

Social

For respect of human rights, to nurture people and technology, and to give back to society

Encourage every Group employee to feel pride and fulfillment in their work, and to harness creativity and technology in collaborating with business partners to realize rich value.

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Respect for Human Rights



Guided by the Basic Commitment of the Toshiba Group, we respect the rights of all stakeholders, such as our employees, customers, and shareholders. We support the universal principles regarding human rights and labor practices, including the Universal Declaration of Human Rights, and respect human rights through sound business activities.

Medium- to Long-term Vision

- Raise awareness on respect for human rights through ongoing education and enrichment on respect for human rights.
- Aim to increase the total number of participants in human rights awareness training in Japan by 10% from the FY2020 level.
- Identify priority areas to carry out human rights impact assessments and conduct human rights due diligence at 100% of business sites with high human rights risks.

FY2020 Achievements

- Created and updated our statement on the Modern Slavery Act.
- Conducted e-learning on “Respect for Human Rights” in the Standards of Conduct for Toshiba Group, achieving a 99% participation rate.
- Held human rights awareness training in Japan 120 times for around 7,300 participants.
- Conducted a human rights survey for 211 consolidated Group companies in Japan and overseas.

Future Challenges and Approaches

Based on the human rights risks identified through human rights impact assessment (including potential risks) and the findings from the human rights survey conducted at our Group companies worldwide, we will strive to make systematic improvements and implement monitoring. We will also conduct surveys on domestic Group companies regarding human rights risks peculiar to Japan such as with foreign technical trainees and work to create a framework to avoid and mitigate these risks. In addition, we will communicate with human rights experts and stakeholders to deepen our understanding of human rights issues and continue to closely monitor global trends. We will also provide ongoing education and enrichment on respect for human rights to prevent issues and all forms of discrimination in the workplace.

Policy on Respect for Human Rights

Toshiba Group’s policy on human rights is stipulated in the Article 1 “Respect for Human Rights” in the [Standards of Conduct for Toshiba Group](#), which Toshiba Group’s executives and employees must adhere to. The policy was formulated with reference to international norms and guidelines such as the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises and ISO 26000. As part of this policy, we will require corrective actions not only of Toshiba Group executives and employees but also of our suppliers for any human rights violations found. Furthermore, we will engage in dialogues with relevant stakeholders on human rights issues. The executive in charge of Human Resources and Administration Division is responsible for the operation of this policy.

Policy on Respect for Human Rights

1. Toshiba Group Corporate Policy

Toshiba Group Companies shall:

- (1) comply with all applicable laws and regulations concerning human rights in each country and region, understand international standards, and respect human rights, and shall not condone use of either child labor or forced labor;
- (2) take appropriate measures in the event that Toshiba Group becomes aware of violation of human rights and demand that suppliers redress any violations of human rights; and
- (3) seek to raise awareness among related stakeholders with respect for human rights.

2. Standards of Conduct for Toshiba Group for Toshiba Group Directors and Employees

Directors and Employees shall:

- (1) accept and accommodate different values, and respect the character and personality of each individual, observe the right to privacy and human rights of each individual; and
- (2) avoid any violation of human rights based on race, religion, sex, national origin, physical disability, age or sexual orientation, and avoid physical abuse, sexual harassment, power harassment (i.e., bullying or harassment by superiors in the office) or violation of the human rights of others;

> [Standards of Conduct for Toshiba Group](#)

Toshiba Group has declared its commitment to participate in the [UN Global Compact](#), which supports universal principles on human rights and labor, referring to the United Nations Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. We put these principles into practice to realize our human rights policy and conduct our business activities.

Some of the international standards and guidelines on human rights that we refer to in the course of our corporate activities:

- UN Universal Declaration of Human Rights
- OECD Guidelines for Multinational Enterprises
- OECD Due Diligence Guidance for Responsible Business Conduct
- UN Guiding Principles on Business and Human Rights
- UN Guiding Principles Reporting Framework
- ILO Declaration on Fundamental Principles and Rights at Work
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- UN Global Compact
- ISO 26000 (Guidance on social responsibilities)
- GRI Standards
- Responsible Business Alliance Code of Conduct (RBA)

We recognize the importance of implementing our human rights policies not only within the Group but also throughout our supply chain. To this end, we stipulate this policy as “[Supplier Expectations](#)” in the [Toshiba Group Procurement Policy](#) and request all parties’ adherence. We monitor them through annual CSR surveys.

[> Toshiba Group Procurement Policy](#)

Modern Slavery and Human Trafficking Statement

Toshiba Group has issued statements on slave labor and human trafficking based on the UK Modern Slavery Act and the Australian Modern Slavery Act.

 [Toshiba Corporation](#) (PDF: 156KB)

 [Toshiba International \(Europe\) Ltd](#) (PDF: 113KB)

 [Toshiba Europe Limited](#) (PDF: 131KB)

[> Toshiba TEC U.K. Imaging Systems Ltd.](#) 

 [Toshiba \(Australia\) Pty Ltd](#) (PDF: 401KB)

 [Toshiba International Corporation Pty Ltd](#) (PDF: 4.41MB)

[> Past statements](#)

Toshiba Group Slavery and Human Trafficking Statement

Pursuant to the United Kingdom's Modern Slavery Act 2015, Chapter 30, Part 6, Section 54, Toshiba Group hereby certifies that it has carried out procedures as generally stated below, during the financial year (financial year 2020, April 1, 2020 to March 31, 2021) to ensure that slavery and human trafficking do not occur in any of our supply chains or in any part of our own business operations. These procedures include the adoption of appropriate policies, a framework for ensuring respect for human rights, ongoing identification and monitoring of human rights risks, employee training and the establishment of a whistleblower system, and a consulting service that monitors and makes sure that modern slavery is not taking place in any part of our business or supply chains.

Company overview

Toshiba Group delivers products and services worldwide in energy systems & solutions, infrastructure systems & solutions, building solutions, retail & printing solutions, electronic devices & storage solutions, digital solutions, and the battery business. Toshiba was founded in 1875, and today operates a global network with approx. 117,300 employees worldwide and annual sales of 3.54 trillion yen.

<https://www.global.toshiba/jp/outline/corporate/profile.html>

Policies

We comply with universal principles regarding human rights and labor practices worldwide, including the Universal Declaration of Human Rights, and respect human rights throughout our business activities. In addition to complying with laws and regulations, Standards of Conduct for Toshiba Group stipulates respect for basic human rights, including opposition to child labor and forced labor.

<https://www.toshiba.co.jp/sustainability/en/policy/soc.htm>

Our suppliers play important roles in Group companies' production and provision of services, and we request them to understand and apply the Toshiba Group Procurement Policy, which contains clear prohibitions on forced labor (including slave labor) and human trafficking.

<https://www.global.toshiba/ww/procurement/corporate/policy.html>

The Toshiba Group Responsible Minerals Sourcing Policy prohibits the use of tin, tantalum, tungsten, gold and cobalt whose production is the result of human rights violations, including forced labor and child labor, environmental pollution, corruption, or other abuses.

https://www.toshiba.co.jp/sustainability/en/performance/social/procure.htm#conflict_mineral

Framework for Respecting Human Rights

The Toshiba's Human Rights Enlightenment Committee provides Group companies with leadership in promoting human rights awareness, under the basic principle of respect for human rights. The Committee promotes basic principles on human rights, enforces their practice, and provides instructions and support in order to promote respect for human rights throughout Toshiba Group.

Identification and Monitoring of Human Rights Risks

Toshiba Group regularly investigates potential human rights risks in its business activities through reviews based on ISO 26000, the international standard that provides guidelines for corporate social responsibility. We monitor implementation of our human rights initiatives by using the Human Rights Risks Survey to perform gap analyses, as a part of the Risk Assessment Programs of the Toshiba Group Risk Management System. The survey is aligned with guidelines and principles regarding human rights and labor practices worldwide, and in FY2020 it was conducted as annual human rights due diligence on 211 Group companies.

In FY2020, we surveyed 211 Group companies and found that some of those in Asia were conducting medical tests which were not deemed necessary as part of the medical examinations conducted upon employment. Further investigations and interviews revealed that the purpose of these tests was to determine the type of work to be done and to check if candidates meet the required level of health conditions for the job. However, at the same time, it also became clear that there was a lack of awareness that these tests could lead to potential discrimination. The companies that had conducted the tests understood that the results could lead to discrimination, and have reviewed their current employment regulations, handbooks and any related documents and changed the contents to comply with global standards and the RBA Code of Conduct. In addition, we conducted a survey of our Group companies in Japan regarding foreign technical trainees, who were generally considered to be at high risk of forced labor, and confirmed that 3 Group companies had accepted the technical trainees as of December 2020. As a result of our investigation, we have confirmed that the companies were in compliance with the relevant Japanese laws and regulations. We will conduct further investigations to see if any technical intern trainees were charged exorbitant fees upon coming to Japan, and will consider and implement measures to prevent human rights violations against these interns.

Training

Standards of Conduct for Toshiba Group has been adopted by Group companies and is available in 24 languages. Training on the Standards of Conduct is provided annually to Group employees, so as to make the Standards of Conduct the guiding principles of our daily business activities.

Establishment of Whistleblower System and Consulting Service

The Toshiba Group receives internal reports and consultations concerning human rights through various points of contact, including our Risk Hotline, Audit Committee Hotline, and Clean Partner Line.



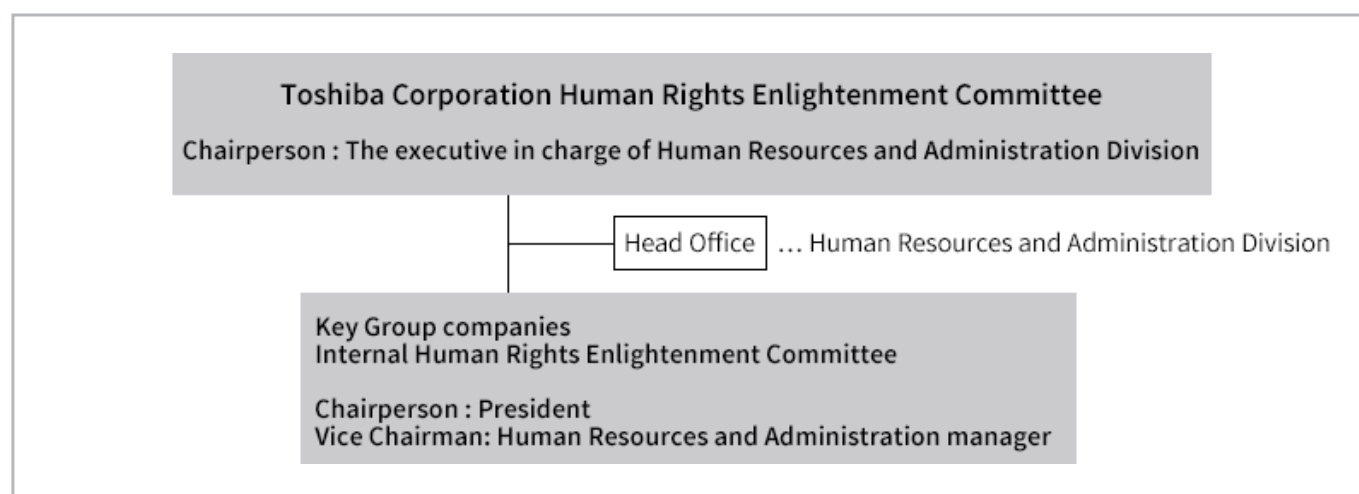
Satoshi Tsunakawa

Representative Executive Officer
President and CEO
Toshiba Corporation
September 3, 2021

Structure for Promoting Respect for Human Rights

Led by Human Rights Enrichment Committee, which is chaired by the executive in charge of Human Resources and Administration Division, Toshiba plans and executes training courses covering key topics on human rights to educate and enlighten employees under the basic principle of respect for human rights. Human Resources and Administration Division serves as the secretariat for the Human Rights Enrichment Committee, formulating basic policies for human rights awareness and enforcing them Group-wide, establishing an internal promotion system, drafting and promoting Group-wide policy on education and training, preparing training materials, developing instructors, following up on the progress of training, consulting and coordinating with outside organizations, and providing instructions and support to promote the concept of respect for human rights throughout Toshiba Group.

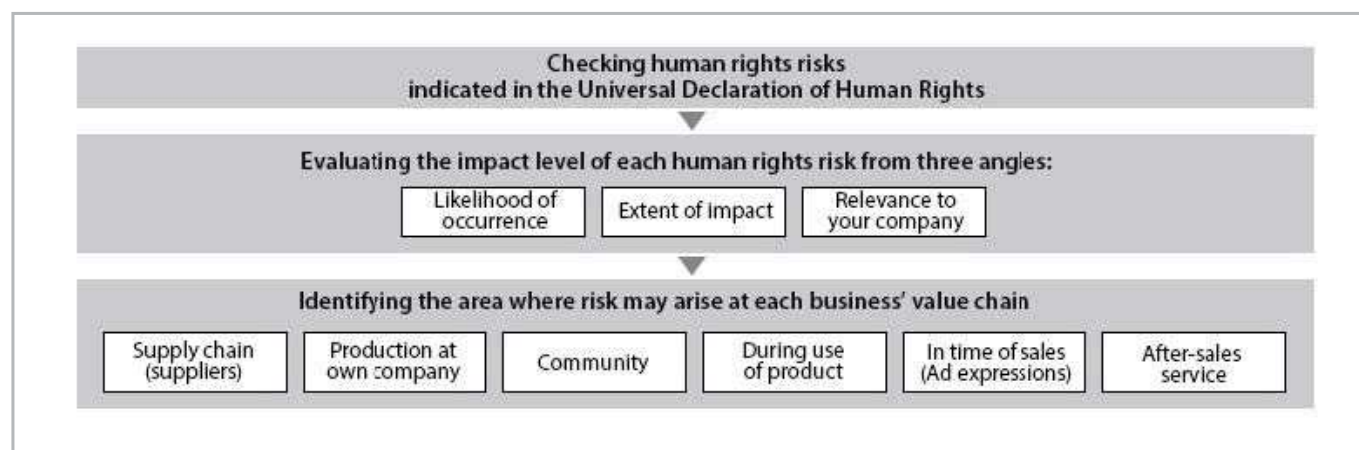
Promotion Structure



Identification and Monitoring of Human Rights Risks

Toshiba Group has constantly verified potential human rights risks in its business activities through ISO 26000 reviews. In FY2017, we performed another human rights impact assessment in each business in collaboration with Business for Social Responsibility (BSR), an US-based non-profit organization that promotes CSR, in order to further understand how our business activities impact human rights issues and recognize the following priorities.

Human Rights Impact Assessment: Methodology



Major Human Rights Issues Identified by the Human Rights Impact Assessment

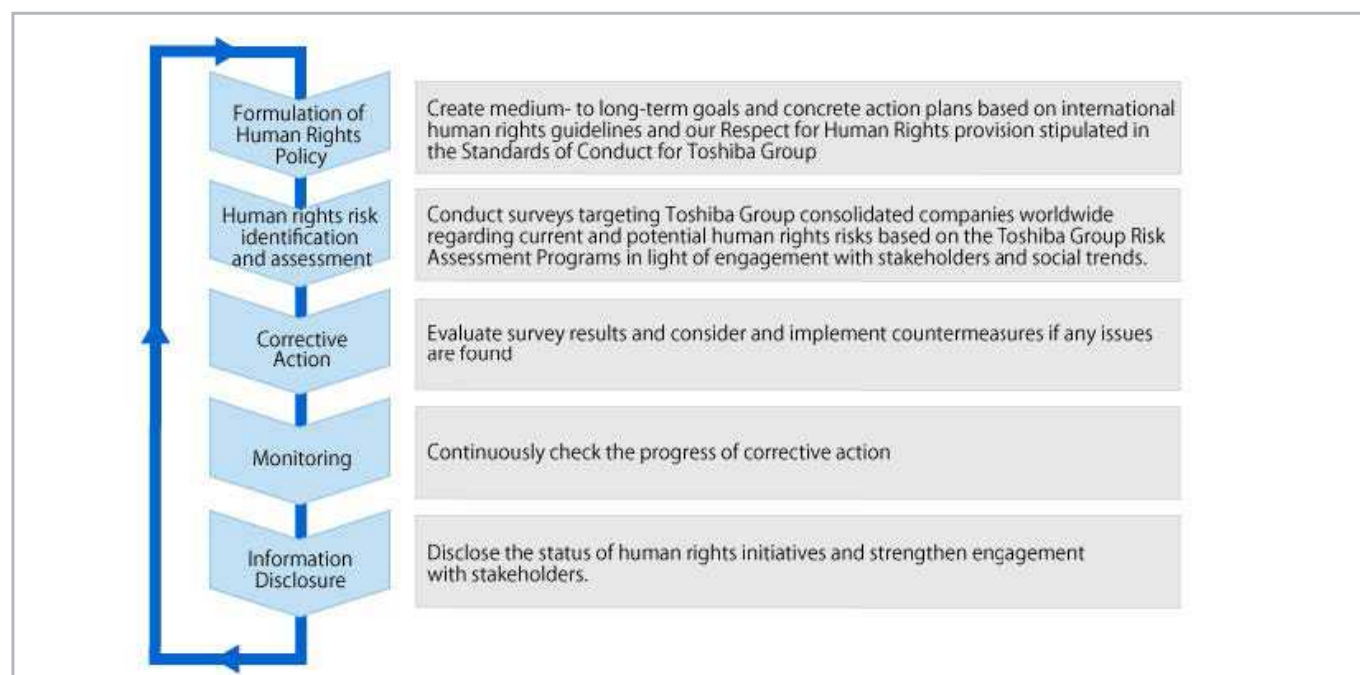
- [Consideration of human rights in raw material procurement \(such as responsible mineral procurement\)](#)
- Consideration of human rights in the supply chain, especially in emerging countries
- Consideration of Toshiba Group employees' human rights
- [Consideration of customers' human rights \(protection of personal information, privacy, etc.\)](#)
- Consideration of human rights when venturing into new markets

Based on the result, we grasp the situation in each company regarding human rights concerns, which vary depending on the business area, country or region, and make the appropriate response when an issue arises. Also, to ensure ongoing monitoring, we perform human rights surveys (human rights due diligence) targeting our Group companies worldwide and CSR surveys targeting our suppliers, as well as mineral procurement surveys, etc.

➤ [CSR surveys targeting our suppliers](#)

➤ [Responsible Minerals Sourcing Survey](#)

Human Rights Due Diligence Process



Human rights surveys are conducted as part of the Risk Assessment Programs of the Toshiba Group Risk Management System, with content that centers on child labor and forced labor. They have been conducted on an ongoing basis since 2005.

In FY2020, we surveyed 211 Group companies. In the surveys, we found that some Group companies in Asia had conducted pregnancy tests and some medical examinations that were considered unnecessary as part of the medical checkups upon employment. Subsequent in-depth surveys and interviews revealed that the purpose of these tests were to confirm that there were no obstacles in working and to consider work style after employment. At the same time it became clear that there was a lack of awareness that such tests might lead to discrimination. The companies that conducted those tests are now aware that the results may lead to discrimination and they revised their current recruitment policy and handbooks to comply with international standards and the RBA Code of Conduct. At our Group companies in Japan, we surveyed foreign technical trainees who tend to be subject to high risk of bonded labor. As of December 2020, we confirmed that the Group had accepted 287 technical trainees from Vietnam, Thailand, and China. In 2019, we had confirmed that we complied with the relevant laws and regulations in Japan. We will further investigate whether technical trainees had been charged unreasonable fees, and measures will be considered and taken to prevent violations of their human rights.

Education and Enrichment on Respect for Human Rights

Our Human Rights Enrichment Committee is the driving force to raise awareness about respect for human rights among employees. It aims to increase the familiarity among all employees in Toshiba Group and its business sites with the Standards of Conduct for Toshiba Group and provide training programs on human rights at the time of hire and before/after employees get promoted or appointed to managerial positions.

Human Rights Awareness Training

Various human rights awareness seminars were held at Toshiba Group in Japan 120 times in FY2020, with around 7,300 participants. This includes training concerning human rights issues for general personnel and executives, training for new recruits, training for promoted employees and training for recruitment interviewers.

Human Rights Week Lecture

In December every year during Human Rights Week, Toshiba holds a Human Rights Week Memorial Lecture as a Toshiba Group Sustainability Month* event. In FY2020, Mr. Takeo Furuta of the Tokyo Metropolitan Human Rights Promotion Center gave a lecture titled “Basic Recognition on the Dowa Problem (Buraku Discrimination)” on what the Dowa problem is, its historical background, and how to resolve the issue. Approaching human rights as an important element of sustainability management, Mr. Hidemi Tomita of Lloyd’s Register Japan, K.K. presented “Business and Human Rights in the Age of ESG Investment.” He highlighted the initiatives that Toshiba Group needs to take.

The videos of both lectures are posted on our intranet website for viewing by Toshiba Group employees in Japan.

* Since FY2006, Toshiba Group has designated December as Sustainability Month (renamed from CSR Month in FY2020) to implement various initiatives.



Disclosure of Risk Management Case Studies Regarding Human Rights

Toshiba publishes case studies from outside the company regarding violation of human rights on our company intranet, in order to improve employee awareness. We summarize and introduce the key points of risk management and related laws in a nutshell.

Workshops on Human Rights

In order to increase understanding of human rights issues within Toshiba Group, we hold workshops on human rights at various locations.

Record of workshops on human rights

| Time | Place | Participants | Contents |
|-----------|-------------|---|--|
| Jan. 2020 | Japan | Approximately 150 staff engaged in CSR promotion, harassment consultation service, and diversity promotion in Toshiba Group | <ul style="list-style-type: none"> Implemented training and a workshop run by an outside instructor to promote understanding of LGBT+ Implemented training and a workshop run by an internal instructor on recent trends related to harassment |
| Mar. 2019 | Japan | 24 CSR promotion staff in Toshiba Group | <ul style="list-style-type: none"> Deepened understanding of the importance of human rights due diligence based on the UN Guiding Principles on Business and Human Rights Learned how to identify potential risks and avoid and prevent them through case studies at a human rights workshop |
| Mar. 2018 | Japan | 40 CSR promotion staff in Toshiba Group | <ul style="list-style-type: none"> Implemented a study session and a workshop run by outside instructors on global trends on human rights, the background to human rights issues and the risk of human rights violation in business Verified human rights risks in the value chain for each business group in the workshop |
| Apr. 2015 | Thailand | 33 people and managers from human resources and administration, and procurement departments of 14 Toshiba Group companies in Thailand | <ul style="list-style-type: none"> Learned about global human rights issues, and about human rights violations in Thailand Exchanged opinions and shared information between Group companies about potential risks in each company |
| Dec. 2014 | Japan | 53 people from human resources and administration departments of 24 Toshiba Group companies in Japan | <ul style="list-style-type: none"> Learned about international standards on human rights such as the Universal Declaration of Human Rights, and the UN Guiding Principles on Business and Human Rights Held a workshop to detect possible human rights risks at each step of the value chain per business |
| Nov. 2014 | China | 54 managers from human resources and administration departments of 31 Toshiba Group companies in China | <ul style="list-style-type: none"> Learned from case studies about global issues, and potential risks and the impact they might have on our business |
| Feb. 2014 | Philippines | 45 managers from human resources departments of 9 countries in Asia and others | <ul style="list-style-type: none"> Lectures on cases of human rights violations, and outlines of international principles Group discussions on human rights risks in the country |



A human rights workshop held in Japan in March 2019

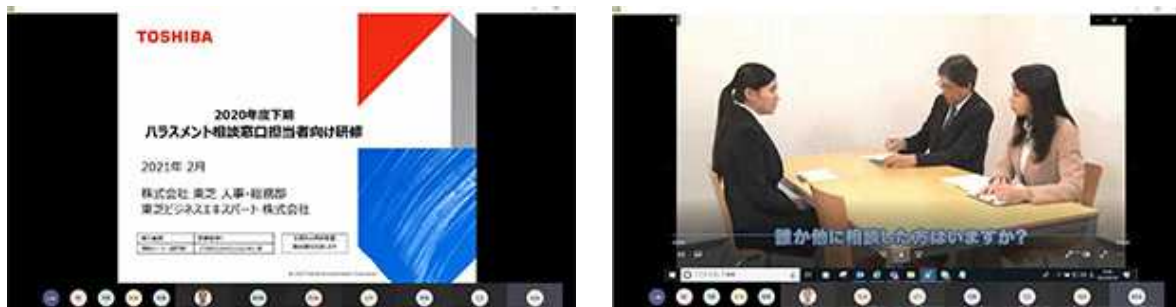
Prevention of Harassment

The [Standards of Conduct for Toshiba Group](#), a code of conduct for executives and employees, prohibit discriminatory behavior related to race, religion, gender, nationality, disability, age, and sexual orientation as well as violence, sexual harassment, and abuse of power (workplace bullying and other forms of harassment).

In accordance with this policy, our employment regulations and collective agreements also prohibit sexual harassment and abuse of power and stipulate disciplinary action for anyone involved in wrongdoing.

We also provide consulting services at each workplace and regular training for consulting service staff.

In FY2020, we provided online training on how to acquire basic knowledge about harassment and the attitude and method of how to respond to consultation.



Training for harassment consulting service staff held from February to March 2021

> [Promotion of Diversity and Inclusion](#)

Establishment of Whistleblower System and Consulting Service

Toshiba Group receives internal reports and consultations concerning human rights through points of contact for employees and business partners.

Whistleblower System for Employees : Toshiba Hotline

Toshiba has established the Toshiba Hotline for providing information and consulting on action that may be problematic relative to laws, regulations, social norms, corporate ethics, the Standards of Conduct for Toshiba Group, or internal regulations. The aim of the hotline is to prevent risks related to breaches of compliance such as legal violations and fraudulent transactions, and to promote the resolution of problems. Under this system, all employees working in Toshiba Group in Japan*, including non-regular employees, can anonymously consult full-time counselors on concerns they may have on such matters as workplace culture and interpersonal relations, personnel conditions, or harassment, by phone or e-mail. Personal information such as department, name and contact details will not be disclosed elsewhere without consent of the whistleblower or person seeking advice. In addition, internal regulations stipulate that whistleblowers and people seeking advice shall not be subject to unfair treatment.

In FY2020, 129 cases were reported to the Toshiba Hotline, and in each case we undertook measures that included conducting hearings with the person who made the report and related parties after obtaining the consent of the reporter.

* Limited to Toshiba and its domestic consolidated subsidiaries

Whistleblower System for Employees : Harassment Consultation Center

Toshiba Group is creating a system that facilitates employee consultation about harassment and aims to build an inclusive and comfortable working environment in which counselors address concerns together with the employees. Key Group companies have set up consultation centers to deal with issues related to harassment and have appointed one male counselor and one female counselor.

Whistleblower System for Employees : Audit Committee Hotline

Toshiba established an Audit Committee Hotline in FY2015 that allows employees to report directly to the Audit Committee, which is not under the command of the President and CEO. The Audit Committee Hotline has been established primarily to prevent the emergence of compliance violation risks, such as violations of laws and regulations, and improper transactions, as well as to accelerate the resolution of issues.

Whistleblower System for Suppliers : Clean Partner Line

In April 2006, Toshiba set up a supplier whistleblower system Clean Partner Line to receive reports from suppliers and business partners to prevent noncompliance and unfair trading practices by employees in charge of procurement.

> [Risk Management and Compliance](#)

Activities with Stakeholders

Participation in Human Rights Initiatives

Toshiba Group actively participates in initiatives by international and industrial organizations to address human rights issues.

- Electronic Industry Citizenship Coalition (EICC) (now Responsible Business Alliance), a non-profit organization in the electronics industry that promotes CSR (joined in 2011)
- Human Rights Working Group held by Business for Social Responsibility (BSR), an US-based non-profit organization that promotes CSR (FY2015-)
- Japan Human Rights Study Forum hosted by BSR, an US-based non-profit organization that promotes CSR (FY2012)
- Practical discussions on identifying and dealing with human rights issues in the Stakeholder Engagement Program hosted by Caux Round Table (CRT) Japan (FY2014-2017)
- Human Rights Seminars hosted by Caux Round Table (CRT) Japan, the 2016 Business Human Conference in Tokyo
- Human Rights Seminars hosted by Caux Round Table (CRT) Japan, the Global Conference on CSR and Risk Management 2014
- Human Rights Due Diligence Study Group organized by the Global Compact Network Japan (GC-NJ) (FY2013-FY2015, continued from FY2018)
- Research on Respect for Human Rights in Business Development in Developing Countries conducted by Business Policy Forum, Japan (BPF) (FY2012)

Employment and Labor Relations



Sound and stable labor relations are an essential foundation for achieving continuous corporate growth.

Toshiba holds labor talks with Toshiba Union, which employees may join, for practical and amicable solutions under three fundamental principles: Labor-Management Equality, Mutual Trust and Understanding, and Prior Consultation.

Medium- to Long-term Vision

Toshiba Corporation and Toshiba Union will jointly promote, maintain, and improve our businesses and union members' working conditions in order to achieve stable and orderly labor relations.

FY2020 Achievements

Conducted negotiations and discussions with Toshiba Union.

- Briefed on an overview of corporate management, measures against COVID-19, work style reform, and other matters at the Toshiba Group Labor-Management Congress (twice).
- Spring bargaining
- Took COVID-19 countermeasures (reduced the number of business days in April 2020 and conducted trial of a four-day workweek at sites).

Future Challenges and Approaches

We share matters such as the business overview and major reorganizations with Toshiba Union and discuss changes in working conditions and other labor-related issues with the union. We will continue to hold labor-management talks in accordance with the Labor Agreement, and both parties will work together to implement COVID-19 countermeasures, promote work style reform, and address human resources measures in the era of the new normal.

Policy on Labor-Management Relations

Toshiba supports the principles of the Universal Declaration of Human Rights, the United Nations Global Compact, and the OECD Guidelines for Multinational Enterprises. Toshiba respects the freedom of association of its employees and ensures that they maintain their fundamental labor rights including the right to collective bargaining. Cognizant of the fact that formation of a labor union is permitted in Japan, Toshiba Union was established consisting of employees belonging to the Company. In the Labor Agreement concluded with Toshiba Union, it stipulates that Toshiba Union has the three rights of labor (the right to association, the right to collective bargaining, and the right to act collectively). Toshiba Union was comprised of 15,088 members as of March 31, 2021, accounting for 94.7% of employees^{*1}. The Toshiba Union belongs to the Toshiba Group Unions^{*2}, which has a membership accounting for 93.8% of Toshiba Group employees. We pay salaries in compliance with the laws and regulations related to the minimum wage and equal pay for equal work in each country. In order to foster awareness of employee participation in management and contribute to their asset-building efforts, we established the Toshiba Employees Shareholding Association^{*3}, which regularly purchases shares of Toshiba Corporation for asset building purposes. We have introduced a framework for granting restricted stock incentives^{*4} with the aim of encouraging officers and certain employees who are candidates for succession to the management team to share the same values as shareholders and strengthen the drive for enhancing corporate value.

^{*1} This percentage refers to the ratio of Union members to regular employees, excluding supervisors, pursuant to the Labor Standards Act. Of the employees stated above, employees (HR, Accounting, Security work, etc.) who are stipulated as non-Union members in the Labor Agreement are not included in the ratio calculation. Including Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation.

^{*2} The Toshiba Group Unions is headed by the Japanese Electrical Electronic & Information Union (JEEIU). It is formed mainly by labor unions organized within Toshiba Group in Japan in agreement with the association's principles, objectives, and bylaws.

^{*3} 70 out of 107 domestic consolidated Group companies (65.4%) have joined the Shareholding Association.

^{*4} Introduced to Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, Toshiba Digital Solutions Corporation, Toshiba Elevator and Building Systems Corporation, Toshiba Lighting & Technology Corporation and Toshiba Carrier Corporation.

Relationship with Toshiba Union

Toshiba maintains a good relationship with Toshiba Union, which represents our employees. Management and the union representatives periodically negotiate and discuss employee working conditions and other matters.

At the Toshiba Group Labor-Management Congress held every six months, which is attended by executive management including the President and CEO, executive officers and presidents of key Group companies, Toshiba discusses Toshiba Group's business policies with representatives of the Association of Toshiba Group Unions, with which the labor unions of Toshiba and Toshiba Group companies in Japan are affiliated.

Toshiba Group companies overseas hold discussions with their labor unions or employee representatives in accordance with the laws and regulations of the countries in which they operate.

Promoting Labor-Management Dialogue

Toshiba and Toshiba Union hold dialogues based on a spirit of mutual trust, mutual understanding and prior consultation in line with our basic philosophy of labor-management equality with the aim of improving labor-management relations and business operations. The management status is explained on a regular basis through a labor-management council held once every six months and labor-management meetings with top representatives from both parties. In addition, discussions between labor and management are held on a daily basis at the Toshiba Group company level and business site level.

Large-scale transfers of union members and changes in working conditions are deliberated between labor and management in advance, and these discussions are held with sufficient time given for both parties to agree.

In FY2020, we explained to Toshiba Union about preventive measures against COVID-19 and measures for employees under the new normal and implement these measures. In addition, labor-management discussions were held promptly following the declaration of a state of emergency in April 2020 due to the spread of COVID-19 with the aim of minimizing physical contact to the extent possible in order to reduce the risk of infection among employees, customers, suppliers and the local community. Toshiba Group's domestic bases reduced the number of business days in April mainly by moving ahead days off originally scheduled for the Tokyo Olympics and Paralympics.

We will continue to hold labor-management talks on measures to be taken during and post-COVID as appropriate in accordance with the Labor Agreement.

