

# CSR Activity Digest 2016

Results in Fiscal 2016 and Future Measures in Line with the Seven Core Subjects under ISO 26000

Seven Core Subjects	Issues	Action Points and Targets for Fiscal 2016	Main Measures in Fiscal 2016	Results in Fiscal 2016	Self Evaluation	Action Points, Targets, and Main Measures from Fiscal 2017 Onwards	
■ Organizational governance	Developing corporate social responsibility (CSR) management based on ISO 26000	• Implement e-learning-based, company-wide basic education on CSR at more Group companies	• Provided 20,276 Group employees with a complete course of e-learning-based education on CSR	• Held basic training on BCM for Group employees in Japan	A	• Analyze the United Nations Sustainable Development Goals (SDGs) based on the principles of materiality; formulate a roadmap for initiatives to address the material issues selected from the SDGs	
	Facilitating business continuity management (BCM) activities	• Organize education on BCM and business continuity plans (BCPs) • Take measures to secure the stable supply chain required for effective BCM	• Surveyed the business continuity competencies of 184 business partners by questionnaire, analyzed the results, and fed back the analyzed results to the partners; held a training session for 23 business partners on BCM and BCPs	• Enrich the content of <i>SPORTRAIT</i> but experienced a slight reduction of the average monthly PVs to 5,781 due to a restriction of the portrait rights of athletes during and immediately before and after the Rio 2016 Paralympic Games • Set up a zone to encourage Group employees to experience wheelchair racing at an annual in-house event held to introduce Toppan products	A	• Organize drills for initial actions, drills to start up and operate BCM task forces, and various other drills for initial response and business continuity • Take measures to secure the stable supply chain required for effective BCM	
■ Human rights	Heightening awareness of the importance of respecting basic human rights	• Enrich the content of the <i>SPORTRAIT</i> para-sports information website to increase the number of page views (PVs) • Hold regular hands-on events to support para-sports	• Enrich the content of <i>SPORTRAIT</i> but experienced a slight reduction of the average monthly PVs to 5,781 due to a restriction of the portrait rights of athletes during and immediately before and after the Rio 2016 Paralympic Games • Set up a zone to encourage Group employees to experience wheelchair racing at an annual in-house event held to introduce Toppan products	• Enrich the content of <i>SPORTRAIT</i> but experienced a slight reduction of the average monthly PVs to 5,781 due to a restriction of the portrait rights of athletes during and immediately before and after the Rio 2016 Paralympic Games • Set up a zone to encourage Group employees to experience wheelchair racing at an annual in-house event held to introduce Toppan products	B	• Enrich the content of <i>SPORTRAIT</i> to increase the average monthly PVs to 7,500 in fiscal 2018 • Hold para-sports events with employee participants in collaboration with other organizations and companies interested in para-sports	
	Providing an open environment and information for recruitment	• Hire diverse human assets* year round through various recruitment channels, including persons with disabilities and experienced mid-career businesspersons *Toppan values its employees as precious "human assets." • Run more internship programs	• Hired 39 people with attributes for global business (overseas learning experience, high linguistic aptitude, etc.)	• Hired 39 people with attributes for global business (overseas learning experience, high linguistic aptitude, etc.)	A	• Hire individuals with faculties and aspirations suitable for a global business environment • Hire diverse human assets year round through various recruitment channels, including persons with disabilities and experienced mid-career businesspersons	
	Proactively appointing female employees to higher positions	• Promote positive action to appoint more female employees to higher positions, leverage female talent, and give female employees more opportunities to apply their abilities at various workplaces	• Attained a 7.6% ratio of women among managerial and supervisory staff (as of April 1, 2017)	• Attained a 7.6% ratio of women among managerial and supervisory staff (as of April 1, 2017)	A	• Further promote positive action to place female employees in wider-ranging positions and give them more opportunities to apply their abilities	
	Working for equal opportunity in individual career development and helping employees pursue their own career paths	• Leverage individual talent in line with the career development plans each employee proposes under the Challenging Job System; review the system	• Appointed 256 employees (20.3% of all applicants to the Challenging Job System requesting a transfer, as of April 1, 2017) to the departments or divisions they requested to join under the system	• Appointed 256 employees (20.3% of all applicants to the Challenging Job System requesting a transfer, as of April 1, 2017) to the departments or divisions they requested to join under the system	A	• Appoint employees to the departments or divisions in line with the career development plans they propose under the Challenging Job System	
