

The Oji Group believes that the responsibility to respect human rights is an important element of the global code of conduct. In August 2020, we established the Oji Group Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights and other sources to further strengthen and implement our initiatives on respect for human rights¹. Under the policy, the Oji Group will continue its effort to uniformly introduce measures related to human rights and ensure that all domestic and overseas Group companies are made thoroughly aware of the basic policies.

Oji Group Human Rights Policy

The Oji Group recognizes respect for human rights as a global code of conduct and we established the Oji Group Human Rights Policy as our basic stance on human rights. We will continue to make further efforts to respect human rights, respect the diverse values of individuals, and contribute to the realization of a society where everyone can manifest their abilities to the fullest.

This policy applies to all executives and employees of the Oji Group and is reflected in all business activities. Moreover, we expect all stakeholders of the Oji Group to kindly understand and comply with this policy.

1. Basic Principles

We support and respect international norms such as the International Bill of Human Rights (the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights)² and the ILO Declaration on Fundamental Principles and Rights at Work³, based on the United Nations Guiding Principles on Business and Human Rights⁴.

Moreover, the Group has signed the United Nations Global Compact and supports its 10 principles including human rights. This policy is formulated based on expert advice from inside and outside the Group.

2. Human Rights Due Diligence

To fulfill our responsibility of respecting human rights in accordance with the procedures described in the United Nations Guiding Principles on Business and Human Rights, we will develop a human rights due diligence system taking into account the perspective of our stakeholders, and will continuously work to identify, prevent, alleviate, and remedy the negative effects on human rights that are caused or exacerbated through our business activities as well as the negative effects that may be directly related to our business activities, products, or services through our business relationships.

The Oji Group will provide suitable education to all executives and employees to promote understanding and effective implementation of this policy.

3. Remedy

If it becomes evident that we are causing, are exacerbating, or are directly involved in negative effects on human rights, we will engage in dialogue with those concerned and strive to remedy the situation through appropriate procedures.

If the laws and regulations of a country differ from international human rights norms, we will adhere to the higher standard, and if they contradict each other, we will respect internationally recognized human rights to the maximum extent and prioritize dealing with the most serious negative effects.

The Oji Group operates a Business Ethics Help Line for consultation and reporting that is open to all executives and employees as a mechanism for handling complaints in accordance with our guiding principles. We also respond to reports from outside the Group through our Compliance Contact Point on Contact us of the Oji Holdings website.

4. Information Disclosure and Dialog

The Oji Group discloses and reports on the progress of our human rights initiatives on our website and elsewhere.

Established: August 4, 2020
Masatoshi Kaku
 Director of the Board, President, and Group CEO
 Oji Holdings Corporation

¹ Approved by the Board of Directors of Oji Holdings.
² The collective term for the Universal Declaration of Human Rights and the International Covenants on Human rights (the ICESCR and the ICCPR) that are proclaimed by the United Nations regarding the fundamental human rights of all people. The ICESCR refers to International Covenant on Economic, Social and Cultural Rights. The ICCPR refers to International Covenant on Civil and Political Rights.
³ The declaration on fundamental rights at work adopted by the International Labour Organization (ILO). It urges its members to promote the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labor; the effective abolition of child labor; and the elimination of discrimination in respect of employment and occupation.
⁴ International standards that require all states and business enterprises to take preventative and remedial measures against risks of human rights abuses that are related to corporate activities.

Safety and Health Policies and Targets

Under a policy of making safety, the environment and compliance top priorities, the Oji Group has established rules and standards on occupational safety and health in the Oji Group Corporate Code of Conduct and the Oji Group Behavior Standard. We secure the safety and health of workers by ensuring that every Group employee is aware of these rules and standards on occupational safety and health, practices them, and complies with them. At the same time, we promote the creation of comfortable worksite environments and strive to create better worksite safety climates so that all workers in the Oji Group can work in a safe environment and with a sense of security.