Employees Data

New graduate recruitment in FY2020 (Joined in April 2021)

Figures in brackets represent planned figures

| | Business administrative staff / Sales staff | R&D/engineers | Technical operators | Total |
|--|---|---------------|---------------------|------------------|
| Toshiba Group in Japan | 170 [220] | 860 [870] | 60 [80] | 1,090 [1,170] |
| Of which, Toshiba and key Group companies ^{*5} | 70 [60] | 270 [280] | 10 [10] | 350 [350] |

^{*5}. Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Mid-career employment is carried out when it is deemed necessary for business (FY2020: 220 people at Toshiba Group in Japan, 70 people at Toshiba and key Group companies).

| Item | Aggregate category | | FY2020 | FY2019 | FY2018 |
|---|--|--------|---------|---------|---------|
| Number of employees* ⁶ | Toshiba (non-consolidated) | Male | 2,866 | 2,621 | 2,106 |
| | | Female | 747 | 678 | 566 |
| | | Total | 3,613 | 3,299 | 2,672 |
| | Toshiba Group in Japan (excluding Toshiba) | Male | 58,293 | 61,931 | 64,137 |
| | | Female | 9,425 | 10,761 | 11,164 |
| | | Total | 67,718 | 72,692 | 75,301 |
| | Toshiba Group overseas | Male | 26,236 | 27,671 | 28,971 |
| | | Female | 19,733 | 21,986 | 21,759 |
| | | Total | 45,969 | 49,657 | 50,730 |
| | Total | Male | 87,395 | 92,223 | 95,214 |
| | | Female | 29,905 | 33,425 | 33,489 |
| | | Total | 117,300 | 125,648 | 128,703 |
| Number of exempt employees* ⁷ (out of all employees) | Toshiba (non-consolidated) | | 1,300 | 1,333 | 1,186 |
| | Toshiba Group in Japan (excluding Toshiba) | | 13,956 | 15,514 | 16,008 |
| | Total | | 15,256 | 16,847 | 17,194 |
| Number of part-time workers* ⁸ (out of all employees) | Toshiba (non-consolidated) | | 61 | 57 | 0 |
| | Toshiba Group in Japan (excluding Toshiba) | | 714 | 1,058 | 1,147 |
| | Total | | 775 | 1,115 | 1,147 |
| Average age | Toshiba (non-consolidated) | | 45.0 | 44.8 | 45.0 |
| | Toshiba Group in Japan (excluding Toshiba) | | 46.4 | 46.2 | 46.1 |
| | Total | | 46.3 | 46.1 | 46.0 |
| Average length of service | Toshiba (non-consolidated) | | 18.6 | 18.5 | 19.8 |
| | Toshiba Group in Japan (excluding Toshiba) | | 20.1 | 19.5 | 19.4 |
| | Total | | 20.1 | 19.4 | 19.4 |
| Turnover rate* ⁹ | Toshiba and key Group companies* ¹⁰ | | 1.2% | 1.5% | 1.9% |

*6. Number of employees at the end of each fiscal year

*7. Including managerial positions and officials equivalent to exempt employees

*8. Excluding employees whose total contract period is less than one year

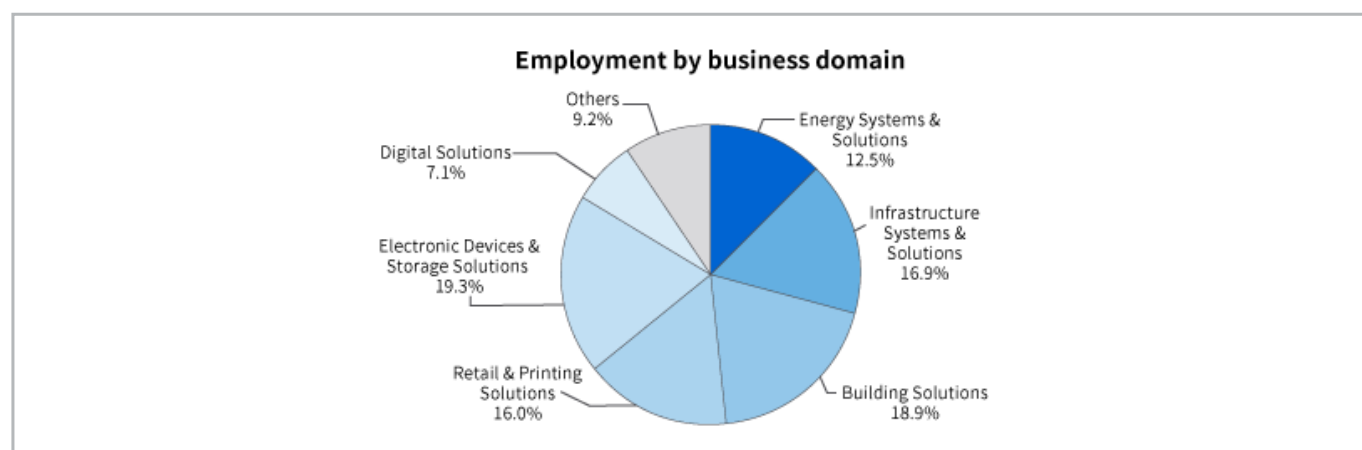
*9. People who retired for personal reasons only (excluding retirees under the early retirement incentive programs)

*10. Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Employment by region and business domain*¹¹ (as of March 31, 2021)

(Persons)

| Region | Number of employees | Business domain | Number of employees |
|--------------------------------|---------------------|--|---------------------|
| Japan | 71,331 | Energy Systems & Solutions | 14,692 |
| China | 9,997 | Infrastructure Systems & Solutions | 19,787 |
| Asia* ¹² & Oceania | 26,768 | Building Solutions | 22,193 |
| North America | 5,480 | Retail & Printing Solutions | 18,821 |
| Central & South America | 424 | Electronic Devices & Storage Solutions | 22,621 |
| Europe* ¹³ & Africa | 3,300 | Digital Solutions | 8,369 |
| Total | 117,300 | Others | 10,817 |
| | | Total | 117,300 |



*11. The number of employees is the sum of the workers who are expected to work or have worked over a year among regular employees and fixed-term employees.

*12. Excluding Japan and China

*13. Including Russia

Toshiba's average annual salary is 8,665,339 yen (average for men: 9,154,752 yen, for women: 6,674,525 yen). Starting monthly salary in Japan, where 60% of our employees are located, is 215,500 yen, which is 137% of the minimum wage set by law.

Fair Evaluation and Talent Development



Toshiba Group states “We turn on the promise of a new day” in The Essence of Toshiba. To achieve this, we are creating and promoting an open corporate culture, and have established fair evaluation systems while seeking to fully develop and deploy talents in order for our sincere, richly diverse and autonomous human resources with a passion for change to work together and to generate new value based on a vision of the future of the company.

Medium- to Long-term Vision

To create and promote an open corporate culture and a highly creative and productive organization in which each employee plays an active and autonomous role, to achieve The Essence of Toshiba, and to nurture a workforce that leads us toward growth and change.

FY2020 Achievements

In response to the COVID-19 pandemic, we shifted our training program from classroom training to online training. We also feature the promotion of diversity and inclusion in level-specific training to promote understanding and acceptance among employees. We also expanded our efforts to support the activities of non-Japanese employees and encourage diverse and autonomous career development. In order to “turn on the promise of a new day” by way of digital transformation, we took steps to inspire and develop employees.

Future Challenges and Approaches

In order for Toshiba Group to “turn on the promise of a new day,” we will foster employees who help drive continuous change aimed at creating a new future and establish a framework that assesses and treats employees fairly based on their achievements and competency in relation to roles required within the organization. In addition, Toshiba Group will continue to support each and every employee in developing his/her skills and support independent career advancement through our diverse systems for talent development. We will also accelerate efforts to promote health and safety management, work style reform, and diversity and inclusion with a view to a post-COVID world.

Policy on Fair Evaluation and Talent Development

To “turn on the promise of a new day,” the Toshiba Group Human Resources Policy provides total support for people with a sincere passion for transformation who envision the company’s future and cooperate with one another to create new value.

Toshiba Group Human Resources Policy

Appraisal

People who take on new challenges will be highly evaluated and rewarded for their actions and performance.

Talent (management, assignment, and training)

People who lead growth and innovation and take on new challenges will be assigned and trained.

Organization

A highly creative and productive organization will be created where each person can play an active role.

In accordance with the Toshiba Group Human Resources Policy, we implement the following initiatives.

Appraisal

People who take on new challenges will be highly evaluated and rewarded for their actions and performance.

Since FY2020, Toshiba Group introduced a new human resource system that clarifies the roles that employees should play in the organization, and appropriately evaluates and compensates for competency and achievements of employees who have a venturing spirit and who, as the first penguins, continue to innovate toward a new future, regardless of age and length of service.

We have changed our qualification system from one based on employees' ability to perform their duties to a role-based grading system that clarifies employees' roles in the organization and determines the grade based on those roles.

Evaluations are determined by *performance evaluation* (reflected in wages and bonuses), which evaluates individual performance and contribution through goal management on an organizational basis, and *competency evaluation*, which evaluates the behavior expected of each role-based grade in the spirit of The Essence of Toshiba. The competency evaluation of the head of the organization is determined by referring to the evaluation by junior colleagues (Multifaceted Evaluation). Then, the overall evaluation is determined by performance evaluation and competency evaluation and used for reviewing promotion or demotion in the role-based grade.

Bonuses are performance-linked, and the amount paid is determined by (i) the portion calculated for each role-based grade, (ii) the portion reflecting company performance, and (iii) the additional portion for individuals based on the results of the performance evaluation. The portion reflecting company performance described in (ii) is reflected in the amount of bonuses paid, with the aim of fostering a sense of responsibility for company performance among employees. As for the performance evaluation described in (iii), the supervisor provides appropriate feedback to the employee, not only on performance evaluation but also on competency evaluation, having discussions for future growth.

Talent

People who lead growth and innovation and take on new challenges will be assigned and trained.

Toshiba Group considers the development of successors and executive candidates to be important management tasks. Accordingly, we implement the Succession Plan to systematically select and develop successors for all management positions, from business managers to chief foremen.

As part of the Succession Plan, candidates for key positions in the whole Group, such as business managers and corporate staff division managers, are designated as the *Next 150*. They are intensively trained and nurtured in the Next & Future Executive Talent Development Program, along with the *Future 300*, which consists of high potential employees under age 35 selected for early development.

Among the national staff who are active overseas, we also select those expected to take the initiative in the whole Group, named the *Universals*, and assigns and trains them systematically. They are expected to play an active role overseas in the future launch of new businesses, overseas development and re-expansion of existing businesses, and post-merger integration (PMI) after mergers and acquisitions (M&As).

In addition, we have introduced a human resource system under which personnel with outstanding expert skills in the areas of focus for the Group are designated as *Jokyu Experts (Distinguished Expert)*, who are then appointed as *Chief Fellows*, *Senior-Fellows*, or *Fellows* according to their level of expertise. We aim to further improve our expertise through the optimal assignment and training of Jokyu Experts. At the same time, we will continue to produce Jokyu Experts, as a means to strengthen our competitive edge in business.

Organization

A highly creative and productive organization will be created where each person can play an active role.

Toshiba Group has prepared guidelines for establishing organizations to optimize decision-making processes and to encourage open-minded communication between supervisors and junior colleagues. Organizations are established and managed based on these guidelines which specify the maximum number of organizational levels and the number of subordinate organizations, as well as the appropriate number of their constituent members.

Training System for Talent Development

Cultivating Global-Minded Talents

Toshiba Group focuses on training to develop well-rounded global-minded talents who have deep cross-cultural understanding and the ability to perform their jobs through direct communication with stakeholders around the world as part of its efforts to ensure that diverse human resources can play an active role and grow. We provide *Liberal Arts Training*^{*1} to develop well-rounded individuals who can embrace diversity and have the ability to think things through in each level of responsibility.

In addition, we aim to develop global-minded personnel through international joint program such as the Overseas Management Course, which helps to promote understanding of Toshiba Group's philosophy and nurture bridge-builders^{*2} both inside and outside Japan.

Toshiba has a long history of region-specific education, with programs held in Europe and Asia launched more than 20 years ago. To enhance our education programs, the Toshiba China Academy and Toshiba University in the United States provide training courses in China and the Americas, respectively.

^{*1} Liberal Arts: Develop intellectual capabilities and techniques to deepen understanding in various subjects

^{*2} A bridge-builder: Our term for talented personnel who can foster smooth communication between our Japanese companies and overseas subsidiaries

Cultivating AI Experts

In order for Toshiba Group to leap forward as an infrastructure services company, it is essential to increase the number of AI experts. We are working to develop AI experts to increase the number of AI experts to 2,000 by FY2022. For example, we launched an AI engineer training program in collaboration with the Graduate School of Information Science and Technology at the University of Tokyo in the first half of FY2019. We are training more than 300 highly-skilled AI experts by holding training sessions for approximately 50 people each, twice a year. We have also set up programs based on employees' knowledge and requirement levels, such as basic courses to provide AI knowledge, practical courses to perform hands-on training using AI tools, and courses specializing in deep learning, as part of our efforts to enhance in-house education. The Toshiba Group's AI experts are active in various business fields, contributing to improving the environmental performance of products and services as well.



Global Talents Development Program



A panel discussion at the final project presentation of the Toshiba AI engineer training program (students participated online)

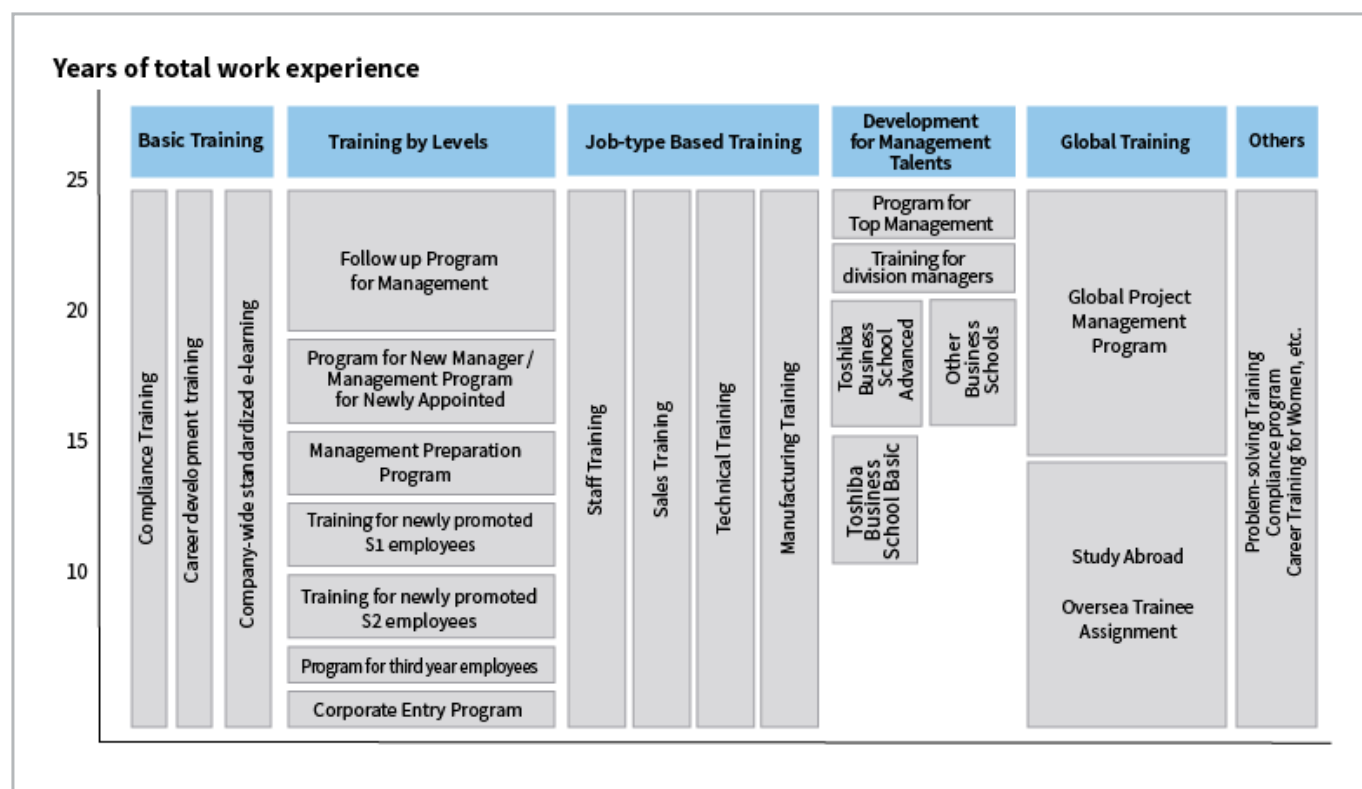
Training Programs

Toshiba Group has various training systems to help form a common ground of understanding among employees and programs based on requirements at each career level.

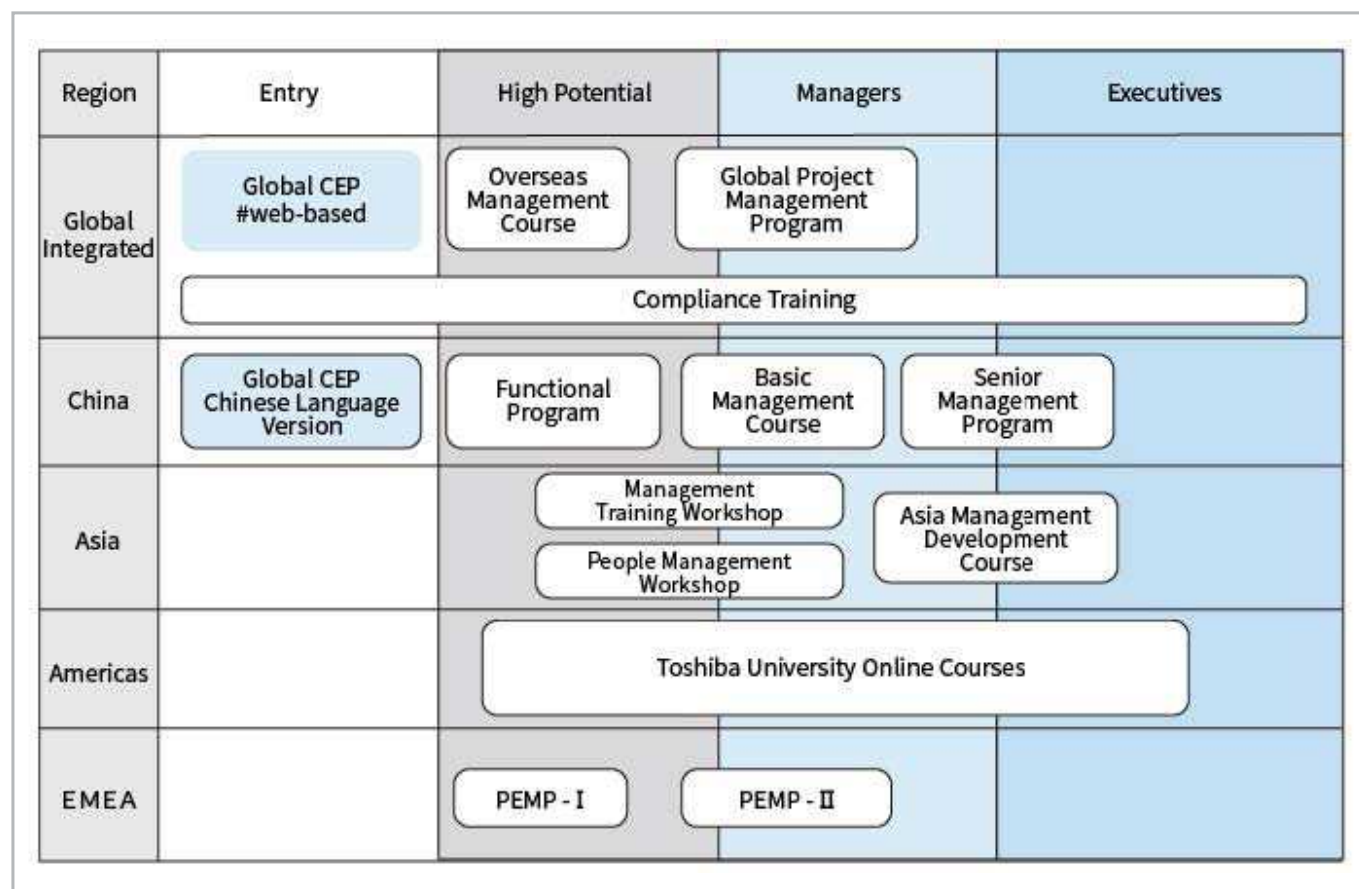
Main training programs (for Toshiba Group's regular employees)

| Training category | Outline |
|--|--|
| Basic training and development | A program that is designed to help employees learn about the actions and values that form the shared basis for all members of the Toshiba Group, such as compliance* education and Liberal Arts Training. * For non-regular employees as well |
| Global training and development | A program that seeks to develop global-minded people who can perform their duties not only in their countries or regions, but also at a global level, by accepting cross-cultural differences and directly communicating with Toshiba Group companies or stakeholders around the world. |
| Training and development based on levels of responsibility | A program that seeks to improve basic knowledge, skills, and management capabilities required for employees assigned to a new position (leader, manager, etc.). This program also includes training to continuously improve the management capabilities required of managers, as well as education aimed at acquiring knowledge and skills required for global business early. |
| Job-type based training and development | Aims to equip employees, based on their career stages, with knowledge and skills required for different job functions. |
| Training and development for management talents | Training program for a select group of individuals who are candidates to take up managerial/leadership positions in Toshiba Group. The training is held for senior management as well. |

Talent Development Program Roadmap (Toshiba Group in Japan)



Talent Development Program Roadmap (Toshiba Group overseas)



Participation in education/training (Toshiba Group in Japan)

| | FY2019 | FY2020 |
|--|----------------------|---------------------|
| Number of employees who participated in company-wide standardized educational programs/training for the year | 118,989 (cumulative) | 31,455 (cumulative) |
| Total cost of company-wide standardized educational programs/training | 3,090 million yen | 2,100 million yen |
| Training time per employee (average) | 12.2 hours | 7.4 hours |

In the wake of the COVID-19 pandemic, we canceled or postponed training sessions to prevent infection in FY2020, resulting in significant decreases in the number of employees who participated in educational programs/training for the year, total cost of educational programs/training, and training time per employee (average). Meanwhile, we have shifted from the formerly predominant face-to-face training to online training. As a result, most of the training sessions were held online in the second half of FY2020.

From this report, we have decided to calculate the number of participants based on the figures for Toshiba Group in Japan, including those who have participated in e-learning and other education and training programs, and to calculate the training time per employee based on the number of employees in Toshiba Group in Japan. Accordingly, we have revised the figures for FY2019.

Using Full-fledged Career Development Systems

Toshiba supports the career development of each employee in an effort to maximize his/her current and future job performance.

The Performance Management System was previously implemented on an individual basis, giving each employee an opportunity to review and discuss job objectives and job performance with their supervisors. To enhance the creativity and productivity of the entire organization, however, this is now implemented on an organizational basis. In addition, the Career Design System provides each employee with an annual opportunity to discuss and share their views with supervisors on long-term career development plans as well as on mid-term goals for skill acquisition, improvement, and the way to utilize such skills. In FY2020, we confirmed that 87% of all employees received regular reviews.

Implementation of reviews aimed at career development in FY2020 (Toshiba)

| | |
|-------------------------|--|
| Reviews implemented for | 87% of all employees |
| By attribute | Male 88%, Female 82% |
| | Exempt employees 92%, General employees: 86% |

We introduced the 360-Degree Survey in FY2015 to look at managers and senior management from various perspectives with regard to their day-to-day work performance and activities, with perspectives including those of themselves, as well as of their junior colleagues, peers, and supervisors. The survey is implemented every other year, and the most recent one was implemented in FY2019 with 264 employees, including senior management. In addition, in line with the introduction of the new human resource system in FY2020, we have changed the former 360-Degree Survey for managers to a Multifaceted Evaluation and established a system to conduct it annually starting in FY2021. The major aims of these initiatives are to encourage the growth of the participants by objectively identifying their strengths and weaknesses on a regular basis, and to enhance their leadership, which will lead to creating a more sound organization and organizational operation. Managers are expected to embrace the survey results and use the results to improve themselves and workplace communication, as steps to create a better corporate culture.

From FY2020, as part of the overall review of the human resource system, we introduced various programs to support employees' autonomous and proactive career development. By creating an environment where each employee aims to enhance their potential and achieve continuous growth without having to passively endure constraints and changes in their environment, we will revitalize the organization and increase corporate value.

Programs to support employees' autonomous and proactive career development (Toshiba and key Group companies*)

| System name | Outline | Achievement in FY2020 | |
|--|--|---|-------------------------|
| Career development training for each age group | Training for each age group to support employees' autonomous career development | Number of participants | Training for age 35 361 |
| | | | Training for age 45 502 |
| | | | Training for age 50 919 |
| | | | Training for age 55 913 |
| Interview with career advisors | A program that supports the career development of individual employees through interviews with internal career advisors, leading to organizational revitalization | Number of interviewees 1,828 | |
| Career Challenge System | System that enables employees with strong motivation and interest to apply for jobs posted internally by each division and screened for transfer | Number of employees transferred 91 | |
| Second job | Program that allows employees to take a second job that meets certain conditions on a request-basis * A trial was implemented in some divisions in FY2020. The number of divisions for trial will be expanded in FY2021. | Number of employees who started a second job 58 | |
| External transfer | Program that revitalizes the organization through personnel exchanges with companies and organizations outside the Group, leading to new value creation | Number of newly dispatched employees 2 | |
| Next Career Support Program | Program that supports employees aged 50 or older who wish to pursue new careers outside the company, such as changing jobs, starting a business, or taking on challenges in new fields by using their skills | Number of applicants 25 | |

* Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Employee Engagement Survey

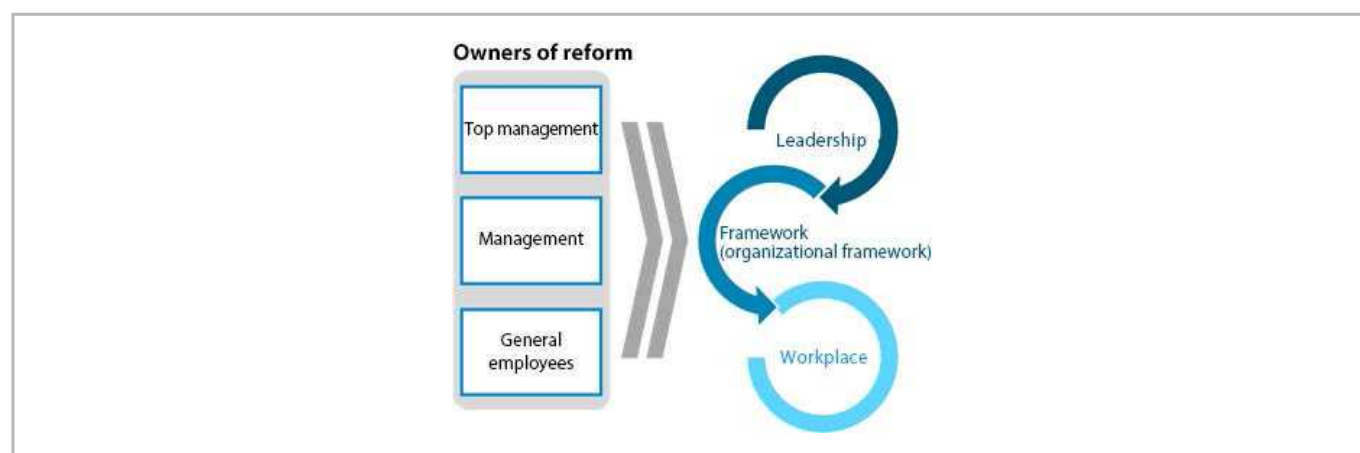
Toshiba Group has conducted the employee morale survey (TEAM Survey) every year since FY2003, as a way to gain feedback from employees. Through this survey, we periodically monitor the level of understanding among our employees towards the Company's various measures, and how firmly rooted they are. We strive to improve the issues that emerge and leverage them to enhance the corporate culture.

In FY2020, we conducted an anonymous survey targeting around 60,000 employees in 79 Toshiba Group companies in Japan and overseas, and received responses from approximately 92% of the employees. The survey assesses employees' understanding of company measures and whether their working conditions allow them to demonstrate their abilities. Since FY2015, the survey also features questions regarding how the President and CEO and top management are perceived, the status of compliance and other measures. Although the score fell for "Feedback from manager" and "Systems for growth and career development" compared to the previous fiscal year, it improved for other items. In particular, the scores related to "Integrity," "Values," and "Pride to company" improved significantly, with the "Engagement score," a key indicator, improving by 2 percentage points year on year to 22%*.

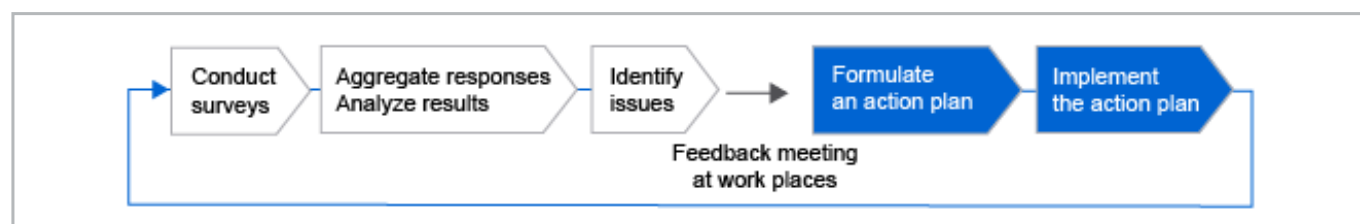
Based on these survey results, in order for management and employees to come together and make improvements, our top management is taking the lead in declaring a commitment to build a workplace environment where everyone can voice their opinions frankly. By transmitting messages from top management and disclosing information more actively, we are making an endeavor to build an open corporate culture.

In addition, we prepared and implemented an action plan for each workplace to create an environment that prioritizes change and improvement to the corporate culture. We also provide education on improving engagement and developing organizations for those in charge of the TEAM Survey, encouraging them to take action to foster a sense of ownership and improve the corporate culture. In this way, the leadership, mechanism and workplace each serve as drivers to enhance organizational capabilities.

We aim to have all employees take ownership of change and work to improve organizational culture.



TEAM Survey execution cycle (Annual)



* The percentage of employees from Toshiba and its key Group companies (Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation) who responded "Strongly agree" or "Agree" to the six questions pertaining to engagement.

Establishment of Consulting Service

Toshiba has established the Toshiba Hotline for providing information and consulting on action that may be problematic relative to laws, regulations, social norms, corporate ethics, the Standards of Conduct for Toshiba Group, or internal regulations. The aim of the hotline is to prevent risks related to breaches of compliance such as legal violations and fraudulent transactions, and to promote the resolution of problems. Under this system, employees working in Toshiba Group in Japan, including non-regular employees, can anonymously consult full-time counselors on concerns they may have on such matters as workplace culture and interpersonal relations, personnel conditions, or harassment, by phone or e-mail.

In FY2020, 129 cases concerning harassment and other issues in the workplace were reported to the Toshiba Hotline, and in each case we undertook measures that included conducting hearings with the person who made the report and related parties after obtaining the consent of the reporter.

> [Whistleblower System for Employees : Toshiba Hotline](#)

Promotion of Diversity and Inclusion



“Diversity” refers to the differences between individuals in attributes ranging from race, nationality, age, gender, sexual orientation, gender identity to religion, beliefs, culture, disability, career and lifestyle.

“Inclusion” means the state that the abilities and skills of individuals with different and varied values and ideas are recognized and each and every person is provided the opportunity to take on an active role in the organization.

Toshiba Group will promote diversity and inclusion (D&I) that will lead to sound and sustainable growth by respecting, accepting, and optimizing individual differences among employees, thereby generating new values and ideas so that the company, organization, and employees with differing backgrounds thrive in their respective levels of operation.

We also aim to create a work environment and foster a culture in which all employees feel that their personalities are respected, and their existence is valued.

Medium- to Long-term Vision

To achieve the company's growth by enabling a diverse workforce who share values and The Essence of Toshiba to thrive in the global stage.

Quantitative Target

Percentage of female exempt employees
(Toshiba and key Group companies*¹,
at the end of FY2025)

8.0 %

Childcare leave utilization rate among male employees
(Toshiba and key Group companies*¹,
at the end of FY2025)

70.0 %^{*2}

*1. Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

*2. Sum of the 15% childcare leave utilization rate and the 55% paternity leave utilization rate among male employees

- Toshiba Group has drastically expanded the scope of working from home, allowing employees to take care of their children while working from home without interrupting their careers. As work styles significantly change in the future, we will continue to provide support based on the work styles of employees raising children.

FY2020 Achievements

Percentage of female exempt employees
(Toshiba and key Group companies*¹)

Achievement 5.1 %

Childcare leave utilization rate among male employees
(Toshiba and key Group companies*¹)

Achievement 55.0 %^{*3}

*3. Sum of the 11% childcare leave utilization rate and the 44% paternity leave utilization rate among male employees

- In April 2020, to prevent the spread of COVID-19, working from home for employees at workplaces was implemented where it is feasible, in principle. Access lines providing connection to internal systems were increased fivefold as a means to enhance this work environment. Under the selective welfare system Teatime, additional points were provided to support employees working from home.

Future Challenges and Approaches

A female executive was appointed internally in April 2019. Going forward, we will make further efforts to promote diversity in the management team, appointing such diverse human resources as women and non-Japanese employees in executive posts, as well as developing candidates. We will also work to expand the presence of people with disabilities in the workforce. We will create a work environment where each employee can demonstrate his or her talents to the greatest extent possible.

Policy on Promoting Diversity and Inclusion

Toshiba Group believes that promoting diversity and inclusion and equal opportunity leads to greater corporate value in areas such as securing workforce and creating innovation, and aims to establish a corporate culture that enables diverse employees to play active roles irrespective of gender, nationality, or whether they have disabilities or not.

We are working to enhance our systems and initiatives, especially for female employees, non-Japanese employees, employees with disabilities, and LGBT+ employees.

Structure of Promoting Diversity and Inclusion

In 2004, we at Toshiba established our Kirameki Life & Career Promotion Office, an organization under the President and CEO's direct control, to promote gender equality. After that, we expanded the scope of our activities to include non-Japanese and people with disabilities. As diversity became the very core of our human resources policy, the office was reorganized as a structure under the umbrella of the Human Resources and Administration Division in FY2013, to advance diversity measures as part of a general human resource policy. The office was once again reorganized into the Human Resources and Administration Division, Human Resources Management Dept. 1, Organization & Talent Development and Diversity Group in April 2020. The new office promotes policies and measures to expand the role of women in the workforce in Japan, proactively appoint women to managerial positions, support the active role of persons with disabilities, foster global-based human resources and establish an environment conducive to this in conjunction with key Group companies.

Approach to Diversity and Inclusion

Toshiba Group strives to create an organizational culture where diverse individuality and employee values are accepted and respected and where each employee can fully demonstrate their capabilities and strengths. Our efforts include education programs on diversity and human rights for all employees.

Furthermore, we conduct awareness surveys targeted at Toshiba Group employees in Japan, and monitor the level of diversity awareness throughout the workplace. Where improvements are called for, we give guidance as necessary, and strive for better work environments.

Disseminating Information about Diversity and Inclusion

Toshiba Group has set up an intranet web page about diversity and inclusion for employees in Japan, which features useful information on support for employees in balancing their child-raising and nursing care duties with their work, a portal site to support non-Japanese employees and their workplace, support for employees with disabilities.

In-house Community for Diversity and Inclusion

In December 2020, we launched an internal volunteer-based community dedicated to diversity and inclusion, the Chameleons Club. The Chameleons Club is an online platform on our intranet in Japan. It has four channels, including LGBT+ Allies*, for employees to hold seminars and exchange information. In this community, employees are learning from one another about diverse languages, cultures, and ideas, regardless of nationality, religion, age, position, sexual orientation, or gender identity. We believe that enhancing employees' language and communication skills and promoting their understanding and awareness of diversity will facilitate inclusion in the entire workplace. We also hope that this community helps deepen the bonds and understanding among employees and create an organizational culture that is more respectful and accepting of individuality.

