

Human Rights and Labor

Performance Indicators to Monitor the Achievement of the Medium- to Long-Term Vision and FY2019 Results

Performance indicators	Targets	FY2019 results
(1) Ratio of women managers	(1) Achieve ratio of women managers (section manager or above) of 7% or more by the end of March 2022.	(1) 6.07%
(2) Number of women in managerial positions and leadership positions	(2) Double the number of women in managerial positions and leadership positions by the end of March 2022 compared with the number (430) in February 2016.	(2) 1.17 times the number (760)
(3) Ratio of employees with disabilities	(3) Achieve the ratio not lower than 2.2%	(3) 2.26%
(4) Rate of annual paid leave taken	(4) Achieve an increase over the previous fiscal year (52.4%).	(4) 54.7%
(5) Frequency rate of lost workday injuries	(5) Keep the rate not more than 0.2.	(5) 0.21

Formulation of the DNP Group Human Rights Policy and Other Efforts to Reinforce Human Rights Management

In the international community, human rights have recently been recognized as a key issue having equal significance as the environment, and efforts are being made to resolve human rights challenges with the United Nations playing a leading role.

With a view to further reinforcing human rights management, we formulated the DNP Group Human Rights Policy in March 2020. This policy aims to protect the internationally recognized human rights as stated in the UN International Bill of Human Rights and International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and shows our commitment to carrying out corporate activities in conformance with the UN Global Compact and UN Guiding Principles on

Business and Human Rights. In addition to all employees within the DNP Group, we also make sure, through the DNP Group CSR Procurement Guidelines, that our suppliers and business subcontractors implement and promote relevant initiatives.

We have also conducted a survey and evaluation of nine Group companies doing business in Southeast Asia, Europe and the United States by using the Human Rights Compliance Assessment Quick Check of The Danish Institute for Human Rights. The results showed no major problems requiring immediate action. We will continue to make efforts to prevent and mitigate related risks through such means as holding interviews with stakeholders.

Reform of Personnel-Related Systems Underpinning Value Creation

While keeping an eye on rapid economic, social and environmental changes, DNP strives to resolve social issues and create new value that meet people's expectations. As for personnel-related systems supporting employees working toward these goals, we are working to provide systems that take into account changes occurring in the entire society and are attractive both internally and externally, while upholding a belief that "We should respect employees, and they will in turn drive corporate growth and make society more enriching." By realizing such systems, we intend to transform employees' awareness and action.

In designing or rebuilding as appropriate our personnel-related systems, we enhanced our promotion systems mainly targeting young employees and human resources with varying careers both within and outside the Group and carried out a system reform to permit certain side jobs or dual employment in April 2019. In FY2020 onward, we will continue to rebuild a broad range of personnel-related systems. Efforts will be made to facilitate a reform of our organizational culture, respond to the concept of equal pay for equal

work, enhance systems concerning promotion and the nurturing of ICT personnel and support work styles of senior employees.

▶ Key features of our personnel-related systems reform in FY2020 onward

- 1. Revising award systems to accelerate a reform of our organizational culture**
 - **Introduction of a value-based award system**
To accelerate our Value Creation Program, which all DNP employees have been promoting as part of our management reform, and to further facilitate a reform of our organizational culture, we have changed the name of our existing Company-wide awards system to "DNP Awards." We will expand our achievements by commending excellent initiatives that take a value-based approach and proactively and horizontally disseminating the gained knowledge throughout DNP.
 - **Granting safety and health awards**
We will commend initiatives that focus on health

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and productivity management in order to cultivate a workplace culture in which safety takes precedence over everything else and to put into practice the DNP Group Safety and Health Charter formulated in April 2019.

2. Response to the concept of equal pay for equal work

Conforming to the so-called Part-Time and Fixed-Term Employment Act and Equal Pay for Equal Work Guidelines enforced on April 1, 2020, and in accordance with DNP's basic approach to personnel-related systems, which ensures promotion based on the current role and performance, we will introduce new systems for support staff (part-time workers). These will include a system of hourly wage raise and a system to pay an allowance mainly to those working in shifts.

3. Reform of our promotion system for ICT personnel, and creation of new value by leveraging ICT

To secure ICT personnel and ensure their appropriate promotion in order to reinforce our ICT-based businesses, we launched a new system to pay an allowance to ICT project managers in April 2019 and started paying an ICT architect/ICT agile development allowance in April 2020.

4. Rebuilding systems related to retirement and retirement benefits

● Introduction of a flexible retirement system up to the age of 65

From the dual perspective of increasing motivation and productivity of senior employees and responding to their work style needs, we will introduce a flexible retirement system to allow senior employees to choose when to retire between the ages of 60 to 65 and work shorter hours during their pre-retirement period.

● Partial introduction of a defined contribution pension scheme

As an addition to the existing defined benefit corporate pension scheme, we will partially introduce a defined contribution corporate pension scheme with the aim of supporting employees' self-help efforts to build assets for post-retirement years and increasing the portability of pension assets as well as from the perspective of reducing financial risk.