Each Group company creates a safety and health promotion plan and a specific safety and health action plan for each company and worksite based on the Oji Group's annually formulated safety and health promotion plan. Measures for the elimination of occupational accidents are implemented together by Group employees, affiliates and business operators who enter the Group's premises on a temporary basis.

Oji Group's 2020 Safety and Health Promotion Plan

The plan expresses the Group's commitment to achieving zero fatal and serious work-related accidents, which is a priority target, and preventing the occurrence of similar accidents that have occurred repeatedly. The entire Group, including affiliates, is working together towards achieving these objectives.

Basic Policies

The Oji Group will promote activities with the target of zero work-related accidents across the entire Group with safety as its absolute top priority.

Slogan

Always Follow the Rules and Ensure that Others Follow the Rules to Prevent Fatal and Serious Accidents

Key Targets

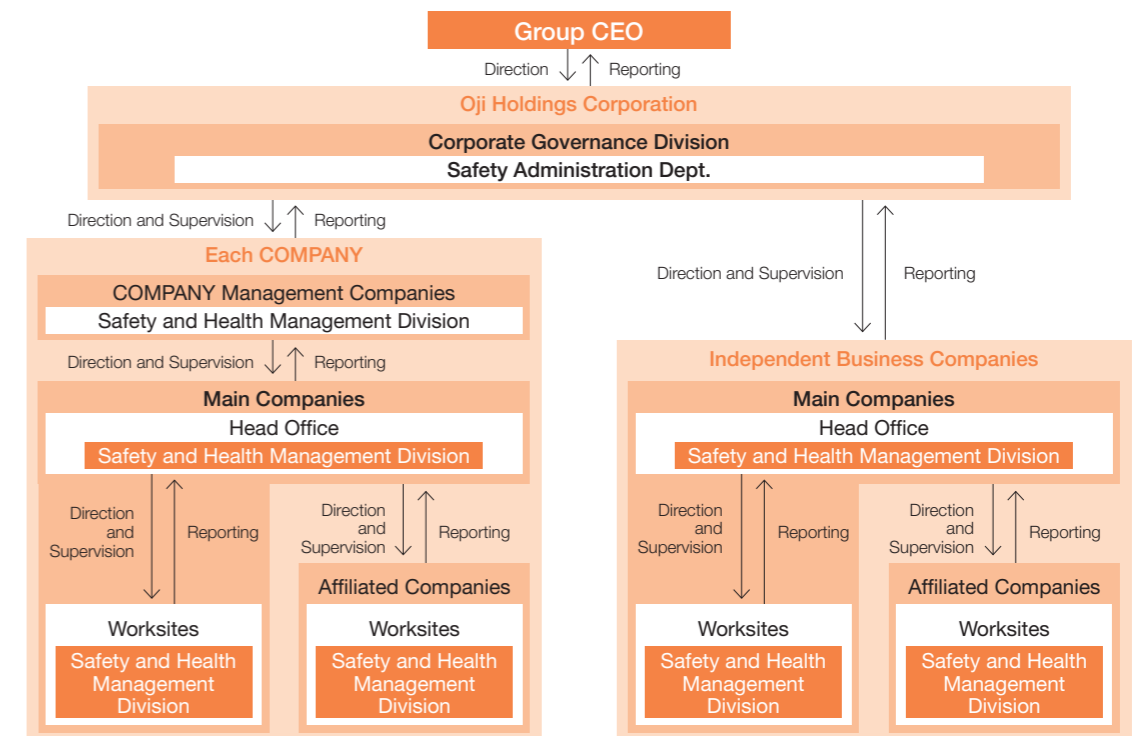
Group target: Achieve zero fatal and serious work-related accidents

Key Measures

- 1 Measures for preventing fatal and serious work-related accidents (Specific measures for each accident cause: contact with machinery in operation, falling and tripping accidents, exposure to liquid chemicals, contact with heavy machinery)
- 2 Reform the worksite safety culture
- 3 Prevention measures against the accidents leading to lost work time that happens to employees of contractors
- 4 Management of physical and mental health, and improvement and maintenance of the worksite environment

Safety and Health Management Structures

Oji Group Safety and Health Management Structures aim to prevent occupational accidents and maintain and promote the good health of Group employees, affiliates, and business operators who enter the Group's premises on a temporary basis, and also clarify responsibilities relating to safety and health. It stipulates fundamental matters in the Group Safety and Health Management Rules.