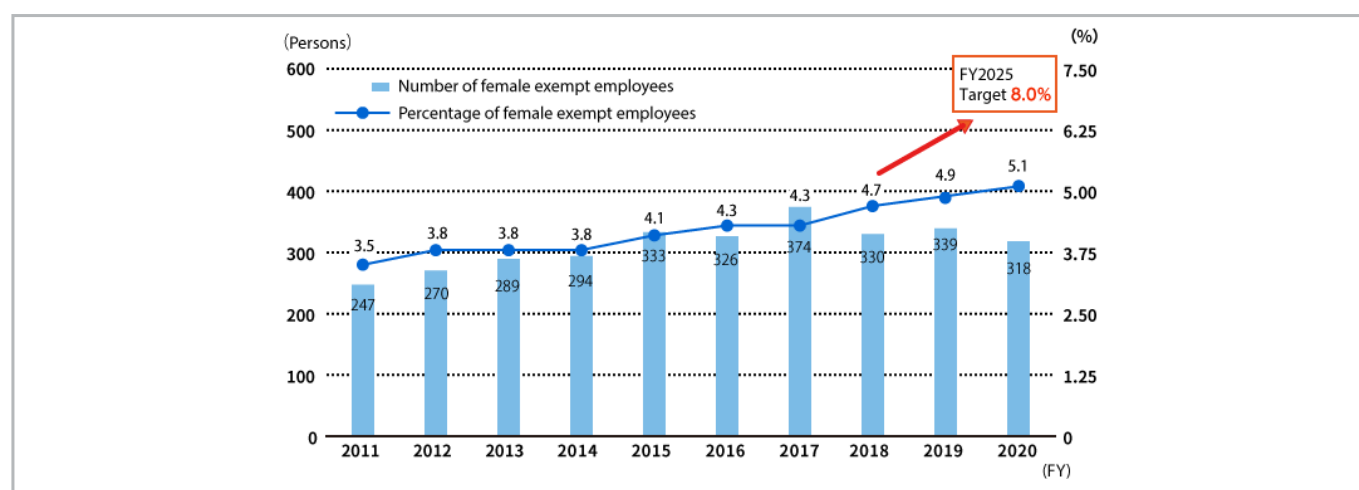
* Supporters of LGBT+ regardless of their own sexual orientation



Promoting the Career Development of Female Employees

Toshiba is promoting measures to accelerate the success of female employees. The Act to Advance Women's Success in Their Working Life was enacted in FY2016. The Act defines the obligations of national and local governments and private business owners to advance women's careers to realize a society that enables women to fully develop their creativity and abilities. Based on the Act, Toshiba developed an action plan aimed at increasing the percentage of female exempt employees to at least 7% by the end of FY2020. However, it stopped short at 5.1%, partly due to factors such as the subsequent status of Toshiba brought by organizational and business restructuring. In the second-term action plan formulated in April 2021, Toshiba and key Group companies* set a target percentage of female exempt employees at 8% to be achieved by the end of FY2025 through systematic human resource development and mid-career employment. In addition, a new 15% target has been added for childcare leave utilization rate among male employees by the end of FY2025. We formulated measures to achieve these targets, including training for female manager candidates, support for male employees to utilize childcare leave, and awareness raising seminars for supervisors and workers.

Trends in the number / percentage of female exempt employees (Toshiba and key Group companies*, section manager level or higher)



* FY2011 through FY2016: figures for Toshiba

From FY2017 onward: Sum of the figures for Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Percentage breakdown of female exempt employees (Toshiba and key Group companies*)

| | FY2016* | FY2017 | FY2018 | FY2019 | FY2020 |
|---------------------------------------|---------|--------|--------|--------|--------|
| Percentage of female exempt employees | 4.3% | 4.3% | 4.7% | 4.9% | 5.1% |
| Section manager class | 5.1% | 5.1% | 5.6% | 5.7% | 5.5% |
| Division manager class | 3.0% | 3.2% | 3.4% | 3.6% | 4.0% |

* FY2016: figures for Toshiba

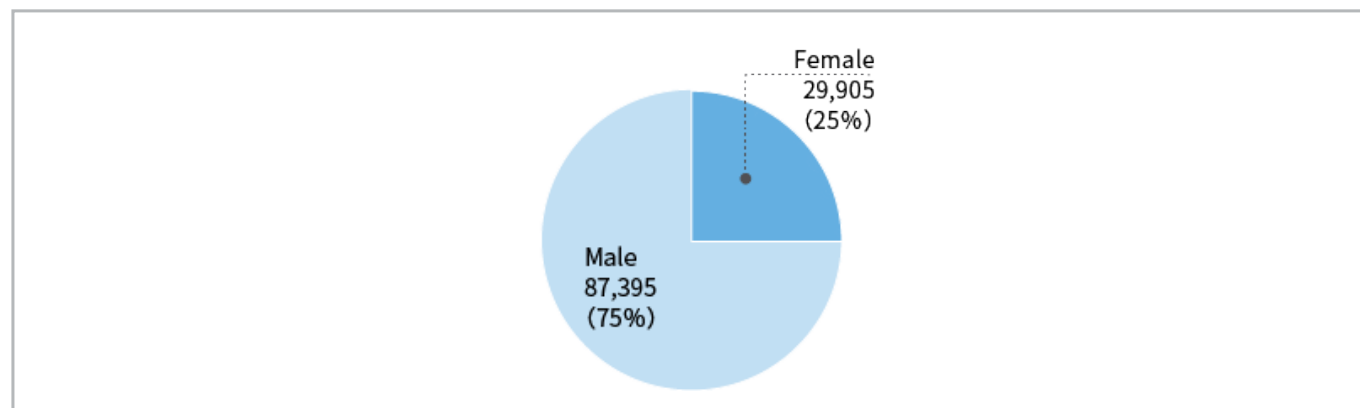
From FY2017 onward: Sum of the figures for Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation

Toshiba had one female director (10% of all directors) and one corporate officer (11% of all corporate officers) as of the end of FY2020.

Percentage of female recruits (Toshiba and key Group companies)

The ratio of new female graduates to join Toshiba and key Group companies in April 2021 was 34% for business administrative positions (target 50%) and 15% for R&D/engineer positions (target 25%).

Number of Toshiba Group employees by gender (as of end of March 2021)



> [Employment and Labor Relations \(Employee Data\)](#)

Key training systems and measures for promoting the career development of female employees (for Toshiba Group's full-time employees in Japan)

| System/Measure | Overview |
|--|---|
| Career training for young female employees | Implemented career design training for all female employees in their third year of employment since fiscal 2015. Program overview: <ul style="list-style-type: none"> Thinking about how to balance possible future life events and work Interviewing supervisors Role model lectures from senior female colleagues |
| Participation in cross-industrial exchange training for female employees | We send female prospective leadership candidates to cross-industrial exchange training to encourage them to widen their perspective, engage in networking, and improve their communication skills (since FY2014, and attended by young female employees from eight different cross-industry companies, including Toshiba). |
| Awareness promotion training for exempt employees | A subject covering diversity management (how to communicate with diverse junior colleagues) has been included in the curriculum for mandatory training for persons promoted to exempt employees (since FY2010, roughly 210 programs have been held with a cumulative total of over 6,641 participants up to FY2019). In FY2020, diversity and inclusion education was given via e-learning. |
| Seminar to support employees returning after childcare leave | Since FY2015, we have been holding seminars to support a smooth return to work for those who plan to return from childcare leave and those who have returned. The seminars accept the attendance of the spouses, in order to provide an opportunity for them to think about balancing work and family. |



Group work at the career training for young female employees



Seminar by an external instructor at the cross-industrial exchange training for female employees



Group work at the cross-industrial exchange training for female employees



Working with spouses in a seminar to support employees returning after childcare leave

> [Careers](#)

Non-Japanese Employees Recruitment and Support

Toshiba Group actively recruits non-Japanese employees as part of its policy to promote diversity and inclusion as well as to secure talent in fields where hiring is difficult in Japan.

In FY2006, in addition to employing non-Japanese students who have studied in Japan as exchange students, we started our Global Recruitment Program in an effort to directly recruit graduates of universities overseas. By FY2020, more than 400 global recruits have joined Toshiba and they play active roles in various fields such as sales, R&D and design. In FY2020, we strengthened our approach to global recruitment, such as revising our structure, internal system, and training system. Other efforts include testing indexes that measure the readiness for globalization and environmental arrangement of workplaces to support departments working with non-Japanese employees. We also worked on creating a mechanism that helps non-Japanese employees succeed in their workplaces.

We support global recruits so they can start a new life in Japan smoothly and assign mentors to each new non-Japanese employee to give guidance based on a personalized job skill improvement plan. In addition, we accept global recruits upon confirming that their status of residence is in compliance with the Immigration Control and Refugee Recognition Act. To obtain and confirm their residence qualification, we cooperate with outsourced service providers with specialized teams. Besides, we provide in-house export control training for non-Japanese employees to understand Japan's requirements.

We introduce non-Japanese employees to the Chameleons Club, an internal community designed to promote diversity and inclusion, and encourage them to connect with other employees.

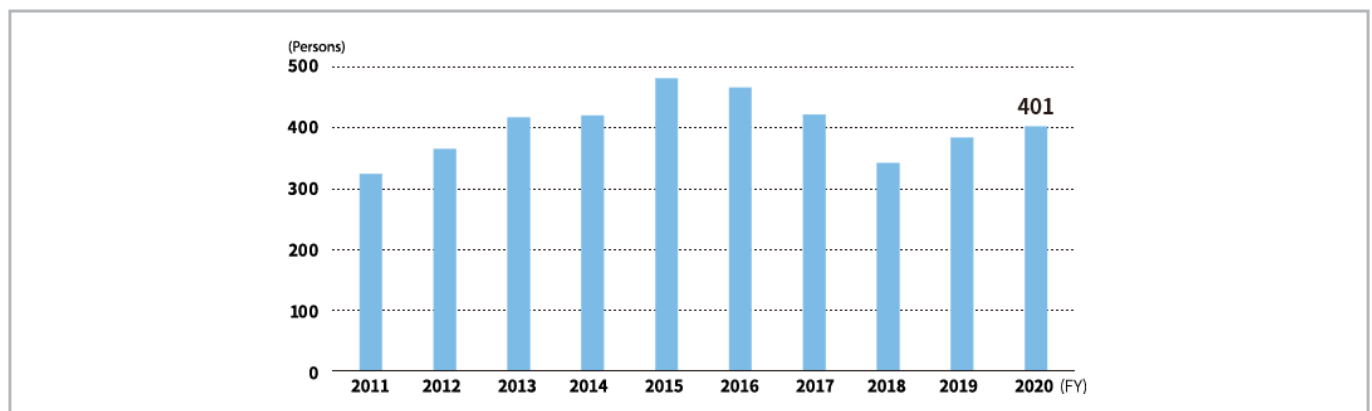
Designated Prayer Rooms

Since FY2013, we have designated prayer rooms and prayer spaces at the headquarters and some of our offices, to provide a work environment where Toshiba Group employees from diverse cultural backgrounds can work comfortably.

Portal Site for the Non-Japanese Employees and Their Workplace

We established a portal site for non-Japanese employees and their workplace, which can be utilized by all Toshiba Group's employees. The site provides information for non-Japanese employees themselves on the company and public services as well as useful information on life in Japan in English. For their Japanese colleagues, the site provides basic information, knowhow and more on the subject of employing non-Japanese employees, training on understanding other cultures, and testimonials and case studies that facilitate smooth onboarding at workplaces. We strive to provide enough information to cultivate work environments where non-Japanese employees can work comfortably.

Trends in the number of non-Japanese employees (Toshiba and key Group companies)



* FY2011 through FY2016: figures for Toshiba

[> Careers](#)

Employment of People with Disabilities

As of June 1, 2020, the percentage of employees with disabilities has become 2.41% and as of June 1, 2021, it was 2.51% at Toshiba (including a special subsidiary company).

We have also been making efforts to improve work environments for employees with disabilities. In FY2010, we established a network of seven departments, including the Human Resources and General Affairs Departments and the Design Department, that are involved in supporting people with disabilities, and are working to develop and implement comprehensive support measures.

Trends in employment of employees with disabilities (Toshiba incl. a special subsidiary company in Japan)

| | | June 2017 | June 2018 | June 2019 | June 2020 | June 2021 |
|---|--------------------------|-----------|-----------|-----------|-----------|-----------|
| Toshiba incl. a special subsidiary company in Japan | Number of people | 637.5 | 594.5 | 573.0 | 574.5 | 578.5 |
| | Percentage of employment | 2.33% | 2.37% | 2.31% | 2.41% | 2.51% |

A Special Subsidiary Company Toshiba With Corporation

Toshiba With Corporation was established in February 2005 as a special subsidiary company, which, in accordance with Toshiba's basic policy, aims to employ people with disabilities. It was named With in the hope of creating an environment where people with and without disabilities can live and work together. Currently, 53 employees, most of whom have intellectual disabilities, are working at six business sites of Toshiba Group. Core work revolves around cleaning, collecting and delivering in-house mail, and a health keeper (in-house therapist) inside Toshiba Group. In FY2013, Toshiba With Corporation was awarded the Toshiba Corporate Citizenship Award in the Social Contribution by Business category for its contributions to society through business.



Clean-up activity



Collecting and delivering in-house mail



A health keeper (in-house therapist) in action

[> Toshiba With Corporation \(Japanese\)](#)

Active Utilization of Elderly People

In 2001, amidst the backdrop of the declining birthrate and aging of society, Toshiba established a system to extend the employment of older employees until they reach age 65, to give them a place to play an active role. Under this system, wage levels are determined according to skills and abilities and employees are fully deployed as seasoned professionals and expected to hand down skills and expertise after mandatory retirement at 60. According to the revised Act on Stabilization of Employment of Elderly Persons enforced in April 2013, we have decided to extend employment opportunities to all full-time employees reaching age 60 in April 2013 or thereafter if they so desire.

Toshiba will continue to promote the activities of elderly employees in accordance with the needs of their working styles and their individual skills and abilities.

Efforts to Promote Understanding of LGBT+

In the [Standards of Conduct for Toshiba Group](#), the code of conduct for executives and employees of Toshiba Group, it clearly states that human rights shall not be violated, prohibiting discriminatory speech or behavior based on sexual orientation.

In addition, we aim to create a workplace in which employees with diverse values can work comfortably by being considerate of names used in the company and the gender noted on the insurance card.

In addition, in May 2020, we formulated the Toshiba Group Basic Policy on Prohibition and Elimination of LGBT+ Discrimination and made it available to all employees to eliminate discrimination against sexual minorities.

Toshiba Group Basic Policy on Prohibition and Elimination of LGBT+ Discrimination

Toshiba Group sets “Respect for Human Rights” as a core concept within the Standards of Conduct for executives and employees. It clarifies that it will not engage in behavior violating human rights, such as discriminatory language or action related to race, religion, gender, nationality, disability, age or sexual orientation, as well as violence, sexual harassment, and power harassment (bullying and harassment in the workplace). Toshiba Group takes responsibility for protecting LGBT+ (Lesbian, Gay, Bisexual, Transgender and other sexualities) and other minority groups according to the following policy.

We do not discriminate against minorities.

Gender identity and sexual orientation are unrelated to the ability of a person that the Group values, and there should be no discrimination or harassment simply for being a minority.

We respect individual autonomy.

Information related to gender identity and sexual orientation, its disclosure or non-disclosure, and their expression are controlled by the preferences of the person, and must not be unjustly interfered with.

We remove barriers to work and operations.

Barriers to work and operations for minorities such as LGBT+ must be removed to a reasonable extent through consensus building by appropriate process.

To initiate a new future for Toshiba Group, it is essential to draw out the individuality and diverse abilities of people with a sincere passion for transformation who envision the Company’s future and cooperate with one another to create new things. We formulated the aforementioned basic policy for this reason and it will be implemented for all Toshiba Group employees.

☺ Based on the Basic Principles and Guidelines on LGBT+ Inclusion at University of Tsukuba.

In March 2021, we held a webinar to promote the understanding of LGBT+ and prevent harassment, attended by 280 employees, including harassment consulting service staff and managers. The webinar featured outside lecturers and LGBT individuals as speakers. They shared problems faced by LGBT+, the difficulty of coming out, and their expectations of the future society, and helped deepen employees’ understanding of LGBT+. In addition, we included LGBT+ related content in our in-house communication magazine, level-based training, and Group-wide e-learning to ensure better understanding. Moreover, in December 2020, we set up an internal ally group to disseminate information, exchange opinions, and provide information on LGBT+ events.

Awarded Gold and Bronze in PRIDE Index 2021

In November 2021, Toshiba won a gold award in the PRIDE Index 2021, an award system developed by work with Pride, a voluntary group, to evaluate the LGBT+ related efforts of companies and organizations. It was our second time to apply for this award. The award for FY2020 recognized the various efforts that we had made, including (1) establishment and dissemination of the Basic Policy on Prohibition and Elimination of LGBT+ Discrimination; (2) operation of the Toshiba Hotline and the Harassment Consultation Center; and (3) promotion of understanding and awareness through our various training programs. In addition to such efforts, the award for FY2021 recognized (4) our social contribution and public relations activities facilitated by participating in an online Ally Project hosted by OUT JAPAN Co., Ltd., a company that offers comprehensive support for LGBT-related efforts of companies and organizations.

Since FY2021, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation have also participated in this project and each won the bronze award.



Work-Style Reform and Work-Life Balance

Toshiba Group has been promoting work-style reform since April 2019 to resolve social issues as an infrastructure services company and contribute to the further development of society. By encouraging flexible work styles, business reform and health and productivity management, we aim to reduce long working hours and deliver work with high added value so that each and every employee can work safely, happily and in health. In addition, since April 2020, to cope with the spread of COVID-19, we have applied working from home to all employees who can, and promoted online meetings. In order to make working from home a common practice and improve its productivity, we distribute videos on how to communicate properly and even better when working remotely and provide online IT skills training. We increased the number of lines used to access our internal systems from outside to 50,000 lines in April 2020, which is five times more than before, as a means to improve the working environment.

Reduction of Working Hours and Consideration of Scheduled Working Hours

We have set goals for hours of overtime work and are aiming to gradually reduce overtime work to rectify the long working hour situation and enable work with high added value. Toshiba is striving to transition to a style of work that does not depend on overtime work, so that more diverse personnel can be deployed and work-style reform is promoted.

Key systems and measures concerning working hours for full-time employees (Toshiba)

| System/Measure | Overview |
|--|---|
| Flexible work system | Flexitime system, discretionary labor system, and work-at-home system (trial since October 2017, introduced in full-scale in April 2019) * Partially applied to non-regular employees as well |
| Long leave system | Employees can take a maximum of 20-day accumulated leave for personally selected objectives, such as self-development, social contribution activities, nursing, and also for treatment of non-occupational injuries and diseases, and other conditions including infertility. |
| Family Week initiatives and days set to leave the office at regular work hours | Employees are prompted to leave work at regular work hours at least two days during Japan's Family Week in November. Special announcements and after-hour patrols are made to promote awareness during such days. * Applies to non-regular employees as well |
| Introduction of PC shutdown system | Introduction of a system that automatically shuts down PCs at a specified time * Applies to non-regular employees as well |
| Annual paid vacation | We have been facilitating the planned use of annual paid vacation. In FY2020, the percentage of annual paid vacation taken was 65.7%. * Since FY2020, the scope of the report has been changed to cover the percentage of annual paid vacation taken by employees of Toshiba Corporation, Toshiba Energy Systems & Solutions Corporation, Toshiba Infrastructure Systems & Solutions Corporation, Toshiba Electronic Devices & Storage Corporation, and Toshiba Digital Solutions Corporation. |
| Making working hours visible | <ul style="list-style-type: none"> Introduced a system to visually monitor working hours on PC (FY2009) Operates Work Record Notification and Work Record Display (since FY2010) The attendance system was upgraded to visualize overtime across months as well as manage it on a monthly basis (since June 2021). * Applies to non-regular employees as well |
| Addressing long working hours at Toshiba Group workplaces | We implement measures in various divisions and business sites to address the problem of long working hours, and publish case examples on our intranet site to spread good practice among departments (e.g. having employees declare the <i>target time</i> (time to leave work); setting <i>focus hours</i> ; and restricting work on Sundays, late-night overtime in principle, and meetings outside normal working hours in principle). * Applies to non-regular employees as well |

In Toshiba, in FY2020, the average total annual actual working hours per employee was 2,180 hours, and the average annual overtime working hours per employee was 320 hours.

Activity Example

Use of a System that Makes Working Hours Visible

In order to effectively monitor the working conditions of our employees, Toshiba launched a system that allows employees to visually monitor working hours on their computers (FY2009). We also started operating the systems Work Record Notification and Work Record Display to ensure a setting where employees and their supervisors are made aware of their work hours (since FY2010).

The Work Record Notification System automatically sends an e-mail to each employee and their supervisor on the work record of the employee. The Work Record Display System sends records and alerts to each employee and their supervisors to draw their attention to overtime work hours in line with the Work Style Reform Bill that came into effect in April 2019.

Efforts to Prevent Recurrence of Labor Issues

Although Toshiba Group had implemented measures to ensure the health and safety of employees, a labor issue arose in FY2019. We have taken this seriously and implemented the following measures to prevent recurrence.

Specifically, top management regularly sent out messages on health and safety. At the same time, we took measures to prevent overwork and to encourage communication within the workplace. We are also working to improve employees' self care and implemented initiatives to maintain and promote their physical and mental health.

In accordance with the [Toshiba Group Occupational Health and Safety \(OHS\) Management Policy and the Toshiba Group OHS Management Declaration](#), preventing the recurrence of labor issues continues to be the top management priority. We remain fully committed to creating an environment where Toshiba Group employees, including non-regular employees, can work with peace of mind.

Supporting Employees in Balancing Work with Childcare/Nursing Care

Since the 1990s, Toshiba Group has been supporting employees to balance their work and personal life. Starting in 2005, in accordance with the Law for Measures to Support the Development of the Next Generation, we have implemented various measures and systems, which surpass the legal standards, and continue to make them more adaptable and flexible.

In FY2014, we revised our Hourly-Unit Annual Leave System. Now employees can take leave on a quarterly hour basis instead of hourly when they take a leave over an hour.

Major supporting systems for full-time employees' work and childcare (Toshiba)

| | System | | Toshiba system | As required by law |
|--------------------------|---|---|--|--|
| Childbirth/Child-rearing | Childcare leave | Period | Until <u>the end of the month in which the child turns three years old</u> | Up to <u>one year old</u> except when certain requirements are met |
| | | Number of times | Up to three times per child | Up to <u>once</u> per child |
| | Life Support Leave* ¹ | | Five days of paid leave (100%) may be taken continuously or dividedly within six weeks before and after the spouse's expected date of giving birth. (Life Support Leave can also be used for marriage and bereavement) | — |
| | Short-time shift | Target | Employees who are raising <u>children in elementary school</u> | Employees who are raising <u>children under three years old</u> |
| | | Others | 1) No limits to the number of times one can apply 2) Possible to combine with the flextime system 3) Can be set in 15-minute units | — |
| | Hourly leave system | | Leave is available in one-hour units. If more than one hour is taken at a time, however, employees may take leave in 15-minute units* ² for those over an hour. | — |
| Family care | Family care leave | | Up to <u>365 days</u> in total per person requiring nursing care | Up to 93 days in total per person requiring nursing care |
| | Short-time shift | | Possible to use for three years in total per person requiring nursing care, separately from the period for family care leave (including up to one year for short-day shifts) | — |
| | Hourly leave system | | Leave is available in one-hour units. If more than one hour is taken at a time, however, employees may take leave in 15-minute units* ² for those over an hour. | — |
| Returning to work | Subsidies for expenses | Allowance for raising the next generation | To be provided to each eligible child * Even if the applicant's spouse who works at another company is the head of household, the child is still eligible for the allowance. | |
| | | Selective welfare system <i>Teatime</i> | For child-rearing and nursing care points will be worth 1.2 to 1.5 times the value of normal points. | |
| | Mutual understanding program | | The program offers the opportunity for employees to discuss future career plans and any necessary arrangements with their supervisor and HR personnel before taking a leave of absence or after resuming work, thus helping to reduce concerns of the employees who take such leave. | |
| | Reemployment system (return to work system) | | Established a system to reemploy employees who had to resign for the following reasons: 1) Resignation in order to accompany a spouse who has been transferred (within five years) 2) Resignation in order to provide nursing care for those requiring nursing (within five years) 3) Resignation for childbirth, childcare, and raising children (within five years) | |

*1. Consolidated the paternity leave system, the marriage leave system and the bereavement leave system in 2020.

*2. Until FY2013, leave was taken in one-hour units.

Employee participation of diverse working style options (Toshiba and key Group companies)

(Persons)

| | FY2016* | FY2017 | FY2018 | FY2019 | FY2020 |
|-------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Childcare leave | Male: 17 Female: 348 | Male: 20 Female: 363 | Male: 10 Female: 277 | Male: 34 Female: 316 | Male: 72 Female: 299 |
| Paternity leave | Male: 388 | Male: 382 | Male: 194 | Male: 203 | Male: 210 |
| Family care leave | Male: 2 Female: 2 | Male: 5 Female: 2 | Male: 6 Female: 5 | Male: 9 Female: 4 | Male: 9 Female: 2 |
| Short-time shift | Male: 10 Female: 426 | Male: 11 Female: 462 | Male: 5 Female: 329 | Male: 5 Female: 411 | Male: 11 Female: 416 |

* FY2016: figures for Toshiba

Activity Example

Our Internal Childcare Center Kirame-kids

As part of our work-life balance support system for full-time employees of Toshiba Group, we opened an internal childcare center named Kirame-kids Yokohama on the premises of one of our business sites, Yokohama Complex, in FY2011. The center, which has a large garden and abundant greenery, provides full-time high-quality childcare in a relaxed atmosphere and hosts various age-appropriate events for children throughout the year.

< User Feedback on Kirame-kids Yokohama >

Upon returning to work after childbirth and childcare leave, my husband and I made the decision to take advantage of Toshiba Group's internal childcare center *Kirame-kids Yokohama*. We both split the drop-off and pick-up duties and because it's a little far from home, we're grateful that there's a parking space. Although it's sometimes difficult to get there straight away when sudden pick up is necessary in cases such as my child having a fever, the childcare staff is very accommodating and flexible depending on the situation, with options available to extend the childcare time if required, which really relieved the burden both time-wise and stress-wise. Even though I was concerned about returning to work, I was able to start full-time work without holding back thanks to this system. I want to continue giving my best to both childcare and work as my family grows and life stage changes. This is made possible because Toshiba Group offers enhanced welfare programs, including the childcare center and childcare leave system in addition to the cooperation of family and the community. Such an environment has provided me the opportunity to pursue my career the way I want to.



Handmade signboard of our internal childcare center Kirame-kids Yokohama



Chiho Ishii
(in charge of general affairs in the Administration Department at Toshiba Business Expert Corporation)

Raising Awareness

In order to spread the concept of work-style reform and put it into practice, we raise awareness through various means such as training programs and distributing brochures.

Key awareness-raising measures concerning work-style reform and diverse work styles

| System/Measure | Target | Overview |
|---------------------------|---|--|
| Time management training | Full-time employees of Toshiba Group in Japan | Learning diverse work styles (work-life balance), how to work efficiently, and time management of junior colleagues, as part of training programs based on levels. |
| Nursing care seminars | Employees of Toshiba Group in Japan | Nursing care seminars (held at 46 business sites in FY2020) |
| Cancer treatment seminars | Employees of Toshiba Group in Japan | Cancer treatment seminars (held at 43 business sites in FY2020) |

Informational materials concerning work-life balance support system

| Title | Contents |
|---|--|
| Easy! How-To Guide for our nursing care support system (from FY2010 onward) | A handbook that provides information on the various plans supporting family / nursing care so as to help balance work and family care (posted on the intranet) |
| Easy! How-to Guide for our child care support system (from FY2008 onward) | An easy-to-understand brochure on systems designed to support working mothers and fathers from pregnancy through to their return to work, including necessary procedures (distributed to eligible employees) |

Providing information on the intranet website

Our intranet website for employees of Toshiba Group in Japan introduces external websites that are helpful for coping with needs that arise from life events or finding out about them beforehand, such as nursing care, balancing work life with treatment of illnesses, to ensure employees' access to the information they need.

| Name | Details |
|---|--|
| Consultation on mental and physical wellbeing | Free telephone consultation for people with questions or concerns about nursing care |
| Introduction of external websites | <ul style="list-style-type: none"> Ministry of Health, Labour and Welfare website: Nursing care facilities information for daily life Toshiba Health Insurance Association website: System of nursing care insurance |

Activity Example

Nursing Care Seminars and Cancer Treatment Seminars

Due to changes in family makeup and increase of two-income households, more employees are expected to need to take care of elderly family members while working full time. In FY2012, Toshiba conducted a fact-finding survey on nursing care, which revealed a strong need for information on nursing care among employees. In response, we held nursing care seminars per business site from FY2015 for Toshiba Group employees in Japan, with a cumulative total of 226 seminars conducted in the six years up to FY2020. In FY2020, we also started a seminar to support employees balancing between cancer treatment and work, which was held seven times in total (43 business sites participated) in a live-streaming format.



Nursing care seminar at Toshiba Smart Community Center

Benefits

Toshiba Corporate Pension Plan: For full-time employees at Toshiba Group in Japan, we provide the Toshiba Corporate Pension Plan (defined benefit plan) in addition to the old-age pension from Japan's welfare pension insurance scheme to support their lives after retirement. Currently, around 63,000 employees from 85 business sites have subscribed to the Toshiba Corporate Pension Plan. In October 2015, we also introduced a defined contribution pension to further improve employees' post-retirement funds.

Health Insurance Association: Toshiba Group in Japan operates the Toshiba Health Insurance Association to which 172 business owners and approximately 221,000 people (including retirees and dependents) have subscribed. The Association strives to prevent illness and enhance the health and physical strength of the Group employees as well as supports medical expenses and provides benefits in the event of illness, injury, childbirth, etc. for Group employees and their families.

***Teatime*, a Selective Welfare System:** Toshiba offers a selective welfare system called *Teatime* under which full-time employees can make choices according to their needs and receive support from a wide range of welfare benefits. This system has been introduced at 21 companies of Toshiba Group in Japan (approximately 40,000 employees). In addition to reimbursement for spending on self-development programs and health support, the system also covers support for childcare and nursing care, including costs for day-care centers, child-rearing, education, and nursing care, among others. Our wide-ranging support caters to the various needs of employees.

Other Welfare Programs: Toshiba Group in Japan has a program for medical, accident and life insurance for its employees that takes advantage of the Group's scale to provide a range of insurance policies at low premiums, as a means for life with reassurance for Group employees. We also provide programs in Japan to support the financial independence of Group employees such as an accumulation scheme for purchasing homes and funding life after retirement.

Occupational Health and Safety



It is vital for each and every employee to maintain and strengthen both his and her mental and physical health in order to shine and flourish professionally. This is only possible in a safe and comfortable work environment. We place the top priority to human life, safety and legal compliance, and support the occupational health and safety (OHS) of employees.

Medium- to Long-term Vision

Toshiba aims to provide a work environment where employees can create value and raise productivity while being free from risks and concerns.

Quantitative Target

Percentage of companies that have acquired ISO 45001 certification:

100%

Toshiba will gradually shift over to ISO45001 certification.

FY2020 Achievements

Percentage of companies that have acquired ISO 45001 certification:

(FY2020, manufacturing companies of Toshiba Group in Japan)

100%

Implemented measures against COVID-19

- Took steps to prevent infection
- Created a contact system in the event of employee infection
- Manage attendance rate at a low level by introducing a basic policy of working from home
- Disseminated information about health management for working from home

Future Challenges and Approaches

To uphold OHS as one of our top management priorities, we will implement measures to build a safe and comfortable work environment, including improving the safety of facilities and working conditions and ensuring compliance with basic safety rules, and will mitigate risks based on risk assessments. We will also provide education to improve employees' health literacy, such as health consideration training for management and self-care education for all employees, and promote measures supporting independent health management for employees in line with work styles that are becoming the new normal.

Occupational Health and Safety Management Policy and Occupational Health and Safety Management Declaration

Occupational Health and Safety (OHS) Management Policy

The Toshiba Group OHS Management Policy was established in 2004 in response to the declaration of commitment to OHS by the top management with a goal of all employees sharing the commitment. The content was revised together with revision of The Essence of Toshiba in 2018 and the new content specifies our consideration of the people working in diverse conditions related to our business, including independent contractors as described in item 4 of the Toshiba Group OHS Management Policy, based on the requirements of ISO 45001, a new standard for OHS management systems.

The Toshiba Group OHS Management Policy

At the Toshiba Group, we implement sustainability management, including Occupational Health and Safety, in accordance with the Basic Commitment of the Toshiba Group. While according full respect to the culture and customs of the societies in which we operate, we conduct business activities that contribute to realization of a sustainable society.

To realize this, in our all business conduct, we place the highest priority on human life, safety and compliance, and we make concerted efforts throughout our operations to create safe and healthful workplace environments.

1. We position health and safety as one of the most important priorities for management, and strive to prevent occupational injury and disease in the workplace by continual improvements in occupational health and safety management.
2. We comply with legally mandated requirements and also with other requirements to which Toshiba Group companies voluntarily subscribes that relate to our occupational health and safety hazards.
3. We set objectives and targets and act decisively to achieve the following:
 - (1) Eradication of occupational accidents and disease in the workplace, elimination of hazards, and the mitigation of risks that may cause such accidents and disease;
 - (2) Maintenance and promotion of physical and mental health in order to enable all employees to bring their individual capabilities into full play
4. We commit to ensure appropriate consultation and participation, on occupational health and safety initiatives of workers and their representatives in various positions, who are involved in the Toshiba Group's business.
5. We contribute to society's enhancement of health and safety management standards through various communication on occupational health and safety matters.



Occupational Health and Safety (OHS) Management Declaration

For Toshiba Group to resolve social issues and contribute to the further development of society, it is necessary to promote work style reform that includes enhancing the work environment and reforming operations so that employees feel that work is rewarding. Steadily promoting work style reform is a key to ensuring that each employee is safe and healthy, works in a lively manner and leads a fulfilling life, and as such, it is important to take steps aimed at boosting health and safety to increase employees' vitality.



Toshiba Group has made further improvements to its OHS management activities and codified them into the OHS management to penetrate them throughout the organization from top management to all employees. We declared the launching of this policy at the Toshiba Group CSR Conference in December 2018. We designated the executive in charge of Human Resource and Administration Division as the Chief Health & Safety Officer (CHSO) and formulated the Toshiba Group OHS Management Declaration to specify the roles in the field of OHS management to be fulfilled by executives, managers, OHS staffs and employees. The CHSO is in charge of making the Declaration well known within the Group. In addition, to spread awareness of OHS management, we established an OHS Management Conference (described later) chaired by the CHSO in FY2019 and convened on a regular basis.

The Toshiba Group Occupational Health and Safety Management Declaration

To keep fulfilling our commitment to raising the quality of life for people around the world and thus ensuring progress in harmony with our planet, we the Toshiba Group position the health and safety of our employees, Group's greatest assets, as the most important management task, and accordingly promote "Occupational Health and Safety (OHS) Management".

To this end, in accordance with The Toshiba Group OHS Management Policy, we will develop a system enabling Toshiba Group personnel at every level to fulfill their respective responsibilities as indicated below, define key performance indicators concerning health and safety to be monitored periodically, and aim at continuous improvement through construction and operation of OHS management systems.

1. Executives (leaders of organizations) shall take the initiative in implementing OHS management and set a good example.

- Recognize that the OHS indicators are the most important management indicators and communicate the importance of their improvement.
- Invest the resources (human, physical, financial) commensurate with the health and safety issues and risks of each company.

2. Managerial personnel shall fully consider health and safety of their subordinates.

- Pay attention to health and safety of subordinates in daily labor management and deal with the issues appropriately in a timely manner.
- Secure opportunities and time appropriately to ensure health and safety of subordinates in accordance with internal rules.
- Strive to create vibrant workplaces with good communication.