	Supporting second careers for retired employees	• Enrich measures to support second careers for experienced employees	• Arranged career development programs for experienced employees	• Arranged career development programs for experienced employees	A	• Continue promoting the second career support systems and enhance the motivation of experienced employees for career development	
	Promoting the employment of persons with disabilities	• Reinforce alliances with the Company's special subsidiary Tokyo Metropolitan Government (T.M.G.) Prepress Toppan Co., Ltd. with a view to entrusting the subsidiary with more diverse business operations	• Attained a 2.06% ratio of employees with disabilities in the total workforce (as of June 1, 2017) • Increased the employee retention rate at the subsidiary with guidance from job coaches	• Attained a 2.06% ratio of employees with disabilities in the total workforce (as of June 1, 2017) • Increased the employee retention rate at the subsidiary with guidance from job coaches	A	• Entrust more diverse business operations to T.M.G. Prepress Toppan and increase the employee retention rate at the subsidiary • Diligently facilitate the hiring of persons with disabilities in order to meet the required ratio of employees with disabilities in the total workforce under the relevant law in Japan	
■ Labour practices	Issue 2: Conditions of work and social protection ⇒ Shortening total working hours	• 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 • 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	• Introduced systems to encourage employees across the Company to take a third day of leave for family celebrations; granted 4 days of additional leave • Promoted "Premium Friday", an optimal day for taking annual paid leave *A campaign backed by the Japanese government to encourage workers to leave their offices early once a month	• Introduced systems to encourage employees across the Company to take a third day of leave for family celebrations; granted 4 days of additional leave • Promoted "Premium Friday", an optimal day for taking annual paid leave *A campaign backed by the Japanese government to encourage workers to leave their offices early once a month	A	• Refine the attendance management system to visualize actual overtime practices • Facilitate a thorough process to ascertain the actual working conditions of employees with prolonged working hours and strengthen the supervision of superiors to mitigate prolonged work	
		Supporting work-life balance 2) ⇒ Creating a working environment where employees can strike a balance between working and raising children	• Inform employees about the various childcare-leave-related systems available; carry out measures to encourage male employees to take childcare leave • Enrich measures to help employees balance their workplace responsibilities with caregiving responsibilities at home	• Extended the eligibility period for reduced working hours for employees with childcare responsibilities from the end of their child's third year of elementary school to the end of the child's fourth year • Attained a 57.7% ratio of male employees who took childcare leave (out of all male employees with childcare responsibilities) • Held a seminar in October to help employees balance their workplace responsibilities with caregiving responsibilities at home; revised the employment regulations and collective labor agreements in line with the amendments to the Japanese Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members ("Child and Family Care Leave Act") enforced in January 2016	• Extended the eligibility period for reduced working hours for employees with childcare responsibilities from the end of their child's third year of elementary school to the end of the child's fourth year • Attained a 57.7% ratio of male employees who took childcare leave (out of all male employees with childcare responsibilities) • Held a seminar in October to help employees balance their workplace responsibilities with caregiving responsibilities at home; revised the employment regulations and collective labor agreements in line with the amendments to the Japanese Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members ("Child and Family Care Leave Act") enforced in January 2016	A	• Continue arranging the "Hagukumi (nurturing) Program" (Hagukumi Circle, Hagukumi Art Salon, Hagukumi Seminar) and organize nurturing activities over a wider geographic area in Japan • Extend the period of eligibility for child healthcare leave