Distribution of Safety and Health Information and Occupational Accident Reports

The Group's safety and health promotion plan, notices and guidelines on safety and health, and occupational accident reports, and other information are distributed throughout the Group.

If a fatal or serious accident occurs, the incident is immediately reported to management in accordance with the reporting route specified in the Basic Regulations for Group Risk Management, and structures are in place to ensure appropriate responses. In addition to strengthening the sharing of safety notices and accident case studies across the Group with the aim of lowering the lost time injury frequency rate at worksites overseas, the Group is also working to increase awareness of safety measures and the opportunities for local patrols at worksites in Japan to enhance safety levels.

■ Safety Performance (Lost Time Injury Frequency Rate (LTIFR))

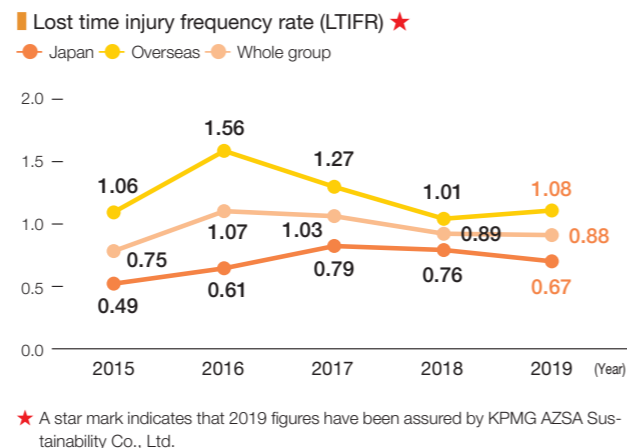
Lost time injury frequency rate (LTIFR)* occurring within the Oji Group continuously declined since 2016, falling to 0.88 (0.67 in Japan, 1.08 overseas) in 2019. According to the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents (businesses with at least 100 employees), in 2019, the rate in manufacturing industries was 1.20 and the rate in the pulp, paper, and paper processing manufacturing industry was 1.94.

* (1) Covered period: January 1 to December 31

(2) The frequency rate is an indicator of the frequency of occupational accidents as the number of fatalities and injuries (fatal accidents and accidents resulting in at least one day of lost work) caused by occupational accidents per one million working hours. Lost time injury frequency rate (LTIFR) = (Number of occupational accident casualties ÷ Total working hours) × 1,000,000

(3) Total working hours are calculated based on the number of group company employees (regular employees and temporary/non-regular employees) as of the end of September every year, assuming the annual working hours per person is 2,000 hours.

(4) Unlike the figures in previous years, the frequency rate calculation of each year shown in the graph above is adjusted retroactively to also include accidents at overseas group companies that are not determined to be at the level of accidents accompanied by injuries with lost work days in Japan.



Safety Audits and Safety Patrols

■ Safety audits and safety patrols

The Oji Holdings Safety Administration Department and the safety departments of each COMPANY and Lead Company conduct safety audits and safety patrols of the companies and worksites that they oversee including overseas companies and worksites to raise safety and health management levels.

■ Designated system for special guidance on enterprise safety management

The Oji Holdings Safety Administration Department and the safety departments of each COMPANY and Lead Company established the Designated System for Special Guidance on Enterprise Safety Management. Under this system, companies and worksites at which improvements in safety management are deemed necessary such as those where occupational accidents resulting in a serious injury or death or resulting in a temporary incapacity for work have occurred repeatedly within a short period of time are designated as worksites needing special guidance on enterprise safety management. Inspections are conducted and guidance is provided, not only regarding measures for preventing recurrence but also about safety management systems, improvement plans, the status of activities, and other matters, to improve the safety management level at each designated worksite.