3. Staff engaged in OHS shall endeavor to cultivate health and safety culture of the site.

- Emphasize active safety (accident prevention) and primary prevention of disease through daily analysis of OHS issues at each site.
- Enhance expertise and provide appropriate support, advice, and guidance to production lines and departments.
- Strive to develop human resources involved in OHS, including supporters in other groups, in order to ensure continuous OHS management.

4. Employees shall strive to ensure their own and co-workers' health and safety, taking the initiative and through cooperation.

Employees are requested to do the following:

- Strive to ensure your own safety and promote health by utilizing the various systems and opportunities available, provided by related social resources.
- Recognize that health and safety of you and your family is a valuable asset of the Toshiba Group and accord priority to health and safety in your daily life and behavior.
- In the case of any matter difficult for you to resolve on your own, consult your superiors, co-workers, and/or OHS staff, or seek advice from external consulting services etc.
- Be attentive to co-workers and environment around you and strive to create workplaces where health and safety are ensured, through mutual support.

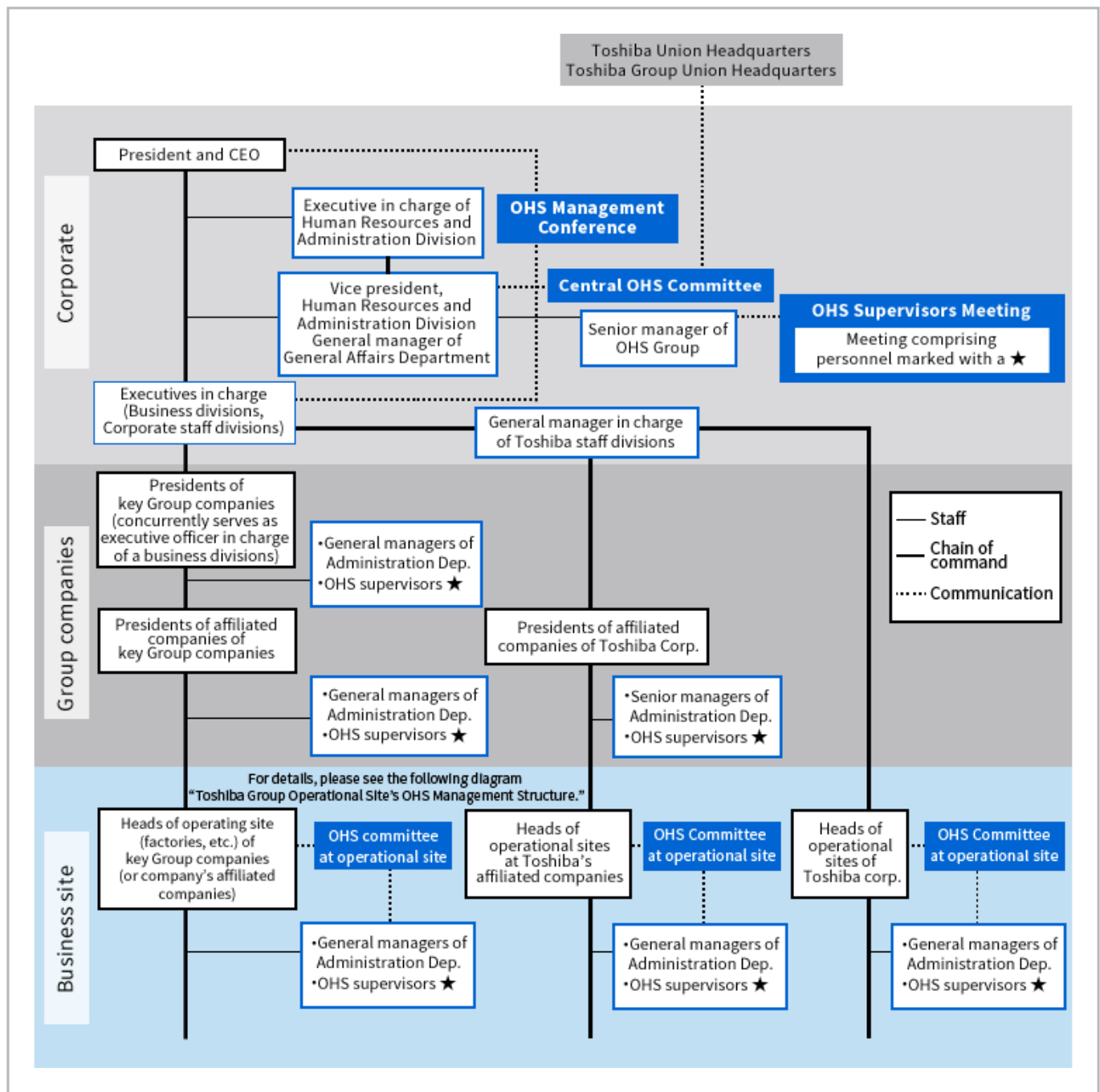


Promotion of OHS

Line Management

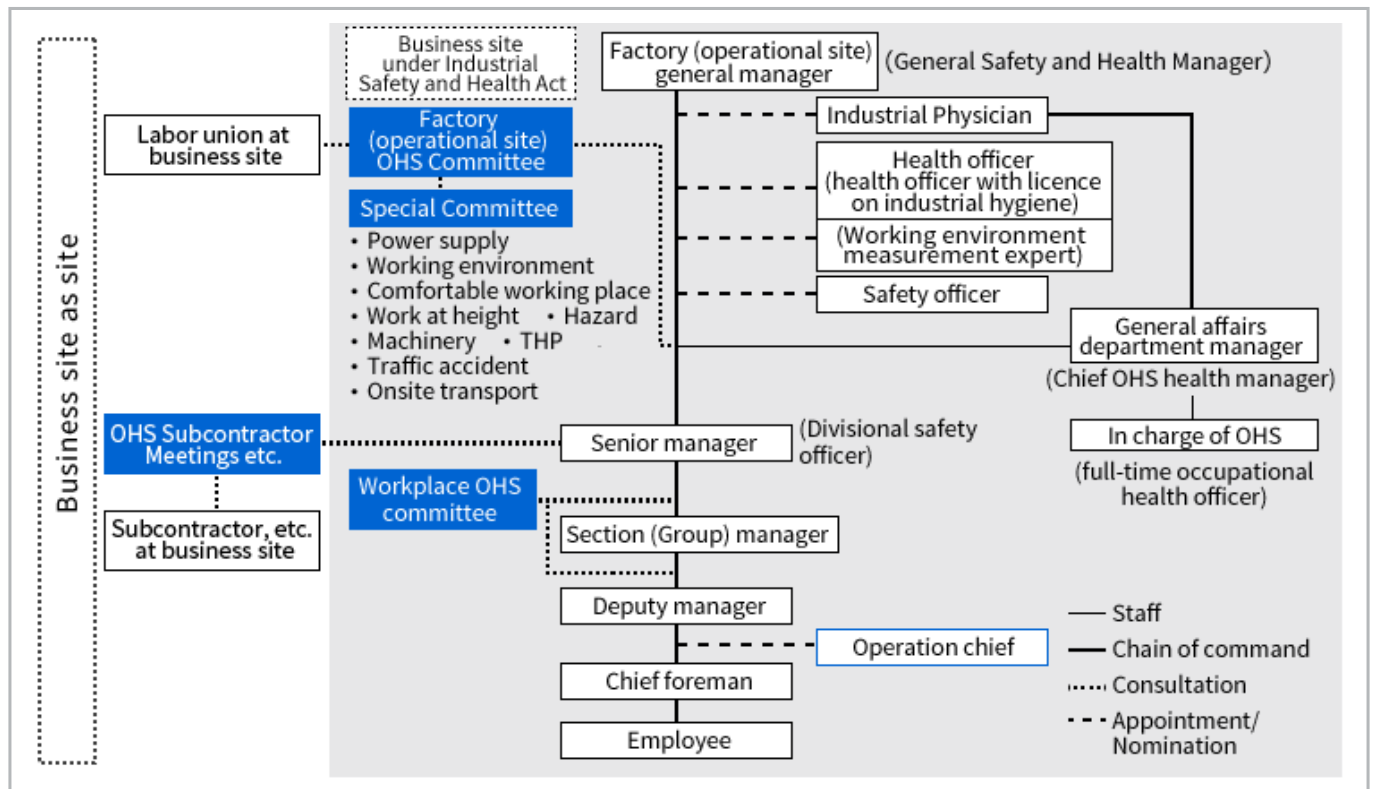
Specific OHS activities of Toshiba Group are carried out at each of the business sites (or individual Group companies) based on measures to achieve the OHS objective transmitted from the corporate department, which is the supervisory division of the Group, and Group companies, under a line management system that covers all personnel from top management through to employees.

Toshiba Group OHS Promotion System in Japan



Statutory activities at each business site (or Group company) in Japan include the appointment of dedicated OHS staff and the establishment of an OHS Committee. Many sites and Group companies go beyond this to set up other autonomous OHS activities, such as specialist or workplace committees tailored to the work process and their risk factors.

OHS management structure of Toshiba Group business sites in Japan



Participation, Discussion and Communication at Different Levels

Toshiba Group in Japan provides the following opportunities for communication.

Participation, discussion and communication related to OHS management

| Level | Target | Opportunity | Communication function |
|---|---|---|--|
| Corporate and corporate staff division | President and CEO and executives of Toshiba and presidents of key Group companies | OHS Management Conference (biannual) | Deliberation and discussion of Toshiba Group OHS management measures |
| | Toshiba Union Headquarters (general employee representative) | Central OHS Committee OHS Debriefing | Discussion and information sharing on Toshiba Group OHS measures |
| | OHS supervisors (Officers in charge of OHS) at Group companies | Toshiba Group OHS Supervisor Meeting (annual) | |
| Group company | Employee representative | OHS Committee, etc. (depending on company) | Implementation at individual companies as needed |
| Business site | Labor union management at business sites (employee representative) | OHS Committee Meetings (statutory) (monthly) | Deliberation and discussion of OHS measures at business sites |
| | Subcontractors, etc. | OHS Liaison Committee Meetings (depending on business site) | Discussion and information sharing on OHS-related matters at business sites |
| Construction site (as principal contractor) | Related contractors | OHS Consultative Meetings (statutory) (monthly) * Consultative organization in which the specified principal employer and all related constructors participate | Discussion of matters related to disaster prevention in production processes |

Since FY2019, Toshiba has been holding the OHS Management Conference every six months as an opportunity to communicate with top management regarding OHS management. The Conference is chaired by the CHSO and attended by the President and CEO, the executives of Toshiba, and the presidents of key Group companies. They verify the general condition of Toshiba Group's OHS and the progress of measures as well as to deliberate on objectives and measures for coming fiscal years.

In addition, together with Toshiba Union Headquarters, we co-host the non-statutory meetings of the Central OHS Committee in January and the OHS Debriefing in June. We are striving to ensure that Company-wide health and safety measures take into consideration the perspectives of employees through close communication with the Toshiba Union Headquarters. At the Central OHS Committee in January 2021, we shared with the Toshiba Union Headquarters Company-wide OHS objectives for FY2021 as well as the need for further improvement of our OHS management systems (OHSMS) based on the fact that we have shifted from OHSAS 18001 to ISO 45001 in FY2020.

As a means to laterally share information among Toshiba Group in Japan, we hold the Toshiba Group OHS Supervisor Meeting once a year that is attended by OHS Supervisors from Group companies and business sites. They report on matters such as the incidence of occupational accidents and objectives that are to be promoted Group-wide, as well as efforts for high priority issues and the activities undertaken at each site.

We also hold the statutory OHS Committee at business sites once a month as an opportunity for employees to participate, discuss and communicate with each other on health and safety issues. The meetings are used to deliberate and decide on various measures related to the OHS management system such as the basic OHS policy at the business site, annual objectives and OHS promotion plans. In view of their importance, meetings of the OHS Committee have been held in online format since April 2020 to maintain regular meetings while helping prevent the spread of COVID-19 by minimizing contact. Further, we are striving to ensure appropriate communication with entities involved in the Group's business by securing opportunities for OHS Subcontractor Meetings and OHS Consultative Meetings that include resident subcontractors at business sites and related subcontractors at construction sites managed by it will be implemented a Toshiba Group company as the primary contractor.

Toshiba Group overseas has established an appropriate system in accordance with the laws and OHSMS requirements of the country where the company is located.

For Reference

Toshiba's Heritage of OHS Activities

The history of Toshiba's OHS activities goes back to the days of Toshiba's predecessor, Tokyo Electric. In 1914, Toshibumi Gamo, then chief of general affairs, witnessed a tragic electrocution accident, and thereafter dedicated his life to safety-related activities. He became a central figure in Japan's safety movement, setting up the Association for Prioritization of Safety (*Anzen Daiichi Kyokai*) with Kakichi Uchida and others in 1917. The green cross that is used on safety flags in Japan is said to originally be designed by Gamo, and have been used as a symbol in the National Safety Week.

Toshiba Group has inherited this DNA and placed the top priority to employees' OHS. Thanks to the efforts made over the years, Toshiba Group's domestic occupational accident incidence (accident frequency rate) has remained below the average of the manufacturing industry in Japan.



Toshibumi Gamo

OHS Management System

Toshiba Group defines fatal accidents or accidents for which more than one person requires leave from work at the same time as serious accidents and strives to eliminate them. Although Toshiba Group companies are engaged in a wide variety of industries, there are industries where the risk of a severe accident is relatively high, as judged from past cases. We, therefore, identified target industries to introduce the international OHSMS standard based on third-party assessment and have been incorporating OHSAS 18001 and acquiring external certification for manufacturing companies in those industries since FY2007. In FY2020, we transitioned to ISO 45001*¹. In FY2020, all manufacturing companies and 44 non-manufacturing companies (accounting for 75.1% of all personnel from Group companies in Japan) in Toshiba Group in Japan have acquired the certification. Information on Group companies overseas will be disclosed on the [Sustainability website](#) as soon as it is finalized. We visualize OHS management system by continuously evaluating and managing OHS risk through risk assessment based on OHSMS and ensuring legal compliance*². In addition, Group companies that fall outside the scope of ISO 45001 certificate acquisition also operate under an OHSMS in accordance with guidelines set by the industry or a simple PDCA cycle based on their respective OHS Management Policy and promotion plan. The corporate staff division is working to raise the level and make improvements to our OHSMS by regularly assessing the processes of our activities.

*¹ An international standard for OHSMS established by the International Organization for Standardization (ISO) in 2018

*² Refers to the following major regulations which fall under the scope of ISO 45001 compliance:

- Industrial Safety and Health Act
- Ordinance on Industrial Safety and Health and other related regulations
 - Prevention of organic solvent poisoning / Prevention of health impairment due to specified chemical substances / Prevention of health impairment due to ionizing radiation / Prevention of anoxia / Prevention of lead poisoning / Prevention of health impairment due to asbestos / Health standards in the office / Safety of boilers and pressure vessels / Crane safety / Gondola safety, etc.
- Other related laws and regulations
 - Pneumoconiosis Act / Working Environment Measurement Act / Health Promotion Act / Act for Maintenance of Sanitation in Buildings / Poisonous and Deleterious Substances Control Act / High Pressure Gas Safety Act / Fire Service Act / Road Traffic Act, etc.

In general, the OHSMS operated by Toshiba Group companies in Japan covers employers (company) and employees (including dispatched workers and temporary workers) in accordance with the Industrial Safety and Health Act. However, subcontractors (people engaged in business related to the Group's operations such as resident subcontractors and other subcontractors) are asked to cooperate with and participate in various OHS activities. We identify and assess the risks each subcontractor may face and inform them of these risks via an initial educational program for entry to the site. We also share the measures we take through OHS Subcontractor Meetings, provide the opportunity for communication and coordination, and jointly implement emergency training.



ISO 45001 Certificate of Registration

Evaluation and Control of Risks Associated with Safety and Health

Identification and Risk Assessment of Hazards Related to Safety and Health

Toshiba Group in Japan conducts two types of risk assessment (general OHS and chemical substance) based on guidelines concerning investigation into dangerous and harmful operations stipulated by the Japanese government. This helps us to identify hazards*¹, evaluate risk and formulate control measures*² in the course of operating our OHSMS. With this risk assessment, Toshiba Group employees strive to identify the hazards that may be encountered by them as well as subcontractors and visitors.

To ensure the effectiveness of our risk assessment, we provide training to OHS staff and risk assessors to enhance their capabilities. We also verify the validity of risk assessment findings through an annual review by members of the division which has the risk and auditing by the OHSMS Internal Audit department.

In addition, for anything designated as an emergency situation in the risk assessment, we have established response procedures and if required, regularly conduct evacuation drills that also include subcontractors in order to ensure smooth evacuation in the event of an emergency.

At Toshiba Group overseas, especially companies that have obtained OHSMS certification, we carry out risk assessment in accordance with the requirements of the standard and implement measures against extracted risks.

In the event of an occupational accident, Toshiba Group identifies the hazards and causes and assesses the risk prior to the accident and following the implementation of assumed measures to ensure that corrective measures are taken within the Group.

*¹ In addition to risk assessment as a means of identifying hazards, we conduct risk prediction activities prior to work, make close call reports and have top management, industrial physicians and health officers implement workplace inspections to complement this.

*² Toshiba selects the control measures to reduce the risks according to the following hierarchy: (1) elimination, (2) substitution, (3) engineering controls, (4) signage/warnings and/or administrative controls, (5) personal protective equipment.

Disaster Prevention Measures

We reflected our fundamental approach to mitigating the risk of natural disasters in Japan such as a large-scale earthquake or storm and flood damage in a Basic Guideline for Disaster Prevention Countermeasures and Business Continuity Plan (BCP) for the Group. The basic guideline prioritizes the life and personal safety of employees, and is based on the policy of protecting our social credibility, property and equipment, and fulfilling our corporate social responsibility to customers, shareholders and other stakeholders.

The guideline stipulates the role of Toshiba's corporate staff divisions, Toshiba Group companies and business sites in drafting and implementing policies and measures regarding disaster prevention and formulating a BCP so that each company and organization can prepare for disasters in accordance with their role. In addition, we established Toshiba Group Disaster Countermeasures Headquarters, headed by the President and CEO of Toshiba, to coordinate with disaster response headquarters at Toshiba Group companies and business sites. This framework enables the coordination, direction and support of relief and recovery efforts.

To prepare for future disasters, we are also taking steps including creating regulations, introducing educational programs and conducting drills for employees, and stockpiling items and equipment required in a disaster.

Examples of Activities

Development of a Disaster Prevention System

- Maintenance of a Company-wide disaster prevention system (establishment of regulations and guidelines, etc.)
- Development of a fire defense plan and fire and disaster prevention management regulations as well as the creation of a promotion framework at each company and business site

Implementation of Educational Programs and Drills

- Provision of educational programs on fire and disaster prevention for employees and issuance of a guidebook to raise awareness on disaster prevention
- Implementation of training (evacuation drills, safety confirmation, operational training of disaster response headquarters)

Deployment of Supplies as Disaster Countermeasure

- Securing supplies to prepare for a disaster at each site
- Development of emergency communication infrastructure within Disaster Countermeasure Headquarters and between disaster headquarters at each company and business site
(Deployment of satellite mobile phones and mobile phones exclusively for emergencies)

Further Response to Crisis-Related Risk

Toshiba Group seeks to prevent and avoid damage to parties and facilities related to our operations in countries and regions in addition to Japan as well as to prevent and avoid damage these parties and facilities may cause to third parties. In the event of such a damage, we have established and operate a basic policy for safe operations overseas with the aim of minimizing the damage.

When implementing a new project, we confirm risks in advance as required through such means as risk assessments covering local laws and regulations, the surrounding environment, infrastructure, facilities, and substances used.

Prioritizing Life, Safety and Compliance in All Business Activities

Toshiba Group has set items related to health and safety (Toshiba Labor Agreement and work regulations in Japan), and when faced with life-threatening risk, employees are required to take the basic action of first reporting to their supervisor (or the administration division) and then following the instructions given. However, employees are permitted to prioritize evacuation in order to protect themselves when it is difficult to make a report in a timely manner. Employees will not be treated unfairly in such a case.

Raising Awareness and Education on OHS

Message from Top Management to All Employees for National OHS Weeks

Every year at Toshiba Group, during National Safety Week in July and National Occupational Health Week in October, the top management of Toshiba sends a message to all employees to share their firm resolve to ensure OHS. The President and CEO and CHSO both convey messages from FY2020. In addition to messages to the entire Group, top management at each Group company and business site, including those overseas, sends messages to all their employees and develops their own OHS initiatives.

Toshiba Group OHS Conference

First held in 1975, the Toshiba Group OHS Conference has been held every December to share information for the purpose of raising the level of OHS activities and generating greater awareness about OHS management. The main participants are top management, labor union representatives, and people in charge of OHS activities in Toshiba Group in Japan. Companies and business sites as well as to small-group activity programs and improvement proposals by individuals that set an example for others are commended for their excellent OHS-related activities through the granting of the President and CEO's Award for Excellence. Since FY2008, the Conference has been integrated with the CSR Conference, and the CEO commends the efforts in OHS management made by overseas Group companies in addition to those in Japan. In FY2020, we did not hold the conference with physical attendance to prevent the spread of COVID-19. Instead, we opened a special internal website, *Sustainability Forum*, to share information on awarded activities.

We established regulations for OHS awards consisting of awards for OHS promotion and OHS improvement as well as OHS slogans with the aim of enhancing the Group's safety management and the three occupational health management* activities along with raising awareness of employees' participation in OHS activities.

In FY2020, two business sites won the OHS promotion award, two groups won the OHS improvement award, and one slogan each was commended for safety and health. The winning slogans will be used in OHS posters for the next fiscal year at Toshiba Group business sites throughout Japan.

* This refers to the following three types of occupational health management: (1) Operational management, which defines procedures for preventing environmental pollution, and reducing exposure to harmful substances as well as workload, and their suitable implementation; (2) Operational environment management, for identifying and evaluating factors that may cause harm in the workplace through statutory working environment measurement and risk assessment of chemical substances to ensure the best conditions possible; and (3) health management to confirm the health condition of each employee through medical examination, detect abnormalities early on, prevent exacerbation, and take medical and work management-related steps to recover a healthy condition.

Examples of OHS Award Winners for FY2020

◆ OHS Promotion Award

- Dissemination and development of new exercises incorporating elements of locomotion training
- Early resumption of operations amid the COVID-19 pandemic

◆ OHS Improvement Award

- Supervision and development of educational content using VR to experience dangerous situations
- Elimination of risks in sodium loop facilities and sodium-potassium alloy equipment

◆ FY2021 Safety/Health-related Posters (based on award-winning slogans from FY2020)



Education and Training for OHS

Toshiba Group in Japan conducts various types of OHS-related educational programs for each level of the organization, from Toshiba through to business sites.

Toshiba conducts regular Company-wide OHS training programs for entry-level and mid-level employees engaged in OHS as well as for industrial physicians and occupational healthcare staff to enhance their skills as OHS staff. We also strive to boost health literacy through e-learning on health-related matters for all Toshiba Group employees in Japan.

In addition to the education required by the Industrial Safety and Health Act, we provide unique courses and training tailored to the conditions and issues of the business site as well as programs for employees engaged in OHSMS in an effort to enhance the capabilities of personnel engaged in OHS.

Toshiba Group overseas ensures the competence required for OHSMS in accordance with the actual situation in each country.

Attendance of educational courses at Toshiba (programs organized by the Human Resources and Administration Division) (FY2020)

| Educational program | Target | Period | Number of attendees |
|--|---|---|--|
| Training for OHS staff (employees in charge of OHS activities) | Employees in charge of OHS activities at Toshiba Group in Japan | July 2020 | 143 |
| Education for new employees in charge of OHS activities | Employees who have been in charge of OHS activities at Toshiba Group in Japan in the past year | September 2020 | 65 |
| Introductory education for new industrial healthcare professionals | Industrial physicians and public health nurses who joined Toshiba Group in Japan | At time of joining the company and after three months | 9 |
| Education for industrial nursing professionals | Public health nurses at Toshiba Group companies and business sites in Japan (including industrial physicians in FY2020) | March 2021 | 115 Held concurrently with the conference for industrial physicians in FY2020 |
| Courses on achieving a lively work style (includes health-related education) | Employees of Toshiba Group in Japan | July 2020 | Number of attendees: 67,154 (Attendance rate of 98.5%) |

Key education and training programs at business sites

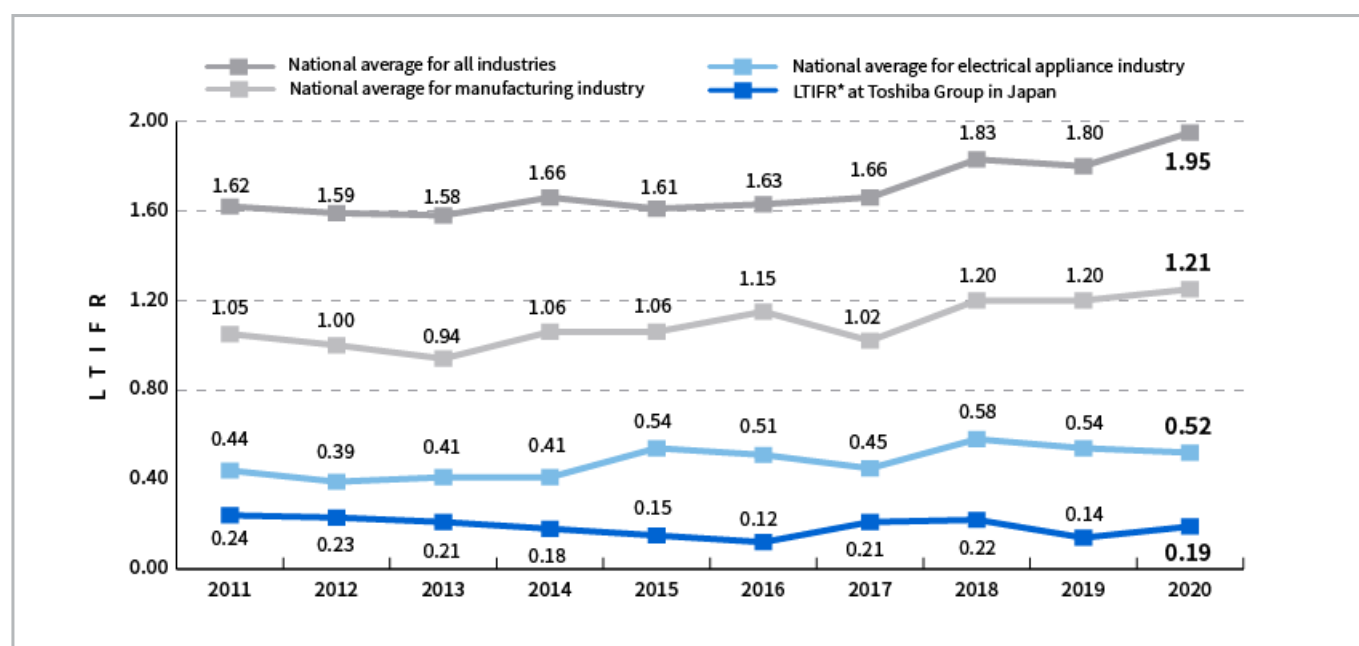
| Category | Type of education | Target | Instructor |
|--------------------------------------|---|--|--|
| Statutory education on legal affairs | OHS education per work operation for a new worker or a worker whose operations have been changed | New recruits and employees whose work duties have changed | OHS staff at business sites or staff at the workplace accepting the new employee |
| | Training when appointed safety officer | Employees newly appointed as safety officers who are qualified under the Ordinance of the Ministry of Health, Labour and Welfare | Qualified in-house personnel or outside instructor |
| | OHS education on foreman duties | Employees promoted to foremen or direct supervisors of workers in operations (excluding operations chief) | |
| | Special educations for safety and health concerning operations, courses for various licenses, skills training, etc. | The workers engaging in restricted work or their operational chiefs | |
| | Education in order to enhance individual abilities for safety officer, etc. | Employees with at least five years experience since obtaining qualification, etc. | |
| Non-statutory education and training | Health education by age | Employees who have reached the age of 30, 40 and 50 | OHS staff at business sites |
| | OHS-related education at time of promotion (mental health, etc.) | Employees promoted to managerial positions | |
| | Education for OHSMS risk assessors | Employees conducting workplace risk assessments | |
| | OHSMS internal auditor training | Employees appointed as internal auditors at each business site | Outside instructor |
| | Education for employees engaged in specified work | Workers engaged in operations involving the risk subject to business site management | Applicable workplaces |
| | Workplace emergency response training | Workplace-specific emergencies | |
| | Simulation of large-scale earthquake at business sites | Employees, resident subcontractors, etc. | Administration departments at business sites |

Occupational Accidents

The frequency of occupational accidents (frequency of lost workdays) of Toshiba Group in Japan in FY2020 was almost the same as that of the previous fiscal year. This is much lower than the national average for the manufacturing industry. The number of occupational accidents in FY2020 was 95 in total, almost unchanged from the previous fiscal year, with 31 cases resulting in lost workdays and 64 cases without lost workdays. The number of fatal accidents involving Toshiba Group employees over the past three years was zero in FY2018 and one in FY2019 (in Japan). While no such accidents occurred in Japan in FY2020, as the number of fatal accidents outside Japan is still being calculated, it will be disclosed later on the [Sustainability website](#).

The most common types of accidents were falling, reaction to motion/improper motion, caught in/between, and fall from height. Of these, the accidents caused by normal activity of daily life (ex. falling while walking or falling downstairs), make up the majority at 32% of total accidents. In light of the number of accidents occurring from normal activities, we incorporated content aimed at preventing falls in addition to conventional health management information in our Company-wide e-learning program for FY2020, drawing attention to the need for vigilance among all Group employees. The number of accidents where employees were caught in/between was roughly on par with standard years, but there was one fatality stemming from this in FY2019. Therefore, we are working to share information throughout the Group on exactly what happened, the cause and our response to ensure that the same kind of accident does not happen again under similar conditions using similar equipment. As for occupational accident prevention activities, Toshiba's corporate staff division has set objectives for promoting OHS of Toshiba Group. Based on these objectives, each Group company and business site in Japan formulates promotion goals and plans while sharing their unique challenges, and undertakes actions aimed at preventing occupational accidents.

Lost-time injury frequency rate at Toshiba Group in Japan*

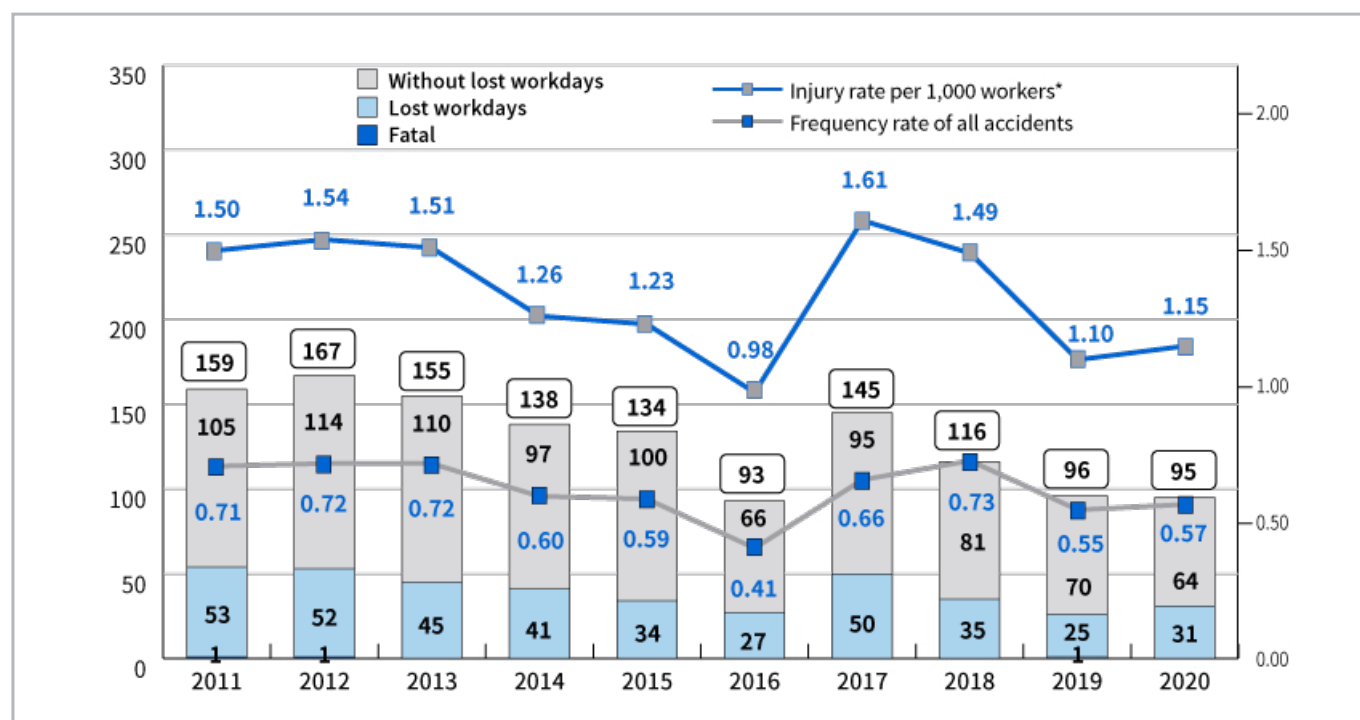


* LTIFR: Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace per 1 million man-hours worked.

* Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

* Due to errors in the figures for FY2019, the figures disclosed in the Sustainability Report 2020 have been revised.

Incidence of work-related accidents (Toshiba Group in Japan)

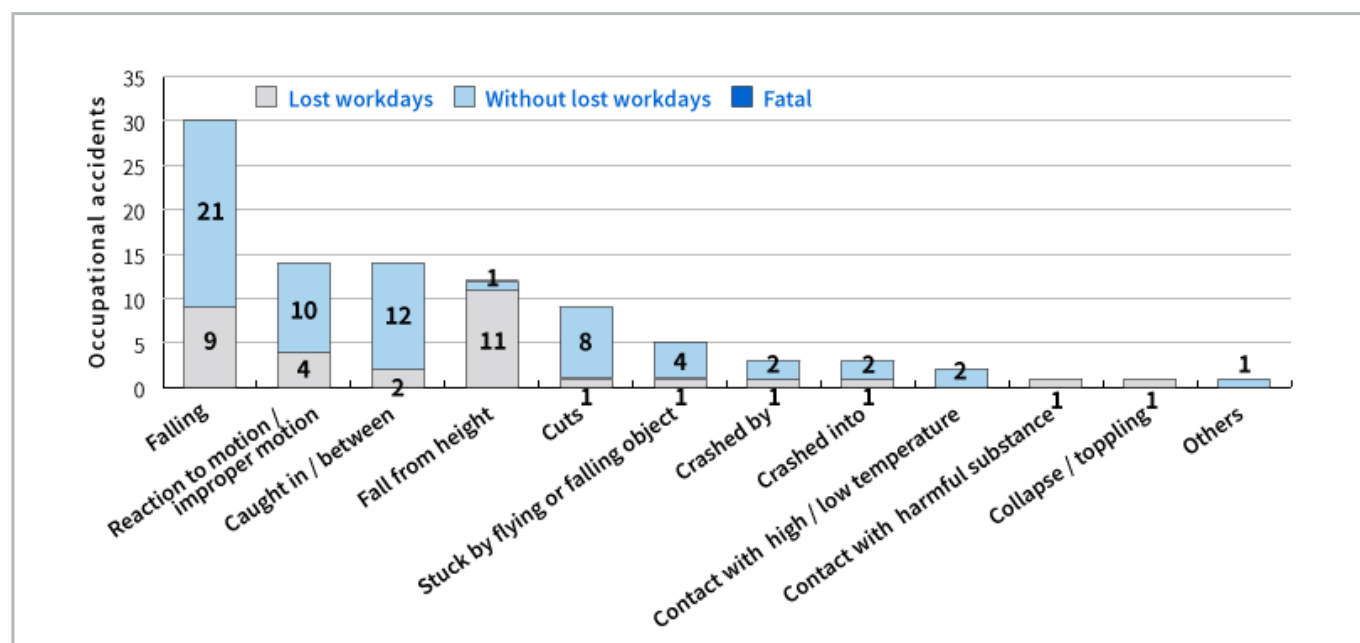


* Frequency rate of all accidents: The number of accidents occurring in a workplace per 1 million man-hours worked (the sum of those without lost workdays, with lost workdays and with fatalities).