We will continue to make various reform efforts, ranging from enhancing support for job transfers involving relocation to introducing a system that allows middle-aged employees to choose diverse careers and a system to further leverage diversity as an individual strength.

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Expanding the Target Scope of Diversity and Inclusion Promotion Activities

DNP has been promoting the active role of women since the early 2000s, and with the establishment of the Diversity Promotion Department in June 2018, stepped up its efforts to create value by leveraging diversity. We have been undertaking a variety of activities while seeking to “respect and mutually accept individual differences and leverage such a diversity to encourage each employee and the entire organization to exercise their capabilities to the fullest and create new value.”

In FY2019, our focus was placed on matching and synergizing diverse strengths by expanding the scope of our activities from promoting women's active engagement to supporting more active roles of diverse human resources, including employees with disabilities, LGBT+ employees, employees of different nationalities and senior employees.

▶ Enhancing the menu of diversity training

In addition to the Diversity Course and Normalization Education Training, which are designed to foster an



E-learning textbook of the Diversity Course

understanding of value creation underpinned by diversity, we conduct, among others, training to nurture mentors who will be providing consultation and advice, next-generation female leaders training aiming for more active engagement of women and training to nurture diversity promotion leaders in the workplace.

Our Diversity Course is an e-learning program consisting of three parts: 1) basic, 2) practical and 3) *TAIWA* (“dialogue”). During the course, participants have taken example cases as their own experiences, learned *TAIWA*-based diversity management techniques and cultivated an idea for realizing mutual understanding. There has been a growing interest in diversity among employees, as more than 1,000 participants eagerly provided their opinions after the completion of the course.

▶ Recognition from society for DNP's efforts to promote the active role of women

In March 2020, DNP was granted “Semi-Nadeshiko Brand” designation for the second consecutive year

under the Nadeshiko Brand Initiative of the Ministry of



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Economy, Trade and Industry of Japan (METI) and the Tokyo Stock Exchange (TSE). The initiative selects “Nadeshiko Brand” and “Semi-Nadeshiko Brand” companies making excellent efforts to encourage women’s success in the workplace as attractive investment destinations for investors who emphasize medium- to long-term improvement in corporate value.

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Additionally, DNP received, for the first time in the printing industry, the Basic Achievement Semi Grand Prize in the Corporate Basic category of the 2020 J-Win Diversity Awards hosted by the specified NPO Japan Women’s Innovative Network (J-Win). Under the same awards program, DNP’s Corporate Officer Minako Miyama also received the Leader Award in the Individual D&I Promotion Leaders category. DNP will continue to proactively promote Group-wide initiatives to encourage women’s active engagement.



(Right) Winner of the Leader Award in the Individual category Corporate Officer Minako Miyama (in charge of the Recruiting and Training Department and Diversity Promotion Office)

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▶ Efforts related to LGBT+

We launched activities to foster an organizational culture that has an understanding of LGBT+ and leverages diversity. We are examining inclusion-conscious measures, such as



not requiring applicants to enter gender on job application forms and revising various related systems. In order to disseminate DNP’s approach in this area both to employees and outside parties, we will also sponsor various events and participate in social activities supporting LGBT+.

▶ Efforts for promoting employment of persons with disabilities (acquisition of special subsidiary company certification)

With the aim of providing opportunities of active participation for employees with disabilities based on their individual strengths and further promoting employment of diverse human resources, we established DNP Business Partners Co., Ltd. in February 2019 and acquired special subsidiary company certification from the Minister of Health, Labour and Welfare under the Act on Employment Promotion etc. of Persons with Disabilities in October of the same year.

DNP Business Partners engages in internal mail and business card printing services within the DNP Group and provides support to the operation of company cafeterias and management of dispatched workers, thereby encouraging more active engagement of persons with disabilities.



DNP Business Partners employees sorting internal mail

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Initiatives for Putting the DNP Group Safety and Health Charter into Practice

In seeking to cultivate a workplace culture in which safety takes precedence over everything else, we are undertaking Company-wide activities to put the DNP Group Safety and Health Charter into practice.

▶ Efforts for prevention of industrial accidents

While facilitating *TAIWA* with all employees, we have set a specific target to improve the workplace culture of manufacturing departments. To achieve this target, we have organized a Manufacturing Safety Promotion Project in each manufacturing site and started the *Tsuki-ichi Kyoiku* Activity (an activity to set aside an hour each month for *TAIWA* and education). At the same time, based on objective risk assessment and analysis, we have



Meeting to examine how the sharing of information among workplaces impacts safety and health

been implementing equipment safety measures on an ongoing basis.

▶ Efforts for maintaining and promoting physical and mental health

To enable each employee to correctly perceive his or her health conditions and voluntarily engage in health promotion and related activities, we provide “d-Health Up” jointly with the DNP Health Insurance Association. It is a health maintenance and promotion program that provides health guidance and encourages activities by setting targets based on the guidance.

Additionally, for preventing the spread of COVID-19 and ensuring the health and safety of employees and their families, we have established the Central COVID-19 Response Headquarters led by the president and have been implementing a range of measures throughout the DNP Group.