■ On-site accident investigation

The Oji Holdings Safety Administration Department and the safety departments of each COMPANY and Lead Company immediately visit worksites where accidents occurred to confirm how and why the accident occurred and countermeasures and also conduct thorough confirmation and hold discussions with worksite executives and worksite managers regarding measures for preventing the recurrence of accidents and daily safety management activities, thereby providing guidance aimed at improving the safety management activities of and creating a better work safety climate at the worksite as a whole.

Employee Participation

■ Occupational safety and health committees, worksite safety and health meetings, and worksite discussions

Group companies have established occupational safety and health committees at each worksite in accordance with laws. These committees formulate plans for the prevention of occupational accidents and health impairment, create comfortable working environments, maintain and promote good health, and hold monthly discussions to confirm and improve initiatives taken under these plans and address other relevant issues. At small-scale worksites where the establishment of an occupational safety and health committee is not required, we also hold monthly worksite safety and health meetings and worksite social gatherings, create opportunities to obtain opinions from many employees, and promote safety and health activities with a unified labor and management approach.

■ Central Labor-Management Committee

The Central Labor-Management Committee, which is made up of managers including the Group CEO and representatives from Group company labor unions, meets twice annually. Information concerning safety is shared at these meetings including the status of safety and health activities pursuant to the Group's Safety and Health Promotion Plan, occupational accident occurrence, and initiatives for preventing the recurrence or occurrence of accidents. Committee discusses the establishment of worksites where Oji Group employees put an absolute top priority on safety and that instill a sense of security among their families.

Safety Initiatives (Case examples)

■ Group CEO Safety Award

The Group CEO Safety Award is granted to Oji Group's all domestic and overseas worksites that meet certain criteria determined according to the business scale (number of employees) including the total work time without any occupational accidents resulting in temporary incapacity for work and the number of consecutive years without any occupational accidents. The Award is granted to worksites with outstanding records of no accidents together with the employees of those worksites and those of affiliates of Group companies with the aim of improving the safety and health levels of the Oji Group and eliminating occupational accidents.



Group CEO Safety Award

■ Hands-on Risk Training Using Hazard Simulation Virtual Reality Devices

Installation of devices that simulate hazards and encouraging personnel to take external courses give workers firsthand experience, contributing to improving sensitivity to risks and awareness of safety. All Group worksites in Japan successively conduct training sessions using risk sensitivity educational tools that employ virtual reality (VR) technologies to provide safe and effective occupational accident experiences such as tripping, falling, and electric shock. Original scenarios that represent the danger of fatal and serious accidents have been developed for the training, such as forklift collision, entanglement in printing rollers, and collision or dropping of crane loads.



Training using hazard simulation VR devices

■ Meeting of Plant Managers from Oji Group Companies in China

Plant managers in China have been holding annual meetings since 2013 to exchange information and deepen interaction among plant managers and safety and environmental managers with the objective of achieving zero occupational and environmental accidents. During the meetings, attended by plant managers from Oji Group companies in China, the participants inspect the worksite where the meeting is held and hear reports on safety and environmental topics presented by the Oji Holdings Safety Administration Department and Environmental Management Department. They also attend presentations on achievements from daily activities and best practices regarding safety and the environment given by individual companies, question and answer sessions, and other programs.



Meeting of Plant Managers in China

■ OAP: Meeting of Safety and Disaster Control Managers

Oji Asia Packaging (OAP), which is supervised by the Industrial Materials COMPANY, has been playing a central role in meetings of safety and disaster control managers in Southeast Asia since 2016. Measures are undertaken with the aim of raising safety management levels at each company under the slogan "zero occupational accidents." Personnel from Malaysia, Vietnam, Thailand, India, Cambodia, and Myanmar attend the meetings, where they inspect the worksite, receive explanations of the OAP safety promotion plan, review case studies of occupational accidents, and confirm important matters to be shared among the worksites through notices. The participants are eager to discuss safety initiatives every year.