* Injury rate per 1,000 workers (all accidents): The number of lost-time injuries occurring in a workplace per 1,000 workers.

* Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

Accidents by type of accident in FY2020 (Toshiba Group in Japan)



* Includes accidents involving part-time workers, fixed-term workers and dispatched workers.

Toshiba Group takes the fatal accident that occurred in FY2019 very seriously, and will place top priority on the reduction of hazardous risks that could lead to serious injuries and diseases and conduct a risk assessment of all workplaces and tasks with the aim of striving for zero serious accidents on an ongoing basis. Based on the results of this risk assessment, we will review work methods to identify and eliminate risks, and systematically take necessary measures such as improving facilities and providing thorough training for employees to reduce and control such risks.

Measures to Maintain and Enhance Health

Toshiba Group in Japan has set the prevention of lifestyle diseases, enhancement of mental health and prevention of overwork as the basis to achieve them as the top priority measures within the Toshiba Group's Standards for Health Management. We strive to raise employees' awareness of the importance of health and take various measures to maintain their physical and mental health from both a high-risk approach*¹ and population approach*².

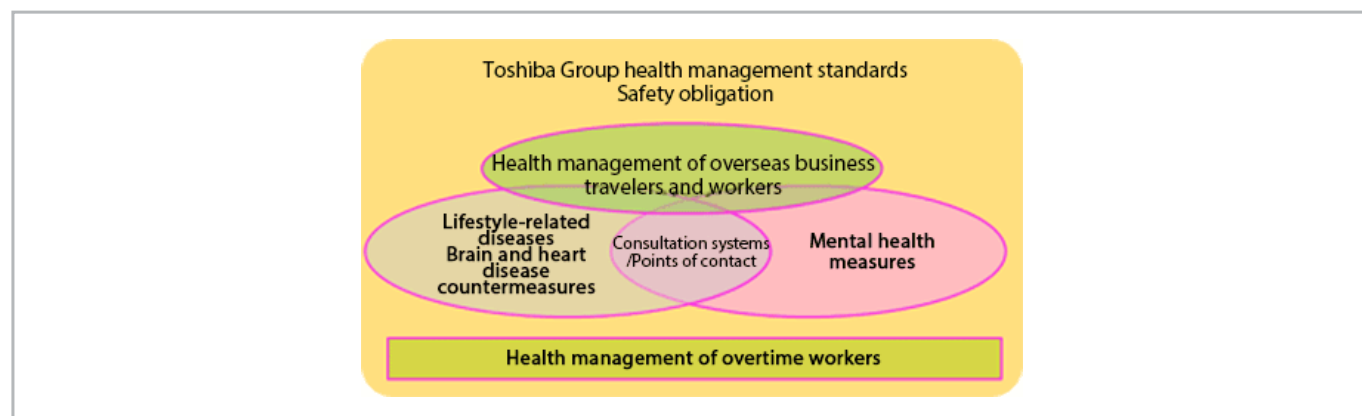
Toshiba Group overseas is working to maintain and improve the health of its employees in accordance with the actual situation of each country.

*¹ High-risk approach: A method of health management that focuses on people at high risk of disease

*² Population approach: A method of health management that focuses on the whole group rather than a specific group to lower the exposure to risk

Toshiba Group's key health management measures

| | Mental health measures | Lifestyle-related disease measures | Other |
|--|---|---|--|
| High-risk approach | <ul style="list-style-type: none"> Return-to-work program support Strengthen ties between workplace, personnel and industrial healthcare professionals Anti-suicide measures | <ul style="list-style-type: none"> Brain and cardiovascular disease countermeasures (work classification determined based on levels of regular medical checkup data) | <ul style="list-style-type: none"> Prevent diabetes from becoming severe Strengthen health management of employees on overseas assignments |
| Population approach | <ul style="list-style-type: none"> Workplace care education Self-care education Stress checks | <ul style="list-style-type: none"> Set targets and provide support for lifestyle improvement Health education for each age group | |
| Measures to comply with regulations and prevent overwork | | | |



Response to the COVID-19 Outbreak

Toshiba Group is responding to the changing situation to ensure the safety of customers, suppliers, local communities, employees and their families and business continuity. Toshiba Group is engaged in many businesses and services that sustain society such as social infrastructure, the cornerstone of life. In light of the need to fulfill our responsibilities to society and provide these businesses and services, we are continuing activities at sites engaged in manufacturing, services and distribution with appropriate measures in place to minimize the risk of COVID-19 infection.

In response to the pandemic, the COVID Countermeasures Headquarters was established to manage the situation within Toshiba Group and provide information on measures based on the latest trends and knowledge through internal notices and a dedicated website. We made a decision that in principle employees were to work from home where possible and set a target attendance rate for each job type for workplaces where working from home is viable. To support this policy, we increased the number of lines enabling access to our internal systems.

In line with the rapid rise in the proportion of people working from home, we have strived to inform people of websites containing information about exercise and other ways to alleviate stress, which were most often requested, as well as establishing an online health consultation system run by occupational healthcare staff. For employees that need to go into work, we have made it mandatory to measure body temperature, report to supervisors and wear a face mask to prevent infection.

For employees stranded overseas due to border restrictions, we conduct health-related surveys to confirm employees have access to medication they need and provide necessary support.

Please see [“Toshiba Group's Response to COVID-19”](#) for Toshiba Group's basic policy and the latest responses to COVID-19.

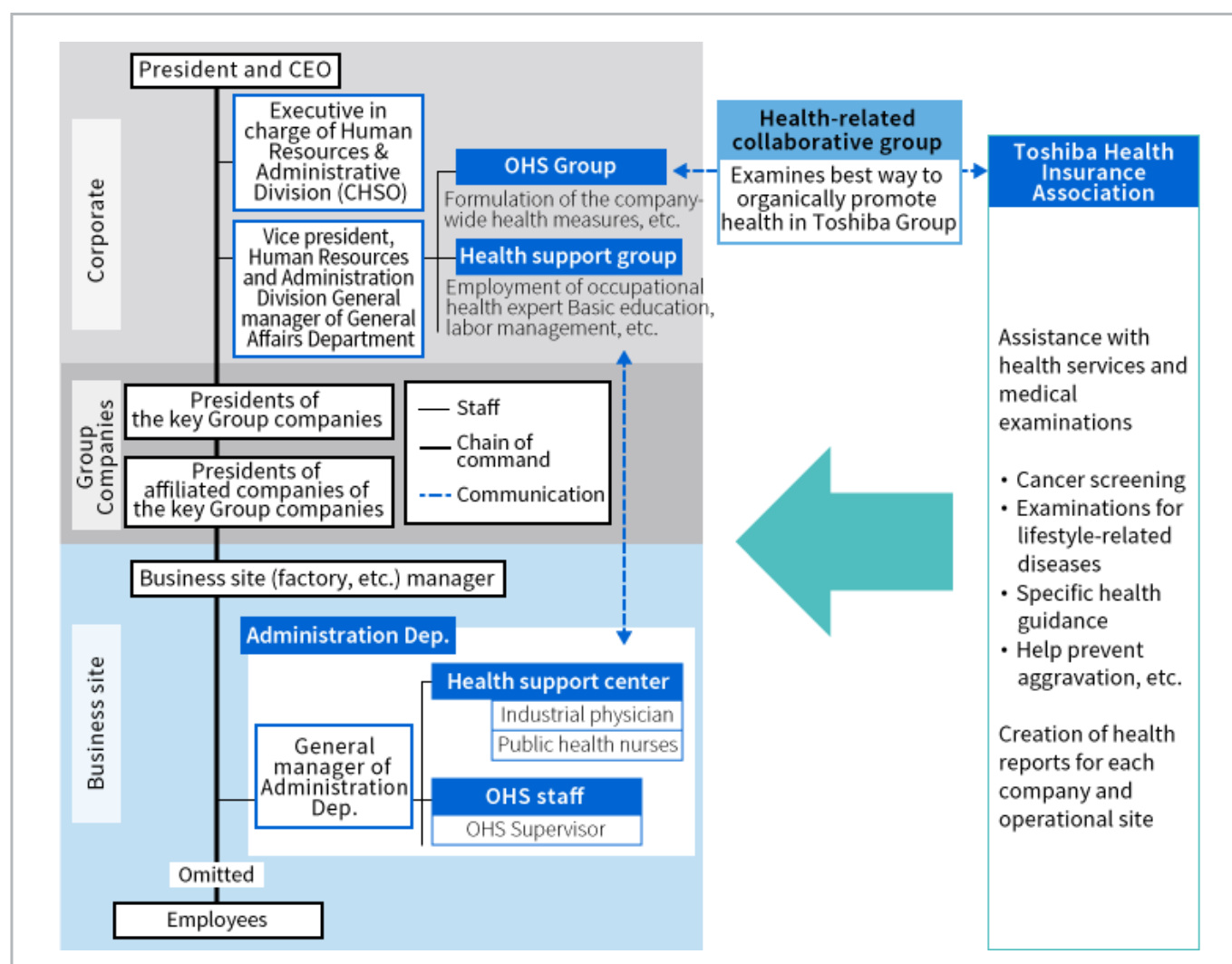
System for Health Management

Toshiba Group in Japan has held the OHS Management Conference on a regular basis since FY2019 to share the Group's health-related issues and regular monitoring indicators, or key performance indicators (KPIs), and the top management of each key Group company in attendance are then requested to incorporate those into measures to improve the safety and health management of their employees through the governance line.

As for the system for implementation, the function of providing support in the area of occupational healthcare had been provided by a separate company from FY2002, with related services provided based on a contract with each Group company. In light of the increasing importance of health management under OHS management, however, this system was discontinued in November 2019 and now an occupational healthcare officer is sent to business sites and placed under the direct control of management there (excluding certain companies that employ such officers directly). This new system enables more tailored and flexible health services to be deployed in line with the challenges facing each business site.

In addition, we launched the Collabo-Health Meeting and started convening meetings in FY2019 together with the Toshiba Health Insurance Association, to study how to promote health measures throughout the Toshiba Group in Japan organically. This meeting aims to accelerate OHS management and enhance health at the various life stages of employees in addition to realizing the Company's objectives of enhancing corporate value and ensuring a bright and vibrant life for our employees. It is also designed to help achieve the social missions and goals of the Toshiba Health Insurance Association such as optimizing medical expenses.

Toshiba Group's health management system in Japan (including the role of the Toshiba Health Insurance Association)



Toshiba Group Key Performance Indicators (KPIs)

KPIs for health management were set forth as shown below at the OHS Management Conference for FY2019. We will aim to further improve items which have already attained nationwide target figures and raise the level of items which are yet to achieve targets nationwide. Our varied approach will center on improving the process indicator, lifestyle habits.

| Health-related KPIs Monitor the ratio of each item to the whole | | | FY2020 result of Toshiba Group in Japan | Target figure* ¹ (Nationwide) | Achieved/ Not achieved |
|--|--|---|---|---|---------------------------|
| Outcome indicators | High risk of cerebral heart disease | High blood pressure requiring more than normal consideration | 3.8% | 7.2% | Achieved |
| | | High blood sugar requiring more than normal consideration | 2.5% | 2.5% | Achieved |
| | Metabolic syndrome patients | All ages | 17.7% | 14.5% | Not achieved |
| | | Over 40 | 20.4% | 13.0% | Not achieved |
| | Metabolic syndrome preliminary group | All ages | 17.5% | 14.1% | Not achieved |
| | | Over 40 | 18.7% | 12.3% | Not achieved |
| Process indicators | Smoking: Percentage of smokers | | 24.2% | 21.5% | Not achieved |
| | Exercise: No. of steps below national average (equivalent) (5,000 steps or less/day) | | 24.7% | 0%* ² | Not achieved |
| | Meals: Percentage of those who do not eat breakfast | | 27.8% | 15.2% | Not achieved |
| | Meals: Percentage of those who have a late-night snack (within two hours before going to sleep) | | 13.9% | 14.4% | Achieved |
| | Sleep: Percentage of those who are sleep-deprived | | 21.0% | 25.9% | Achieved |
| | Drinking: Percentage of those who binge drink | | 25.0% | 14.5% | Not achieved |

*1 National values are calculated from the FY2018 National Health and Nutrition Survey or data from the Ministry of Health, Labour and Welfare for 20-69 year olds.

*2 Toshiba Group makes efforts so that no employees have a daily number of steps clearly below the national average of 5,000 steps (male: 7,636 steps, female: 6,657 steps <data from National Health and Nutrition Survey for 20-64 year olds>) (excluding wheelchair users or those otherwise unable to walk).

Method for Prevention of Brain, Heart and Lifestyle-Related Diseases

As a high-risk approach to preventing lifestyle-related diseases, Toshiba Group in Japan has steadily provided priority support to employees at high risk of developing brain and heart diseases, through such means as work management and health guidance, according to work classification determined based on levels of regular medical checkup data, a shared standard across all Group companies since FY2011. We also run a program to prevent diabetes from becoming severe in collaboration with the Toshiba Health Insurance Association. The effects of these initiatives have started to emerge with a decrease in the percentage of deaths caused by brain and heart disease while still at work and a decrease in people at high risk of high blood pressure and high blood sugar. (Refer to Toshiba Group KPIs)

As a population approach, we have set target values for improving lifestyle habits and have been undertaking measures such as anti-smoking measures, improvements to the canteen menu and providing opportunity to exercise, since FY2013. We introduced a health-related education program for each age group in FY2014 and have been supporting employees to maintain their health according to their stage of life. As a result, numerous lifestyle indices, including levels of smoking and walking, are improving. There is still the need for measures to make further improvements by setting KPIs, however.

In particular, the percentage of patients and those having a high risk of contracting metabolic syndrome (visceral fat syndrome) is on the rise nationwide, and this is a shared issue throughout Toshiba Group. In addition to improving patients and those having a high risk, we aim to prevent others from having the metabolic syndrome by providing specified health guidance led by the Toshiba Health Insurance Association and implementing measures to enhance health guidance as a company.

Examples of initiatives to improve eating habits

At the Smart Community Center in Kawasaki, the cafeteria displays the amount of calories contained in food on digital signage and automatic cash registers, and industrial healthcare professionals issue health-related newsletters.

In addition, at Keihin Product Operations, we distribute pocket health cards to employees who tend to eat food from convenience stores during business trips to encourage them to choose more well-balanced meals.



Calories are displayed at the Smart Community Center in Kawasaki



A pocket health card from Keihin Product Operations

Promoting exercise habits

At Toshiba Fuchu Complex, we devised a special stretching routine to help prevent locomotive syndrome and accidents that involve falling over and built it into workplace exercises. We are working on promoting health together with the community and in cooperation with Fuchu City in Tokyo. Since FY2020, the Headquarters business site created an original exercise called *Mina-tore*, which is named by combining *Mina* (meaning everyone in Japanese), Minato-ku, where the Headquarters is located, and "tore" (meaning training in Japanese), and has released a video for employees.

At Keihin Product Operations, we have resumed fitness tests that had been stopped temporarily with the aim of getting all employees involved in activities to enhance their health. We are also conducting a course that gives advice on how to make improvements based on the test results.



Original workplace exercise routine devised at Toshiba Fuchu Complex



Fitness test and health guidance given at Keihin Product Operations

Anti-smoking measures

We have been taking various anti-smoking measures based on smoking separation systems according to the circumstance of each business site. Smoking rates tend to be higher than the national average, particularly at manufacturing sites.

In FY2019, it was decided at the OHS Management Conference that smoking was not allowed during work hours and that indoor smoking areas would be abolished as a general rule at Toshiba Group in Japan. This message was also conveyed by top management during National Occupational Health Week and in our in-house communication magazine. Toshiba Group is undertaking anti-smoking campaigns at business sites that make use of the subsidy system offered by the Toshiba Health Insurance Association, and No Smoking has been enforced during work hours since January 2020.



From the in-house communication magazine Toshiba Life Vol. 454 p26-27

At the OHS Management Conference in FY2020, it was decided that all smoking areas left for use during break-times should be removed by the end of FY2021. Toshiba Group will take further actions for smoking cessation from the perspective of health management, including supporting smokers to quit smoking.

Examples of tools used to spread awareness on no smoking

Mental Health Care

Toshiba Group in Japan was one of the first Japanese companies to address the issue of employees' mental health and has developed an advanced, comprehensive system in four areas of care to support our employees' work and daily life. Going forward, we will encourage each individual to consciously maintain their physical and mental well-being, keeping in mind work styles that are now the new normal.

1. Self-Care

Mental health awareness-raising and educational activities

In addition to the intranet, a PR magazine Kenpo Information published by the Toshiba Health Insurance Association is one of the tools to promote awareness and education about mental health. We also provide e-learning on self-care for Group companies in Japan every year to support employees to self-develop a healthy mind. In FY2020, 67,154 people from Group companies in Japan received the course, marking a 98.5% participation rate. We also distribute materials to employees at manufacturing sites who are unable to take e-learning courses and strive to ensure that all employees of Toshiba Group complete the program.



Examples of e-learning material

Stress checks to build awareness and help with coping

Toshiba Group carries out stress checks with the main aim of getting each employee to recognize and deal with their stress. We have created a unique system linked to our medical checkup system and made it mandatory for employees to undergo stress checks at business sites with fewer than 50 workers in FY2018. By doing so, we are promoting stress checks throughout the Group. As a result of timely follow-up, Group-wide participation rate is higher than the national average (90.2% for FY2020).

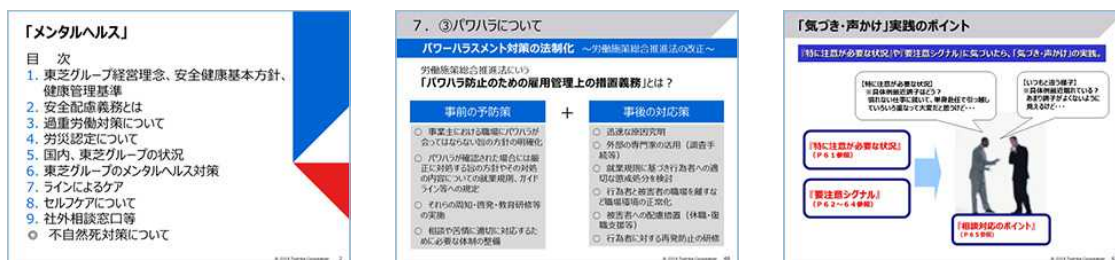
All employees whose stress check score exceeds set criteria are asked if they would like to receive consultation, and those interested receive advice on how to better deal with stress.

2. Workplace Care

Managers are informed through educational programs, messages from top management and other means about the importance of paying attention to their workers and talking to them in order to detect any unusual signs that imply poor mental health. In order to raise health and safety awareness at each workplace and in each team, we have been promoting communication by holding workplace meetings.

Mental health education for management

Since 1977, Toshiba began training managers as listeners, and has implemented mental health education for managerial ranks in response to the trend of the times. At present, management at each business site can take workplace care seminars at the time of promotion as well as courses on mental health-related topics at the in-house training center. The management seminars deal with the Company's obligation to ensure safety, which is of utmost importance, key points to prevent the abuse of power in line with a revision to the law in FY2019, as well as the importance of self-care for the busy managers themselves.



Examples of materials for the management seminar

Feedback of workplace stress check charts to managers (stress check)

Stress checks are conducted in organizations with more than 10 employees within a Group company. We provide feedback on these stress checks to managers (and other workers in positions of authority) in the form of a workplace stress check chart that shows the relative stress levels of employees in the organization*. These charts serve as sources of ideas for managers on how to make improvements in the workplace. Each manager then implements the improvement measures with the support of industrial healthcare professionals and the administration division if required. Five years have passed since the system started and a number of excellent improvement practices have been accumulated. By sharing such measures at each Group company, we aim to enhance the level of stress management throughout the entire Toshiba Group in Japan.

* Cumulative results for the workplace stress check charts for the Toshiba Group show that we are roughly at the national average for workload control and supervisor/colleague support.

3. Care by Industrial Healthcare Professionals at Business Sites

Industrial healthcare professionals (including industrial physicians, public healthcare nurses and professional psychologists) offer support for the independent self-care (primary prevention) of employees through various interviews (providing measures to follow-up medical examinations, discussions with employees working excessive overtime, etc.) and by providing opportunities for consultation. As a coordinator, they work to promote early detection and treatment of employees suffering mental health issues (secondary prevention) and smooth return to work and recurrence prevention for those who have taken leave (tertiary prevention) in cooperation with the workplace, the administration division, households and medical institutions, as required.

Return-to-Work Support Program

Toshiba Group was one of the first companies in Japan to start a return-to-work support program in FY2003 with the aim of ensuring appropriate tertiary prevention for persons who have taken leave for mental illness reasons. The program was revised in FY2011 to ensure that employees make a smooth return to work after taking leave and do not suffer a relapse. Industrial healthcare professionals coordinate with the employee's doctor, workplace members and family to devise appropriate working hours, place and job style.

[For reference] Enhancing the skills, etc. of industrial physicians and occupational healthcare staff

We provide regular education (upon joining the Company, after three months, specialized programs, etc.) and hold regular meetings (conferences for industrial physicians <twice a year>, etc.) with the aim of improving the skills of industrial physicians and occupational healthcare staff, which includes handling consultation. The Group continuously seeks to brush up knowledge and share safety and health measures throughout Toshiba Group.

[For reference] Handling of health-related information

Considering the fact that health-related information is sensitive personal information, each Group company and business site has established the Health Information Handling Regulations. Industrial healthcare professionals and other related personnel in each Group company take care in the handling of health-related information of employees that they learn in the course of their work.

4. Use of Other Resources to Provide Employee Care

Industrial healthcare professionals at each business site play a central role in building a network with local external medical institutions and return-to-work facilities to make sure employees in need of treatment receive the appropriate medical care. Those sites that are small in scale and do not have resident industrial healthcare professionals liaise with the local occupational health support center to supplement the care otherwise provided by industrial healthcare professionals.

Company-wide, we disseminate information regarding the different consulting services established to meet the circumstances and environment of the person needing advice through various media such as self-care e-learning material, corporate and in-house health insurance association newsletters and our website.

Establishment of Outside Consultation Services

Toshiba Group was one of the first companies in Japan to introduce an outside Employee Assistance Program (EAP) in 2000. The program has now been taken over by a mental and physical health consultation service that is offered 24 hours a day and is run jointly by the Toshiba Health Insurance Association and Toshiba.

The service covers such areas as mental and physical health problems, childcare and nursing care provided by telephone, email or in-person counseling, while ensuring privacy. The long-standing service is available to employees as well as their families, and quite a few inquiries have been made.

Health Management for Employees Working Excessive Overtime

While the first principle of Toshiba Group in Japan is to transition to a working style in which employees are not expected to do overtime (work style reform), the Group has also been working to prevent health problems caused by overtime work since before the revision to the Industrial Safety and Health Act in 2006. For example, employees who work 80 hours or more overtime per month are required to receive health guidance from industrial physicians (interview guidance for employees working excessive overtime).

This standard sufficiently meets the requirements of the revised Industrial Safety and Health Regulations enforced in April 2019.

Health Management of Employees Stationed Overseas

Toshiba Group in Japan has a specialized division to support the health management of employees who work overseas. In addition to medical checkups prior to the posting and upon return in accordance with the law, we have made it compulsory to have a checkup once a year while away, including for the employee's family. We are taking steps to ensure employees stationed overseas receive the same level of health management support as our employees in Japan based on the results of each individual's medical checkups. The services include providing employees and their family members with optimal support in line with each country's medical care system such as consultation and information on local medical institutions and arranging emergency transport.

We are taking a flexible approach to medical checks for employees who work overseas amid the COVID-19 pandemic (FY2020 and possibly beyond) with the understanding that checkups will be administered as soon as the situation improves in consideration of difficulty traveling between countries, conditions of local medical services and the risk of infection.

Infectious Disease Countermeasures

Toshiba Group compiles the latest information gathered from various sources that include the Ministry of Foreign Affairs, companies specializing in safety crisis management overseas and international medical care, international risk-related media and in the field concerning outbreaks of infectious diseases in foreign countries and their spread, and distributes it to those stationed in relevant countries in order to alert them on such risks. Toshiba Group in Japan also gives guidance to employees assigned to work overseas and their accompanying families, on medical, safety, infectious disease measures and other information on life overseas. Once overseas assignment is confirmed, a briefing is held, including prior medical checkups and shots of vaccination. New recruits in Japan are provided with booklets containing information about HIV/AIDS. Along with other awareness-raising programs covering topics such as the prevention of HIV infection, the Group calls for the prohibition of unfair discrimination due to insufficient knowledge about the disease. In addition, business sites cooperate with the government for rubella antibody tests for target age groups by providing the venue of medical examination.

Evaluation by External Parties

As a result of our health-related efforts, we were selected by Nippon Kenko Kaigi* as the 2021 Certified Health and Productivity Management Organization Recognition Program; namely, Toshiba and its key Group companies (excluding Toshiba Tec Corporation), Toshiba Lighting & Technology Corporation, Toshiba Carrier Corporation and its two group companies, Toshiba IT & Control Systems Corporation, and Toshiba Plant Systems & Services Corporation (Large enterprise category) as well as Toshiba Precision Corporation (Small- and medium-sized enterprise category). Further, Toshiba Lighting & Technology was also selected in the White 500 as one of the top 500 companies based on health and productivity management survey results.

* An entity comprising private organizations such as economic groups with the support of the Ministry of Economy, Trade and Industry



OHS Management in the Supply Chain

Toshiba Group promotes its procurement activities in accordance with the United Nations Global Compact (UNGC) and the Responsible Business Alliance (RBA) Code of Conduct. We also ask our suppliers to respect basic human rights and to realize safe and clean workplace environments in their business activities. We explain and request all our suppliers to comply with the Toshiba Group Procurement Policy which includes consideration for human rights, labor, OHS in their operations.

- [Toshiba Group Procurement Policy](#)
- [Promotion of Sustainable Procurement](#)

Promotion of Sustainable Procurement



Toshiba Group promotes sustainable procurement activities through its supply chain.

What are sustainable procurement activities?

Sustainable procurement activities refer to procurement that is sustainable over the future, aiming to fulfill social responsibilities, such as following laws and regulations, social norms, protecting human rights, occupational health and safety, and the environment, including those of suppliers. In 2017, the ISO 20400 "Sustainable procurement - Guidance" was published, setting standards for various social responsibilities in procurement activities, including those for the environment and human rights.

Medium- to Long-term Vision

Contributing to solving social issues in our supply chain through appropriate procurement transactions

Full notification of our procurement policy to our suppliers
Obtaining consent for the Toshiba Group Procurement Policy from new suppliers

100% of our new suppliers

Keeping track of supplier activities, and providing instructions for improvement

FY2020 Achievements

Revision of the Toshiba Group Responsible Minerals Sourcing Policy

Revision of the Toshiba Group Procurement Policy
Surveys of suppliers and providing instructions for improvement:

- Conducted self-assessment (RBA Self-Assessment Questionnaire) and providing individual guidance based on the results
- Conducted a responsible minerals sourcing survey
- Conducted a supplier environmental conservation survey

Information exchange and discussion with experts toward resolution of issues:

- Participated in RBA member meetings

Response to COVID-19:

- Worked with suppliers to secure supply and minimize the impact on business

Future Challenges and Approaches

We will request suppliers to agree with and implement the Toshiba Group Procurement Policy and evaluate their CSR initiatives. We will also educate our procurement employees about important CSR issues in the supply chain, such as human rights, labor, health and safety, and the environment.

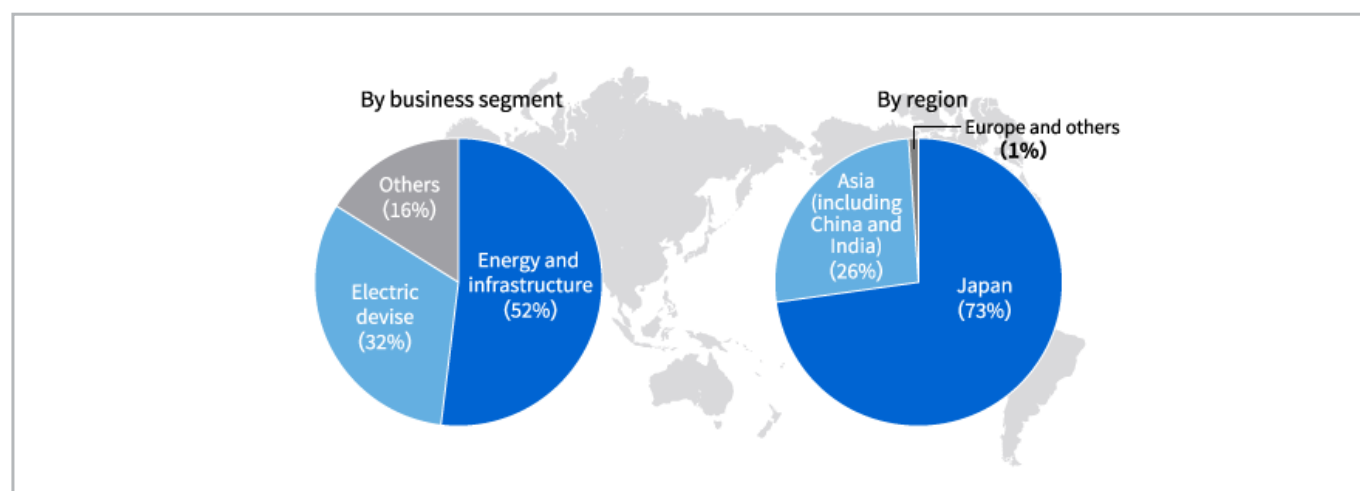
Toshiba Group's Supply Chain

Toshiba Group procures a variety of raw materials and resources from suppliers all around the world.

In terms of the composition ratio of our procurement by business sector (monetary value), energy and infrastructure accounts for 52%, electric devices account for 32%, and others account for 16%. By region, Japan accounts for 73%, Asia (including China and India) accounts for 26%, and Europe and others account for 1%.

In our efforts to promote sustainable procurement activities throughout our supply chain, Toshiba Group takes a risk-based approach that rates the importance of major suppliers with whom we have recurring business with, taking into account factors particular to the business sector and region.

Procurement component ratio by business segment and region (Japan/overseas) (FY2020, monetary value base)



Toshiba Group appropriately implements local procurement of materials, components and equipment, etc. based on the attributes of the items produced and the environment in which they are produced. Centered on production bases in each country, and also taking advantage of the International Procurement Offices (IPO), we make efforts to promote optimal procurement, including local procurement.

Toshiba Group Procurement Policy

Toshiba Group strives to build sound partnerships with suppliers through fair trading in compliance with procurement-related laws and regulations. We request all our suppliers, who play an important role in the Toshiba Group companies' production and services, to consent to and put into practice the Toshiba Group Procurement Policy. The policy is translated into English, Chinese and Thai to complement the Japanese version, and whenever the contents of the said policy are revised in keeping with social trends, we inform all our suppliers both inside and outside Japan.

In addition to this Procurement Policy, we have set the [Toshiba Group Green Procurement Guidelines](#) in order to address environmental issues and the [Toshiba Group Responsible Minerals Sourcing Policy](#) in order to address responsible minerals sourcing. In FY2020, we revised the Toshiba Group Procurement Policy to incorporate the Toshiba Group Responsible Minerals Sourcing Policy and clarify requests to suppliers.

We also have the Standards of Conduct for Toshiba Group for our Group officers and employees. Our corporate policy is to fulfill our CSR through fair trade and compliance with laws, regulations and social norms, as well as to build relationships of mutual understanding and trust together with our suppliers.

The history of the revision of the Toshiba Group Procurement Policy

| Time | Contents |
|-------------------|---|
| Feb 2005 | We established the Toshiba Group Procurement Policy, and requested that our domestic and overseas suppliers comply with laws, regulations and social norms, give proper consideration to the environment, etc. |
| May 2008 revision | We expressly informed our suppliers of our policy on giving consideration to human rights and OHS, and requested that they apply the policy's standards to their own procurement activities. |
| May 2012 revision | We declared that we give priority to suppliers who comply with laws, regulations and social norms and whether they respect human rights, when selecting new suppliers and renewing contracts. We requested that our suppliers comply with our policy to prohibit bribery to any stakeholders (taking into account international anti-corruption regulations such as the UK's Bribery Act), human trafficking or slavery (taking into account the California Transparency in Supply Chains Act in the USA), and the use of conflict minerals (taking into account Dodd-Frank Wall Street Reform and Consumer Protection Act). |
| Oct 2014 revision | In the Procurement Policy, we expressly requested the promotion of activities that are in keeping with the principles of the United Nations Global Compact (UNGC) and the Responsible Business Alliance (RBA) * Code of Conduct. Toshiba is a member of these initiatives. |
| Feb 2021 revision | Concerning requests to suppliers, we incorporated the revision of the Toshiba Group Responsible Minerals Sourcing Policy and added guidelines that we had separately requested our suppliers to follow, namely, "Toshiba Group Green Procurement Guidelines," "Toshiba Quality Assurance Guidelines for Suppliers," "Toshiba Software Quality Assurance Guidelines for Suppliers," and "Toshiba Product Security Quality Assurance Guidelines for Suppliers (Software Edition)." |

* EICC changed its name to RBA in October 2017.

- [Toshiba Group Procurement Policy](#)
- [Toshiba Group Green Procurement Guidelines](#)
- [Toshiba Group Responsible Minerals Sourcing Policy](#)
- [Standards of Conduct for Toshiba Group 3. Procurement](#)

Cooperation with Industry Organizations

In order to drive forward its CSR management through the supply chain in accordance with international standards, in June 2011, Toshiba joined the RBA, the organization for CSR promotion in the electronics industry. In order to fulfill CSR in the areas of labor, health and safety, the environment, and ethical standards throughout the supply chain, we take measures in accordance with the spirit of the [RBA Code of Conduct](#).

In January 2017, we established the RBA Japan Network together with RBA member companies in Japan. The Network builds awareness and understanding of the RBA Code of Conduct through translation support and outreach meetings. It also conducts activities to resolve common issues. We participated in an RBA membership meeting (online meeting) held in the United States in September 2020, and the RBA Outreach Meeting in Japan held online in January 2021. In these meetings, we learned about the latest global trends, exchanged information and held discussions with experts to create a responsible supply chain.

