc.), including 5 non-Japanese recruits</li> </ul>	A	<ul style="list-style-type: none"> <li>Hire diverse persons year round (through various recruitment channels such as the regular hiring of new graduates from universities and high schools and the hiring of persons with disabilities and experienced mid-career businesspersons)</li> <li>Run more internship programs with business-proposal planning sessions</li> </ul>
		<ul style="list-style-type: none"> <li>Proactively appointing female employees to higher positions</li> </ul>	<ul style="list-style-type: none"> <li>Promote positive action to appoint more female employees to higher positions and leverage female talent; create working environments where employees can strike a balance between working and raising children; take steps in the workplace to enhance employee understanding on healthy balance between work and parenting</li> </ul>	<ul style="list-style-type: none"> <li>Attained a 6.7% ratio of women among managerial and supervisory staff (as of April 1, 2016)</li> </ul>	A	<ul style="list-style-type: none"> <li>Promote positive action to appoint more female employees to higher positions, leverage female talent, and give female employees more opportunities to exert their abilities at various workplaces</li> </ul>
		<ul style="list-style-type: none"> <li>Working for equal opportunity in individual career development and helping employees pursue their own career paths</li> </ul>	<ul style="list-style-type: none"> <li>Use the Challenging Job System proactively and analyze the details of the career development plans applied to the system to aid effective career development</li> </ul>	<ul style="list-style-type: none"> <li>Appointed 272 employees (20.8% of all applicants to the system, as of April 1 2016) to the departments or divisions that they requested</li> </ul>	A	<ul style="list-style-type: none"> <li>Leverage individual talent in line with the career development plan that each employee has proposed under the Challenging Job System; review the system</li> </ul>
		<ul style="list-style-type: none"> <li>Supporting second careers for retired employees</li> </ul>	<ul style="list-style-type: none"> <li>Promote systems to support second careers for retired employees and offer working options to maintain the motivation of experienced employees</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed personnel treatment systems to motivate experienced employees</li> </ul>	A	<ul style="list-style-type: none"> <li>Enrich measures to support second careers for experienced employees</li> </ul>
		<ul style="list-style-type: none"> <li>Promoting the employment of persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Diligently facilitate the hiring of persons with disabilities by sharing information with local public job-placement offices across Japan</li> <li>Arrange internship programs to offer work-experience opportunities for students enrolled in special schools to support the disabled</li> </ul>	<ul style="list-style-type: none"> <li>Attained a 2.06% ratio of employees with disabilities in the total workforce (as of June 1, 2016)</li> <li>Subcontracted a greater range of business operations to a special subsidiary, Tokyo Metropolitan Government (T.M.G.) Prepress Toppan Co., Ltd.</li> </ul>	A	<ul style="list-style-type: none"> <li>Reinforce the alliance with T.M.G. Prepress Toppan with a view to entrusting more diverse business operations to the subsidiary</li> </ul>
		<ul style="list-style-type: none"> <li>Supporting work-life balance 1) ⇒ Shortening total working hours</li> </ul>	<ul style="list-style-type: none"> <li>Shorten and appropriately supervise working hours through a host of actions such as reviewing how individuals work, adopting working systems suited to the requirements of each job, and applying effective working management systems</li> <li>Deliberate measures determined through site-based labor-management discussions to encourage employees to take leave based on schemes attuned to the actual working conditions at each site</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated appropriate supervision of working hours using working management systems</li> <li>Boosted operational efficiency by shifting daily working hours forward by one hour during the summer</li> <li>Introduced a system to encourage employees at the head office to take third day of leave for family celebrations</li> </ul>	A	<ul style="list-style-type: none"> <li>Facilitate appropriate supervision of working hours by adopting working management systems and having managers and employees reconsider the importance of good balance between working and living</li> <li>Implement measures based on labor-management discussions at individual sites on ways to encourage employees to take leave, including the creation of more accommodating workplace environments</li> </ul>
	<ul style="list-style-type: none"> <li>Supporting work-life balance 2) ⇒ Creating a working environment where employees can strike a balance between working and raising children</li> </ul>	<ul style="list-style-type: none"> <li>Carry out measures to encourage male employees to take childcare leave</li> <li>Enrich measures to help employees balance their work and nursing care at home</li> </ul>	<ul style="list-style-type: none"> <li>Began paying a full salary for the first five days of childcare leave as a step to encourage male employees to use the childcare leave system</li> <li>Relaxed the eligibility requirements for the nursing care leave and stock leave systems by expanding the coverage to include family members deemed to be "in need of support" in accordance with the criteria of the Long-term Care Insurance System of Japan; provided information on nursing care (by contracting care consultants outside the Company, launching an in-house website to offer general information on care, and pursuing similar channels)</li> </ul>	A	<ul style="list-style-type: none"> <li>Inform employees about the various childcare-leave-related systems available; carry out measures to encourage male employees to take childcare leave</li> <li>Enrich measures to help employees balance their work and nursing care at home</li> </ul>	