OAP: Meeting of Safety and Disaster Control Managers

Health Initiatives (Case Studies)

■ Regular Health Examinations

The Group provides regular health examinations (with statutory examination items) at least once each year. In addition, major Group companies provide their employees aged 35 years or older with screenings for lifestyle-related diseases (total cholesterol, uric acid, funduscopy, tumor markers, breast and cervical cancer screening, screening for VDT syndrome, and others) together with the health insurance union. Detailed follow-ups are conducted for the early detection and treatment of health problems by working in collaboration with an industrial physician.

■ Stress Checks

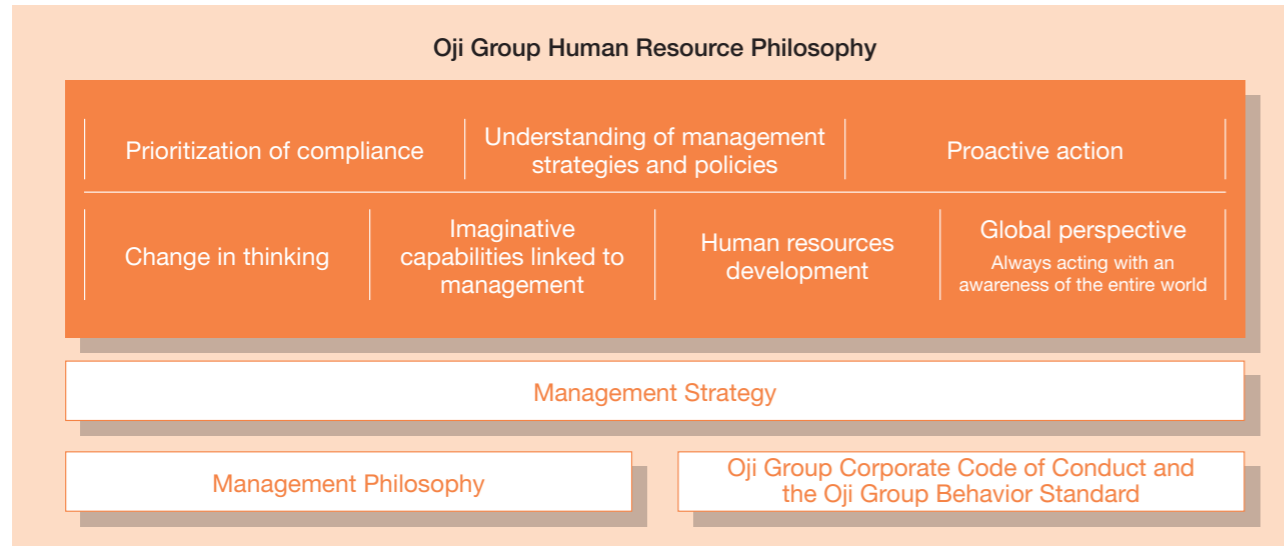
In accordance with the law, the Oji Group ensures that employee stress check tests are conducted once annually, and encourages employees with high stress levels to receive face-to-face guidance from doctors. The Group holds meetings, including reporting seminars, for responsible personnel from Group companies and divisions as well as providers of clerical work related to the implementation of the stress checks, where we provide feedback on organizational analysis and encourage them to improve their worksite environments.

■ Health Consultation Office

The Group established the Oji Group Health Consultation Office, where doctors and counselors are available to give advice, either by telephone or online, on various health problems of employees and their families, including mental health problems caused by worksite human relations and so on. The Group also established a system in the whole region of Japan that enables employees to receive face-to-face counselling services from specialized counselors. The Group provides employees who have used this service with a wide variety of support based on the particulars of their issues.

Diversity of values and flexibility are extremely important for reinforcing corporate competitiveness and achieving continuous development.

For the Oji Group to grow as a global enterprise “beyond the boundaries,” we have been committed to promoting “human resources development,” “working style reforms,” and “diversity promotion” in order to encourage every employee to embrace diversity of values and flexibility in thinking and to enhance his/her skills; in accordance with our fundamental principle, “a company’s strength originates from human resources.”



