

Work-Life Balance

Approach

System

Promotion
frameworkActivity results,
performance data

Toppan implements wide-ranging initiatives and systems to promote good work-life balance for its employees. In addition to operating worksite cafeterias, dormitories for single employees and resort and fitness facilities, employees are provided with a system to encourage property accumulation via savings and financing and asset-building support through stock ownership and various types of collective insurance. Toppan also offers enhanced support systems for employees with children and nursing care responsibilities to help them maintain good work-care balance. The Company takes steps to enrich sick leave,

extended leave, retirement benefits, corporate pension, and other systems for living support. The Toppan Group Fraternal Benefit Society, meanwhile, runs welfare programs for leisure, health promotion, and life design support. To assist diverse employee lifestyles, Toppan's spouse-related systems were revised to accommodate same-sex partners and common-law marriage on July 1, 2020. Employees with same-sex and common-law partners are now granted leave for celebrations and condolence and receive allowances, wedding gifts, and other benefits.

■ Supporting Work-Life Balance

At the ongoing business councils and labor-management committees to support work-life balance, Toppan Inc.'s labor representatives and management exchange opinions and deliberate measures to further shorten overtime working-hours and comply with the revised Labor Standards Act of Japan. They have also been analyzing actual overtime practices, reviewing the use of recently adopted working systems, and examining the introduction of new systems. Their deliberations led to the introduction of a remote working system on October 1, 2020. This system offers employees three options: working from home, working at satellite offices, and mobile working. To enhance labor flexibility, the Company has also abolished the core working hours under Smart Work, a flexible working-hour system introduced in 2018. New working systems have been launched and existing systems have been modified to adapt to new-normal ways of working suitable for the post-COVID-19 world.

Labor and management at each operational site also discuss approaches to creating more accommodating workplace environments that encourage employees to take leave. The measures they have devised and implemented are tailored to the actual working conditions at their sites.

The target paid leave set by the Company is at least 10 days per year per employee.

Employees who have worked for the Company for 30 consecutive years are honored with a reward for long service, along with a period of leave.

■ Announcing a Common Employer's Action Plan

Toppan Inc. has been publishing its common employer's action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children of Japan.

This act specifies respective responsibilities of central and local governments, employers, and citizens of Japan in their efforts to create healthy environments for the upbringing of children who are to lead coming generations. The act stipulates that, as of its enactment on April 1, 2005, these four parties are expected to intensively and systematically engage in childrearing initiatives.

The common employer's action plan, meanwhile, aims to develop a working environment that supports balanced work and family life for employees with young children. Employers are expected to design a plan primarily to arrange varied working conditions for diverse employees, including those not raising children.

More details on Toppan Inc.'s Common Employer's Action Plan (fifth term; in Japanese) based on the Japanese Act on Advancement of Measures to Support Raising Next-Generation Children
https://www.toppan.co.jp/assets/pdf/sustainability/toppan20200630_actionplans5.pdf

■ Annual Paid Leave Used

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Average paid leave used (days)	9.6	10.3	10.3	11.1	10.3
Average ratio*	50.8%	55.1%	54.9%	60.6%	55.2%

*Average ratio = average paid leave used / average paid leave granted

■ Main Leave Systems and Family Benefits

Main Leave Systems and Family Benefits / Measures to Support Work-Life Balance and Foster the Next Generation

Stock Leave	If annual paid leave is left unused for two years after it is granted, up to 50 days of the leave can be accumulated as stock leave. Employees are eligible to use their stock leave for reasons such as medical treatment for themselves or their spouses, healthcare or nursing care for their families, fertility treatment, recovery-work in the aftermath of unexpected disasters, or the closure of their children's schools or the like because of infectious diseases, natural disasters, or other serious incidents. (To be taken in half-day allotments, as necessary.)
Childcare Leave	Both mothers and fathers are eligible for fulltime childcare leave taken consecutively until their child reaches the age of two years. The first five days of childcare leave can be taken as paid leave. From the sixth day, employees on leave receive 10% of their regular salaries from the Company (until their child reaches the age of two years) and subsidies of 30,000 yen a month from the Toppan Group Fraternal Benefit Society. They can also work for shorter hours (maximum reduction of two hours per day) or select a flextime or irregular working schedule from the date of their return to the job until their child completes the fourth year of elementary school. The Company subsidizes certain childcare costs and provides childcare-related information through a consultation desk.
Rehiring of Employees who Leave the Company to Raise Children	Rehiring is guaranteed for an employee who resigns to deliver and raise a child, provided that the employee has worked for Toppan for more than three consecutive years up to the date of resignation. A resigned employee who meets this condition will remain eligible for rehiring until May 1 of the year when the child enters elementary school.
Nursing Care Leave	Employees are entitled to take leave for nursing care. For every family member requiring care, an employee is entitled to one year of consecutive or aggregated leave and up to three years of other work-hour adjustments such as staggered working hours or two-hour working day reductions. The Toppan Group Fraternal Benefit Society pays a 30,000-yen subsidy per month as assistance during the leave. Toppan offers nursing care-related information and contracts consultants outside the Company to provide guidance.
Leave for Child Healthcare	Employees can take up to 10 days of leave a year, regardless of the number of children they are raising. (To be taken in half-day or one-hour allotments, as necessary.)
Volunteer Leave	Employees can take volunteer leave to engage in socially beneficial activities for up to one year. Employees on volunteer leave receive an allowance.
Staggered Work-hours	An employee can adjust daily working hours upward or downward by one hour to avoid rush-hour commutes during pregnancy and by two hours for childcare (until his or her child completes the fourth year of elementary school).
Dependent Family Allowance	For employees with children, the Company pays a monthly allowance of 20,000 yen for each child. This allowance is discontinued on the first April 1 to arrive after the child's 20th birthday. (No limit for the number of children is applied.)
Partial Subsidization of Babysitter Expenses	The Toppan Group Fraternal Benefit Society subsidizes 50% of babysitter expenses (up to 5,000 yen per day) for up to 90 days a year.
Guidance on Finding Kindergartens and Daycare	Specialists provide knowledge and skills to parent employees seeking kindergartens and daycare for their children, as practical guidance to help them return to work from childcare leave more seamlessly.
Other	The Toppan Group Health Insurance Union covers standard medical costs for childbirth. The union also sends parent employees a complimentary childrearing magazine.

Employees Taking Maternity or Childcare Leave

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Employees taking maternity leave	105	111	79	93	105
Employees taking childcare leave*	300 (173)	334 (160)	363 (197)	342 (155)	302 (138) 

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

■ Housing for Single Employees

Toppan is updating its housing for single employees. In March 2020, the Company completed the construction of Toppan Heights Higashi Jujo in northern Tokyo, a residence designed to achieve a better work-life balance by shortening commutes to Toppan's main operational sites and providing a secure,

comfortable living environment. Toppan Heights Higashi Jujo is equipped with Toppan's newest décor products designed for comfortable living in a next-generation residential environment. As added amenities, a soundproofed theater room and common lounge facilitate communication among residents.



Exterior view



Latest Toppan décor products



Lounge