We request suppliers of Toshiba Group companies to carry out CSR self-assessment each year in accordance with the RBA Code of Conduct depending on their respective industries, to check how they implement initiatives regarding compliance with laws, regulations and social norms, human rights, occupational health and safety, environmental conservation, and ethics. Based on the assessment results, we provide guidance to individual suppliers in accordance with their risk levels, and request that they make improvements.

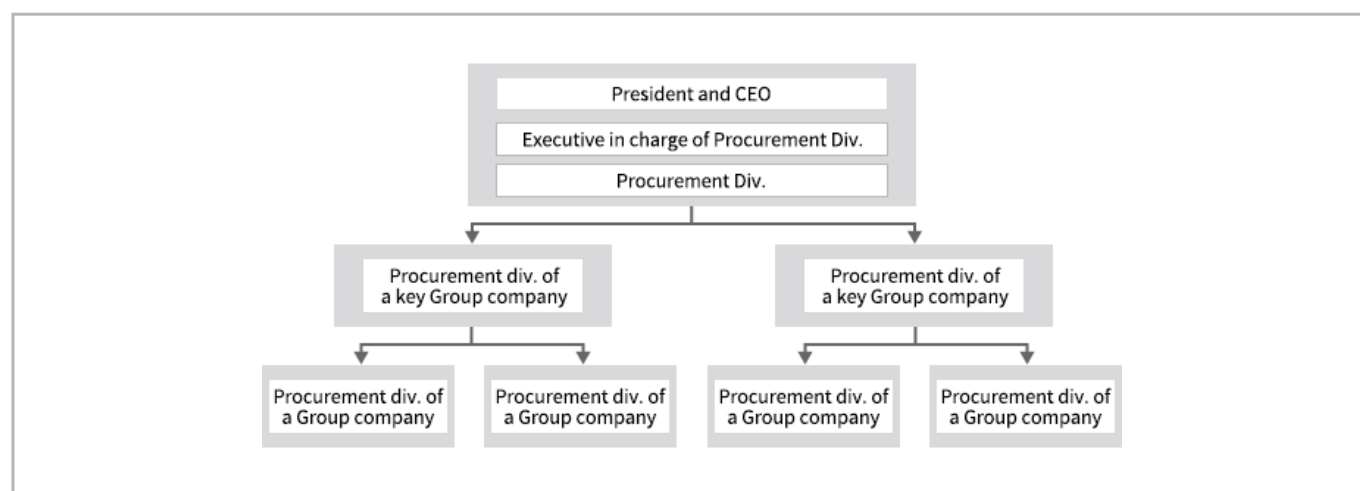


- [RBA Membership](#)

Structure to Promote Sustainable Procurement

In April 2020, Toshiba Group established an independent team specializing in sustainable procurement activities within the Procurement Division at Toshiba's Headquarters. To promote sustainable procurement activities in areas such as human rights, labor, health and safety, and the environment, the specialized team collaborates with related divisions such as sustainability management, the environment, and each business division. Through our structure for promoting sustainable procurement activities, we provide information and education to Toshiba Group companies to ensure that they are fully aware of and comply with our measures.

Toshiba Group sustainable procurement promotion structure



Training Procurement Employees

Training on the Standards of Conduct for Toshiba Group, the Toshiba Group Procurement Policy, and sustainable procurement is included in our training programs for procurement employees at all organizational levels, including the training program for new employees and for transferees. In addition to these level-based programs in FY2020, we provided education to raise awareness on sustainable procurement to approximately 100 procurement employees of Toshiba Group in Japan, to further strengthen our initiatives.

Response to COVID-19 in the Supply Chain

In response to COVID-19, we have taken necessary countermeasures in collaboration with suppliers to ensure supply in order to minimize the impact on business. Specifically, we assess risks in corporate activities and logistics in regions where the infection is spreading to instigate measures to minimize the impact on our business.

Thorough Implementation of the Toshiba Group Procurement Policy and Its Monitoring

Thorough Implementation of the Procurement Policy

We request suppliers to consider CSR in accordance with the Toshiba Group Procurement Policy. In FY2014, we revised the policy and included expectations for our suppliers to act in accordance with the UN Global Compact and the [RBA Code of Conduct](#) and requested some 10,000 primary suppliers (cumulative numbers*) to abide by this revised content, and obtained their consent. In FY2020, Toshiba Group selected approximately 2,000 companies as new suppliers based on the Policy for Selecting Suppliers stipulated in the Toshiba Group Procurement Policy. We distributed the Toshiba Group Procurement Policy to new suppliers and briefed them on its content, requesting their consent, including to encourage secondary suppliers to also adhere to the policy.

* As Toshiba Group companies conduct surveys based on each contract, we count a supplier with multiple contracts based on the number of contracts with the supplier, and therefore the number of suppliers is cumulative. Additionally, the company numbers are approximate due to there being commercially sensitive information.

[Toshiba Group Procurement Policy](#)

Monitoring

Toshiba Group monitors the status of management at suppliers that have ongoing businesses at the time of quality audits at manufacturing sites and requests improvements and provides support as necessary. For new procurement transactions, we check the supplier's conformity with Toshiba Group's procurement and selection policies, its manufacturing sites and management structure, and whether it complies with laws and regulations on environment, human rights, and occupational health and safety.

Toshiba Group holds briefings to explain to suppliers its policies on the environment, human rights, and occupational health and safety as well as supplier surveys to monitor their performance in accordance with the Toshiba Group Procurement Policy (including self-assessment) at each business site. In FY2020, we conducted surveys on human rights for 2,603 suppliers, health and safety surveys for 2,789 suppliers, and environmental surveys for 4,263 suppliers (the figures are cumulative numbers of Toshiba Group's suppliers). As a result of surveys, for example, we requested the proper use of protective equipment and other measures.

Since FY2019, we have expanded the scope of the survey to suppliers of products and components, regardless of whether they are used in products under the Toshiba brand, as our primary suppliers.

Number of suppliers participating in briefings and those covered by the survey (FY2020, Toshiba Group, cumulative)

| Topic | Participation in briefings | Surveys* | On-site audit* |
|--------------------|----------------------------|----------|----------------|
| Human rights/Labor | 2,366 | 2,603 | 167 |
| Health and safety | 2,868 | 2,789 | 222 |
| Environment | 3,333 | 4,263 | 108 |

* The surveys include self-inspections using the RBA Self-Assessment Questionnaire (SAQ), third-party audits, and surveys/audits using our own standards.

Handling of Suppliers in Breach of the Procurement Policy

If a supplier violates the standard for procurement transactions, we request the supplier to implement remedial measures and provide guidance and support as necessary. If the remedial measure is deemed to be unsatisfactory, we suspend transactions with the supplier.

Number of suppliers subject to guidance & support and suspension of transactions (FY2020, Toshiba Group, cumulative)

| Topic | Guidance and support | Suspension of transactions |
|--------------------|----------------------|----------------------------|
| Human rights/Labor | 93 | 0 |
| Health and safety | 193 | 0 |
| Environment | 68 | 0 |

Examples of supplier guidance & support (FY2020)

| | |
|--------------------------|--|
| Environmental activities | <ul style="list-style-type: none">• Thorough implementation of the environmental policy and the Green Procurement Guidelines among the employees of suppliers• Guidance on how to treat industrial waste material, etc. |
| Human rights and OHS | <ul style="list-style-type: none">• Thorough implementation of 5S (Sort, Set in Order, Shine, Standardize, Sustain) management• Supporting smelters to obtain conflict-free certification*• Guidance on proper use of protective equipment |

* Conflict-free certification: A system that has a third-party organization certify that an operator does not use conflict minerals (conflict free).

Clean Partner Line, Whistleblower System for Suppliers and Business Partners

Toshiba Group has established a whistleblower system for suppliers and business partners called Clean Partner Line, as a point of contact for our suppliers to tell us about issues or concerns regarding persons associated with the Toshiba Group. Personal information on whistleblowers, without the whistleblower's consent, is not disclosed to anyone other than the Clean Partner Line staff. Also, what is reported by whistleblowers is handled based on strict procedures, with care taken not to treat whistleblowers and their companies unfavorably for whistleblowing. We notify our business partners of this system and request that they make use of it. Two reports were made in FY2020, and for both cases, we conducted an investigation cooperating with related divisions. We issue a directive to make improvements or a warning for any inappropriate or suspicious activity discovered in business transactions.

Partnerships with Suppliers

Toshiba Group strives to build with our suppliers' partnerships founded on mutual trust. We are working to improve these partnerships by supporting our suppliers and organizing awareness-raising activities. We do this so that our suppliers can provide a reliable supply of high-quality, appropriately priced goods that give consideration to human rights, labor conditions, health and safety, and the environment.

Activity Example

Initiatives at Toshiba Information Equipment (Philippines), Inc.

Toshiba Information Equipment (Philippines), Inc. (TIP) is resolute to its commitment of fostering a strong and responsible business relationship with its suppliers and service providers. Every year, driven by the Essence of Toshiba upholding “Do the right thing” through compliance, TIP conducts training for business partners, including suppliers, service providers, and contractors, to deepen their understanding of social responsibilities in the social and environmental fields. The training is a two-hour refresher program on Social Accountability Management System based on activities anchored on the Responsible Business Alliance (RBA) Code of Conduct. In FY2020, the training was conducted online to prevent the spread of COVID-19. TIP believes that holding the training online has also helped promote business activities adapted to the new normal among its business partners. This training was designed to cater suppliers, contractors and in-house service providers in the hope of expanding TIP's scope of influence in communicating the essence of compliance while strengthening the knowledge and awareness of its external business partners on social and environmental responsibility. The training was attended by Human Resource and/or Administration representatives from 34 business partners and was facilitated by a lecturer from TIP's General Affairs and Compliance Department. The training provided a platform for the participants to share their experiences and best practices in adopting the RBA Code of Conduct.

As part of engagement with suppliers, virtual site compliance audit was also conducted to pre-selected suppliers every semester to support them to meet the level of compliance required by TIP'. With continuous education and awareness programs, together with a strong collaboration and communication, TIP hopes to intensify sustainability management promotions and compliance within its supply chain.



Online training for business partners

Ensuring Responsible Minerals Sourcing



Since Section 1502 on conflict minerals of the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act (the Dodd-Frank Act) enacted in January 2013, companies listed in American Exchange are required to report on the use of conflict minerals mined in the Democratic Republic of the Congo and its adjoining countries. Toshiba Group is not a listed company, however, as a part of the supply chain of listed companies, investigates and reports to our customers.

Prior to the enactment of the Act, Toshiba Group organized an internal system to address conflict minerals issues, and established the Toshiba Group Conflict Mineral Policy and publicized it on its website in October 2011.

In recent years, however, there has been heightened risk associated with minerals sourcing, affecting not only the Democratic Republic of Congo and adjoining countries but also other conflict-affected and high-risk areas, and extending to child labor and other general human rights violations, as well as corruption and other sources of risk. In September 2020, therefore, we revised our Conflict Mineral Policy and formulated the Responsible Minerals Sourcing Policy.

Toshiba Group Responsible Minerals Sourcing Policy

Toshiba Group has put in place this policy and the provisions below in order to avoid complicity in any conflict in any high-risk area, and in order to prohibit the use of tin, tantalum, tungsten, gold and cobalt whose production is the result of human rights violations, including forced labor and child labor, environmental pollution, corruption, or other abuses.

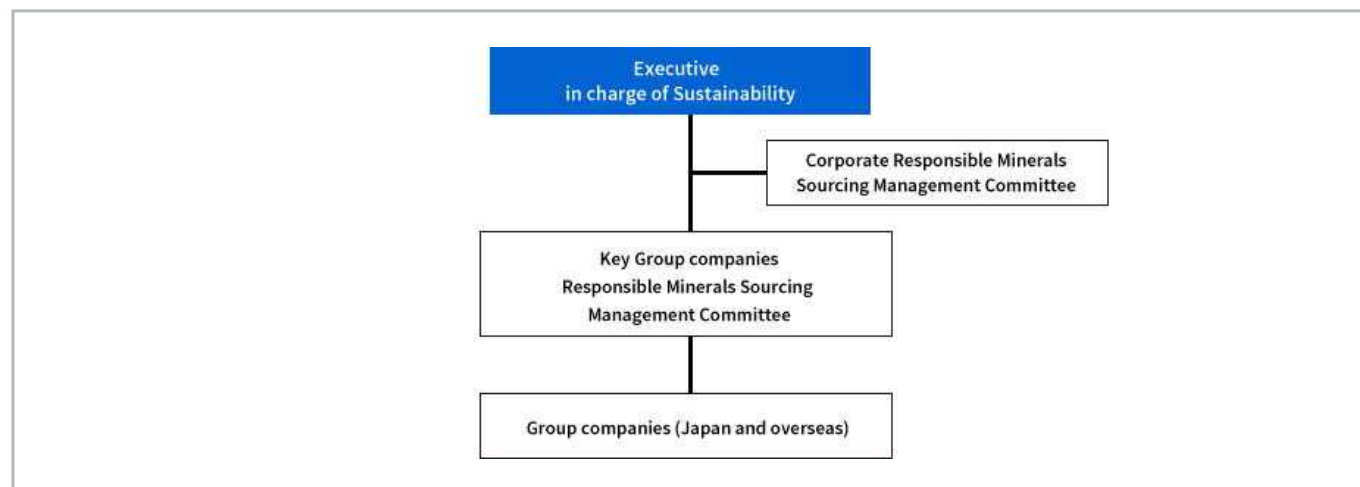
- We undertake appropriate supply chain management, in accordance with the provisions of the  [OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. \(PDF: 3.5MB\)](#)
- We require suppliers to procure minerals from smelters that are compliant with the [Responsible Minerals Assurance Process \(RMAP\)](#)  established by the Responsible Materials Initiative (RMI).
- We do not refrain from using minerals produced in conflict-affected and high-risk areas, provided that such minerals are sourced in regions that are not involved in conflict, human rights violations, environmental pollution, corruption, or other abuses.
- We ask our suppliers to adopt and observe the Toshiba Group Procurement Policy and Responsible Minerals Sourcing Policy, request that they provide us with information on smelters in their supply chain, and engage in dialogue and cooperation with them in order to contribute to reducing and eliminating risk in conflict-affected and high-risk areas.
- When a potential risk in the supply chain is identified, we require our supplier to take corrective action, and depending on the outcome we may suspend the transaction or take other measures.

Toshiba Group continuously gathers information on minerals sourcing and works with suppliers to conduct business operations in line with this policy.

Toshiba Group's Promotion Structure for Responsible Minerals Sourcing

Headed by the executive in charge of sustainability, the Corporate Responsible Minerals Sourcing Management Committee, consisting of related corporate divisions, promotes activities in accordance with the Toshiba Group Responsible Minerals Sourcing Policy. Each Group company appoints a person and office in charge of responsible minerals sourcing management, who attend liaison meetings organized by the Corporate Management Committee and make use of information on the in-house website to develop comprehensive initiatives.

Toshiba Group's Promotion Structure for the Responsible Minerals Sourcing



Responsible Minerals Sourcing Survey

We conduct surveys of Toshiba Group suppliers to monitor their use of tin, tantalum, tungsten, and gold (3TG) and the smelters they deal with using the Conflict Minerals Reporting Template (CMRT).

We surveyed around 630 suppliers (cumulative number) that might use 3TG in FY2020. We also took part in preparing materials explaining the recent trends in minerals surveys and the questionnaire in the latest version of the survey as a member of JEITA Responsible Minerals Trade Working Group in order to deepen the understanding of responsible mineral procurement.

➤ [JEITA Responsible Minerals Trade Working Group \(Japanese\)](#)

Cooperation and Communication with External Organizations

In order to promote the practice and awareness of responsible minerals sourcing, we affiliate actively with industry organizations and public-private partnership projects, as well as engaging in communication with NGOs.

Key examples of external cooperation and dialogues regarding conflict minerals issues

| Related organizations and projects | Toshiba Group Activities |
|--|---|
| RBA (Responsible Business Alliance) | Joined in June 2011. |
| RMI (Responsible Minerals Initiative) | Participate in meetings and workshops as a member. |
| JEITA Responsible Minerals Trade Working Group | Joined in November 2011 and promote the cooperation with industry organizations. |
| | Joined the Conflict-Free Sourcing Working Group within the Responsible Minerals Trade Working Group in May 2014, and has worked to promote and raise awareness of conflict-free minerals procurement in cooperation with the automobile and electrical industries of Japan. |
| | As a member of this working group, issued a document continually to smelters in Japan and overseas which have not got Conflict-Free Certification in February 2017 demanding to comply with the certification program. |

➤ [JEITA Responsible Minerals Trade Working Group \(Japanese\)](#)

Green Procurement / Green Purchase

Green Procurement

Toshiba Group promotes green procurement as a part of our environmental considerations in the manufacturing processes.

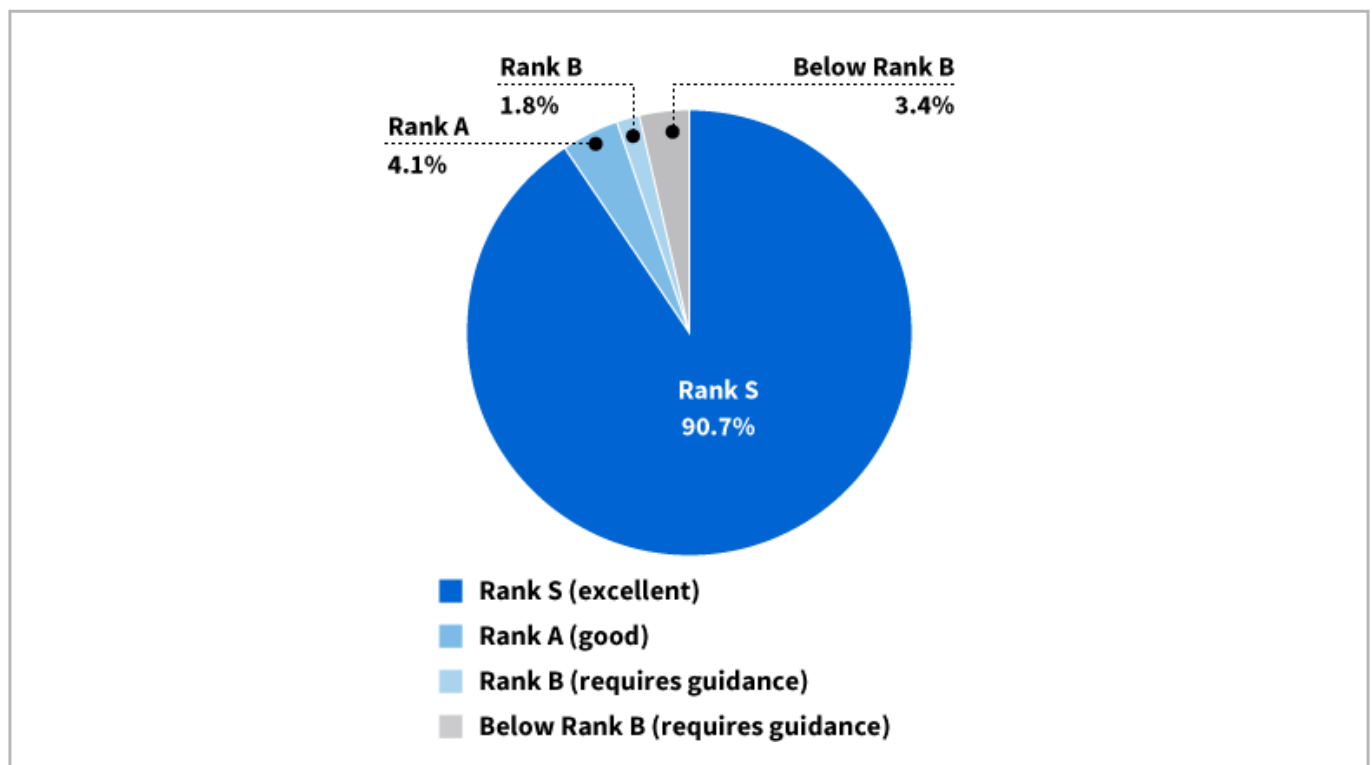
Following our Green Procurement Guidelines established in 1999, we endeavor to preferentially procure products, parts, and materials that have a low environmental impact from suppliers who actively promote environmental protection. We revise the Green Procurement Guidelines whenever necessary in order to respond to circumstances such as stricter regulations on chemicals contained in products. We published Ver.6 of our Green Procurement Guidelines in February 2020 and Ver.6.1 in April 2021. In Ver.6, we revised Toshiba Group's Basic Policy for the Environment and reviewed Toshiba Group List of Environment-related Materials/Substances (in Products). In Ver.6.1, we reviewed the Toshiba Group List of Environment-related Materials/Substances (in Products) again.

We ask our suppliers for their understanding and cooperation regarding green procurement, evaluate their environmental performance, and conduct inquiries and assessments of chemical substances contained in the goods procured.

With regard to environmental performance, we request our suppliers to conduct a voluntary assessment of the level of greenness of their environmental activities (Toshiba standards) based on the environmental standard ISO 14001 by using a standard format and to report on assessment results. Assessment items include suppliers' environmental policies (corporate philosophy, environmental organizations, environmental improvement plans, environmental education, etc.), programs regarding environmental issues (air pollution, water contamination, waste, resource and energy consumption, foul odors, noise and vibration, recycling, biodiversity, etc.), and whether there are systems for managing the chemicals contained in products. In selecting suppliers, we assign priority based on the ranks of the suppliers and also encourage them to improve their level of greenness.

> [Green Procurement Guidelines \(Japanese, English and Chinese\)](#)

The level of greenness of suppliers (FY2020)
(Priority suppliers 94.8% Rank S and Rank A)



Green Purchase: Stationery and Other Office Supplies

With regard to procurement of office equipment, stationery and other office supplies, Group companies strive to select procurement items that have lower environmental impacts. For example, environmentally conscious products such as Eco Mark certified products are registered as environmentally recommended products for procurement by Toshiba Group. We are implementing green procurement for personal computers, copiers, copier paper, etc.

Quality Control for Safety and Reliability



Toshiba Group aims to contribute to society by providing safe, reliable and high-quality products and services that satisfy our customers. In this endeavor, we adhere to the Basic Commitment of the Toshiba Group, which is based on respect for people, observe relevant laws and regulations, and focus on our customers first and foremost. Specifically, we are striving company-wide to verify and improve safety and reliability throughout the product lifecycle and are focusing on the development of human resources who can contribute to these activities.

Medium- to Long-term Vision

- Our aim is to develop personnel on a global scale who can contribute to improving product quality.
- Holding and enhancing training related to quality awareness

FY2020 Achievements

- Conducted product quality training online since the spread of COVID-19 made it difficult for participants to physically attend the training.
- Conducted 21 programs in Japan, attended by a total of 571 people. Conducted 9 programs in China with internally-trained local staff as lecturers, attended by a total of 130 people.

Future Challenges and Approaches

As we strengthen production and procurement in China and other Asian countries, we will strive to improve product quality even further, enhancing our development of personnel by expanding our training programs related to quality awareness on a global scale.

Policy on Quality Control

Based on Toshiba Group Quality Control Policy, our biggest mission is to provide our customers with safe and reliable products, services and systems, and we are working to improve the quality from our customers' point of view. By increasing our sensitivity to potential risks and dealing with them swiftly, we strive to eliminate product accidents and improve customer satisfaction.

Toshiba Group's Basic Policy on Quality Assurance:

Total commitment to people and to the future is the cornerstone of Toshiba's corporate philosophy. While strictly obeying all laws and statutes that affect company operations, we will strive to contribute to society by putting our customers first and providing safe, high-quality products and services with advanced features that will ensure customer satisfaction.

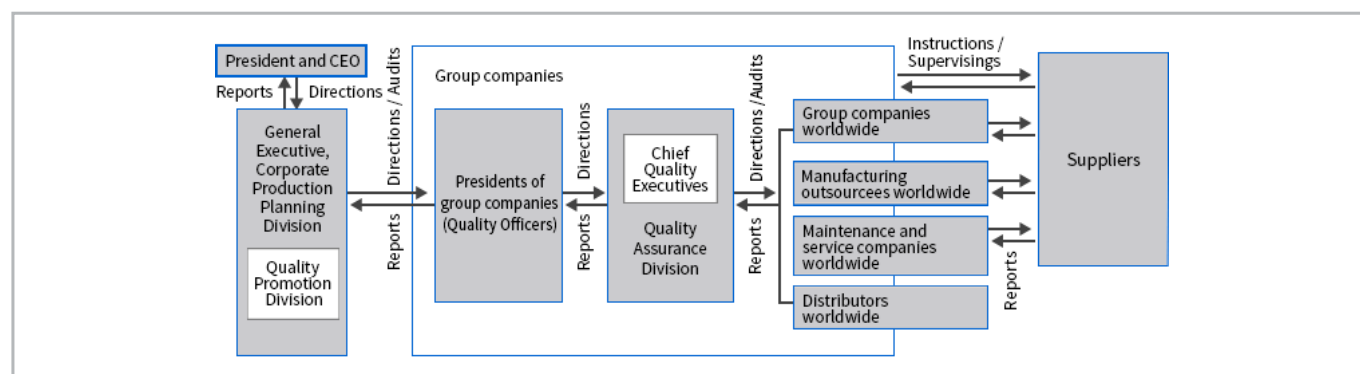
Standards of Conduct for Quality Assurance:

1. We engage in quality assurance from the customers' point of view.
2. We observe relevant laws and contracts and respect the rights of customers and third parties.
3. We maintain quality systems aimed at achieving 100% quality.
4. We ensure that all of our departments and all of our employees act on this Quality Control Policy.
5. We aim for essential improvement by investigating the root causes of process failures and aim for prevention through risk analysis.
6. We collect, analyze and appropriately disclose information with the aim of preventing quality incidents.

Structure of Promoting Quality Control

The executive in charge of Corporate Production Planning Division and the Quality Promotion Division manage the quality assurance activities of Toshiba Group as a whole, while presidents of Group companies are in charge of individual products and operations. To enhance the quality level throughout product life cycles, from planning, development, and production to final disposal and recycling, Chief Quality Executives of Group companies provide guidance and conduct audits for factories, suppliers, maintenance and service companies, as well as for manufacturing outsourcers worldwide.

Structure of Promoting Quality Control of Toshiba Group



Initiatives Aimed at Enhancing Quality Capabilities

Toshiba Group is working to strengthen our capabilities to ensure quality centered on the four main pillars of the quality enhancement initiatives listed below.

We focus on improving the Quality Management System (QMS) based on ISO 9001 to raise the quality of design and procurement, which are the root cause of defects, as well as to enhance the training of personnel who can support the development of the QMS. We regard compliance as the foundation for all these activities.

Four Pillars to Enhance Quality Capabilities



Improving the QMS

Toshiba Group obtains certifications including ISO 9001, which is the basis of quality management systems; IATF 16949, a more advanced system and for in-vehicle equipment. Rather than merely assessing whether products meet the requirements of these standards, we also endeavor to improve their effectiveness. Therefore, we evaluate the products' maturity annually, based on the seven principles of QMS and other guidelines. By comparing the results with those of previous assessments, we identify issues, and devise and implement appropriate measures.

Status of QMS (ISO 9001 and Others) Certified at Manufacturing Sites as of March 31, 2020

| | Targeted sites | Certified sites | Percentage of certified sites |
|--|----------------|-----------------|-------------------------------|
| Toshiba Group in Japan (including Toshiba) | 68 | 63 | 92.6% |
| Toshiba Group overseas | 39 | 36 | 92.3% |
| Toshiba Group TOTAL | 107 | 99 | 92.5% |

The FY2020 status will be updated on the [Sustainability website](#) as soon as it is finalized.

Training Personnel in Charge of Quality Assurance

We established the Toshiba Quality Training System to foster personnel who can contribute to quality improvement at all concerned divisions. We develop and promote education programs to improve awareness on quality management depending upon the requirements of each division, as well as to improve skills on reliability techniques and quality control methods.

In order to foster personnel that are capable of taking charge of quality assurance, we develop and implement quality training programs, including methods of analyzing the causes of product accidents and preventing them, for employees in all divisions related to product life cycles. In FY2020, a total of 701 employees participated in the training programs from Japan and overseas countries. We also provided compliance training and e-learning on the Electrical Appliance and Material Safety Law for 72,893 related employees in Japan in FY2020 and the participation rate was 99.7%.

Activity Example

Enhancement of Local-Based Training

Toshiba Group is focusing on the training of quality control in overseas companies. To provide education suited to local customs and environments, we train local instructors at our company sites in different countries.

In China, the Toshiba China Academy, a training institute of Toshiba China Co., Ltd., plays a central role in improving the skills of personnel. Since FY2015, local instructors have been in charge of all existing lecture courses. In addition to periodic lectures, we provide education and management that meet the needs of company sites, thereby improving the skills of quality assurance personnel and the level of education system. We aim to develop local education systems in other countries and regions based on the same policy.



Training on quality awareness in China
(conducted online in FY2020)

Improving the Quality of Design

In order to enhance our capabilities to ensure product quality at the design stage, Toshiba Group is promoting FMEA (Failure Mode and Effects Analysis) mainly for design work as part of our Design for Quality (DFQ) initiatives. We are working to provide practical education to broaden the base of FMEA activities as part of our efforts to prevent defects from upstream and prioritize product safety and compliance.

Securing Cooperation from Suppliers to Ensure Quality

In recent years, alongside increasingly complex procurement routes and globalization, the issue of product failure and accidents has come to the fore due to “silent changes” in which the specifications of a product are changed without informing the ordering manufacturer. At the same time, suppliers are the indispensable business partners of a manufacturer and ensuring the quality of procurement items is becoming increasingly important in the business operations of Toshiba Group. In order to ensure the quality of procurement items, we distribute “Toshiba Quality Assurance Guidelines for Suppliers” and “Toshiba Software Quality Assurance Guidelines for Suppliers” summarizing Toshiba Group’s quality assurance policy and supplier expectations. By mutually implementing these guidelines, we are working to maintain and improve the quality of procured products. Toshiba Group’s divisions that handle procurement, quality assurance, and engineering operations cooperate depending on the types and importance of the procurement items and perform audits of suppliers at appropriate intervals in order to ensure quality of these items.



Toshiba Quality Assurance
Guidelines for Suppliers



Toshiba Software Quality
Assurance Guidelines for Suppliers

➤ [Promotion of Sustainable Procurement](#)

Disclosure of Information on Quality

In the event that incidents related to quality occur, information is disclosed on the Toshiba website in order to notify customers of such incidents as quickly as possible.

➤ [Important announcement for customers \(Japanese\)](#)

The Ministry of Economy, Trade and Industry (METI) has been announcing serious product accidents since the revised Consumer Product Safety Act came into force on May 14, 2007. On our website, Toshiba Group actively discloses all serious product accidents announced by METI, even those in which METI has not made our company name public, because it has not yet been determined whether the accidents were caused by the use of our products.

➤ [Accident report based on the Consumer Product Safety Act \(Japanese\)](#)

Product Safety and Product Security



Based on Toshiba Group Basic Policy on Product Safety and Standards of Conduct for Toshiba Group, we ensure product safety and product security, and positively disclose full information of safety to customers.

Medium- to Long-term Vision

- Complying with relevant laws and regulations on Product Safety
- Eradicating serious product incidents arising from own negligence
- Proactively disclosing information on serious product incidents

FY2020 Achievements

The number of incident reports under Consumer Product Safety Act

Target 0 → Number of cases 4

Breakdown: 2 cases that were suspected to have been caused by products; 2 cases* in which the causes unknown.

* Figures may change going forward due to additional information, progress with incident investigation, etc.

Future Challenges and Approaches

We will boost our efforts to swiftly retrieve products after a recall has been announced in order to ensure the safety of our customers in the market. We will also promote company-wide activities according to security of our products, systems and services.

Basic Policy on Product Safety and Product Security

In keeping with the Standards of Conduct for Toshiba Group on Product Safety and Product Security, Toshiba Group endeavors to comply with relevant laws and regulations, to ensure product safety and product security, and also to proactively disclose reliable safety information to our customers. Furthermore, we continually research safety-related standards and technical standards (UL Standards^{*1}, CE Marking^{*2}, etc.) required by the countries and regions where we distribute products, and display the safety compliance of our products in accordance with the relevant standards and specifications.

Standards of Conduct for Toshiba Group on Product Safety and Product Security

1. We observe both Japanese and overseas laws and regulations related to product safety and product security.
2. We collect, and proactively disclose, a wide range of information about product accidents.
3. We immediately report any product accident to the authorities concerned in accordance with relevant laws and regulations.
4. We promptly inform customers when a need arises to recall and repair products.
5. We appropriately raise caution and display warnings when deemed necessary in order to help people use its products in a safe manner.
6. If an accident should occur, we carry out a thorough analysis of the causes and take necessary measures to prevent it from recurring.
We also strive to prevent accidents by predicting risk at the design stage.
7. We strive to eliminate vulnerabilities from products prior to shipment.
8. We collect a wide range of information on product vulnerabilities in order to reduce risk.
9. We widely provide product security measures in cooperation with the relevant organizations.

^{*1} UL Standards: Safety standards established by UL LLC (Underwriters Laboratories Inc.) that develops standards for materials, products, and equipment and provides product testing and certification.

^{*2} CE Marking: A certification mark that indicates conformity with the safety standards of the European Union (EU). The CE marking is required for products sold within the European Economic Area (EEA).

Structure of Response to the Occurrence of Product Accidents

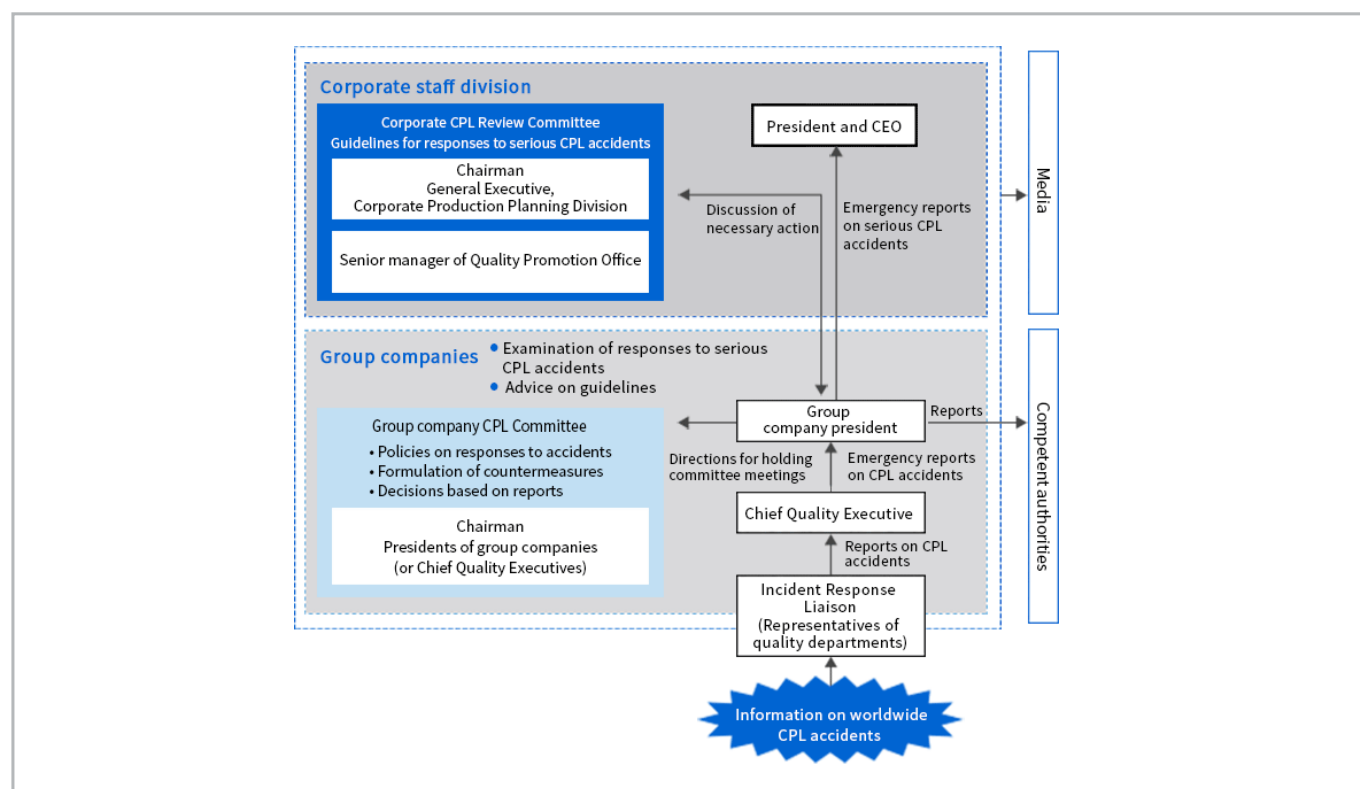
If an employee discovers information on accidents involving Toshiba products in the market, he/she promptly alerts the accident response staff in the relevant companies. Then the necessary measures are discussed and enacted by the CPL Committee*¹ of relevant companies, chaired by a senior executive, or if necessary, the Corporate CPL Committee. In the event of a serious accident attributable to a product that is likely to recur, we inform customers of the danger and request that they cease using such products, promptly report to the competent authorities, and establish countermeasures as soon as possible.