Human Resource Strategies and Targets (Global Human Resource Strategies) and Human Resource Development

Global Human Resource Development

The Oji Group identifies and develops human resources.

Name of training	Eligible employees	Outline
New employee global challenge	Employees in their first year	Selected new employees are sent to an overseas site for one week. They engage in field work and visit universities, companies, etc.
Overseas training for young employee (as trainees)	Employees in their fifth to tenth year	Three months of language training, followed by two years of practical experience at an overseas site. Develops immediately effective global human resources.
Oji Global School	Employees at the age of 31 to 45	Develops effective human resources for international business in a short time, through global training. Six months of language training, followed by overseas assignment.
Online English conversation classes	All employees who apply	Increases overall English ability and develops cross-cultural communication capacity

The Group also actively recruits outstanding human resources from outside the Group.



Voice of a Training Participant

By getting the training in India, I have felt the challenge of adapting to an unfamiliar environment, as well as the difficulty and fascination of understanding a different culture. Through interaction with staff at the local subsidiary and local students, I felt the importance of accepting differences between people, expanding perspectives and acting flexibly. After returning to Japan, I have continued with language learning, taking online English conversation classes. At the same time, I have become more aware of the quality and quantity of communication with the people around me in daily work.

Keita Mikami (new employee global challenge participant)
 Human Resources Division, Oji Management Office

Next-generation Development

The Group fosters human resources who will be the core of management of our Group companies, which will be the key to achieving its management strategies.

- Mid-level management training (Oji Juku)

Management Training and Training by Job Type

To successfully carry out management strategies centered on business structural reforms, it is necessary to enhance management capabilities on the middle management level. The Group has clarified the ideal in human resources for each COMPANY and is conducting awareness-changing training and division-specific training.

- New manager training
- Sales personnel training

Support for Employee Ability Development

The Group supports employees in their autonomous and continuing development of their abilities.

- Personal-empowerment system

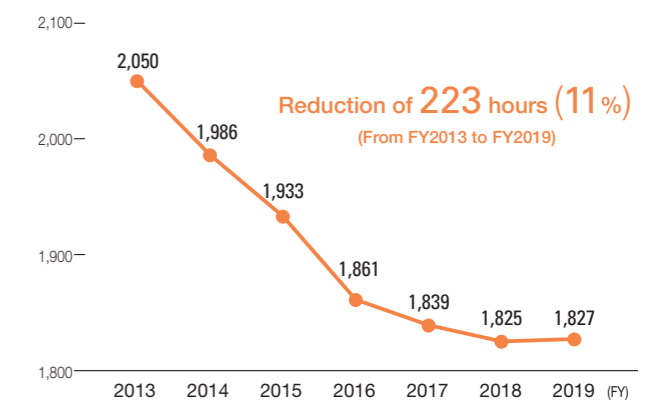
Promotion of Working Style Reforms

Reduction of total working hours and promotion of operational efficiency

The Group has been implementing business reforms to reduce overtime work and total working hours.

- Use of flex-time systems (a flex-time system with a three-month settlement period was introduced from FY2019), setting limits on overtime work, enabling full transfer of time off when work is performed on holidays, encouraging employees to take annual paid leave, promoting flexible working styles, and other measures

Reduction of total working hours (28 Oji Group companies and divisions in the Tokyo Main Office region) (hours/year)



Initiatives to establish personnel systems for promoting working style reforms

In order to reliably carry out the tasks in line with the management strategy, we are working to establish a personnel system that enhances the effectiveness of working style reforms.

1 Role-based personnel grading system

Each employee is evaluated based on whether or not he/she has fulfilled his/her clarified roles. The appropriateness of evaluations is confirmed once each year and strict implementation is undertaken. Training is conducted to raise evaluator levels. Suitable people are appointed to the right position based on the evaluation results.

2 Certified researcher system and creative personnel development system

To promote the creation of innovative value, the Group grants researchers with particularly high levels of specialized knowledge discretion regarding their work styles and provides working environments that allow them to focus on research.