■ Labour practices	Issue 3: Social dialogue	<ul style="list-style-type: none"> <li>Creating a better working environment through partnerships between labor and management</li> </ul>	<ul style="list-style-type: none"> <li>Continue increasing opportunities for opinion exchanges between labor and management, including division tripartite conferences, business councils at individual divisions, and labor-management committees for the creation of a working environment amenable to enhanced job satisfaction</li> <li>Have labor and management jointly organize a large-scale, Group-wide recreational event (to be held at an indoor facility in September)</li> </ul>	<ul style="list-style-type: none"> <li>Held various meetings such as the business councils, division tripartite conferences, labor-management committees for the creation of a working environment amenable to enhanced job satisfaction, and a labor-management meeting of the Safety and Health Committee with an expanded membership inclusive of delegates from labor and management from Group companies</li> <li>Held the Toppan Sports Festival, a large-scale athletics meet jointly organized by labor and management to facilitate communication between labor and management (over 4,000 people took part)</li> </ul>	A	<ul style="list-style-type: none"> <li>Increase opportunities for opinion exchanges between labor and management such as division tripartite conferences, business councils at individual sites, and labor-management committees for the creation of a working environment amenable to enhanced job satisfaction</li> <li>Renew the existing collective labor agreement and conclude a renewed agreement</li> </ul>
		<ul style="list-style-type: none"> <li>Ensuring occupational health and safety and reinforcing countermeasures against fires</li> </ul>	<ul style="list-style-type: none"> <li>Promote safety activities via a 2nd survey on workplace safety awareness</li> <li>Introduce new danger simulators; use the <i>Anzen Dojo</i> facilities established in the Kyushu and Kansai areas; launch a 2nd <i>dojo</i> facility tour in Japan</li> <li>Comply with the new Japanese government ordinance for risk assessments on chemical substances, starting from June 1, 2016</li> </ul>	<ul style="list-style-type: none"> <li>Reduced the number of occupational accidents requiring leave through safety activities based on the results of the workplace safety awareness survey; renovated workshops to better accommodate older employees and promoted risk assessment activities for the prevention of occupational accidents in order to cope with recent gradual increases in the rates of occupational accidents occurring in the workplace, accidents caused by human error, etc.</li> <li>Organized training sessions throughout the operational sites in Japan to introduce Control Banding, an assessment tool advocated by the Ministry of Health, Labour and Welfare for the control of exposure to chemicals</li> </ul>	B	<ul style="list-style-type: none"> <li>Improve various systems to enhance health and safety and fire preparedness at operational sites</li> <li>Launch a 2nd <i>dojo</i> facility tour in Japan</li> <li>Eliminate collisions with forklifts and other vehicles</li> </ul>
		<ul style="list-style-type: none"> <li>Reinforcing countermeasures against disasters</li> </ul>	<ul style="list-style-type: none"> <li>Organize coordination drills linking operational sites across Japan</li> <li>Share information about stockpiled emergency supplies and management ledgers for supplies at Group sites in Japan; establish a rule requiring the regular maintenance of emergency supplies</li> </ul>	<ul style="list-style-type: none"> <li>Equipped Group sites with voice packet communication systems to be used during actual emergencies; arranged training sessions to operate the systems</li> <li>Organized a widespread area-based coordination drill to confirm employee safety in Tokyo, 6 prefectures in the Kanto region, and 6 prefectures in the Kansai region in February 2016</li> </ul>	A	<ul style="list-style-type: none"> <li>Share information about stockpiled emergency supplies and management ledgers for supplies at Group sites in Japan; establish a rule requiring the regular maintenance of emergency supplies</li> <li>Hold training sessions for system operators on the effective use of the nationwide safety confirmation system in Japan; organize regular drills for enhanced accuracy and faster aggregation of safety information</li> </ul>