	Issue 3: Social dialogue	Creating a better working environment through partnerships between labor and management	• 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 • Renew the existing collective labor agreements	• Revised the <i>Welfare Guidebook</i> based on the latest legal amendments and system changes in Japan through a joint effort between labor and management • Renewed the existing collective labor agreements in October, when the earlier agreements expired	• Revised the <i>Welfare Guidebook</i> based on the latest legal amendments and system changes in Japan through a joint effort between labor and management • Renewed the existing collective labor agreements in October, when the earlier agreements expired	A	• Have labor and management jointly organize a large-scale, Group-wide recreational event • Smoothly operate various labor-management discussions and provide regular opportunities for labor and management to engage in honest communications
	Issue 4: Health and safety at work	Ensuring occupational health and safety and reinforcing countermeasures against fires	• Organize a 2nd <i>Anzen Dojo</i> (safety training facility) Tour in Japan • Eliminate collisions with forklifts and other vehicles	• Operated the <i>Anzen Dojo</i> Tour in the Higashinohon, Kansai, and Kyushu areas in Japan; introduced a new bearing heat simulator and flow electrification simulator at the <i>dojo</i> facility at Kawaguchi Plant in Saitama Prefecture • Produced a VR program simulating forklift motions/driver-seat views and recreating accidents and other dangerous scenarios involving forklifts; distributed the VR program to Group sites across Japan	• Operated the <i>Anzen Dojo</i> Tour in the Higashinohon, Kansai, and Kyushu areas in Japan; introduced a new bearing heat simulator and flow electrification simulator at the <i>dojo</i> facility at Kawaguchi Plant in Saitama Prefecture • Produced a VR program simulating forklift motions/driver-seat views and recreating accidents and other dangerous scenarios involving forklifts; distributed the VR program to Group sites across Japan	B	• Continue organizing the 2nd <i>Anzen Dojo</i> Tour in Japan • Enrich training programs at the <i>dojo</i> facility at the Kawaguchi Plant in Saitama Prefecture to eliminate prohibited actions at the workplace
		Reinforcing countermeasures against disasters	• Share information about stockpiled emergency supplies at Group sites across Japan; establish a rule requiring the regular maintenance of emergency supplies • Hold training sessions for system operators on the effective use of the Group's Japan-wide safety confirmation system; organize regular drills for enhanced accuracy and faster aggregation of safety information	• Purchased supplies for Group-wide deployment in the event of a disaster; completed the distribution of the emergency supplies to 15 Group sites in Japan in February 2017 • Prepared communication tools to be used to assemble Group-wide task force personnel under the Japan-wide safety confirmation system	• Purchased supplies for Group-wide deployment in the event of a disaster; completed the distribution of the emergency supplies to 15 Group sites in Japan in February 2017 • Prepared communication tools to be used to assemble Group-wide task force personnel under the Japan-wide safety confirmation system	A	• Share information about stockpiled emergency supplies and management ledgers for supplies at Group sites across Japan; conduct regular maintenance of emergency supplies • Enhance the accuracy and fast aggregation of safety information by holding training sessions and repeating regular drills to enable system operators to more effectively use the Japan-wide safety confirmation system
		Promoting healthcare and health enhancement	• Improve the percentage of insured employees and dependents who undergo medical check-ups for the prevention of lifestyle-related diseases • Examine and implement concrete health promotion measures based on the Health Management Declaration	• Attained a 77.9% ratio of medical check-ups for the prevention of lifestyle-related diseases for employee dependents • Issued the <i>Health Management Handbook</i> to all Group employees in Japan in September to disseminate the Group's health management concept, measures, and target values • Recognized as an organization in the large enterprise category ("White 500") under the Certified Health and Productivity Management Organization Recognition Program operated by the Japanese Ministry of Economy, Trade and Industry (METI)	• Attained a 77.9% ratio of medical check-ups for the prevention of lifestyle-related diseases for employee dependents • Issued the <i>Health Management Handbook</i> to all Group employees in Japan in September to disseminate the Group's health management concept, measures, and target values • Recognized as an organization in the large enterprise category ("White 500") under the Certified Health and Productivity Management Organization Recognition Program operated by the Japanese Ministry of Economy, Trade and Industry (METI)	A	• Promote collaborative healthcare in an integrated manner with the Toppan Group Health Insurance Union • Promote better health for Group employees by encouraging walking and other healthful activities