3 Retirement at age 65

Introduced in FY2017 to enable employees to demonstrate their knowledge, skills, and abilities to the fullest and work with enthusiasm.

* Introduced at 10 Group companies

Promotion of Inclusion & Diversity

Oji Group strives to carry out initiatives that enable its diverse human resources to actively assume roles at work regardless of gender, age, disability, or nationality, ultimately strengthening the Group’s competitiveness with their diverse values and ideas.



Promotion Structure

The Oji Group has established the Diversity Promotion Committee, chaired by the Group CEO, to share diversity promotion policies and goals, as well as to support and confirm the progress of its promotion plans, across the Group.

1 Change in mindset and behavior of management level employees

The Oji Group believes that changing the mindset and behavior of management level employees is particularly important and conducts training and other programs to disseminate the thinking of top management and diversity promotion policy. The Group also conducts awareness surveys as indicators to assess activities.

- Skill enhancement training for managers
- Diversity management training for new general managers
- Training for managers who have as subordinates pre-management female employees on the generalist track
- Supervisor management training for young female employees on the generalist track

2 Development of abilities and careers of diverse human resources

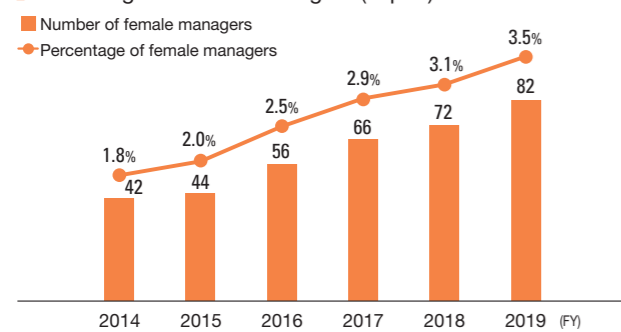
Promoting the Active Participation of Women

Career development for female employees on the generalist track, practical development support for personnel in all positions, and various other measures are being undertaken, with the aim of raising the percentage of female managers to 5.5%* by March 31, 2025.

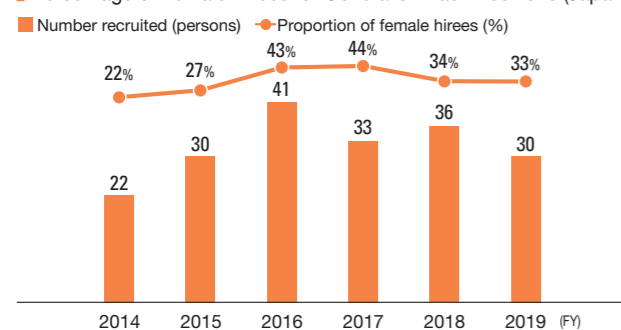
- Training for pre-management female employees on the generalist track
- Career design training for young female employees on the generalist track

* At 16 Oji Group companies in Japan (companies subject to the Act on Promotion of Women's Participation and Advancement in the Worksite)

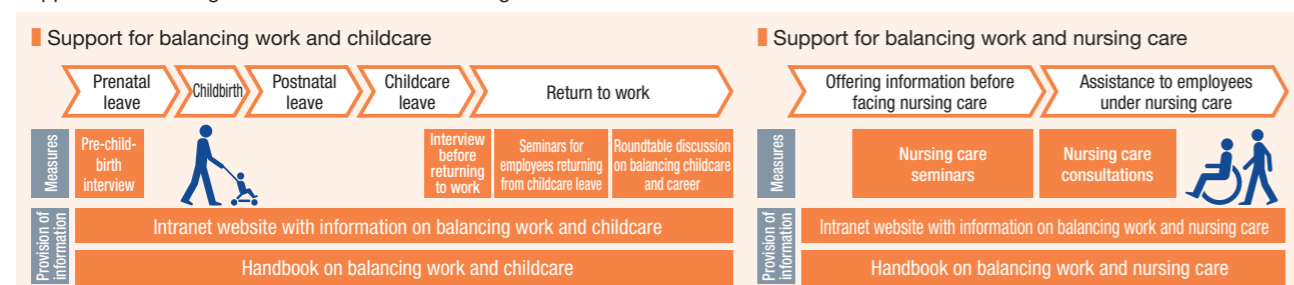
Percentage of female managers (Japan)