		<ul style="list-style-type: none"> <li>Promoting healthcare and health enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Improve the percentage of insured employees and dependents who undergo medical check-ups for the prevention of lifestyle-related diseases</li> <li>Carry out the Data Health Plan formulated by the Toppan Group Health Insurance Union</li> </ul>	<ul style="list-style-type: none"> <li>Established and announced a Health Management Declaration in October to maintain and enhance the health of Group employees and their families; created a Health Management Promotion Council to deliberate on concrete measures</li> <li>Attained a 73.7% ratio of medical check-ups for the prevention of lifestyle-related diseases for employee dependents</li> <li>Worked with clinics and the health insurance union to establish procedures for operating a stress check system introduced to comply with a new government ordinance under the revised Industrial Safety and Health Act of Japan; began implementing the newly established procedures at Group sites in January 2016</li> </ul>	A	<ul style="list-style-type: none"> <li>Improve the percentage of insured employees and dependents who undergo medical check-ups for the prevention of lifestyle-related diseases</li> <li>Smoothly operate the stress check system</li> </ul>
		<ul style="list-style-type: none"> <li>Arranging measures for mental healthcare</li> </ul>	<ul style="list-style-type: none"> <li>Arrange mental healthcare measures for employees on overseas assignments</li> <li>Review regular mental health check-ups in accordance with the revised Industrial Safety and Health Act of Japan</li> </ul>	<ul style="list-style-type: none"> <li>Provided employees assigned to overseas posts with mental healthcare support in the form of telephone consultations, email magazines, and pre-posting seminars</li> <li>Arranged an e-learning-based program on mental self-care as a compulsory course for every employee at the Company</li> </ul>	A	<ul style="list-style-type: none"> <li>Continue arranging mental healthcare measures for employees on overseas assignments</li> <li>Continue holding various Art Salon sessions and conduct art sessions over a wider geographic area in Japan</li> </ul>
		<ul style="list-style-type: none"> <li>Developing and fostering human assets in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Enrich diversity promotion programs to create new value</li> <li>Continue fostering human assets with skills and motivations advantageous in a global business environment with a view to boosting the Company's strengths in global businesses</li> </ul>	<ul style="list-style-type: none"> <li>Fostered individuals through the development of business models that help solve social issues and secure economic benefits by organizing hands-on training in areas affected by the Great East Japan Earthquake of 2011 and dispatching volunteers overseas under a program operated by the Japan International Cooperation Agency (JICA)</li> <li>Surveyed every employee by questionnaire to assess his or her opinions on the human asset development programs provided by the Company</li> </ul>	A	<ul style="list-style-type: none"> <li>Arrange programs to nurture individuals who will shape Toppan's future</li> <li>Build a platform to facilitate individual challenges and development</li> </ul>
■ The environment		See page 41 in the <i>Toppan CSR Report 2016</i>				
■ Fair operating practices		<ul style="list-style-type: none"> <li>Heightening awareness of laws, regulations, and the Conduct Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce measures to prevent improper conduct by upgrading the training programs for the Conduct Guidelines Promotion Leaders</li> <li>Implement the Conduct Guidelines in overseas Group companies</li> </ul>	<ul style="list-style-type: none"> <li>Held 84 training sessions for 1,140 Leaders from Toppan and Group companies</li> <li>Revised the <i>Conduct Guidelines Casebook</i> and gave a copy to every employee in Japan</li> <li>Planned out the content for an upcoming Chinese version of the <i>Conduct Guidelines Casebook</i></li> </ul>	B	<ul style="list-style-type: none"> <li>Increase the number of employees who have worked as Conduct Guidelines Promotion Leaders by continuing the Leader training</li> <li>Publish and distribute the Chinese version of the <i>Conduct Guidelines Casebook</i></li> </ul>
	Issue 3: Fair competition	<ul style="list-style-type: none"> <li>Complying with transaction-related laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Continue organizing training on compliance with the Subcontract Law of Japan for Toppan and Group company employees and continue interviews to check how subcontract transactions are being handled</li> </ul>	<ul style="list-style-type: none"> <li>Held training sessions on compliance with the Subcontract Law of Japan for 443 employees mainly in production control departments in business divisions across Japan</li> <li>Interviewed employees at 31 sites in Japan to confirm their observance of the law</li> </ul>	A	<ul style="list-style-type: none"> <li>Continue organizing training on compliance with the Subcontract Law of Japan for Toppan and Group company employees and interviewing employees to check their handling of subcontract transactions and confirm their observance of the law</li> </ul>
	Issue 4: Promoting social responsibility in the value chain	<ul style="list-style-type: none"> <li>Promoting CSR initiatives in the supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Conclude basic sale and purchase agreements with business partners stipulating the observance of the Toppan Group CSR Procurement Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Concluded basic sale and purchase agreements stipulating the observance of the Toppan Group CSR Procurement Guidelines with 62% of the business partners to be covered</li> </ul>	B	<ul style="list-style-type: none"> <li>Conclude basic sale and purchase agreements with more business partners stipulating the observance of the Toppan Group CSR Procurement Guidelines</li> </ul>