		Arranging measures for mental healthcare	• Smoothly operate the stress check system • Continue arranging mental healthcare measures for employees on overseas assignments • Provide counseling and arrange mental healthcare training (including e-learning-based programs)	• Attained a 96.9% rate of stress check completion among Company employees, including those on overseas assignments • Offered 32 lectures on mental healthcare at operational sites across Japan	• Attained a 96.9% rate of stress check completion among Company employees, including those on overseas assignments • Offered 32 lectures on mental healthcare at operational sites across Japan	B	• Check the actual mental health conditions of employees via stress checks and surveys of employees on leave; verify the effectiveness of various healthcare measures • Continue providing counseling and arranging mental healthcare training
	Issue 5: Human development and training in the workplace	Developing and fostering human assets	• Arrange programs to nurture individuals who will shape Toppan's future • Build a platform to facilitate individual challenges and development	• Arranged three programs to foster human assets capable of developing new businesses and markets, evolving social innovations, and shaping Toppan's future • Launched the Human Resource Development Laboratory, a research base established in April 2017 to develop new personnel training programs that apply brain and neurosciences	• Arranged three programs to foster human assets capable of developing new businesses and markets, evolving social innovations, and shaping Toppan's future • Launched the Human Resource Development Laboratory, a research base established in April 2017 to develop new personnel training programs that apply brain and neurosciences	A	• Perform fieldwork in various programs to give employees firsthand experience in coping with social challenges and enhance their practical skills in addressing them • Arrange training programs that apply knowledge in brain and neurosciences to institute self-understanding and facilitate individual growth
	■ Fair operating practices	Heightening awareness of laws, regulations, and the Conduct Guidelines	• Increase the number of employees who have worked as Conduct Guidelines Promotion Leaders by continuing the Leader training • Secure thorough legal compliance at overseas Group companies	• Held 89 training sessions for 1,137 Leaders from Toppan and Group companies; increased the cumulative total number of employees with experience as Leaders to 8,322 • Formulated a set of anti-bribery rules and applied them to all Group companies in Japan and overseas	• Held 89 training sessions for 1,137 Leaders from Toppan and Group companies; increased the cumulative total number of employees with experience as Leaders to 8,322 • Formulated a set of anti-bribery rules and applied them to all Group companies in Japan and overseas	A	• Reinforce efforts to prevent improper conduct by enriching programs for Leader training • Raise the cumulative number of employees with experience as Leaders to 9,000 within fiscal 2017 • Continue to implement the Conduct Guidelines at more overseas Group companies
		Issue 3: Fair competition	Complying with transaction-related laws and regulations	• 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	• Audited Toppan and Group company employees in 34 departments in Japan to confirm their observance of the subcontract law • Held training sessions on compliance with the subcontract law for 1,053 employees mainly in production control departments in business divisions across Japan	A	• Continue auditing Toppan and Group company employees in production control departments in Japan to check their handling of subcontract transactions and confirm their observance of the subcontract law • Continue organizing training on compliance with the subcontract law for Group employees in Japan
Issue 4: Promoting social responsibility in the value chain		Promoting CSR initiatives in the supply chain	• Conclude basic sale and purchase agreements with business partners stipulating the observance of the Toppan Group CSR Procurement Guidelines	• Concluded basic sale and purchase agreements stipulating the observance of the Toppan Group CSR Procurement Guidelines with 68% of the business partners to be covered	B	• Review the boundaries of business partners with whom the Group intends to conclude basic sale and purchase agreements • Conclude basic sale and purchase agreements with more business partners by effectively using an article casebook	
■ Consumer issues	Issue 2: Protecting consumers' health and safety	Ensuring consumer safety through the strict prevention of quality-related accidents	• Spiral up production and facility management processes through a more effective action plan for improvement applying advanced 6M-factor analysis (man, machine, method, material, measurement, management) based on the 5E perspectives (education, engineering, enforcement, environment, example) • Revise the checklists for accreditation audits for primary food filling/packing plants by including the checking of food defense schemes	• Revised the manual for preparing an Action Plan for Improvement via 6M-factor Analysis Based on 5E Perspectives to reduce loss of product quality; disseminated information on the manual to the persons in charge at various meetings and training sessions for product quality assurance across Japan • Added "change control" to the audit points; revised the checklists (ver. 8) by including the checking of food defense schemes; carried out accreditation audits for 4 Group plants • Provided guidance and follow-up on constant improvements in quality assurance systems	A	• Formulate a set of quality risk management guidelines (covering failure mode and effective analysis [FMEA], high-reliability testing, testing precision, measurement accuracy, etc.); provide guidance on the guidelines • Renew the quality assurance guidelines on order acceptance and production for food packaging; revise the checklists for accreditation audits for primary food filling/packing plants in the Group • Conduct regular audits for primary food filling/packing plants in the Group and food filling/packing plants operated by business partners	