Percentage of Female Hires for Generalist-Track Positions (Japan)



Support for Balancing Work and Childcare or Nursing Care



Promoting Recruitment of Persons with disabilities

Oji Group established a special subsidiary in 2007 to promote the recruitment of Persons with disabilities. Employees perform management and cleaning of common areas in the Head Office Building and laboratory (Shinonome). The Group formulated a Three-Year Disabled Persons Employment Plan in FY2018 to promote the recruitment of persons with disabilities throughout the Group. The Group will continue working to expand employment opportunities for persons with disabilities.

Technical Internship Program for Foreigners

The Group recruits a large number of foreign technical interns from countries such as Vietnam and Thailand in its corrugated container and folding carton processing businesses. The internships are run appropriately based on the internship program.

3 Improvement in employee work-life management

The Oji Group has introduced various systems that enable employees with childcare or nursing care responsibilities to continue to actively participate in their work. The Group also encourages male employees to participate in childcare.

Main Initiatives

- Nursery subsidies for employees who return to work early from their childcare leave
- Paternity leave system for male employees (paid leave of five consecutive days)
- Hourly use of accumulated annual leave (for childcare / nursing care)
- Leave system for employees obligated to leave work to accompany their spouses' overseas transfers
- Priority guidance on watching services for the elderly (nursing care)



Seminar for employees returning from childcare leave

At each of its bases around the world, the Oji Group undertakes a range of social contribution initiatives including the promotion of culture and sports in accordance with the Management Philosophy of the Oji Group including "Contribution to the Future and the World" and "Harmony with Nature and Society."

Nepia SODATERASU, company-managed childcare facility



The Group opened Nepia SODATERASU, a nursery, in April 2018 at a facility adjacent to a Group condominium located in Edogawa-ku, Tokyo to help employees balance child-care and work and eventually to contribute to the elimination of children on the waiting list for nursery schools, in line with our corporate social responsibilities. The facility is also available for use by local residents.

The name "SODATERASU," embodies three meanings: "sodate [to raise children] (carefully and soundly)," "terasu [to illuminate] (the future brightly)," and "terrace (safe play on the nursery school playground)."

Oji Hall



November 30, 2019
Jean-Guihen Queyras, Emmanuel Pahud, and Eric Le Sage

Oji Hall, which reopened in October 2018 following renovations, is a full-fledged 315-seat music hall with a homey atmosphere in the main building of Oji Holdings. Oji Hall uses it to host diverse performance and engage in the hall rental business. The hall has been praised by Japanese performers and fans as well as renowned artists from the West.

Fujihara Foundation of Science



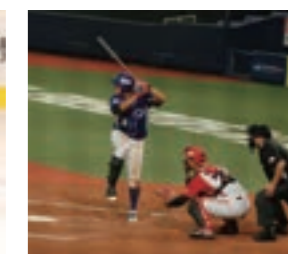
The 60th Fujihara Award presentation ceremony (FY2019)

The Fujihara Award presented by the Fujihara Foundation of Science, which was established by Ginjiro Fujihara, is known as a historic and prestigious accolade that honors scientists who have made distinguished contributions to the development of Japan's science and technology. Several past recipients went on to win Nobel Prizes. Oji Holdings supports the foundation, mainly through financial assistance.

Sports



The Oji Eagles



The Oji Baseball Team

The Oji Group sponsors the Oji Baseball Team, which is based in Kasugai City, Aichi Prefecture, and the Oji Eagles, an ice hockey team based in Tomakomai City, Hokkaido. Both teams focus on contributing to their local communities and promoting sport competition while achieving their respective objectives.