Furthermore, we are developing an information system to enable swift communication with quality assurance divisions and top management regarding information on product accidents obtained by repair and service staff as well as on how such incidents are being handled by Toshiba. In FY2020, Toshiba disclosed a total of four accidents in the list of serious product accidents on our Japanese website*²: two cases that were suspected to have been caused by products, two cases in which the causes unknown.

*1 CPL Committee: CPL is an abbreviation combining CL (contractual liability) and PL (product liability). The CPL Committee of Group companies is chaired by its president, and promptly determines measures to deal with product accidents and quality issues.

*2 [Accident report based on a Consumer Products Safety Act \(Japanese\)](#)

Toshiba Group's Structure to Respond to Occurrence of Product Accidents



Preventing Occurrence and Recurrence of Serious Product Accidents

Toshiba Group is working to ensure product safety with 93.2% of manufacturing sites with a product development process conducting design reviews related to product safety (as of March 2020).

In addition, in 2011 we created the “Guidebook for Preventing Reoccurrence of Accidents (e-book),” which is a compilation of accident cases that have occurred in Toshiba Group. The information can be accessed by personnel in charge of quality and safety-related issues in the company via the intranet. A serious accident not only signals an alarm for the quality and safety of products, but also can provide precious insight into product development and assessment. We will promote the system of sharing information within the Group and strive to prevent reoccurrence of product accidents.



Guidebook for Preventing Reoccurrence of Accidents (Japanese)

To Ensure Compliance with Laws, Regulations, Rules, etc. on Product Safety

The Chief Quality Executive plays a central role in ensuring thorough compliance with product safety-related laws, regulations and rules throughout the Group and also conducts periodic monitoring and audits. We provided e-learning to all related personnel in Japan (73,112 in FY2020 with participation rate of 99.7%) concerning the Electrical Appliances and Material Safety Law in Japan since the law has an important bearing on the Group's products. By increasing understanding of the law we aim to prevent more accidents.

Toshiba Group is involved in standardization work of the [International Electrotechnical Commission \(IEC\)](#) through activities at [Japan Electrical Manufacturers' Association \(JEMA\)](#), [Japan Electronics and Information Technology Industries Association \(JEITA\)](#) and [Association of Radio Industries and Businesses \(ARIB\)](#). These activities allow Toshiba to keep abreast of the latest information and adhere to the standards specified by these organizations.

Sharing Information on and Response to Serious Product Accidents

Toshiba Group convenes a meeting for persons in charge of the Electrical Appliances and Material Safety Law who gather from Toshiba Group companies to prevent occurrence and recurrence of serious accidents through breaches of the law. The meeting serves as the basis for sharing product information from respective companies. Information on serious accidents caused by procured items is also shared at meetings that aim to promote the quality of such items. The information is logged in a database as a means to enhance the quality of procured items. Product security liaison meetings are used to share examples of accidents and the latest information on product security obtained from such related organizations as [Japan Computer Emergency Response Team Coordination Center \(JPCERT CC\)](#). We are working to prevent accidents caused by product vulnerabilities.

Disclosure to Ensure Safe Use of Products

Although products are equipped with various safety features, they may not be sufficient to ensure complete safety if products are in use for very long periods of time or the operating environment or conditions are extreme.

To ensure safe use of products, Toshiba Group describes correct handling of products in users' manuals and, if necessary, through alerts placed in newspapers and on the website, or by means of leaflets, educational materials, etc.

Further, in case of Toshiba brand products which businesses are transferred outside Toshiba Group such as home appliances and visual products, we also endeavor to promote information disclosure by sharing product accident information with the companies which businesses have been transferred.

Disclosure and Sharing of Information to Toshiba Product Users

How to use elevator and escalator safely and comfortably

➤ [Commitment to safety, security, comfort, and health \(Toshiba Elevator and Building Systems Corporation\) \(Japanese\)](#)

Notices to ensure safe use of home appliances

Alerts concerning product safety and security, etc.

➤ [Important announcement for customers \(Japanese\)](#)

Inspection and labeling system for long-term use products

➤ [Inspection and labeling system for long-term use products \(Japanese\)](#)

Activity Example

Education on the Proper Way of Using Elevator and Escalator

Toshiba Elevator and Building Systems Corp. organize nationwide safety campaigns to provide instructions concerning the correct use of elevators and escalators, mainly to children in kindergartens and elementary schools. This event, held at kindergartens and community spaces in residential buildings, has been continuing for over the last 30 years, thanks to the cooperation of local communities, including the children and guardians who participated in such events.

Recently, owing to the growing concern in case of earthquake, we held a safety campaign, using a trailer caravan to demonstrate how to respond in a situation in an elevator during an earthquake or power failure. Since February 2017, a virtual reality (VR) space has been used for a VR caravan to give people hands-on experience of what to do if such a situation arises. The event, using a trailer caravan, was held in five locations in FY2019.



Elevator / Escalator safety campaign at a kindergarten



Safety Campaign Using a Trailer Caravan



Equipment used in the virtual reality space



Virtual reality spatial images

Disclosure of Product Safety and Quality Information

In the event of a serious defect or accident resulting from a Toshiba product or service, we promptly report the details to the competent authorities in accordance with prevailing laws and regulations. Also, in order to notify customers of such accidents as quickly as possible, depending upon the severity of damage or frequency of occurrence, we disclose product accident information directly to our customers via newspapers, websites, etc. Through our corporate website, we disclose information on accidents involving our products as posted on the website of the Consumer Affairs Agency. We also proactively disclose information concerning serious accidents, even when it is unclear whether such accidents are attributable to Toshiba products or not.

Further, in case of Toshiba brand products which businesses are transferred outside Toshiba Group such as home appliances, we also endeavor to promote information disclosure by sharing product accident information with the companies which businesses have been transferred.

➤ Important announcement for customers (Japanese)

Also, we prepare flyers on products that are subject to recall and have particularly high risks of causing a fire, such as air conditioners, battery packs for laptops, vertical washer-dryers, and compact fluorescent lights. We are also developing various activities to recall our products more quickly, such as checking whether customers have any defective products when visiting them for repairs or inspections, distributing flyers together with power meter reading slips and checking whether there are any products subject to recall in care recipient's home by care managers. We are requesting all Toshiba Group employees, including not only their families but also their relatives, neighbors and friends, to provide product information and to cooperate in repairing defective products.



Composite flyer of recall company notice (Japanese)

(PDF: 2.71MB)

In FY2020, we launched a recall company notice in the Japanese market and started replacing and collecting recalled products. The number of products subject to the recall is 1,301.

➤ [Notice of Free Replacement of Fluorescent Ceiling Lights \(Japanese\)](#)

Initiatives for Enhancing Product Security

To ensure security for products, systems, and services, Toshiba Group works to ensure security for product development processes and external products used in its products under its product security management system.

We have devised plans to enhance its product security preparedness according to risk-based priorities, defining four focus areas for product security: maintenance and management of the PSIRT* framework, handling of vulnerability information, response to product security incidents, and secure development management. We are making a Group-wide effort to prepare product security checklists that summarize the security requirements to be checked at each product development stage as well as guidelines and standard recommended tools corresponding to each of the checklists. We also ask our suppliers to understand Toshiba Group's approach to product security and cooperate with us in providing secure products, systems, and services by preparing guidelines.

Please refer to the [Cyber Security Report](#) for details on our product security efforts.

* Product Security Incident Response Team

➤ [Toshiba PSIRT](#)

ESG Performance: Social

Improvement of Customer Satisfaction



Feedback from our customers is the origin of all our ideas. In order to increase customer satisfaction (CS), all Toshiba Group employees operate from a customer perspective. This applies not just to those who work in direct contact with customers, such as those in sales and after-sales services, but in all divisions, from development, design, manufacturing, product quality, corporate staff, and so on.

Medium- to Long-term Vision

Toshiba Group's goal is to provide high-quality services to customers in all business areas.

FY2020 Achievements

We set a special month to improve Customer Satisfaction, and undertook measures that included education and training on CS for all Toshiba Group employees.

Future Challenges and Approaches

We will continue to provide CS training and education, online if necessary, for our employees, in particular our Customer Satisfaction Improvement Month activities. Moreover, we will continue several activities as After-sales Service Improvement Committee.

Toshiba Group Customer Satisfaction Policy

The Customer Satisfaction Policy of Toshiba Group is to make the voice of customers the starting point for all ideas and provide products, systems and services that deliver customer satisfaction.

Toshiba Group Customer Satisfaction Policy

We make the voice of customers the starting point for all ideas and provide products, systems and services that deliver customer satisfaction.

1. We provide products, systems and services that are safe and reliable.
2. We respond to requests and inquiries from customers sincerely, promptly and appropriately.
3. We value the voice of customers and endeavor to develop and improve products, systems and services to deliver customer satisfaction.
4. We provide appropriate information to customers.
5. We protect personal information provided by customers.

The same content is included in Standards of Conduct for Toshiba Group 2. Customer Satisfaction.

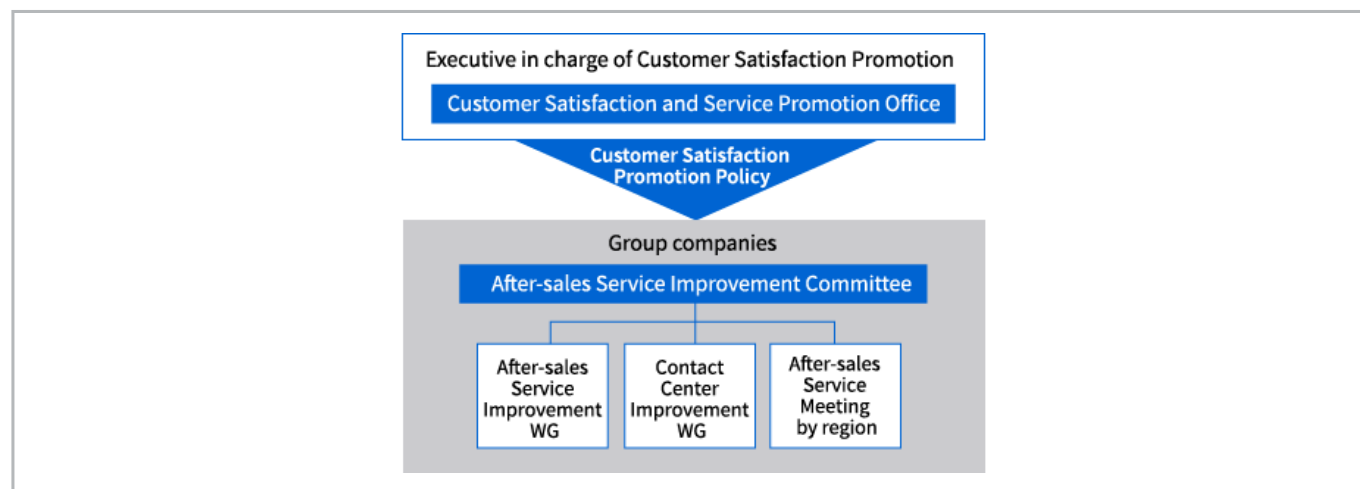
➤ [Standards of Conduct for Toshiba Group 2. Customer Satisfaction](#)

Customer Satisfaction (CS) Promotion Structure

CS Promotion Structure

For cross-functional activities in accordance with the Toshiba Group Customer Satisfaction Policy, working groups (WGs) by subject and the After-sales Service Improvement Committee have been set up.

CS Promotion Structure



Customer Support

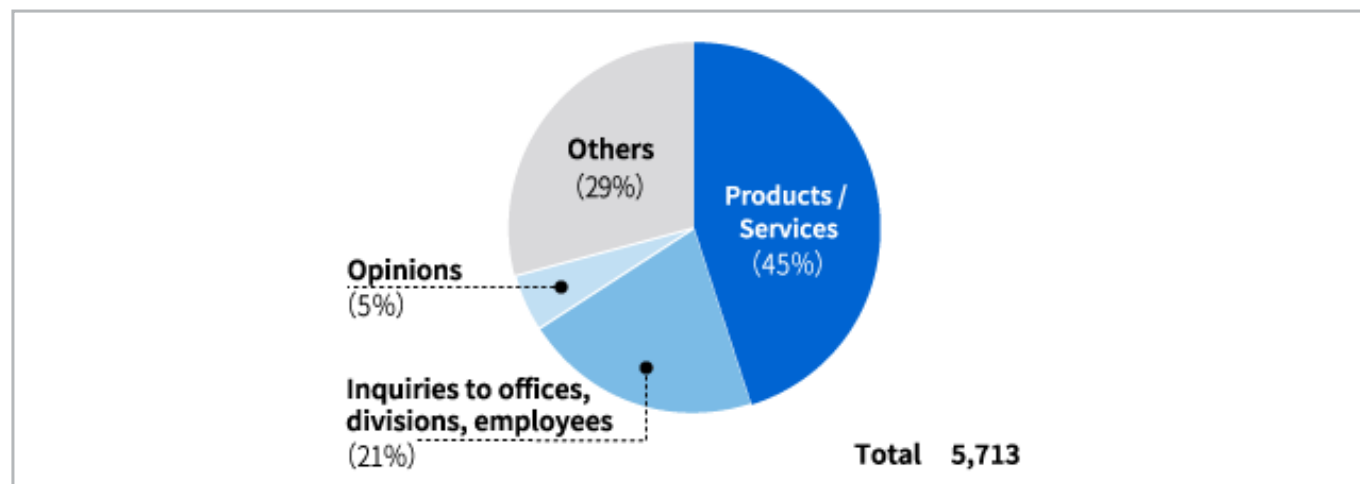
Toshiba Group have set up call centers for different product groups and services. Each call center formulates its own targets for improving the quality of customer support.

Toshiba Group in Japan respond to customer inquiries concerning the products and services offered by Group companies, both in Japan and overseas, through the Toshiba Customer Information Center. It provides cross-divisional services to our customers, by guiding them to our specialized call centers, and forwarding calls to the division in charge, etc.

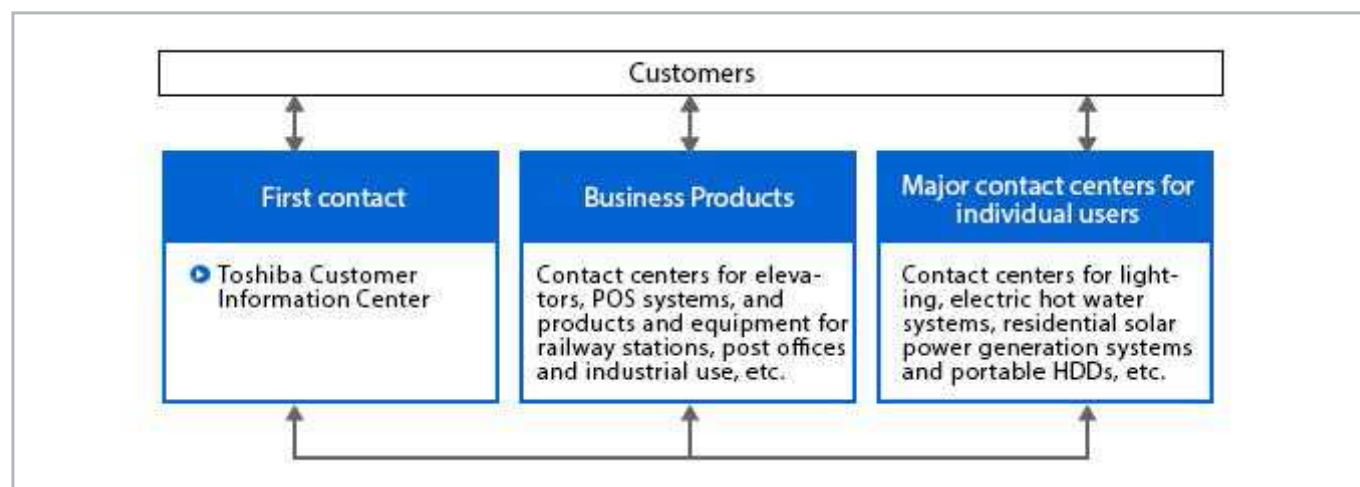
Opinions and requests from customers are fed back to the relevant divisions so that they can be reflected in product and service improvement.

Toshiba Customer Information Center has a temporary service center to ensure that the functions can continue even in the event of a natural disaster or other issue. Since the state of emergency declared in 2020 due to the spread of COVID-19, we switched to our temporary service center to ensure uninterrupted operation as part of efforts to reduce the risk of infection. We are currently back to normal operation with thorough infection prevention measures in place.

Toshiba Customer Information Center: Breakdown of Inquiries (FY2020)



Major Contact Centers for Individual Users in Japan



Improvement of Support to Customers

Initiatives for After-sales Services

In order for each after-sales services division in the Toshiba Group to share their issues and good cases of CS improvement as well as tackle service improvement Group-wide, we have established an After-sales Service Improvement Working Group.

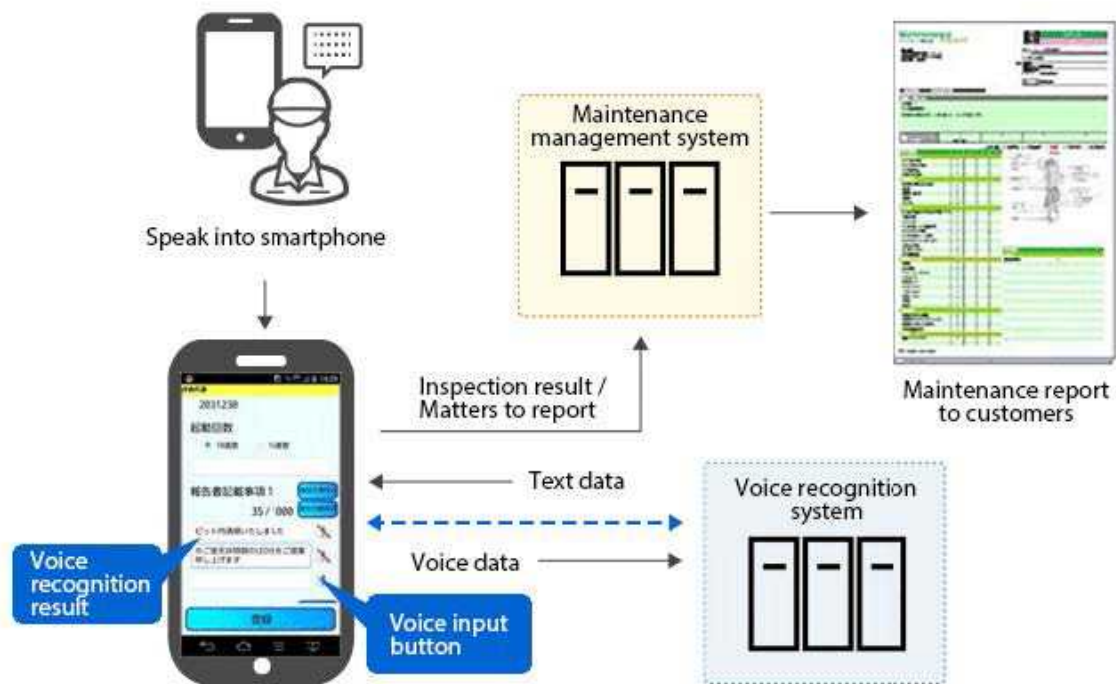
This working group's activities include surveying service sites to identify issues and training for service engineers.

Moreover, we also have After-sales Service Meetings by region to share information within each region and strengthen cooperation.

Activity Example

Voice Recognition System Used in Maintenance Services

Toshiba Elevator and Building Systems Corporation is introducing a system in which matters to be reported during regular checks of elevators and escalators can be recorded as maintenance reports using a voice recognition system.



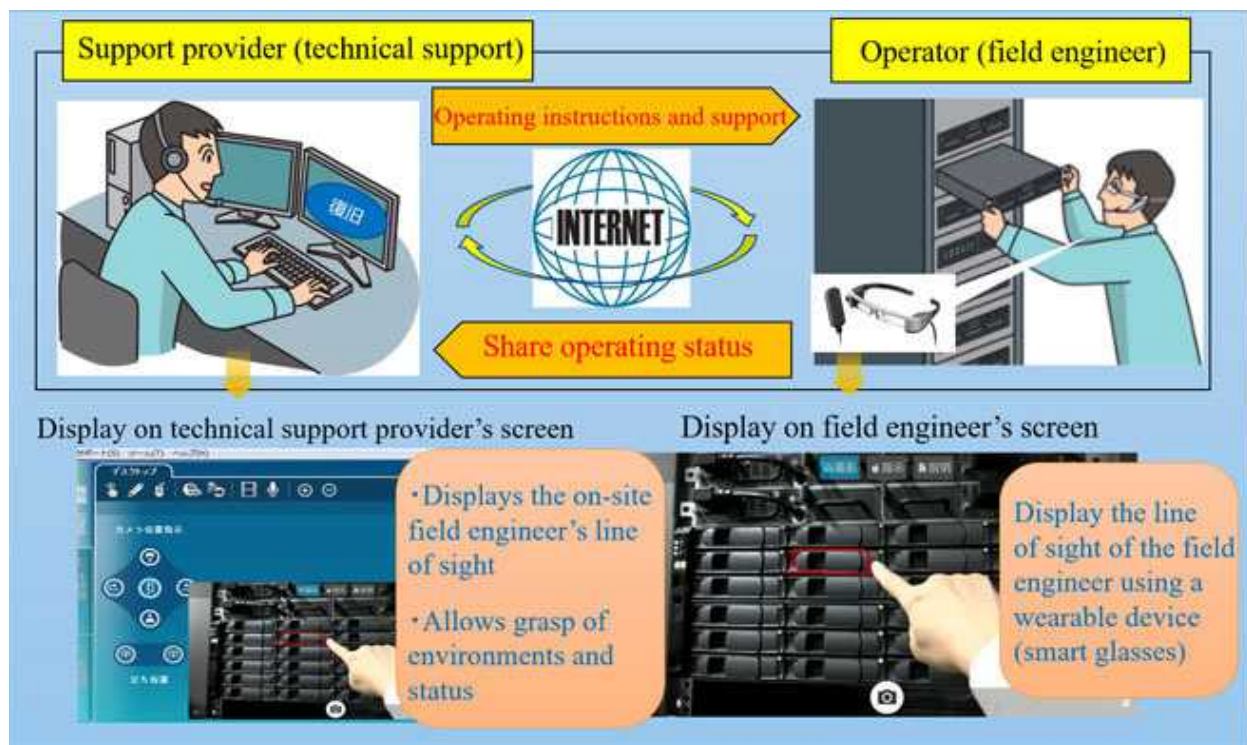
Maintenance staff voice-record the details and the state of the inspection on-site into a smartphone during the inspection. The recorded sound data is converted into text, and recorded as text data in an app installed on the smartphone. As the staff can record just by speaking a few words even during maintenance operations, this allows us to provide as required precise information to customers more quickly. It also improves safety by reducing the workload of maintenance staff.

In the future, we will improve this system further, and evaluate how to apply it in times of emergency, for example after earthquakes.

Activity Example

Remote Support System Used in Maintenance Services

Toshiba IT-Services Corporation is introducing a service using remote support system for their information equipment maintenance service.



Initiatives for Handling Inquiries from Customers

We have a Contact Center Improvement Working Group, which is aimed at improving the quality of response at Toshiba Group call centers in Japan. This working group conducts surveys to identify issues with the contact center, provides training to phone operators and checks the quality of operations at the contact center.

In November 2020, we held the 14th Contact Center Competition. Considering the prevention of the spread of COVID-19, judges made their decisions based on pre-recorded conversations. A total of eight participants from five call centers competed in a contest of response quality, in order to encourage overall improvement.



Award for Contact Center Competition
(the ceremony was attended by representatives only)

Improvement of Customer Satisfaction (CS) Mind of Employees

Customer Satisfaction Improvement Month

In FY2015, Toshiba Group created Customer Satisfaction Improvement Month. Thereafter, we implement measures to promote and raise employees' awareness about the importance of CS during November every year.

E-learning to Improve Customer Satisfaction

We provide e-learning for employees to improve customer satisfaction. In FY2020, we held e-learning sessions for 74,103 Toshiba Group employees in Japan, representing that 99% of all employees attended the sessions and learned about the importance of enhancing CS.

Customer Satisfaction Lectures

We hold lectures for Toshiba Group employees introducing the activities of companies and people working actively to enhance customer satisfaction. In FY2020, in view of the managerial topic of making a shift in business model to the one that will capture customers, we invited Ms. Hiroko Razavi, the Representative Director of Success Lab Inc. and the author of "What is Customer Success?" to talk about the new CS perspective. This lecture was held online with approximately 1,200 employees viewing.

After-sales Service Convention

We held an After-sales Service Convention in November 2019, with Toshiba Group's after-sales companies and divisions in attendance. During the convention, we held a CS Improvement Activity Award ceremony to celebrate activities that contributed to improving customer satisfaction, as well as a CS Case Study Sharing Session to share initiatives to improve CS and enhance service efficiency. In addition, an After-sales Service Convention was held in Shanghai, China, with service divisions from China taking part. The convention enabled the sharing of cases to improve CS and a lively exchange of opinions on after-sales service aimed at resolving issues. The convention was cancelled in 2020 due to the spread of COVID-19, but we will continue implementing CS improvement measures.

Training of Employees on Dealing with Customers

We provide trainings for employees to understand the importance of customer satisfaction, and to learn the skills necessary for dealing with customers. We also provide a variety of manuals, including the Customer Service Manual and How to write Documents, and raise employees' customer service awareness through internal training. In FY2020, we provided online training to 137 employees on such topics as the basics of customer response and the basics of writing business e-mails.

Sharing and Utilization of Voice of Customers

At Toshiba Group, all relevant departments share information on 'customers' complaints, opinions, and requests about our products and services received through our daily sales, repair, and service activities, and via telephone or the internet, in order to improve the quality of our products and repair services.

Activity Example

Utilizing a New Facility Training Building with Showroom Features

Toshiba Elevator and Building Systems Corp. constructed a new facility training building on the site of the Toshiba Fuchu Complex in FY2013. This new building, which also functions as a showroom, is designed for providing maintenance services for elevators and building facilities as well as for conducting engineer trainings in order to improve facility construction skills. The building is equipped with a high-rise elevator shaft for skills training on the maintenance of high-speed elevators. Such elevators have been increasing in number in recent years as increasingly taller buildings are erected. This facility training aims to ensure safety and comfort during high-speed elevator operation.

In addition, the East Japan Service Information Center, which provides round-the-clock support services, including remote monitoring of Toshiba elevators and building facilities, relocated to this building and expanded its office in order to provide a variety of technologies designed to ensure security for customers. A maintenance support system that makes use of mobile phones is also available to facilitate speedy recovery from damages suffered due to an accident or large-scale earthquake.



East Japan Service Information Center of Toshiba Elevator and Building Systems Corp.

Activity Example

Providing Various Services around the Clock throughout the Year

Toshiba Automation Systems Service Co., Ltd., which provides maintenance services such as a banknote processing system, railway station system, and logistics and postal system, supports customers in around 20 countries, including Japan, with a 24/7 support service network. Many people with on-site experience work at our call center. We are, striving to improve the quality of daily operations by leveraging their experience to enhance customer satisfaction. In September 2019, the center was relocated to a new office building with a layout that improves the work environment for operators.



Toshiba Automation System Service Co., Ltd.
Call Center, Technology administration department

Inspections and Audits of Customer Support

Since FY2005, we have conducted quality checks every year to major call centers at Toshiba Group in accordance with the Toshiba Group Contact Center Guideline. We focus on improving matters that are given high priority but show low implementation rate. In FY2020, we provided telephone skills training.

Policy on Customer Information Protection

Toshiba was quick to recognize the importance of protection of personal data, and in 2000 established the Toshiba Personal Data Protection Program based on its [Privacy Policy](#). The Company strives for continual improvement in its management system.

Toshiba clearly states the purpose while using customers' personal data and, in principle, obtains such information directly based on the consent of customers. The majority of the information is basic personal data essential for contacting customers or providing services, such as name, address, telephone number, and email address. Toshiba appropriately handles personal data in accordance with internal regulations and rigorously controls personal data using a framework integrated with the data security management structure. When outsourcing operations that involve the handling of personal information, we select and manage contractors in accordance with our internal standards.

The principal purposes of use of personal data held by Toshiba are published on the following website.

> [Intended Use of Personal Data](#)

> [Privacy Policy](#)

Please refer to the [Cyber Security Report](#) for details on personal information protection.

> [Risk Management and Compliance](#)

Support for Customers' Business Continuity

At Toshiba Group, we assist our customers' business continuity, providing them with the latest technologies, products and systems.

Activity Example

Tokyo-Chubu HVDC Interconnection Link Completed, Connecting East-West Grid Operating in 50 Hz and 60 Hz, Respectively

TEPCO Power Grid Shin-Shinano frequency converter expansion project, which was designed, procured, and installed by Toshiba Energy Systems & Solutions Corporation (rated capacity 450 MW × 2, DC ± 200 kV, DC 2,250 A), was completed and commenced commercial operation in March 2021.

The transmission grid in Japan is operated in different frequencies (50 Hz in East Japan and 60 Hz in West Japan) where a large power interconnection between the grids is not possible. As such, an HVDC* system, which converts alternating current (AC) to direct current (DC), is used before transmitting power between the regions. The total interconnection Tokyo (50 Hz) and Chubu (60 Hz) regions was 1,200 MW, with two substations and one frequency converter (FC) station, including Shin-Shinano substation (existing FC station), this interconnecting link started operation. Due to the electricity security crisis following the East Japan Earthquake in 2011, it became more vital than ever to have a more interconnecting capacity between the Tokyo-Chubu grids, and it was decided that TEPCO Power Grid would expand the Shin-Shinano FC in the east while Chubu Electric Power Grid would build the Hida FC station (Takayama City, Gifu Prefecture) in the west. With the commencement of commercial operation of the expanded Shin-Shinano FC, the total interconnection capacity has been increased by 900 MW.

Due to frequent large-scale disasters in recent years and the expansion of renewable energy, the need for a power exchange between different regions is growing. Toshiba Energy Systems & Solutions Corporation will contribute to more stable power supply by providing high quality products and services based on expertise and experiences cultivated through manufacturing and construction of facilities in this project.

* HVDC is an abbreviation for high-voltage direct current. The power is converted from AC to DC at the sending end before being transmitted, and the receiving end system reconverts the power to AC to supply end users.



AC/DC converter delivered to Shin-Shinano substation

Activity Example

In Emergencies, Achieve Stable Supply of Electricity with a Hydrogen-based Autonomous Energy Supply System

Toshiba Energy Systems & Solutions Corporation is offering H2One™, a hydrogen-based autonomous energy supply system that uses renewable energy and hydrogen and is suitable for various purposes.

H2One™ Multi Station installed inside the Tsuruga City public wholesale market in Fukui Prefecture started operation in November 2020.

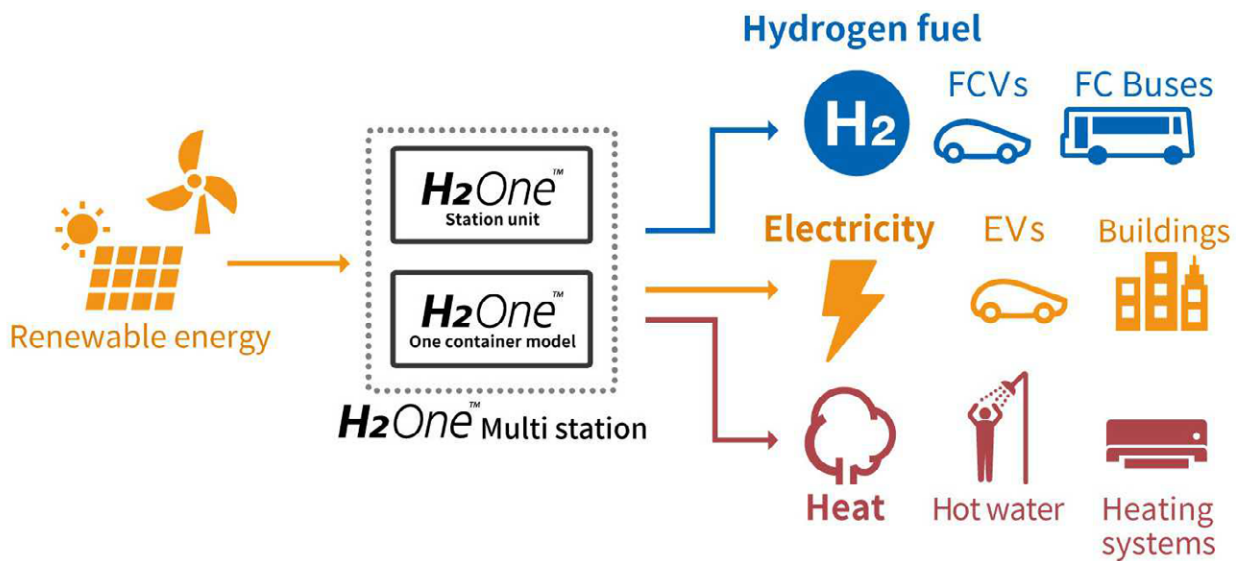
The H2One™ Multi Station consists of two systems, one-container type H2One™ and a “local-production for local consumption” style hydrogen station using renewable energy, H2One™ ST Unit. It uses green energy generated from solar power within the facility, and not only is it capable of filling hydrogen to fuel cell vehicles (FCV), but it has multi-functions to also supply power to buildings within the premises and electric vehicles. Heat generated from this system is used to warm water used in the facility's lavatories.