	Issue 3: Sustainable consumption	Evaluating environmental impact	• Organize training courses and seminars for employees in sales and sales promotion departments to boost orders for one-stop services covering the stages from quantification under the carbon footprint of products (CFP) system to carbon offsetting	• Organized training on CFP quantification and carbon offset certification services for printed materials and events for employees in sales and sales promotion departments at 4 operational sites in Japan • Quantified CO <sub>2</sub> -equivalent greenhouse gas emissions under the CFP system for 14 products and services and applied for carbon offset certifications for 8 products and services	A	• Operate the CFP system (via monthly meetings to review progress, management reviews, maintenance reviews) • Organize training courses for employees in sales and sales promotion departments and support their sales promotion activities to boost orders for CFP quantification and carbon offsetting services	
	Issue 5: Consumer data protection and privacy	Establishing an information security management structure towards the complete elimination of information-related accidents	• Comply with modifications of Japanese laws, regulations, and standards related to personal information • Support and follow up the efforts by business divisions to formulate plans to improve the security levels of their tightly secured areas designated for the handling of personal information • Organize education for all Group employees in Japan on the proper handling of personal information and confidential information; carry out internal audits for all departments across Japan and provide guidance on the proper handling of information	• Revised in-house rules in line with modifications of Japanese laws, regulations, and standards related to personal information; issued the revised <i>Information Security Management Guidebook</i> • Finished qualification audits for all 73 of the targeted tightly secured areas designated for the handling of personal information • Organized 371 training sessions on information security management for Group employees; organized 8 training sessions for internal auditors in 7 business divisions; supported 31 internal audits at 5 business divisions	• Revised in-house rules in line with modifications of Japanese laws, regulations, and standards related to personal information; issued the revised <i>Information Security Management Guidebook</i> • Finished qualification audits for all 73 of the targeted tightly secured areas designated for the handling of personal information • Organized 371 training sessions on information security management for Group employees; organized 8 training sessions for internal auditors in 7 business divisions; supported 31 internal audits at 5 business divisions	A	• Implement measures to prevent information leakage from internal ICT environments • Implement measures to prevent information leakage when handling projects entrusted by customers • Comply with the amended Act on the Protection of Personal Information of Japan
■ Community involvement and development	Arranging social contribution programs to help solve social issues	• Hold the 10th series of <i>Toppan Charity Concerts</i> to support initiatives to improve literacy in developing countries	• Held the concerts for two days as scheduled and donated 2.07 million yen to the Asia-Pacific Cultural Centre for UNESCO (ACCU); reached cumulative total donations of 21.33 million yen (since the 1st series) • Discussed the various challenges faced in literacy classes with the ACCU and the Cambodian NGO jointly working with the ACCU on this educational initiative	• Held the concerts for two days as scheduled and donated 2.07 million yen to the Asia-Pacific Cultural Centre for UNESCO (ACCU); reached cumulative total donations of 21.33 million yen (since the 1st series) • Discussed the various challenges faced in literacy classes with the ACCU and the Cambodian NGO jointly working with the ACCU on this educational initiative	A	• Hold the 11th series of <i>Toppan Charity Concerts</i> as a funding source for continuous support for initiatives to improve literacy in developing countries • Reach cumulative total donations of 25.40 million yen by the 12th series to be held in fiscal 2018	
■ The environment	See page 38 in the <i>Toppan CSR Report 2017</i> .						

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