■ Consumer issues	Issue 2: Protecting consumers' health and safety	<ul style="list-style-type: none"> <li>Ensuring consumer safety through the strict prevention of quality-related accidents</li> </ul>	<ul style="list-style-type: none"> <li>Apply failure mode and effective analysis (FMEA) to business operations in the Electronics field as an initial step in the Group's approach to mitigating quality-related risks</li> <li>Revise the checklists for accreditation audits for primary food filling/packing plants</li> <li>Conduct audits on food defense measures at primary food filling/packing plants and provide guidance for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Prepared an improvement manual to reduce defective products and product loss using 6M-factor analysis (man, machine, method, material, measurement, management) based on 5E perspectives (education, engineering, enforcement, environment, example); provided guidance on the manual to the quality assurance department head, technology department head, and plant managers at every business division</li> <li>Carried out accreditation audits for 5 primary food filling/packing plants in Japan; confirmed that all the 5 plants audited had instituted effective improvement plans to correct deficiencies pointed out during the fiscal 2014 audits and upgraded their levels of quality assurance</li> </ul>	A	<ul style="list-style-type: none"> <li>Spiral up production and facility management processes through more effective improvement plans applying advanced 6M-factor analysis based on the 5E perspectives</li> <li>Consolidate food defense schemes; revise the checklists for accreditation audits for primary food filling/packing plants based on ISO 9001:2015 and other standards</li> </ul>
	Issue 3: Sustainable consumption	<ul style="list-style-type: none"> <li>Evaluating environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Develop and use a calculator for carbon footprint of products (CFP) quantification</li> <li>Organize CFP training courses and seminars for employees in sales departments to target increased CFP orders</li> </ul>	<ul style="list-style-type: none"> <li>Gained CFP registration for 13 products (5 Group products and 8 products for customer companies)</li> <li>Launched a one-stop service for carbon offsetting using CFP data</li> </ul>	B	<ul style="list-style-type: none"> <li>Organize training courses and seminars for employees in sales promotion and sales departments to boost orders for one-stop services covering the stages from quantification under the CFP system to carbon offsetting</li> </ul>
	Issue 5: Consumer data protection and privacy	<ul style="list-style-type: none"> <li>Establishing an information security management structure towards the complete elimination of information-related accidents</li> </ul>	<ul style="list-style-type: none"> <li>Support and follow up plans to improve the security levels of tightly secured areas designated for the handling of personal information</li> <li>Organize education for all Group employees on the proper handling of personal information and confidential information; carry out internal audits for all departments across Japan</li> </ul>	<ul style="list-style-type: none"> <li>Established rules on the handling of individual identification numbers under the Social Security and Tax Number System of Japan</li> <li>Carried out qualification audits for 25 tightly secured areas (with the security levels of SS and S) designated for the handling of personal information; confirmed that every area had upgraded its security level by implementing effective improvement plans to correct deficiencies pointed out during the fiscal 2014 audits</li> <li>Held a drill to rehearse the Group's response in the event of a series of targeted email attacks</li> </ul>	A	<ul style="list-style-type: none"> <li>Comply with the modifications of the laws, regulations, and standards related to personal information</li> <li>Support and follow up efforts by the business divisions to formulate plans to improve the security levels of their tightly secured areas designated for the handling of personal information</li> <li>Organize education for all Group employees on the proper handling of personal information and confidential information and carry out internal audits for all departments across Japan</li> </ul>
■ Community involvement and development	<ul style="list-style-type: none"> <li>Arranging social contribution programs to help solve social issues</li> </ul>	<ul style="list-style-type: none"> <li>Hold the 9th series of <i>Toppan Charity Concerts</i> to support initiatives to improve literacy in developing countries</li> </ul>	<ul style="list-style-type: none"> <li>Held the concerts for two days as scheduled and donated 2.08 million yen to the Asia-Pacific Cultural Centre for UNESCO (ACCU)</li> <li>Considered the learning content of the literacy class from now on, a joint educational initiative organized with the ACCU and a Cambodian NGO working on literacy; agreed to continuously hold classes in the same community in Cambodia</li> </ul>	A	<ul style="list-style-type: none"> <li>Hold the 10th series of <i>Toppan Charity Concerts</i> to support initiatives to improve literacy in developing countries</li> </ul>	

Evaluation criteria: S, Results achieved far surpass the targets; A, Targets achieved; B, Activities fully carried out, but targets unachieved; C, Activities insufficient