The place where the system is installed also acts as a base for relief supplies during the time of a disaster. It can provide three days' worth of power and heat for 300 people in case of blackout. It supports people's living during a disaster by not only maintaining a function for providing relief supplies during power failure but also by supporting hydrogen infrastructure in the surrounding region with hydrogen generated within the facility.

Going forward, we will continue supporting the stable supply of clean energy through providing hydrogen solutions in order to realize a carbon neutral society, while contributing to the creation of communities that remain disaster resilient, and to ensuring business continuity during a disaster.



H2One™ Multi Station delivered in Tsuruga City, Fukui Prefecture



H2One™ Multi Station sample scheme

Activity Example

Protecting Legacy Devices from Cyber Security Issues IoT Security Solution CYTHEMIS™

Toshiba Infrastructure Systems & Solutions Corporation devised the IoT security solution CYTHEMIS™ with the aim of providing security measures for control systems and for networks in factories and laboratories that include legacy devices for which security measures are difficult. The solution has been employed by National Institute for Materials Science. CYTHEMIS™ is a package solution consisting of small hardware device that protects PCs and devices located at the end of the network from cyber attacks, and performs security processing that should be performed by the endpoint, and a system that manages it. As it is an add-on endpoint solution, it can provide enhanced security under various environments including legacy devices irrespective of the platform. Toshiba Infrastructure Systems & Solutions Corporation will continue to actively work to resolve security issues such as cyber attacks that are cause for concern with the shift to IoT, and contribute to customer operations and business continuity.



IoT security solution CYTHEMIS™

[> IoT security solution CYTHEMIS™](#)

Activity Example

Response to the Risk of Supply Chain Disruption through Swift Grasp of Information in a Disaster

Toshiba Digital Solutions Corporation provides services that support customers to continue their business activities. One of these services, the Strategic Procurement Solution, enables the integrated management of supplier information and the effective management of information for supplier strategies. The service has a BCP* management function. It automatically obtains information of disaster such as an earthquake in Japan or overseas, and visualizes the effect degree on a customer's production activities. This contributes to swift response to the risk of supply chain disruptions.

Morinaga Milk Industry Co., Ltd. has strengthened its BCP measures through the introduction of the Strategic Procurement Solution by realizing the centralized management of supplier information and supply chain information. Accumulating price information through the digitization of price estimate operations and using the workflow function makes it possible to approve unit price without being in the office, with this and other benefits contributing to work style reform in the procurement department. Centralizing information management has led to the establishment of procurement operation foundations enabling know-how to be passed on to the next generation.

* BCP: Business Continuity Plan

Activity Example

Utilizing Digital Technology to Contribute to Business Transformation for Customers in the Era of “New Normal”

Toshiba Digital Solutions Corporation contributes to the business transformation of customers in the era of “new normal” by integrating digital technology in such areas as IoT and AI with know-how gained from the field in social, industrial and corporate sectors.

In order to offer solutions for issues such as shift to contactless and remote operation at production sites, increasing performance efficiency and productivity, or optimizing energy to achieve carbon neutrality, Toshiba Digital Solutions Corporation provides “Asset IoT Cloud Service for Factories” and “Asset IoT Cloud Service for Equipment Manufacturers”, both equipped with the Asset Integration Data Platform*. These services were developed by combining Toshiba Group’s expertise accumulated over the years in operation and maintenance of social infrastructure, energy systems, and plant systems with digital technologies such as IoT and AI. The services work together in the digital space in the Asset Integration Data Platform and support the overall optimization of factory/plant operation and maintenance by digitally linking the factories and plants with manufacturers that deliver equipment there.

* IoT data platform that utilizes know-how Toshiba Group has fostered over the years regarding infrastructure operation and maintenance support systems.

- [O&M IoT Solutions \(Japanese\)](#)
- [Asset IoT Cloud Service for Factories](#)
- [Asset IoT Cloud Service for Equipment Manufacturers](#)

Activity Example

Cyber Resilience Initiatives to Support Sustainability of Industrial and Social Infrastructure

Occurrence of critical incidents caused by cyber-attacks against essential industrial and social infrastructure such as energy, manufacturing, transportation, and medical institutions will have a severe impact on the continuity of social activities. Toshiba Digital Solutions Corporation provides solutions that realize cyber resilience by minimizing the impact of cyber-attacks and enabling early recovery of systems. It offers various security products with extensive track record on a global scale, including solutions to grasp the latest control network conditions, monitor unauthorized access, and detect abnormal communication, as well as a product that allows data transmission by physical unidirectional communication while cutting off attack communication from reverse direction. Furthermore, the company operates a remote security monitoring service for industrial control systems that detects, analyzes, and gives advice on cyber-attacks based on Toshiba’s extensive experience gained through constructing and operating control systems for industrial and social infrastructure. Toshiba Digital Solutions will support the sustainability of industrial and social infrastructure in relation to security issues that become more complex by the day and contribute to the realization of a secure and safe society.

- [Toshiba Security Solution \(Japanese\)](#)
- [What Is Cyber Resilience that Protects Industrial Infrastructure?](#)
- [Cyber Security Platform for Control Systems \(Japanese\)](#)
- [Unidirectional Security Gateways, Waterfall \(Japanese\)](#)

Activity Example

Carport-type Power Supply System Enabling EV Charging and Electricity in a Blackout with 100% Renewable Energy

Toshiba IT & Control Systems Corporation provides a stationary power storage system to a variety of fields based on Toshiba's lithium-ion rechargeable battery SCiB™ boasting exceptional long-life performance and safety. A carport-type power supply system delivered to the Mikawa Power Plant of SIGMA POWER Ariake Corporation (biomass power plant), Omuta City Fukuoka Prefecture combines electric vehicles (EVs)* with a solar power generation system and a stationary power storage system. The office and EVs at the plant are fed power through the system based on solar power generation while a power storage function in the EVs can be used to send electricity from the vehicles to the office. The system has been well received for reducing CO₂ emissions, utilizing EVs and including disaster prevention capability on the back of an enhanced usage rate for renewable energy.

The Mikawa Power Plant can charge its EVs and supply power using 100% renewable energy through the off-grid use of this system that does not connect with any power source on-site.

Toshiba IT & Control Systems Corporation will continue to propose products and systems that support developing disaster-resilient communities and business continuity.

*EV: Electric Vehicle

Activity Example

TOSMOVE-NEO Battery-operated Continuous Operation Function for Elevators during a Power Outage

Toshiba Elevator and Building Systems Corporation has developed and commercialized a continuous operation function for elevators called TOSMOVE-NEO. It enables continuous elevator operation for up to two hours at slow speed during an unexpected power outage such as in natural disasters. This function was developed with the aim of realizing a disaster-resistant elevator that can provide secure the lifeline as a means for vertical transportation in a building during a power outage in response to the rolling blackouts that occurred due to the Great East Japan Earthquake that struck in 2011. The system has mainly been utilized in facilities for the elderly and apartment buildings in recent years. The regenerative power generated during operation charges the battery, making the system eco-saving and environmentally friendly. In addition, the battery system employs SCiB™ rechargeable batteries developed by Toshiba Corporation. Compared to ordinary lithium batteries, SCiB™ has long life durability and excellent performance in low temperatures. Even in the unlikely event of an internal short circuit, the current doesn't flow as easily and heat generation is suppressed, making it extremely safe.

Universal Design



Toshiba Group is promoting universal design (UD), in order to contribute to the realization of a society where everyone can live at ease and in comfort, regardless of age, gender, and physical ability.

Medium- to Long-term Vision

By providing products and services that can satisfy diverse users, Toshiba will contribute to making more comfortable lifestyles and a safer society.

FY2020 Achievements

- Destination Control System FLOORNAVI won Bronze Award in the IAUD International Design Award 2020.
- Engaged in hydrogen energy aimed at creating a safe and secure society.

Future Challenges and Approaches

Toshiba Group will further deepen each employee's understanding of the concept of universal design, and will create UD products and services that incorporate user feedback and ideas. We will also promote UD in the workplace.

Policy Related to Universal Design

To promote universal design throughout Toshiba Group, we have established our Universal Design Principle, Universal Design Vision and Universal Design Guidelines, and conduct development that incorporates our philosophy on UD and distribute Toshiba's UD-related information both inside and outside the organization.

Toshiba Group Universal Design Principle

Toshiba Group creates valuable products for providing peace of mind and delight to each individual user.

Toshiba Group contributes to achieving a society where everyone can live comfortably and enjoy peace of mind regardless of age, gender and abilities.

Toshiba Group Universal Design Vision

Making the unusable usable, making the difficult easy. Toshiba's Universal Design makes products more user-friendly and safer. Our aim is to design attractive products that even more consumers will want to use, through innovation and constantly improving the ease of use and convenience of our products.

Toshiba Group Universal Design Guidelines

- Design that conveys the product's ease of use
- Simple and intuitive use
- Minimize physical effort
- Provide the same effectiveness for all users, regardless of the user or the user's environment or circumstances
- Pursue safety and reduce users' psychological anxieties

(The Guidelines consists of the above five main principles and 15 sub-principles.)



Universal Design Advisor System

Toshiba Group has a Universal Design (UD) Advisor System in place, in which employees with disabilities and non-Japanese employees are invited to participate. Approximately 90 people had registered for the system as of March 2021. Based on this system, employees registered as UD advisors can contribute to the development and evaluation of UD products and UD services, stepping beyond their own department. In FY2020, we conducted a survey on the actual conditions of teleworking of people with hearing impairment to improve internal training on learning how to communicate with them.

Development of Universal Design Products and Services

Toshiba Group develops products and services that apply a human-centered design process that emphasizes users' perspective to a wide range of business fields and incorporate as many customer needs as possible.

For details on our initiatives, refer to the [Universal Design section on the Toshiba website](#).



Promotion of Universal Design

Communication with Outside Organizations

To spread and promote the use of universal design, Toshiba Group provides information on its own initiatives and the results of its activities and also actively collaborates with outside companies and organizations.

Activity Example

Destination Control System FLOORNAVI Won Bronze Award in the IAUD International Design Award 2020

Toshiba Elevator and Building Systems Corporation is marketing a destination control system called FLOORNAVI that guides passengers wanting to move to the same floor into the same elevator by allowing them to specify destination before riding the elevator. The system relieves passenger stress and cuts time wasted by significantly reducing moving time during peak times, such as when commuting to work, thereby providing a more comfortable moving experience for users. The operation unit for FLOORNAVI has been designed to make it easy to use for diverse people, including those in a wheelchair. The registration device, which serves as the point of contact between user and system, has a simple and easy interface that is easy to operate even for first-time users, and card reader that allows registration in an easy-to-use position. The company's efforts to develop this product in view of universal design were recognized with the Bronze Award in the IAUD International Design Award organized by International Association for Universal Design (IAUD).



Activity Example

Engaged in Hydrogen Energy Aimed at Creating a Safe and Secure Society

Hydrogen is an energy that greatly contributes to the improvement of environmental problems including global warming because it does not emit CO₂ when generating energy. We are engaged in hydrogen energy business with an aim to create a future society where more people can lead a safe, secure and enriched life.

In order to create a hydrogen society, we believe that it is necessary for the people to feel comfortable with and be familiar with hydrogen. We held a drawing workshop with students in Namie Municipal Namie Sosei Elementary School and Junior High School and children in Namie Nijiro Child Care Center and designed an icon that will help communicate the broad usage of hydrogen in a simple way. The workshop was designated as a place where the children can learn about the mechanism of electricity and hydrogen power generation while they drew pictures as part of the activity to design the icon. We also aimed to gain many people's understanding of hydrogen, the new energy source, by using illustrations that even children can easily understand. The icon created is used on hydrogen trailers designed exclusively to carry hydrogen produced at Fukushima Hydrogen Energy Research Field (FH2R), one of the world's largest hydrogen demonstration facility.



In-House Awareness-Raising Activities

Toshiba provides education and distributes information for employees to promote universal design internally.

In FY2020, we thoroughly formulated regulations regarding universal design promotion for Group companies in Japan and overseas.

Coexistence with Local Communities



For Toshiba Group, we seek not just to resolve issues faced by local communities through business, but to conduct activities that are rooted in the area as a member of the local community.

Medium- to Long-term Vision

As a corporate citizen, Toshiba Group aims to win the trust of local communities in countries and regions across the globe.

FY2020 Achievements

Toshiba continued its efforts to support the employment and independence of people with disabilities in collaboration with local supporting organizations and enhance the local hygiene standard by cleaning around its business sites.

Future Challenges and Approaches

We will contribute to solving issues in local communities, in order to make sustainable society a reality. We will also maintain business activities that are firmly rooted in the local communities, respecting the cultures and customs of each country.

Policy on Coexistence with Local Communities

Toshiba Group contributes to the development of local communities and solution to issues imposed on them through our business activities. At our manufacturing sites, we have been practicing procurement at optimal location by localizing management, developing human resources, promoting local procurement, and other activities. We have also contributed to the development of social infrastructure in developing and emerging countries in addition to the development of products that meet the needs of local communities.

Furthermore, we have set our policy on the relationships with local communities in Standards of Conduct for Toshiba Group.

➤ [Standards of Conduct for Toshiba Group 19. Community Relations](#)

Structure of Coexistence with Local Communities

The administration division at each site or company is responsible for handling relations with local communities, including constant communication with communities associations and other organizations.

Check and Evaluation of Local Impacts of Establishing New Business Sites

When establishing new business operations, all Group companies at Toshiba Group adhere to laws and regulations, engage in dialogue with local authorities and residents and strive to maintain harmony with the community. Once operations are underway, the companies disclose information about their business activities and environmental conservation initiatives and thus engage in fruitful communication with local community.

For manufacturing sites, environmental audits of sites evaluate the extent to which operations have an impact on the local environment. Furthermore, efforts are being made to acquire ISO 14001 certification throughout Toshiba Group.

At all of these sites, we maintain good relationships with local communities.

➤ [Toshiba Group Environmental Audit System](#)

➤ [Number of the sites that have acquired ISO 14001 certification](#)

Contributions to Local Communities around Business Sites

Support for the Employment and Independence of People with Intellectual Disabilities —Toshiba With Corporation

Established in 2005, Toshiba With Corporation is a Toshiba Group subsidiary mainly consisted of people with intellectual disabilities, and which aims to support the independence of those people. At Toshiba With Corporation, employees are engaged in business operations for cleaning, printing, and mail delivery, or as health keepers within Toshiba Group. Through these operations, they learn about work responsibilities and enjoyment in work, along with social rules and manners in order to achieve independent living. The independence of the people with intellectual disabilities requires not only employment opportunities, but also support in living, including lifestyle and health management. To this end, the company works in close collaboration with the families of the people with disabilities and local support organizations to create a unified support system.

We will continue to support promoting awareness and understanding of disabilities, fostering employee self-reliance, so everyone may play a more active role in society.

➤ [Employment of People with Disabilities](#)

Contribution to Local Communities through In-House Sales Events

Toshiba Group has been running in-house sales events during lunchtimes since 2004 with the aim of supporting the economic independence and participation in society of persons with disabilities. In FY2020, sales events were held at its sites nationwide for products from disaster-stricken areas such as Tohoku and for local welfare facilities. Additionally, in view of the spread of COVID-19, Toshiba Business Expert Corporation organized a sales event in support of post-disaster reconstruction on its website.



A sales event in support of post-disaster reconstruction on the website

Improving the Environment of Surrounding Communities

Toshiba Group companies strive to improve the environment around their business sites. In FY2020, the Group companies' employees across Japan cleaned areas around their business sites approximately 170 times. As part of the initiative, Toshiba Chugoku Branch Office carried out a monthly cleaning activity around their office building.



Toshiba Chugoku Branch Office's cleaning activity around their office building

Consideration for Employees' Exercise of Civil Rights

Toshiba set up a new leave system called Saiban-in (Lay Judge) System Leave to coincide with the commencement of the Lay Judge System from May 2009 in Japan.

This leave facilitates the employees to participate as citizen jurors in criminal court procedures. Based on the law for implementation of the Saiban-in system in criminal court procedures, the salary per day for the employee selected to participate in such system amounts to the basic salary per day. Also, based on the above law, the number of leave days provided under this system equals to the maximum number of participation days under the Lay Judge System.

Contribution to Local Communities through Job Creation, Procurement and Tax Payment

Toshiba Group expands its business around the world. The jobs created contribute to local communities, especially the production facilities that employ a considerable number of local people.

Toshiba Group appropriately implements local procurement of materials, components and equipment, etc. based on the attributes of the items produced and the environment in which they are produced. Centered on production bases in each country, and also using the International Procurement Office (IPO), we make efforts to promote optimal procurement, including local procurement.

By paying taxes in accordance with national laws and regulations, the Group companies and their employees make an economic contribution to the regions where they operate under its Basic Policy on Tax.

Policy for Nuclear Safety Improvement

As a company involved in the nuclear industry, we recognize the importance of continuous improvements for nuclear safety. So, we are fostering a nuclear safety culture, as well as voluntarily and continuously working to improve nuclear safety, in light of lessons learned from the Fukushima Daiichi Nuclear Power Plant accident.

➤ [Policy for Nuclear Safety Improvement \(Toshiba Energy Systems & Solutions Corporation\)](#)

Initiatives at Fukushima Daiichi Nuclear Power Station

The government and Tokyo Electric Power Company Holdings, Inc. (TEPCO) have developed a mid-and-long-term roadmap towards the decommissioning of TEPCO's Fukushima Daiichi Nuclear Power Station in 30 to 40 years. This roadmap has set the target for the areas of contaminated water, removal of fuel from spent fuel pools, retrieval of fuel debris, and management of radioactive waste.

Toshiba Energy Systems & Solutions Corporation has been making continuous efforts to develop the technologies to solve the challenges for achieving these targets and providing support toward decommissioning.

➤ [Efforts toward restoration of Fukushima site \(Toshiba Energy Systems & Solutions Corporation\)](#)

ESG Performance: Social

Social Contribution Activities



To realize a sustainable society, Toshiba Group actively promotes social contribution activities as well as business activities, thereby contributing to solving various societal issues.

Medium- to Long-term Vision

Our aim is that every Toshiba Group operational site, and each and every employee working there, will take the initiative in contributing to society.

FY2020 Achievements

Number of social contribution programs

Achievement 696 programs

Future Challenges and Approaches

We will continue to provide more information and to make opportunities to our employees, so that many of them can get involved in activities voluntarily that contribute to society.

Basic Policy on Social Contribution Activities

Toshiba Group has set the Basic Policy on Social Contribution Activities which embodies Toshiba Group's Basic Commitment "Committed to People, Committed to the Future."

The five key areas of activities stated in the Toshiba Group Basic Policy on Social Contribution Activities are all related to social issues that Toshiba Group regards as important. Toshiba Group will contribute to solving societal issues, attainment of the SDGs and creating a sustainable society through business activities as well as social contribution activities by using knowledge and resources acquired through business.

In these endeavors, we keep track of the results and impact on business through regular dialogues with stakeholders including NPOs and NGOs, and reevaluate and decide on our course of action accordingly.

Toshiba Group Basic Policy on Social Contribution Activities

1. In accordance with the Basic Commitment of the Toshiba Group and Standards of Conduct for Toshiba Group, we make vigorous efforts to contribute to society.
2. In contribution to society, we focus on the following fields: protection of the natural environment, science and technology education, promotion of sports and culture, social welfare, and international exchange and friendship.
3. We support employees' voluntary activities.

Positioning of Social Contribution Activities in Toshiba Group

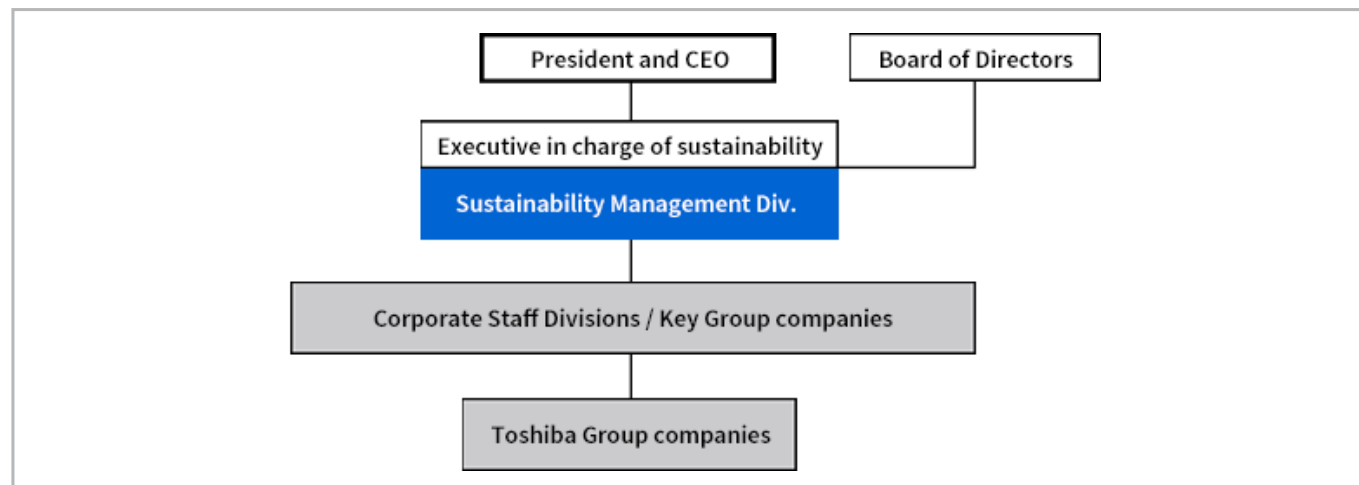


Structure of Social Contribution Activities

In the Toshiba Group, the Sustainability Management Division carries out social contribution activities in cooperation with corporate staff divisions, key Group companies, etc. based on the Basic Policy on Social Contribution Activities.

With regard to donations to disaster relief and to NPOs and NGOs, we assess the legality and appropriateness of such donations before doing so, based on our in-house regulations.

Structure of Toshiba Group's Social Contribution Activities



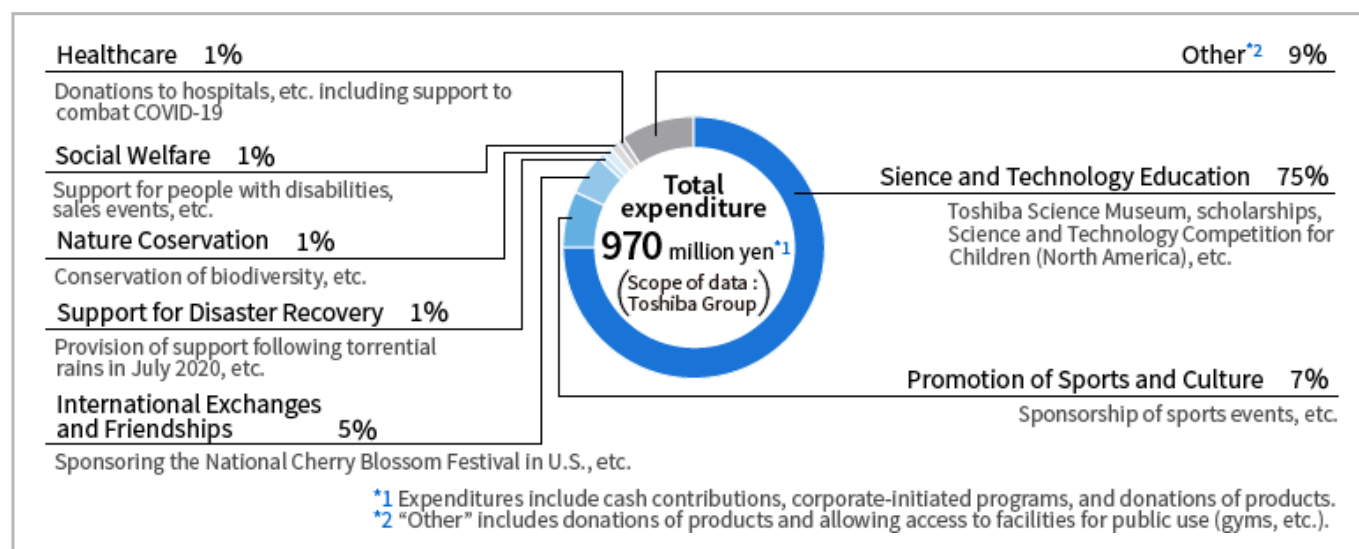
Social Contribution Activities by Employees and Support for their Activities

The total number of Toshiba Group employees that participated in the social contribution activities during FY2020 was 118,959.

We have a system in place to support employees in their social contribution activities so that more employees can be part of the society through their contribution activities and help solve social issues. Employees are able to take long-term leave by accumulating annual leave for the purpose of participating in volunteer activities.

Social Contribution Activities: Total Expenditure and its Constituent Parts

Total expenditure and its constituent parts (FY2020)



Support Associated with COVID-19 Infection

In response to the spread of COVID-19 infection, to ensure the safety of customers, business partners, local communities, employees and their families, and business continuity, Toshiba Group is taking measures according to circumstances as they change.

In February 2020, when the COVID-19 outbreak occurred in China, a total of 1 million yuan (equivalent to 15 million yen) was donated by Toshiba Group's subsidiary in China and its employees to help control the virus spreading over a wider area. We donated around 10,000 face masks through the Embassy of the People's Republic of China in Japan as infection prevention goods.

Social Contribution Award: Toshiba “ASHITA” Award

In order to invigorate our social contribution activities, Toshiba Group has been evaluating and giving awards to domestic and overseas activities. Every year we evaluate the previous fiscal year's activities from nine perspectives—goals, the extent of employee involvement, originality, continuity, social impact, collaboration with external organizations, and so on—and the President and CEO's awards those activities that have achieved excellent results.

In FY2020, out of 1,072 programs that were carried out in FY2019 the following four programs were awarded.

FY2020 Toshiba ASHITA Award-winning programs

Continuing child support through Ashinaga Foundation (Toshiba IT & Control Systems Corporation)

Promoting social contribution activities to engage with local community (Toshiba Hokuto Electronics Corporation)

South Africa : High school library book donation project (Toshiba Europe Ltd. and Toshiba Africa (Pty) Ltd. in Collaboration with EMEA Subsidiaries)

Educational activities in the fields of meteorology, nature observation, and science (Satoshi Inoue, Toshiba Infrastructure Systems & Solutions Corporation)

Toshiba Group Volunteer Days

Toshiba Group has held the Toshiba Group Volunteer Days since FY2014 around December 5, the International Volunteer Day set by the United Nations. The aim of this initiative was to make a significant social contribution that cannot be achieved by individuals, through the simultaneous participation of all Toshiba Group employees.

In FY2020, about 50,000 employees joined in 242 activities in Japan, and about 7,000 employees participated in 46 activities in overseas countries. The Group companies in Japan and abroad conducted their own unique social contribution activities given the issues of each region. In Japan we held food drives and other events to achieve “Zero Hunger,” one of the Sustainable Development Goals (SDGs).



Called for collection of preserved food stocked away at home and donated to an NPO, Food Bank FUJINOKUNI (Toshiba Tec Corporation Shizuoka Business Center)



Donated food and other Christmas gifts to children at a facility run by Children's Joy Foundation (Toshiba Information Equipment (Philippines), Inc.)

Science Technology Education

Toshiba Science Museum: Where You Can Enjoy the Fun of Science and Technology

Toshiba Science Museum near JR Kawasaki Station is a location for the support of science-technology education, a linchpin in Toshiba's social contribution activities. It introduces state-of-the-art technologies and businesses such as quantum key distribution and heavy ion therapy equipment, and holds online events and video distribution to meet the needs of the era. The museum was closed temporary during FY2020 due to the COVID-19 pandemic, but is open for visit from April 2021, with advanced reservation required. In May 2021, it was certified as a "Kawasaki SDGs Partner" under a program through which Kawasaki City registers and certifies companies and organizations committed to achieving SDGs.



Information desk at Toshiba Science Museum

[Toshiba Science Museum](#)

Science and Technology Competition for Children in the U.S. and Canada

Since 1992, Toshiba Group has worked with the National Science Teachers Association to host the ExploraVision Awards (EVA), a science and technology competition for k-1 to k-12 students in the United States and Canada.

EVA is a competition aiming to encourage dreams in which children make predictions about technologies that they believe will become feasible within 20 years based on today's science and technology. The program celebrated its 28th anniversary in 2020, commemorating its long history as a Japanese company's science education support program in North America. The number of participants totals approximately 450,000 to date. In 2020, we received applications from about 4,000 groups around the United States and Canada. Although the award ceremony was held online to prevent the spread of COVID-19, we received comments from the prizewinners such as, "EVA made me realize science was fun, and it gave me confidence to solve big problems."

[2020 Prizewinners]

- GRADES K1-3 (Kindergarten to 3rd year elementary school students)
 - Get Away! Bacteriophage
 - Friday Harbor Elementary School in Washington
- GRADES K4-6 (4th to 6th year elementary school students)
 - Ground-Based Airport Runway (GBAR) Turbines
 - Northmoor Elementary in Englewood, Ohio
- GRADES K7-9 (1st to 3rd year junior high school students)
 - Engineering Chlamydomonas reinhardtii to Biodegrade the Pollutant Polyethylene Terephthalate
 - McCullough Jr. High School in The Woodlands, Texas
- GRADES K10-12 (1st to 3rd year high school students)
 - Self-Immunizing Joint Replacements
 - Alabama School of Math & Science in Mobile, Alabama



Over 100 people simultaneously attended the virtual award ceremony



Children from GRADES K4-6 (4th to 6th year elementary school students) showcased their award-winning idea, "GBAR Turbines"

[ExploraVision](#)

Teaching Competition in China

Seeking to contribute to the future development of scientific and technical human resources in China, in 2008 we established the Contest of Math and Science Teaching Program for the Normal University Students in China in cooperation with China's Ministry of Education. This is a contest for students studying at four-year Chinese teacher training universities which are equivalent to universities of education in Japan and aspiring to become a teacher in science including physics, chemistry, or mathematics, to compete their skills in teaching a class. Winners and their instructors are invited to Japan for the opportunities to have experience of Japanese science, technology and culture, and exchange with teachers and students of Japanese teacher training university.

In FY2020, the contest was cancelled due to the COVID-19 pandemic.



Mr. Chen Decheng
of South China Normal University (left)
received the Toshiba Innovation Award in FY2019.

Environmental Education Program for Children

Since 2017, we have held environment education programs for elementary school children in collaboration with the Association of Corporation and Education at elementary schools in areas around Tokyo and regions where we have manufacturing sites, in addition to Toshiba Science Museum and event venues throughout Japan.

➤ [Environmental education program for children](#)

Scholarships

Toshiba Group awards scholarships to students and laboratories in different countries to help support development of a new generation. Furthermore Toshiba factories are receptive to local requests for tours, and some even accept internships of a few weeks.

Toshiba granted 100,000 yen every month to 230 university students in Iwate, Miyagi, and Fukushima prefectures, which were hit hard by the Great East Japan Earthquake, until graduation.

In Vietnam, we have given a total of around 3 million yen every year since 2005 in subsidies to around 30 students at the Hanoi and Ho Chi Minh City campus of Vietnam National University. Toshiba and the university also conduct joint research on software. Some graduates of the university have entered Toshiba Software Development (Vietnam) Co., Ltd. and continue to work there.

Toshiba Information Equipment (Philippines), Inc. established a scholarship system in 2008 to provide education at universities or vocational educational institutes to economically disadvantaged high school students. Toshiba supported 90 students with scholarships until 2018 when the program ended.

Factory Tours and Internship

At the request of local communities or schools, operational sites throughout Japan accepts visitors for facility tours, and participants for on-the-job training programs and internship programs.

Cyber-Physical Systems x Design Division, Toshiba:

Based on our original program, we offer an internship to students several times a year as an opportunity to acquire experience that will help them seek their potential or think about their future career. Due to the COVID-19 pandemic, the internship program was offered by way of small group online meeting in August 2020. With careful infection prevention measure in place, we conducted an office tour in October 2020 to give the participants a chance to feel the workplace atmosphere and experience a workshop that also offered them an opportunity to interact with each other.



Online internship (Cyber-Physical Systems x Design
Division, Toshiba)

NISHISHIBA ELECTRIC CO., LTD.:

Students at technical high schools in Himeji City were invited for work experience at seven different workplaces in five days. They experienced not only manufacturing, but also safety activity.



Work experience (NISHISHIBA ELECTRIC CO., LTD.)

Protection of the Natural Environment

Conservation of Biodiversity

Toshiba Group has set five activity themes with reference to the new globally-shared targets for the conservation of biodiversity*, and promotes employees' participation within and outside the operational sites.

* With reference to the updated zero draft of the Post-2020 Global Biodiversity Framework (issued in August 2020), a framework that the Conference of the Parties to the Convention on Biological Diversity aims to develop, we set the following five activity themes: (1) Building of ecosystem networks, (2) Conservation of rare species, promotion of ex situ conservation, (3) Response to marine plastics issues, (4) Response to climate change (mitigation, adaptation), and (5) Conservation of water.

> [Conservation of Biodiversity](#)

Social Welfare

Sending Doctors and Dentists to Areas around the Toshiba Factory in the Philippines

Since 2006, Toshiba Information Equipment (Philippines), Inc. has been dispatching a team of doctors, dentists, nurses, and many volunteer employees to impoverished areas nearby to provide medical and dental examination services as well as medical supplies to the residents free of charge. The activity was suspended in FY2020 due to the COVID-19 pandemic.



Medical treatment is provided free of charge. (February 2020, Toshiba Information Equipment (Philippines), Inc.)

International Exchanges with Friendship, and Promotion of Sports and Culture

International Exchange Program for High School Students from Japan and the ASEAN Countries

Since FY2014, the Toshiba International Foundation (TIFO) has been holding Toshiba Youth Club Asia (TYCA), an international exchange program where high school students from Japan and the 10 ASEAN countries get together for a week to co-develop future vision for Asia through various hands-on learning and discussions, by using SDGs as their common language. In FY2020, because we were not able to invite participants from Asia due to the COVID-19 pandemic, we asked a total of 100 participants from our past six programs (alumni) to write an essay, an activity suitable for a time like this. The theme of the essay was, “What I am working on with an eye on the post-COVID-19 era.” We received essays from a total of 75 participants, including some that reported on their recent status, and posted them on a special website.

Despite being forced to change various plans including a chance to study abroad due to the spread of COVID-19, we found that some participants were reflecting on themselves to find what they can do now, some were challenging new things, while one was actively working at the forefront of medical practice that tackled COVID-19, and another was undergoing training to become a chef at a Japanese restaurant as part of the attempt to contribute to local revitalization. These all proved that TYCA is contributing to developing powerful talents for the future.



➤ [TYCA Special Website](#)

Promoting Sports

Toshiba promotes sports not only to help children to grow up healthy but also to inspire and encourage everyone through the impressive performances of top athletes. Amateur sports teams of Toshiba employees play an active role in making a difference in society.

➤ [Toshiba baseball team: Brave Areus \(Japanese\)](#)

Disaster Relief

As a company that conducts business worldwide, Toshiba Group wishes to contribute to restoring areas affected by natural disasters. To that end, we review what is most appropriate in consideration of local characteristics and damage situations, and donate money, provide our company products, and collaborate with NGOs. In addition, employees also engage in fund raising and volunteer activities.

In FY2020, we provided support via donations to areas affected by heavy rains in July 2020 in Japan.